

# ANNUAL BUDGET



FISCAL YEAR 2023 – 2024



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

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### **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**

Chris Hiser, Police Chief

Barbara Fleming, Chief Human  
Resources Officer

Brian Jones, Fire Chief

Sharon Flissar, Public Works Director

Abe Rubio, Chief Information Officer

Laura Wilson, Parks, Recreation, and  
Library Director

Kennie Downing, Chief Procurement Officer

Matt McLachlan, Community  
Development Director

Jill Adams, City Clerk

Tony Boone, Tourism and  
Economic Development Director

Nathan Williams, City Attorney

David Felix, Chief Financial Officer

Adam Curtis,  
Communications Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Sierra Vista  
Arizona**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Sierra Vista, Arizona for its annual budget for the fiscal year beginning July 1, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



**Introduction 1**

---

City Manager Transmittal Letter .....	2
City Organizational Chart.....	14
Community Profile .....	15
History.....	16
City Council Members.....	18
City Manager.....	25
Demographics .....	27
Strategic Leadership Plan .....	32
Vista 2030.....	38
Budget Calendar .....	49

**Budget Summary 50**

---

Budget Summary .....	50
Financial Policies.....	83

**Funds 89**

---

Fund Balance Estimates .....	94
General Fund Revenue .....	103
Property Tax .....	105
City Sales Tax.....	107
State Shared Sales Tax .....	110
State Shared Income Tax .....	111
Vehicle Licenses Tax .....	112
Utility & Franchise Tax .....	113
Business License Fees .....	114
Ambulance Fees .....	115

**Highway User Revenue Fund (HURF) 116**

---

**Local Transportation Assistance Fund (LTAF) 118**

---

**Airport Fund 119**

---

**Special Revenue Funds 120**

---

Police Special Revenue.....	120
Grants Fund .....	120
Donation Fund.....	120
Judicial Enhancement.....	121



Park Development .....	121
Police Development .....	121
Transportation Development.....	122
Fire Development .....	122

**Capital and Debt Service Funds** **123**

---

Capital Improvement Fund .....	123
Debt Service .....	123

**Sewer Enterprise Fund** **124**

---

**Refuse Enterprise Fund** **125**

---

**Internal Service Funds** **126**

---

Health and Accident.....	126
Unemployment.....	126
Self-Insured Fund .....	126

**Revenue Summary by Fund** **127**

---

**Expenditures** **128**

---

Expenditure Table.....	128
Departmental Summary .....	129
Capital Expenditures .....	133
Capital Summary .....	134
Personnel.....	138
Personnel.....	138
Personnel Summary .....	140
Debt Service.....	149
Schedule A – Debt Service Budget by Fund .....	150
Schedule B – Bond Indebtedness .....	151
Schedule C – FY23 Lease Purchase Financing.....	152
Debt Service Summary .....	153
Operations and Maintenance.....	154
Operations and Maintenance Summary (O&M) .....	155



**Mayor and City Council 156**

---

**City Manager 159**

---

City Manager’s Office .....	159
Finance Service Division .....	163
Economic Development .....	165
Marketing & Communication Division.....	171

**Administrative Services 177**

---

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

**Court & Legal 195**

---

**General Government 197**

---

**Police Department 199**

---

Administration .....	201
Police Operations.....	204
Animal Control.....	207

**Fire and Medical Department 210**

---

**Department of Parks, Recreation, and Library 216**

---

Administration .....	218
Parks, Recreation, & Events.....	222
Sports.....	228
Aquatics.....	234
Parks Maintenance.....	238
Library, Recreation, & Cultural Services .....	241
Library & Pottery Studio/Makerspace .....	242
Museum.....	246
Child & Family Programming.....	249
Adaptive Adults .....	252



**Community Development** **255**

Planning ..... 257  
Building Inspections..... 261  
Neighborhood Enhancement..... 263

**Public Works** **266**

Administrative Division ..... 269  
Internal Services Division ..... 273  
    Facilities..... 273  
    Fleet..... 276  
    Streets/Traffic Services ..... 279  
External Services Division ..... 283  
    Refuse..... 283  
    Wastewater..... 286  
    Airport ..... 290  
    Vista Transit..... 293  
Capital Improvement and Development..... 298  
    Engineering Division ..... 298

**Sierra Vista Metropolitan Planning Organization (SVMPO)** **302**

**SouthEastern Arizona Communications Center (SEACOM)** **304**

**Capital Improvement Plan** **307**

**Five-Year Capital Maintenance and Replacement Plan** **341**

**Appendix** **363**

Budget Adoption Resolution & State Budget Forms..... 363  
Property Tax Ordinance..... 378  
Glossary of Terms..... 380  
Common Acronyms..... 387

The City of Sierra Vista’s Fiscal Year 2024 budget book serves as a policy document, financial plan, operations guide, and communications device. The City is proud to be a 30-time recipient of the Government Financial Officer’s Association Distinguished Budget Presentation Award. This brief guide outlines the budget book structure.

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

The Budget Summary section provides an overview of the FY 2024 budget, a description of budget development, and the budgeting principles applied to the development process. The introduction includes historical information regarding city revenue and spending and a narrative description of the forces driving both. Expenditures are divided into four major categories: personnel, operations and maintenance, capital, and debt. Personnel expenditures are related to salaries and benefits for employees of the city. Operations and maintenance expenditures are necessary to carry on the core business of the city and to preserve existing assets through a maintenance program. Capital expenses are for new equipment, software, infrastructure, facilities, and vehicles. Debt expenditures repay the City’s long- and short-term debt obligations. The section concludes with the City’s Financial Policies providing the regulatory framework that guides the budget preparation.

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

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

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

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



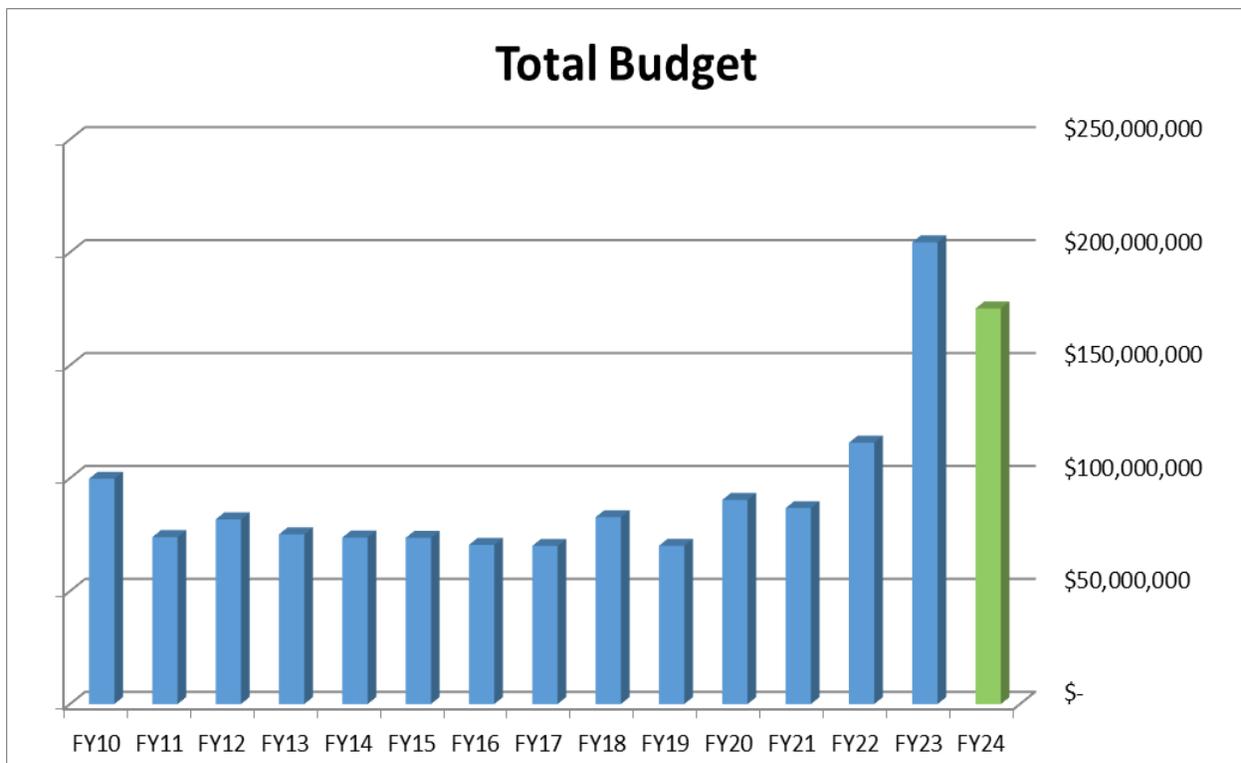
City Manager Charles P. Potucek

July 1, 2023

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

I am pleased to present the Operating and Capital Budgets for the City of Sierra Vista for the Fiscal Year (FY) 2023-2024, as well as the proposed Five-Year Capital Improvement Plan and the FY2024-2028 Capital Maintenance and Replacement Plan. The City's total FY24 budget of \$175,145,445 represents a decrease of \$29,272,249 or 14.3% from the FY23 budget.

The graph below depicts the total budgets for the past 15 years, FY10-FY24.





## City Council Strategic Plan

To help fulfill the City's mission, the Sierra Vista City Council develops a two-year strategic plan that identifies incremental goals, all while keeping the citizen-defined vision of the 10-year general plan, Vista 2030, clearly in sight. The objectives in the strategic plan provide fundamental policy guidance that shapes resource allocations and drives preparation of this year's budget. The FY24 budget reflects the Mayor and Council's strategic plan initiatives, recently approved on June 22, 2023.

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

### **Invest: Responsible Stewardship**

Even though interest rates are at a 20-year high and inflation remains persistent, the U.S. economy continues to grow at a modest pace. While there's diminished discussion of a possible recession, with slowing revenue and surging expenditures, the City still faces many challenges to maintain a balance between long-term objectives and day-to-day needs. Strategic planning, coupled with long-term financial planning, helps to provide robust strategies to fight against this volatile and resource-deficient environment by increasing adaptability and building a strong financial foundation with tactics that stay relevant to changing realities.

***Energy Initiative Projects.*** Phase II of the City's energy initiative with Schneider Electric is nearing completion. In addition to the improvements at the Veterans Memorial Park Sports Complex, the City advances its commitment to responsible energy and water use with the installation of a smart irrigation system at 19 City parks and fields, diatomaceous earth filters and new pumps at the Cove, solar covered parking spaces at four City sites, the installation of eight EV charging stations with 11 total charging ports, and more!

Altogether, phase II of the initiative is estimated to save more than 6 million gallons of water each year, generate more than \$37 million in savings, and have an economic impact of \$101 million over their 25-year lifecycle.



***Partnerships for Water & Ecological Conservation.*** As Sierra Vista developed, the City faced many challenges as we balanced growth with the responsible stewardship of natural resources. In September 2021, the City of Sierra Vista, the Bureau of Land Management’s (BLM) Gila District, Fort Huachuca, and Cochise County entered into a Memorandum of Understanding (MOU) reaffirming our commitment to water and ecological conservation and the cooperative management of the San Pedro Riparian National Conservation Area (SPRNCA).

As a founding member of the Upper San Pedro Partnership (USPP) and the Cochise Conservation and Recharge Network (CCRN), the City also supports multiple conservation efforts, such as the Riverstone Recharge Project (secured design funding through the REPI Challenge grant program), the Coyote Wash Stormwater Management Project (secured funding through the Department of Defense Sentinel Landscapes Partnership), and is also pursuing funding through the U.S. Army for the SPRNCA MOU’s Adaptive Management Committee future operations, modeling, and monitoring.

***Grant Opportunities in FY24.*** Under Arizona law, we must include the value of all potential grants in the budget so that the City can spend those funds. The final budget of \$175 million reflects a decrease from FY23 while still incorporating several grant applications. These grants account for \$79.2 million of the final budget, of which approximately \$61.2 million predominately focuses on improving roadway infrastructure.



## Budget Transmittal Letter

Although unsuccessful last fiscal year, the City's RAISE grant application was identified as a project of merit and the City was encouraged to apply again. Staff received extremely useful feedback on our applications. Using this invaluable information, the City desires to successfully compete for funding of the following roadway projects in FY24:

- Proposed chip sealing and partial pavement replacement on 7th Street, Wilcox Drive, Fry Boulevard, and Buffalo Soldier Trail – Multimodal Project Discretionary Grant (MPDG)
- Proposed extension of Fry Boulevard streetscape improvements from Carmichael Avenue to 7th Street and Garden Avenue – Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant
- Proposed design, construction, and installation of a 10-foot-wide asphalt Shared-Use Path (SUP) that is ADA accessible at 7th Street to Campus Drive along SR-90 Bypass and Buffalo Soldier Trail to Kachina Trail along SR-92 – Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant
- As well as several proposed curb, gutter, and sidewalk improvements on several local roads – Federal Transit Administration (FTA)

The City of Sierra Vista commits to exploring every grant opportunity and available Highway User Revenue Funds (HURF) in order to provide safe and efficient streets and roadways, and prioritizing the City Council's strategic plan goal of improving street conditions.

**Bond Rating.** The City maintains a Standard & Poor's AA rating and a Moody's AA-rating. The agencies indicated the City's strong debt service coverage ratio and strong retail sales tax per capita, as well as Fort Huachuca's presence as a stabilizing factor on the local economy in their reports. Per City Council's strategic plan initiative, the City will continue to evaluate current management of long-term debt and associated policies to maintain a strong bond rating.





### Ignite: Economic Development and Community Prosperity

SEARCH FORTUNE Well.

## Best Places to Live for Families

RANK 25 < Previous Next >

### Sierra Vista

This mountain city offers a blend of natural beauty and suburban convenience.



STATE	COUNTY	POPULATION
Arizona	Cochise	43,312

Residents of Sierra Vista, Ariz., enjoy Oktoberfest, an event held annually at the city's Veterans Memorial Park. COURTESY OF THE CITY OF SIERRA VISTA

After analyzing nearly 1,900 communities with a population of at least 20,000 residents, Fortune ranked Sierra Vista as the 25<sup>th</sup> best place to live for families in the United States. The organization reviewed more than 200,000 unique data points throughout five categories: aging resources, education, financial health, general wellness, and livability. Fortune paid particular attention to multigenerational families and factors meeting their unique challenges, such as the quality of local public schools, graduation rates, the number of quality nursing homes, and access to solid health care providers. Fortune also incorporated affordable home prices, socioeconomic, religious, and ethnic diversity into the data collection and ranking process.

“Sierra Vista is a thriving community with a population of 43,000 that particularly appeals to families and lovers of the outdoors,” Fortune said.

Fortune noted the median price for a single-family home in Sierra Vista is about 35% less than the median home sales price found across Arizona. It also highlighted the many ways to enjoy natural beauty in Sierra Vista, noting the community’s proximity to many vineyards and its reputation as the hummingbird capital of the U.S.

**Local Economic Conditions.** For FY24, the City’s collections in essential revenue streams exceeded expectations, predominately attributed to income from federal and government employment as a vital economic stabilizer. Both local Transaction Privilege and State Shared taxes calculated ahead of budgeted amounts. For Fiscal Year 2023, Gross Privilege tax collections increased \$1.97 million, or 7.8 percent, from Fiscal Year



## Budget Transmittal Letter

2022 actuals and 8.6% over Fiscal Year 2023 budgeted amount. Even with these promising numbers, the City will continue to project FY24's revenues conservatively.

Despite the decrease in new commercial construction square footage, construction of new single-family units, single-family additions, manufactured home units, the City saw a significant increase in the total number of inspections performed in 2023. The City expects the completion of several tenant improvement projects, such as the Home Depot Tool Center, Haven Health additions, and the Cochise Medical Office on State Route 90 and new commercial projects, such as the American Leadership Academy on Buffalo Soldier Trail, Dollar General, Good to Go on State Route 90, the Sierra Vista Surgical Center on Wilcox Drive, and Tropical Smoothie on State Route 92.

According to the Arizona Commerce Authority, Sierra Vista's labor force increased 100 people, while employment in Sierra Vista increased by 8 people (July 2022 compared to July 2023). As of July 2023, unemployment in Sierra Vista increased to 5.0 percent, slightly above Arizona at 4.7 percent and above the national unemployment rate of 3.6 percent, but we anticipate it to decrease as several commercial projects near completion.

***Sierra Vista Housing Market Trends.*** As of July 2023, there were 151 active listings and 93 houses sold in the Sierra Vista area. According to Tierra Antigua Realty, the average time on market for properties in Sierra Vista is 34 days and buyers can expect to pay 97.7 percent of the seller's asking price. The company also shows that market trends indicate a \$3 increase in the average price per square foot and the average sales price rose to \$275,000 from \$280,000 over the last four months.

***Networked Enterprises.*** Public and private partnerships affectively boost economic development and solve community issues without increasing public budgets. The West Sierra Vista Partnership Program provides matching grant funding for certain building and site improvements on commercial properties. The business must locate within the redevelopment area, which expanded in 2019 and again in 2021 to include 111 acres west of N. 5<sup>th</sup> Street.

Since its inception in 2018, the program awarded more than \$313,701 to over two dozen businesses in the West End, which prompted private money to invest over \$4.46 million into the area. Examples of much needed renovations and aesthetic improvements include:

- Monument sculpture of Chief Cochise at Cochise Dental on Garden Avenue
- Interior renovations and signage at Gyfted Creations on West Fry Boulevard
- Interior and exterior renovations at U of A CAST, Advanced IT Concepts (AITC) on Garden Avenue
- Expansion at Juan's Barber Shop at Wilcox Drive and Carmichael Avenue



The continual partnership with Cochise College demonstrates a prime example of networked enterprises. Recently, Cochise College completed a new driving track on City land just east of Fire Station 3. This track serves to augment training for the Sierra Vista Police Department, Cochise County Sheriff's Office, Southeast Arizona Law Enforcement Training Academy, CDL certification, as well as availability for public use.

The driving track, coupled with the college's new ambulance simulator, helps Cochise College pave the way towards the development of a First Responders Academy. This Academy not only benefits public safety entities, but will provide profound advantages to the community.

### **Innovate: Quality of Life**

***Parks Master Plan.*** On August 12, 2021, the Sierra Vista City Council adopted a comprehensive Parks & Recreation Master Plan, an objective identified in the FY22-23 Strategic Leadership Plan and reaffirmed in the FY24-25 Strategic Leadership Plan objective to prioritize implementation of the Parks Master Plan.



The community watched as the old Apache Middle School sports facilities progressed from a conceptualized design to a modern facility. In June 2023, the grand opening of the Veterans Memorial Park Sports Complex showcased the City's new football field and track, featuring efficient LED lights suitable for both soccer and football, artificial turf, and bleacher seating for 1,600 people. As seen with the first phase of the City's energy initiative, these modernizations to sports areas enable the attraction of sports tourism and generate a significant economic impact to our community.



***Classification/Compensation Plan.*** It is the dedication of our employees that bring the Council’s strategic plan objectives into fruition. The City recognizes the importance of remaining competitive in a labor shortage and will continue to invest in our greatest asset. To do so, the City must effectively compete for and retain a quality workforce. The FY24 budget includes adjustments to the Classification and Compensation Plan that will ensure market alignment, reduce compression within internal grades and steps, help minimize the impacts of inflation on employees, and address recruitment and retention needs. As approved by Council, the plan will implement a two percent classification and compensation plan step increase in July 2023 and a two percent market adjustment in January 2024.

In FY24, the budget invests in new positions to include 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 Shelter Supervisor, an Animal Control Enforcement 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.

To assist with retention of employees and reduce recruitment demands, City Council approved on June 8, 2023 the reinstatement of a health insurance benefit that provides retired City employees, with adequate years of continuous service, health coverage until reaching Medicare eligibility.



**CDBG Projects.** On May 25, 2023, City Council adopted the Plan Year 2023 Community Development Block Grant (CDBG) Program Annual Action Plan. Under federal regulations, we can use up to 15 percent of the funds for non-profit public service initiatives, 20 percent for administration, and the remainder for eligible projects.

Per Council direction, staff will use \$162,575 of CDBG funding to install fire hydrants in the Montebello subdivision. The subdivision, which was annexed into the City in 2010, does not currently meet requirements for hydrants in a resident area, which inhibits emergency response and increases the probability of loss due to fire.

The Council approved the following public service projects:

- United Way of Sierra Vista and Cochise County for subsistence payments and assistance programs - \$15,575
- Cochise Family Advocacy Center, Inc. for direct client services and outreach on assault victim services - \$15,575
- Southern Arizona Legal Aid Services, Inc for free civil legal aid services - \$6,000

**Neighborhood Partnership Grant.** The Neighborhood Partnership Grant is designed to support Sierra Vista residents and civic organizations in enhancing where they live, work, and play. The maximum amount awarded equals \$2,500 and must reside on a City-owned property or right-of-way. Recently, we approved a grant request for the Sierra Vista Sunshine Rotary Club to make landscape improvements to E. Fry Boulevard in front of My Place. We look forward to new requests and seeing additional enhancements in our community.

**Better Bucks Sierra Vista and Better Works.** Better Bucks Sierra Vista launched in October 2021 as Corporal Scott Borgstadt, of the Sierra Vista Police Department, led efforts to reach the City Council's FY22-FY23 Strategic Leadership Plan objective of finding new ways to help the homeless. Better Bucks serve as vouchers that the public can purchase and give out in lieu of cash. Since the introduction of the program, merchants redeemed a total of 23,371 vouchers.

Last year, the non-profit organization, in conjunction with the City of Sierra Vista, gave Corporal Borgstadt approval to expand and move forward with a homeless work program. The City was awarded \$52,250, through a grant from the Arizona Department of Housing, to assist in the creation of the Better Work Program. This program allows people, registered in the Homeless Management Information System, the chance to receive \$14 per hour worked, a meal, and the opportunity to shower. From January to August, participants have removed 29,540 pounds of waste and debris, left from homeless camps and illegal dumping, from City and state land. To date, 45 people participated, of which eight gained full time employment. Learn more about this wonderful program at [BetterBucksSierraVista.org](https://www.betterbucksSierraVista.org).



**Levels of Service and Amenities.** In FY24, the City plans to exceed levels of service and amenities for the community without a tax rate increase or changes to the current development fee schedule, as approved by the City Council on December 10, 2020.

In April 2023, the City posted a Request for Proposals to update the City’s development fee analysis regarding Transportation and Park Facilities. In July 2023, the City awarded the contract to a third-party consultant, TischlerBise Inc. Due to the mandatory timeline and posting requirements, implementation of the potential new fees will go into effect on January 1, 2025.

**Include: Citizen Engagement**

With the success of its online engagement platform, called Engage Sierra Vista, the City was able to solicit a community vision from over a thousand contributors for a new 28-acre community park, tentatively named “Roadrunner Park”. Next, the City will seek public input in constructing the City’s 6<sup>th</sup> General Plan, Vista 2040.



Every 10 years, the community votes to approve a general plan that builds a framework for the future and, in turn, acts as a blueprint for the City’s strategic plan process which transforms broad goals into clear objectives every two years. Vista 2030 focused on creating architectural design standards, encouraging development in the city’s west end, establishing dark skies ordinance, and establishing infrastructure for alternative modes of transportation. Vista 2040 will include five elements:



Community Growth & Development



Economic Vitality



Connectivity



Public Services & Facilities



Environmental Sustainability

After a two-thirds majority approval by City Council, Vista 2040 will go directly to the voters in the November 2024 General Election. Help contribute to the direction of our community by visiting [SierraVistaAZ.gov/Vista2040](https://SierraVistaAZ.gov/Vista2040) and completing the online survey.

## Future Challenges

***PSPRS Liability.*** The Public Safety Personnel Retirement System (PSPRS) liability remains a constant challenge. In FY24, Police PSPRS contribution rates will increase from 64.38% to 68.98% while Fire PSPRS contribution rates will decrease from 59.22% to 56.60%. However, in keeping with policy, the City will set the Fire PSPRS contribution rate as 61.68% (same as FY21) to accelerate liability reduction.

In order to enhance that policy, we will maintain the current approach to reducing unfunded PSPRS liability, and also budget all public safety positions at the maximum salary for PSPRS contribution calculations.

***Long-range Financial Planning.*** Long-range financial planning involves the projection of revenues and expenditures over multiple years and the understanding of the financial impact of economic trends and risk factors on the budget. The City can attribute its past fiscal stability to our diligence to prudent fiscal policies and practices, constant evaluation for operations and maintenance



## Budget Transmittal Letter

efficiencies, maintaining adequate fund balances, and conservative revenue budgeting. To improve upon the City's long-range financial planning process, the City plans to implement strategies in accompaniment with the strategic plan, capital improvement planning process, and budgeting. Three main challenges we face in this category include:

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

### Conclusion

The FY24 budget continually provides the resources to ensure a high level of service to the community. Through the dedication of our fine employees, we will continue to move forward and meet the challenges presented to us.

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

Respectfully submitted,

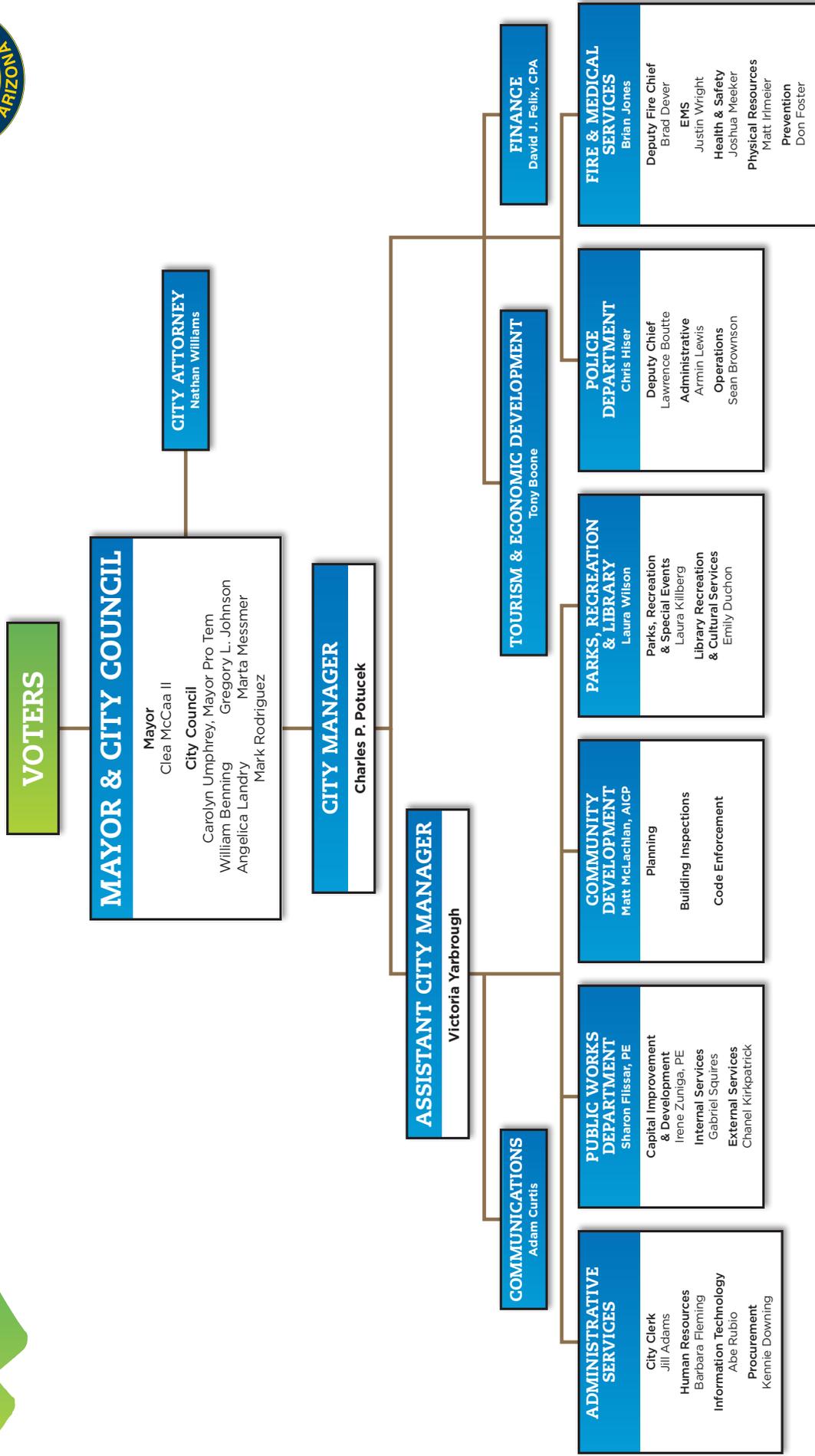
A handwritten signature in black ink, appearing to read 'C. Potucek'.

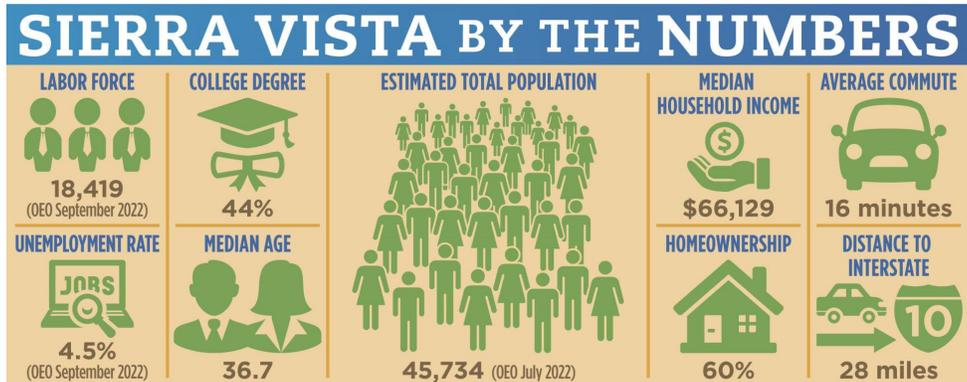
Charles P. Potucek  
City Manager



# CITY OF SIERRA VISTA

## CHART OF ORGANIZATION





## Introduction



Sierra Vista (Spanish for "Mountain View") is a thriving community of 45,439 and serves as the regional center for southeastern Arizona. The City is approximately 75 miles southeast of Tucson, and boasts unique views of the Huachuca, Dragoon, and Mule Mountains. The San Pedro River serves as the City's eastern border. At an elevation of 4,623 feet, Sierra Vista enjoys a temperate year-round climate and abundant sunshine.

## History

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

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



## Activities and Attractions

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

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



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



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

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

## **Governance**

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

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

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

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

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

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

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

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

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

Carolyn's love of Sierra Vista started in 2006, when her husband, Tim Umphrey, was stationed at Fort Huachuca to conclude five years of service in the United States Army. They quickly fell in love with the community, weather, and mountain views and, in 2008, chose to make Sierra Vista their home.

Council Member Umphrey has served as the council liaison to the West End Commission and the Arts and Humanities Commission. Currently, she serves as the Chair of the Sierra Vista Metropolitan Planning Organization, as a primary for the Upper San Pedro Partnership, as a board member for the Rural Transportation Advocacy Council, as a member of the Military Communities Council for the National League of Cities, and on the Budget, Finance, and Economic Development Committee for League of Arizona Cities and Towns.

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

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



## **Council Member William Benning**

**Term: 2023-2026**

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

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

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

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



## **Council Member Gregory Johnson**

**Term: 2021-2024**

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

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

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

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

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

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

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

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

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

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

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

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



**Council Member Mark Rodriguez**

**Term: 2023-2026**

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



## City Manager Charles P. Potucek

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

During his 37 years of service to the city, Sierra Vista has experienced significant growth and change. Potucek's accomplishments include negotiating the agreement that brought the Mall at Sierra Vista; the Highway 90/92-Charleston Road commercial cluster; establishment of Sierra Vista as a founding member of the Bureau of Land Management MOU Cooperative Agreement in support of the SPRNCA resource management plan, the Upper San Pedro Partnership, and the Cochise Conservation and Recharge Network; construction of Avenida Cochise and Martin Luther King, Jr. Parkway; the acquisition and development of the Veterans Memorial Park Sports Complex; the development of the award-winning Sierra Vista transit system; the enhancement of the City's bond rating; and facilitation of improved citizen participation. Capital improvements accomplished during his tenure as city manager include the Sierra Vista Aquatics Facility (the Cove), Sierra Vista Public Library, the Pedro Castro Maintenance Center, construction of the Environmental Operations Park; our multi-use path system, renovation of the Ethel Berger Center, Nancy J. Brua Animal Care Center, Kiwanis Skate & Bike Court, Fire Station #3 and EMS Substation #4, expansion of the C. Reed Vance police facility and Centennial Pavilion. Potucek envisions Sierra Vista as a regional center for commerce, health care and education, a model for environmental programs, a technology center, a home for Fort Huachuca service members and families, and expanding upon its history as an outstanding public service provider. Above all, he wants Sierra Vista to become a place where children grow up and stay - instead of having to go elsewhere for educational and employment opportunities.

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



### **Assistant City Manager Victoria Yarbrough**

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

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

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

## Population

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

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

As of July 1 each year

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

### POPULATION PROJECTIONS

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

Source: Arizona Office of Economic Opportunity



AGE GROUPS IN SIERRA VISTA		
	2010	2022
<i>Under 5</i>	7.5%	4.9%
<i>5 to 9</i>	6.4%	4.9%
<i>10 to 14</i>	5.6%	7.1%
<i>15 to 19</i>	7.3%	6.1%
<i>20 to 24</i>	8.7%	6.0%
<i>25 to 34</i>	16.9%	12.1%
<i>35 to 44</i>	11.9%	11.6%
<i>45 to 54</i>	11.3%	10.2%
<i>55 to 59</i>	4.9%	5.9%
<i>60 to 64</i>	4.8%	6.9%
<i>65 to 74</i>	8.0%	13.7%
<i>75 to 84</i>	4.9%	8.9%
<i>85 and over</i>	1.7%	1.7%

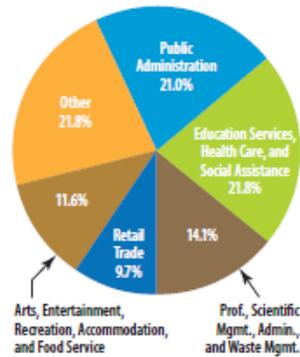
Source: US Census Bureau & 2021 American Community Survey (DP05 estimates for the Sierra Vista-Douglas Metro Area)

Racial Composition	
White	57.00%
Hispanic or Latino (of any race)	24.50%
Other (including 2 or more races)	13.20%
Black/African American	7.80%
Asian	3.90%
American Indian & Alaska Native	0.90%
Native Hawaiian & Pacific Islander	0.80%

Source: 2021 American Community Survey

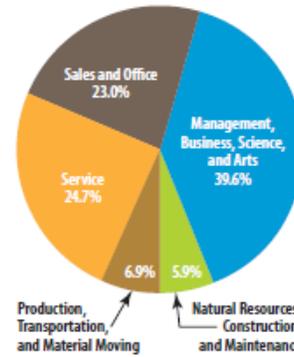


### SIERRA VISTA INDUSTRIES



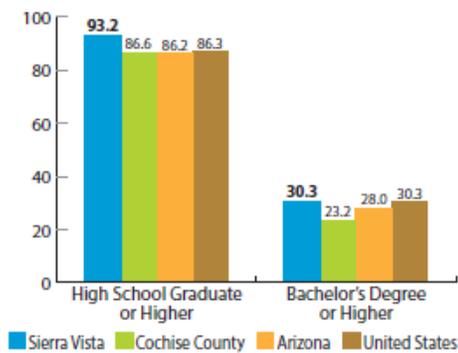
**Note:** By share of workforce. Includes industries with at least 5% of the workforce; industries with less than 5% are grouped in "other."  
**Source:** U.S. Census Bureau, 2012–2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

### SIERRA VISTA OCCUPATIONS

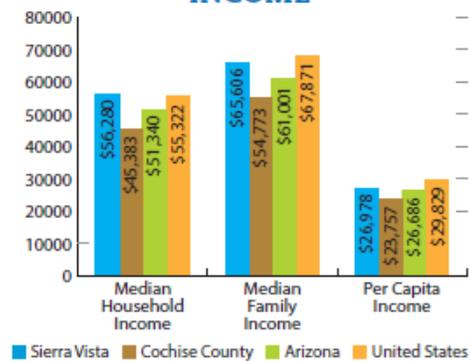


**Source:** U.S. Census Bureau, 2012–2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

### EDUCATIONAL ATTAINMENT LEVELS



### INCOME



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

## Cost of Living

The City of Sierra Vista’s cost of living is comparable to other cities in Arizona, as shown by 2022 data from the Cost-of-Living Index<sup>1</sup> prepared by the Best Places to Live. The website compares the cost of groceries, housing, utilities, transportation, health care and miscellaneous expenditures in various cities. The table below shows the percentage difference in the pricing index between Sierra Vista and each individual city. The data indicates how much lower (represented by a negative number) or how much more expensive (represented by a positive number) Sierra Vista is in comparison to that particular commodity group of each city.

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

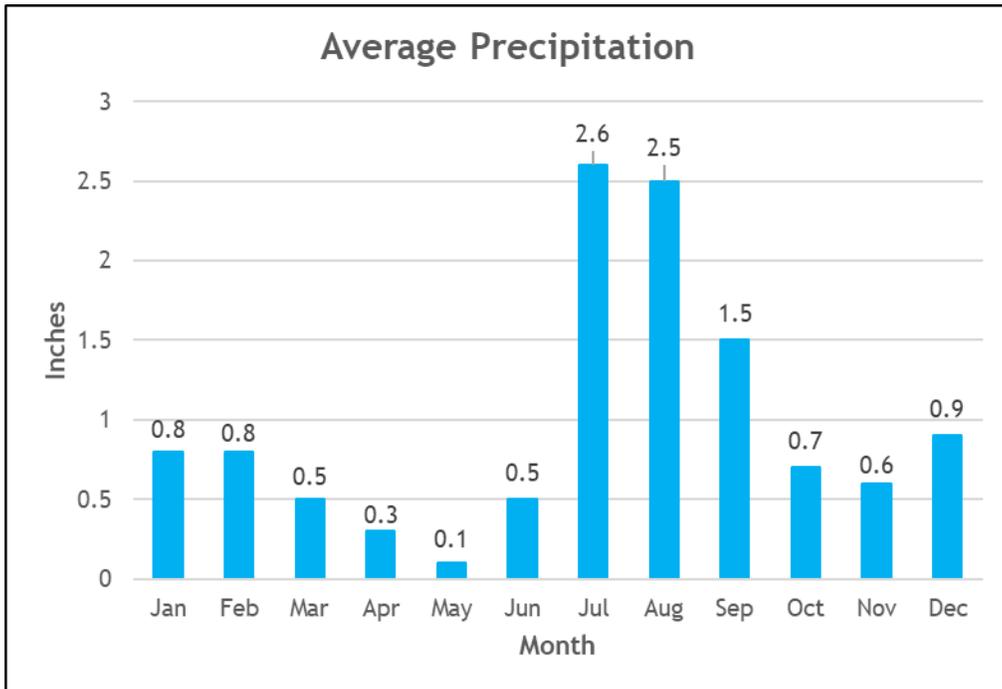
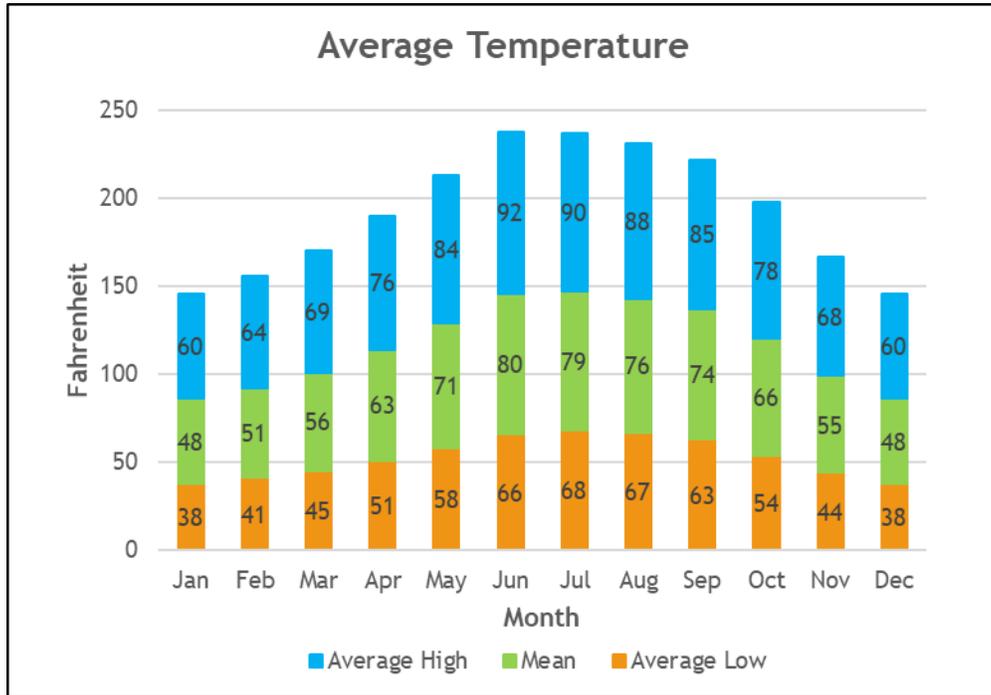
## Climate

The City of Sierra Vista is located at 4,632 feet. Residents and visitors enjoy moderate year-round temperatures. The chart below reflects 2022 average temperature<sup>2</sup>.

Month	Average High	Average Low	Mean	Average Precipitation	Record High	Record Low
Jan	60°F	38°F	48°F	0.8 in.	81°F (1999)	12°F (1987)
Feb	64°F	41°F	51°F	0.8 in.	83°F (1986)	11°F (1985)
Mar	69°F	45°F	56°F	0.5 in.	91°F (1989)	23°F (1985)
Apr	76°F	51°F	63°F	0.3 in.	97°F (1989)	28°F (1999)
May	84°F	58°F	71°F	0.1 in.	102°F (2002)	38°F (2003)
Jun	92°F	66°F	80°F	0.5 in.	107°F (1990)	46°F (1991)
Jul	90°F	68°F	79°F	2.6 in.	108°F (1989)	56°F (2004)
Aug	88°F	67°F	76°F	2.5 in.	102°F (1995)	53°F (1992)
Sep	85°F	63°F	74°F	1.5 in.	98°F (1983)	45°F (1985)
Oct	78°F	54°F	66°F	0.7 in.	96°F (1983)	30°F (1996)
Nov	68°F	44°F	55°F	0.6 in.	85°F (1988)	19°F (2004)
Dec	60°F	38°F	48°F	0.9 in.	79°F (2007)	15°F (1987)

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

<sup>2</sup> <http://weatherspark.com>





## Mission Statement

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

## Organizational Values

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

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

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

This two-year Strategic Leadership Plan focuses on four focus areas: responsible stewardship (Invest), economic development and community prosperity (Ignite), quality of life (Innovate), and citizen engagement (Include). The FY24 budget reflects the Mayor and Council’s strategic plan priorities, recently approved on June 22, 2023.

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

## Vision

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

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



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

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

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

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

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

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



## Focus Areas

### INVEST: Responsible Stewardship

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

**PRIORITY 1:** Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible.

**PRIORITY 2:** Continue to explore and implement best methods used to reduce or mitigate unfunded liabilities for the City's Arizona State Retirement System and Public Safety Personnel Retirement System.

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

**PRIORITY 4:** Effectively plan for and manage water resources.

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

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

**INITIATIVE:** Continue pursuit of state and federal grants.

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





## Focus Areas



### **IGNITE: Economic Development and Community Prosperity**

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

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

**INITIATIVE 7.1:** Expand the Fry Boulevard streetscape.

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

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

**PRIORITY 8:** Conduct effective marketing efforts.

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

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

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

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

**INITIATIVE 10.1:** Evaluate strategies for engaging Economic Development stakeholders.

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



## Focus Areas

### INNOVATE: Quality of Life

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

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

**INITIATIVE:** Evaluate disc golf course options.

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

**INITIATIVE 12.1:** Develop a special event policy.

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

**PRIORITY 13:** Prioritize implementation of the Parks Master Plan.

**INITIATIVE:** Construct Roadrunner Park.

**PRIORITY 14:** Continually evaluate facility needs.

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

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

**INITIATIVE 14.3:** Design and develop the Fab Avenue property.

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

**INITIATIVE 14.5:** Evaluate and determine OYCC replacement options.

**PRIORITY 15:** Maintain properly staffed city departments.

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

**INITIATIVE:** Develop a Transit master plan.

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





## Focus Areas



### **INCLUDE: Citizen Engagement**

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

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

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

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

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



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

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

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

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

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

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

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



Vista 2030 Goal	Strategic Plan Focus Area	Strategic Plan two-year Objective
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<b>Element 1: Citizen Participation</b>		
Goal 1.1: Increase citizen participation in the governmental decision process.	INCLUDE	18. Continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement. 19. Increase City Council appearances/engagements to expand the communication reach and impact of the city. 20. Continue to leverage departmental engagement with the community for improved citizen connections. 21. Strive to simplify digital access to city processes and information.

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



sites.		Economic Development.
Goal 2.4: Consider environmental impacts when planning future sites.	INVEST	
Goal 2.5: Develop and implement aesthetic standards along all major roadways and gateways into the City.	INVEST	1. Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible.
Goal 2.6: Plan appropriate development of vacant State Trust Land located within the City.	INVEST	
Goal 2.7: Annex areas that provide the most benefit to the City as stated in the City's Annexation policy.	INVEST	

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



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

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

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

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

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



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

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

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



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

**Element 11: Public Facilities, Services, and Public Buildings**

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



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



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

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



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

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



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

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

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



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



**JANUARY**

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

**FEBRUARY**

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

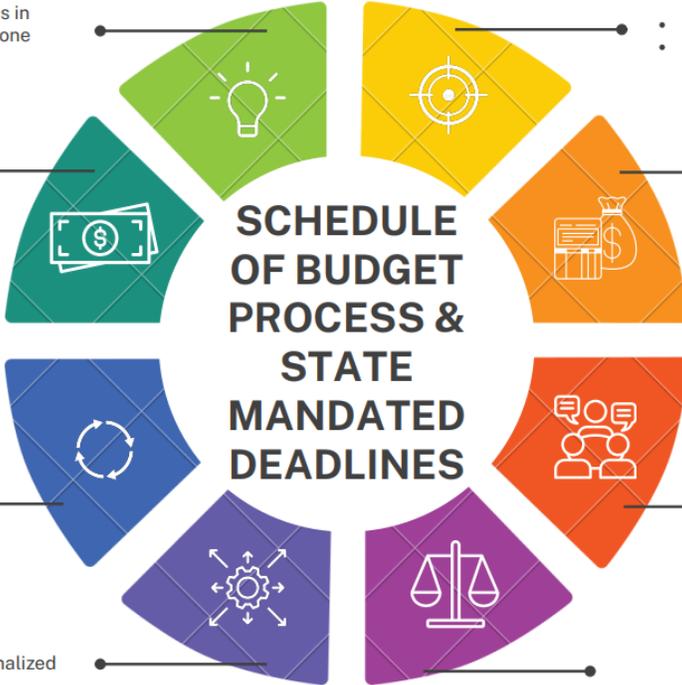
**MARCH**

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

**APRIL**

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

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



**AUGUST**

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

**JULY**

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

**JUNE**

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

**MAY**

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



## Budget Summary

The first part of this section provides an overview of the 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 \$175,145,445, a 14.3% decrease from Fiscal Year 2022-2023 (FY23) budget of \$204,417,694. The General Fund budget totals \$52,629,313, a 4.2% 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 showed signs of decrease as hints of a recession hit consumers. Even so, FY23 gross privilege tax collections were up \$224,888 or 10.96% in May 2023 and \$72,778 or 3.31% in June 2023 over FY22.

