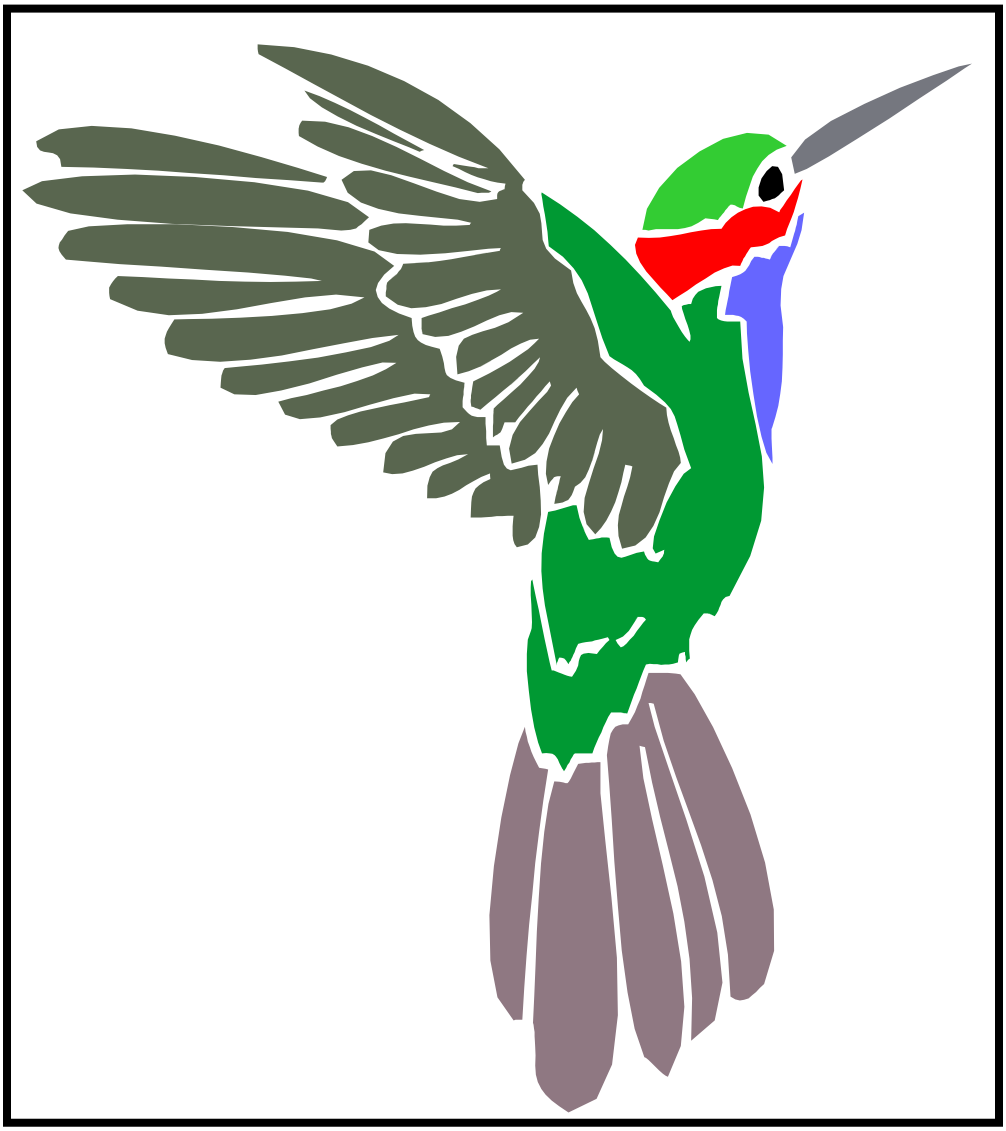
City of Sierra Vista, Arizona



ANNUAL BUDGET
FISCAL YEAR 2012/2013

Prepared by City Manager's Department
Charles P. Potucek, City Manager
David J. Felix, CPA, Finance Manager
Mark C. Welch, Budget/Contracts Officer

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Sierra Vista

Arizona

For the Fiscal Year Beginning

July 1, 2011

President

Executive Director

Table of Contents

	Page
Introduction	1
City Manager Transmittal Letter	1
Community Overview	17
History	17
City Council Members	19
City Managers	26
Demographics	28
"Our Future Vista's" Strategic Leadership Plan	30
Vista 2020	41
Budget Calendar	51
City Organizational Chart	53
Budget Summary	55
Budget Summary	55
Financial Policies	77
Funds	83
Fund Chart	86
Fund Balances	88
General Fund Revenue	99
Property Tax	101
City Sales Tax	103
State Shared Sales Tax	106
State Shared Income Tax	107
Vehicle Licenses Tax	108
Utility & Franchise Tax	109
Business License Fees	110
Ambulance Fees	111
Highway User Revenue Fund	112
Local Transportation Assistance Fund	113
Sewer Enterprise Fund	114
Refuse Enterprise Fund	115
Airport Fund	116
Special Revenue Funds	117
Police Special Revenue	117
Grants Fund	117
Art and Humanities Fun	117
Donation Fund	118

Judicial Enhancement	118
Internal Service Funds	119
Health and Accident	119
Unemployment	119
Self-Insured Fund	119
Capital and Debt Service Funds	120
Capital Improvement Fund	120
SVMPC- I&R	120
Development Impact Fees	121
Park Development	121
Library Development	121
Police Development	121
Transportation Development	122
Fire Development	122
Revenue Summary by Fund	123
Expenditures	124
Expenditure Summary	124
Departmental Summary	125
Capital Projects	131
Major Capital Projects	132
Major Capital Projects Operating Impact	144
Major Capital Equipment and Major Maintenance Projects	149
Operating Capital	154
Capital Summary	156
Personnel	158
Personnel Roster	160
Personnel Summary	168
Debt Service	169
Schedule A- Debt Service Budget by Fund	171
Schedule B- Bonded Indebtedness	172
Schedule C- FY08 Lease Purchase Financing	173
Debt Service Summary	174
Operating and Maintenance	175
Operations and Maintenance Summary	176

Departmental Budgets

Mayor and City Council 177

City Manager 185
City Manager's Office 186
Finance Service Division 189
Public Affairs 192

Administrative Services 197
Human Resources 198
Procurement 201
Information Technology 204
City Clerk 207

Court & Legal 211

General Government 213

Police Department 215
Administration 216
Police Operations 219
Animal Control 222

Fire Department 225

Leisure & Library 231
Administrative 232
Leisure 237
Aquatics 241
Therapeutic 244
Museum 247
Tourism 250
Library 255

Community Development 259
Planning and Administration 260
Building Inspections 265
Neighborhood Enhancement 268

Public Works 271
Administrative Division 275
Administrative Services 275
Airport 279
Engineering Division 285
Engineering Services 285

Streets/Traffic Services	290
Wastewater	294
Municipal Services Division	298
Maintenance Services	300
Facilities Services	301
Fleet Services	305
Sport Fields & Grounds Maintenance	308
Parks Facilities Maintenance	312
Public Services: Transit	316
Public Services: Refuse	322
Five-Year Capital Improvement Plan	327
Infrastructure Improvement Plan	382
Five-Year Capital Maintenance and Replacement Plan	385
Appendix	409
Budget Adoption Resolution	409
Official State of Arizona Budget Schedules	411
Miscellaneous City Statistics	421
Glossary	425
Common Abbreviations	431

Guide to the Budget Book

Thanks for taking time to read the City of Sierra Vista's Fiscal Year 2013 budget book. This introduction provides an overview of the organizational structure of the budget book. The City of Sierra Vista prides itself on garnering the Government Financial Officer's Association Distinguished Budget Presentation Award. We received the award for the FY12 budget as well as prior years.

We separate the budget book into three main sections: Summary, Fund and Departmental. The budget book begins with a summary of the FY2013 budget. The next section provides projected revenue and expenditures, along with a description, for the 20 funds maintained by the City.

The first part of the fund section summaries the expenditures and revenue for each fund category and provides the fund balance. The next part addresses the projected revenue and sources of revenue for each fund. This demonstrates the available resources for each fund. The last part of the fund section addresses the expenditures by fund. There are four main categories of expenditures: Capital, Personnel, Debt, and Operations and Maintenance. These sections display the expenditures by fund and the remaining fund balance after subtracting each category from the revenue available.

The next section is Departmental. The departmental section analyzes the expenditures budgeted for each department and division. The departmental section also addresses each department's mission, vision, goals and objectives, and provides performance measures. The department sections begin with an organization chart for each department and division.

After the departmental we present the City's Five-Year Capital Improvement Plan. The Capital Improvement Plan provides the City's planned capital projects and the operating cost for these projects. The City has been proactive in ensuring that the ongoing operating and maintenance costs of new capital projects can be absorbed into the City's budget.

The Budget also includes the City's Capital Maintenance and Replacement Plan.

The appendix includes a glossary of words that the reader may need defined, and a list of abbreviations used throughout the budget. We also provide the Council resolution adopting the budget along with the official State of Arizona budget schedules.

City Manager Charles P. Potucek

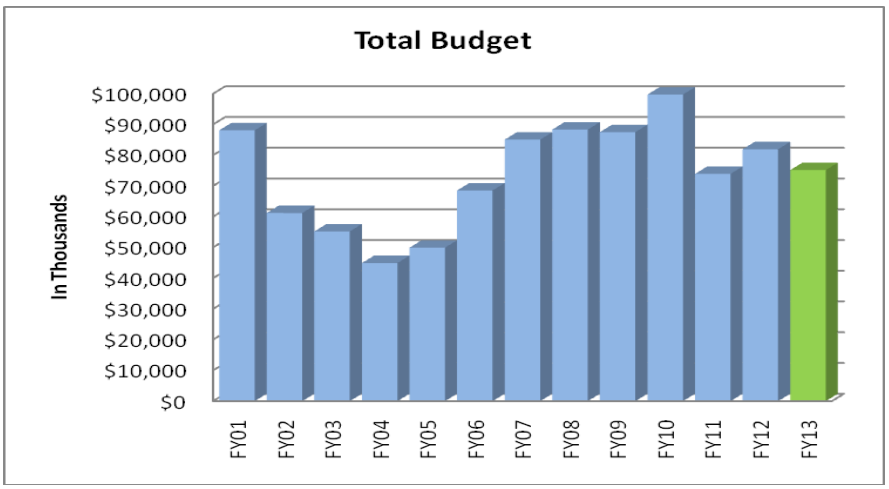
To The Honorable Mayor and City Council:

I am pleased to present the Fiscal Year 2012-2013 (FY13) budget of $75,151,135 representing a $6,607,236 (8%) decrease from the FY12 budget. This decrease primarily results from a large reduction in capital expenditures due to the completion of a large portion of the Environmental Operations Park upgrades budgeted last fiscal year.

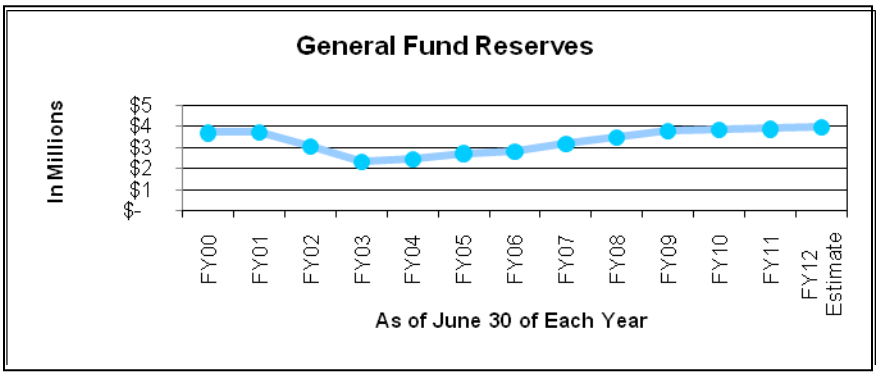
The FY13 budget continues to completely integrate the city's Strategic Leadership Plan (SLP). The SLP provides the short-term policy objectives that shape resource allocation in the budget process.

We achieved a balanced FY13 budget without the use of general fund reserves. The FY13 budget includes one proposed tax increase, pending voter approval, of the Sulphur Springs Valley Cooperative franchise agreement. The tax increase is an additional two percent for the utility tax ($450,000), with the amount being allocated to street maintenance in FY13 if approved by the voters in November. We also did not need to use layoffs, salary reductions or furloughs in order to balance the budget, a notable achievement during these difficult economic times.