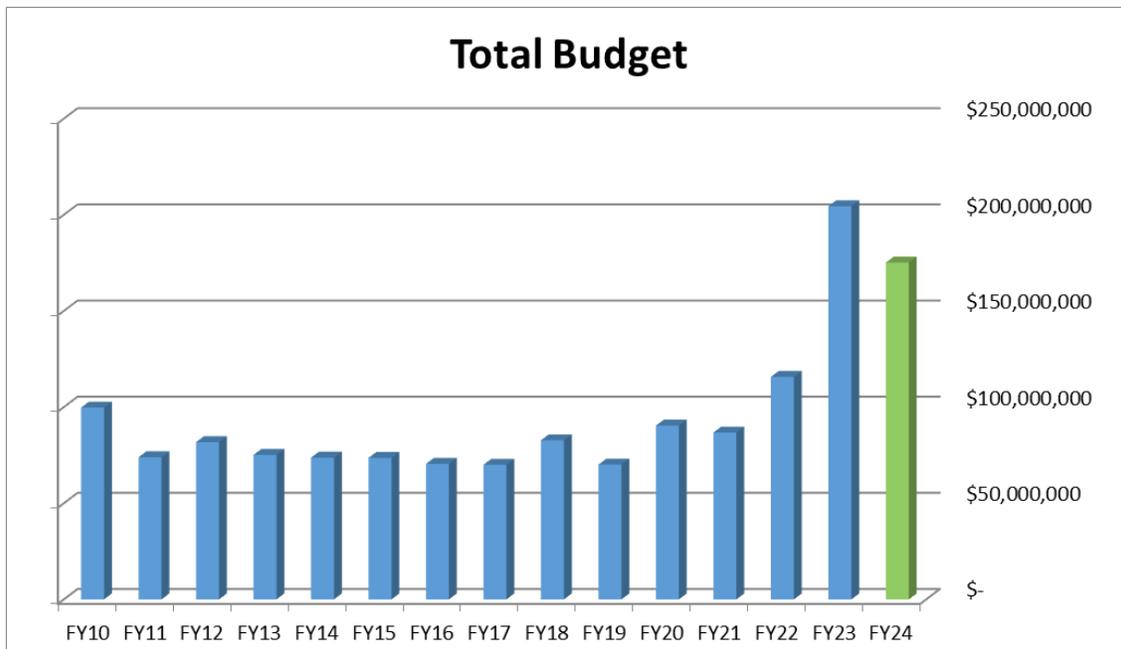
The FY24 budget addresses several challenges and opportunities, including additional personnel to meet expanding demand, considerable cost increases in supplies for operations and maintenance, and investments in infrastructure. Typically, the City of Sierra Vista uses conservative financial forecasting 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 \$61.2 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.



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	\$ 175,145,445	-14.3%



The graph above depicts the total budgeted expenditures from FY10 to FY24. For the upcoming fiscal year (FY24), local sales tax 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 1<sup>st</sup> to June 30<sup>th</sup> Fiscal Year. This fiscal year is the same as the fiscal year used by the State of Arizona.

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

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

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

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

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

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

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

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



## Public Engagement in the Budgeting Process

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

## Budget Principles

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

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

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

## Budget Amendments

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



## Budget Summary

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

## Incorporation of Strategic Plan

To help fulfill the City's mission, the Sierra Vista City Council develops a two-year strategic plan that identifies incremental goals, all the while keeping the citizen-defined vision of the 10-year general plan, *Vista 2030*, clearly in sight. The objectives in the strategic plan provide fundamental policy guidance that shapes resource allocations and drives preparation of this year's budget. The FY24 budget reflects the Mayor and Council's strategic plan priorities, recently approved on June 22, 2023.

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



## Revenue by Major Category

In order to provide services for citizens, the City must raise revenue. The City currently estimates raising \$175,145,445 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 70.9 percent of the total revenue generated.



	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>	<b>% Change</b>	<b>FY24 % of Total</b>
City Sales Tax	\$20,919,252	\$25,130,907	\$26,091,913	3.8%	14.90%
Property Tax	\$377,145	\$379,068	\$382,261	0.8%	0.22%
Franchise Fees	\$1,400,000	\$1,400,000	\$1,500,000	7.1%	0.86%
Licenses & Permits	\$492,763	\$705,000	\$810,000	14.9%	0.46%
Grants	\$28,398,333	\$81,454,224	\$79,193,270	-2.8%	45.22%
Local Govt. Payments	\$6,127,858	\$3,226,838	\$3,967,113	22.9%	2.27%
State Shared Revenue	\$16,117,773	\$21,068,497	\$23,179,596	10.0%	13.23%
Prop 207 Shared Rev	\$0	\$228,000	\$228,000	0.0%	0.13%
Health & Accident	\$4,409,500	\$4,409,500	\$4,409,500	0.0%	2.52%
Ambulance Fees	\$2,100,000	\$2,400,000	\$2,600,000	8.3%	1.48%
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%	1.14%
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%	0.61%
Sewer Revenues	\$3,857,139	\$3,920,427	\$3,975,000	1.4%	2.27%
Refuse Revenues	\$4,571,276	\$4,571,276	\$4,675,000	2.3%	2.67%
PRL Revenue	\$961,848	\$814,257	\$1,076,000	32.1%	0.61%
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%	1.65%
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%	1.27%
Carryover	\$10,136,494	\$8,927,799	\$13,099,619	46.7%	7.48%
Misc Revenue	\$997,926	\$1,458,926	\$1,479,263	1.4%	0.84%
<b>Total</b>	<b>\$115,711,558</b>	<b>\$204,645,694</b>	<b>\$175,145,445</b>	<b>-14.4%</b>	<b>100.00%</b>



### City Sales Tax Package

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

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

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

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

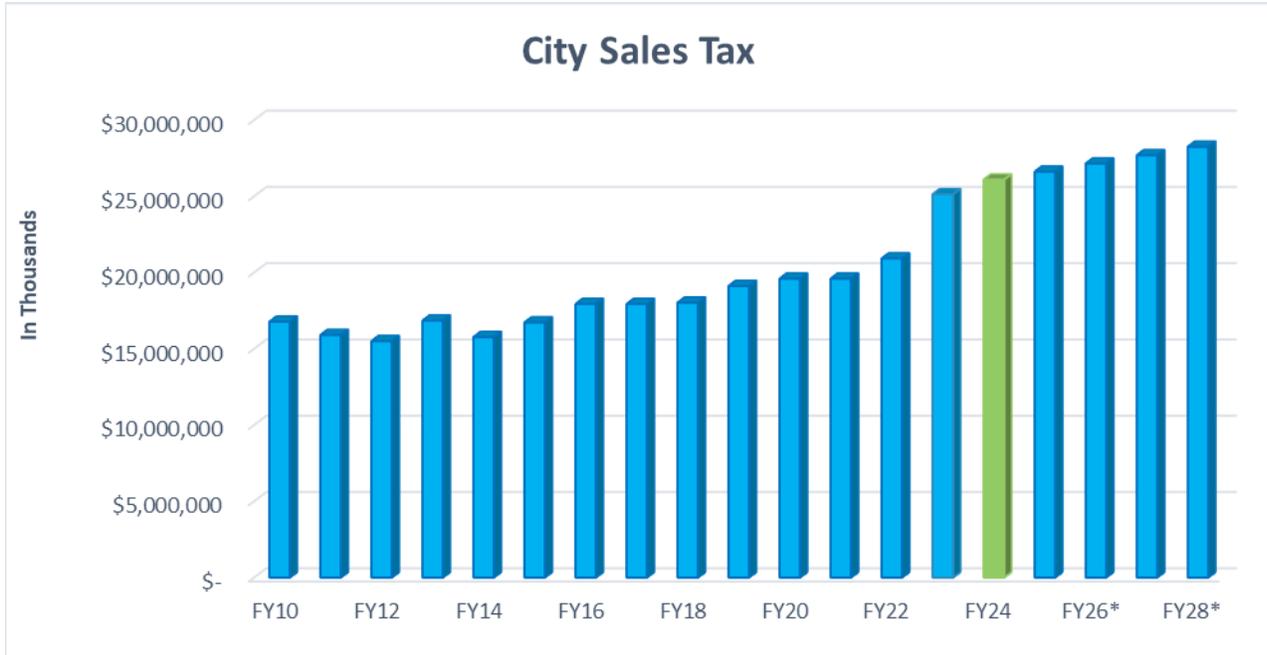
The City relies on a Retail Privilege (Sales) Tax for a substantial percentage of revenue raised through the City Sales Tax Package. In FY21 and FY22, the City’s collection in sales tax exceeded projections, predominately attributed to the community’s stable income through federal and government employment 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 two percent (2%) of the total city tax revenue comes from a 1% tax on the rental of real property. Senate Bill 1131, which will prevent municipalities from levying a residential rental tax, has been passed and signed by Governor Hobbs on August 1, 2023. This bill will go into effect on January 1, 2025.

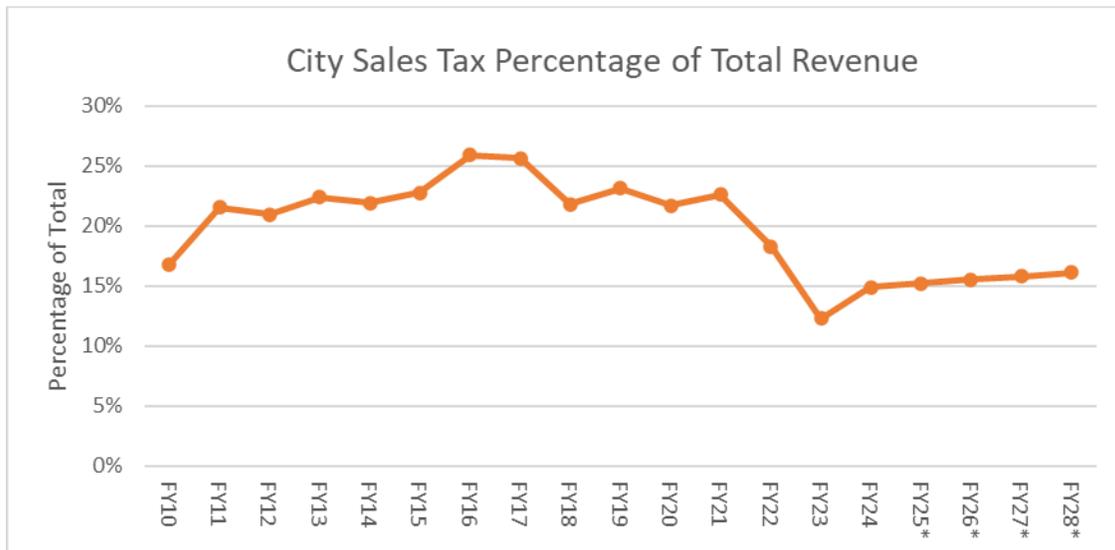


The following graphs illustrate the overall revenue generated by the City Tax Package, including forecasted revenue for FY25-28. Assumptions in forecasting include historical trend analysis.



\*Forecasted

The City Sales Tax is not the only source of revenue for the City. The graph below depicts the percentage of the City’s revenue generated by the City Sales Tax. Since FY10, the City Sales Tax has gradually become a larger portion of the total City revenue. 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 10<sup>th</sup> 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 (0.22%) 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).

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>	<b>Change</b>
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	\$ -
<b>Total</b>	<b>\$16,117,773</b>	<b>\$21,068,497</b>	<b>\$ 23,407,596</b>	<b>\$ 2,339,099</b>

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

FY24 is the first year that the state shared income tax distribution is increasing from 15 percent to 18 percent. This is due to the State’s adoption of legislation to move to a flat 2.5 percent individual income tax rate, which will result in a significant reduction in total



income tax collections in future years. Since there is a two-year lag between the income 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 in FY24 and FY25. Therefore, the City projects seeing a decrease in this revenue stream in FY26 before seeing a slight steady increase again in FY27 and FY28 due to continued population inflow.

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

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.

### **Proposition 207 – Smart and Safe Arizona Act**

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

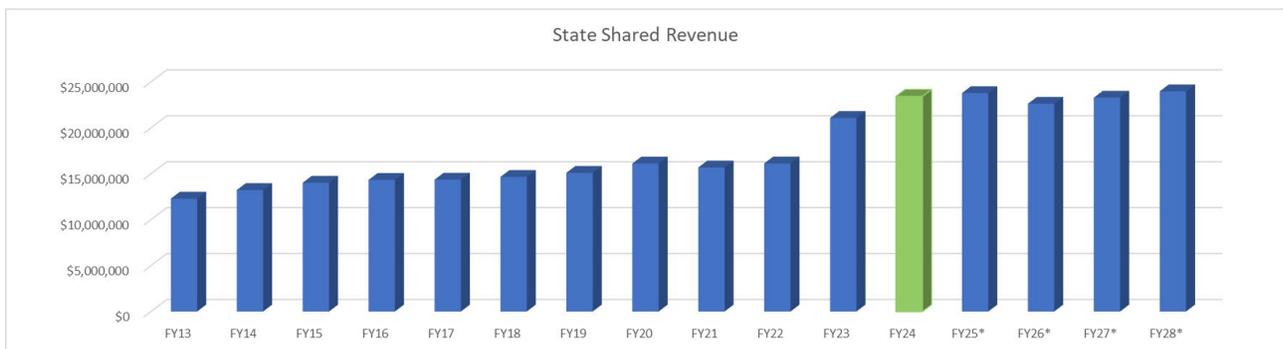
Twice a year, the state treasurer will transfer 31.4 percent to municipal police departments, municipal fire departments, fire districts, and county sheriff's departments, in proportion to the number of enrolled members of each agency in PSPRS. In FY24, the



**Budget Summary**

City budgeted \$228,000 in Prop 207 Revenue. Per Council direction, this revenue is used towards the City’s PSPRS contribution.

	<b>State Shared Revenue</b>	<b>% Change</b>
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%
FY25*	\$23,776,596	1.6%
FY26*	\$22,615,171	-4.9%
FY27*	\$23,279,130	2.9%
FY28*	\$23,968,094	3.0%



\*Forecasted



## Grants

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

Grant revenue accounts for almost 45 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.

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 \$61.2 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 expects to receive \$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%
<b>TOTAL</b>	<b>\$ 2,293,900</b>	<b>100.0%</b>

### 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 on 7<sup>th</sup> Street. 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 current fee schedule 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. In July 2023, the City awarded the contract to a third-party consultant, TischlerBise Inc. Due to the mandatory timeline and posting requirements, the recommended implementation of the new fees would be January 1, 2025.

## 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 \$175,145,445 for FY24, \$29,272,249 less than the FY23 budget. Capital Expenditures decreased by \$35,026,816, (27%) from FY23. Personnel expenditures increased by \$2,903,396 (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 \$3,785,463, primarily as a result of the rising cost of operations due to inflation. Debt services decreased by \$934,292. Overall, the City’s budget decreased 14 percent compared to FY23.

	FY22 Budget	FY23 Budget	FY24 Budget	Difference	% Change	% Total
Personnel	\$ 37,382,520	\$ 40,944,737	\$ 43,848,133	\$ 2,903,396	7%	25.0%
O&M	\$ 24,922,233	\$ 27,122,852	\$ 30,908,315	\$ 3,785,463	14%	17.6%
Capital	\$ 48,957,614	\$ 131,503,210	\$ 96,476,394	\$ (35,026,816)	-27%	55.1%
Debt	\$ 4,449,191	\$ 4,846,895	\$ 3,912,603	\$ (934,292)	-19%	2.2%
Total	\$ 115,711,558	\$ 204,417,694	\$ 175,145,445	\$ (29,272,249)	-14%	100.0%

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

	FY25 Budget*	FY26* Budget	FY27* Budget	FY28* Budget	% Change
Personnel	\$ 45,602,058	\$ 47,426,141	\$ 49,323,186	\$ 51,296,114	4%
O&M	\$ 34,617,313	\$ 38,771,390	\$ 43,423,957	\$ 48,634,832	12%
Capital	\$ 93,213,406	\$ 95,077,674	\$ 96,979,228	\$ 98,918,812	2%
Debt	\$ 3,912,603	\$ 3,912,603	\$ 3,912,603	\$ 3,912,603	0%
Total	\$ 177,345,380	\$ 185,187,808	\$ 193,638,974	\$ 202,762,361	16%

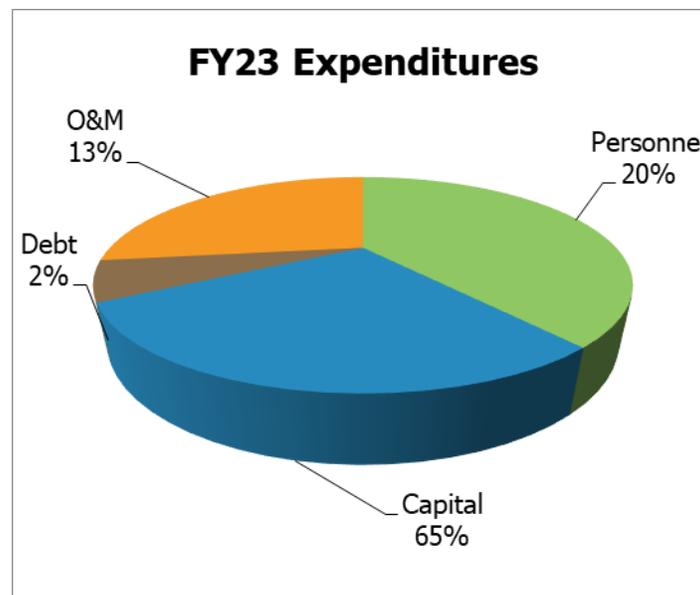
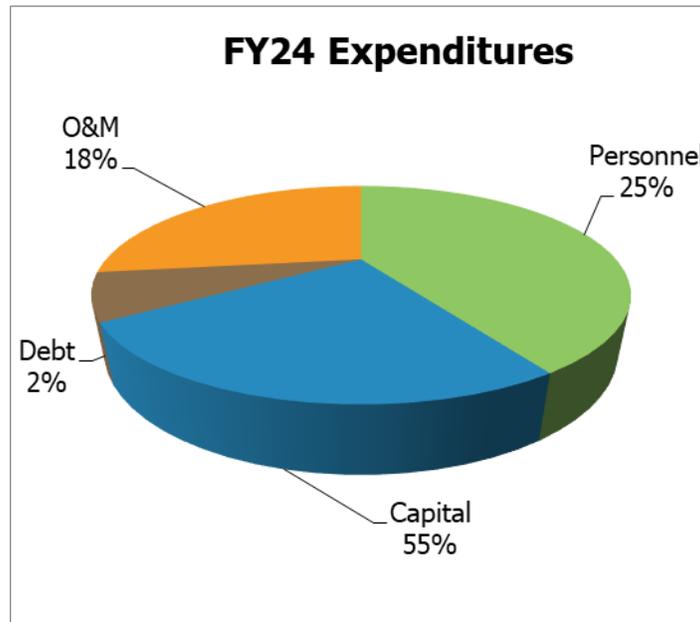
\*Forecasted

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 55 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 25 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%	25%
Capital	28%	18%	17%	8%	15%	28%	24%	42%	65%	55%
Debt	7%	7%	7%	24%	6%	6%	7%	4%	2%	2%
O&M	28%	32%	31%	29%	32%	27%	28%	22%	13%	18%

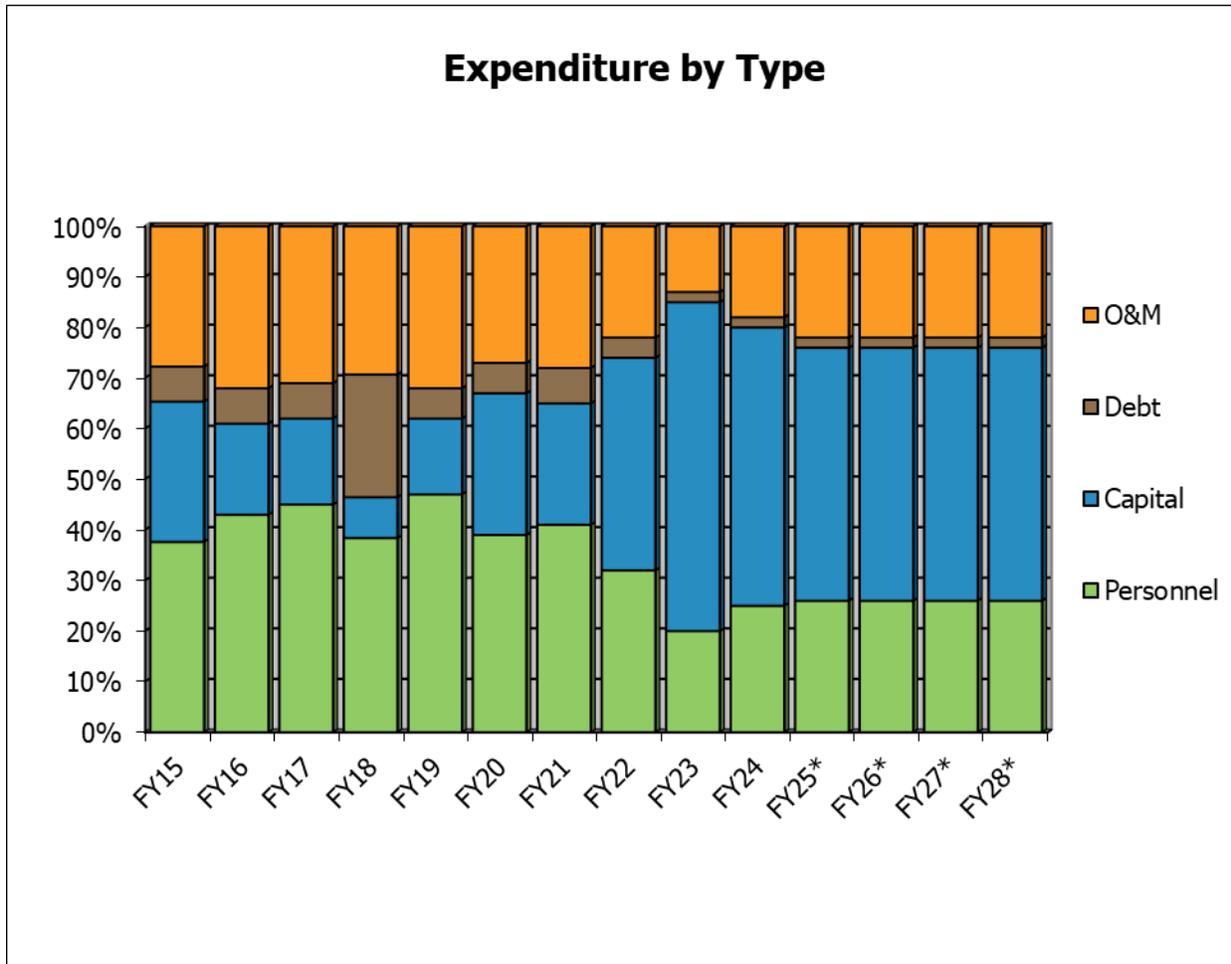


The graphs below depict the percentage of total budget, per major category, for FY23 and FY24.





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

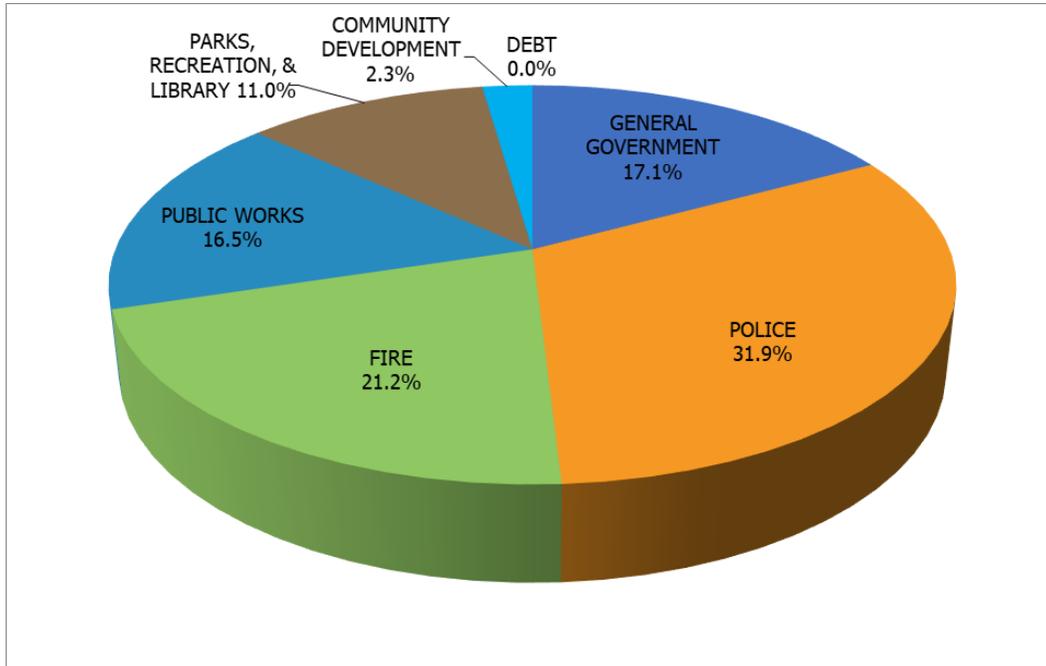


\*Forecasted



### General Fund Expenditures

Typically, the largest and most flexible City fund is the General Fund. The General Fund provides services including Administration, Communications and Marketing, Public Works, Parks, Recreation & Library Services, and Public Safety. FY24 General Fund expenditures total \$52,659,313. 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 53.1% of the total expenditures in the General Fund. The next largest expenditure occurs in General Government (17.1%), followed by Public Works (16.5%), and then Parks, Recreation & Library, Community Development and Debt.

The chart below 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%	21%
Public Works	20%	19%	18%	17%	17%	14%	14%	14%	15%	17%
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 Shelter Supervisor, an Animal Control Enforcement 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.



	<b>Personnel Budget</b>	<b>% Change</b>
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	\$ 43,848,133	7%
FY25*	\$ 45,602,058	4%
FY26*	\$ 47,426,141	4%
FY27*	\$ 49,323,186	4%
FY28*	\$ 51,296,114	4%

\*Forecasted

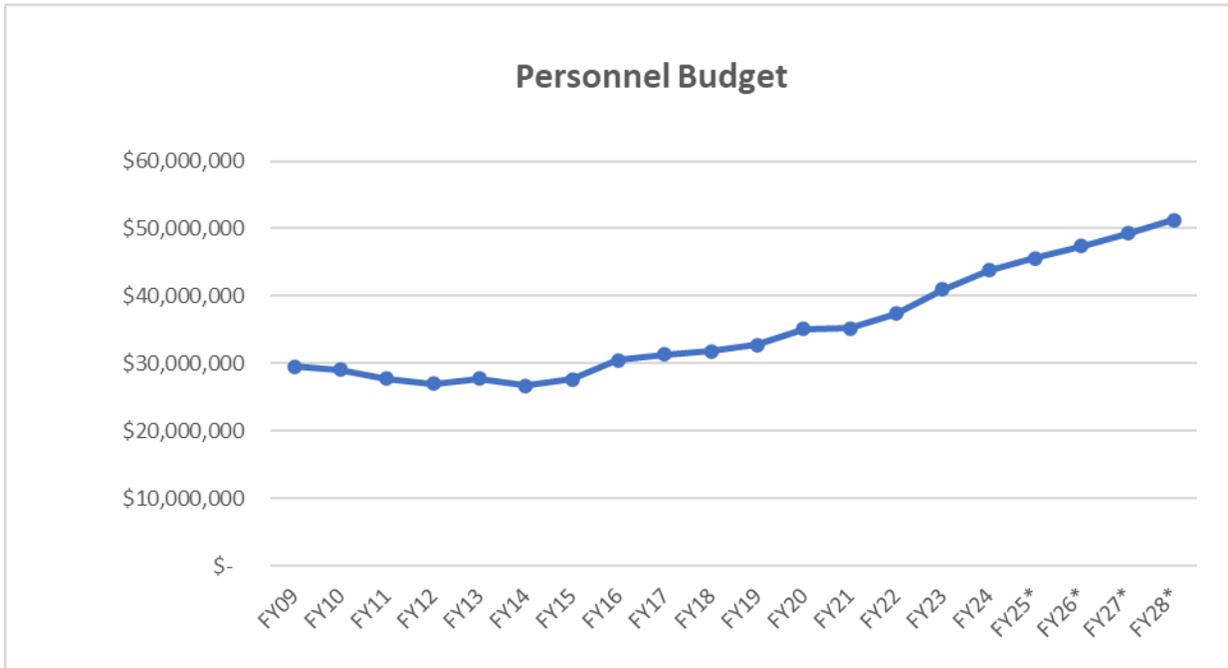
The FY24 budget includes maintenance of the classification and compensation adjustments that take effect in July 2023. This adjustment will provide relief to city employees whose wages are currently under market value. Assumptions in FY25-28 include the classification and compensation maintenance.

Since FY08, the City has seen its own self-funded health insurance program effectively managed through a change to a new third-party administrator. The insurance takes advantage of the Blue Cross Blue Shield of Arizona network and provides an excellent level of service to employees and their families. The insurance trust fund has been healthy over the past several years, but a downward trend indicated that some premium changes needed to be made to continue to keep it that way in FY19. The City implemented a modest increase in the premiums due to increased health costs that began in July 2018. 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.

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



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



\*Forecasted



### Capital

Capital projects are defined as those that cost over \$5,000 and have a useful life longer than one year. The City will complete several capital projects in 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 capital budget decreased from the FY23 budget by \$35,026,816. Many capital requests were added into the final budget in order according to the Five-Year Capital Maintenance and Replacement Plan.

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

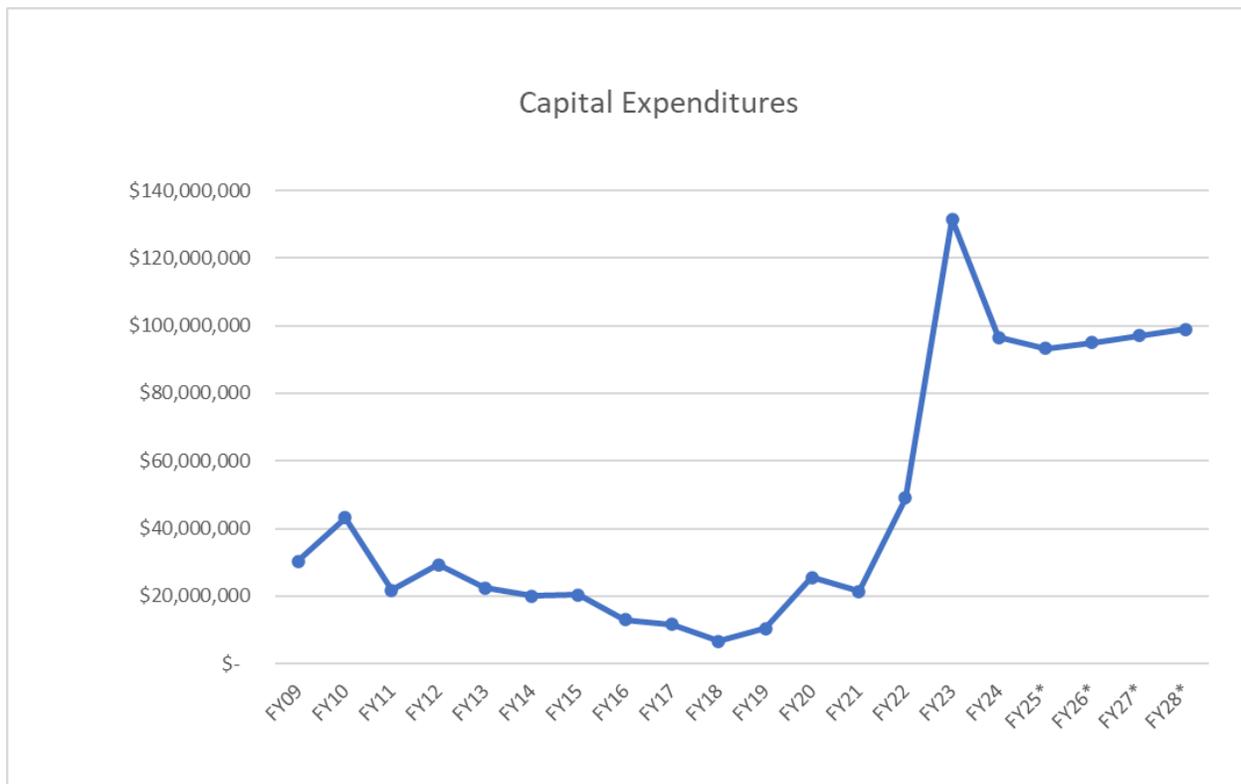
	<b>Capital Budget</b>	<b>% Change</b>
FY09	\$ 30,239,735	-15%
FY10	\$ 43,249,715	43%
FY11	\$ 21,652,883	-50%
FY12	\$ 29,221,789	35%
FY13	\$ 22,350,914	-24%
FY14	\$ 20,071,848	-10%
FY15	\$ 20,308,990	1%
FY16	\$ 12,941,640	-36%
FY17	\$ 11,526,001	-11%
FY18	\$ 6,572,000	-43%
FY19	\$ 10,437,999	59%
FY20	\$ 25,523,095	145%
FY21	\$ 21,305,686	-17%
FY22	\$ 48,957,614	130%
FY23	\$ 131,503,210	169%
FY24	\$ 96,476,394	-27%
FY25*	\$ 93,213,406	-3%
FY26*	\$ 95,077,674	2%
FY27*	\$ 96,979,228	2%
FY28*	\$ 98,918,812	2%

\*Forecasted



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

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



\*Forecasted



### Debt

The City finances certain capital projects to provide an elevated level of service and increase quality of life to its citizens. One of the City’s top priorities continues to be the reduction of debt. Reducing debt remains important for a number of reasons. Reducing debt allows the City to spend money on additional capital projects that incur debt service, and helps the City ensure the availability of additional capital access in future years. In 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%
FY25*	\$ 3,912,603	0%
FY26*	\$ 3,912,603	0%
FY27*	\$ 3,912,603	0%
FY28*	\$ 3,912,603	0%

\*Forecasted

The City’s current bond ratings include:

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

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

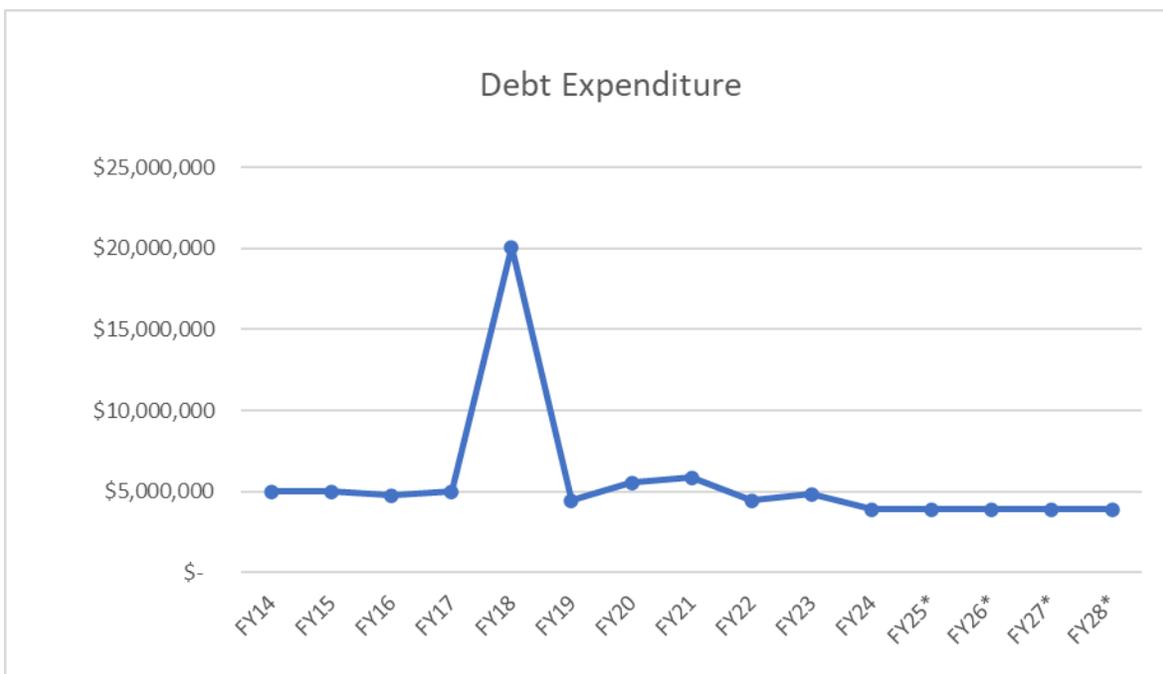
These ratings affect the borrowing rate for the City. The rating agencies reviewed the City’s Bond rating prior to the issuance of the current bonds. The graph below shows the amount of debt expenditures from FY14-FY24. In FY18, the City’s debt increased due to



**Budget Summary**

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 CIF funds, with a decrease in the Refuse, Sewer, and Debt Service funds (\$3,241,707 estimated Debt Service in FY24). The Sewer bond is expected to be paid off in FY28.



\*Forecasted

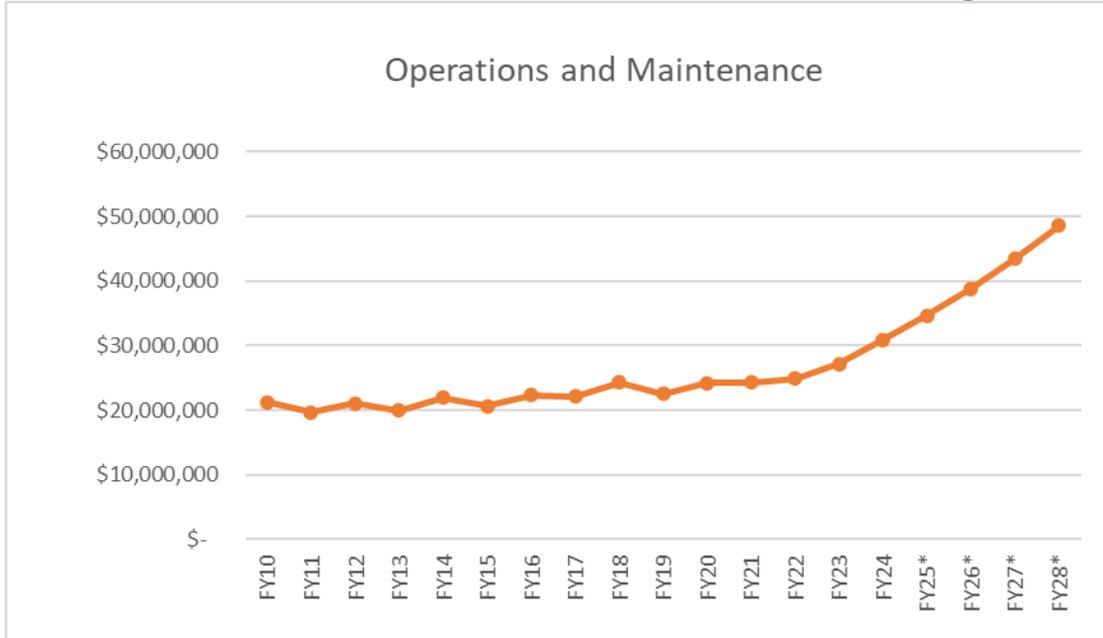


### Operations and Maintenance

Operations and Maintenance (O&M) expenses include the costs associated with operating City services, maintenance of buildings, electricity, professional services, water, telephone, etc. O&M costs can escalate quickly if not carefully planned. Just as they are every year, City Departments were integral in ensuring that the City could present a balanced budget for 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 the rising costs of goods. Projections of future O&M budgets reveal an anticipated increase of about 12% a year as long as inflation remains persistent. The table and graph show the percent change in the O&M budget since FY10.

	O&M Budget	% Change
FY10	\$ 21,195,362	1%
FY11	\$ 19,673,947	-7%
FY12	\$ 21,073,846	7%
FY13	\$ 19,952,716	-5%
FY14	\$ 21,878,160	10%
FY15	\$ 20,625,299	-6%
FY16	\$ 22,289,493	8%
FY17	\$ 22,130,986	-1%
FY18	\$ 24,256,062	10%
FY19	\$ 22,521,081	-7%
FY20	\$ 24,216,952	8%
FY21	\$ 24,334,867	0%
FY22	\$ 24,922,233	2%
FY23	\$ 27,122,852	9%
FY24	\$ 30,908,315	14%
FY25*	\$ 34,617,313	12%
FY26*	\$ 38,771,390	12%
FY27*	\$ 43,423,957	12%
FY28*	\$ 48,634,832	12%

\*Forecasted



\*Forecasted

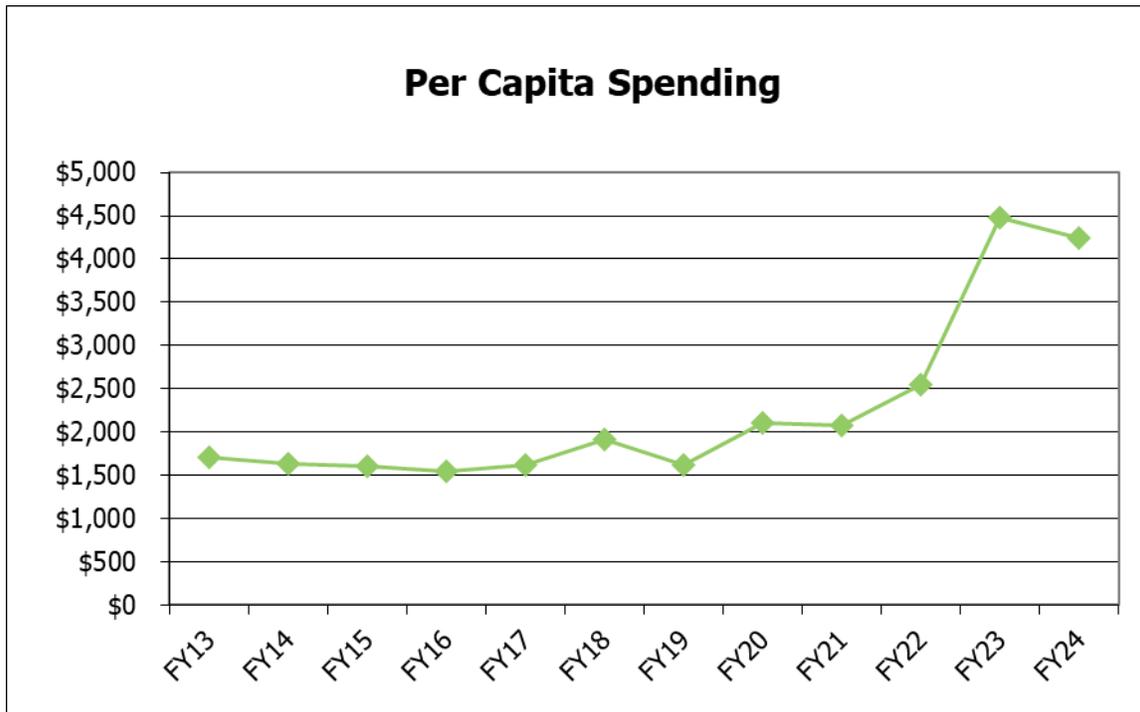


### Per Capita Spending

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

The budget amount for the FY2023-2024 budget year is \$175,145,445. The population figures used to calculate the per capita spending are from the 2022 US Census estimates, as of July 1, 2022. The population estimate used for the City of Sierra Vista is 45,439.

	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Per Capita	\$1,712	\$1,634	\$1,607	\$1,539	\$1,615	\$ 1,915	\$ 1,622	\$ 2,106	\$ 2,077	\$ 2,540	\$ 4,480	\$ 4,249



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

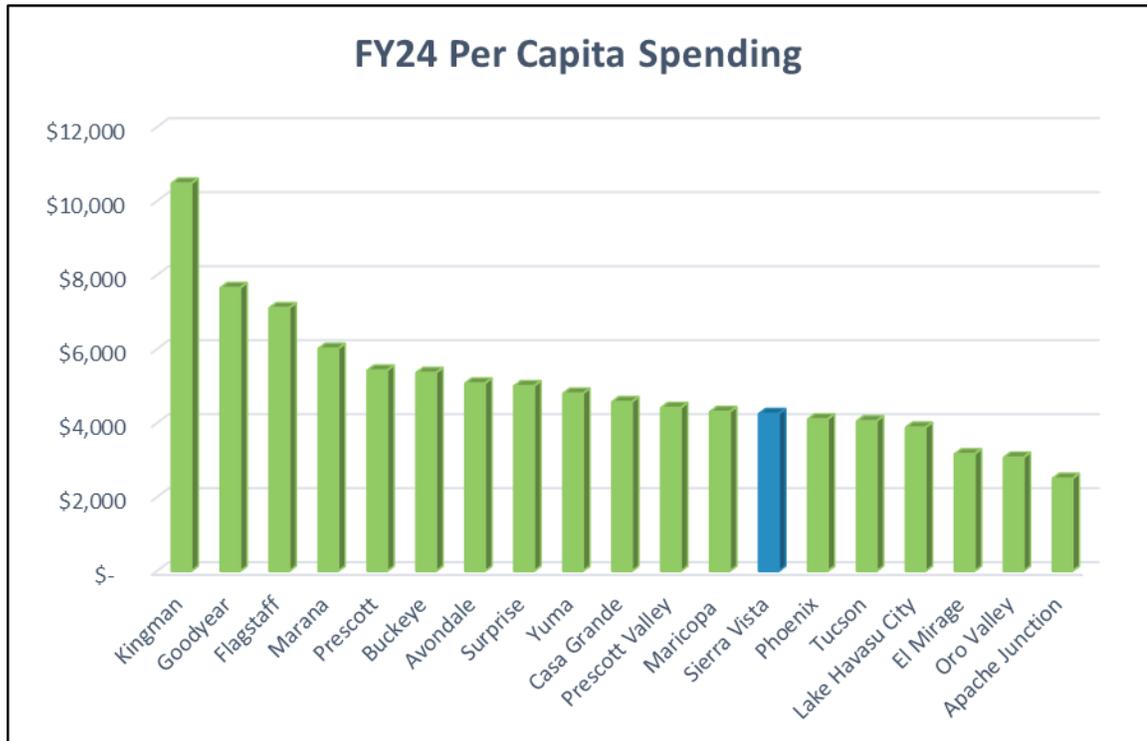
**Departmental Per Capita Spending**

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
City Council	\$ 2.97	\$ 2.96	\$ 2.95
Administrative Services	\$ 118.06	\$ 132.76	\$ 132.09
City Manager	\$ 84.69	\$ 306.71	\$ 92.19
Court and Legal	\$ 10.64	\$ 12.65	\$ 10.34
General	\$ 113.05	\$ 113.83	\$ 116.16
Debt	\$ 98.20	\$ 106.57	\$ 86.11
Police	\$ 370.95	\$ 365.61	\$ 390.65
Fire	\$ 280.60	\$ 260.32	\$ 253.22
Leisure and Library	\$ 256.10	\$ 603.36	\$ 193.62
Public Works	\$ 822.03	\$2,121.58	\$2,452.87
Sewer	\$ 72.01	\$ 82.64	\$ 120.37
Refuse	\$ 93.71	\$ 100.80	\$ 83.67
Public Transportation	\$ 133.71	\$ 172.10	\$ 221.77
Community Development	\$ 26.28	\$ 36.54	\$ 32.62
SEACOM	\$ 57.44	\$ 61.97	\$ 60.84
<b>Total</b>	<b>\$2,540.44</b>	<b>\$4,480.40</b>	<b>\$4,249.47</b>

In order to compare the City's per capita spending to other cities, the list of Arizona Cities on the following page is offered for comparison from data most recently available. The City of Sierra Vista has the seventh lowest per capita budget in FY24.