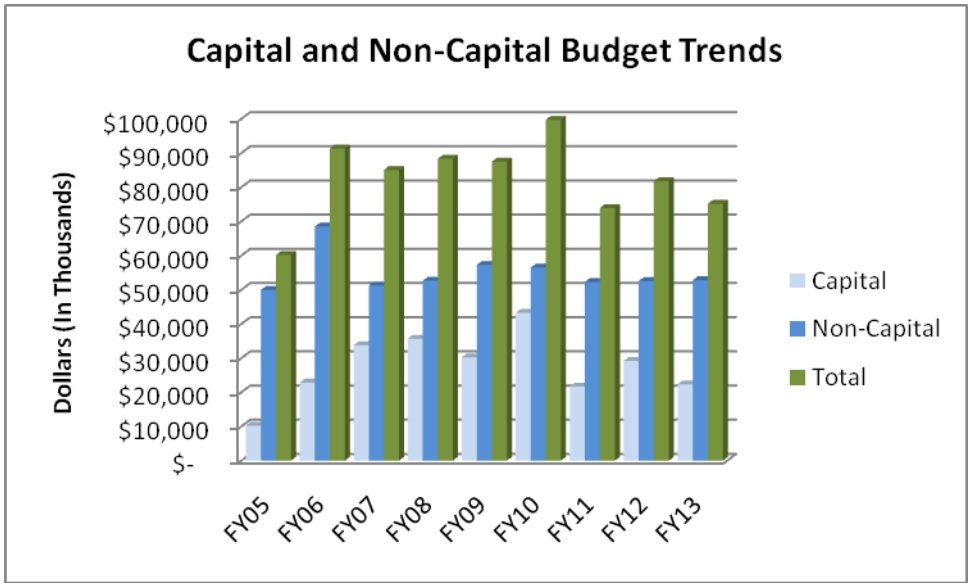
The graph below depicts the total budgets for FY2001 to FY2013.



In keeping with the Mayor and Council strategic planning goal, projected general fund reserve levels grew from $3,863,566 to $3,952,308 over the last fiscal year. The following chart shows the modest progression of reserve growth since Fiscal Year 2003.



Separating the FY13 budget into capital and non-capital expenditures, non-capital expenditures increased one percent and capital expenditures decreased 24 percent from the FY12 budget. The chart below illustrates the non-capital and capital budget for the last nine fiscal years. As you can see, the non-capital budget consisting of personnel, debt and operations and maintenance (O&M) expenditures remained relatively stable through the period shown while capital expenditures fluctuated somewhat primarily due to the availability of grant funding.



"Our Future Vistas":

The FY13 budget continues to incorporate the Mayor and Council's Strategic Leadership Plan (SLP), which was updated in March 2012. The SLP provides the city with the necessary guidance from the council which guides the development of this budget. The two-year goals and objectives include:

Growth: To achieve quality growth for the future of Sierra Vista, we will:

- Develop and implement an outreach plan to annex remaining properties in the Fry Townsite area.
- Develop and begin implementation of a public outreach program to initiate update of the city's master development plan, Vista 2020.
- Work with Fort Huachuca and area local governments in developing, updating and implementing regional requirements on future development that will help insure the long-term viability of and avoid encroachment on the Buffalo Soldier Electronic Test Range and restricted airspace.
- Adopt a plan to encourage the updating or replacement of dilapidated commercial buildings.
- Complete implementation planning for the transition of our area to a Metropolitan Planning Organization.

Housing: In order to promote the provision of a variety of housing options for all segments of the community, we will:

- Continue the implementation of the city's housing policy, and identify gaps not addressed in the city's housing policy.
- Implement a phased plan to address the non-sewered south Carmichael areas with federal Community Development Block Grants and other outside funds.
- Review and update policies on the evaluation, condemnation and removal of dilapidated mobile homes and other residential structures.
- Identify ways in which elderly and disabled residents can better maintain their homes.

Leisure and Library: In order to provide the community with a variety of parks, recreation, library and cultural opportunities, we will:

- Pursue the purchase of the 75+ acres of state land north and south of the Domingo Paiz complex for future city ball fields.
- Construct all or part of Phase A of Garden Canyon Park as park development fees become available.
- Adopt a master plan to guide future phased improvements of the city's small neighborhood parks.
- Adopt a master plan for the long-term improvements of current and planned city-owned property surrounding the main city complex.
- Explore alternative ways in which a youth center can be reopened in the community.
- Pursue funding for implementation of the Fry Cemetery master plan.

Public Safety: To enhance public safety resources and services, we will:

- Develop and implement strategies to reduce collisions at high accident intersections.
- Support police department efforts in obtaining accreditation through the Commission on Accreditation of Law Enforcement Agencies.
- Investigate the feasibility of issuing traffic citations electronically.
- Use the existing intergovernmental agreement with Cochise College to accomplish a fully accredited paramedic program.
- Explore funding opportunities and partnerships to complete the first phase of the Public Safety training facility.

Water: To ensure that the long-term water needs of the community are met, we will:

- Update the surface water plan.
- Achieve a 2% reduction in the city's gallons per capita per day water consumption.
- Maintain the city's commitment to the community water management partners.

Finance and Operations: To ensure the long-term financial viability and operational effectiveness of the City of Sierra Vista, we will:

- Preserve general fund reserve levels.
- Implement a cost effective financial package upgrade that will enhance the city's online presence and improve effectiveness.
- Expand the use of the capital improvement fund to temporarily fund operating capital and capital maintenance needs.
- Complete an analysis of the long-term financial viability of offering city refuse services.
- Evaluate and implement a plan to improve efficiencies in the delivery of city-wide and departmental messages and information to the community and visitors.

Economy and Education: In order to achieve a strong and diverse economic base, we will:

- Inventory and develop a marketing plan for airport assets.
- Partner with the Sierra Vista Economic Development Foundation, Sierra Vista Area Chamber of Commerce and other organizations to enhance business retention and growth, expanding the focus on non-defense related enterprises in order to broaden the area's economic base.
- Use the information from the city's 2010 retail study to expand the local economic base.
- With leaders of Fort Huachuca, convene a group of major employers and economic interests to identify what barriers are inhibiting employee recruitment and retention efforts, and engage the community in developing constructive dialogue to address issues identified.
- Identify economic development opportunities resulting from our location within a U.S. Economic Development Administration Economic Development District (EDD).

- Identify ways in which the city can lead a unified effort to develop a community "brand" that will provide a blueprint for a focused economic development strategy, and guide future marketing efforts.

Transportation: In order to provide Sierra Vista with a variety of safe and efficient transportation systems, we will:

- Complete a comprehensive update of the airport master plan jointly with Fort Huachuca and Libby Army Airfield officials, identifying long-term usage of the facility as well as future infrastructure and safety improvements.
- Continue to pursue funding thru the Federal Highway Administration and the Arizona Department of Transportation for implementing construction of multi-use paths identified in the city's safe bicycle and pedestrian routes plan.
- Pursue federal and state funding through the Southeastern Arizona Governmental Organization (SEAGO) for reconstructing arterial streets in poor condition.
- Survey commuting patterns of major employers in the community and analyze opportunities for reducing single occupancy vehicle trips.
- Complete the construction of Coronado Drive widening between SR90 and Carmelita Drive as transportation development fees become available.

Environment: In order to encourage the use of cost-effective technologies that will protect the environment and contribute to energy efficiency, we will:

- Implement a plan to make the most effective improvements at the Environmental Operations Park necessary to effectively treat wastewater; to meet current permit requirements and address future development needs.
- Implement an improved recycling program that expands recycling opportunities for all city residents, and explore adding recycling for commercial customers.
- Adopt a plan that will best manage the natural wash drainage system within the city.
- Adopt a policy that encourages the use of additional energy and water saving technologies in future private development.

The FY13 budget includes funds to work towards completion of the updated SLP objectives within the next two years. This budget document includes a breakdown of available funding in FY13. Planning and studies comprise a large portion of the SLP objectives requiring staff time to complete.

One-and-One Refuse Collection "Out of the Green, Into the Blue"

Implementation of a new refuse collection system occurs in October of 2012. The new collection system includes waste pickup once a week along with recycling pickup once a week.

The new system provides many advantages to the city's refuse system. The expense of disposing waste at the landfill increases every year, while we incur no disposal costs at the

Cochise County transfer station for recyclable waste. The cost difference will help us stabilize rates in the future.

The new collection system also allows for improved maintenance of the refuse fleet of vehicles. The current system allows a maximum of two days a month for maintenance, while the new collection system will allow every Wednesday (minimum of four per month) for maintenance.

The increase in recycling collection correlates with an increase in the commodities that we can recycle. The city limited available commodities for collection under a monthly collection schedule due to available refuse container space.

Financial System Upgrade

We selected a new Enterprise Resource Planning (ERP) software system in FY12 and will continue implementation in FY13. The new software completely overhauls the city's software capabilities while also changing the system platform from the current IBM AS400 platform. The new software will operate on a Microsoft SQL-server, improving efficiencies and reducing longer-term maintenance costs as well as allowing for increased flow of communication and information between our departments. The improved efficiencies will result in improved productivity and allow us to minimize personnel costs as we move forward.

The ERP software allows for increased citizen involvement and moves us towards a "Virtual City". Our residents can then access a wide range of information, make payments and maintain records via our website once implementation occurs in late FY13.

Local Economy/Economic Development Efforts

The local economy continues to face uncertainty, due to spending reductions for the Department of Defense; causing Sierra Vista to lag the statewide recovery. We expect to receive nine percent higher revenue from state shared revenue ($994,299) while we anticipate a decrease of one percent from local sales tax collections (-$121,866). Operational changes made on Fort Huachuca will continue to impact the sales tax collections for accommodations, which decreased our accommodation tax revenue by 13 percent in FY12 ($198,288) and projected to decrease again in FY13. We also expect restaurant and bar tax revenue to continue its downward trend in FY13 (revenue is down $64,690 over the last four months of FY12). The construction slowdown also impacts sales tax collections. We received 18 percent less construction sales tax in FY12 versus FY11 (-$245,810) and we anticipate another decrease in FY13. The retail sales tax collections appear to be improving, and we project an increase in FY13.

Facing issues, the City Council wants to focus on redefining our economic development efforts. Over the course of this year, we will develop new strategies to improve upon our

current contract with the Sierra Vista Economic Development Foundation (EDF). We hope that by restructuring our economic development assets we can improve effectiveness and results in the future.

Sulphur Springs Valley Electrical Co-Operative (SSVEC) Franchise Agreement

State law requires that we adopt a new franchise agreement every 25 years. The franchise agreement with SSVEC is due for renewal in FY13. The franchise agreement will appear on the November ballot for voter consideration. The proposed agreement updates language to 2012 standards along with the inclusion of the two percent utility transaction privilege tax. The existing agreement only includes a two percent franchise agreement, so the new agreement would increase the total rate from two percent to four percent. If voters approve the new agreement, we recommend using the increased revenues to augment our street maintenance efforts during fiscal year 2013.

Sale of Property on Garden Avenue

The city received a parcel of land on the northeast corner of Garden Avenue and Taylor Street from the State Park Land Department many years ago. The city developed Len Roberts Park on a portion of the land. The other portion of the land remains undeveloped and desirable for commercial development. We plan to sell the land this year and use the proceeds for street improvement on Garden Avenue. The street improvements include on-street parking, medians and landscape beautification.

Bond Rating

The three agencies rated the city's bonds as follows:

Standard and Poor's: Reaffirmed our AA bond rating.
Moody's: Increased our bond rating from A3 to A1.
Fitch: Increased our bond rating from A+ to AA-, Outlook Stable.

An "A" and above rating signifies that the city's bond issuance are investment grade, lowering the interest rate paid by the city.

Debt

Debt management remains one of my top priorities. The city conservatively uses bonded indebtedness in order to fund capital projects projected for long-term use. We then plan early defeasance of those bonds when possible in order to save interest expenses and improve cash flow.

The city does not use long-term debt financing to finance current operations. We first attempt to utilize "pay-as-you-go" capital funding, grants, and/or the use of operation funds or impact fees when applicable.

Revenue

The national economic slowdown continues to impact our FY13 revenue projections.