City	FY24 Per Capita Spending
Kingman	\$ 10,476
Goodyear	\$ 7,656
Flagstaff	\$ 7,110
Marana	\$ 6,009
Prescott	\$ 5,423
Buckeye	\$ 5,358
Avondale	\$ 5,074
Surprise	\$ 5,001
Yuma	\$ 4,799
Casa Grande	\$ 4,570
Prescott Valley	\$ 4,412
Maricopa	\$ 4,303
<b>Sierra Vista</b>	<b>\$ 4,249</b>
Phoenix	\$ 4,105
Tucson	\$ 4,053
Lake Havasu City	\$ 3,880
El Mirage	\$ 3,160
Oro Valley	\$ 3,067
Apache Junction	\$ 2,499





## Graphs and Charts

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

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





### **Authority**

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

### **Basis of Accounting**

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

### **Basis of Budgeting**

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

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

### **Financial Publications**

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

### **Budget Timeline**

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

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

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

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



## Revenue and Expenditure Estimates

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

## End-of-Year Encumbrances

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

## Cost recovery

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

- Building Permit and Development Processing fees – 100% of direct costs and 15% of overhead costs.
- Leisure Class Fees – 100% of direct expenditures.
- Aquatics Facility fees – 50% of direct salary and operating & maintenance costs in most years, excluding utilities and Capital maintenance. FY21 will be an exception due to the pandemic.
- Fuel charges – 100% of purchase price plus a per gallon flowage fee to cover the infrastructure and maintenance costs of the fuel system.
- Fleet parts and labor charges – 100% of direct costs plus an overhead charge to cover the indirect costs of providing the service.

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

## Fund/Cash Balances

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



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

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

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

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

### **Capital Maintenance**

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

### **Capital Improvements**

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



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

### **Debt Service Issuance and Limitations**

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

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

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

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

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

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

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

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



## Public Safety Pension Funding Policy

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

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

## Bond Rating Goals

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

## Investments

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

## Human Resources

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



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

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

### **Procurement**

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

### **Risk Management**

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

### **Ethics**

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

## 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 1<sup>st</sup> and ends on June 30<sup>th</sup>.

## 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 services to the citizens of Sierra Vista.

## Budget Principles

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

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

## Estimating City Revenues – Process

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



In general, historical trend analysis (looking at revenues in previous years) provides us with a relatively accurate projection of most of our revenue sources. In the case of State-Shared Revenues (revenues collected and distributed by the state using various formulae), the State of Arizona or the League of Arizona Cities and Towns provides estimates. The City uses historical analysis to adjust projections and ensure a more accurate revenue forecast for State Shared Revenue. In all cases conservative estimates are used. Conservative estimates account for unforeseen fluctuations in the economy that may reduce the revenues below anticipated levels. In this way, mid-year budget adjustments are less likely to be needed.

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

## **Revenues Section**

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

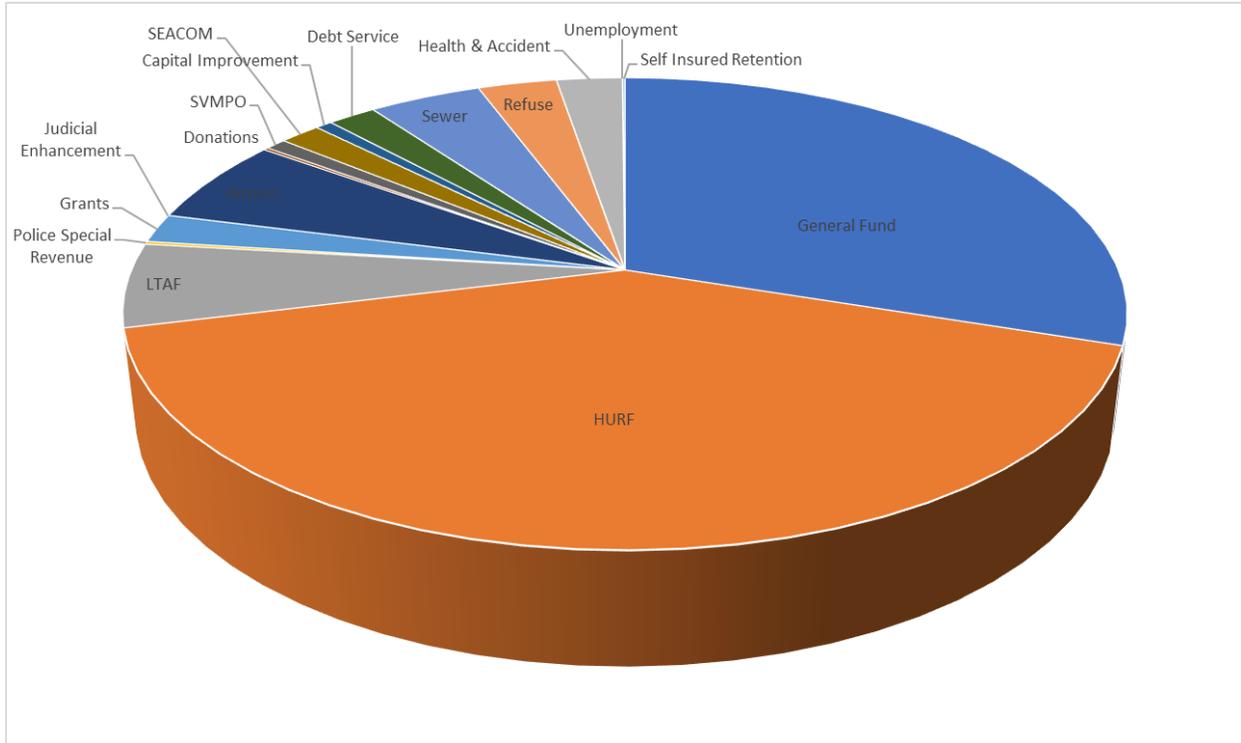
The funds are separated into two major categories, Governmental and Non-Governmental. Governmental Funds are broken into two categories: Operating and Non-Operating. The Operating section includes Governmental Funds, Special Revenue Funds, and Internal Funds. The Non-Operating Funds includes debt service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



	City Council	Administrative Services	City Manager	Court & Legal	General Government	SEACOM	Police	Fire	Public Works	Parks, Recreation, & Library	Community Development	Debt	Total
General Fund	\$ 105,812	\$ 4,874,383	\$ 3,057,643	\$ 469,404	\$ 513,366		\$ 16,809,736	\$ 11,138,190	\$ 8,688,580	\$ 5,810,531	\$ 1,191,668	\$ -	\$ 52,659,313
HURF					\$ 31,024				\$ 71,826,482			\$ -	\$ 71,857,506
LTAf									\$ 10,077,123				\$ 10,077,123
Police Special Revenue							\$ 335,000						\$ 335,000
Grants			\$ 352,000				\$ 454,829	\$ 303,464		\$ 2,093,572	\$ 281,275		\$ 3,485,140
Judicial Enhancement				\$ 300									\$ 300
Airport									\$ 10,373,219				\$ 10,373,219
Donations	\$ 800		\$ 285				\$ 151,275	\$ 4,600		\$ 143,662	\$ 9,200		\$ 309,822
Park Development													\$ -
Library Development													\$ -
Police Development													\$ -
Fire Development													\$ -
Transportation Dev.													\$ -
Metropolitan Planning									\$ 1,402,163				\$ 1,402,163
SEACOM									\$ 2,764,514				\$ 2,764,514
Capital Improvement								\$ 60,000	\$ 327,076	\$ 750,000		\$ -	\$ 1,137,076
Debt Service												\$ 3,241,707	\$ 3,241,707
Sewer	\$ 13,816	\$ 555,940	\$ 403,577		\$ 62,049				\$ 5,993,743			\$ 548,196	\$ 7,577,321
Refuse	\$ 13,816	\$ 571,902	\$ 375,430		\$ 62,049				\$ 4,169,844			\$ 122,700	\$ 5,315,741
Tourism													\$ -
Health & Accident					\$ 4,434,500								\$ 4,434,500
Unemployment					\$ 25,000								\$ 25,000
Self Insured Retention					\$ 150,000								\$ 150,000
Total	\$ 134,244	\$ 6,002,225	\$ 4,188,935	\$ 469,704	\$ 5,277,988	\$ 2,764,514	\$ 17,750,840	\$ 11,506,254	\$ 112,858,230	\$ 8,797,765	\$ 1,482,143	\$ 3,912,603	\$ 175,145,445



### FY23-24 Budget by Fund Type





## Fund Balance Estimates, 2022-2024

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

The next section analyzes the fund balances for the General Fund, Special Funds, Debt Service Funds, Capital Funds, Enterprise Funds, and Internal Service Funds. The charts provide the actual revenue collected for FY22 along with the estimated FY23 and budgeted FY24 revenue. These charts are helpful in providing the estimated funds available. When a fund has an ending balance lower than the last year, it means that the City will be utilizing the fund balance in FY24 to fund certain projects.

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





**Fund Balances**

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

(For Budgetary Purposes Only)

	<b>General Fund</b>		
	<b>2022 Actual</b>	<b>2023 Estimated</b>	<b>2024 Budget</b>
<b>Revenues:</b>			
Taxes	20,181,600	21,765,454	21,090,128
Intergovernmental	19,386,984	22,712,999	21,147,214
Charges for services	5,099,587	5,922,374	5,888,500
Licenses and permits	2,102,253	2,509,293	2,310,000
Fines	5,504	5,645	-
Investment income	34,512	34,512	5,000
Contributions	2,731	2,470	41,000
Other revenues	498,927	341,435	577,753
Total estimated revenues	<u>47,312,096</u>	<u>53,294,182</u>	<u>51,059,595</u>
<b>Expenditures:</b>			
Current-			
General Government	7,201,825	10,194,501	8,806,438
Public Safety	20,440,561	22,332,633	24,233,575
Public Works	5,645,738	7,613,073	7,404,066
Culture and Recreation	4,448,523	5,119,400	5,529,051
Community Development	1,008,854	1,060,252	1,191,668
Capital	3,930,939	1,846,736	5,494,515
Debt service -			
Bond Issuance Cost	-	-	-
Principal retirement	274,500	119,150	-
Interest and fiscal charges	7,379	2,183	-
Total estimated expenditures	<u>42,958,319</u>	<u>48,287,928</u>	<u>52,659,313</u>
<b>Other financing sources (uses):</b>			
Operating transfers in	-	-	2,150,000
Operating transfers out	(3,676,883)	-	(2,766,550)
Net proceeds from sale of bonds	-	-	2,216,268
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>(3,676,883)</u>	<u>-</u>	<u>1,599,718</u>
<b>Net increase (decrease) in fund balance</b>	<u>676,894</u>	<u>5,006,254</u>	<u>-</u>
<b>Fund balances, July 1</b>	<u>6,497,635</u>	<u>7,174,529</u>	<u>12,180,783</u>
<b>Fund balances, June 30</b>	<u>7,174,529</u>	<u>12,180,783</u>	<u>12,180,783</u>

The City's General fund balance is projected to increase from FY22. The FY24 budget is balanced per State law, and therefore shows a zero growth in the fund balance. The City exceeded the required fund balance of approximately \$6 million as listed in its Financial Policy.

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

(For Budgetary Purposes Only)

	<b>Special Revenue Funds</b>		
	<b>2022 Actual</b>	<b>2023 Estimated</b>	<b>2024 Budget</b>
<b>Revenues:</b>			
Taxes	-	-	-
Intergovernmental	12,646,381	9,690,826	85,648,765
Charges for services	3,476,455	1,937,568	1,293,650
Licenses and permits	-	-	-
Fines	-	18	10
Investment income	2,885	1,794	-
Contributions	196,231	1,085,657	1,752,992
Other revenues	148,837	154,828	76,000
<b>Total estimated revenues</b>	<b>16,470,789</b>	<b>12,870,691</b>	<b>88,771,417</b>
<b>Expenditures:</b>			
<b>Current-</b>			
General Government	397,509	14,527	384,409
Public Safety	5,241,904	2,608,326	4,013,682
Public Works	14,031,442	7,072,872	93,678,987
Culture and Recreation	685,601	253,332	2,237,234
Community Development	65,928	221,453	290,475
Capital			
<b>Debt service -</b>			
Bond Issuance Cost	-	-	-
Principal retirement	77,475	73,292	-
Interest and fiscal charges	2,431	793	-
<b>Total estimated expenditures</b>	<b>20,502,290</b>	<b>10,244,595</b>	<b>100,604,787</b>
<b>Other financing sources (uses):</b>			
Operating transfers in	2,800,042	-	7,209,656
Operating transfers out	(123,159)	-	(150,000)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
<b>Total other financing sources (uses)</b>	<b>2,676,883</b>	<b>-</b>	<b>7,059,656</b>
<b>Net increase (decrease) in fund balance</b>	<b>(1,354,618)</b>	<b>2,626,096</b>	<b>(4,773,714)</b>
<b>Fund balances, July 1</b>	<b>7,175,778</b>	<b>5,821,160</b>	<b>8,447,256</b>
<b>Fund balances, June 30</b>	<b>5,821,160</b>	<b>8,447,256</b>	<b>3,673,542</b>

The Special Revenue Funds' fund balances are projected to decrease by (\$4,773,714) in FY24 to an ending balance of \$3,673,542.



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

(For Budgetary Purposes Only)

	Capital Projects Funds		
	2022 Actual	2023 Estimated	2024 Budget
Revenues:			
Taxes	5,518,510	5,923,213	5,384,046
Intergovernmental	-	-	-
Charges for services	-	-	-
Licenses and permits	-	-	-
Fines	-	-	-
Investment income	11,538	13,723	-
Contributions	-	-	-
Other revenues	58,539	940	50,000
Total estimated revenues	<u>5,588,587</u>	<u>5,937,876</u>	<u>5,434,046</u>
Expenditures:			
Current-			
General Government	-	-	-
Public Safety	-	-	60,000
Public Works	84,662	7,623,321	327,076
Culture and Recreation	-	14,951,924	750,000
Community Development	-	-	-
Capital	-	-	-
Debt service -			
Bond Issuance Cost	140,000	-	-
Principal retirement	-	-	-
Interest and fiscal charges	-	-	-
Total estimated expenditures	<u>224,662</u>	<u>22,575,245</u>	<u>1,137,076</u>
Other financing sources (uses):			
Operating transfers in	1,000,000	-	-
Operating transfers out	(2,705,372)	(3,244,597)	(9,684,813)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	24,000,000	-	-
Total other financing sources (uses)	<u>22,294,628</u>	<u>(3,244,597)</u>	<u>(9,684,813)</u>
Net increase (decrease) in fund balance	<u>27,658,553</u>	<u>(19,881,966)</u>	<u>(5,387,843)</u>
Fund balances, July 1	<u>5,824,674</u>	<u>33,483,227</u>	<u>13,601,261</u>
	-	-	-
Fund balances, June 30	<u>33,483,227</u>	<u>13,601,261</u>	<u>8,213,418</u>

The City's Capital Improvement Fund, funded with 0.5 percent of the City Sales Tax, is financially stable and able to pay for several projects in FY24.



**Fund Balances**

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

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

(For Budgetary Purposes Only)

	Debt Service Funds		
	2022 Actual	2023 Estimated	2024 Budget
Revenues:			
Taxes	-	-	-
Intergovernmental	-	-	-
Charges for services	-	-	-
Licenses and permits	-	-	-
Fines	-	-	-
Investment income	-	-	-
Contributions	-	-	-
Other revenues	-	-	-
Total estimated revenues	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures:			
Current-			
General Government	-	-	-
Public Safety	-	-	-
Public Works	-	-	-
Culture and Recreation	-	-	-
Community Development	-	-	-
Capital			
Debt service -			
Bond Issuance Cost	-	-	-
Principal retirement	2,423,000	2,251,000	2,315,000
Interest and fiscal charges	282,372	993,597	926,707
Total estimated expenditures	<u>2,705,372</u>	<u>3,244,597</u>	<u>3,241,707</u>
Other financing sources (uses):			
Operating transfers in	2,705,372	3,244,597	3,241,707
Operating transfers out	-	-	-
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>2,705,372</u>	<u>3,244,597</u>	<u>3,241,707</u>
Net increase (decrease) in fund balance	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances, July 1	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances, June 30	<u>-</u>	<u>-</u>	<u>-</u>



**Fund Balances**

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

(For Budgetary Purposes Only)

	<b>Total Governmental Funds</b>		
	<b>2022 Actual</b>	<b>2023 Estimated</b>	<b>2024 Budget</b>
<b>Revenues:</b>			
Taxes	25,700,110	27,688,667	26,474,174
Intergovernmental	32,033,365	32,403,825	106,795,979
Charges for services	8,576,040	7,859,942	7,182,150
Licenses and permits	2,102,253	2,509,293	2,310,000
Fines	5,504	5,663	10
Investment income	48,935	50,029	5,000
Contributions	198,964	1,088,127	1,793,992
Other revenues	706,302	497,203	703,753
Total estimated revenues	<u>69,371,473</u>	<u>72,102,749</u>	<u>145,265,058</u>
<b>Expenditures:</b>			
Current-			
General Government	7,578,460	10,209,028	9,190,847
Public Safety	22,755,498	24,940,959	28,307,257
Public Works	11,879,222	22,309,266	101,410,129
Culture and Recreation	4,521,199	20,324,656	8,516,285
Community Development	1,074,782	1,281,705	1,482,143
Capital	15,374,325		
Debt service -			
Bond Issuance Cost	140,000		
Principal retirement	2,774,975	2,443,442	2,315,000
Interest and fiscal charges	292,182	996,573	926,707
Total estimated expenditures	<u>66,390,643</u>	<u>82,505,629</u>	<u>152,148,368</u>
<b>Other financing sources (uses):</b>			
Operating transfers in	6,505,414	3,244,597	12,601,363
Operating transfers out	(6,505,414)	(3,244,597)	(12,601,363)
Net proceeds from sale of bonds	24,000,000	-	2,216,268
Proceeds from installment purchase	24,000,000	-	-
Total other financing sources (uses)	<u>48,000,000</u>	<u>-</u>	<u>2,216,268</u>
<b>Net increase (decrease) in fund balance</b>	<u>50,980,830</u>	<u>(10,402,880)</u>	<u>(4,667,042)</u>
<b>Fund balances, July 1</b>	<u>19,498,087</u>	<u>70,478,917</u>	<u>60,076,037</u>
	-	-	-
<b>Fund balances, June 30</b>	<u>70,478,917</u>	<u>60,076,037</u>	<u>55,408,995</u>

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



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

Below is a summary of the Enterprise Funds.

(For Budgetary Purposes Only)

	Enterprise Funds		
	2022 Actual	2023 Estimated	2024 Budget
Operating revenues:			
Charges for sales and services	8,345,701	8,345,453	8,400,000
Contributions	345,565	-	1,100,000
Other income	180,124	220,291	230,000
Total operating revenues	<u>8,871,390</u>	<u>8,565,744</u>	<u>9,730,000</u>
Operating expenses:			
Salaries, wages and related expenses	2,989,068	1,819,838	3,878,607
Operations and maintenance	4,060,673	3,529,295	5,397,059
Depreciation	1,391,915	-	1,450,000
Benefits paid	-	-	-
Premiums paid	-	-	-
Total operating expenses	<u>8,441,656</u>	<u>5,349,133</u>	<u>10,725,666</u>
Operating income (loss)	<u>429,734</u>	<u>3,216,611</u>	<u>(995,666)</u>
Nonoperating revenues (expenses):			
Intergovernmental	125,000	-	-
Connection income	276,597	247,029	250,000
Gain on Sale of Fixed Assets	68,343	5,800	-
Investment income	10,647	587	-
Interest expense	(88,002)	(53,197)	(39,881)
Total nonoperating revenues	<u>392,585</u>	<u>200,219</u>	<u>210,119</u>
Income before operating transfers	822,319	3,416,830	(785,547)
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out	-	-	-
Total operating transfers	<u>-</u>	<u>-</u>	<u>-</u>
Net Income (loss)	<u>822,319</u>	<u>3,416,830</u>	<u>(785,547)</u>
Capital Contributions			
Retained earnings, July 1	<u>29,687,403</u>	<u>30,509,722</u>	<u>33,926,552</u>
	-	-	-
Retained earnings, June 30	<u>\$ 30,509,722</u>	<u>33,926,552</u>	<u>33,141,005</u>



**Fund Balances**

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

(For Budgetary Purposes Only)

	<b>Internal Service Funds</b>		
	<b>2022 Actual</b>	<b>2023 Estimated</b>	<b>2024 Budget</b>
Operating revenues:			
Charges for sales and services			
Contributions	4,039,466	4,015,114	4,209,500
Other income	458,745	800,897	375,000
Total operating revenues	<u>4,498,211</u>	<u>4,816,011</u>	<u>4,584,500</u>
Operating expenses:			
Salaries, wages and related expenses			
Operations and maintenance	363,722	348,272	284,500
Depreciation	-	-	-
Benefits paid	3,333,517	3,796,030	3,786,000
Premiums paid	613,341	643,007	539,000
Total operating expenses	<u>4,310,580</u>	<u>4,787,309</u>	<u>4,609,500</u>
Operating income (loss)	<u>187,631</u>	<u>28,702</u>	<u>(25,000)</u>
Nonoperating revenues (exper Intergovernmental			
Connection income	-	-	-
Gain on Sale of Fixed Assets	-	-	-
Investment income	-	-	-
Interest expense	14,397	241,695	25,000
Total nonoperating revenues	<u>-</u>	<u>-</u>	<u>-</u>
	<u>14,397</u>	<u>241,695</u>	<u>25,000</u>
Income before operating transfers	202,028	270,397	-
Operating transfers:			
Operating transfers in			
Operating transfers out	-	-	-
Total operating transfers	<u>-</u>	<u>-</u>	<u>-</u>
Net Income (loss)	<u>202,028</u>	<u>270,397</u>	<u>-</u>
Capital Contributions			
Retained earnings, July 1	6,936,443	7,138,471	7,408,868
Retained earnings, June 30	-	-	-
	<u>7,138,471</u>	<u>7,408,868</u>	<u>7,408,868</u>

The three internal service funds continue to have a strong financial position. The expected FY24 ending fund balance is \$7,408,868.



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

(For Budgetary Purposes Only)	Non-Governmental Funds		
	2022 Actual	2023 Estimated	2024 Budget
Operating revenues:			
Charges for sales and services	8,345,701	8,345,453	8,400,000
Contributions	4,385,031	4,015,114	5,309,500
Other income	638,869	1,021,188	605,000
Total operating revenues	<u>13,369,601</u>	<u>13,381,755</u>	<u>14,314,500</u>
Operating expenses:			
Salaries, wages and related expenses	2,989,068	1,819,838	3,878,607
Operations and maintenance	4,424,395	3,877,567	5,681,559
Depreciation	1,391,915	-	1,450,000
Benefits paid	3,333,517	3,796,030	3,786,000
Premiums paid	613,341	643,007	539,000
Total operating expenses	<u>12,752,236</u>	<u>10,136,442</u>	<u>15,335,166</u>
	-	-	-
Operating income (loss)	<u>617,365</u>	<u>3,245,313</u>	<u>(1,020,666)</u>
Nonoperating revenues (expenses):			
Intergovernmental			
Connection income	276,597	247,029	250,000
Gain on Sale of Fixed Assets	68,343	5,800	-
Investment income	25,044	242,282	25,000
Interest expense	(88,002)	(53,197)	(39,881)
Total nonoperating revenues	<u>406,982</u>	<u>441,914</u>	<u>235,119</u>
	-	-	-
Income before operating transfers	1,024,347	3,687,227	(785,547)
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out	-	-	-
Total operating transfers	<u>-</u>	<u>-</u>	<u>-</u>
	-	-	-
Net Income (loss)	<u>1,024,347</u>	<u>3,687,227</u>	<u>(785,547)</u>
Capital Contributions			
Retained earnings, July 1	<u>36,623,846</u>	<u>37,648,193</u>	<u>41,335,420</u>
Retained earnings, June 30	<u>37,648,193</u>	<u>41,335,420</u>	<u>40,549,873</u>



## **General Fund Revenue**

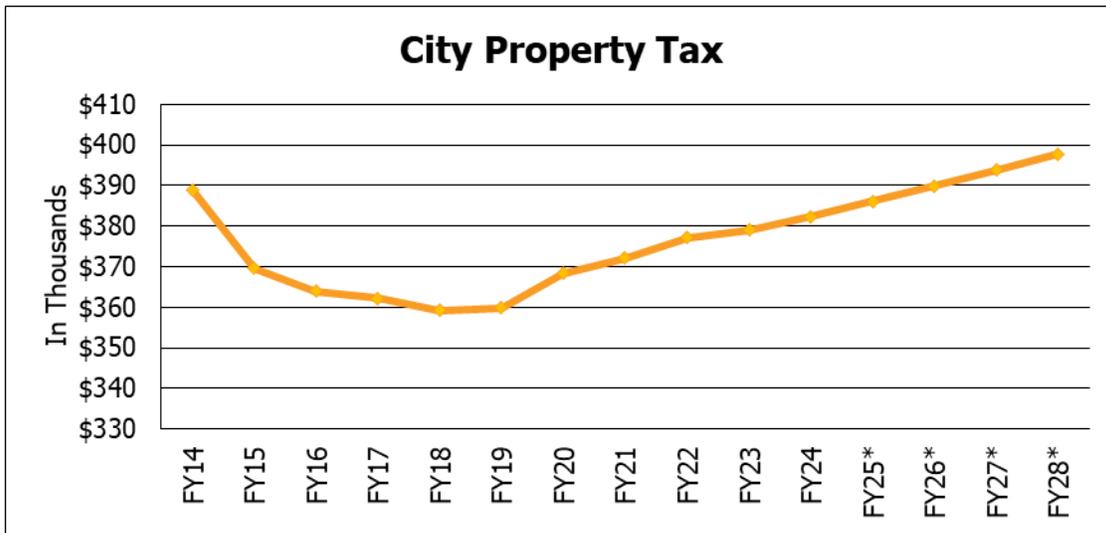
The General Fund comprises 30 percent (or \$52,659,313) of the proposed FY24 budget revenues. Services included in this fund include Public Safety, Leisure and Library Services, Facility Maintenance, Development Services, and General Government Administration. The State provides the City Council with the most flexibility in terms of raising revenues and making expenditures within the General Fund. As a result, the fund experiences the most competition for its resources. Most of the Council's financial decision making occurs with regard to General Fund revenues and expenditures.

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



# General Fund Revenue

General Fund Revenue				
Revenue	FY23	FY24	% Change	% of GF
<b>Local</b>				
<b>Taxes</b>				
Property	\$ 379,068	\$ 382,261	0.8%	0.7%
Sales	\$ 19,648,264	\$ 20,707,867	5.4%	39.3%
<b>Total Local Taxes</b>	<b>\$ 20,027,332</b>	<b>\$ 21,090,128</b>	<b>5.3%</b>	<b>40.1%</b>
<b>Fees</b>				
Ambulance	\$ 2,400,000	\$ 2,600,000	8.3%	4.9%
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%	2.0%
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%
<b>Total Local Fees</b>	<b>\$ 4,852,257</b>	<b>\$ 5,811,000</b>	<b>19.8%</b>	<b>11.0%</b>
<b>Licenses</b>				
Bldg. Permits	\$ 475,000	\$ 575,000	21.1%	1.1%
Franchise	\$ 1,400,000	\$ 1,500,000	7.1%	2.8%
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%
<b>Total Local Licenses</b>	<b>\$ 2,105,000</b>	<b>\$ 2,310,000</b>	<b>9.7%</b>	<b>4.4%</b>
<b>Total Local</b>	<b>\$ 26,984,589</b>	<b>\$ 29,211,128</b>	<b>8.3%</b>	<b>55.5%</b>
<b>Other</b>				
Transfers Out	\$ (387,831)	\$ (2,766,550)	613.3%	-5.3%
LTAF	\$ (300,000)	\$ (650,000)	116.7%	-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	\$ 1,361,318	31.3%	2.6%
Misc. Revenue	\$ 673,416	\$ 695,753	3.3%	1.3%
<b>Total Other</b>	<b>\$ 3,049,924</b>	<b>\$ 3,662,289</b>	<b>20.1%</b>	<b>7.0%</b>
<b>State</b>				
<b>Taxes</b>				
Sales	\$ 6,160,901	\$ 6,500,000	5.5%	12.3%
Income	\$ 8,307,596	\$ 10,307,596	24.1%	19.6%
Auto	\$ 2,500,000	\$ 2,500,000	0.0%	4.7%
Prop 207	\$ 228,000	\$ 228,000	0.0%	0.4%
<b>Total State Taxes</b>	<b>\$ 17,196,497</b>	<b>\$ 19,535,596</b>	<b>13.6%</b>	<b>37.1%</b>
<b>Grants</b>				
Grants	\$ 3,271,373	\$ 250,300	-92.3%	0.5%
<b>Total G.F. Rev.</b>	<b>\$ 50,502,383</b>	<b>\$ 52,659,313</b>	<b>4.3%</b>	<b>100.0%</b>



\*Forecasted

## Description

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

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



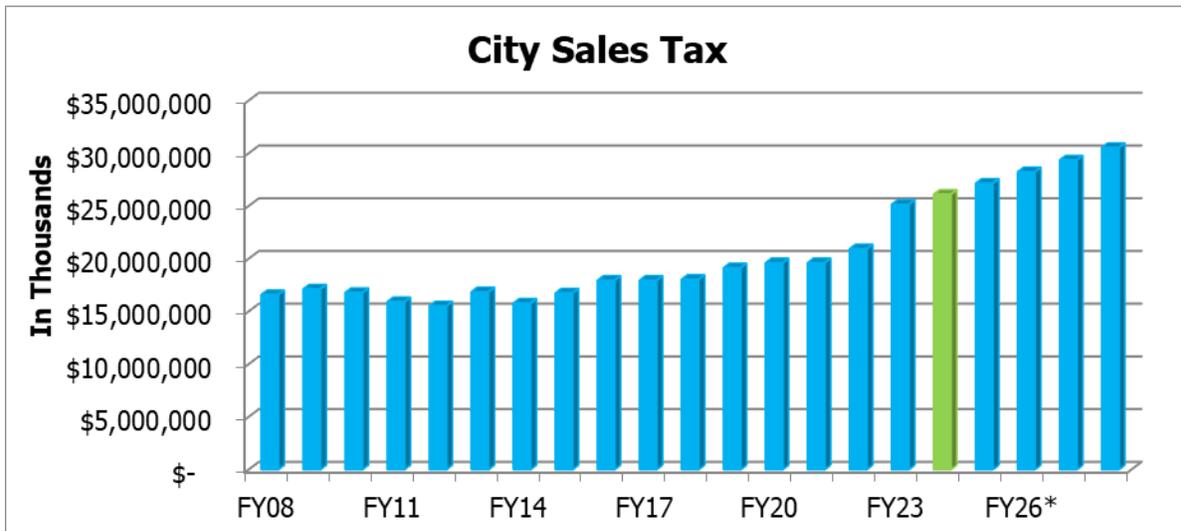
### Example of Property Tax

<b>Market Value</b>	<b>Assessed Value (10% of Market Value)</b>	<b>Tax Rate \$0.1056 per \$100 Assessed Value</b>
\$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.

<b>2024 Property Tax Levy</b>		
	<b>Primary</b>	<b>Secondary</b>
Cochise County	2.6747	
Bisbee	3.0059	
Douglas	1.1147	
Tombstone	0.8933	0.7183
Huachuca City	1.4475	
Benson	0.9161	
Willcox	0.3887	
<b>Sierra Vista</b>	<b>0.1056</b>	



\*Forecasted

### Description

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

The City saw Transaction Privilege Tax (TPT) collections through the month of May 2023 at \$224,888 or 10.96% and June 2023 at \$72,778 or 3.31% over FY22. Overall, in June 2023, the YTD collections for TPT were up \$1,970,401, or 7.78%, over FY22 actuals and \$2,171,473, or 8.64%, over the FY23 budget. Conservatively, the City is in a good position to project a 4 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. Rising interest rates, constrained resources from supply chain disruptions, and aggressive inflation may cause a reduction in consumer activity. As a result, the forecasted revenue for FY25-FY28 shows a slight 4 percent growth in the coming years, but will be re-evaluated.

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

**General Fund Contribution- \$20,707,867**

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



## City Sales Tax Rates

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

### Transaction Privilege (Sales) Tax Authorization

Arizona Revised 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 FY23 is 1.95 percent. The City Council voted to increase the sales tax rate in FY16 from 1.75% to 1.95%, effective November 1, 2015.

#### Real Property Rental

Section \_A-445. The Real Property Rental classification is comprised of the business activity upon every person engaging or continuing in the business of leasing or renting real property located within the City for a consideration, to the tenant in actual possession, or the licensing for use of real property to the final licensee located within the City for a consideration including any improvements, rights, or interest in such property. This classification applies to both commercial and residential property. The City’s rate for FY24 is one percent, unchanged from FY12.

However, Senate Bill 1131, which would preempt municipalities from levying residential rental tax passed the Senate on June 13, 2023 and was signed by Governor Hobbs on August 1, 2023. This bill goes into effect on January 1, 2025.

#### Use

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



## City Sales Tax

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

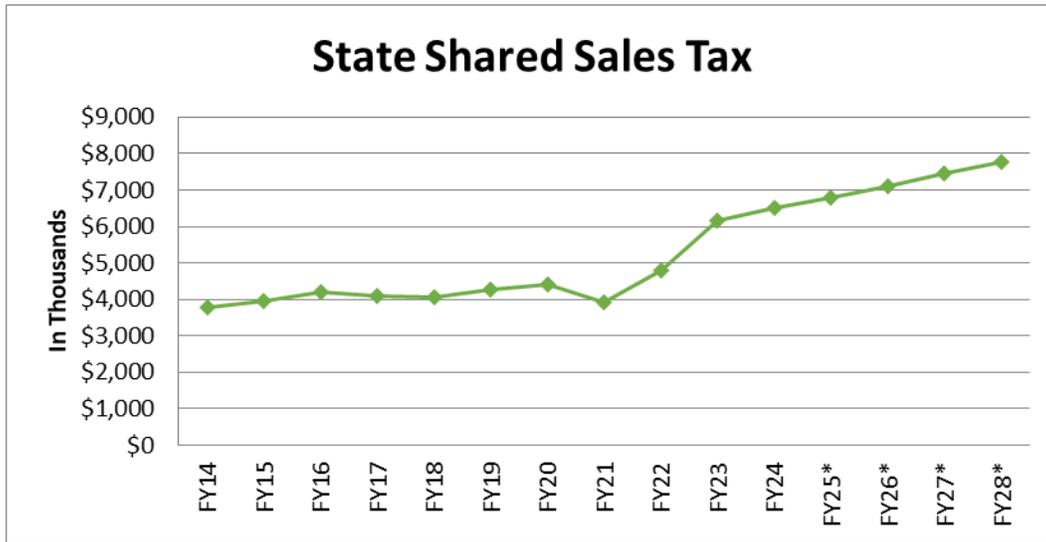
Section \_A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served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



\*Forecasted

## Description

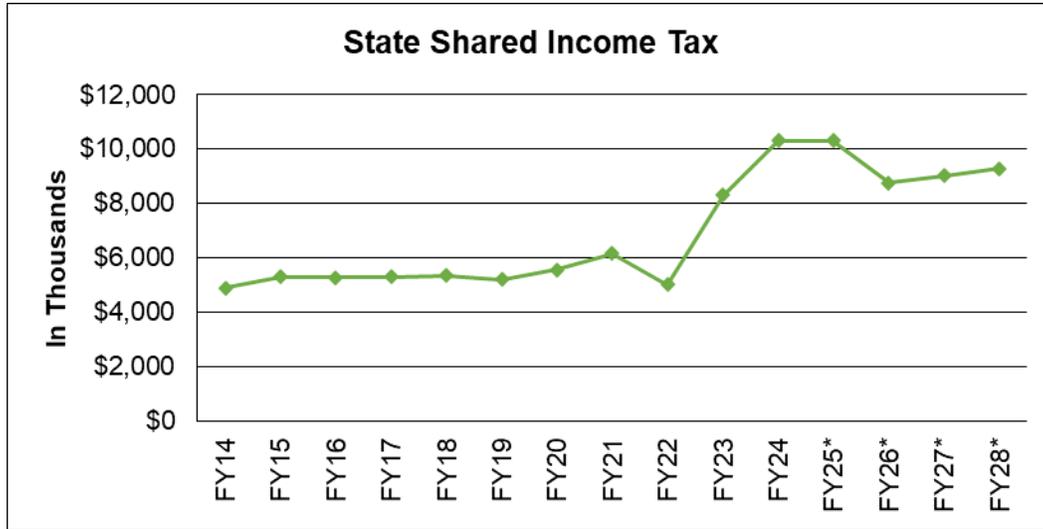
The State of Arizona imposes a State tax on the sale of goods and then distributes 25 percent to cities and towns. The City receives its share of revenue based on the relation of its population to the total population of all incorporated cities and towns. Population estimates are taken from the most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

The City receives the State Sales Tax estimates from the League of Arizona Cities and Towns. These estimates are used to compare to the City's own budget projections. In the past, the State estimates have been higher than the City's actual collection. For 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. With the hope of stable interest rates and normal inflation rates leading to economic stability, State Shared Sales Tax revenue in next fiscal year is predicted to see a moderate growth of 6 percent, with subsequent years showing a 5 percent increase.

**General Fund Contribution: \$6,500,000**



State Shared Income Tax



\*Forecasted

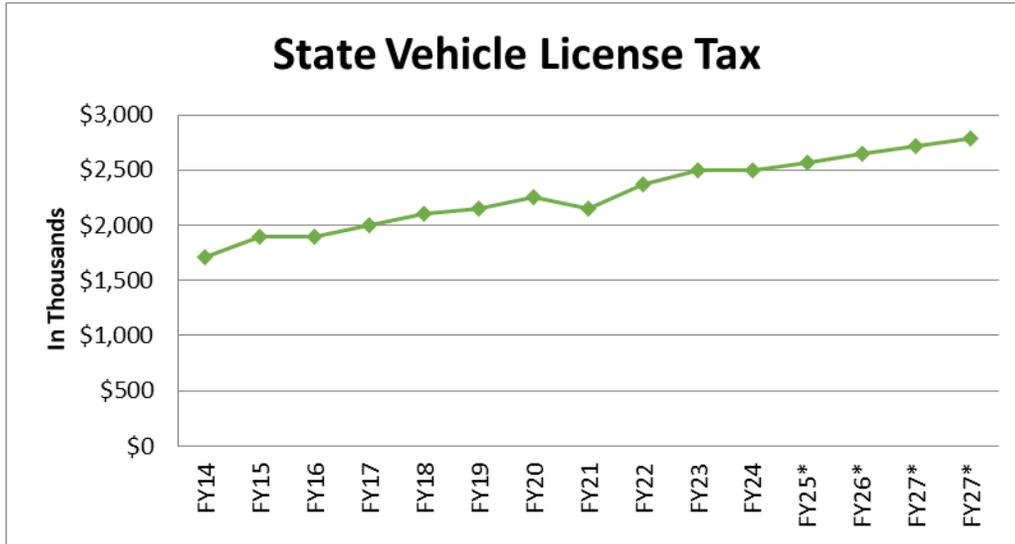
### Description

The State of Arizona levies income tax (URS). Per statutes, cities and towns receive 15 percent of the total state income tax, distributed to a city or town based on its population in relation to the total population of all Arizona cities and towns. This revenue source depends heavily upon the condition of the state’s economy. Also, there is a two-year lag from the year the taxes are levied and the year they are distributed to the cities. For 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. As such, the City is expected to see a decline in revenue in FY26 before a steady increase again in FY27 and FY28 due to continued population inflow.

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**



\*Forecasted

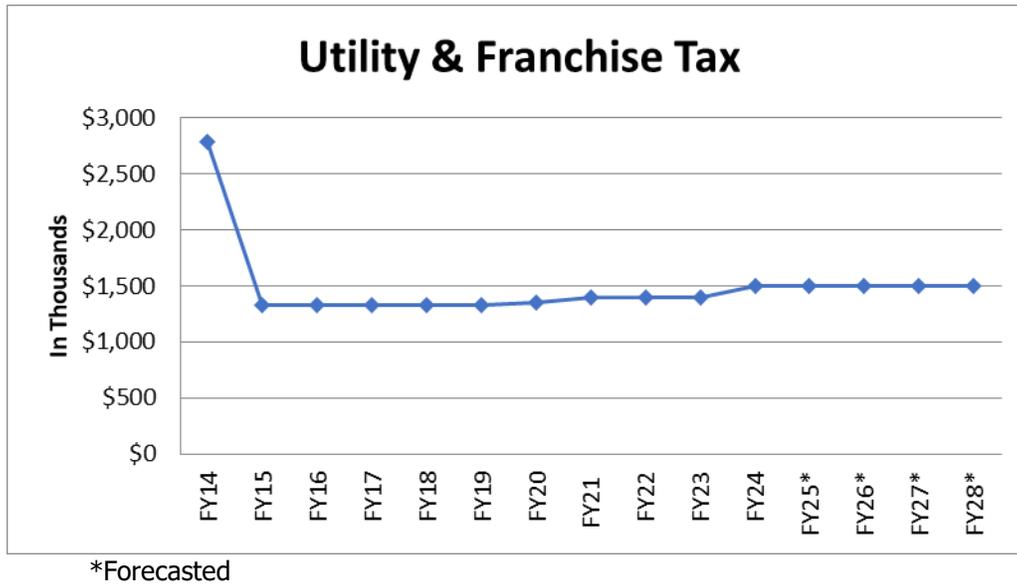
## Description

The State of Arizona levies a tax on vehicle licenses (VLT). The revenue that the City receives represents state-shared revenue derived from the vehicle registration fees collected by Arizona Department of Transportation (ADOT). Approximately 20 percent of revenue collected by ADOT is distributed to cities and towns, the share based upon its population in relation to the total incorporated population of the county.

ADOT’s estimate of the cities VLT revenue for 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.

This City forecasts an average increase of 2.8 percent for FY25-28 as manufacturers aim to resolve low vehicle inventory from supply chain issues.

**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 FY23 and to remain steady for FY25-28.

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.

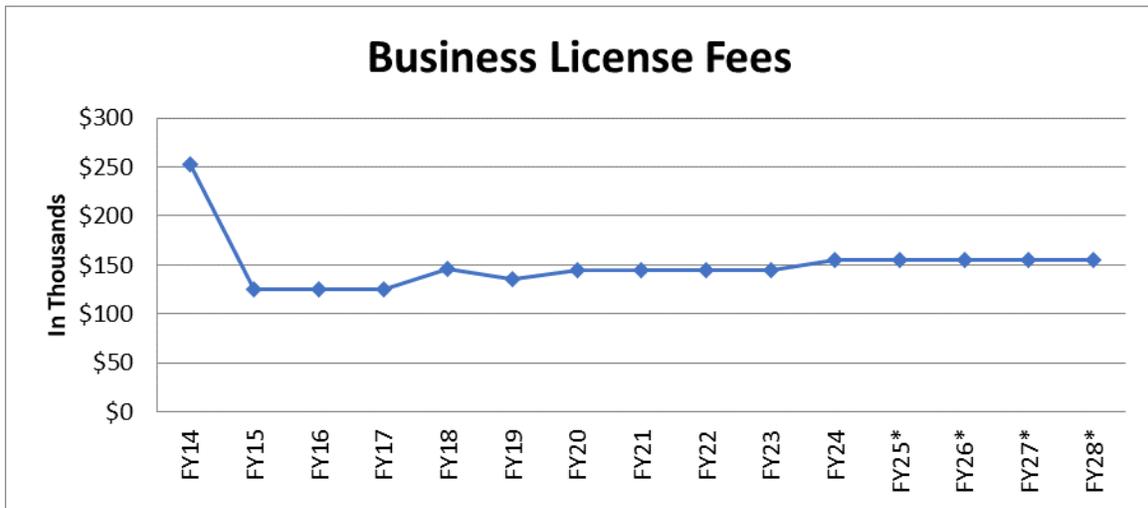
### General Fund Contribution: \$1,500,000

#### 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



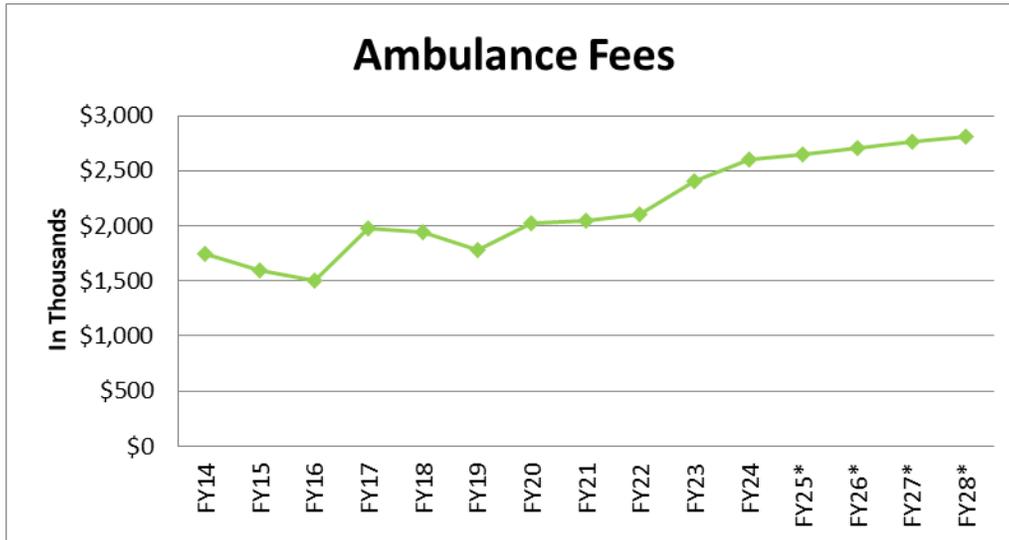
\*Forecasted

## Description

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

The City uses historical trend analysis to project revenue for business license fees. The amount collected for business licenses decreased steadily before stabilizing in FY15. The city revamped its business license process in FY18, which caused a slight increase in revenue. Since then, revenue has continued to stabilize with a slight increase in FY24 due to actuals and is forecasted remain steady for FY25-28.