The city sales tax, a major local revenue source, comprises twenty percent of the total revenue raised by the city. The city sales tax revenue traditionally increases seven percent per year, but we project a two percent decrease from the projected FY12 year-end. We project slower than normal growth due to the actual city sales tax revenue in FY12 and the underlying national and local economic situation. The uncertainty surrounding the Department of Defense spending cuts, and troop reductions, may impact the city for several years. The operational changes on Fort Huachuca already impact the city's collection of accommodation and bar/restaurant transaction privilege tax collections.

State-shared revenue becomes a positive on the revenue projections in FY13. In years past, the state-shared revenue hindered the budget, but changes this year to help balance the budget. The State's estimates state-shared revenue projections at nine percent higher than last year ($994,299).

Personnel

Due to the already described local economic issues, the ongoing soft hiring freeze will continue in FY13. We plan to use attrition, re-organization and careful analysis of open positions before making rehiring decisions. This will allow us to continue maintaining our line public safety positional strength. Service organizations, such as the City of Sierra Vista, rely on personnel to deliver services. We remain committed to ensuring that we recruit and retain the best employees possible.

The FY13 budget includes a one percent merit raise for full-time employees. The budget also includes the elimination of the ASRS offset that will be rolled into base salary. The budget continues the PSPRS offset this year pending legal settlements.

The FY13 budget includes 61 unfilled, and unfunded, full-time positions. The 61 full-time positions include 3 building inspectors, accountant, contracts administrator, IT staff, marketing specialist, neighborhood officer, 2 Public Works superintendents, records clerk, recreation coordinator, transit supervisor, department director, among others. These 61 positions reduce annual personnel expenditure by $2 million. With fewer employees, we rely on our remaining employees to increase their productivity to offset the reductions.

Our health care insurance continues to be self-funded with no changes to benefits this fiscal year. The city's health insurance fund increased reserve growth the last several years. The city's health insurance consultant provided recommendations that have lead to reduce costs to the city.

Performance-Based Budgeting

The city transitioned from a program-based budget to a performance-based budget in FY00. The performance-based budget utilizes performance measures to assess the results achieved by a particular city program. This transition led the city to optimize the use of city resources to achieve predetermined goals.

With the adoption of the Strategic Leadership Plan, we need to adjust the current performance measures in order to reflect the goals of the council. The FY10 budget included the beginning of those adjustments. The FY13 budget continues that process.

Annual Budget Process

The preparation of any budget must start with basic policies and principles. Ours include:

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

Preparation of this year's budget began with the adoption of the Strategic Leadership Plan (SLP). This plan provides fundamental policy guidance for the budget.

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. The city departments worked through consensus building in order to ensure each was involved in the revisions to their original requests.

Once we completed a preliminary budget, a series of individual meetings with the mayor and each council member occurred. This provides a forum in which they can focus on issues and ask questions of particular concern to them. The City Council held a public work session after the individual meetings allowing the entire council to discuss any revisions they wished to make in a public forum.

State statute mandates the dates for passage of the preliminary budget, the final budget, and the property tax levy. We experience very few changes from the preliminary to the final budget. However, the preliminary budget sets a final maximum level of overall budget expenditures that cannot be exceeded after the final budget is approved.

Basis of 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, the Library Fund, and the Capital Improvements Fund, etc.) use the modified accrual basis of accounting. This means we recognize revenues only when they become measurable and available, and we recognize expenditures when we incur the fund liability (when we commit to spend the

money). 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 we incur the fund liability, but we recognize revenues when they are obligated to the city (which can be before we actually receive them).

We also use a formal encumbrance system that commits funds for later payment and ensures that we cannot overspend those appropriations. Re-categorizing money to an encumbrance occurs when we commit to a purchase. Encumbrance money may not be spent on any other purchase.

The city manager can make transfers along budget lines interdepartmentally if he deems it necessary and the cost of the item is under $10,000. Transfers of appropriated expenditures over $10,000, between funds, require council approval by resolution. Transfer of appropriations within a fund does not require approval by the City Council.

We use an established internal control structure to protect our assets from loss, theft or misuse and ensure that we comply with accepted accounting principles. We maintain budgetary control through an annual budget review and resolution approved by the City Council.

In all cases, when goods and services are not received by the end of the fiscal year end, the encumbrance expires.

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 way the city prepares its budget. 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).

Legal Requirements

Budget Amendments

Per Arizona laws, 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.

FY13 Budget Highlights

Water

To assure that the long-term water needs of the community are met, several water projects in FY13 include:

Upper San Pedro Partnership (USPP) ($10,000)

The city continues to provide monetary support, financial administration, and administrative support to the USPP.

Support of Water Wise ($46,000)

The city continues its support of the Water Wise program with a $46,000 contribution through the University of Arizona cooperative extension. Water Wise offers conservation oriented educational programs to mitigate water usage in the Sierra Vista Sub-watershed Basin.

Toilet Rebate Program ($38,000)

Low-flow toilets will remain our most cost effective means to mitigate water. Rebates to install low-flow toilets continue this year.

Design Section 36 Detention Basing ($56,000)

The city worked with Cochise County and the USPP to secure funding for this project. The Section 36 Detention Basin will be located north of the new Walmart Development.

Public Safety

The City of Sierra Vista continues to be proactive in addressing the needs of the Police and Fire Departments. As a result, we do not apply the hiring freeze to our Police and Fire Departments line officers. Public Safety initiatives this fiscal year include developing and implementing strategies to reduce collisions at high accident intersections, working towards, obtaining accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA), and implementing a fully accredited paramedic program.

Parks and Leisure

Pursue the purchase of the 75+ acres of state land north and south of the Domingo Paiz Complex for future city ball fields ($1,300,000)

This project eventually expands the complex to include four new ball fields. The purchase of the property is the first step in the process.

Multi-Use Paths

The fiscal year includes four multi-use path (MUP) projects to add to our existing inventory of 25 miles throughout the community.

Multi-use Path to Higher Learning ($443,000)

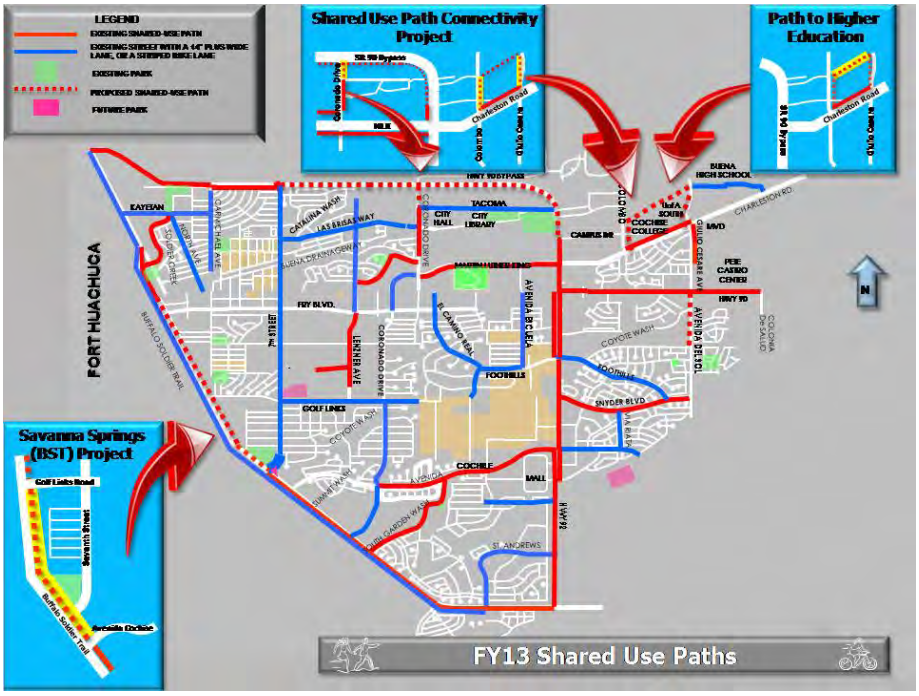
This multi-use path runs along the south side of the Charleston Wash between Colombo Avenue and Giulio Cesare Avenue. The city contributes $44,300 towards the total project cost of $398,700.

Multi-use Path on Buffalo Soldier Trail from Avenida Cochise to Seventh Street ($530,370)

The multi-use path connects to the existing multi-use path on Buffalo Soldier Trail. The city contributes $30,370 towards the total project cost of $500,000.

Multi-use Path Connectivity Project ($575,673)

This project will provide connectivity at three locations of existing or funded shared-use pathway projects. The key elements and locations include Coronado Drive from Tacoma to SR90 Bypass, Colombo Drive from the Path to Higher Education to Charleston Road, Giulio Cesare Avenue from the Path to Higher Education to Charleston Road. The city contributes $57,500 towards the total project cost of $518,173.



Street Improvements

Street Maintenance ($865,000)

The city anticipates completing $415,000 in street maintenance projects this year. The maintenance budget increases by another $450,000 if voters approve the SSVEC Franchise Agreement in November.

Grant Funded Projects

Sulger Sewer Project ($3,500,000)

The city applied for a grant from the Border Environment Corporation Commission (BECC) to construct sewer lines on Busby Drive, Sheila Lane and Valerie Lane. The associated County project in the Sulger area will provide an interceptor sewer from 7th Street to Timothy Lane.

Wilcox Drive Reconstruction Project ($1,000,000)

The city applied for, and received, funding to reconstruct Wilcox Drive from Seventh Street to El Camino Real. This project utilizes street transportation program (STP) funding from the Federal Highway Administration (FHWA) through SouthEastern Arizona Governments Organization (SEAGO).

Seventh Street Overlay ($1,325,200)
The city applied for, and received, funding to overlay Seventh Street from Buffalo Soldier Trail to State Route 90 Bypass. This project utilizes STP funding from the FHWA through SEAGO.

Operations and Maintenance

Departments remain diligent in keeping operations and maintenance costs low. The operations and maintenance budget decreased this year due to the cost savings at the Environmental Operations Park (EOP). The FY13 budget depicts a seven percent decrease in O&M expenditures.

We will continue to find way to stretch our O&M resources through the use of technology, volunteers and department of corrections personnel in an effort to avoid deferred maintenance on public facilities.

Future Challenges

As with any organization, the city faces future challenges. The most effective way to deal with these challenges requires early recognition of them and implementing immediate steps

to address and mitigate their effects. Economic uncertainty remains a challenge to the city. As a result, we will plan on slow local revenue growth for the foreseeable future. Despite the issues surrounding Fort Huachuca, we recognized the cyclical nature of defense spending and will respond accordingly.

Another challenge facing the city and many other municipalities around the nation involves dealing with infrastructure maintenance. We will continue to apply for and receive grants to augment funding to ensure the quality of the infrastructure within the city. We will also prioritize maintenance within the budget in order to minimize costly deferred maintenance. The FY13 budget includes several grants to reconstruct major arterial streets along with the potential for increased street maintenance if voters approve the SSVEC franchise agreement.

The State of Arizona's economy appears to be rebounding from the recession. In the past the city has lagged recovery and downturns within the State by approximately one year. With the attrition of over 61 employees over the last three years, it becomes increasingly difficult to leave them unfilled. The FY13 budget includes four additional unfunded positions but less than the numbers in FY11 and FY12.

State-shared revenues received by the city remains a challenge but budget estimates show us the state economy improving in FY13. During the economic slowdown, decreases in state-shared revenues made balancing the budget difficult. This year, state-shared revenue increases allowed for a balanced budget without service level reductions or employee concessions. The temporary state sales tax, passed in 2010, expires in 2013, leaving some uncertainty over future state-shared revenues. We will monitor this situation and respond accordingly.

We anticipate the contribution rates to the Public Safety Retirement System (PSPRS) to increase drastically over the next several years, similar to the increase seen in this budget. Deficiencies in the PSRS funding level will require additional contributions to increase the systems funding levels and future solvency.

Addressing the long-term water needs of the community will always present a challenge to us. The city works with the Bureau of Reclamation (BOR) to conduct a study evaluating outside water supply augmentation alternatives. This budget includes Phase II of the agreement and will require Council approval for the city to proceed.

Conclusion

The City of Sierra Vista budget decreased slightly this year due to reduction in capital projects, personnel costs and operations and maintenance. As of July 2012, the FY13 budget includes 61 unfunded positions.