**General Fund Contribution: \$155,000**



## Description

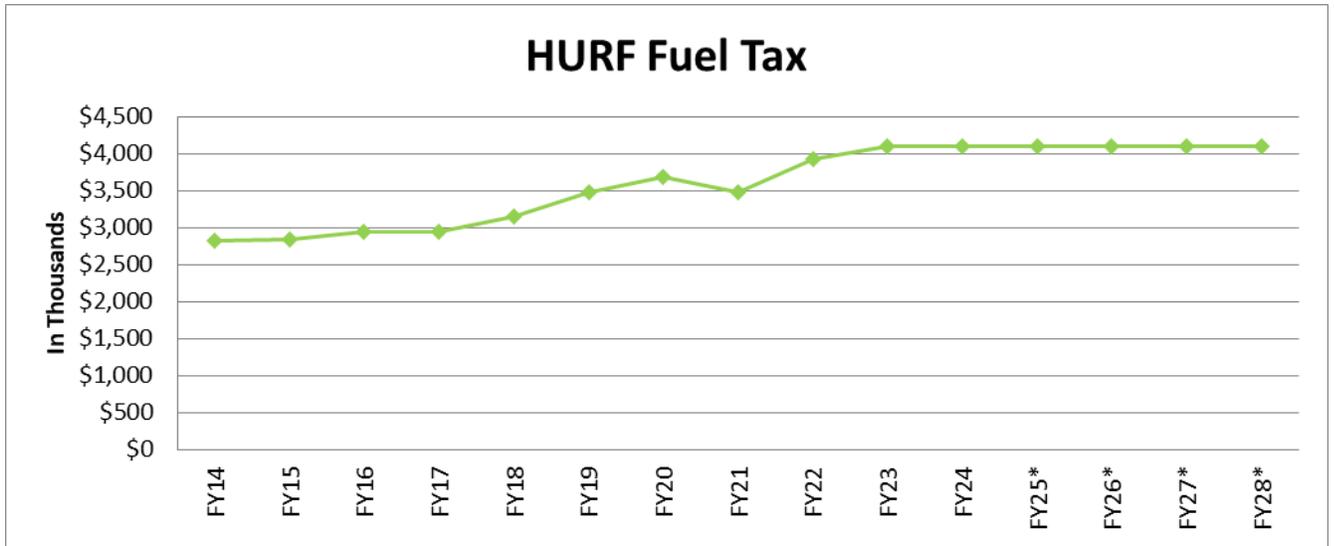
The City charges state-approved rates for ambulance services. The revenue received over the last several years has remained level, even as call volume has seen a rather substantial increase. Due to this increase, a peak-hours ambulance was put into service, an attempt to offset and keep up with the patient 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. Forecasted revenue for FY25-28 shows a 2 percent increase.

**General Fund Contribution: \$2,600,000**



### Highway User Revenue Fund (HURF) Revenue



\*Forecasted

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



## Highway User Revenue Fund (HURF)

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

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
Fuel Tax	\$ 3,925,000	\$ 4,100,000	\$ 4,100,000
Grants	\$ 910,000	\$ 44,544,694	\$ 60,886,450
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	\$ 1,371,056
<b>Total</b>	<b>\$ 11,542,763</b>	<b>\$ 62,885,628</b>	<b>\$ 71,857,506</b>



## 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.

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
Carryover	\$ 111,532	\$ 790,029	\$ 720,029
Lease Revenue	\$ 19,200	\$ 20,400	\$ 20,400
Grants	\$ 4,936,185	\$ 6,319,015	\$ 7,742,588
Bus Fares	\$ 100,000	\$ 100,000	\$ -
Transfers In – CIF	\$ 890,015	\$ 296,646	\$ 943,106
Transfers In – GF	\$ -	\$ 300,000	\$ 650,000
Local Government	\$ -	\$ -	\$ -
Misc. Revenue	\$ 1,000	\$ 1,000	\$ 1,000
<b>Total</b>	<b>\$ 6,057,932</b>	<b>\$ 7,827,090</b>	<b>\$ 10,077,123</b>

The City receives grant and operational revenue associated with Vista Transit. This fiscal year, \$7,742,588 in grants funding (for regular administration, operation, and capital) plus \$20,400 in lease revenue are anticipated.

The \$943,106 Capital Improvement Fund and \$650,000 General Fund transfers-in represents the City’s match to LTAF. The operating budget for Vista Transit is split 50 percent federal share and 50 percent City share, while the capital budget is split 80 percent federal share and 20 percent City share.

## MPO Fund

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



## Airport Fund Revenue

The City operates the Sierra Vista Municipal Airport. Substantial portions of the revenue is through grant funding from Federal Aviation Administration (FAA) and the Department of Defense through the Defense Community Infrastructure Pilot (DCIP) program. Money award from the FAA will be used towards the Airport Master Plan, a joint collaboration with Fort Huachuca.

The following table compares the FY22, FY23, and FY24 budgeted revenues for this fund. The Airport Fund decreased \$3,862,247. The decrease is largely due to less grant funding and note proceeds.

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
Carryover	\$ 2,192,628	\$ 839,117	\$ 1,883,766
Grants	\$ 10,051,405	\$ 8,286,590	\$ 7,417,203
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	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 14,764,783</b>	<b>\$ 14,235,466</b>	<b>\$ 10,373,219</b>



## 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.

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
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
<b>Total</b>	<b>\$ 349,500</b>	<b>\$ 335,000</b>	<b>\$ 335,000</b>

## 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.

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
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	\$ 633,350
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
<b>Total</b>	<b>\$ 13,427,173</b>	<b>\$ 17,768,936</b>	<b>\$ 3,485,140</b>

## 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:

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

## Police Development Impact Fee Fund

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

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
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	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



### 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.

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
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	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Fire Development Impact Fee Fund

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

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
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			
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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



## Capital Improvements Fund (CIF)

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

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

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
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)
<b>Total</b>	<b>\$ 551,880</b>	<b>\$ 26,952,195</b>	<b>\$ 1,137,076</b>

The transfer out to General Fund is to cover major operating capital projects, such as the Animal Shelter 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 Fund

The Debt Service fund, formerly known as the Sierra Vista Municipal Property Corp.-Interest and Redemption Fund (SVMPC-I&R), pays debt service obligations on bonds issued to construct capital projects.

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
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	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,701,373</b>	<b>\$ 3,629,081</b>	<b>\$ 3,241,707</b>



## Sewer Enterprise Fund Revenue

For FY24, total budgeted revenues for the Sewer Enterprise Fund are \$7,577,321 , an increase of \$1,750,247 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 30 percent from last year mostly due to increased carryover and anticipated grant through the REPI Challenge program to engineer and design the Riverstone Recharge Project.

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
Carryover	\$ 1,032,811	\$ 1,356,647	\$ 2,277,321
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	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 5,532,387</b>	<b>\$ 5,827,074</b>	<b>\$ 7,577,321</b>



## 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.

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
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
<b>Total</b>	<b>\$ 5,851,145</b>	<b>\$ 6,072,265</b>	<b>\$ 5,315,741</b>



## 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.

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
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
<b>Total</b>	<b>\$ 4,434,500</b>	<b>\$ 4,434,500</b>	<b>\$ 4,434,500</b>

## 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.



## Revenue Summary by Fund

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

Revenue Summary by Fund						
	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>% of Whol</b>	<b>Change</b>	
<b>General</b>	\$ 46,778,345	\$ 50,502,383	\$ 52,659,313	30.07%	4.27%	
<b>Special Revenue</b>						
Highway User Revenue Fund	\$ 11,542,763	\$ 62,885,628	\$ 71,857,506	41.03%	14.27%	
Local Transportation Fund	\$ 6,057,932	\$ 7,827,090	\$ 10,077,123	5.75%	28.75%	
Airport	\$ 14,764,783	\$ 14,235,466	\$ 10,373,219	5.92%	-27.13%	
Police Special Revenue	\$ 349,500	\$ 335,000	\$ 335,000	0.19%	0.00%	
Grants	\$ 13,427,173	\$ 17,768,936	\$ 3,485,140	1.99%	-80.39%	
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	0.80%	114.82%	
SEACOM	\$ 2,602,517	\$ 2,818,394	\$ 2,764,514	1.58%	-1.91%	
Tourism	\$ -	\$ -	\$ -	0.00%	0.00%	
<b>Capital</b>						
Capital Improvement Fund	\$ 551,880	\$ 26,952,195	\$ 1,137,076	0.65%	-95.78%	
<b>Debt Service</b>						
Debt Service	\$ 2,701,373	\$ 3,629,081	\$ 3,241,707	1.85%	-10.67%	
<b>Internal Services</b>						
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%	
<b>Enterprise</b>						
Sewer	\$ 5,532,387	\$ 5,827,074	\$ 7,577,321	4.33%	30.04%	
Refuse	\$ 5,851,145	\$ 6,072,265	\$ 5,315,741	3.04%	-12.46%	
<b>Total All Funds</b>	<b>\$ 115,711,558</b>	<b>\$ 204,417,694</b>	<b>\$ 175,145,445</b>	<b>100%</b>	<b>-14.32%</b>	



## 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.

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>	<b>Difference</b>	<b>% Change</b>	<b>% Total</b>
Personnel	\$ 37,382,520	\$ 40,944,737	\$ 43,848,133	\$ 2,903,396	7.1%	25.0%
O&M	\$ 24,922,233	\$ 27,122,852	\$ 30,908,315	\$ 3,785,463	14.0%	17.6%
Capital	\$ 48,957,614	\$ 131,503,210	\$ 96,476,394	\$ (35,026,816)	-26.6%	55.1%
Debt	\$ 4,449,191	\$ 4,846,895	\$ 3,912,603	\$ (934,292)	-19.3%	2.2%
Total	\$ 115,711,558	\$ 204,417,694	\$ 175,145,445	\$ (29,272,249)	-14.3%	100.0%



## Department Budget Summary

The table below summarizes the City’s proposed departmental expenditures broken down by personnel, operations and maintenance (O&M), and capital expenditures, with debt service costs included in the capital column. In 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	\$ 1,557,394	\$ -	\$ 4,188,935
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	\$ 12,937,304	\$ 1,816,736	\$ 2,996,800	\$ 17,750,840
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	\$ 7,900,664	\$ 14,695,832	\$ 88,859,571	\$ 111,456,067
Parks, Recreation, & Library	\$ 4,132,224	\$ 1,864,989	\$ 2,800,552	\$ 8,797,765
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
<b>Totals</b>	<b>\$ 43,848,133</b>	<b>\$ 30,908,315</b>	<b>\$ 100,388,997</b>	<b>\$ 175,145,445</b>
<b>% of Total</b>	<b>25.04%</b>	<b>17.65%</b>	<b>57.32%</b>	<b>100.00%</b>

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 last two previous budget years (FY23 and FY22). A table of O&M expenses per department is also included in this section.

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

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



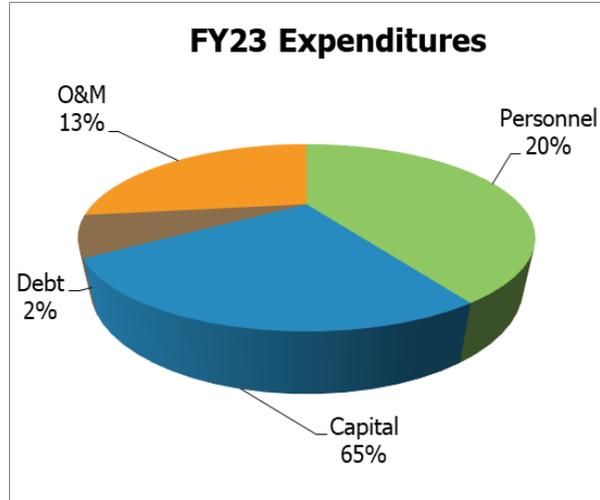
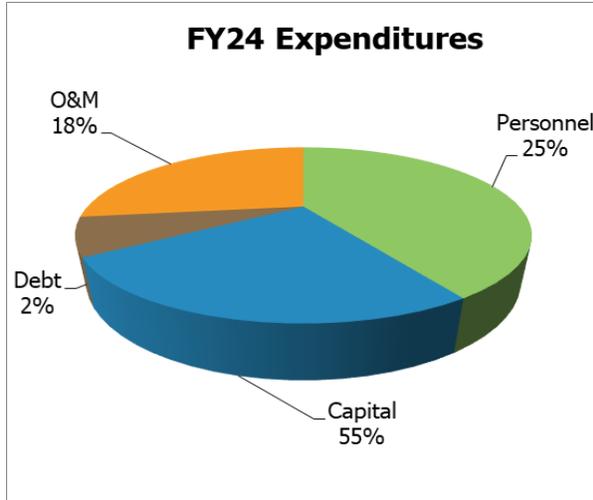
**FY 24 Expenditure Summary by Fund**

	<b>Capital</b>	<b>Personnel</b>	<b>Debt</b>	<b>O&amp;M</b>	<b>Total</b>
General	\$ 5,494,515	\$ 35,004,283	\$ -	\$ 12,160,515	\$ 52,659,313
<b>Special Revenue</b>					
Highway User Revenue Fund	\$ 68,496,797	\$ 1,782,250	\$ -	\$ 1,578,459	\$ 71,857,506
Local Transportation Fund	\$ 8,679,779	\$ 885,365		\$ 511,979	\$ 10,077,123
Airport	\$ 8,574,905	\$ 88,715		\$ 1,709,599	\$ 10,373,219
Police Special Revenue	\$ 150,000			\$ 185,000	\$ 335,000
Grants	\$ 2,119,072			\$ 1,366,068	\$ 3,485,140
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
<b>Capital</b>					
Capital Improvement Fund	\$ 1,077,076			\$ 60,000	\$ 1,137,076
<b>Debt Service</b>					
SVMPC I&R			\$ 3,241,707		\$ 3,241,707
<b>Internal Services</b>					
Health and Accident				\$ 4,434,500	\$ 4,434,500
Unemployment				\$ 25,000	\$ 25,000
Self Insured Retention				\$ 150,000	\$ 150,000
<b>Enterprise</b>					
Sewer	\$ 1,348,500	\$ 1,840,862	\$ 548,196	\$ 3,839,763	\$ 7,577,321
Refuse	\$ 148,000	\$ 2,037,745	\$ 122,700	\$ 3,007,296	\$ 5,315,741
<b>Total All Funds</b>	<b>\$ 96,476,394</b>	<b>\$ 43,848,133</b>	<b>\$ 3,912,603</b>	<b>\$ 30,908,315</b>	<b>\$ 175,145,445</b>



## 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 (55 percent) comprises the largest percentage of expenditures in FY24, followed by Personnel (25 percent), Operations & Maintenance (18 percent), and Debt service at two percent.

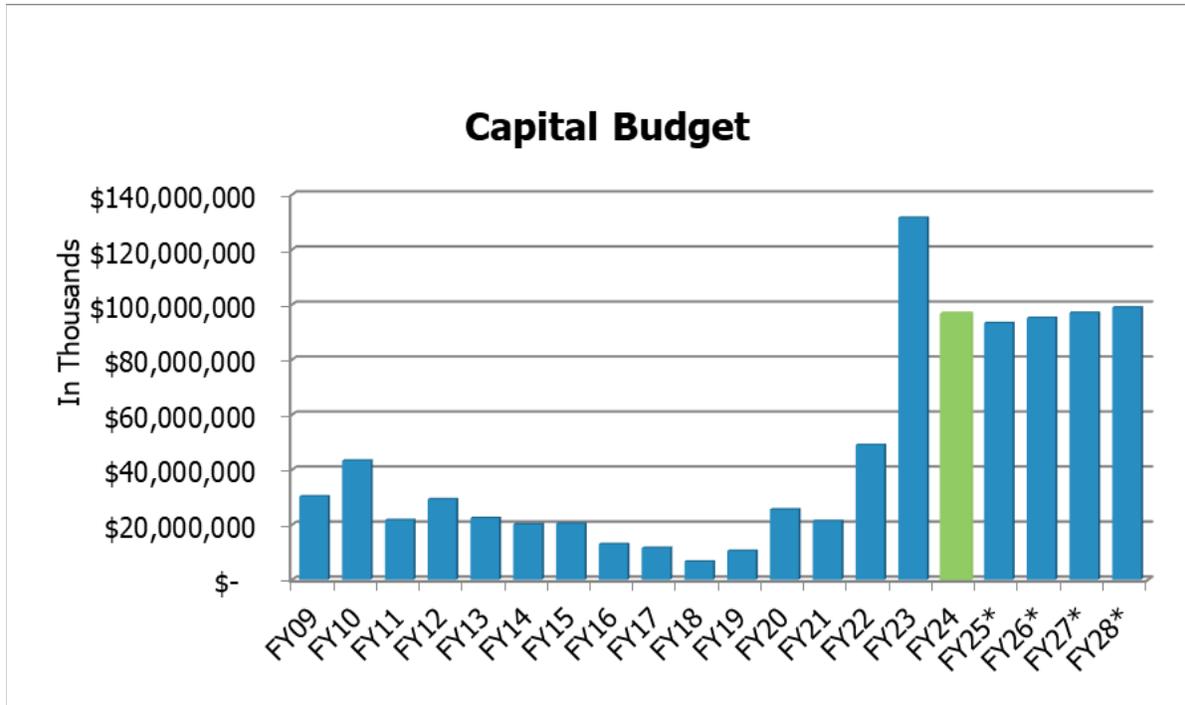




### Capital Expenditures

The FY24 recommended capital budget equals \$96,476,394; a decrease of \$35,026,816 (or 26.6%) 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 \$96,476,394 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 City will be able to more accurately forecast capital expenditures in future years after the facilities assessment is complete. For now, a modest 2 percent growth is projected for FY26-28.

The FY24 Capital Summary and Capital by Fund chart are listed on the next page.



**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 REMODEL	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 PEDESTRIAN BRIDGE	GENERAL	PARKS	\$7,000	CASH
VMPC AND VMP SHEDS	GENERAL	PARKS	\$75,000	CASH
LIBRARY KIOSK-FT HUACHUCA	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
CHEVY EQUINOX- 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
FORT IGSA-2 WORK TRUCKS	GENERAL	FLEET	\$160,000	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 MASTER PLAN UPDATE	AIRPORT	AIRPORT	\$510,000	GRANT
AIRPORT UTILITY INSTALLATION	AIRPORT	AIRPORT	\$7,634,905	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/PARKS	\$500,000	CASH



ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
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
GC LINEAR RESTROOMS	GRANTS	PARKS	\$133,350	GRANT
WASTEWATER MASTER PLAN	SEWER	SEWER	\$450,000	CASH
COMMERCIAL SEPTIC & PRIVATE LINE REPLACE (CARRYOVER)	SEWER	SEWER	\$133,000	CASH
SR90 LAWLEY LINE CONSTRUCTION & DESIGN	SEWER	SEWER	\$727,000	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
SCARAB ROW TURNER REBUILD KIT (CARRYOVER)	REFUSE	REFUSE	\$14,000	CASH
SLUDGE ROW TURNER (CARRYOVER)	REFUSE	REFUSE	\$60,000	CASH
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	\$1,201,267	CASH
BUCKET TRUCK	HURF	STREETS	\$200,000	CASH
SAFETY CONE TRUCK	HURF	STREETS	\$182,093	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	\$6,567,500	GRANT
WEST END IMPROVEMENTS	HURF	STREETS	\$12,060,215	GRANT
ARTERIALS PAVEMENT REPLACEMENT & OVERLAY	HURF	STREETS	\$35,766,736	GRANT
POTENTIAL PROJECT	HURF	STREETS	\$450,000	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 (CARRYOVER)	LTAF	TRANSIT	\$30,000	GRANT
CONNECTIVITY & SAFETY PROJECTS (CARRYOVER)	LTAF	TRANSIT	\$2,500,000	GRANT
DOOR INSTALLATION & ADA IMPROVEMENTS	LTAF	TRANSIT	\$25,000	GRANT
BUS REFURBISHMENT	LTAF	TRANSIT	\$175,000	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
POLICE EQUIPMENT	PSR	PSR	\$100,000	GRANT
POLICE VEHICLES	PSR	PSR	\$50,000	GRANT
RADIO UPGRADE-SUA II	SEACOM	SEACOM	\$380,950	CASH



<b>Capital By Fund</b>	
General	\$5,494,515
HURF	\$68,496,797
LTAf	\$8,679,779
Capital Improvements	\$1,077,076
Police Special Revenue	\$150,000
Grant	\$2,119,072
Donations	\$6,800
Airport	\$8,574,905
Refuse	\$148,000
Sewer	\$1,348,500
SEACOM	\$380,950
<b>Total</b>	<b>\$96,476,394</b>

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
<b>General</b>	\$ 52,659,313	\$ 5,494,515	\$ 47,164,798
		\$ -	
<b>Special Revenue</b>		\$ -	
Highway User Revenue Fund	\$ 71,857,506	\$ 68,496,797	\$ 3,360,709
Local Transportation Fund	\$ 10,077,123	\$ 8,679,779	\$ 1,397,344
Airport	\$ 10,373,219	\$ 8,574,905	\$ 1,798,314
Police Special Revenue	\$ 335,000	\$ 150,000	\$ 185,000
Grants	\$ 3,485,140	\$ 2,119,072	\$ 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
<b>Capital</b>			
Capital Improvement Fund	\$ 1,137,076	\$ 1,077,076	\$ 60,000
<b>Debt Service</b>			
Debt Service	\$ 3,241,707	\$ -	\$ 3,241,707
<b>Internal Services</b>			
Health and Accident	\$ 4,434,500	\$ -	\$ 4,434,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 150,000	\$ -	\$ 150,000
<b>Enterprise</b>			
Sewer	\$ 7,577,321	\$ 1,348,500	\$ 6,228,821
Refuse	\$ 5,315,741	\$ 148,000	\$ 5,167,741
<b>Total All Funds</b>	<b>\$175,145,445</b>	<b>\$ 96,476,394</b>	<b>\$ 78,669,051</b>



### 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 \$43,848,133 (25%) of the proposed FY24 budget, an increase of \$2,903,396 (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 \$15,564,271 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	\$ 35,004,283	\$ 2,482,110
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
<b>Total</b>	<b>\$ 37,382,520</b>	<b>\$ 40,944,737</b>	<b>\$ 43,848,133</b>	<b>\$ 2,903,396</b>

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
<b>Salaries</b>						
Salaries-Regular	\$ 22,063,493	\$ 24,163,346	\$ 25,792,504	59%	\$ 1,629,158	6.3%
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%
<b>Total Salaries</b>	<b>\$ 24,147,196</b>	<b>\$ 26,387,276</b>	<b>\$ 28,283,862</b>	<b>64.5%</b>	<b>\$1,896,586</b>	<b>6.7%</b>
<b>Benefits</b>						
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	\$ 6,954,659	16%	\$ 546,093	7.9%
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%
<b>Total Benefits</b>	<b>\$ 13,235,324</b>	<b>\$ 14,557,461</b>	<b>\$ 15,564,271</b>	<b>35.6%</b>	<b>\$1,006,810</b>	<b>6.5%</b>
<b>Total Personnel</b>	<b>\$ 37,382,520</b>	<b>\$ 40,944,737</b>	<b>\$ 43,848,133</b>	<b>100%</b>	<b>\$2,903,396</b>	<b>6.6%</b>

The City of Sierra Vista has 415 full-time employee positions. A list of all positions is presented on the following pages.



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
<b>CITY MANAGER'S OFFICE</b>					
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
<b>ECONOMIC DEVELOPMENT</b>					
Tourism & Economic Development Director	1	1	1		1
Management Analyst I/II	1	1	1		1
Administrative Secretary	0	0	1		1
<b>MARKETING &amp; COMMUNICATIONS</b>					
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
<b>TOURISM</b>					
Management Analyst I/II	0	0	1		1
Administrative Secretary	0	0	1		1
<b>FINANCE</b>					
Chief Financial Officer	1	1	1		1
Grant Administrator/Senior Accountant	1	1	1		1
Accountant	2	3	2		2
Accounting Specialist I/II	5	4	5		5
Account Clerk	0	1	1		1
Administrative Secretary I/II	0	0	0		0
<b>TOTAL CITY MANAGER'S OFFICE</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>0</b>	<b>24</b>



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
<b>ADMINISTRATIVE SERVICES</b>					
<b>CITY CLERK</b>					
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
<b>HUMAN RESOURCES</b>					
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
<b>INFORMATION TECHNOLOGY</b>					
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
<b>PROCUREMENT</b>					
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
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>23</b>	<b>24</b>	<b>26</b>	<b>0</b>	<b>26</b>
<b>CITY ATTORNEY</b>					
City Attorney	1	1	1		1
<b>TOTAL CITY ATTORNEY</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
<b>COMMUNITY DEVELOPMENT</b>					
<b>PLANNING</b>					
Director	1	1	1		1
Senior Planner	1	1	1		1
Planner	1	1	1		1
Code Enforcement Officer II	2	2	2		2
Administrative Secretary I/II / Permit Technician	1	1	1		1
<b>BUILDING</b>					
Building Administrator	1	1	1		1
Building Inspector	2	2	2		2
<b>Total Community Development</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>9</b>
<b>FIRE DEPARTMENT</b>					
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
<b>TOTAL FIRE DEPARTMENT</b>	<b>72</b>	<b>75</b>	<b>81</b>	<b>0</b>	<b>81</b>



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
<b>POLICE DEPARTMENT</b>					
<b>ADMINISTRATION</b>					
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
<b>OPERATIONS</b>					
Lieutenant	3	3	3		3
Sergeant	6	6	6		6
Corporal	8	8	8		8
Police Officer	47	47	47	1	46
<b>ANIMAL CONTROL</b>					
Animal Shelter Supervisor	0	0	1		1
Animal Control Enforcement Supervisor	1	1	1		1
Animal Control Officer I/II	5	5	4		4
Animal Control Assistant	1	1	1		1
Customer Service Representative	1	1	1		1
<b>TOTAL POLICE DEPARTMENT</b>	<b>87</b>	<b>91</b>	<b>96</b>	<b>1</b>	<b>95</b>
<b>SEACOM</b>					
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
<b>TOTAL SEACOM</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>0</b>	<b>26</b>



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
<b>DEPARTMENT OF PUBLIC WORKS</b>					
<b>ADMINISTRATION</b>					
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
<b>AIRPORT</b>					
Airport Worker	1	1	0		0
Airport Technician	1	1	1		1
<b>ENGINEERING</b>					
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
<b>STREET MAINTENANCE</b>					
Street Maintenance Supervisor	1	1	1		1
Streets Technician I/II	4	5	5		5
Streets Worker	14	14	15		15
<b>SEWER MAINTENANCE</b>					
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
<b>FACILITIES MAINTENANCE</b>					
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
<b>FLEET MAINTENANCE</b>					
Fleet Supervisor	1	1	1		1
Fleet Service Coordinator	1	1	1		1
Fleet Technician	7	7	7		7
<b>REFUSE OPERATIONS</b>					
Refuse Supervisor	1	1	1		1
Refuse Technician	2	2	1		1
Refuse Worker	14	14	15		15
Compost Technician	1	1	1		1
<b>TRANSIT</b>					
PW Administrator	1	1	0		0
Transit Department Specialist	2	2	1		1
Transit Driver	7	8	8		8
Transit Supervisor	0	0	1		1
Customer Service Representative	0	0	1		1
<b>TOTAL PUBLIC WORKS</b>	<b>101</b>	<b>105</b>	<b>104</b>	<b>0</b>	<b>104</b>
<b>DEPARTMENT OF PARKS, RECREATION, AND LIBRARY</b>					
<b>ADMINISTRATION</b>					
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
<b>MUSEUM</b>					
Museum Curator	1	1	1		1
<b>LEISURE SERVICES</b>					
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
<b>AQUATICS</b>					
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
<b>SPORTS</b>					
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
<b>CHILD &amp; FAMILY PROGRAM</b>					
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
<b>LIBRARY</b>					
Library Manager	1	1	1		1
Librarian	2	2	2		2
Assistant Librarian	0	0	1		1
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
<b>PARK MAINTENANCE</b>					
Park Maintenance Supervisor	1	1	1		1
Park Maintenance Technician	3	3	3		3
Park Maintenance Worker	8	8	9		9
<b>TOTAL DEPARTMENT OF PRL</b>	<b>48</b>	<b>48</b>	<b>49</b>	<b>0</b>	<b>49</b>
<b>TOTAL NUMBER OF POSITIONS</b>	<b>389</b>	<b>402</b>	<b>416</b>	<b>1</b>	<b>415</b>

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



<b>Expenditure Summary by Fund</b>			
	<u>Subtotal Balance</u>		<u>Subtotal Balance</u>
	<u>After Capital</u>		<u>after Capital &amp;</u>
	<u>Deducted</u>	<u>Personnel Expenditure</u>	<u>Personnel</u>
	<u>Deducted</u>		<u>Deducted</u>
<b>General</b>	\$ 47,164,798	\$ 35,004,283	\$ 12,160,515
<b>Special Revenue</b>			
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
<b>Capital</b>			
Capital Improvement Fund	\$ 60,000	\$ -	\$ 60,000
<b>Debt Service</b>			
Debt Service	\$ 3,241,707	\$ -	\$ 3,241,707
<b>Internal Services</b>			
Health and Accident	\$ 4,434,500	\$ -	\$ 4,434,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 150,000	\$ -	\$ 150,000
<b>Enterprise</b>			
Sewer	\$ 6,228,821	\$ 1,840,862	\$ 4,387,959
Refuse	\$ 5,167,741	\$ 2,037,745	\$ 3,129,996
<b>Total All Funds</b>	<b>\$ 78,669,051</b>	<b>\$ 43,848,133</b>	<b>\$ 34,820,918</b>



### 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.

<b>Schedule A</b>					
<b>Debt Service Budget by Fund</b>					
<b>Fund</b>	<b>Interest rate- Due Date</b>	<b>FY23 Total</b>	<b>FY24 Principal</b>	<b>FY24 Interest</b>	<b>FY24 Total</b>
General	1. 2.92%- 6/23	\$ 121,333	\$ -	\$ -	\$ -
<b>General Total</b>		<b>\$ 281,880</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
HURF	1. 2.92%- 6/23	\$ 44,086	\$ -	\$ -	\$ -
<b>HURF Total</b>		<b>\$ 79,907</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Refuse	1. 2.92%- 6/23	\$ 56,673	\$ -	\$ -	\$ -
	2. 4.00%- 6/26	\$ 331,500	\$ 118,515	\$ 4,185	\$ 122,700
<b>Refuse Total</b>		<b>\$ 633,447</b>	<b>\$ 118,515</b>	<b>\$ 4,185</b>	<b>\$ 122,700</b>
Sewer	1. 2.92%- 6/23	\$ 85,627	\$ -	\$ -	\$ -
<b>Sewer Total</b>		<b>\$ 188,544</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>		<b>\$1,183,778</b>	<b>\$ 118,515</b>	<b>\$ 4,185</b>	<b>\$ 122,700</b>



**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.

<b>Schedule B Bonded Indebtedness</b>					
<b>Fund</b>	<b>Bond Series</b>	<b>FY23 Total</b>	<b>FY24 Principal Payment</b>	<b>FY24 Interest Payment</b>	<b>FY24 Total</b>
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
	<b>Total</b>	<b>\$ 3,624,081</b>	<b>\$ 2,315,000</b>	<b>\$ 921,707</b>	<b>\$ 3,236,707</b>
Sewer	2018 MFRBs	\$ 534,896	\$ 510,000	\$ 36,696	\$ 546,696
<b>Total</b>		<b>\$ 4,158,977</b>	<b>\$ 2,825,000</b>	<b>\$ 958,403</b>	<b>\$ 3,783,403</b>





<b>Expenditure Summary by Fund</b>					
	<u>Subtotal Balance after Capital &amp; Personnel Deducted</u>		<u>Debt Expenditure</u>	<u>Subtotal Balance after Capital, Personnel &amp; Debt Deducted</u>	
<b>General</b>	\$	12,160,515	\$	-	\$ 12,160,515
<b>Special Revenue</b>					
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
<b>Capital</b>					
Capital Improvement Fund	\$	60,000	\$	-	\$ 60,000
<b>Debt Service</b>					
Debt Service	\$	3,241,707	\$	3,241,707	\$ -
<b>Internal Services</b>					
Health and Accident	\$	4,434,500	\$	-	\$ 4,434,500
Unemployment	\$	25,000	\$	-	\$ 25,000
Self Insured Retention	\$	150,000	\$	-	\$ 150,000
<b>Enterprise</b>					
Sewer	\$	4,387,959	\$	548,196	\$ 3,839,763
Refuse	\$	3,129,996	\$	122,700	\$ 3,007,296
<b>Total All Funds</b>		<b>\$ 34,820,918</b>		<b>\$ 3,912,603</b>	<b>\$ 30,908,315</b>

**Operations and Maintenance Expenditures**

Operations and Maintenance (O&M) costs account for \$30,908,315 (17.6%) 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 \$3,785,463 (14%) from the FY23 budget.

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

<b>Department</b>	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>	<b>Delta FY23/FY24</b>	<b>% Change</b>
Mayor/Council	\$ 67,383	\$ 67,574	\$ 67,089	\$ (485)	-0.7%
City Manager	\$ 1,616,924	\$ 1,479,746	\$ 1,557,394	\$ 77,648	5.2%
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	\$ 14,695,832	\$ 2,940,793	25.0%
MPO	\$ 386,487	\$ 409,253	\$ 1,148,200	\$ 738,947	180.6%
Parks, Recreation, & Library	\$ 1,166,344	\$ 1,945,034	\$ 1,864,989	\$ (80,045)	-4.1%
Community Development	\$ 377,012	\$ 711,124	\$ 530,763	\$ (180,361)	-25.4%
<b>Totals</b>	<b>\$ 24,922,233</b>	<b>\$ 27,122,852</b>	<b>\$ 30,908,315</b>	<b>\$ 3,785,463</b>	<b>14.0%</b>

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.



<b>Expenditure Summary by Fund</b>						
	<u>Subtotal Balance after Capital, Personnel &amp; Debt Deducted</u>		<u>Subtotal Balance after Capital, Personnel, Debt &amp; O&amp;M Expenditure O&amp;M Deducted</u>			
<b>General</b>	\$	12,160,515	\$	12,160,515	\$	-
<b>Special Revenue</b>						
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	\$	-
<b>Capital</b>						
Capital Improvement Fund	\$	60,000	\$	60,000	\$	-
<b>Debt Service</b>						
Debt Service	\$	-	\$	-	\$	-
<b>Internal Services</b>						
Health and Accident	\$	4,434,500	\$	4,434,500	\$	-
Unemployment	\$	25,000	\$	25,000	\$	-
Self Insured Retention	\$	150,000	\$	150,000	\$	-
<b>Enterprise</b>						
Sewer	\$	3,839,763	\$	3,839,763	\$	-
Refuse	\$	3,007,296	\$	3,007,296	\$	-
<b>Total All Funds</b>		<b>\$ 30,908,315</b>		<b>\$ 30,908,315</b>		<b>\$ -</b>



### 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
<b>Total</b>	<b>\$134,538</b>	<b>\$134,729</b>	<b>\$134,244</b>

### 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	FY 22/23
Bond Rating- Standard and Poor’s	AA	AA	AA	AA	AA	AA
Bond Rating- Fitch	AA-	AA-	AA-	AA-	AA-	AA-



## City Council Strategic Plan

In June 2023, the Mayor and City Council adopted a two-year Strategic Plan Framework, which provides the overall direction and specific initiatives to be achieved during the planning period. The Strategic Plan takes into consideration the priorities and expectations contained in the City's general plan, *Vista 2030*, which was ratified by voters in November 2014.

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

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

Within these critical success factor areas, the City Council then developed a series of twenty-one priorities to help determine the overarching ways in which success can be obtained, along with fourteen specific initiatives they have directed the City Manager to complete by June 30, 2025. Those initiatives are specifically called out within the department budget summaries based upon where they have been assigned.

### Major Accomplishments

1. 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.

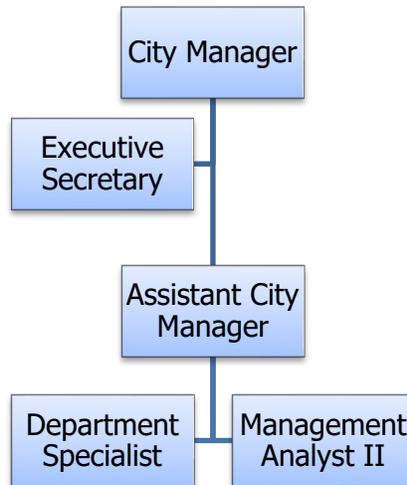
**City Council**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Part Time	\$ 66,000	\$ 66,000	\$ 66,000
Benefits	\$ 1,155	\$ 1,155	\$ 1,155
<b>Total Personnel</b>	<b>\$ 67,155</b>	<b>\$ 67,155</b>	<b>\$ 67,155</b>
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
<b>Total O&amp;M</b>	<b>\$ 67,383</b>	<b>\$ 67,574</b>	<b>\$ 67,089</b>
<b>Totals</b>	<b>\$ 134,538</b>	<b>\$ 134,729</b>	<b>\$ 134,244</b>

**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.

<b>Expenditure By Fund</b>			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$739,035	\$790,775	\$795,417
Sewer	\$112,581	\$129,629	\$126,334
Refuse	\$112,581	\$129,629	\$126,334
<b>Total</b>	<b>\$964,197</b>	<b>\$1,050,033</b>	<b>\$1,048,085</b>

### Mission Statement

Under the policy direction of the City Council, the City Manager’s Office provides overall leadership and direction to the entire city organization and ensures that municipal services are effectively developed and delivered by employing sound planning, management, and fiscal policies and practices.

### Description

The City Manager is the chief executive officer for the City and serves at the direction of the City Council. By ordinance, the City Manager is responsible for the administration of all affairs of the City, and for the oversight of all City personnel except the City Attorney, who is directly appointed by the Council. He and his staff administer policies and goals established by the City Council; supervise management of day-to-day city operations and personnel; oversee budgetary and administrative planning and control; support and participate in community and governmental partnerships; and provide support to the City Council. The City Manager annually presents a recommended budget to the Mayor and



City Council which takes into consideration implementation of the Council’s strategic plan, as well as other short- and long-range plans of the organization. He then ensures the budget is implemented in accordance with Council direction. The City Manager also relies on a highly skilled senior management team, consisting of the Assistant City Manager, department directors, division managers, and other professional staff to oversee various departments and functions.

### **City Council Strategic Plan Initiatives**

The City Manager is responsible for administering City Council Policy. Since the Strategic Plan Framework is the directive of the Council, the City Manager is responsible for every aspect of that plan. More specifically, the following objectives have been assigned to the City Manager’s office for implementation:

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

### **Major Accomplishments**

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



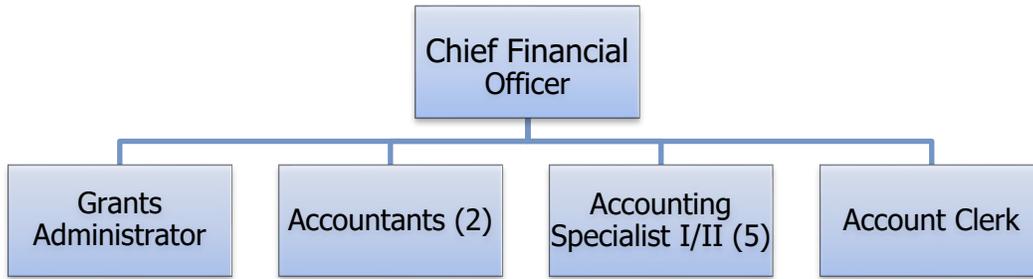
**City Manager's Office**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 496,784	\$ 560,993	\$ 582,786
Salaries - Part Time	\$ -	\$ -	\$ -
Benefits	\$ 135,027	\$ 146,669	\$ 143,466
<b>Total Personnel</b>	<b>\$ 631,811</b>	<b>\$ 707,662</b>	<b>\$ 726,252</b>
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	\$ 9,000
Books & Periodicals	\$ -	\$ -	\$ -
<b>Total O&amp;M</b>	<b>\$ 332,386</b>	<b>\$ 342,371</b>	<b>\$ 321,833</b>
<b>Totals</b>	<b>\$ 964,197</b>	<b>\$ 1,050,033</b>	<b>\$ 1,048,085</b>

**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.

<b>Expenditure By Fund</b>			
	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
<b>Total</b>	<b>\$1,177,052</b>	<b>\$1,441,779</b>	<b>\$1,459,586</b>

**Mission Statement**

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

**Description**

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

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

**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**

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

**Finance**

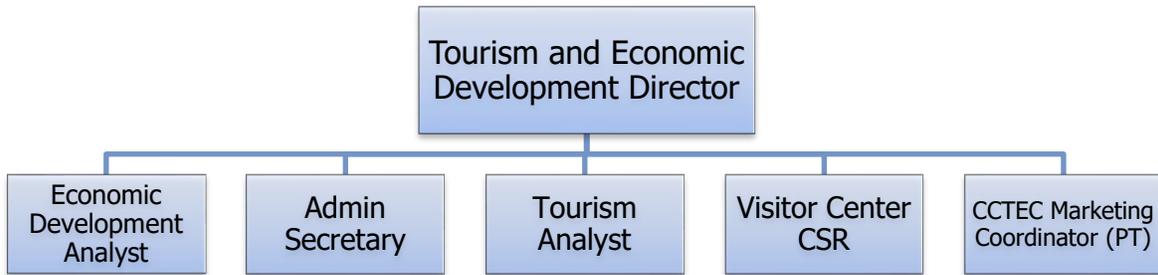
<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 604,973	\$ 678,230	\$ 724,481
Salaries - Part Time	\$ 35,125	\$ 69,106	\$ 69,106
Benefits	\$ 181,444	\$ 215,933	\$ 227,889
<b>Total Personnel</b>	<b>\$ 821,542</b>	<b>\$ 963,269</b>	<b>\$ 1,021,476</b>
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
<b>Total O&amp;M</b>	<b>\$ 355,510</b>	<b>\$ 478,510</b>	<b>\$ 438,110</b>
<b>Totals</b>	<b>\$ 1,177,052</b>	<b>\$ 1,441,779</b>	<b>\$ 1,459,586</b>

**Comments**

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



Tourism and Economic Development Division



**Vision**

Strengthen the Sierra Vista economy by providing leadership along with implementing programs and partnerships that help in creating, retaining, and expanding businesses and in turn fostering job growth, providing general fund revenue, supporting a vibrant commercial district, and encouraging entrepreneurship. Continue the strong marketing of our community to support city events as well as the tourism segment of our economy.

**Mission Statement**

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

<b>Economic Development Expenditure By Fund</b>			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$419,215	\$420,749	\$485,949
Grants	\$480,700	\$10,159,500	\$352,000
<b>Total</b>	<b>\$899,915</b>	<b>\$10,580,249</b>	<b>\$837,949</b>

<b>Tourism Expenditure By Fund</b>			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$0	\$0	\$297,169
Grants	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$297,169</b>

**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. The Tourism and Economic Development



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### Tourism and Economic Development Division

division was formed in FY 23 to leverage both areas in a synchronized manner as tourism is a key area within economy.

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 are primarily on development of the municipal airport.
2. Using the completed Airport Diversification Study from April 2018, efforts in economic development have continued with site preparation and the installation of the new airport sign. Work with the forest service and private investment continues while remaining in sync with the Team Huachuca goals found in the May 1, 2023, strategic objectives. 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. Additionally, in coordination with Public Works, the economic development staff will support the Airport Master Plan update.
3. Tourism, to include sports tourism remains a key element to Economic Development supporting revenue creation, additional business for our local hospitality firms as well as exposing a wide range of people to the extraordinary community of Sierra Vista. Collectively staff will 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. Broader areas of tourism include birding, hiking, and biking to attract tourists to the local area.

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

- Enhance and improve infrastructure that supports Economic Development
  - Expand the Fry Blvd. streetscape.
  - Prioritize abatement and reducing vacancy rates in the older and abandoned buildings.
  - Evaluate the expansion of EV charging infrastructure for the community, and feasibility of elective vehicles for the city’s fleet.
- Actively engage economic development stakeholders, especially current and future potential businesses.
  - Evaluate strategies for engaging Economic Development stakeholders.
  - Pursue the acquisition of the 203 acres near airport.
- Evaluate and consider Visitors Center and Museum options.
- Conduct a feasibility study for a regional convention center.

### 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.
7. Reinvigorated the Tourism Commission with continued growth and engagement into the coming year.
8. Fully supported all four of Team Huachuca’s line of effort developments setting conditions for improvement into the future to allow Fort Huachuca to meet the Army’s requirements in 2030 and 2040.



Goals

Goal	Objectives
Elevate Sierra Vista’s economic development competitiveness.	<ul style="list-style-type: none"> <li>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.</li> </ul>
Retain and grow the City’s existing economic cluster industries.	<ul style="list-style-type: none"> <li>Continue and expand the efforts of the Business Liaison with a formal business retention program.</li> </ul>
Capitalize on Sierra Vista’s business, cultural, retail, and West End redevelopment.	<ul style="list-style-type: none"> <li>Partner with property owners and commercial brokers to reduce the commercial property vacancies across the city and specifically in the West End.</li> <li>Focus on repurposing both vacant office buildings and large retail such as the old Sears building at the Mall.</li> </ul>
Acquire the 203 Acres while utilizing key studies to increase the economic impact of the municipal airport	<ul style="list-style-type: none"> <li>Maintain a long-term strategy to include our congressional delegation and Fort Huachuca on the land acquisition. Actively work to identify businesses suited for the municipal airport that bring jobs and additional diversification to the economy.</li> </ul>
Increase the city’s marketing efforts and effectiveness for general tourism as well as key city hosted events .	<ul style="list-style-type: none"> <li>Create a new department to oversee the tourism efforts to increase revenues and overall visitors to the city.</li> </ul>



Tourism and Economic Development Division  
Tourism

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ -	\$ -	\$ 104,523
Benefits	\$ -	\$ -	\$ 34,806
<b>Total Personnel</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 139,329</b>
Professional Services	\$ -	\$ -	\$ 2,500
Advertising	\$ -	\$ -	\$ 111,240
Printing & Binding	\$ -	\$ -	\$ 6,100
Professional Associations	\$ -	\$ -	\$ 35,000
Travel & Training	\$ -	\$ -	\$ 2,050
Office Supplies	\$ -	\$ -	\$ 300
Specialized Equipment	\$ -	\$ -	\$ 650
<b>Total O&amp;M</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 157,840</b>
<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 297,169</b>

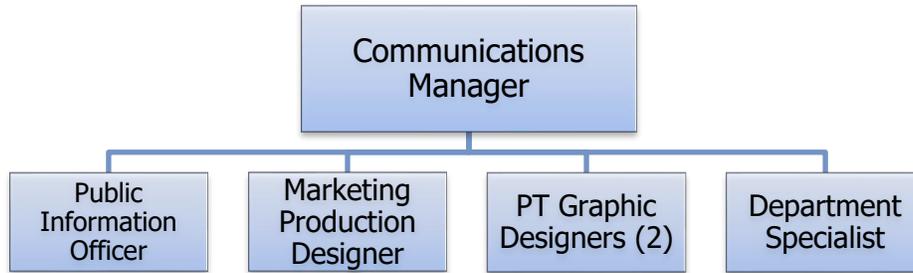


**Economic Development**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 203,193	\$ 207,151	\$ 257,558
Benefits	\$ 48,884	\$ 42,753	\$ 59,950
<b>Total Personnel</b>	<b>\$ 252,077</b>	<b>\$ 249,904</b>	<b>\$ 317,508</b>
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
<b>Total O&amp;M</b>	<b>\$ 647,838</b>	<b>\$ 330,345</b>	<b>\$ 520,441</b>
Infrastructure	\$ -	\$ 10,000,000	\$ -
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ 10,000,000</b>	<b>\$ -</b>
<b>Totals</b>	<b>\$ 899,915</b>	<b>\$ 10,580,249</b>	<b>\$ 837,949</b>

**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 to create the Tourism and Economic Development Department.



**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.

<b>Expenditure By Fund</b>			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$751,155	\$801,974	\$503,640
Grants	\$0	\$24,460	\$0
Sewer	\$37,215	\$41,861	\$35,184
Refuse	\$7,443	\$8,372	\$7,037
Donations	\$285	\$285	\$285
<b>Total</b>	<b>\$796,098</b>	<b>\$876,952</b>	<b>\$546,146</b>

**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.

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



- Impact of City programs, services, and events on citizens
- Recruitment
- 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.
- Increase how the many great stories of Sierra Vista are shared with both staff and residents.
- Increase capabilities and resources to expand the communication reach and impact of the City.
- Continue to leverage departmental engagement with community for improved citizen connections.