The FY13 budget continues to ensure a high level of service to the community. Our city departments respond by using technology improvements and creativity in order to increase productivity despite personnel reductions.

These productivity improvements will help us meet the additional budget challenges we foresee for the fiscal year. With the reductions implemented over the last several years, the city expenditure structure will allow for increased budget flexibility due to the a decrease in fixed costs. We believe that we can continue to provide a high level of service as a result.

I wish to thank our departments for their cooperation in the development of this budget. They work diligently to pursue the most efficient and effective services for our community. I also wish to commend our finance staff for their efforts in producing this document.

Finally, it remains a pleasure and a privilege to serve the Mayor and City Council and the wonderful community they represent.

Respectfully Submitted,

Charles P. Potucek
City Manager

CITY OF SIERRA VISTA

ARIZONA

Introduction

Sierra Vista (Spanish for "Mountain View") is a thriving community of 48,333 and serves as the regional center for southeastern Arizona. Located approximately 70 miles southeast of Tucson, the City is surrounded by the unique beauty of the Huachuca, Dragoon, and Mule Mountains and is bordered on the east by the San Pedro River, one of the premier bird-watching destinations in the country. At an elevation of 4,600 feet, Sierra Vista not only boasts magnificent mountain views, but also a temperate year-round climate, abundant sunshine, and clean, fresh air.

History

The history of Sierra Vista began with the establishment of Fort Huachuca in 1877. As a camp, and later a fort, the post was the home base of the famed "Buffalo Soldiers" of the 9th and 10th Cavalry. The missions of the post at that time were to secure the southern borders of the expanding United States and to protect settlers from Indian attack. 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.

Initially, the areas around Fort Huachuca were virtually unpopulated 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

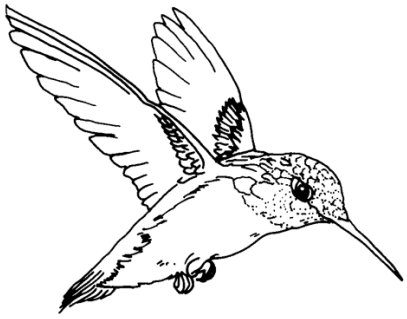
Sierra Vista offers a variety of cultural and family-oriented activities throughout the year.

Some of the major events include Arizona's first Olympic-style Senior Games held in January, an all women's rodeo held in January, the Cochise Cowboy Poetry and Music Gathering in February, the Festival of the Southwest in the spring, a spectacular celebration of Independence Day, the Festival of Color Hot Air Balloon Rally in the fall, and Arizona's longest-running holiday parade in December. Throughout the year the Art Discovery Series presents plays, concerts, and musicals, and in the summer there are regular band concerts in the park, as well as many activities at the Sierra Vista Public Library such as a film series, lectures, readings,

and other programs for children and adults alike.

Recreational facilities include two championship golf courses, public and private tennis courts, a firearms range, numerous ballparks and neighborhood parks, and several sports clubs. Major Service clubs, veterans groups, and fraternal organizations are active in the city, and there are more than 30 places of worship.

Nicknamed the "Hummingbird Capital of the United States," bird watchers from all over the world flock to the nearby Ramsey Canyon Preserve and other local canyons to observe and photograph hundreds of different bird species. Other outdoor sightseeing and recreational opportunities abound at the San Pedro Riparian National Conservation Area, the Coronado National Memorial in the Huachuca Mountains, Cochise Stronghold in the Dragoon Mountains, Chiricahua National Monument, Madera Canyon, and the spectacular Kartchner Caverns State Park.



Governance

The Council-Manager form of government governs the City of Sierra Vista. The Mayor and City Council are elected 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 consists of seven members, the Mayor and six Council Members.

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

City Council

Mayor Rick Mueller

After serving three terms on the Sierra Vista Council, Frederick William "Rick" Mueller was elected to serve as the Mayor in November 2010.

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

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

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

Mayor Pro Tem Carol Dockter

Carol Dockter was elected to the Sierra Vista City Council on March 13, 2001 and was seated on May 24 of that year. A Sierra Vista resident since 1979, Dockter has been active in many community organizations. She served as chairman of the Arts and Humanities Commission and has been an active member of the League of Women Voters, Friends of Art Discovery Series, American Red Cross, Sierra Vista Symphony Advisory Board, Cochise College Chorus, Fort Huachuca Officer and Civilians Spouses Club, and her church.

Born in 1942 in Denver, Colorado to Henry and Helen Pelham, Dockter grew up in Boulder City, Nevada where her father worked for the Bureau of Reclamation as a project development engineer (Glen Canyon Dam and CAP were two of his projects). Dockter attended the University of Utah where she earned a bachelor's degree in Elementary Education. While attending the U of U, she was treasurer of Alpha Delta Si Sorority and a member of the University Marching Band. Dockter has also taken accounting classes at Cochise College.

The former Carol Pelham married Bruce Dockter, from Laramie Wyoming, in 1966 in Salt Lake City, Utah. They have three children - Debbie, Cindy, and Devin; and seven grandchildren - Erin, Ryan, Kevin, Mason, Emi, Owen and Marlowe. Bruce Dockter's career as a civilian with the U.S. Army took the family to New Jersey, Illinois, Iowa, Germany, Georgia, New York, and Arizona.

Presently Mrs. Dockter is serving as liaison to the Airport Commission, Sister Cities Commission, Citizen's Police Academy Associate and the Upper San Pedro Advisory Commission.

Council Member Robert Dewitt Blanchard

Robert (Bob) DeWitt Blanchard was born on the Philippine Islands while his father served a tour of duty in the Army. Bob, himself, later joined the Army and served two tours in Korea, two tours in Vietnam and two tours at Ft Huachuca, where he chose to retire in 1978. Bob served in the infantry and the Corp of Engineers and retired as the director of Facility Engineering.

Blanchard attended four different high schools, received his Bachelor's degree in geological engineering and his Master's degree from Texas A & M in civil engineering. As a resident since 1978, Bob worked for the City of Sierra Vista for ten years as an assistant city engineer, the superintendent of Public Works and retired as a building inspector.

Bob has spent twelve years as a Sierra Vista city council member, four years as a board member on the Planning & Zoning Commission, and almost two years as a board member on the Parks and Recreation Commission. He is a member of the Employee Benefit Trust, and is council liaison to the Parks and Recreation Commission and Municipal Property Corporation. He is currently on his 8th council term.