## 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. Provided marketing collateral, including copy editing, graphic design, and video for the Cochise County Tourism and Economic Council.
  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 18,000 people; the Police, Fire, and EMS page is now followed by about 12,000 people; the Library, Recreation, and Cultural Services page is now followed by about 5,800 people; and the Visita Sierra Vista page is now followed by about 20,000 people. The newly formed Parks, Recreation, and Special Events page is followed by about 2,300 people and the new Nancy J. Brua Animal Care Center page is followed by more than 1,700 people. The City's Instagram account has more than 3,000 followers; a Visit Sierra Vista Instagram account was launched in October 2019 and currently has more than 880 followers. The City's Twitter account has 3,060 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 Vineyards in the Park.
- 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"> <li>• Produce more short video content and reels for social media.</li> <li>• Expand B-roll library</li> </ul>
Enhance engagement with residents	<ul style="list-style-type: none"> <li>• Further develop the Engage.SierraVistaAZ.gov site</li> <li>• Share more stories of how City programs, services, and events impact residents</li> </ul>
Improve coordination of departmental messaging to achieve strategic communications goals	<ul style="list-style-type: none"> <li>• Provide input on marketing strategies to ensure that multiple departments' efforts are complementary</li> <li>• Media management and campaign oversight</li> </ul>
Aid recruitment efforts	<ul style="list-style-type: none"> <li>• Develop and implement recruitment marketing campaigns for general recruitment and public safety</li> </ul>
Expand marketing for all City events	<ul style="list-style-type: none"> <li>• Proactively promote City events and activities</li> </ul>
Develop a Communications Plan	<ul style="list-style-type: none"> <li>• Conducted community and stakeholder surveys, completed SWOT analysis, developed plan based on research results.</li> </ul>



### 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>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>
Total page views, SierraVistaAZ.gov <sup>a</sup>	956,968	744,334 <sup>c</sup>	1,042,809	1,210,680
Change in B-roll quantity			+18.19%	+20%
Expand event marketing <sup>c</sup>		\$24,300	\$37,000	\$33,624
EngageSierraVista registered users		0	507	681

<i>Tourism</i>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>
Total Page Views, VisitSierraVista.com <sup>a</sup>	1,696	1,546	127,630	16,773
Total Hospitality Tax Revenue <sup>b</sup> : Tourism Investment	51.31 : 1	30 : 1	10.76 : 1	54.67 : 1
Extended Stay Tax Revenue <sup>b</sup>	\$1,099,753	\$1,700,237	\$1,183,591	\$1,346,523
Restaurant & Bar Tax Revenue <sup>b</sup>	\$2,422,633	\$2,451,519	\$2,786,998	\$2,850,328

a) The total page views for SierraVistaAZ.gov in FY22/23 includes tourism views because the tourism site was incorporated as a microsite. The 16,773 figure is the number of page views on the tourism homepage.

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.

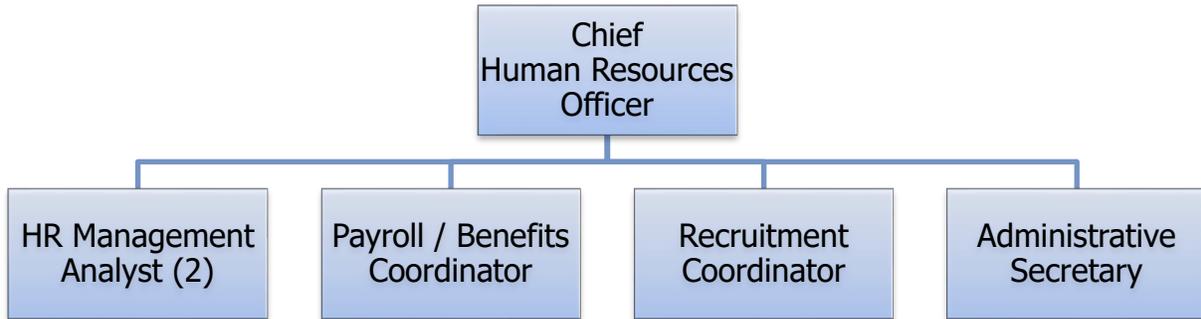


**Marketing & Communications**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 318,301	\$ 351,183	\$ 249,391
Salaries - Part Time	\$ 73,225	\$ 75,500	\$ 75,500
Benefits	\$ 123,382	\$ 121,749	\$ 102,085
<b>Total Personnel</b>	<b>\$ 514,908</b>	<b>\$ 548,432</b>	<b>\$ 426,976</b>
Professional Services	\$ 66,100	\$ 21,787	\$ 215
Office Equipment Maintenance	\$ -	\$ -	\$ 1,500
Advertising	\$ 109,280	\$ 185,300	\$ 63,760
Printing & Binding	\$ 50,200	\$ 50,638	\$ 37,500
Professional Associations	\$ 21,150	\$ 36,150	\$ 400
Travel & Training	\$ 11,400	\$ 3,150	\$ 2,000
Office Supplies	\$ 885	\$ 650	\$ 585
Specialized Supplies	\$ 17,450	\$ 26,185	\$ 8,500
Event Supplies	\$ 4,450	\$ 4,350	\$ 4,350
Books & Periodicals	\$ 275	\$ 310	\$ 360
<b>Total O&amp;M</b>	<b>\$ 281,190</b>	<b>\$ 328,520</b>	<b>\$ 119,170</b>
<b>Totals</b>	<b>\$ 796,098</b>	<b>\$ 876,952</b>	<b>\$ 546,146</b>

**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.



<b>Expenditure By Fund</b>			
	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
<b>Total</b>	<b>\$1,344,781</b>	<b>\$1,375,566</b>	<b>\$1,493,065</b>

### 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.

<b>City Council Strategic Plan Initiatives</b>
<ul style="list-style-type: none"> <li>• Human Resources has no specific initiatives assigned for the current plan, but will work with all departments in assisting in the completion of others as needed.</li> </ul>



### 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 - composed of a total body exam. 25 participated.
  - Wondr Weight Loss Program - is a digital weight loss program that teaches science-based skills to help you enjoy food more, lose weight, sleep better to help move you toward your best self. 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"> <li>• Fill vacant positions by public announcement within 60 days of department request.</li> <li>• Maintain a ratio of minority applicants reflective of the area population by advertising in targeted publications.</li> <li>• Seek new advertising resources to increase number of qualified applicants.</li> </ul>
Maintenance of Class Compensation Structure	<ul style="list-style-type: none"> <li>• Clearly define the essential functions of each position through written job descriptions.</li> <li>• Reinforce employee perception of fair compensation between classifications and</li> </ul>



	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"> <li>• Conduct internal citywide training.</li> <li>• Review and revise performance appraisal document.</li> </ul>
Provide a structure for employees to plan for benefit, career, and retirement options.	<ul style="list-style-type: none"> <li>• Communicate education requirements for career advancement; promote the City's Education Assistance Program.</li> </ul>

### Performance Measures

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

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



**Human Resources**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 1,196,990</b>	<b>\$ 1,244,005</b>	<b>\$ 1,340,004</b>
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	\$ -	\$ -	\$ -
<b>Total O&amp;M</b>	<b>\$ 147,791</b>	<b>\$ 131,561</b>	<b>\$ 153,061</b>
<b>Totals</b>	<b>\$ 1,344,781</b>	<b>\$ 1,375,566</b>	<b>\$ 1,493,065</b>

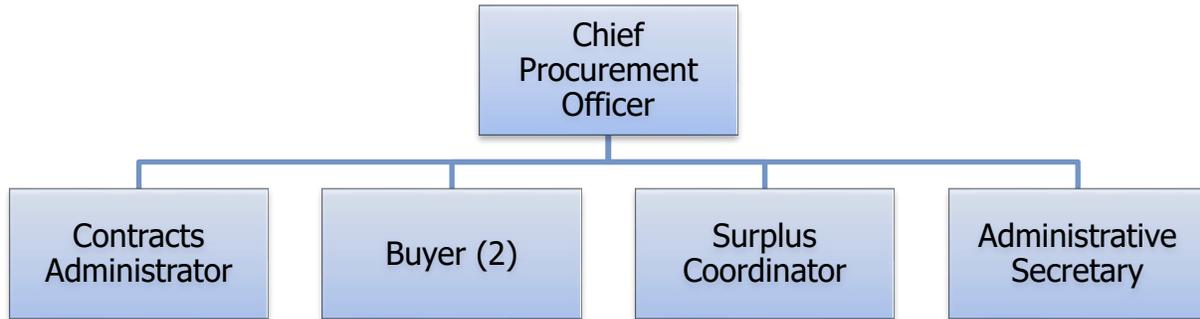
**Comments**

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.

<b>Expenditure By Fund</b>			
	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
<b>Total</b>	<b>\$388,965</b>	<b>\$426,343</b>	<b>\$483,870</b>

### 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.

<b>City Council Strategic Plan Initiatives</b>
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"> <li>• Continue to utilize technology and e-procurement strategies in order to market bidding opportunities to a larger vendor base.</li> <li>• Collaborate with other local cities on best practices in order to improve City of Sierra Vista’s operations.</li> <li>• Continue to improve communication and coordination with vendors and other City Departments.</li> <li>• Utilize alternative bidding methods to reach the city’s budget and deadline goals for each construction project.</li> </ul>
Actively engage local vendors in an effort to increase the procurement of local goods and services.	<ul style="list-style-type: none"> <li>• Attend and speak at meetings/forums focused business development to provide education to local business owners/operators on how to work together.</li> <li>• 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.</li> <li>• Make sure local vendors know about our new e-procurement software and its notification functions.</li> </ul>



**Procurement Division**

Engage and train departments and divisions on current and future procurement policies/procedures/software	<ul style="list-style-type: none"> <li>Annually, hold a Procurement Procedures, Policy and P-card class for new employees.</li> <li>Ensure buying staff attend at least one procurement-specific training or conference per year.</li> </ul>
Administer the Purchasing Card Program.	<ul style="list-style-type: none"> <li>Continue to provide oversight and compliance monitoring in order to ensure proper use of program.</li> <li>Provide training and materials to departments in order to ensure cost-saving partnerships interdepartmentally.</li> </ul>
Obtain feedback from stakeholders to ensure we're meeting our customers' needs.	<ul style="list-style-type: none"> <li>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.</li> </ul>
Strive to be recognized for excellence in government procurement.	<ul style="list-style-type: none"> <li>On an annual basis, the Procurement division shall apply for the AEP award – Achievement of Excellence in Procurement.</li> </ul>

**Performance Measurements**

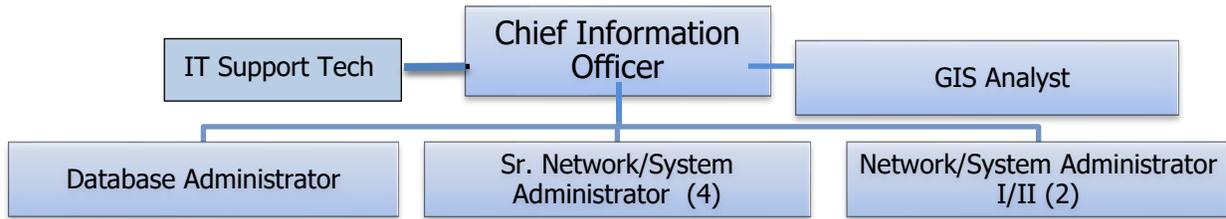
	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY22/23</b>
Percentage of total dollars spent within Cochise County:	17%	22%	33%	21%
Percentage of total dollars spent with Sierra Vista businesses:	6%	13%	22%	12%
Percentage of dollars spent with Arizona businesses for purchases less than \$50,000.00:	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**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 271,814	\$ 302,835	\$ 351,165
Salaries - Part-Time	\$ 13,902	\$ 13,902	\$ 13,902
Benefits	\$ 89,289	\$ 95,246	\$ 103,893
<b>Total Personnel</b>	<b>\$ 375,005</b>	<b>\$ 411,983</b>	<b>\$ 468,960</b>
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
<b>Total O&amp;M</b>	<b>\$ 13,960</b>	<b>\$ 14,360</b>	<b>\$ 14,910</b>
<b>Totals</b>	<b>\$ 388,965</b>	<b>\$ 426,343</b>	<b>\$ 483,870</b>



### 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
<b>Total</b>	<b>\$3,124,688</b>	<b>\$3,692,122</b>	<b>\$3,496,676</b>

### 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.

<b>City Council Strategic Plan Initiatives</b>
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.
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



**Information Technology Division**

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**

<b>Goals</b>	<b>Objectives</b>
Provide citizens with increased services for transparency and access to more information while promoting efficient service delivery and remaining cost-effective.	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Continue promoting technology and innovative solutions that encourage citizen engagement and improve municipal services to the community, while maintaining a secure, modernized, and sustainable IT infrastructure.	<ul style="list-style-type: none"> <li>• Partner with City departments to offer more online services and/or Web portals facilitating citizen/employee interaction with City Hall.</li> <li>• Work with departments to evaluate, manage and implement computing</li> </ul>



**Information Technology Division**

	technologies to improve service offerings and minimize costs.
Realize the City's goals/objectives through the use of prevailing technology. Seek new technology and apply where it is cost efficient.	<ul style="list-style-type: none"> <li>• Continue to evaluate other Tyler/Munis modules to determine their feasibility and value to the city.</li> <li>• Research the feasibility of utilizing Cloud and Collaboration technologies to increase efficiency, agility, and innovation. Look to implement when appropriate.</li> <li>• Use the Tech Committee to make informed decisions and evaluate Technology to determine the needs of the city.</li> </ul>
Oversee and manage the technology required by the city to include software, communications, computing requirements, mobility, security, and data center infrastructure, in an effort to provide outstanding results, while maintaining fiscal responsibility, datacenter security and stewardship.	<ul style="list-style-type: none"> <li>• Continue promoting Cyber Security awareness by educating and training users and implementing next generation security tools. Provide security services to protect against cyber threats.</li> <li>• Continue offering new technologies to improve business process and efficiencies and develop a plan to transition and implement smoothly.</li> <li>• Sustain an IT culture that supports new ideas and innovation to improve City processes.</li> </ul>
Pursue the feasibility of collaborating with other government agencies to improve efficiencies and technologies and remain cost effective.	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

**Performance Measures**

	<b>FY18/19</b>	<b>FY19/20</b>	<b>FY20/21</b>	<b>FY21/22</b>	<b>FY22/23</b>
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

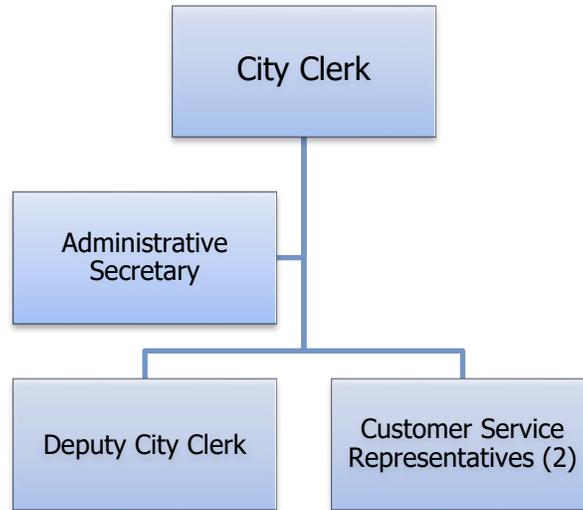


**Information Technology**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 960,017</b>	<b>\$ 1,119,381</b>	<b>\$ 1,157,504</b>
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
<b>Total O&amp;M</b>	<b>\$ 1,673,971</b>	<b>\$ 1,981,041</b>	<b>\$ 2,125,002</b>
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	\$ 490,700	\$ 591,700	\$ 214,170
<b>Total Capital</b>	<b>\$ 490,700</b>	<b>\$ 591,700</b>	<b>\$ 214,170</b>
<b>Totals</b>	<b>\$ 3,124,688</b>	<b>\$ 3,692,122</b>	<b>\$ 3,496,676</b>

**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.

<b>Expenditure By Fund</b>			
	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
<b>Total</b>	<b>\$490,513</b>	<b>\$543,912</b>	<b>\$528,614</b>

**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.

<b>City Council Strategic Plan Initiatives</b>
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**

<b>Goals</b>	<b>Objectives</b>
Records Management	<ul style="list-style-type: none"> <li>• Continue Development of a City-wide record management policy.</li> <li>• 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.</li> <li>• Continue submission of applications for designation of digital records as official records to expand the City Scan and Shred program.</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>• Continue to Review and Evaluate Claims and Accident records for Opportunities to Improve Employee Safety</li> <li>• Continue development of a City-Wide Safety Program under the ADOSH Public Entity Partnership Program</li> </ul>
Continue improving the level of customer service provided by the department in all aspects of our duties	<ul style="list-style-type: none"> <li>• Continue to provide training opportunities for staff to improve the level of services provided.</li> <li>• Work with various departments to obtain input and suggestions regarding procedures to ensure we achieve the highest level of service possible.</li> </ul>



**Performance Measurements**

	<b>FY17/18</b>	<b>FY18/19</b>	<b>FY19/20</b>	<b>FY21/22</b>	<b>FY22/23</b>
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**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 271,130	\$ 301,431	\$ 307,271
Salaries - Part Time	\$ -	\$ -	\$ -
Benefits	\$ 91,298	\$ 96,696	\$ 97,058
<b>Total Personnel</b>	<b>\$ 362,428</b>	<b>\$ 398,127</b>	<b>\$ 404,329</b>
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
<b>Total O&amp;M</b>	<b>\$ 128,085</b>	<b>\$ 145,785</b>	<b>\$ 124,285</b>
<b>Totals</b>	<b>\$ 490,513</b>	<b>\$ 543,912</b>	<b>\$ 528,614</b>

**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
<b>Total</b>	<b>\$481,880</b>	<b>\$575,151</b>	<b>\$469,704</b>

### 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**

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

**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 Budget
Bond Principal	\$ 2,423,000	\$ 2,411,000	\$ 2,315,000
Bond Interest	\$ 278,373	\$ 1,213,081	\$ 921,707
Fiscal Agent Fees	\$ 2,500	\$ 7,500	\$ 7,500
Bond Issuance Costs		\$ 250,000	\$ -
Other Debt Principal	\$ 1,647,038	\$ 909,140	\$ 628,515
Other Debt Interest	\$ 98,280	\$ 56,174	\$ 39,881
<b>Total Debt</b>	<b>\$ 4,449,191</b>	<b>\$ 4,846,895</b>	<b>\$ 3,912,603</b>

### 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
<b>Total</b>	<b>\$5,121,990</b>	<b>\$5,176,989</b>	<b>\$5,277,988</b>



**General Government**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Benefits	\$ -	\$ -	\$ -
<b>Total Personnel</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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
<b>Total O&amp;M</b>	<b>\$ 5,121,990</b>	<b>\$ 5,176,989</b>	<b>\$ 5,277,988</b>
<b>Totals</b>	<b>\$ 5,121,990</b>	<b>\$ 5,176,989</b>	<b>\$ 5,277,988</b>

**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.

<b>City Council Strategic Plan Initiatives</b>
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The Police Department does not have any specific initiatives assigned for the current plan. SVPD is willing to work with all departments to achieve their completion of initiatives as needed.
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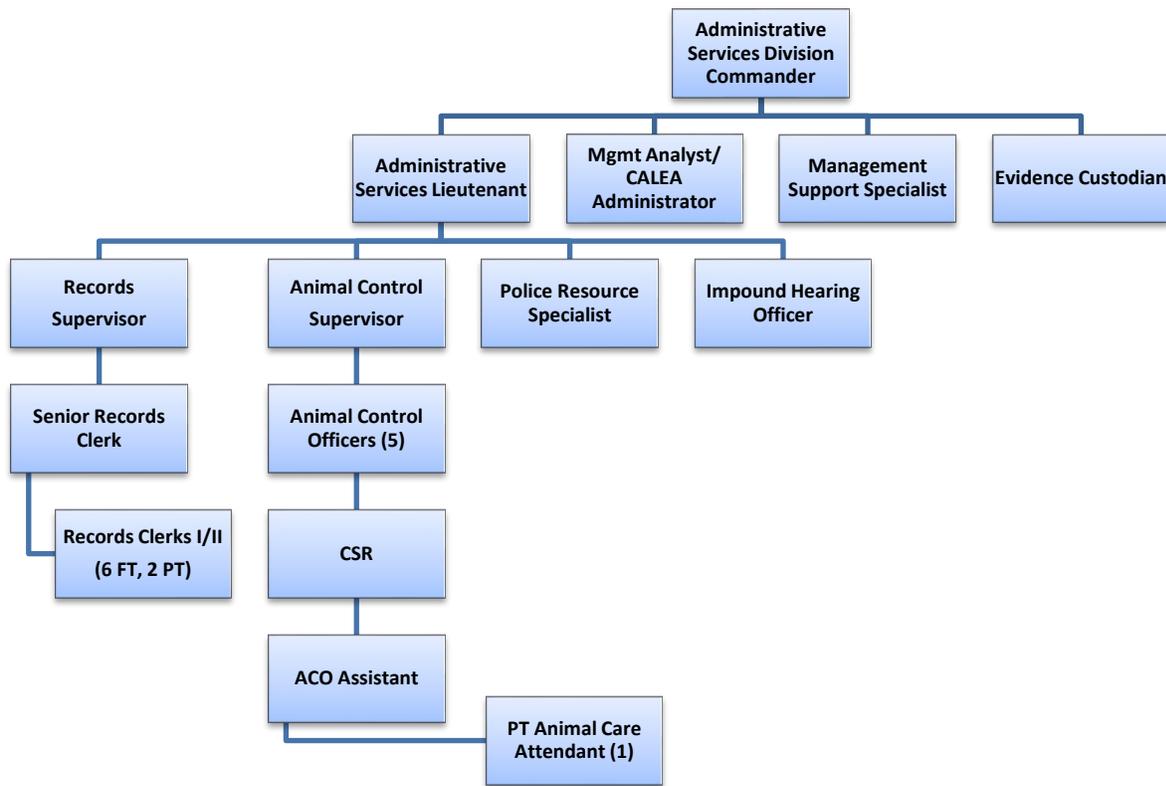


**Police**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Administration	\$ 1,607,522	\$ 1,940,562	\$ 2,357,966
Police Operations	\$ 8,827,094	\$ 9,527,884	\$ 10,056,871
Animal Control	\$ 470,600	\$ 501,242	\$ 522,467
<b>Total Personnel</b>	<b>\$ 10,905,216</b>	<b>\$ 11,969,688</b>	<b>\$ 12,937,304</b>
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
<b>Total O&amp;M</b>	<b>\$ 2,046,873</b>	<b>\$ 1,766,953</b>	<b>\$ 1,816,736</b>
Administration	\$ -	\$ -	\$ -
Police Operations	\$ 1,655,000	\$ 673,000	\$ 860,000
Animal Control	\$ 2,200,000	\$ 2,218,000	\$ 2,136,800
<b>Total Capital</b>	<b>\$ 3,855,000</b>	<b>\$ 2,891,000</b>	<b>\$ 2,996,800</b>
<b>Totals</b>	<b>\$ 16,807,089</b>	<b>\$ 16,627,641</b>	<b>\$ 17,750,840</b>



## Administrative Services



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
<b>Total</b>	<b>\$1,706,889</b>	<b>\$2,051,007</b>	<b>\$2,458,955</b>

### Mission

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

### Description

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



Goals

Goals	Objectives
<p><b>Community Confidence &amp; Partnerships</b> 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"> <li>• Implement a charitable voucher program as a means for citizens to provide coupons to panhandlers for the purchase of eligible goods at participating businesses.</li> <li>• 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.</li> </ul>
<p><b>Human Resources</b> 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"> <li>• Develop and implement a comprehensive recruiting strategy inclusive of increased testing at military installations and increased social media presence in targeted areas.</li> </ul>
<p><b>Productivity</b> 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"> <li>• 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.</li> </ul>
<p><b>Physical Resources &amp; Technology</b> Increase efficiency by promoting the timely development/ acquisition of police equipment and technology.</p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

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**

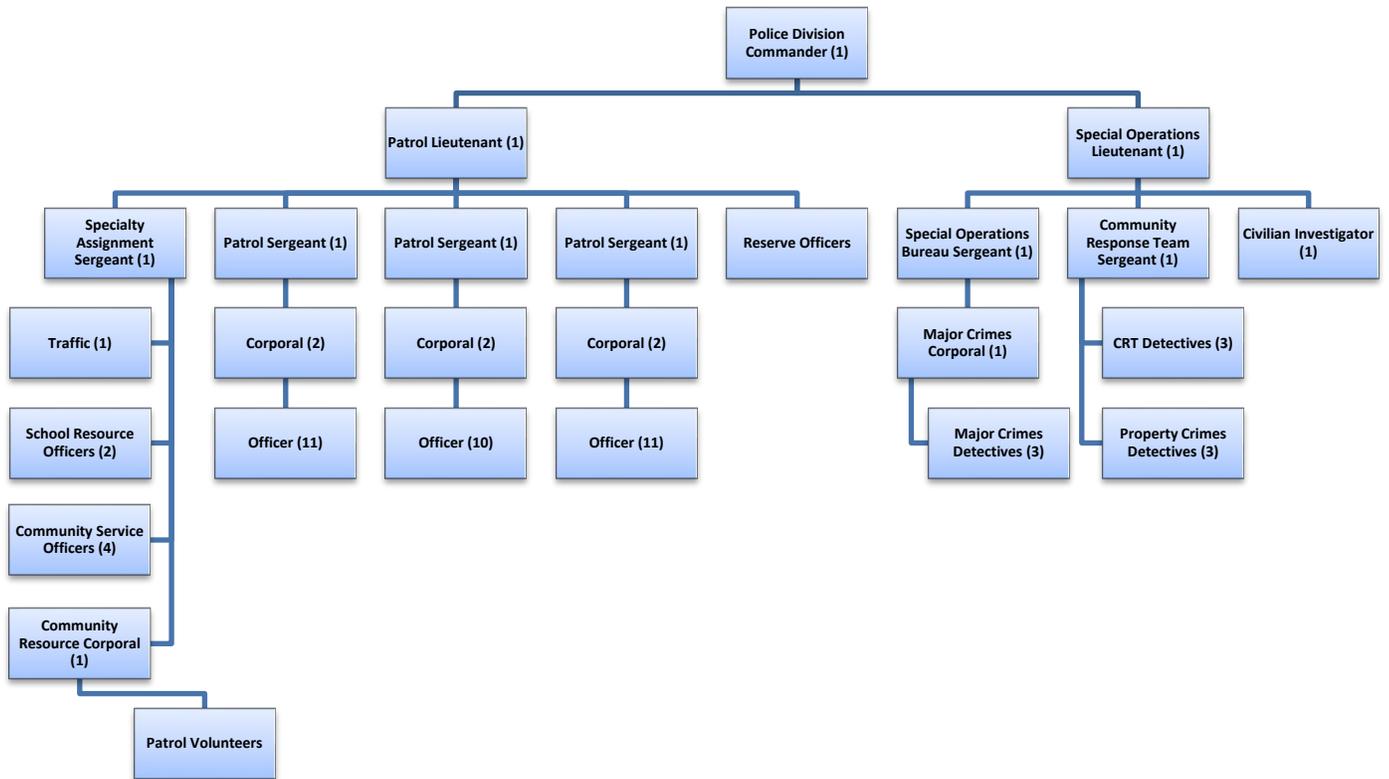
3. Successfully maintained CALEA accreditation after undergoing a policy file review by a CALEA assessor.
4. The Records Section processed 4,226 Misc. Offense Reports and 573 CRASH Reports in 2022.
5. Animal Control handled 3,346 calls for service in 2022.
6. The Evidence Section had an intake of 3,949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

**Administration**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 1,607,522</b>	<b>\$ 1,940,562</b>	<b>\$ 2,357,966</b>
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
<b>Total O&amp;M</b>	<b>\$ 99,367</b>	<b>\$ 110,445</b>	<b>\$ 100,989</b>
Machinery & Equipment	\$ -	\$ -	\$ -
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Totals</b>	<b>\$ 1,706,889</b>	<b>\$ 2,051,007</b>	<b>\$ 2,458,955</b>



## Operations Division



Expenditure By Fund			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$11,597,137	\$11,105,874	\$11,547,797
PD Special	\$344,500	\$330,000	\$330,000
Grants	\$100,829	\$42,829	\$412,829
Capital	0	0	0
<b>Total</b>	<b>\$12,042,466</b>	<b>\$11,478,703</b>	<b>\$12,290,626</b>

### Mission Statement

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

### Description

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



### Goals

Goals	Objectives
<p><b>Physical Resources &amp; Technology</b> Increase efficiency by promoting the timely development/ acquisition of police equipment and technology.</p>	<ul style="list-style-type: none"> <li>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 inter-facing ability.</li> </ul>
<p><b>Community Confidence &amp; Partnerships</b> 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"> <li>Continue partnership with Cochise College and the Cochise County Sheriff’s Office in the operation of the Southeast Arizona Law Enforcement Training Academy (SEALETA).</li> <li>In partnership with the Cochise County Sheriff’s Office and other entities, participate in the ongoing development of a joint regional communications center (SEACOM).</li> </ul>

### 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 16 deployments of Naloxone by SVPD officers resulting in 14 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**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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	\$ 4,882,958
<b>Total Personnel</b>	<b>\$ 8,827,094</b>	<b>\$ 9,527,884</b>	<b>\$ 10,056,871</b>
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
<b>Total O&amp;M</b>	<b>\$ 1,560,372</b>	<b>\$ 1,277,819</b>	<b>\$ 1,373,755</b>
Machinery & Equipment	\$ 105,000	\$ 108,000	\$ 450,000
Vehicles	\$ 1,550,000	\$ 565,000	\$ 410,000
<b>Total Capital</b>	<b>\$ 1,655,000</b>	<b>\$ 673,000</b>	<b>\$ 860,000</b>
<b>Totals</b>	<b>\$ 12,042,466</b>	<b>\$ 11,478,703</b>	<b>\$ 12,290,626</b>

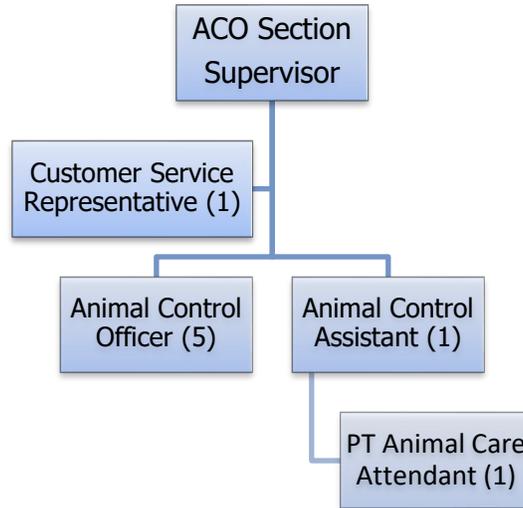
**Comments**

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



<b>Expenditure By Fund</b>			
	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
<b>Total</b>	<b>\$3,057,734</b>	<b>\$3,097,931</b>	<b>\$3,001,259</b>

### Mission Statement

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

### Description

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



### Goals

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

### Major Accomplishments

1. Conducted 23 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 60 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.

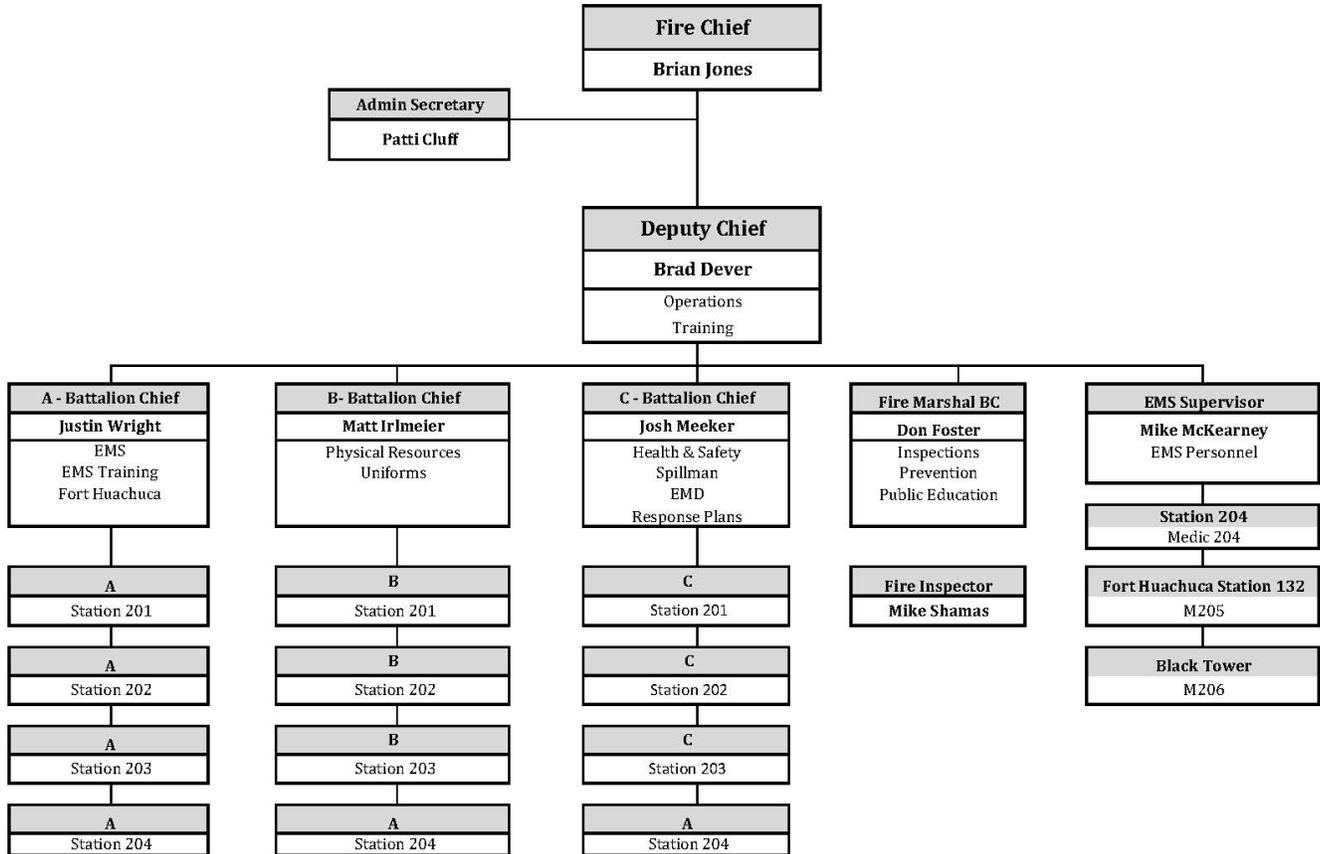


**Animal Control**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 470,600</b>	<b>\$ 501,242</b>	<b>\$ 522,467</b>
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
<b>Total O&amp;M</b>	<b>\$ 387,134</b>	<b>\$ 378,689</b>	<b>\$ 341,992</b>
Buildings	\$ 2,200,000	\$ 2,218,000	\$ 2,056,800
Vehicles	\$ -	\$ -	\$ 80,000
Machinery & Equipment	\$ -	\$ -	\$ -
<b>Total Capital</b>	<b>\$ 2,200,000</b>	<b>\$ 2,218,000</b>	<b>\$ 2,136,800</b>
<b>Totals</b>	<b>\$ 3,057,734</b>	<b>\$ 3,097,931</b>	<b>\$ 3,001,259</b>



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			
<b>Total</b>	<b>\$12,713,450</b>	<b>\$11,838,987</b>	<b>\$11,506,254</b>



## 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

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

## Major Accomplishments

1. 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 7<sup>th</sup> 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"> <li>• Retain existing department members and set a higher standard for those who wish to become members.</li> <li>• Utilize national standards to recruit and hire.</li> <li>• Focus on recruiting women into the fire service.</li> </ul>



	<ul style="list-style-type: none"> <li>• Increase in person outreach at Arizona Junior College Firefighter 1 and 2 programs.</li> <li>• Work with Buena High School CTE Programs to recruit potential employees.</li> </ul>
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**Physical Resources**

<b>Goals</b>	<b>Objectives</b>
Build our existing partnership with Fort Huachuca to enhance regional joint use training facility on the base	<ul style="list-style-type: none"> <li>• Work with Fort Huachuca staff to develop an IGSA for the expansion of that site into a regional concept.</li> <li>• Develop annual training schedule that meets fire/EMS needs for our response areas.</li> <li>• 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.</li> </ul>

**Marketing and Publicity**

<b>Goals</b>	<b>Objectives</b>
Increase use of social media.	<ul style="list-style-type: none"> <li>• Ensure all education classes are announced and provide on-line registration and payment.</li> <li>• Post seasonal public safety messages.</li> <li>• In house personnel posting daily messages</li> <li>• Work with PIO to ensure accurate messaging sent out to public.</li> <li>• Internal and external surveys to be done seeing if what we are providing is meeting the needs of our community.</li> </ul>

**Technology**

<b>Goals</b>	<b>Objectives</b>
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"> <li>• Ensure station alerting software is operational in all county fire departments.</li> <li>• Ensure product selected is compatible with the EMD software/product selected for SEACOM and maintained appropriately.</li> <li>• Continued collaboration.</li> </ul>



**Innovation**

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

**Performance Measures**

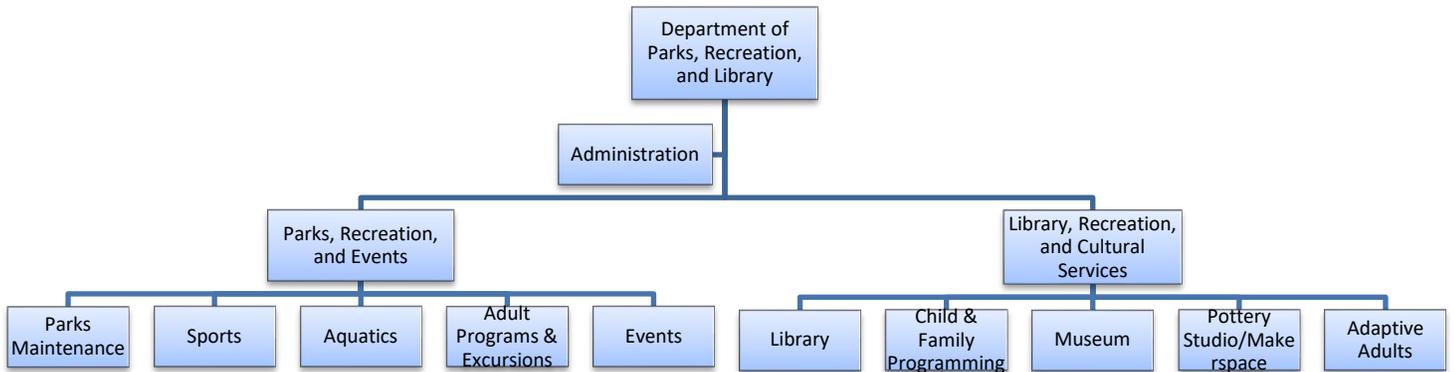
	<b>FY17/18</b>	<b>FY18/19</b>	<b>FY19/20</b>	<b>FY20/21</b>	<b>FY21/22</b>
Total calls for service	7609	8450	7707	8125	8828
Automatic Aid Given	425	568	498	543	647
Automatic Aid Received	881	607	902	1079	1292
Total fire calls	887	582	752	1041	2062
Structure fires	75	40	37	104	88
Vehicle fires	18	13	19	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**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 7,695,126</b>	<b>\$ 8,586,802</b>	<b>\$ 9,386,246</b>
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
<b>Total O&amp;M</b>	<b>\$ 539,949</b>	<b>\$ 758,999</b>	<b>\$ 895,657</b>
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
<b>Total Capital</b>	<b>\$ 4,478,375</b>	<b>\$ 2,493,186</b>	<b>\$ 1,224,351</b>
<b>Totals</b>	<b>\$ 12,713,450</b>	<b>\$ 11,838,987</b>	<b>\$ 11,506,254</b>



## 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.

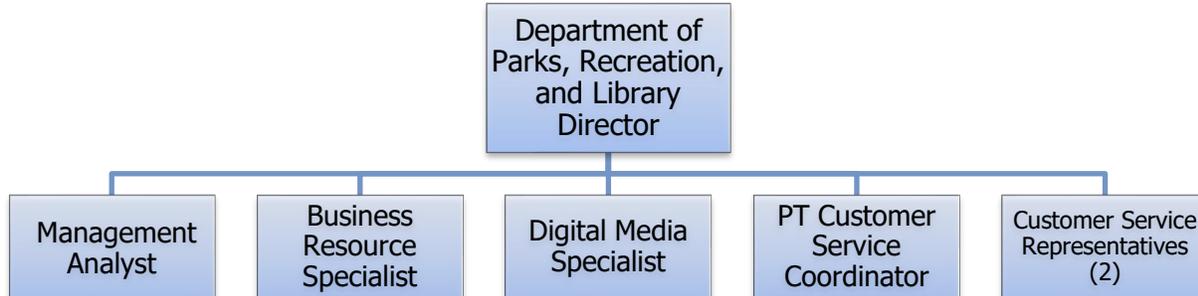


**Department of Parks, Recreation, and Library**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 3,666,438</b>	<b>\$ 4,008,049</b>	<b>\$ 4,132,224</b>
Administration	\$ 95,279	\$ 87,535	\$ 89,776
Adult Programs, Excursions, & Events	\$ 161,110	\$ 169,660	\$ 339,610
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	\$ 405,704	\$ 440,577	\$ 516,782
<b>Total O&amp;M</b>	<b>\$ 1,160,144</b>	<b>\$ 1,937,774</b>	<b>\$ 1,864,989</b>
Parks	\$ 6,718,493	\$ 18,192,378	\$ 2,766,072
Aquatics	\$ 51,880	\$ 3,260,490	\$ -
Library	\$ -	\$ 34,480	\$ 34,480
<b>Total Capital</b>	<b>\$ 6,770,373</b>	<b>\$ 21,487,348</b>	<b>\$ 2,800,552</b>
<b>Totals</b>	<b>\$ 11,596,955</b>	<b>\$ 27,433,171</b>	<b>\$ 8,797,765</b>



## Administration



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

## Vision

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

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

### Major Accomplishments

1. 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 Communications Division on departmental website updates and coordinated the design and launch of department-wide social media presence, which occurred in 2021.
9. Completed Strategic Leadership Goals.



**Goals**

Goals	Objectives
Provide current information about programs, events, and community resources in a timely manner, focusing on customer engagement and service	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Provide ongoing training to customer service team, develop, and use internal communications to distribute current information to front line team.</li> <li>• Maintain an online web-based registration software program, implementing credit and debit processing and user information sharing to customers.</li> <li>• Continually maintaining while improving reservations, rentals, and registrations to community users, customers, and guests through trainings, technology upgrades, and face to face interaction.</li> </ul>
Ensure staff members are adequately trained to meet customer and emergency preparedness needs.	<ul style="list-style-type: none"> <li>• Request sufficient funds for staff for continuing education.</li> <li>• Work with American Red Cross trainers so that department staff can meet their obligations under the Sierra Vista Emergency Operations Plan.</li> <li>• Ensure that key staff members receive all necessary training and updates to manage “RecTrac” and “WebTrac” software system.</li> <li>• Research, development, and implement SOPs for programs focusing on safety, effectiveness, participation engagement, and customer enhancements.</li> </ul>
Leverage Traditional and new methods of communication to engage the community	<ul style="list-style-type: none"> <li>• Ensure community has easy access to accurate and up to date information about Department programs and events utilizing outlets such as radio, city website, social media and print media working with the Marketing and Communications Department.</li> </ul>
Continue to enhance non-profit/public/private partnerships striving towards increasing community wellness, health, and quality	<ul style="list-style-type: none"> <li>• Continue to work with Sierra Vista School District through our IGSA for access to recreation and classroom facilities.</li> <li>• Continuing focus on community outreach to non-profit youth and adult sports leagues, improving relationships, field services, and implementing tournament play.</li> </ul>



**Administration**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 342,283	\$ 377,277	\$ 387,009
Salaries - Part Time	\$ 14,028	\$ 28,500	\$ 28,500
Benefits	\$ 119,284	\$ 124,225	\$ 126,878
<b>Total Personnel</b>	<b>\$ 475,595</b>	<b>\$ 530,002</b>	<b>\$ 542,387</b>
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
<b>Total O&amp;M</b>	<b>\$ 95,279</b>	<b>\$ 87,535</b>	<b>\$ 89,776</b>
<b>Totals</b>	<b>\$ 570,874</b>	<b>\$ 617,537</b>	<b>\$ 632,163</b>

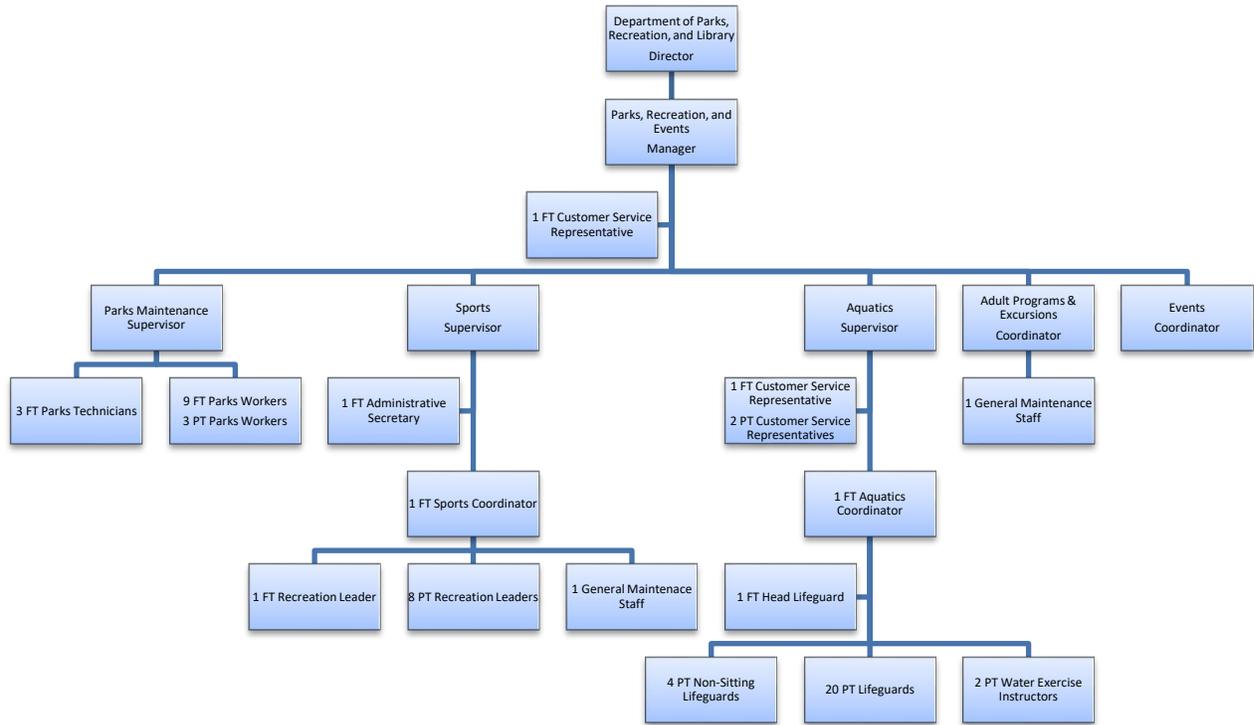
**Comments**

Sister Cities Association (Partnership)

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



## Parks, Recreation, & Events





## Adult Programs, Excursions, & Events



<b>Expenditure by Fund</b>			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$561,470	\$590,645	\$827,738
Grants	0	0	0
<b>Total</b>	<b>\$561,470</b>	<b>\$590,645</b>	<b>\$827,738</b>

### 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.

### 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. 4<sup>th</sup> of July Celebration & Fireworks
5. Veteran’s Day Parade & Ceremony
6. Oktoberfest
7. Tree lighting Ceremony & Holiday Market Christmas Event
8. Dive in Movies
9. Summer Movie Nights
10. Summer Concerts
11. Bazaars
12. Senior Holiday Dinner at the Ethel Berger Center
13. Vineyards in the Park
14. 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 placier ai app to accurately track event attendance.

### **Goals**

<b>Goals</b>	<b>Objectives</b>
Enhance quality of services and programs to provide increased value to community	<ul style="list-style-type: none"> <li>• Identify trends patterns and areas for improvement.</li> <li>• Gather feedback from stakeholders including customers, employees, and the community</li> </ul>



Increase revenue and fee-based programs and opportunities which enhance the quality of life and community demand.	<ul style="list-style-type: none"><li>• Identify and research new and innovative programs.</li><li>• 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.</li></ul>
Develop new park areas for the community	<ul style="list-style-type: none"><li>• Work with Design Contractor to develop site plan for Roadrunner Park</li><li>• Engage community in process as site plan and development of Fab Avenue property.</li><li>• Explore funding options for the development of the Fab avenue property</li></ul>
Provide highly qualified staff and instructors for classes, programs, and community events.	<ul style="list-style-type: none"><li>• Recruit and select the best staff and most highly qualified instructors for activities and classes offered.</li><li>• Ensure that classes are self-funding whenever feasible.</li><li>• Offer new classes which compliment community.</li></ul>
Enhance recreational opportunities through the use of partnerships and agreements.	<ul style="list-style-type: none"><li>• Develop new contacts and cultivate positive working relationships that improve and enhance our ability to provide recreational and cultural programs.</li><li>• Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs.</li></ul>
Continuous Improvement-revise programs to achieve greater program efficiency and satisfaction.	<ul style="list-style-type: none"><li>• Review current recreational trends to ensure that our offerings meet the needs and desires of our community.</li><li>• Revamp existing programs to be more streamlined and cost effective.</li><li>• Make program changes that improve access and the variety and quality of offerings.</li></ul>



**Performance Measures**

	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23*</b>
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.

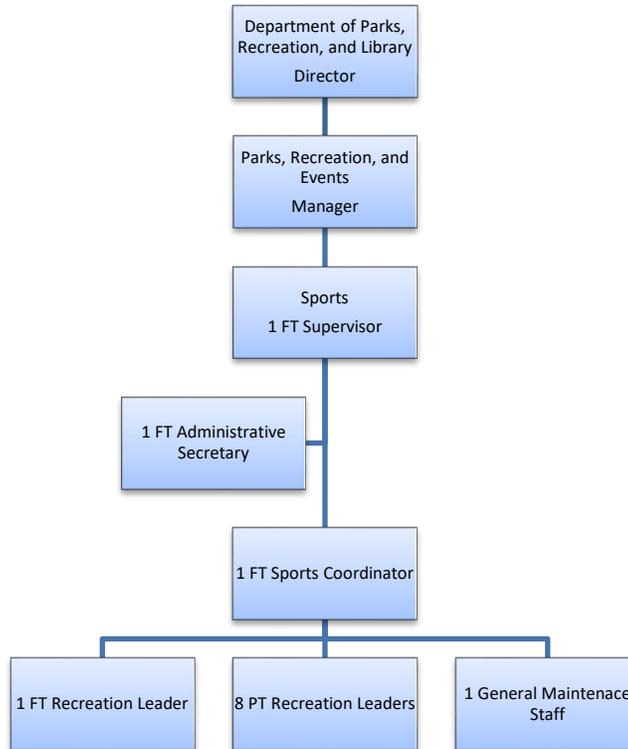


**Adult Programs, Excursions, & Events**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 400,360</b>	<b>\$ 420,985</b>	<b>\$ 488,128</b>
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	\$ 257,600
Bank Charges	\$ -	\$ -	\$ -
<b>Total O&amp;M</b>	<b>\$ 161,110</b>	<b>\$ 169,660</b>	<b>\$ 339,610</b>
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	\$ -	\$ -	\$ -
Furniture and Fixtures	\$ -	\$ -	\$ -
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Totals</b>	<b>\$ 561,470</b>	<b>\$ 590,645</b>	<b>\$ 827,738</b>



### 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
<b>Total</b>	<b>\$ 448,704</b>	<b>\$477,202</b>	<b>\$564,674</b>

### 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 2<sup>nd</sup> 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 Lemay Academy for facility use sharing.

### Goals

Goals	Objectives
Increase revenue and fee-based programs and opportunities which enhance the quality of life and community demand.	<ul style="list-style-type: none"> <li>• Identify and research new and innovative programs.</li> <li>• Create analysis models that determine breakeven points, benefit, and overall impact.</li> <li>• Implement programs that either meet criteria or serve a major purpose in serving underserved</li> </ul>



	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"> <li>• Reach out to community event users and vendors.</li> <li>• Research best state and national bests practices.</li> <li>• Create documents and SOP which models best practices but is in alignment with local and state protocols, expectations, and procedures.</li> <li>• Implement and measure outcomes.</li> <li>• Ensure teams of all departments are aware and follow SOPs.</li> </ul>
Offer tournament play in Sierra Vista driving economic development, and sports opportunities for state, regional, and local participants	<ul style="list-style-type: none"> <li>• Examine current fields and determine needs and expectations which satisfy or exceed national and state league criteria for tournaments.</li> <li>• Examine current pickleball courts and determine needs and expectations which satisfy or exceed national and state criteria for tournaments.</li> <li>• Maintain all fields for tournament play.</li> <li>• Find alternative solutions to increasing pickleball play. Partner with pickleball community to increase current court inventory to alleviate strain on existing facilities.</li> <li>• Continue working partnerships with local, regional, and state youth and adult leagues in baseball, softball, soccer, pickleball.</li> <li>• Identify and research alternative methods of funding sources for improvements to facilities, fields, and courts.</li> <li>• Identify and research grants and partnership opportunities.</li> </ul>
Seek out and provide programs and opportunities for population between ages 20 – 40	<ul style="list-style-type: none"> <li>• Identify new and innovative programs which meet expectations and desires of target demographic.</li> <li>• Create and implement programs.</li> <li>• Measure success and challenges</li> </ul>
Provide highly qualified staff and instructors for classes, programs, and community events.	<ul style="list-style-type: none"> <li>• Recruit and select the best staff and most highly qualified instructors for activities and classes offered.</li> <li>• Ensure that classes are self-funding whenever feasible.</li> <li>• Offer new classes</li> </ul>



<p>Provide a variety of quality activities that meet the diverse needs of our community.</p>	<ul style="list-style-type: none"><li>• Provide programs that encourage repeat attendance.</li><li>• 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.</li></ul>
<p>Enhance recreational opportunities through the use of partnerships and agreements.</p>	<ul style="list-style-type: none"><li>• Develop new contacts and cultivate positive working relationships that improve and enhance our ability to provide recreational and cultural programs.</li><li>• Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs.</li><li>• Enhance existing signage at current course and promote new disc golf facilities for community benefit. Look to partner with community disc golf groups to host disc golf clinics.</li></ul>
<p>Continuous Improvement-revise programs to achieve greater program efficiency and satisfaction.</p>	<ul style="list-style-type: none"><li>• Review current recreational trends to ensure that our offerings meet the needs and desires of our community.</li><li>• Revamp existing programs to be more streamlined and cost effective.</li><li>• Make program changes that improve access and the variety and quality of offerings.</li></ul>



**Sports**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 310,478</b>	<b>\$ 331,836</b>	<b>\$ 351,058</b>
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
<b>Total O&amp;M</b>	<b>\$ 138,226</b>	<b>\$ 145,366</b>	<b>\$ 213,616</b>
<b>Totals</b>	<b>\$ 448,704</b>	<b>\$ 477,202</b>	<b>\$ 564,674</b>

**Comments**

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

**Performance Measures**

	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>
Sports Tourism Economic Impact	\$668K	\$2M	\$2.5M	\$2.5M est.
Annual Revenue Collected (FY21 COVID)	\$60,326	\$77,420	\$124,048	\$149,959

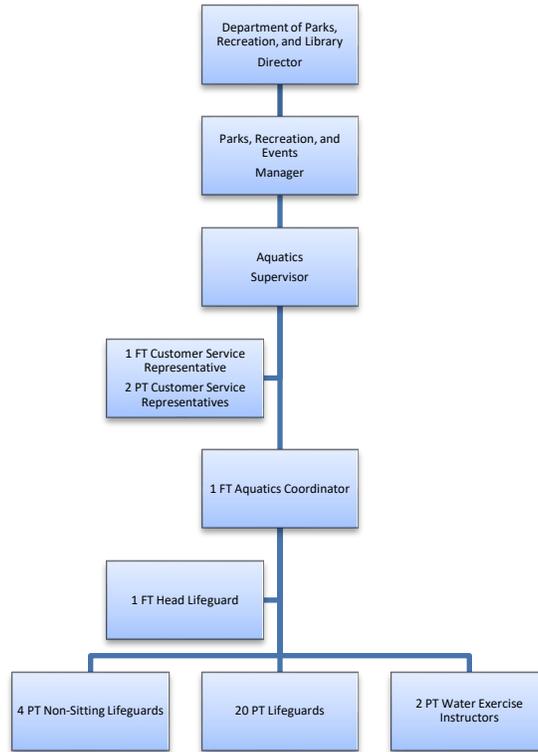


	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>
Summit Challenge	140	0	228	234	196
Youth basketball	325	287	0	378	314
Tennis – youth/adult	96	100	244	8	0**
Summer sports camps	220	117	0	65	167
Start Smart Sports	27	33	0	73	35
Adult softball	660	0	220	280	315
Adult Basketball	200	0	70	100	100
Hummingbird Triathlon	290	63	0	141	108
Archery Camps (Year-Round)					152

\*\* Working to bring on contract instructor in FY24.



# 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
<b>Total</b>	<b>\$ 556,767</b>	<b>\$3,806,616</b>	<b>\$533,545</b>

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



**Aquatics**

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

**Performance Measures**

	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>
Revenue Collected	\$86,138	\$62,660	\$285,483	\$328,203
Open days	179	156	314	276

	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>
Aquatics Participants*					
Open Swim*	23,702	10,537	0	16,062	31,939
Lap Swim*	10,126	7,219	3,473	9,244	11,220
Swim lessons	693	425	0	228	592
Exercise Classes*	561	1,038	52	252	560
Splash Time*	1,832	1,141	0	1,196	1,666
Private Pool Rentals (Full/Half/Diving/Warming)	133	85	0	134	49
Lap Lane Rentals					866
Pier Party Rentals					147

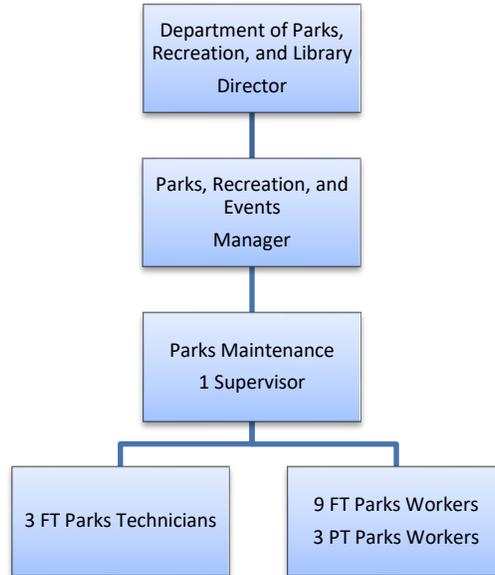


**Aquatics**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 450,237</b>	<b>\$ 471,826</b>	<b>\$ 455,665</b>
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
<b>Total O&amp;M</b>	<b>\$ 54,650</b>	<b>\$ 74,300</b>	<b>\$ 77,880</b>
Buildings	\$ 51,880	\$ 3,260,490	\$ -
<b>Total Capital</b>	<b>\$ 51,880</b>	<b>\$ 3,260,490</b>	<b>\$ -</b>
<b>Totals</b>	<b>\$ 556,767</b>	<b>\$ 3,806,616</b>	<b>\$ 533,545</b>



## Parks Maintenance



<b>Expenditure by Fund</b>			
	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	\$1,769,072
Donations	0	0	0
Park Dev Fees	0	0	0
CIF	\$500,000	\$16,484,597	\$750,000
<b>Total</b>	<b>\$7,695,746</b>	<b>\$19,958,214</b>	<b>\$3,966,796</b>

## Description

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



### Major Accomplishments

1. Performed annual audits of all playground equipment and features to identify necessary repairs or improvements for public safety.
2. Removed old playground and installed new playground at Veterans Memorial Park and interactive play feature at Sports Complex behind the Oscar Yrun Community Center (OYCC).
3. Staff enhanced and refurbished the baseball field located at Veterans Memorial Park Sports Complex (VMPS)
4. Replaced old signage at several neighborhood and community parks.
5. 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"> <li>• Ensure that Parks, Sports Fields, and Public Grounds are clean, litter free, and safe for public use.</li> <li>• Maintain City grounds to facilitate safe public access and to complement City buildings.</li> </ul>
Ensure that staff receives training and are fully certified to safely perform their job duties.	<ul style="list-style-type: none"> <li>• Promote job training programs and other ongoing education opportunities which further develop a skilled workforce.</li> <li>• Provide regularly scheduled safety training and required position certification training for all staff.</li> <li>• Integrate a variety of training methods and topics to maintain effectiveness.</li> </ul>
Continue Master Plan Implementation	<ul style="list-style-type: none"> <li>• Evaluate current state of parks and recreational areas and determine areas of master plan to prioritize implementation of.</li> <li>• Prioritize projects on factors such as safety, budget, demand, timeline, and potential for positive impact</li> </ul>



**Performance Measures**

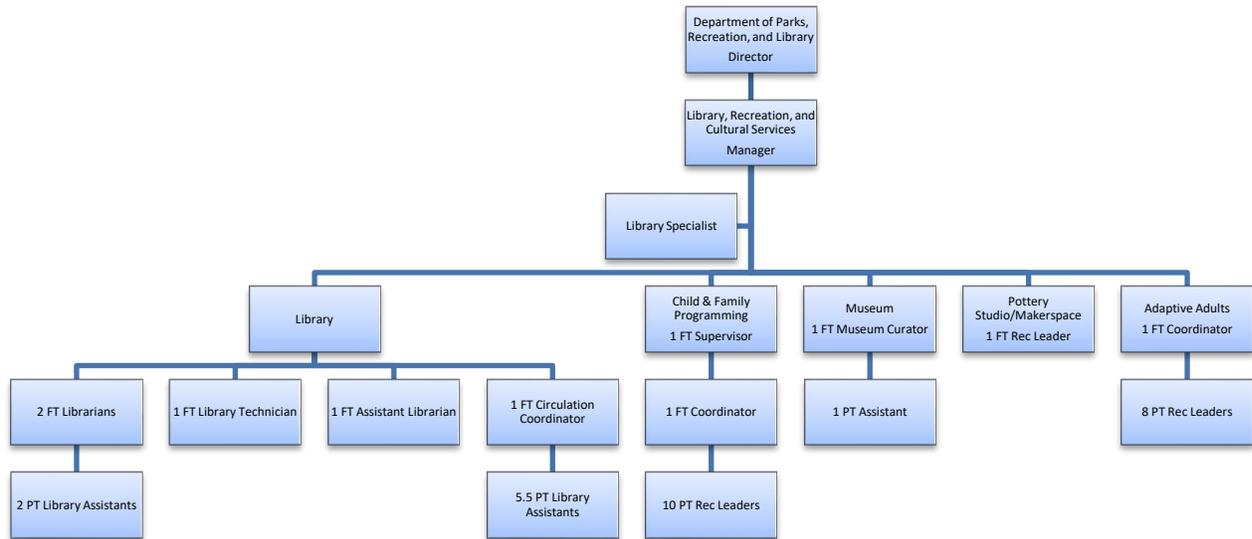
	<b>FY 18/19</b>	<b>FY19/ 20</b>	<b>FY20/ 21</b>	<b>FY21/ 22</b>	<b>FY 22/23</b>
Number of Sports Field Reservations	4,417	4623	4608	4448	5,083
Sports Field Reservations Revenue	\$82,333	\$54,337	\$117,457	\$113,127	\$97,960
Number of Park Facilities Reservations	485	294	294	421	903
Park Facilities Reservation Revenue	\$47,774	\$25,237	\$15,000 est.	\$53,118	\$53,577

**Parks**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 763,803</b>	<b>\$ 831,175</b>	<b>\$ 884,224</b>
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
<b>Total O&amp;M</b>	<b>\$ 213,450</b>	<b>\$ 934,661</b>	<b>\$ 316,500</b>
Land	\$ 366,000	\$ -	\$ -
Buildings	\$ -	\$ -	\$ 75,000
Infrastructure	\$ 6,352,493	\$ 18,153,378	\$ 2,691,072
Machinery & Equipment	\$ -	\$ 39,000	\$ -
<b>Total Capital</b>	<b>\$ 6,718,493</b>	<b>\$ 18,192,378</b>	<b>\$ 2,766,072</b>
<b>Totals</b>	<b>\$ 7,695,746</b>	<b>\$19,958,214</b>	<b>\$ 3,966,796</b>



**Library, Recreation, & Cultural Services**

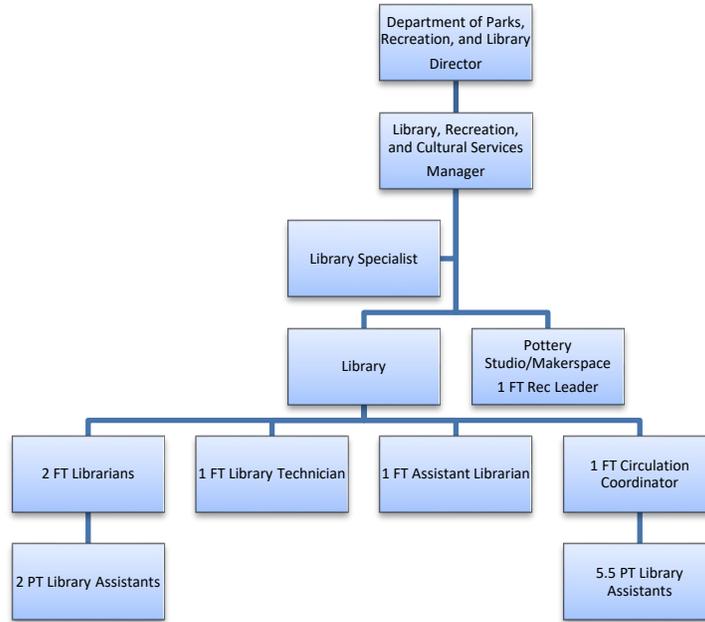


The Library, Recreation, and Cultural Services Division encompasses five major areas of responsibility with a focus on offering artistic and cultural programming, educational and enrichment activities, and recreational activities for children, families, and community members of all abilities.

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
<b>Total</b>	<b>\$1,165,810</b>	<b>\$1,355,300</b>	<b>\$1,426,879</b>

### 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"> <li>• Each year the number of people using the library will increase by 1%.</li> <li>• Each year the number of people using services such as Internet, wi-fi and hotspots will increase by 1%.</li> </ul>
Circulate large number of popular titles and topics to further reading enjoyment.	<ul style="list-style-type: none"> <li>• By June 2024 the library's annual collection circulation will increase 1% over previous year.</li> <li>• Each year the number of people utilizing eBook services will increase by at least 1%.</li> </ul>
SVPL will provide facilities that are enjoyable, safe, and comfortable for all members of the community.	<ul style="list-style-type: none"> <li>• Continue to explore partnerships with other organizations.</li> <li>• Provide ongoing, innovative programs for the community for all ages, and explore new methods to do so, i.e., technology, STEAM content, and more.</li> </ul>
The entire community will have lifelong learning opportunities fostering personal growth.	<ul style="list-style-type: none"> <li>• Each year the library will have 100 or more lifelong learning displays and/or programs.</li> <li>• Upgrade all patron Internet and word processing computers in the library every five years.</li> <li>• 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.</li> </ul>



**Performance Measures**

	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>
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

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 432,601	\$ 530,032	\$ 537,973
Salaries - Part Time	\$ 152,325	\$ 152,325	\$ 152,325
Benefits	\$ 168,980	\$ 190,626	\$ 185,319
<b>Total Personnel</b>	<b>\$ 753,906</b>	<b>\$ 872,983</b>	<b>\$ 875,617</b>
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
<b>Total O&amp;M</b>	<b>\$ 411,904</b>	<b>\$ 447,837</b>	<b>\$ 516,782</b>
Machinery & Equipment	\$ -	\$ 34,480	\$ 34,480
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ 34,480</b>	<b>\$ 34,480</b>
<b>Totals</b>	<b>\$ 1,165,810</b>	<b>\$ 1,355,300</b>	<b>\$ 1,426,879</b>



## 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.

<b>Expenditure by Fund</b>			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$90,426	\$102,293	\$347,489
<b>Total</b>	<b>\$90,426</b>	<b>\$102,293</b>	<b>\$347,489</b>

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



	<ul style="list-style-type: none"> <li>• Provide guided tours to individuals and community groups.</li> <li>• Provide programming for use in classrooms.</li> <li>• Provide undergraduate and graduate internship opportunities.</li> </ul>
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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. Priory 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 Budget
Salaries - Regular	\$ 55,260	\$ 64,979	\$ 72,760
Benefits	\$ 17,441	\$ 19,439	\$ 20,004
<b>Total Personnel</b>	<b>\$ 72,701</b>	<b>\$ 84,418</b>	<b>\$ 92,764</b>
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
<b>Total O&amp;M</b>	<b>\$ 17,725</b>	<b>\$ 17,875</b>	<b>\$ 254,725</b>
<b>Totals</b>	<b>\$ 90,426</b>	<b>\$ 102,293</b>	<b>\$ 347,489</b>



### Child & Family Programming

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

### 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

<b>Goals</b>	<b>Objectives</b>
Increase revenue and fee-based programs and opportunities which enhance the quality of life and community demand.	<ul style="list-style-type: none"> <li>• Identify and research new and innovative programs.</li> <li>• Create analysis models that determine breakeven points, benefit, and overall impact.</li> <li>• 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.</li> </ul>
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"> <li>• Create avenue (such as social media) to provide input on community special events.</li> <li>• Reach out to community event users and vendors.</li> <li>• Research best state and national bests practices.</li> <li>• Create documents and SOP which models best practices but is in alignment with local and state protocols, expectations, and procedures.</li> <li>• Implement and measure outcomes.</li> <li>• Ensure teams of all departments are aware and follow SOPs.</li> </ul>



**Child & Family Programming**

Seek and provide programs and opportunities for population between ages 20 – 40	<ul style="list-style-type: none"> <li>• Identify new and innovative programs which meet expectations and desires of target demographic.</li> <li>• Create and implement programs.</li> <li>• Measure success and challenges</li> </ul>
Provide a variety of quality activities that meet the diverse needs of our community.	<ul style="list-style-type: none"> <li>• Provide programs that encourage repeat attendance.</li> <li>• 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.</li> </ul>
Enhance recreational opportunities through the use of partnerships and agreements.	<ul style="list-style-type: none"> <li>• Develop new contacts and cultivate positive working relationships that improve and enhance our ability to provide recreational and cultural programs.</li> <li>• Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs.</li> </ul>
Revise programs to achieve greater program efficiency and satisfaction.	<ul style="list-style-type: none"> <li>• Review current recreational trends to ensure that our offerings meet the needs and desires of our community.</li> <li>• Revamp existing programs to be more streamlined and cost effective.</li> <li>• Make program changes that improve access and the variety and quality of offerings.</li> </ul>

**Performance Measures**

	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>
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**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 394,335</b>	<b>\$ 378,840</b>	<b>\$ 374,803</b>
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
<b>Total O&amp;M</b>	<b>\$ 69,500</b>	<b>\$ 60,200</b>	<b>\$ 45,500</b>
<b>Totals</b>	<b>\$ 463,835</b>	<b>\$ 439,040</b>	<b>\$ 420,303</b>

**Comments**

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



## Adaptive Adults



### Vision

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

Expenditure by Fund			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$49,523	\$93,584	\$78,178
<b>Total</b>	<b>\$49,523</b>	<b>\$93,584</b>	<b>\$78,178</b>

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



**Performance Measures**

	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>
% 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

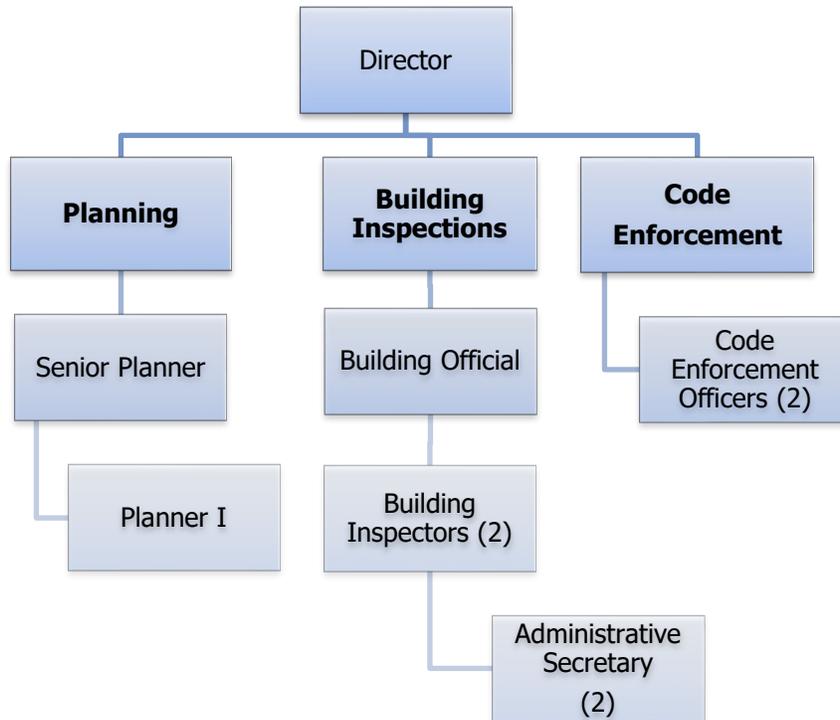
\*Program so impactful, several Clients privately pay who do not qualify for state funding.

**Adaptive Adults**

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

**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

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



2. Continue to fund and promote the West Sierra Vista Partnership Program.
  - Staff will continue to advertise the availability of funds to existing and future business and property owners through courtesy inspections, permit requests, meetings and other engagements. The City Council budgeted \$85,000 in FY 24 that should benefit 8-10 properties in the Redevelopment Area.
  
3. Continually improve the image and aesthetics of the city.
  - Continue to administer the City’s architecture and design review standards on site plan applications.
  - Coordinate with Public Works Staff to identify areas within existing street rights-of-way where irrigation is present, and landscaping can be augmented.
  - Continue to engage with the community on identifying and implementing beautification projects including public art through existing grant program and capital improvement projects.
  - Carry out graffiti abatement and trash removal on public lands through Better Work crews, Adopt-an-Area volunteers, civic and neighborhood groups, and city staff.
  - Proactively enforce maintenance codes on private properties.

**Community Development**

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



## 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
<b>Total</b>	<b>\$824,756</b>	<b>\$1,260,852</b>	<b>\$1,060,057</b>

### 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"> <li>• Encourage employee led process and procedure improvements that result in increased customer satisfaction levels.</li> <li>• Continually re-evaluate and streamline processes and procedures to make development review understandable and accessible to non-planners.</li> <li>• 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.</li> <li>• Keep records current and readily available.</li> <li>• 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.</li> </ul>

**Technology**

Goal: Maximize the use of technology for internal staff efficiency and external access to information.	
Objectives:	
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Review and update the content and format of the Community Development Department webpage.</li> <li>• Enhance the capabilities of the City's permitting software and ability to schedule and review inspection status online.</li> </ul>



**Neighborhood Improvement**

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

**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"> <li>• Partner with Economic Development on strategic plan initiatives.</li> </ul>

**Planning**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 411,042	\$ 492,069	\$ 480,591
Salaries - Part Time	\$ 14,196	\$ 10,000	\$ 10,000
Benefits	\$ 135,086	\$ 157,719	\$ 148,003
<b>Total Personnel</b>	<b>\$ 560,324</b>	<b>\$ 659,788</b>	<b>\$ 638,594</b>
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
<b>Total O&amp;M</b>	<b>\$ 264,432</b>	<b>\$ 601,064</b>	<b>\$ 421,463</b>
<b>Totals</b>	<b>\$ 824,756</b>	<b>\$ 1,260,852</b>	<b>\$ 1,060,057</b>

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



### Performance Measures

<b>PLANNING &amp; ZONING DIVISION</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>
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.

	<b>Expenditure By Fund</b>		
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$259,591	\$297,127	\$318,986
<b>Total</b>	<b>\$259,591</b>	<b>\$297,127</b>	<b>\$318,986</b>

#### 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.



**Building Inspection Division**

<b>Goals</b>	<b>Objectives</b>
Provide consistent interpretations of the codes	<ul style="list-style-type: none"> <li>• Train together as a division on all codes to ensure code interpretations are being consistently applied.</li> </ul>
Maintain open lines of communication with the contracting community on code issues and concerns	<ul style="list-style-type: none"> <li>• Continue to participate and network at SACA.</li> <li>• Encourage feedback through customer experience survey and other methods.</li> </ul>
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"> <li>• Identify those open/expired permits through Munis.</li> <li>• Contact the permit holder and schedule a time to inspect.</li> <li>• Ascertain through inspections whether the permit should be closed, extended, or made to be renewed.</li> </ul>
Assist Code Enforcement in identifying building issues as they pertain to property maintenance.	<ul style="list-style-type: none"> <li>• Provide inspections and reports supporting code enforcement efforts in property maintenance</li> </ul>

**Building Inspections**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 189,242	\$ 221,844	\$ 237,854
Salaries - Part Time	\$ 2,500	\$ 2,500	\$ 2,500
Benefits	\$ 61,739	\$ 66,673	\$ 72,432
<b>Total Personnel</b>	<b>\$ 253,481</b>	<b>\$ 291,017</b>	<b>\$ 312,786</b>
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
<b>Total O&amp;M</b>	<b>\$ 6,110</b>	<b>\$ 6,110</b>	<b>\$ 6,200</b>
<b>Totals</b>	<b>\$ 259,591</b>	<b>\$ 297,127</b>	<b>\$ 318,986</b>



**Performance Measures**

<b>BUILDING &amp; INSPECTIONS DIVISION</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>
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.

	<b>Expenditure By Fund</b>		
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$106,470	\$103,950	\$103,100
Grants	0	0	0
Capital	0	0	0
<b>Total</b>	<b>\$106,470</b>	<b>\$103,950</b>	<b>\$103,100</b>

**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"> <li>• Continue to improve communication methods and materials.</li> </ul>
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"> <li>• 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.</li> </ul>
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"> <li>• 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.</li> </ul>



## Neighborhood Enhancement

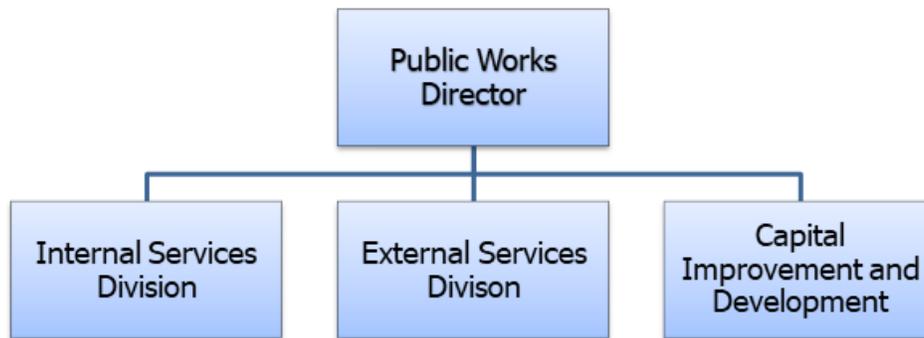
<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Professional Services	\$ 100,000	\$ 100,000	\$ 100,000
Advertising	\$ 1,520	\$ -	\$ -
Printing & Binding	\$ 1,000	\$ -	\$ -
Professional Associations	\$ 250	\$ 250	\$ -
Travel & Training	\$ 1,200	\$ 1,200	\$ 600
Specialized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

## Comments

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

## Performance Measures

<b>CODE ENFORCEMENT</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>
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.



**City Council Strategic Plan Initiatives**

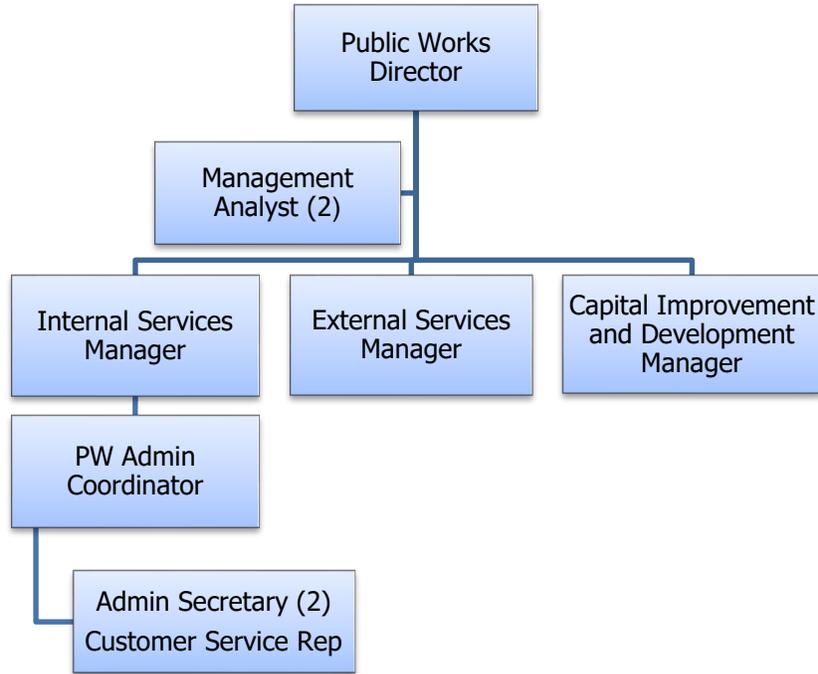
- Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible.
- Expand the Fry Boulevard streetscape.
- Evaluate the expansion of EV charging infrastructure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

**Public Works**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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	\$ 3,799,521
<b>Total Personnel</b>	<b>\$ 6,844,921</b>	<b>\$ 7,241,406</b>	<b>\$ 7,900,664</b>
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	\$ 8,031,118
<b>Total O&amp;M</b>	<b>\$ 10,978,820</b>	<b>\$ 11,755,039</b>	<b>\$ 14,695,832</b>
Administration Division	\$ 13,837,000	\$ 12,851,009	\$ 8,574,905
Engineering Division	\$ 12,831,205	\$ 60,533,199	\$ 69,845,297
Municipal Services Division	\$ 6,318,964	\$ 20,276,216	\$ 10,439,369
<b>Total Capital</b>	<b>\$ 32,987,169</b>	<b>\$ 93,660,424</b>	<b>\$ 88,859,571</b>
<b>Totals</b>	<b>\$ 50,810,910</b>	<b>\$ 112,656,869</b>	<b>\$ 111,456,067</b>



**Administration**



<b>Expenditure By Fund</b>			
	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
<b>Total</b>	<b>\$1,069,724</b>	<b>\$1,070,377</b>	<b>\$1,100,012</b>

**Description**

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



### Major Accomplishments

1. Made additional enhancements to the City’s Capital Improvement Plan (CIP), including meeting with each section/division/department to discuss capital priorities for the following year.
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"> <li>• Conduct periodic review of departmental administrative procedures and policies to improve efficiency and worker safety.</li> <li>• Deliver excellent customer service to our internal and external customers.</li> <li>• Provide professional and proactive liaison support to our commissions.</li> </ul>
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"> <li>• Continue to train all new department employees in required areas.</li> <li>• Monitor emergency training requirements for Public Works personnel through FEMA and Homeland Security and ensure that all new employees receive NIMS training.</li> <li>• Monitor safety training requirements to ensure compliance.</li> <li>• Engage employees in developing and reviewing safety related policies and procedures.</li> </ul>



<p>Promote quality service through an excellent workforce.</p>	<ul style="list-style-type: none"><li>• Assist employees with maintaining job required certifications.</li><li>• Monitor Public Works industry related changes to stay informed on new training requirements and certifications.</li><li>• Encourage attendance at job related training seminars and/or conferences.</li><li>• Conduct a periodic review of the department's employee recognition and rewards program to ensure program effectiveness.</li></ul>
<p>Generate effective avenues for outreach and education on Public Works programs and services to our internal and external customers.</p>	<ul style="list-style-type: none"><li>• Promote programs and services through effective marketing avenues that are cost effective and provide accurate and timely information to our target audiences.</li></ul>

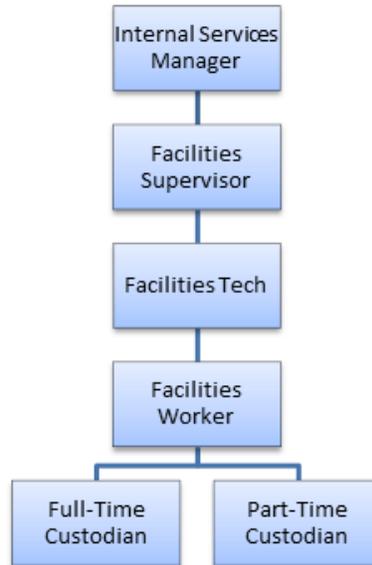


**Administration Division**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 785,173	\$ 795,450	\$ 818,788
Salaries - Part Time	\$ -	\$ -	\$ -
Salaries- Over Time	\$ -	\$ -	\$ -
Benefits	\$ 238,536	\$ 240,912	\$ 247,224
<b>Total Personnel</b>	<b>\$ 1,023,709</b>	<b>\$ 1,036,362</b>	<b>\$ 1,066,012</b>
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	\$ -
<b>Total O&amp;M</b>	<b>\$ 46,015</b>	<b>\$ 34,015</b>	<b>\$ 34,000</b>
<b>Totals</b>	<b>\$ 1,069,724</b>	<b>\$ 1,070,377</b>	<b>\$ 1,100,012</b>



### Facilities



<b>Expenditure by Fund</b>			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$2,855,161	\$7,081,531	\$3,962,775
CIF	\$0	\$6,957,108	\$327,076
Sewer	\$44,089	\$52,407	\$75,618
Refuse	\$44,089	\$52,407	\$75,618
<b>Total</b>	<b>\$2,943,339</b>	<b>\$14,143,453</b>	<b>\$4,441,087</b>

### 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 City infrastructure	<ul style="list-style-type: none"> <li>Continually evaluate facility needs.</li> </ul>
Provide quality maintenance and custodial services to all City-owned or leased buildings.	<ul style="list-style-type: none"> <li>Manage City facility assets to prolong useful life and minimize failures and emergency repairs.</li> <li>Ensure all maintenance services are provided in a professional, sustainable, cost effective, and environmentally safe manner.</li> </ul>
Complete capital projects on time and within budget.	<ul style="list-style-type: none"> <li>Work with internal and external resources to prioritize projects early in the fiscal year.</li> <li>Look for opportunities to “value engineer” projects to achieve a result which meets established goals, while also being cost effective.</li> </ul>
Provide quality customer service.	<ul style="list-style-type: none"> <li>Complete work orders in a timely manner.</li> <li>Resolve customer issues in a professional and timely manner.</li> <li>Reduce callouts through increased preventive maintenance.</li> </ul>

### Performance Measures

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



## Facilities

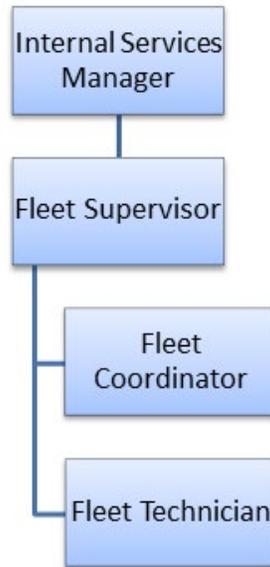
<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 522,052	\$ 597,030	\$ 752,338
Salaries - Overtime	\$ 7,000	\$ 7,000	\$ 7,000
Salaries - Part Time	\$ 25,350	\$ 25,350	\$ 25,350
Benefits	\$ 216,648	\$ 244,045	\$ 258,413
<b>Total Personnel</b>	<b>\$ 771,050</b>	<b>\$ 873,425</b>	<b>\$ 1,043,101</b>
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	\$ 800,000
Travel & Training	\$ -	\$ 3,500	\$ 8,768
Specialized Supplies	\$ 97,000	\$ 97,000	\$ 126,797
<b>Total O&amp;M</b>	<b>\$ 1,433,400</b>	<b>\$ 1,766,920</b>	<b>\$ 2,794,565</b>
Buildings	\$ 738,889	\$ 11,473,108	\$ 478,421
Infrastructure	\$ -	\$ -	\$ 60,000
Machinery & Equipment	\$ -	\$ 30,000	\$ 65,000
<b>Total Capital</b>	<b>\$ 738,889</b>	<b>\$ 11,503,108</b>	<b>\$ 603,421</b>
<b>Totals</b>	<b>\$ 2,943,339</b>	<b>\$ 14,143,453</b>	<b>\$ 4,441,087</b>

**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



<b>Expenditure by Fund</b>			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$2,685,578	\$3,927,617	\$3,949,929
<b>Total</b>	<b>\$2,685,578</b>	<b>\$3,927,617</b>	<b>\$3,949,929</b>

## 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
EV fleet and charging infrastructure.	<ul style="list-style-type: none"> <li>Evaluate the expansion of EV charging infrastructure for the community, and the feasibility of electric vehicles for the City's fleet.</li> </ul>
Maintain the City and IGA fleet through appropriate maintenance programs.	<ul style="list-style-type: none"> <li>Complete preventive maintenance on all vehicles within 500 miles of service due.</li> <li>Complete all non-emergency vehicle and equipment repairs within 7 days.</li> </ul>
Update the Five-Year Capital Maintenance and Replacement Plan and assist in implementing the plan each fiscal year.	<ul style="list-style-type: none"> <li>Determine the quantity and types of vehicles and equipment that require replacement.</li> <li>Provide departments with data that validates replacement requirements.</li> <li>Prepare city assets for rotation out of service and auction.</li> </ul>
Provide quality customer service to all external agencies and internal departments.	<ul style="list-style-type: none"> <li>Utilize Munis and Fluid Secure to track preventive maintenance. Send preventive maintenance notifications to City departments each month.</li> </ul>
Partner with NAPA to provide efficient parts availability through its Integrated Business Solutions program.	<ul style="list-style-type: none"> <li>Maintain a parts inventory that facilitates timely and low-cost repairs.</li> </ul>

## Performance Measures

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

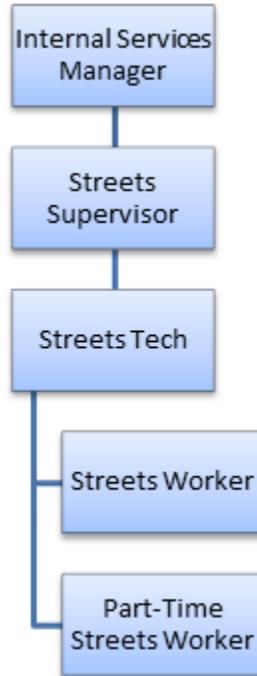
Fleet continues to work on improvements to help meet established goals.

## Fleet

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 477,680	\$ 531,861	\$ 551,852
Salaries - Overtime	\$ 8,460	\$ 8,460	\$ 8,460
Benefits	\$ 172,274	\$ 178,313	\$ 182,348
<b>Total Personnel</b>	<b>\$ 658,414</b>	<b>\$ 718,634</b>	<b>\$ 742,660</b>
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
<b>Total O&amp;M</b>	<b>\$ 1,692,164</b>	<b>\$ 1,893,150</b>	<b>\$ 2,199,100</b>
Vehicles	\$ 335,000	\$ 1,070,833	\$ 1,008,169
Machinery & Equipment	\$ -	\$ 245,000	\$ -
<b>Total Capital</b>	<b>\$ 335,000</b>	<b>\$ 1,315,833</b>	<b>\$ 1,008,169</b>
<b>Totals</b>	<b>\$ 2,685,578</b>	<b>\$ 3,927,617</b>	<b>\$ 3,949,929</b>



### Streets/Traffic Services



<b>Expenditure by Fund</b>			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
HURF	\$15,049,900	\$62,443,275	\$71,400,559
CIF	0	0	0
Dev Fees	0	0	0
<b>Total</b>	<b>\$15,049,900</b>	<b>\$62,443,275</b>	<b>\$71,400,559</b>

### Description

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



### Major Accomplishments

1. Repaired 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 quality City infrastructure	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Provide safe, efficient, and cost-effective transportation infrastructure and services.	<ul style="list-style-type: none"> <li>• Identify a minimum acceptable pavement condition index (PCI) number in the GIS system.</li> <li>• Develop a multi-year plan to bring all City streets up to an established minimum standard.</li> <li>• Respond to sign and signal knockdowns in a timely manner to mitigate safety concerns associated with missing infrastructure.</li> </ul>
Preserve the roadway network to ensure safety and serviceability, while optimizing all available resources.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Choose pavement types and rehabilitation activities that optimize pavement life and minimize cost.</li> <li>• Prioritize critical pavement concerns in the annual Five-Year Capital Maintenance and Replacement Plan.</li> </ul>
Maintain City rights-of-way in a clean and safe condition.	<ul style="list-style-type: none"> <li>• Provide regular street sweeping services to remove debris from City streets.</li> <li>• Maintain vegetation within the public right of way to enhance its visual appeal and avoid tripping hazards and traffic disruptions.</li> <li>• 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.</li> <li>• Remove graffiti promptly to improve visual appeal and reduce the potential for additional vandalism.</li> </ul>



### Performance Measures

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
<b>Work Order Closure Rate</b>	*	*	*	*	99%
<b>Paved Lane Miles Maintained</b>	602	602	629	629	635
<b>Bike Path &amp; Multi-Use Path Miles Maintained</b>	48	48	52	53	54
<b>Number of Linear Miles Swept</b>	1,910	2,393	1,716	1,232	1,957
<b>Pavement Condition Index Rating</b> 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

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 1,162,528</b>	<b>\$ 1,295,476</b>	<b>\$ 1,386,662</b>
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
<b>Total O&amp;M</b>	<b>\$ 1,263,950</b>	<b>\$ 1,374,600</b>	<b>\$ 1,517,100</b>
Infrastructure	\$ 12,533,422	\$ 59,105,399	\$ 68,060,596
Vehicles	\$ 90,000	\$ 667,800	\$ 436,201
Machinery & Equipment	\$ -	\$ -	\$ -
<b>Total Capital</b>	<b>\$12,623,422</b>	<b>\$59,773,199</b>	<b>\$ 68,496,797</b>
<b>Totals</b>	<b>\$15,049,900</b>	<b>\$62,443,275</b>	<b>\$ 71,400,559</b>

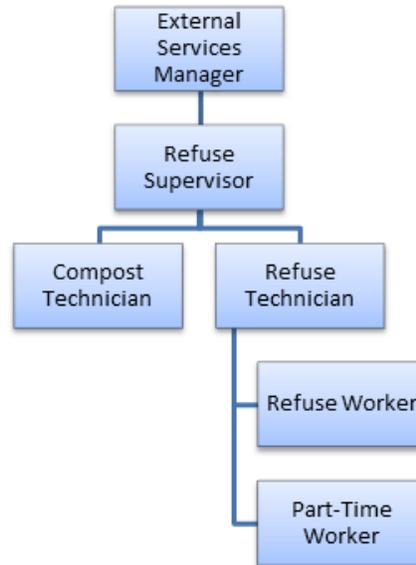
**Comments**

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 Fund		
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
Refuse	\$4,245,761	\$4,584,294	\$3,801,869
<b>Total</b>	<b>\$4,245,761</b>	<b>\$4,584,294</b>	<b>\$3,801,869</b>

### 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 warranty return program.
5. Began implementation of GPS tracking to improve customer service.
6. 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.
7. Began implementation of modernized pre and post trip inspection protocols.

**Goals**

<b>Goals</b>	<b>Objectives</b>
Maintain excellence in customer service	<ul style="list-style-type: none"> <li>• Reduce amount of delinquent bills</li> <li>• Implement GPS tracking with camera assistance.</li> <li>• Empower front line staff to respond quickly to public needs including facilitating new service requests.</li> </ul>
Optimize routes to better serve growth of the City	<ul style="list-style-type: none"> <li>• Redraw and implement more efficient routes.</li> <li>• Create alternative routes to respond to staff or equipment shortages.</li> <li>• Reduce deadhead miles to and from routes and mileage spent servicing each route.</li> <li>• Standardize each route for easy transfer to a new driver and to reduce time for each route.</li> </ul>
Enhance pre- and post-trip vehicle inspections	<ul style="list-style-type: none"> <li>• Reduce reactive maintenance and stress on Fleet Section to respond to emergencies.</li> <li>• Eliminate avoidable breakdowns of vehicles.</li> <li>• Extend life cycle of vehicles.</li> </ul>
Identify operational improvements at Compost	<ul style="list-style-type: none"> <li>• Implement best practices for maintenance of non-redundant equipment.</li> <li>• Cross train staff on all equipment</li> <li>• Reduce overtime.</li> </ul>
Expand management and performance data	<ul style="list-style-type: none"> <li>• Create and collect comprehensive data, to be compiled in a user-friendly way.</li> <li>• Develop key indicators that provide effective performance measures for better management and analysis.</li> <li>• Standardize data to create consistent and trusted datasets.</li> </ul>
Develop next generation of drivers	<ul style="list-style-type: none"> <li>• Collaborate with other City divisions to provide free CDL exam test preparation and certification.</li> <li>• Ensure all drivers test and pass CDL exams.</li> </ul>

**Performance Measures**

	<b>2020</b>	<b>2021</b>	<b>2022</b>
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

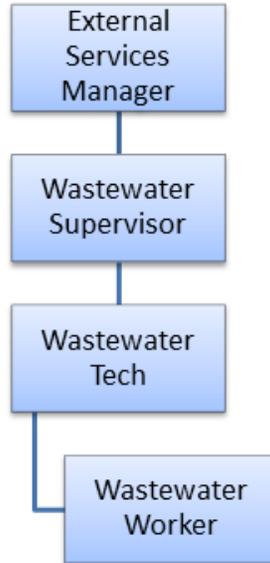


## Refuse

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 1,035,361</b>	<b>\$ 1,095,418</b>	<b>\$ 1,128,395</b>
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
<b>Total O&amp;M</b>	<b>\$ 2,415,400</b>	<b>\$ 2,523,300</b>	<b>\$ 2,525,474</b>
Machinery & Equipment	\$ -	\$ 65,000	\$ 148,000
Infrastructure	\$ -	\$ -	\$ -
Buildings	\$ -	\$ -	\$ -
Vehicles	\$ 795,000	\$ 900,576	\$ -
<b>Total Capital</b>	<b>\$ 795,000</b>	<b>\$ 965,576</b>	<b>\$ 148,000</b>
<b>Totals</b>	<b>\$ 4,245,761</b>	<b>\$ 4,584,294</b>	<b>\$ 3,801,869</b>



### Wastewater



<b>Expenditure by Fund</b>			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
Sewer	\$3,262,448	\$3,758,203	\$5,469,585
<b>Total</b>	<b>\$3,262,448</b>	<b>\$3,758,203</b>	<b>\$5,469,585</b>

### 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.

### 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.



**Wastewater Section**

3. Treated and returned 2,934-acre feet of water to the recharge basins and wetlands at the EOP.
4. Inspected and treated 3345 manholes, only a 9.6% reduction in output while experiencing staff shortages.
5. Performed 30 closed circuit sewer line inspections to address citizen concerns.
6. 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.
7. Increased state certifications and other trainings for all team members.

**Goals**

<b>Goals</b>	<b>Objectives</b>
Identify and implement priorities to improve plant processes and reduce inefficient practices	<ul style="list-style-type: none"> <li>• Assess plant processes.</li> <li>• Implement technology upgrades.</li> <li>• Identify cost savings measures.</li> </ul>
Enhance an already successful proactive sewer maintenance program	<ul style="list-style-type: none"> <li>• Reduce reactive maintenance, including line breaks.</li> <li>• Identify priorities for manhole rehabilitation.</li> <li>• Inventory and assess health of West End sewer lines to support Community Development.</li> </ul>
Implement a comprehensive and modern asset management program	<ul style="list-style-type: none"> <li>• Increase proactive maintenance versus reactive maintenance.</li> <li>• Prolong life cycle of equipment.</li> <li>• Improve time management by increasing planned versus unplanned workloads.</li> </ul>
Expand management and performance data	<ul style="list-style-type: none"> <li>• Create and collect comprehensive data, to be compiled in a user-friendly way.</li> <li>• Develop key indicators that provide effective performance measures for better management and analysis.</li> <li>• Standardize data to create consistent and trusted datasets.</li> </ul>
Develop both tenured and next generation of operators	<ul style="list-style-type: none"> <li>• Collaborate with other wastewater agencies to provide cross-training for all operators.</li> <li>• Ensure all operators test and pass next level of state certification.</li> <li>• Identify &amp; enroll staff in additional certified training.</li> </ul>



### Performance Measures

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Number of customer complaints per 1,000 people served.	<1	<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%	37%
Number of sanitary sewer overflows or stoppages per 100 miles of sewer line.	0	0.5	0	0

\*Performance measure is being reevaluated for effectiveness.

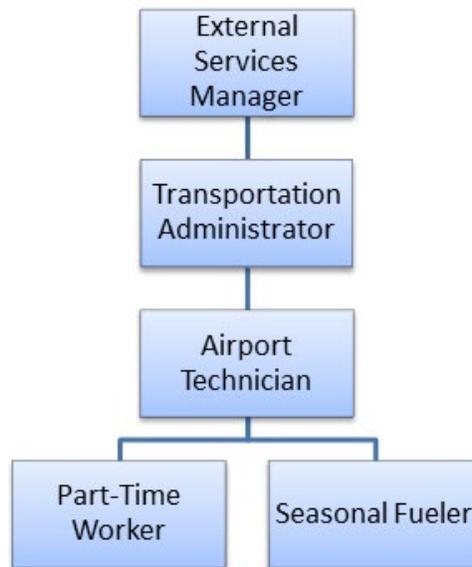


## Wastewater

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 777,772</b>	<b>\$ 762,310</b>	<b>\$ 787,570</b>
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
<b>Total O&amp;M</b>	<b>\$ 2,276,893</b>	<b>\$ 2,235,893</b>	<b>\$ 3,333,515</b>
Infrastructure	\$ 157,783	\$ 720,000	\$ 1,310,000
Vehicles	\$ 50,000	\$ -	\$ -
Machinery & Equipment	\$ -	\$ 40,000	\$ 38,500
<b>Total Capital</b>	<b>\$ 207,783</b>	<b>\$ 760,000</b>	<b>\$ 1,348,500</b>
<b>Totals</b>	<b>\$ 3,262,448</b>	<b>\$ 3,758,203</b>	<b>\$ 5,469,585</b>



## Municipal Airport



### Description

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

### Major Accomplishments

1. Provided 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 in the "Arizona Pilot Passport Program" which has increased General Aviation traffic to Sierra Vista.
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	0	0	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
Actively engage economic development stakeholders, especially current and future potential businesses	<ul style="list-style-type: none"> <li>Pursue the acquisition of 203 acres near the airport</li> </ul>
Maintain excellence in customer service	<ul style="list-style-type: none"> <li>Coordinate with LAAF to ensure responsive action to meet needs of both operations.</li> <li>Continue to ensure timely release of NOTAMS to pilots.</li> <li>Coordinate, support and enhance relationship with LAAF operations.</li> </ul>
Implement a comprehensive and modern asset management program	<ul style="list-style-type: none"> <li>Standardize safety and operational inspections in compliance with regulatory agencies including FAA, OSHA, NFPA.</li> <li>Increase proactive scheduled maintenance versus reactive maintenance.</li> <li>Prolong life cycle of equipment.</li> <li>Improve time management by increasing planned versus unplanned workloads.</li> <li>Correct equipment and infrastructure deficiencies and prevent further degradation.</li> </ul>
Optimize potential to support economic growth	<ul style="list-style-type: none"> <li>Convert AvGas fuel storage tank to Jet A to better support US Forest Service fire tankers.</li> <li>Lease hangars at 100%.</li> <li>Develop medium- and long-term development plan in cooperation with Libby Army Airfield.</li> <li>Reimagine layout and design of usable space.</li> <li>Continue to pursue the acquisition of the 200 acres north of the existing airfield.</li> <li>Update the existing Airport Master Plan.</li> </ul>



Expand management and performance data	<ul style="list-style-type: none"> <li>• Create and collect comprehensive data, to be compiled in a user-friendly way.</li> <li>• Develop key indicators that provide effective performance measures for better management &amp; analysis.</li> <li>• Standardize data to create consistent and trusted datasets.</li> </ul>
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**Airport**

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget
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
<b>Total Personnel</b>	<b>\$ 80,633</b>	<b>\$ 83,307</b>	<b>\$ 88,715</b>
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
<b>Total O&amp;M</b>	<b>\$ 847,150</b>	<b>\$ 1,301,150</b>	<b>\$ 1,709,599</b>
Buildings	\$ -	\$ 130,000	\$ -
Infrastructure	\$ 13,837,000	\$ 12,389,009	\$ 7,980,499
Machinery & Equipment	\$ -	\$ 332,000	\$ 130,000
Intangible Assets	\$ -	\$ -	\$ 464,406
<b>Total Capital</b>	<b>\$ 13,837,000</b>	<b>\$ 12,851,009</b>	<b>\$ 8,574,905</b>
<b>Totals</b>	<b>\$ 14,764,783</b>	<b>\$ 14,235,466</b>	<b>\$ 10,373,219</b>



## 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 new drivers and trained those drivers for new CDLs.
9. Standardized ridership policies to increase driver safety and reduce passenger incidents.



**Goals**

Goals	Objectives
Continually improve the current levels of service in programs, services, and amenities provided by Sierra Vista	<ul style="list-style-type: none"> <li>• Develop a Transit master plan.</li> </ul>
Maintain excellence in customer service	<ul style="list-style-type: none"> <li>• Reduce amount of incident reports</li> <li>• Educate public riders on best practices for using the transit system.</li> <li>• Empower front line staff with enhanced training program, including de-escalation.</li> </ul>
Modernize Transit services	<ul style="list-style-type: none"> <li>• Provide an app for improved rider convenience.</li> <li>• Streamline data collection and management practices and improve administrative efficiency.</li> </ul>
Increase ridership and local match revenues	<ul style="list-style-type: none"> <li>• Partner with the Public Affairs Office to create a marketing campaign for advertisement.</li> <li>• Work with Fort Huachuca to improve on-base routing efficiency.</li> <li>• Study routes for effectiveness.</li> </ul>
Expand management and performance data	<ul style="list-style-type: none"> <li>• Create and collect comprehensive data, to be compiled in a user-friendly way.</li> <li>• Develop key indicators that provide effective performance measures for better management &amp; analysis.</li> <li>• Standardize data to create consistent and trusted datasets.</li> </ul>

**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

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Transit-Administration	\$ -	\$ -	\$ -
Transit-Operations	\$ 705,509	\$ 762,880	\$ 885,365
<b>Total Personnel</b>	<b>\$ 705,509</b>	<b>\$ 762,880</b>	<b>\$ 885,365</b>
Transit-Administration	\$ 487,747	\$ 244,873	\$ 204,873
Transit-Operations	\$ 414,601	\$ 327,638	\$ 307,106
<b>Total O&amp;M</b>	<b>\$ 902,348</b>	<b>\$ 572,511</b>	<b>\$ 511,979</b>
Transit-Administration	\$ 4,450,075	\$ 6,491,699	\$ 8,679,779
Transit-Operations	\$ -	\$ -	\$ -
<b>Total Capital</b>	<b>\$ 4,450,075</b>	<b>\$ 6,491,699</b>	<b>\$ 8,679,779</b>
<b>Totals</b>	<b>\$ 6,057,932</b>	<b>\$ 7,827,090</b>	<b>\$ 10,077,123</b>



## Transit Administration

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -
<b>Total Personnel</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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	\$ -	\$ -
<b>Total O&amp;M</b>	<b>\$ 487,747</b>	<b>\$ 244,873</b>	<b>\$ 204,873</b>
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	\$ 175,000
<b>Total Capital</b>	<b>\$ 4,450,075</b>	<b>\$ 6,491,699</b>	<b>\$ 8,679,779</b>
<b>Totals</b>	<b>\$ 4,937,822</b>	<b>\$ 6,736,572</b>	<b>\$ 8,884,652</b>

**Comment**

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

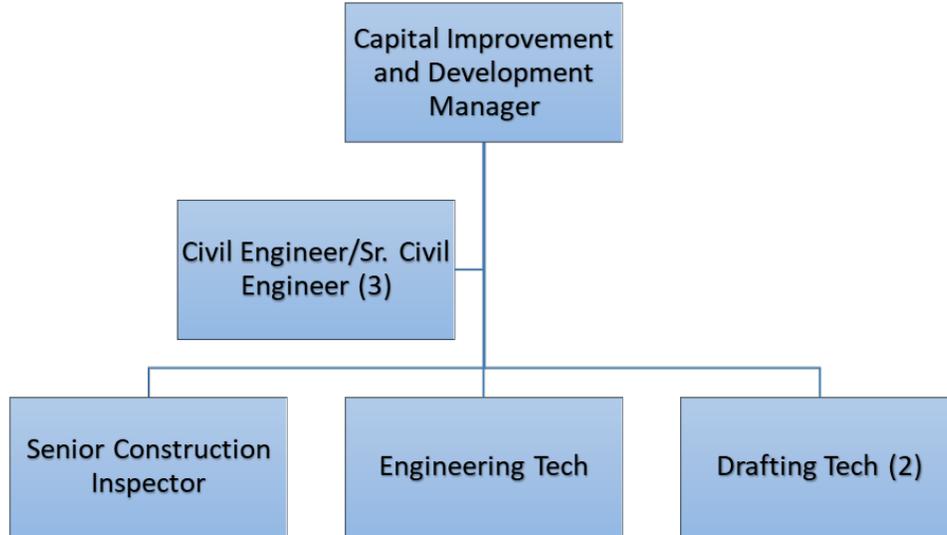


## Transit Operations

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 705,509</b>	<b>\$ 762,880</b>	<b>\$ 885,365</b>
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
<b>Total O&amp;M</b>	<b>\$ 414,601</b>	<b>\$ 327,638</b>	<b>\$ 307,106</b>
Improvements Other Than Bldg	\$ -	\$ -	\$ -
Machinery and Equipment	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Totals</b>	<b>\$ 1,120,110</b>	<b>\$ 1,090,518</b>	<b>\$ 1,192,471</b>



### Capital Improvement and Development (Engineering)



Expenditure by Fund			
	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
<b>Total</b>	<b>\$731,445</b>	<b>\$667,094</b>	<b>\$842,684</b>

### Description

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



## Major Accomplishments

### Projects

- Completed the Surface Water Master Plan and submitted for final approval to FEMA
- Commenced planning efforts to extend additional utility services to the airport
- Completed the Master Plan of the Nancy J. Brua Animal Care Center Expansion Project and started design
- Completed design and construction of the Annual Streets Maintenance Program with a focus on residential streets
- Commenced design of the SR92 shared use path between Foothills and Avenida Cochise and Buffalo Soldier Trail shared use path between Golf Links and Fry Blvd.
- 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

### 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 for reconstruction of approx. 3000 ft of Buffalo Soldier Trail
- Applied for a Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant through the U.S. Department of Transportation
- Applied for and secured FTA funding to improve connectivity at nine different locations.
- Applied for FTA funding to construct the shared use path links between Oakmont and El Camino Real, and along the SR90 Bypass between 7<sup>th</sup> Street and Coronado.

### Goals

Goals	Objectives
Enhance and improve infrastructure that supports Economic Development	<ul style="list-style-type: none"> <li>• Expand the Fry Boulevard streetscape</li> </ul>
In conjunction with Community Development, help ensure high	<ul style="list-style-type: none"> <li>• Review public and private improvement plans for conformance with City Code and other applicable</li> </ul>



**Engineering Division**

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

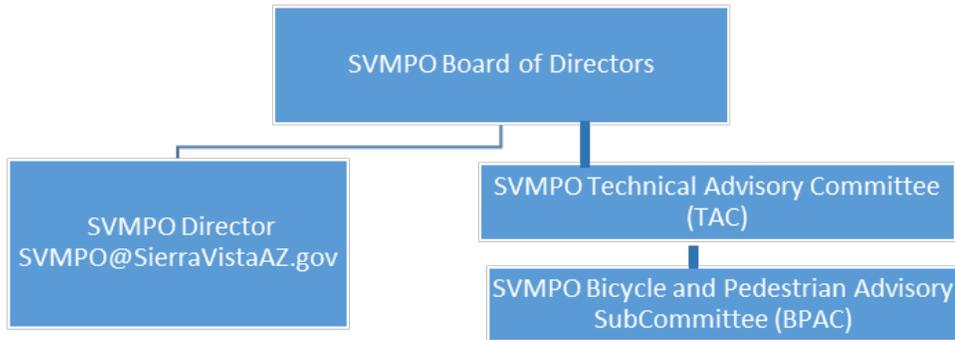
**Performance Measures**

	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
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**

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



## 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.

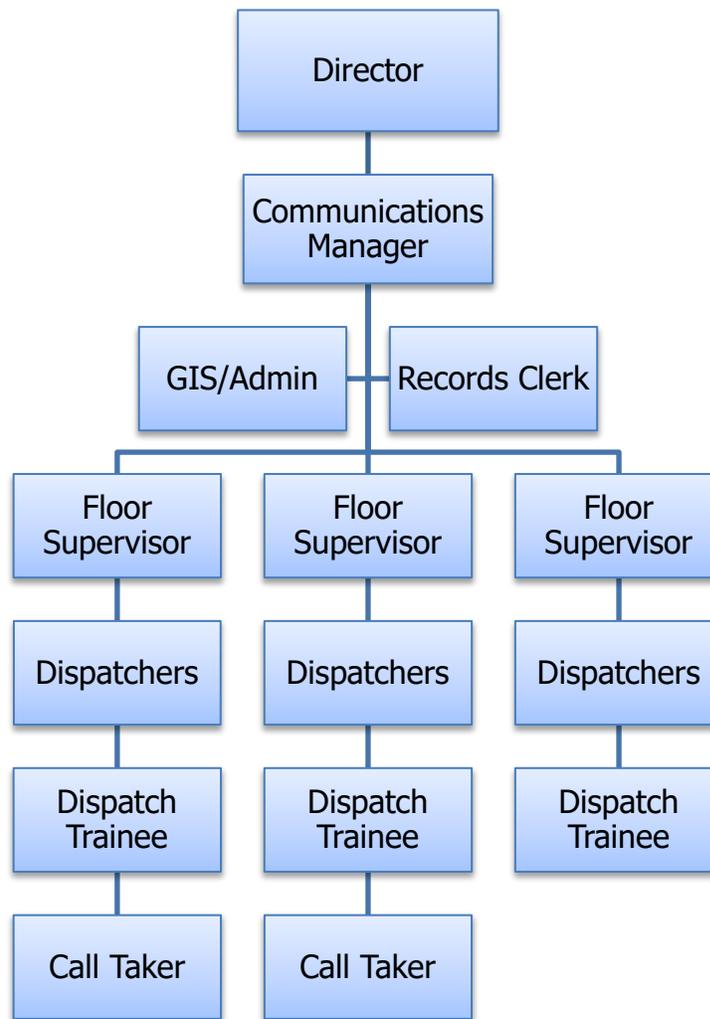
The City of Sierra Vista began including the SVMPO in its budget process in FY16. Through an Intergovernmental Agreement, the City is the Hosting Agency for the SVMPO, provides Fiscal Agent services to the SVMPO and advances payment for MPO activities. The SVMPO is independently funded through Federal 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**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
Salaries - Regular	\$ 180,891	\$ 195,768	\$ 203,903
Benefits	\$ 42,434	\$ 47,702	\$ 50,060
<b>Total Personnel</b>	<b>\$ 223,325</b>	<b>\$ 243,470</b>	<b>\$ 253,963</b>
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
<b>Total O&amp;M</b>	<b>\$ 386,487</b>	<b>\$ 409,253</b>	<b>\$ 1,148,200</b>
Infrastructure	\$ -	\$ -	\$ -
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Totals</b>	<b>\$ 609,812</b>	<b>\$ 652,723</b>	<b>\$ 1,402,163</b>



### **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. 135,114 total calls received including administrative/non-emergency lines from January 1, 2023 to September 19, 2023.
2. Hired a second Floor Supervisor. Reorganized the chain of command for SEACOM by reclassifying the Administrator job to a Communications Manager job.
3. Applied for and awarded the 911 Grant for next Fiscal Year.
4. Established new partnerships across the county; Park Service, Bisbee, Douglas and Willcox IGAs.
5. The NG911 upgrade occurred in Summer of 2023 in Partnership with the State 911 office.
6. Building trainer plans in-house to address the number of new trainees we have.
7. Hosting discussion on bringing on other partners to the communications center.



**SEACOM**

<b>Expenditures</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>
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
<b>Total Personnel</b>	<b>\$ 1,894,983</b>	<b>\$ 1,987,855</b>	<b>\$ 1,954,950</b>
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
<b>Total O&amp;M</b>	<b>\$ 331,537</b>	<b>\$ 450,987</b>	<b>\$ 428,614</b>
Infrastructure	\$ 375,997	\$ 379,552	\$ 380,950
Machinery & Equipment	\$ -	\$ -	\$ -
<b>Total Capital</b>	<b>\$ 375,997</b>	<b>\$ 379,552</b>	<b>\$ 380,950</b>
<b>Totals</b>	<b>\$ 2,602,517</b>	<b>\$ 2,818,394</b>	<b>\$ 2,764,514</b>



## Introduction

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

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

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

## Capital Improvement Plan Development

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

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



**Capital Improvement Plan**

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

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

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

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



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

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

### Capital Improvement Projects

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

### Capital Assets

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

1. Buildings and Improvements



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

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

### Capital Improvement Assets

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

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

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

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

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

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



## Capital Improvement Plan

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

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

## Capital Replacement Assets

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

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

## Funding Sources for Projects

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

## General Fund/Capital Improvement Fund

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

## Development Impact Fees

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



## Capital Improvement Plan

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

### **Highway User Revenue Fund (HURF)**

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

### **Airport Fund**

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

### **Grants/Donations**

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





## Capital Improvement Plan

The City of Sierra Vista is planning to complete \$96,476,394 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 Fund, Grants, Highway User Revenue Fund (HURF), Airport, Capital Improvement Fund, Sewer, Refuse, and LTAF.

The FY24 Capital Summary and General Fund/Capital Improvement Funds are listed on the next two pages by location where funds are allocated in the Budget.



**FY 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 REMODEL	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 PEDESTRIAN BRIDGE	GENERAL	PARKS	\$7,000	CASH
VMPC AND VMP SHEDS	GENERAL	PARKS	\$75,000	CASH
LIBRARY KIOSK-FT HUACHUCA	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
CHEVY EQUINOX- 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
FORT IGSA-2 WORK TRUCKS	GENERAL	FLEET	\$160,000	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 MASTER PLAN UPDATE	AIRPORT	AIRPORT	\$510,000	GRANT
AIRPORT UTILITY INSTALLATION	AIRPORT	AIRPORT	\$7,634,905	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/PARKS	\$500,000	CASH



Capital Improvement Plan

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
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
GC LINEAR RESTROOMS	GRANTS	PARKS	\$133,350	GRANT
WASTEWATER MASTER PLAN	SEWER	SEWER	\$450,000	CASH
COMMERCIAL SEPTIC & PRIVATE LINE REPLACE (CARRYOVER)	SEWER	SEWER	\$133,000	CASH
SR90 LAWLEY LINE CONSTRUCTION & DESIGN	SEWER	SEWER	\$727,000	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
SCARAB ROW TURNER REBUILD KIT (CARRYOVER)	REFUSE	REFUSE	\$14,000	CASH
SLUDGE ROW TURNER (CARRYOVER)	REFUSE	REFUSE	\$60,000	CASH
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	\$1,201,267	CASH
BUCKET TRUCK	HURF	STREETS	\$200,000	CASH
SAFETY CONE TRUCK	HURF	STREETS	\$182,093	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	\$6,567,500	GRANT
WEST END IMPROVEMENTS	HURF	STREETS	\$12,060,215	GRANT
ARTERIALS PAVEMENT REPLACEMENT & OVERLAY	HURF	STREETS	\$35,766,736	GRANT
POTENTIAL PROJECT	HURF	STREETS	\$450,000	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 (CARRYOVER)	LTAF	TRANSIT	\$30,000	GRANT
CONNECTIVITY & SAFETY PROJECTS (CARRYOVER)	LTAF	TRANSIT	\$2,500,000	GRANT
DOOR INSTALLATION & ADA IMPROVEMENTS	LTAF	TRANSIT	\$25,000	GRANT
BUS REFURBISHMENT	LTAF	TRANSIT	\$175,000	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
POLICE EQUIPMENT	PSR	PSR	\$100,000	GRANT
POLICE VEHICLES	PSR	PSR	\$50,000	GRANT
RADIO UPGRADE-SUA II	SEACOM	SEACOM	\$380,950	CASH



<b>Capital By Fund</b>	
General	\$5,494,515
HURF	\$68,496,797
LTAF	\$8,679,779
Capital Improvements	\$1,077,076
Police Special Revenue	\$150,000
Grant	\$2,119,072
Donations	\$6,800
Airport	\$8,574,905
Refuse	\$148,000
Sewer	\$1,348,500
SEACOM	\$380,950
<b>Total</b>	<b>\$96,476,394</b>



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

**1. ACO EXPANSION-CONSTRUCTION**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$2,000,000					\$2,000,000

**2. ACO EXPANSION-DESIGN**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$50,000					\$50,000

**3. COVE MEN'S SHOWER STALL INSTALL**

**Installation of shower stalls in the Men's locker room at the Cove to ensure privacy.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$10,000					\$10,000

**4. FIRE STATION #1 GENERATOR REPLACEMENT**

**Replace existing Katolite generator at Fire Station #1 with a new diesel powered 150KW generator.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$65,000					\$65,000



**5. FIRE STATION #2 WATER HEATER AND RISE ROOM REMODEL**

**The rise room at Fire Station #2 currently houses IT equipment. Will remodel this space to separate electronics.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$30,000					\$30,000

**6. FIRE STATION CARD READERS**

**Replace existing keypad entry at Fire Station buildings and gates with key card readers.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$60,000					\$60,000

**7. REAL TIME CRIME CENTER (CARRYOVER)**

**Remodel the former dispatch area in the Police Department into a real time crime center (RTCC).**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$51,435					\$51,435

**8. VMP PAVILION POWER UPGRADE**

**Power upgrade to the Pavilion is required to power new events at Veterans Memorial Park.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$60,000					\$60,000

**9. LUCAS DEVICE PURCHASE**

**Purchase of additional LUCAS device to outfit all ambulances within the city.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$50,000					\$50,000



**10. LIBRARY PATRON MFP PRINTER**

**Replacement of the end-of-life patron multi-function printer with coin vendor capability.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$5,500					\$5,500

**11. PD LICENSE PLATE READERS (QUANTITY 2)**

**License plate readers to support Police functions.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$20,000					\$20,000
O&M		\$2,000	\$2,000	\$2,000	\$2,000	\$8,000

**12. PD TRAINING ROOM AND EOC (CARRYOVER)**

**New audio-visual equipment with enhanced functionality and the presenter has the ability to engage the audience in the PD Training Room and Emergency Operations Center.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$63,670					\$63,670

**13. PW SECURITY CAMERAS**

**Installation of new security cameras at the Public Works Pedro Castro Maintenance Center to help deter rising theft related incidents.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$75,000					\$75,000
O&M		\$7,000	\$7,000	\$7,000	\$7,000	\$28,000



**14. VMPSC SECURITY CAMERAS**

**Security Camera installation at the Veterans Memorial Park Sports Complex to deter vandalism and provide the Police Department with live feeds into their Real Time Crime Center.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$50,000					\$50,000
O&M		\$3,200	\$3,200	\$3,200	\$3,200	\$12,800

**15. FAB/FRY (SURVEY/DESIGN)**

**To survey and design the property at Fab Avenue and Fry Boulevard.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$120,000					\$120,000

**16. FOREST M DORNER SUP REPLACEMENT**

**Replacement of the current walking path at Forest M. Dorner Park along BST from North Garden Avenue to Fry Boulevard that has severe cracks and a large section uprooted by tree roots.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$45,000					\$45,000

**17. TACOMA SPORTS FIELD PEDESTRIAN BRIDGE**

**Installation of two new pedestrian bridges crossing over the drainage ditch along the south side of Tacoma Street (Civic Center) to provide better access to the fields and amenities.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$7,000					\$7,000



**18. VMPS AND VMP SHEDS**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$75,000					\$75,000

**19. LIBRARY KIOSK-FORT HUACHUCA**

**Installation of a library book vending machine to be located at or near the community center on Fort Huachuca.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General/Donations	\$34,480					\$34,480

**20. CHEVY TAHOE (QUANTITY 4) - PD**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$360,000					\$360,000
O&M		(\$12,561)	(\$12,561)	(\$12,561)	(\$12,561)	(\$50,244)

**21. ¾ TON 4X4 CREW CAB TRUCK - ACO**

**Five-year Capital Maintenance and Replacement Plan in Animal Control. O&M savings on the cost of repairs for older vehicles.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$80,000					\$80,000
O&M		(\$2,476)	(\$2,476)	(\$2,476)	(\$2,476)	(\$9,904)



**22. AMBULANCE - FD**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$425,000					\$425,000
O&M		(\$26,182)	(\$26,182)	(\$26,182)	(\$26,182)	(\$104,728)

**23. AMBULANCE – FD (QUANTITY 2-CARRYOVER)**

**Five-year Capital Maintenance and Replacement Plan in Fire Department. Due to production issues, vehicles were not able to be received in FY22-23. O&M will be saved in cost of maintenance to older vehicles.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$710,972					\$710,972
O&M		(\$14,995)	(\$14,995)	(\$14,995)	(\$14,995)	(\$59,980)

**24. 1500 SILVERADO OUTFITTING – FIRE INSPECTOR (CARRYOVER)**

**Vehicle received late in the previous fiscal year. Outfitting carried over into FY24.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$24,125					\$24,125

**25. 2500 SILVERADO CREW CAB – FIRE MARSHAL VEHICLE (CARRYOVER)**

**Vehicle received late in the previous fiscal year. Outfitting carried over into FY24.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$14,254					\$14,254



**26. 3/4 TON TRUCKS – PRL (QUANTITY 3)**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$240,000					\$240,000
O&M		(\$7,677)	(\$7,677)	(\$7,677)	(\$7,677)	(\$30,708)

**27. CHEVY COLORADO – PLANNING**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$50,000					\$50,000
O&M		(\$3,741)	(\$3,741)	(\$3,741)	(\$3,741)	(\$14,964)

**28. CHEVY EQUINOX - PLANNING**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$40,000					\$40,000
O&M		(\$3,439)	(\$3,439)	(\$3,439)	(\$3,439)	(\$13,756)

**29. SERVICE TRUCK - FLEET**

**Replacement of older Fleet Service Truck. O&M will be saved in cost of maintenance to older vehicles.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$115,000					\$115,000
O&M		(\$3,200)	(\$3,200)	(\$3,200)	(\$3,200)	(\$12,800)



**30. CHEVY TRUCKS WITH UTILITY BODY - FACILITIES (QUANTITY 2)**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$160,000					\$160,000
O&M		(\$10,618)	(\$10,618)	(\$10,618)	(\$10,618)	(\$42,472)

**31. 1500 CHEVY SILVERADO – FACILITIES (CARRYOVER)**

**Due for replacement in Facilities per the five-year Capital Maintenance and Replacement Plan. Due to production issues, vehicle was not able to be received in FY22-23. O&M will be saved in cost of maintenance to older vehicles.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$43,640					\$43,640
O&M		(\$2,502)	(\$2,502)	(\$2,502)	(\$2,502)	(\$10,008)

**32. FORD RANGER WITH FUEL TANK - PRL**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$50,000					\$50,000
O&M		(\$833)	(\$833)	(\$833)	(\$833)	(\$3,332)



**33. KUBOTA FRONT LOAD TRACTOR – PRL (CARRYOVER)**

**Due for replacement in Parks, Recreation, and Library per the five-year Capital Maintenance and Replacement Plan. Due to production issues, vehicle was not able to be received in FY22-23. O&M will be saved in cost of maintenance to older vehicles.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$78,524					\$78,524
O&M		(\$250)	(\$250)	(\$250)	(\$250)	(\$1,000)

**34. JACOBSEN MOWER – PRL (CARRYOVER)**

**Due for replacement in Parks, Recreation, and Library per the five-year Capital Maintenance and Replacement Plan. Due to production issues, vehicle was not able to be received in FY22-23. O&M will be saved in cost of maintenance to older vehicles.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$71,005					\$71,005
O&M		(\$3,468)	(\$3,468)	(\$3,468)	(\$3,468)	(\$13,872)

**35. FACILITIES MAINTENANCE TRUCKS – IGSA**

**Purchase of two Facilities Maintenance work trucks due to intergovernmental agreement to provide services to repair and maintain all washer and dryer appliances on Fort Huachuca.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
General	\$160,000					\$160,000

**36. NEPA STUDY & ADMIN FEES FOR THE 203 ACRES**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
AIRPORT	\$300,000					\$300,000



**37. KATOLITE GENERATOR REPLACEMENT**

**Current generator is 20+ years old. Replace existing generator with a new diesel powered 140KW generator.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
Airport	\$65,000					\$65,000

**38. KOHLER GENERATOR REPLACEMENT**

**Current generator is 20+ years old. Replace existing generator with a new diesel powered 140KW generator.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
Airport	\$65,000					\$65,000

**39. AIRPORT MASTER PLAN UPDATE**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
Airport	\$510,000					\$510,000

**40. AIRPORT UTILITY INSTALLATION**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
Airport	\$7,634,905					\$7,634,905



**41. SCHNEIDER PROJECT PHASE II - FIRE ALARM CONTROLS IN GYM (CARRYOVER)**

**Installation of fire alarm controls in the gym.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
CIF	\$106,621					\$106,621

**42. SCHNEIDER PROJECT PHASE II – CITY HALL ROOF (CARRYOVER)**

**Current roof on City Hall is 40 years old and leaks regularly. This project will be a full roof replacement, flat and metal portions, and decorative siding. The new roof will have a 15-year warranty. Solar will be installed on the new roof.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
CIF	\$96,833					\$96,833

**43. SCHNEIDER PROJECT PHASE II – SOLAR COVERED PARKING (CARRYOVER)**

**Install solar-covered parking at 4 locations: City Hall, the Library, the Cove, and the Police Department.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
CIF	\$84,562					\$84,562

**44. SCHNEIDER PROJECT PHASE II – SPORTS BUILDING HVAC (CARRYOVER)**

**Sports Division Building HVAC is 15 years old and past useful life. This project will replace 4 HVAC units at the Sports Division Building and add the facility to the City-wide Building Automation System.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
CIF	\$39,060					\$39,060



**45. ROADRUNNER PARK DESIGN – CARRYOVER FROM FY23**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
CIF	\$250,000					\$250,000

**46. FIRE STATION #2 LAND ACQUISITION**

**Potential purchase of land next to Fire Station #2 to expand operations.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
CIF	\$60,000					\$60,000

**47. PUBLIC SEWER MAINLINE EXTENSION**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
CIF	\$500,000					\$500,000

**48. BST EXTENSION AT SR92**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$2,000,000					\$2,000,000

**49. FRY / NORTH GARDEN AVENUE CONSTRUCTION**

**Phase II of the Fry Boulevard / North Garden revitalization.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$2,500,000					\$2,500,000



**50. FRY / NORTH GARDEN AVENUE DESIGN – CARRYOVER FROM FY22**

**Phase II of the Fry Boulevard / North Garden revitalization.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$191,878					\$191,878

**51. ANNUAL STREET MAINTENANCE**

**Annual street maintenance and repair.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$1,500,000					\$1,500,000

**52. SHARED USE PATH CONNECTORS (SR92 & SR90)**

**Design, construct, and install 10-foot wide shared-use paths on SR90 between 7<sup>th</sup> Street and Campus Drive, as well as, on SR92 between Buffalo Soldier Trail and Kachina Trail.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$6,567,500					\$6,567,500

**53. BST RECONSTRUCTION PHASE I**

**BST is the most traveled city owned roadway and has needed an overlay for over 10 years. The asphalt deterioration has reached the point where the road needs to be fully reconstructed.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$4,023,000					\$4,023,000

**54. THEATER DRIVE**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$1,800,000					\$1,800,000



**55. MLK PARKWAY RECONSTRUCTION PROJECT - PLACEHOLDER**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$1,201,267					\$1,201,267

**56. WEST END IMPROVEMENTS**

**Possible grant opportunity to complete improvements on the remaining segments of Fry Boulevard from Carmichael Avenue to 7<sup>th</sup> Street and on North Garden Avenue.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$12,060,215					\$12,060,215

**57. ARTERIALS PAVEMENT REPLACEMENT & OVERLAY**

**Possible grant opportunity for proposed chip sealing and partial pavement replacement of 7<sup>th</sup> Street, Buffalo Soldier Trail, Fry Boulevard, and Wilcox Drive.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$35,766,736					\$35,766,736

**58. MLK PARKWAY RECONSTRUCTION PROJECT**

**Funding provided through the Sierra Vista Metropolitan Planning Organization towards the Martin Luther King Reconstruction Project.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$450,000					\$450,000

**59. BUCKET TRUCK - STREETS**

**New addition in Public Works-Streets to support operations.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$200,000					\$200,000



**60. 1500 SILVERADO CREW CAB (CARRYOVER)**

**Due for replacement in Public Works-Streets per the five-year Capital Maintenance and Replacement Plan. Due to production issues, vehicle was not able to be received in FY22-23. O&M will be saved in cost of maintenance to older vehicles.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$54,108					\$54,108
O&M		(\$2,502)	(\$2,502)	(\$2,502)	(\$2,502)	(\$10,008)

**61. ¾ TON PICKUP CREW CAB – SAFETY CONE TRUCK (CARRYOVER)**

**Due for replacement in Public Works-Streets per the five-year Capital Maintenance and Replacement Plan. Due to production issues, vehicle was not able to be received in FY22-23. O&M will be saved in cost of maintenance to older vehicles.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
HURF	\$182,093					\$182,093

**62. MOTOROLA RADIO UPGRADE - SUA II**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
SEACOM	\$380,950					\$380,950
O&M		\$367,557	\$370,735	\$374,006	\$377,377	\$1,489,675

**63. WASTEWATER MASTER PLAN UPDATE (CARRYOVER)**

**Update to the Wastewater Master Plan to provide the City with a comprehensive plan for the development of its wastewater infrastructure to meet both the short-term and long-term growth of the City.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
SEWER	\$450,000					\$450,000



**64. COMMERCIAL SEPTIC & PRIVATE LINE REPLACEMENT (CARRYOVER)**

**New sewer lateral lines.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
SEWER	\$133,000					\$133,000

**65. SR90 LAWLEY LINE DESIGN & CONSTRUCTION**

**Emergency repair of sewer line located under State Route 90.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
SEWER	\$727,000					\$727,000

**66. SEWER MACHINERY & EQUIPMENT (CARRYOVER)**

**Budget allocated to replace various machinery and equipment in Sewer while waiting for the Wastewater Master Plan update.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
SEWER	\$38,500					\$38,500

**67. CHIPPER REBUILD KIT (CARRYOVER)**

**Rebuild kit for the Chipper. This will aid in the green-waste and compost operations.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
REFUSE	\$44,000					\$44,000

**68. TRASH CAN CLEANER**

**New equipment to support Refuse operations.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
REFUSE	\$30,000					\$30,000



**69. SCARAB ROW TURNER REBUILD KIT (CARRYOVER)**

**Rebuild kit for the Scarab windrow turner. This will aid in compost operations.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
REFUSE	\$14,000					\$14,000

**70. SLUDGE ROW TURNER (CARRYOVER)**

**New addition to Public Works-Refuse to support operations in Compost.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
REFUSE	\$60,000					\$60,000

**71. WALMART PAD & OTHER IMPROVEMENTS – CARRYOVER FROM FY23**

**Improvements to the bus stop at Walmart.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAF	\$46,306					\$46,306

**72. BUS SHELTER ENHANCEMENT – CARRYOVER FROM FY23**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAF	\$44,538					\$44,538

**73. BUS SHELTER AND INSTALLATION – CARRYOVER FROM FY23**

**Proposed bus stop installation at 7<sup>th</sup> Street and Charles, Campus Drive and SR90, and Campus Drive and Coronado.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAF	\$100,000					\$100,000



**Capital Improvement Plan**

**74. BST – PATHWAY CONNECTIVITY PROGRAM – CARRYOVER FROM FY23**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$987,565					\$987,565

**75. SR92 – PATHWAY CONNECTIVITY PROGRAM – CARRYOVER FROM FY23**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$682,573					\$682,573

**76. PEDESTRIAN WALKWAY CONNECTION – DESIGN - CARRYOVER**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$50,000					\$50,000

**77. PEDESTRIAN WALKWAY CONNECTION – CONSTRUCTION - CARRYOVER**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$1,278,797					\$1,278,797



**78. CONTRACT MANAGEMENT & LCP TRACKER SOFTWARE**

**Payroll and compliance management software to support operations.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$30,000					\$30,000
		\$6,000	\$6,000	\$6,000	\$6,000	\$24,000

**79. CONNECTIVITY & SAFETY PROJECTS – CARRYOVER FROM FY23**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$2,500,000					\$2,500,000

**80. DOOR INSTALLATION AND ADA IMPROVEMENTS**

**Door installation and ADA improvements at the Vista Transit Center.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$25,000					\$25,000

**81. BUS REFURBISHMENT**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$175,000					\$175,000
O&M		(\$15,594)	(\$15,594)	(\$15,594)	(\$15,594)	(\$62,376)



**82. TRANSIT MASTER PLAN**

**Transit Master Plan to provide a framework and direction for infrastructure necessary to meet current and future community needs.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$200,000					\$200,00

**83. B2GNOW SOFTWARE**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$60,000					\$60,000
O&M		\$15,000	\$15,000	\$15,000	\$15,000	\$60,000

**84. 5307 ADOT – MULTI-USE PATHS**

**Construction of multi-use paths along Oakmont and El Camino Real, State Route 90 from 7<sup>th</sup> Street to Coronado, and State Route 90 from Coronado to Campus Drive.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
LTAf	\$2,500,000					\$2,500,000

**85. POLICE EQUIPMENT**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
PSR	\$100,000					\$100,000



**86. POLICE VEHICLES**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
PSR	\$50,000					\$50,000

**87. UPGRADE CITY UHF/VHF RADIO EQUIPMENT**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
GRANTS	\$350,000					\$350,000
O&M		\$15,000	\$15,000	\$15,000	\$15,000	\$60,000

**88. SOLDIER CREEK PARK – (CARRYOVER)**

**Community Development Block Grant project.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
GRANTS	\$227,172					\$227,172

**89. DISC GOLF IMPROVEMENTS**

**Potential grant to make improvements to the City’s disc golf course.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
GRANTS	\$50,000					\$50,000



**90. PARK STORAGE**

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

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
GRANTS	\$200,000					\$200,000

**91. GARDEN CANYON LINEAR PARK/ST ANDREWS PHASE II**

**Construction of ADA pathways from new parking lot to future ramadas, outlined in the Parks Master Plan. Carryover from FY22 and FY23.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
GRANTS	\$158,550					\$158,550

**92. GARDEN CANYON LINEAR PARK RESTROOMS**

**Addition of restrooms at the Garden Canyon Linear Park.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
GRANTS	\$133,350					\$133,350

**93. AZ DIAMONDBACKS GRANT**

**Collaboration with the Sierra Vista Little League to convert Arbenz Field to a 4-plex.**

**Project Costs**

	FY24	FY25	FY26	FY27	FY28	Total
GRANTS	\$1,000,000					\$1,000,000



**Capital and O&M costs**

	<b>Capital</b>	<b>O&amp;M Savings</b>	<b>O&amp;M Costs</b>
General	\$5,494,515	\$367,768	\$48,800
HURF	\$68,496,797	\$10,008	\$0
LTAf	\$8,679,779	\$62,376	\$84,000
Capital Improvements	\$1,077,076	\$0	\$0
Police Special Revenue	\$150,000	\$0	\$0
Grant	\$2,119,072	\$0	\$60,000
Donations	\$6,800	\$0	\$0
Airport	\$8,574,905	\$0	\$0
Refuse	\$148,000	\$0	\$0
Sewer	\$1,348,500	\$0	\$0
SEACOM	\$380,950	\$0	\$0
<b>Total</b>	<b>\$96,476,394</b>	<b>\$440,152</b>	<b>\$192,800</b>





### Capital Improvement Plan Six to Ten Years

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

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

PROJECT	5 YEAR TOTAL
Upgrade and Expansion of Wastewater Treatment Plan	TBD
Public Sewer Line Extensions	TBD
Facilities Upgrade	TBD
Parks Master Plan Projects	\$32,500,000
Annual Street Maintenance	\$15,000,000
Public Safety Training Facility	\$3,000,000
Buffalo Soldier Trail Reconstruction	\$25,000,000
Buffalo Soldier Trail Extension (SR92 to Avenida del Sol)	\$5,000,000
El Camino Real/Coyote Wash Crossing Improvements	\$500,000
Avenida Del Sol Construction (Calle Cumbre to BST)	\$3,500,000
Cyr Center Park Phase II and III	\$2,000,000
Artificial Turf Replacement on Sports Fields	\$2,000,000
Section 36 - Other Improvements	\$6,000,000
West End Improvements along Fry Blvd	\$10,000,000
Wilcox Drive Overlay	\$4,000,000
7th Street Overlay	\$3,000,000
State Route Shared Use Paths	\$5,500,000
<b>Total</b>	<b>\$117,000,000</b>

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



Five Year Capital Maintenance and Replacement Plan  
**FY 2024-2028**

# Table of Contents

<b>Introduction</b> .....	<b>1</b>
<b>Purpose</b> .....	<b>1</b>
<b>Objectives</b> .....	<b>1</b>
<b>Definitions</b> .....	<b>1</b>
<i>Capital Assets</i> .....	<i>1</i>
<i>Capital Improvement Assets</i> .....	<i>2</i>
<i>Capital Replacement Assets</i> .....	<i>2</i>
<i>Operating and Maintenance (O&amp;M) Items</i> .....	<i>2</i>
<b>FY24 Recommendations</b> .....	<b>3</b>
<b>Appendix A - Facilities Equipment Replacement</b> .....	<b>7</b>
<b>Appendix B - Facilities Structural Maintenance and Replacement</b> .....	<b>8</b>
<b>Appendix C - Fleet and Equipment Replacement</b> .....	<b>9</b>
<b>Appendix D - Street Construction/Maintenance</b> .....	<b>11</b>
<b>Appendix E - 5Year CIP-All Funds</b> .....	<b>14</b>

## 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

<b>FY24 RECOMMENDATIONS</b>				
<b>FY</b>	<b>FUND</b>	<b>DEPT</b>	<b>CAPITAL ITEM</b>	<b>ESTIMATED COST</b>
2024				<b>\$87,051,890.00</b>
		<b>AIRPORT</b>		<b>\$3,940,360.00</b>
		<b>AIRPORT</b>		
			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
		<b>CDBG</b>		<b>\$162,500.00</b>
		<b>STREETS</b>		
			Fire Hydrants at Montebello	\$162,500.00
		<b>CIF</b>		<b>\$1,137,076.00</b>
		<b>FACILITIES</b>		
			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
		<b>FIRE</b>		
			0.51 acres vacant lot	\$60,000.00
		<b>PARKS</b>		
			Roadrunner Park Design	\$250,000.00
		<b>SEWER</b>		
			Public Sewer Mainline Ext OYCC to Domingo Paiz (Grant Match)	\$500,000.00
		<b>GEN</b>		<b>\$3,472,085.00</b>
		<b>ACO</b>		
			ACO Expansion (Construction)	\$2,000,000.00
			ACO Expansion Design	\$50,000.00
		<b>AQUATICS</b>		
			Cove Pool Tile and Surface Replace	\$600,000.00

## FY24 Recommendations

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
<b>FACILITIES</b>				
			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
<b>FIRE</b>				
			Lucas Device Purchase	\$50,000.00
<b>IT</b>				
			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
<b>LIBRARY</b>				
			Library Kiosk - Ft Huachuca - placeholder	\$34,480.00
<b>PARKS</b>				
			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
<b>GRANTS</b>				<b>\$61,995,298.00</b>
<b>FIRE</b>				
			VHF Radio Equipment	\$50,000.00
<b>PARKS</b>				
			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
<b>STREETS</b>				
			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
<b>HURF</b>				<b>\$7,070,292.00</b>
<b>STREETS</b>				
			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
<b>LTAf</b>				<b>\$8,504,779.00</b>
<b>TRANSIT</b>				
			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
<b>REFUSE</b>				
			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
<b>SEWER</b>				<b>\$621,500.00</b>
<b>SEWER</b>				
			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 COS
2024				<b>\$496,678.00</b>
	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				<b>\$271,000.00</b>
	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

<b>FACILITIES STRUCTURAL MAINTENANCE REPLACEMENT</b>				
<b>FY</b>	<b>PRIORITY</b>	<b>ASSET DESCRIPTION</b>	<b>LOCATION</b>	<b>ESTIMATED COS</b>
<b>2024</b>				<b>\$106,833.00</b>
	1	City Hall Roofing Upgrades (Carryover)	City Hall	\$96,833.00
	2	Cove Mens Shower Stall Install	Cove Aquatics	\$10,000.00
<b>2025</b>				<b>\$225,000.00</b>
	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

<b>FLEET REPLACEMENT</b>						
			<b>ASSEST</b>	<b>NEW VEHICLE</b>		
<b>FUND</b>	<b>DEPT NAME</b>	<b>UNIT</b>	<b>DESCRIPTION</b>	<b>YEAR</b>	<b>ODOMETER</b>	<b>COST</b>
<b>FY2024</b>						<b>\$ 1,720,000</b>
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
<b>FY2025</b>						<b>\$ 2,385,000</b>
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
<b>FY2026</b>						<b>\$ 2,650,000</b>
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

<b>FLEET REPLACEMENT</b>						
			<b>ASSEST</b>	<b>NEW VEHICLE</b>		
<b>FUND</b>	<b>DEPT NAME</b>	<b>UNIT</b>	<b>DESCRIPTION</b>	<b>YEAR</b>	<b>ODOMETER</b>	<b>COST</b>
<b>FY2027</b>						<b>\$ 2,550,000</b>
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
<b>FY2028</b>						<b>\$ 2,540,000</b>
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

<b>STREET MAINTENANCE 2024-2028</b>				
<b>FY</b>	<b>STREET</b>	<b>FROM STREET</b>	<b>TO STREET</b>	<b>ESTIMATED COST</b>
<b>2024</b>				<b>\$ 1,649,532.00</b>
	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
<b>2025</b>				<b>\$ 1,123,295.91</b>
	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

<b>STREET MAINTENANCE 2024-2028</b>				
<b>FY</b>	<b>STREET</b>	<b>FROM STREET</b>	<b>TO STREET</b>	<b>ESTIMATED COST</b>
	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
<b>2026</b>				<b>\$ 260,824.30</b>
	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

<b>STREET MAINTENANCE 2024-2028</b>				
<b>FY</b>	<b>STREET</b>	<b>FROM STREET</b>	<b>TO STREET</b>	<b>ESTIMATED COST</b>
	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
<b>2027</b>				<b>\$ 1,263,438.33</b>
	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
<b>2028</b>				<b>\$ 1,001,340.00</b>
	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

<b>FIVE YEAR CIP</b>				
<b>FY</b>	<b>FUND</b>	<b>DEPT</b>	<b>CAPITAL ITEM</b>	<b>ESTIMATED COST</b>
2024				<b>\$87,051,890.00</b>
	<b>AIRPORT</b>			<b>\$3,940,360.00</b>
		<b>AIRPORT</b>		
			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
	<b>CDBG</b>			<b>\$162,500.00</b>
		<b>STREETS</b>		
			Fire Hydrants at Montebello	\$162,500.00
	<b>CIF</b>			<b>\$1,137,076.00</b>
		<b>FACILITIES</b>		
			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
		<b>FIRE</b>		
			0.51 acres vacant lot	\$60,000.00
		<b>PARKS</b>		
			Roadrunner Park Design	\$250,000.00
		<b>SEWER</b>		
			Public Sewer Mainline Ext OYCC to Domingo Paiz (Grant Match)	\$500,000.00
	<b>GEN</b>			<b>\$3,472,085.00</b>
		<b>ACO</b>		
			ACO Expansion (Construction)	\$2,000,000.00
			ACO Expansion Design	\$50,000.00
		<b>AQUATICS</b>		
			Cove Pool Tile and Surface Replace	\$600,000.00

## Appendix E - 5-Year CIP - All Funds

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
<b>FACILITIES</b>				
			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
<b>FIRE</b>				
			Lucas Device Purchase	\$50,000.00
<b>IT</b>				
			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
<b>LIBRARY</b>				
			Library Kiosk - Ft Huachuca - placeholder	\$34,480.00
<b>PARKS</b>				
			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
<b>GRANTS</b>				<b>\$61,995,298.00</b>
<b>FIRE</b>				
			VHF Radio Equipment	\$50,000.00
<b>PARKS</b>				
			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
<b>STREETS</b>				
			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
<b>HURF</b>				<b>\$7,070,292.00</b>
<b>STREETS</b>				
			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
<b>LTAf</b>				<b>\$8,504,779.00</b>
<b>TRANSIT</b>				
			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
<b>REFUSE</b>				<b>\$148,000.00</b>

## Appendix E - 5-Year CIP - All Funds

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
			<b>REFUSE</b>	
			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
			<b>SEWER</b>	<b>\$621,500.00</b>
			<b>SEWER</b>	
			Comm Septic & Private Line Replace	\$133,000.00
			Machinery & Equipment	\$38,500.00
			Wastewater Masterplan	\$450,000.00
<b>2025</b>				<b>\$12,687,932.00</b>
			<b>AIRPORT</b>	<b>\$250,000.00</b>
			<b>AIRPORT</b>	
			Masterplan and Design - Remodel Terminal Interior.	\$250,000.00
			<b>GEN</b>	<b>\$1,226,000.00</b>
			<b>AQUATICS</b>	
			Cove Water Feature Replace	\$60,000.00
			<b>FACILITIES</b>	
			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
			<b>FLEET</b>	
			Liquid Road Buggy	\$80,000.00
			<b>IT</b>	
			PW Training and Main Conf Rm IT Upgrades	\$90,000.00
			<b>PARKS</b>	

## 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
		<b>PD</b>		
			PD Patrol Car Parking Lot Patch	\$130,000.00
		<b>GRANTS</b>		<b>\$4,023,000.00</b>
		<b>STREETS</b>		
			BST from Hatfield to 7th Pavement Replacement	\$4,023,000.00
		<b>HURF</b>		<b>\$7,188,932.00</b>
		<b>STREETS</b>		
			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
		<b>2026</b>		<b>\$12,860,500.00</b>
		<b>GEN</b>		<b>\$1,295,000.00</b>
		<b>IT</b>		
			Library IT upgrades	\$80,000.00
		<b>PARKS</b>		
			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
		<b>PD</b>		
			PD Secured Parking Lot Expansion	\$320,000.00
		<b>GRANTS</b>		<b>\$4,023,000.00</b>

## Appendix E - 5-Year CIP - All Funds

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
<b>STREETS</b>				
			BST from Hatfield to 7th Pavement Replacement	\$4,023,000.00
<b>HURF</b>				<b>\$7,542,500.00</b>
<b>STREETS</b>				
			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
<b>2027</b>				<b>\$12,981,300.00</b>
<b>GEN</b>				<b>\$4,550,000.00</b>
<b>PARKS</b>				
			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
<b>STREETS</b>				
			Fry Blvd from BST to State Route 92 - 2" Asphalt Overlay	\$3,500,000.00
<b>GRANTS</b>				<b>\$4,023,000.00</b>
<b>STREETS</b>				
			BST from Hatfield to 7th Pavement Replacement	\$4,023,000.00
<b>HURF</b>				<b>\$4,408,300.00</b>
<b>STREETS</b>				
			Kayetan Drive - North to Taylor Pavement Replacement	\$258,300.00
			Streets Projects	\$1,500,000.00
			Wilcox Dr Overlay	\$2,650,000.00
<b>2028</b>				<b>\$7,773,000.00</b>

## 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

RESOLUTION 2023-060

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; ADOPTING THE FY 2023/2024 OPERATING BUDGET; HOLDING A PUBLIC HEARING FOR TAXPAYERS ON THE ESTIMATED EXPENDITURES AND REVENUES FOR FISCAL YEAR 2023/2024; GIVING NOTICE OF THE COUNCIL MEETING TO MAKE FY 2023/2024 TAX LEVIES; AND AUTHORIZING AND DIRECTING THE CITY MANAGER, CITY CLERK, CITY ATTORNEY OR THEIR DULY AUTHORIZED OFFICERS AND AGENTS TO TAKE ALL STEPS NECESSARY TO CARRY OUT THE PURPOSES AND INTENT OF THIS RESOLUTION.

WHEREAS, pursuant to the provisions of Arizona Revised Statutes, Title 42, the Mayor and Council have completed review of the estimated amounts required to meet public expenses for the ensuing Fiscal Year 2023/2024; and

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

WHEREAS, following due public notice, the Mayor and Council have met on this 27<sup>th</sup> day of July 2023, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the estimated expenditures; and

WHEREAS, publication has been duly made, and required by law of said estimates and allocations together with a notice that the Mayor and Council would meet on the 10<sup>th</sup> day of August 2023, for the purpose of making tax levies as set forth in said estimates; and

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

WHEREAS, the City of Sierra Vista proposes purchasing land located at 1940 Paseo San Luis, Sierra Vista, Arizona 85635, APN 107-78-027, and the funds to purchase the land is included in the FY2023/2024 budget.

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

SECTION 1

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

SECTION 2

That the public notice, publication and public hearing, as required by Law have been duly made and notice that the City Council shall meet for the purpose of making tax levies on the 10<sup>th</sup> day of August, 2023, at 5:00 p.m. at Sierra Vista City Hall, 1011 N. Coronado Drive, Sierra Vista, Arizona, be, and hereby is, authorized and directed.

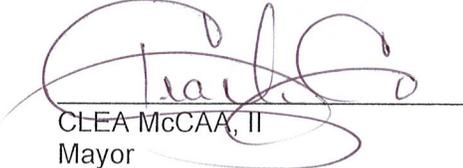
SECTION 3

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

SECTION 4

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

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 27<sup>th</sup> DAY OF JULY 2022.

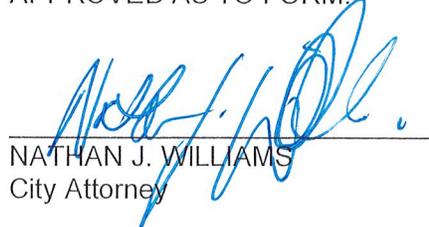
  
CLEA McCAA, II  
Mayor

ATTEST:



JILL ADAMS  
City Clerk

APPROVED AS TO FORM:

  
NATHAN J. WILLIAMS  
City Attorney

PREPARED BY:

Jennifer Dillaha, Budget Officer

RESOLUTION 2023-060  
PAGE TWO OF TWO

**Official Budget Forms**

**City of Sierra Vista**

**Fiscal Year 2024**

**City of Sierra Vista**

**Table of Contents**

**Fiscal Year 2024**

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

Schedule B—Tax levy and tax rate information

Schedule C—Revenues other than property taxes

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

Schedule E—Expenditures/expenses by fund

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

Schedule G—Full-time employees and personnel compensation

City of Sierra Vista  
Summary Schedule of estimated revenues and expenditures/expenses  
Fiscal Year 2024

Fiscal year	S c h	Funds								Total all funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds		
2023	Adopted/adjusted budgeted expenditures/expenses*	E 1	50,502,383	106,875,196	3,629,081	26,952,195	0	11,899,339	4,559,500	204,417,694
2023	Actual expenditures/expenses**	E 2	49,201,918	7,184,979	2,221,420	5,928,857	0	5,458,079	4,416,266	74,411,519
2024	Beginning fund balance/(deficit) or net position/(deficit) at July 1***	3	0	4,773,714	0	5,387,843	0	2,913,062	25,000	13,099,619
2024	Primary property tax levy	B 4	382,261							382,261
2024	Secondary property tax levy	B 5								0
2024	Estimated revenues other than property taxes	C 6	50,677,334	88,771,417	0	5,434,046	0	9,980,000	4,584,500	159,447,297
2024	Other financing sources	D 7	2,216,268	0	0	0	0	0	0	2,216,268
2024	Other financing (uses)	D 8	0	0	0	0	0	0	0	0
2024	Interfund transfers in	D 9	2,150,000	7,209,656	3,241,707	0	0	0	0	12,601,363
2024	Interfund Transfers (out)	D 10	2,766,550	150,000	0	9,684,813	0	0	0	12,601,363
2024	Line 11: Reduction for fund balance reserved for future budget year expenditures									
	Maintained for future debt retirement									0
	Maintained for future capital projects	11								0
	Maintained for future financial stability									0
	Maintained for future retirement contributions									0
										0
2024	Total financial resources available	12	52,659,313	100,604,787	3,241,707	1,137,076	0	12,893,062	4,609,500	175,145,445
2024	Budgeted expenditures/expenses	E 13	52,659,313	100,604,787	3,241,707	1,137,076	0	12,893,062	4,609,500	175,145,445

**Expenditure limitation comparison**

	2023	2024
1 Budgeted expenditures/expenses	\$ 204,417,694	\$ 175,145,445
2 Add/subtract: estimated net reconciling items		
3 Budgeted expenditures/expenses adjusted for reconciling items	204,417,694	175,145,445
4 Less: estimated exclusions	63,456,605	68,062,404
5 Amount subject to the expenditure limitation	\$ 140,961,089	\$ 107,083,041
6 EEC expenditure limitation or voter-approved alternative expenditure limitation	\$ 141,071,198	\$ 67,010,089

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

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

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

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

**City of Sierra Vista**  
**Tax levy and tax rate information**  
**Fiscal Year 2024**

	<b>2023</b>	<b>2024</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>643,693</u>	\$ <u>659,911</u>
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>379,068</u>	\$ <u>382,261</u>
Property tax judgment	_____	_____
B. Secondary property taxes	_____	_____
Property tax judgment	_____	_____
C. Total property tax levy amounts	\$ <u>379,068</u>	\$ <u>382,261</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>259,018</u>	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ <u>259,018</u>	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ _____	
C. Total property taxes collected	\$ <u>259,018</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____ 0.1098	_____ 0.1056
Property tax judgment	_____	_____
(2) Secondary property tax rate	_____	_____
Property tax judgment	_____	_____
(3) Total city/town tax rate	_____ 0.1098	_____ 0.1056
B. Special assessment district tax rates		
Secondary property tax rates—As of the date the proposed budget was prepared, the city/town was operating <u>zero</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

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

**City of Sierra Vista**  
**Revenues other than property taxes**  
**Fiscal Year 2024**

Source of revenues	Estimated revenues 2023	Actual revenues* 2023	Estimated revenues 2024
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Transaction Privilege Tax	\$ 19,648,264	\$ 19,135,869	\$ 20,707,867
<b>Licenses and permits</b>			
Franchise Fees	1,400,000	1,573,229	1,500,000
Business Licenses	145,000	156,980	155,000
Animal Control Fees	35,000	20,217	35,000
Right of Way Permits	50,000	15,610	45,000
Building Permits	475,000	602,889	575,000
<b>Intergovernmental</b>			
Grants	3,271,373	3,214,964	250,300
Local Government Payments	1,037,173	1,957,353	1,361,318
State Shared Sales Tax	6,160,901	5,479,888	6,500,000
State Shared Vehicle License Tax	2,500,000	2,361,721	2,500,000
Urban Revenue Sharing	8,307,596	8,627,437	10,307,596
Prop 207 Shared Revenue	228,000	142,270	228,000
<b>Charges for services</b>			
General Government	85,000	66,441	87,500
Public Safety	2,470,000	2,684,662	2,670,000
Public Works	1,490,000	1,767,362	2,005,000
Parks, Recreation, & Library	814,257	1,060,921	1,076,000
Community Development	68,000	16,336	50,000
<b>Fines and forfeits</b>			
Library		4,914	
<b>Interest on investments</b>			
Investment Income	5,000	521,347	5,000
<b>In-lieu property taxes</b>			
<b>Contributions</b>			
Voluntary contributions	61,000	102,463	41,000
<b>Miscellaneous</b>			
Misc. Revenue	467,916	160,792	507,753
Sale of Fixed Assets	70,000	41,119	70,000
<b>Total General Fund</b>	<b>\$ 48,789,480</b>	<b>\$ 49,714,784</b>	<b>\$ 50,677,334</b>

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

**SPECIAL REVENUE FUNDS**

**Highway Revenue Funds**

State Shared Revenue	\$ 4,100,000	\$ 3,544,986	\$ 4,100,000
Grants	44,544,694	100,000	60,886,450
Local Government Payments		241,521	
Designated Contributions	395,414	649,991	

**City of Sierra Vista**  
**Revenues other than property taxes**  
**Fiscal Year 2024**

Source of revenues	Estimated revenues 2023	Actual revenues* 2023	Estimated revenues 2024
Misc.		84,712	
	\$ 49,040,108	\$ 4,621,210	\$ 64,986,450
<b>Local Transportation Assistance</b>			
Grants	\$ 6,319,015	\$ 643,995	\$ 7,742,588
Fares	100,000	34,794	
Lease Revenue	20,400	20,911	20,400
Misc.	1,000	11,128	1,000
Sale of Fixed Assets		12,600	
	\$ 6,440,415	\$ 723,428	\$ 7,763,988
<b>Police Special Revenue</b>			
Police Special Revenue	\$ 125,000	\$ 47,396	\$ 125,000
	\$ 125,000	\$ 47,396	\$ 125,000
<b>Grants</b>			
Grants	\$ 17,658,600	\$ 1,009,846	\$ 3,344,297
	\$ 17,658,600	\$ 1,009,846	\$ 3,344,297
<b>Airport</b>			
Grants	\$ 8,286,590	\$ 1,776	\$ 7,417,203
Fuel Sales	830,750	738,533	830,750
Lease Revenue	190,000	208,601	190,000
Misc.		62,506	51,500
	\$ 9,307,340	\$ 1,011,416	\$ 8,489,453
<b>Judicial Enhancement</b>			
Fines	\$ 10	\$ 18	\$ 10
	\$ 10	\$ 18	\$ 10
<b>Donations</b>			
Contributions	\$ 1,275,492	\$ 209,634	\$ 75,492
	\$ 1,275,492	\$ 209,634	\$ 75,492
<b>Park Development</b>			
Development Impact Fees	\$ 150,000	\$ 130,767	\$ 150,000
	\$ 150,000	\$ 130,767	\$ 150,000
<b>Police Development</b>			
Development Impact Fees	\$ 18,500	\$ 10,946	\$ 18,500
	\$ 18,500	\$ 10,946	\$ 18,500
<b>Infrastructure Development</b>			
Development Impact Fees	\$ 92,000	\$ 1,929	\$ 20,000
	\$ 92,000	\$ 1,929	\$ 20,000
<b>Fire Development</b>			
Development Impact Fees	\$ 12,500	\$ 9,211	\$ 12,500
	\$ 12,500	\$ 9,211	\$ 12,500
<b>SEACOM</b>			
SEACOM	\$ 2,682,394	\$ 1,079,974	\$ 2,383,564
	\$ 2,682,394	\$ 1,079,974	\$ 2,383,564
<b>Metropolitan Planning Organization</b>			
Grants	\$ 583,249	\$ 317,860	\$ 1,261,932

**City of Sierra Vista**  
**Revenues other than property taxes**  
**Fiscal Year 2024**

Source of revenues	Estimated revenues 2023	Actual revenues* 2023	Estimated revenues 2024
Local Government Payments	\$ 69,474	\$ 88,666	\$ 140,231
	\$ 652,723	\$ 406,526	\$ 1,402,163
<b>Total Special Revenue Funds</b>	<b>\$ 87,455,082</b>	<b>\$ 8,029,474</b>	<b>\$ 88,771,417</b>

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

**DEBT SERVICE FUNDS**

N/A	\$	\$	\$
	\$	\$	\$
<b>Total Debt Service Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

**CAPITAL PROJECTS FUNDS**

Transaction Privilege Tax	\$ 5,482,643	\$ 4,415,614	\$ 5,384,046
Federal Grants	1,500,000		
Investment Income		13,723	
Sale of Fixed Assets	50,000		50,000
Misc Revenue		940	
	\$ 7,032,643	\$ 4,430,277	\$ 5,434,046
<b>Total Capital Projects Funds</b>	<b>\$ 7,032,643</b>	<b>\$ 4,430,277</b>	<b>\$ 5,434,046</b>

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

**PERMANENT FUNDS**

N/A	\$	\$	\$
	\$	\$	\$
<b>Total Permanent Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

**ENTERPRISE FUNDS**

<b>Sewer</b>			
Charges for Service	\$ 3,920,427	\$ 3,865,255	\$ 3,975,000
Undesignated Contributions	175,000		175,000
Organization Grants	150,000		925,000
Sale of Fixed Assets		5,800	
Misc.	225,000	217,286	225,000
	\$ 4,470,427	\$ 4,088,341	\$ 5,300,000
<b>Refuse</b>			
Charges for Service	\$ 4,481,276	\$ 4,585,198	\$ 4,580,000
Mulch & Compost	90,000	86,988	95,000
Misc.	5,000	2,351	5,000
	\$ 4,576,276	\$ 4,674,537	\$ 4,680,000
<b>Total Enterprise Funds</b>	<b>\$ 9,046,703</b>	<b>\$ 8,762,878</b>	<b>\$ 9,980,000</b>

**City of Sierra Vista**  
**Revenues other than property taxes**  
**Fiscal Year 2024**

Source of revenues	Estimated revenues 2023	Actual revenues* 2023	Estimated revenues 2024
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.			
<b>INTERNAL SERVICE FUNDS</b>			
<b>Health &amp; Accident</b>			
Premiums	\$ 4,409,500	\$ 393,381	\$ 4,409,500
Interest	25,000	184,907	25,000
Misc.			
	<u>\$ 4,434,500</u>	<u>\$ 578,288</u>	<u>\$ 4,434,500</u>
<b>Self Insured Retention</b>			
Misc.	\$ 100,000	\$ 149,606	\$ 150,000
	<u>\$ 100,000</u>	<u>\$ 149,606</u>	<u>\$ 150,000</u>
<b>Total Internal Service Funds</b>	<u>\$ 4,534,500</u>	<u>\$ 727,894</u>	<u>\$ 4,584,500</u>
<b>Total All Funds</b>	<u>\$ 156,858,408</u>	<u>\$ 71,665,307</u>	<u>\$ 159,447,297</u>

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

**City of Sierra Vista**  
**Other financing sources/(uses) and interfund transfers**  
**Fiscal Year 2024**

Fund	Other financing 2024		Interfund transfers 2024	
	Sources	(Uses)	In	(Out)
<b>GENERAL FUND</b>				
Notes Payable	\$ 2,216,268	\$ _____	\$ _____	\$ _____
Interfund Transfers			2,150,000	2,766,550
<b>Total General Fund</b>	<b>\$ 2,216,268</b>	<b>\$ _____</b>	<b>\$ 2,150,000</b>	<b>\$ 2,766,550</b>
<b>SPECIAL REVENUE FUNDS</b>				
HURF			5,500,000	
LTAf			1,593,106	
Grants			116,550	
Airport				
Donations				150,000
Park Development				
Police Development				
Infrastructure Development				
Fire Development				
Police Special Revenue				
Metropolitan Planning Organization				
SEACOM				
<b>Total Special Revenue Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 7,209,656</b>	<b>\$ 150,000</b>
<b>DEBT SERVICE FUNDS</b>				
Debt Service	\$ _____	\$ _____	\$ 3,241,707	\$ _____
<b>Total Debt Service Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 3,241,707</b>	<b>\$ _____</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Improvements	\$ _____	\$ _____	\$ _____	\$ 9,684,813
<b>Total Capital Projects Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 9,684,813</b>
<b>PERMANENT FUNDS</b>				
N/A	\$ _____	\$ _____	\$ _____	\$ _____
<b>Total Permanent Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>
<b>ENTERPRISE FUNDS</b>				
Sewer	\$ _____	\$ _____	\$ _____	\$ _____
Refuse	\$ _____	\$ _____	\$ _____	\$ _____
<b>Total Enterprise Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>
<b>INTERNAL SERVICE FUNDS</b>				
Unemployment	\$ _____	\$ _____	\$ _____	\$ _____
<b>Total Internal Service Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 2,216,268</b>	<b>\$ _____</b>	<b>\$ 12,601,363</b>	<b>\$ 12,601,363</b>

**City of Sierra Vista  
Expenditures/expenses by fund  
Fiscal Year 2024**

Fund/Department	Adopted budgeted expenditures/ expenses 2023	Expenditure/ expense adjustments/ approved 2023	Actual expenditures/ expenses* 2023	Budgeted expenditures/ expenses 2024
<b>GENERAL FUND</b>				
City Council	\$ 104,014	\$	\$ 121,580	\$ 105,812
Administrative Services	4,983,153		4,786,034	4,874,383
City Manager	2,990,373		3,195,372	3,057,643
Legal	574,851		523,270	469,404
General Government	476,866		817,031	513,366
Police	16,013,977		14,997,825	16,809,736
Fire	10,003,805		11,368,075	11,138,190
Public Works	7,694,518		7,678,606	8,688,580
Parks, Recreation, & Library	6,197,640		4,596,087	5,810,531
Community Development	1,341,853		996,706	1,191,668
Debt	121,333		121,332	
<b>Total General Fund</b>	<b>\$ 50,502,383</b>	<b>\$</b>	<b>\$ 49,201,918</b>	<b>\$ 52,659,313</b>
<b>SPECIAL REVENUE FUNDS</b>				
HURF	\$ 62,885,628	\$	\$ 2,447,123	\$ 71,857,506
LTAF	7,827,090		878,018	10,077,123
Police Special Revenue	335,000		23,249	335,000
Grants	17,768,936		449,357	3,485,140
Judicial Enhancement	300			300
Airport	14,235,466		1,270,274	10,373,219
Donations	351,659		100,258	309,822
Park Development				
Police Development				
Infrastructure Development				
Fire Development				
SEACOM	2,818,394		1,770,029	2,764,514
Metropolitan Planning Org	652,723		246,671	1,402,163
<b>Total Special Revenue Funds</b>	<b>\$ 106,875,196</b>	<b>\$</b>	<b>\$ 7,184,979</b>	<b>\$ 100,604,787</b>
<b>DEBT SERVICE FUNDS</b>				
Debt Service	\$ 3,629,081	\$	\$ 2,221,420	\$ 3,241,707
<b>Total Debt Service Funds</b>	<b>\$ 3,629,081</b>	<b>\$</b>	<b>\$ 2,221,420</b>	<b>\$ 3,241,707</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Improvements	\$ 26,952,195	\$	\$ 5,928,857	\$ 1,137,076
<b>Total Capital Projects Funds</b>	<b>\$ 26,952,195</b>	<b>\$</b>	<b>\$ 5,928,857</b>	<b>\$ 1,137,076</b>
<b>PERMANENT FUNDS</b>				
N/A	\$	\$	\$	\$
<b>Total Permanent Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ENTERPRISE FUNDS</b>				
Sewer	\$ 5,827,074	\$	\$ 1,975,138	\$ 7,577,321
Refuse	6,072,265		3,482,941	5,315,741
<b>Total Enterprise Funds</b>	<b>\$ 11,899,339</b>	<b>\$</b>	<b>\$ 5,458,079</b>	<b>\$ 12,893,062</b>
<b>INTERNAL SERVICE FUNDS</b>				
Health & Accident	\$ 4,434,500	\$	\$ 4,263,448	\$ 4,434,500
Unemployment	25,000			25,000
Self Insured Retention	100,000		152,818	150,000
<b>Total Internal Service Funds</b>	<b>\$ 4,559,500</b>	<b>\$</b>	<b>\$ 4,416,266</b>	<b>\$ 4,609,500</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 204,417,694</b>	<b>\$</b>	<b>\$ 74,411,519</b>	<b>\$ 175,145,445</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget

**City of Sierra Vista  
Expenditures/expenses by department  
Fiscal Year 2024**

<b>Department/Fund</b>	<b>Adopted budgeted expenditures/ expenses</b>	<b>Expenditure/ expense adjustments approved</b>	<b>Actual expenditures/ expenses*</b>	<b>Budgeted expenditures/ expenses</b>
	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>
<b>City Council</b>				
General Fund	\$ 104,014	\$	\$ 121,850	\$ 105,812
Sewer	13,003		13,003	13,816
Refuse	13,003		13,003	13,816
Donations	4,709		3,948	800
<b>Department Total</b>	<b>\$ 134,729</b>	<b>\$</b>	<b>\$ 151,804</b>	<b>\$ 134,244</b>
<b>Administrative Services</b>				
General Fund	\$ 4,983,153	\$	\$ 4,786,034	\$ 4,874,383
Capital Improvements				
Sewer	519,237		519,237	555,940
Refuse	535,553		535,553	571,902
HURF				
<b>Department Total</b>	<b>\$ 6,037,943</b>	<b>\$</b>	<b>\$ 5,840,824</b>	<b>\$ 6,002,225</b>
<b>City Manager</b>				
General Fund	\$ 2,990,373	\$	\$ 3,195,102	\$ 3,057,643
Donations	285			285
Grants	10,183,960			352,000
Sewer	403,942		403,942	403,577
Refuse	370,453		370,453	375,430
<b>Department Total</b>	<b>\$ 13,949,013</b>	<b>\$</b>	<b>\$ 3,969,497</b>	<b>\$ 4,188,935</b>
<b>Legal</b>				
General Fund	\$ 574,851	\$	\$ 523,270	\$ 469,404
Judicial Enhancement	300			300
<b>Department Total</b>	<b>\$ 575,151</b>	<b>\$</b>	<b>\$ 523,270</b>	<b>\$ 469,704</b>
<b>General Government</b>				
General Fund	\$ 476,866	\$	\$ 817,031	\$ 513,366
HURF	28,125		28,125	31,024
Sewer	56,249		56,249	62,049
Refuse	56,249		56,249	62,049
Health & Accident	4,434,500		4,263,448	4,434,500
Unemployment	25,000			25,000
Self Insured Retention	100,000		152,818	150,000
<b>Department Total</b>	<b>\$ 5,176,989</b>	<b>\$</b>	<b>\$ 5,373,920</b>	<b>\$ 5,277,988</b>
<b>Police</b>				
General Fund	\$ 16,013,977	\$	\$ 14,997,825	\$ 16,809,736
Police Special Revenue	335,000		23,249	335,000
Capital Improvements Fund				
Grants	84,829		21,597	454,829
Donations	193,835		84,068	151,275
Police Development Fee				
<b>Department Total</b>	<b>\$ 16,627,641</b>	<b>\$</b>	<b>\$ 15,126,739</b>	<b>\$ 17,750,840</b>
<b>Fire</b>				
General Fund	\$ 10,003,805	\$	\$ 11,368,075	\$ 11,138,190
Grants	1,830,676		26,945	303,464
Donations	4,506		578	4,600
Capital Improvements Fund				60,000
<b>Department Total</b>	<b>\$ 11,838,987</b>	<b>\$</b>	<b>\$ 11,395,598</b>	<b>\$ 11,506,254</b>
<b>Public Works</b>				
General Fund	\$ 7,694,518	\$	\$ 7,678,606	\$ 8,688,580
HURF	62,813,418		2,403,038	71,826,482
LTAF	7,827,090		878,018	10,077,123
Grants	4,000,000			

Airport	14,235,466		1,270,274	10,373,219
Capital Improvements	6,957,108		2,662,323	327,076
Sewer	4,211,620		1,844,640	5,993,743
Refuse	4,917,634		3,285,399	4,169,844
Donations	15			
Park Development				
Infrastructure Development				
Metropolitan Planning Org	652,723		246,671	1,402,163
<b>Department Total</b>	<b>\$ 113,309,592</b>	<b>\$</b>	<b>\$ 20,268,969</b>	<b>\$ 112,858,230</b>

**Parks, Recreation, & Library**

General Fund	\$ 6,197,640	\$	\$ 4,596,087	\$ 5,810,531
Grants	1,362,281		226,352	2,093,572
Capital Improvements	19,745,087		3,266,534	750,000
Donations	135,423		9,084	143,662
<b>Department Total</b>	<b>\$ 27,440,431</b>	<b>\$</b>	<b>\$ 8,098,057</b>	<b>\$ 8,797,765</b>

**Community Development**

General Fund	\$ 1,341,853	\$	\$ 996,706	\$ 1,191,668
Grants	307,190		174,463	281,275
Capital Improvements Fund				
Donations	12,886		2,580	9,200
<b>Department Total</b>	<b>\$ 1,661,929</b>	<b>\$</b>	<b>\$ 1,173,749</b>	<b>\$ 1,482,143</b>

**Debt**

General Fund	\$ 121,333	\$	\$ 121,332	\$
HURF	44,085		44,085	
Airport				
Park Development				
Debt Service	3,629,081		2,221,420	3,241,707
Capital Improvements	250,000			
Sewer	623,023		112,328	548,196
Refuse	179,373		179,372	122,700
<b>Department Total</b>	<b>\$ 4,846,895</b>	<b>\$</b>	<b>\$ 2,678,537</b>	<b>\$ 3,912,603</b>

**SEACOM**

SEACOM	\$ 2,818,394	\$	\$ 1,770,029	\$ 2,764,514
<b>Department Total</b>	<b>\$ 2,818,394</b>	<b>\$</b>	<b>\$ 1,770,029</b>	<b>\$ 2,764,514</b>

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

**City of Sierra Vista**  
**Full-time employees and personnel compensation**  
**Fiscal Year 2024**

Fund	Full-time equivalent (FTE) 2024	Employee salaries and hourly costs 2024	Retirement costs 2024	Healthcare costs 2024	Other benefit costs 2024	Total estimated personnel compensation 2024
<b>GENERAL FUND</b>	327	\$ 21,195,831	\$ 8,492,325	\$ 3,050,295	\$ 2,265,832	\$ 35,004,283
<b>SPECIAL REVENUE FUNDS</b>						
HURF	21	\$ 1,372,146	\$ 116,300	\$ 165,154	\$ 128,650	\$ 1,782,250
LTAF	11	629,788	68,434	103,772	83,371	885,365
Airport	1	69,050	5,396	6,930	7,339	88,715
Metropolitan Planning Org	1	203,903	24,873	8,507	16,680	253,963
SEACOM	26	1,486,009	156,872	181,460	130,609	1,954,950
<b>Total Special Revenue Funds</b>	<b>60</b>	<b>\$ 3,760,896</b>	<b>\$ 371,875</b>	<b>\$ 465,823</b>	<b>\$ 366,649</b>	<b>\$ 4,965,243</b>
<b>DEBT SERVICE FUNDS</b>						
N/A		\$	\$	\$	\$	\$
<b>Total Debt Service Funds</b>		\$	\$	\$	\$	\$
<b>CAPITAL PROJECTS FUNDS</b>						
N/A		\$	\$	\$	\$	\$
<b>Total Capital Projects Funds</b>		\$	\$	\$	\$	\$
<b>PERMANENT FUNDS</b>						
N/A		\$	\$	\$	\$	\$
<b>Total Permanent Funds</b>		\$	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>						
Sewer	12	\$ 1,619,721	\$ 65,927	\$ 80,482	\$ 74,732	\$ 1,840,862
Refuse	18	1,707,414	94,994	127,700	107,637	2,037,745
<b>Total Enterprise Funds</b>	<b>30</b>	<b>\$ 3,327,135</b>	<b>\$ 160,921</b>	<b>\$ 208,182</b>	<b>\$ 182,369</b>	<b>\$ 3,878,607</b>
<b>INTERNAL SERVICE FUNDS</b>						
N/A		\$	\$	\$	\$	\$
<b>Total Internal Service Fund</b>		\$	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	<b>417</b>	<b>\$ 28,283,862</b>	<b>\$ 9,025,121</b>	<b>\$ 3,724,300</b>	<b>\$ 2,814,850</b>	<b>\$ 43,848,133</b>

ORDINANCE 2023-007

AN ORDINANCE OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF SIERRA VISTA SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM FINES, LICENSES, AND OTHER SOURCES OF REVENUE; PROVIDING A GENERAL FUND FOR GENERAL MUNICIPAL EXPENSES ALL FOR THE FISCAL YEAR ENDING JUNE 30, 2024; AUTHORIZING AND DIRECTING THE CITY MANAGER, CITY CLERK, CITY ATTORNEY OR THEIR DULY AUTHORIZED OFFICERS AND AGENTS TO TAKE ALL STEPS NECESSARY TO CARRY OUT THE PURPOSES AND INTENT OF THIS ORDINANCE; REPEALING ALL ORDINANCES IN CONFLICT HEREWITH; AND PROVIDING FOR SEVERABILITY

WHEREAS, by the provisions of the state law, the ordinance levying taxes for the Fiscal Year 2023/2024 is required to be adopted not later than the third Monday in August; and

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

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

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

SECTION 1

There is hereby levied on each One Hundred Dollars (\$100) of assessed value of all property, both real and personal, within the corporate limits of the City of Sierra Vista, except such property as may be by law exempt from taxation, a tax rate sufficient to raise the sum of Three Hundred Eighty Two Thousand and Two Hundred Sixty One Dollars (\$382,261) for the purpose of providing the City of Sierra Vista for the fiscal year ending on the 30<sup>th</sup> day of June, 2024, but not to exceed the \$0.1056 per each One Hundred Dollars (\$100) of the assessed valuation of all real and personal property in the City of Sierra Vista subject to taxation.

SECTION 2

There is no secondary tax levied upon the property within the corporate limits of the City of Sierra Vista for the fiscal year ending June 30, 2024.

SECTION 3

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

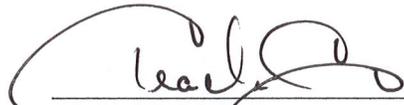
SECTION 4

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

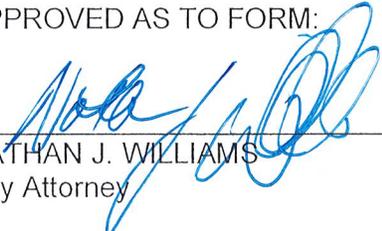
SECTION 5

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

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 10<sup>th</sup> DAY OF AUGUST 2023.

  
\_\_\_\_\_  
GLEA McCAA, II  
Mayor

ATTEST:  
  
\_\_\_\_\_  
JILL ADAMS  
City Clerk

APPROVED AS TO FORM:  
  
\_\_\_\_\_  
NATHAN J. WILLIAMS  
City Attorney

PREPARED BY: Jennifer Dillaha, Budget Officer

ORDINANCE 2023-007  
PAGE TWO OF TWO



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



<b>BUDGET ADJUSTMENT:</b>	A procedure to revise a budget appropriation, either by city council approval through the adoption of a supplemental appropriation ordinance for any interdepartmental or inter-fund adjustments or by city manager authorization to adjust appropriations within a departmental budget.
<b>BUDGET DOCUMENT:</b>	The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the council.
<b>BUDGET MESSAGE:</b>	The opening section of the budget, which provides the city council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations made by the city manager.
<b>BUDGETARY CONTROL:</b>	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.
<b>CAPITAL ASSETS:</b>	Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
<b>CAPITAL IMPROVEMENTS BUDGET:</b>	A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays. The capital budget normally is based on a capital improvement program (CIP).
<b>CAPITAL IMPROVEMENT PROGRAM:</b>	A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project of expansion, acquisition, or rehabilitation of the city's capital assets; identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.



<b>CARRYOVER:</b>	Funds that were allocated in a prior fiscal year, that will be used in the current fiscal year. Bond projects receive the bond revenue in one fiscal year but are constructed in another. The money that is used for constructed is transferred from the prior year to the New Year.
<b>CASH BASIS:</b>	The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.
<b>COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)</b>	Federal Grant Funds provided on an annual basis to support specific programs identified by Council.
<b>CONTINGENCY ACCOUNT:</b>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.
<b>DEBT SERVICE:</b>	Payment of interest and repayment of principal to holders of a government's debt instruments.
<b>DEFICIT:</b>	1. The excess of an entity's liabilities over its assets (see Fund Balance). 2. That portion of the cost of a capital asset, which is charged as an expense during a particular period.
<b>DEPRECIATION:</b>	1. Expiration in the service life of a capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. 2. That portion of the cost of a capital asset, which is charged as an expense during a particular period.
<b>DISBURSEMENT:</b>	The expenditure of money from an account.
<b>ENCUMBRANCE:</b>	The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds or a future expenditure.



<b>ENTERPRISE FUND:</b>	A fund established to account for operations financed in a manner similar to a private business enterprise, i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.
<b>ESTIMATED REVENUE:</b>	The amount of projected revenue to be collected during the fiscal year.
<b>EXPENDITURE/ EXPENSE:</b>	This term refers to the outflow of funds paid for an asset, goods, or services obtained.
<b>FISCAL YEAR:</b>	The time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Sierra Vista has specified July 1 to June 30 as its fiscal year.
<b>FIXED ASSETS:</b>	Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.
<b>FUND:</b>	An accounting entity which as a set of self-balancing accounts and records all financial transactions for specific activities or government functions. Eight commonly used fund types in public accounting are general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.
<b>GENERAL FUND:</b>	The largest fund within the city, the general fund, accounts for most of the financial resources of the government not specifically accounted for in other funds. General fund revenues include primary property taxes, licenses and permits, local taxes, service charges, and other locally generated types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, courts, attorneys, parks and recreation, libraries, public works and general administration.



<b>GENERAL OBLIGATION BONDS:</b>	Bonds which finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds are usually made from secondary property taxes, and these bonds are backed by the full faith and credit of the issuing government.
<b>GOVERNMENTAL FUND:</b>	This fund type is used to account for general government operations and encompasses the majority of funds used in a municipal government. The types of funds considered as governmental are the general fund, special revenue funds, capital project funds, and debt service funds.
<b>GRANT:</b>	A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
<b>HURF: HIGHWAY USERS REVENUE FUND</b>	The resources for this fund come from gasoline taxes. The state stipulates that the city must use these funds for street-related purposes.
<b>INTERNAL SERVICES:</b>	Those services provided within the City organization to support operations, including: Human Resources, Information Technology, Facilities Maintenance, and Fleet Services.
<b>LTAF: LOCAL TRANSPORTATION ASSISTANCE FUND</b>	The State Lottery generates the monies for this fund. The city must then spend these funds on transportation-related activities.
<b>LINE-ITEM BUDGET:</b>	A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.



<b>MATURITIES:</b>	The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.
<b>MILL:</b>	The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.
<b>OPERATING BUDGET:</b>	The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
<b>OUR FUTURE VISTAS:</b>	The City of Sierra Vista’s Strategic Leadership Plan adopted by the City Council
<b>PER CAPITA:</b>	Total amount of a good divided by the total population.
<b>PERFORMANCE BUDGET:</b>	A budget, which focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man-hour, or cost per man-hour of garbage collection.
<b>PROGRAM BUDGET:</b>	A budget which focuses upon the goals and objectives of an agency or jurisdiction rather than upon its' organizational budget units or object classes of expenditure.
<b>PROPRIETARY FUNDS:</b>	Funds that either (1) operate largely on fees and charges for services to external customers or (2) operate on a cost recovery basis with internal customers, such as other government departments, divisions or programs. Enterprise Funds and Internal Service Funds are two types of proprietary funds.



<b>RESERVE:</b>	An account used to indicate that a portion of a fund's assets as legally restricted for a specific purpose and is, therefore, not available for general appropriation.
<b>REVENUE:</b>	Funds which the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
<b>REVENUE BONDS:</b>	Bonds usually sold for constructing a project, which will produce revenue for the government. The revenue is pledged to pay the principal and interest of the bond.
<b>REVENUE ESTIMATE:</b>	A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically, a future fiscal year.
<b>RISK MANAGEMENT:</b>	An organized attempt to protect a government's assets against accidental loss in the most economical method.
<b>SECONDARY ASSESSED VALUE:</b>	The full value of the property as determined by the County Assessor's office, calculated by multiplying the Full Cash Value by the Assessment Ratio.
<b>SOURCE OF REVENUE:</b>	Revenues are classified according to their source or point of origin.
<b>SPECIAL ASSESSMENT:</b>	A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.
<b>SPECIAL REVENUE FUND:</b>	An account established to collect money that must be used for a specific project, providing an extra level of accountability and transparency to taxpayers that their tax dollars will go toward an intended purpose.
<b>STATE SHARED REVENUE:</b>	The State of Arizona collects revenue and then distributes those revenues back to the Cities based on population or use.



<b>TAX LEVY:</b>	The total amount to be raised by general property taxes.
<b>TAX RATE:</b>	The amount of taxes (mills) levied for each \$1,000 of assessed valuation.
<b>USER FEES:</b>	The money that is paid to receive the good or service. Customers pay a fee to use the aquatic center as well as to use sewer and refuse services.

### Common Acronyms and Abbreviations

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