Bob has four children and eight grandchildren dispersed throughout the United States. In his spare time, he enjoys hiking and gardening, specifically growing beautiful tomatoes and peppers that he generously shares with his friends and colleagues.

Council Member Gwen Calhoun

Gwen Calhoun was appointed to the City Council in May, 2010. Prior to joining the Council, Gwen was a School Nurse and former School & Community Health Counselor, as well as the former chair for the City's Cultural Diversity Commission. Gwen's alma maters include the University of Texas and University of Phoenix.

Ms. Calhoun is married to retired Army Major Ernest Calhoun, the mother of two adult children and grandmother of four. She moved to Arizona in 1971 and has called Sierra Vista home since 1978.

Gwen's has lived in numerous locations throughout the United States as well as the Far East and Europe, while associated with the Air Force and Army. She learned a lot living in multicultural communities, including Sierra Vista, where people from all over the nation and the world have chosen to live.

Ms. Calhoun believes in life-long learning and involvement in the community. She has been associated with several groups in Sierra Vista, which include Toastmasters International and the National Alliance on Mental Illness. She serves on the Cochise Community Foundation Board and the University of Arizona County Extension Advisory Board.

Gwen's greatest joy is spending time with family and taking road trips, especially in Arizona. Her hobbies include making pottery at the City's Pottery Studio, making jewelry, reading and surfing the internet, as well as being active in the Baha'i Faith.

Council Member Tom Crosby

Tom Crosby was born in 1959 and raised in Fresno, California. Tom has three siblings. His father was a Geography professor, and his mother taught high school girls Physical Education and 8th grade Government.

Tom Crosby graduated from Hoover High School in Fresno in 1977, where he was an All-American Track Athlete. Tom received a Bachelor's Degree in Psychology from San Diego State University in 1986.

Tom moved to El Paso in 1984. There he met and married his wife, Ronda, the daughter of a retired Ft. Bliss First Sergeant. They moved to the Spokane, Washington area in 1988 and lived there for about nine years. His son and daughter were born in Spokane.

Tom's family moved to El Cajon in 1997. Tom was detailed to Tucson, Nogales, and Douglas, Arizona for several one-month periods between 1999 and 2000. It was during that time that he first resided in Sierra Vista, and thought he would like to live here. In 2003, he moved here with my family.

Tom's wife, Ronda, worked with handicapped adults at AIRES and now volunteers as a Teacher's Aid in a first grade class at Huachuca Mountain Elementary School. She is also a first grade Sunday school teacher, and worked with a handicapped boy at Veritas School last year.

Council Member Larry Hampton

Larry Hampton was appointed to the City Council in January 2009 to fill the unexpired term of Council Member Craig Johnson (who resigned to assume his new job in upstate New York). He has been a resident of Sierra Vista since 1994 and lived in Sierra Vista previously in the mid-1980s while stationed at Fort Huachuca.

Larry Hampton grew up on a farm in central Kansas, and attended the University of Kansas in the early 1970's. He joined the U.S. Army in 1976, and had overseas tours in Korea and Germany during the nine years he spent in the military as a signals intelligence analyst. While in Germany, Mr. Hampton was awarded a Bachelor's degree in Russian Area Studies from the University of Maryland, European Division. His last tour in the Army was at Ft. Huachuca, AZ, during 1984 - 85. In 1985, Mr. Hampton became a civilian employee of a federal agency in the Washington, D.C. area. After working in that position for nine years, he became that agency's senior liaison to Ft. Huachuca in 1994. He resigned from his federal position in 2000 to become a Department of Army civilian analyst working on Ft. Huachuca. Mr. Hampton now considers Sierra Vista to be his permanent home.

Mr. Hampton's interests include geology, archeology, music and collecting art and antiques. He has applied his musical skills in his high school band, and in the University of Kansas "Jayhawk" Marching Band. More recently, Mr. Hampton has appeared as a solo guitarist and vocalist singing primarily folk and folk-rock music. In addition to his solo act, he has appeared in several musical theater productions and has been a member of local church and community choirs. Mr. Hampton remains involved in the local community via Project Graduation and the Miss Sierra Vista Scholarship Pageant. He is a graduate of the local civic Leadership Program sponsored by the Chamber of Commerce, and previously served on the City of Sierra Vista's Park and Recreation Commission.

Mr. Hampton has a daughter, Heather, who is employed by the Cochise College Science Department; and a son, Neil, who is a member of the Air Force and is stationed with his family in Okinawa, Japan.

Council Member Tom Reardon

Tom Reardon was appointed to the City Council in October 2007 to fill the unexpired term of Council Member Stephanie Prudence (who resigned to take a job in Hawaii). He was elected to fill his seat on the City Council in August 2010. Tom has been a resident of Sierra Vista since 1984 and lived in Sierra Vista previously in the 1970's while stationed at Fort Huachuca.

Tom was born and raised in Washington, D.C. and is a product of the District of Columbia Public School System. He enlisted in the Army immediately upon graduation from high school in 1964 and retired from the Army in 1984 as a Chief Warrant Officer. His Army service included tours of duty in Vietnam; Supreme Headquarter Allied Powers Europe (SHAPE), Belgium; Fort Carson, CO; Fort Huachuca, and two assignments to the Pentagon. While on active duty, he earned a Bachelor of General Studies Degree from Chaminade University of Honolulu. Upon retirement from the Army, Tom and his family moved to Sierra Vista where he served as a civilian member of the staff and faculty of the U.S. Army Intelligence Center and School and as an Intelligence Specialist with the U.S. Army Network Enterprise Technology Command/9th Signal Command (Army). Tom retired from Federal service in April 2008.

Tom has served on the City of Sierra Vista Environmental Affairs Commission and took an active role in the establishment of the City's first telephone book recycling program. He also served as a two-term chairman of the Cochise County Learning Advisory Council (CCLAC), and as a member of the Cochise College Adult Education Advisory Council. Prior to his appointment to the City Council, Tom served as the chairman of the Sierra Vista Planning and Zoning Commission. He serves as council liaison to the City of Sierra Vista Commission on Disability Issues (CoDI); the City of Sierra Vista Tourism Commission; the City of Sierra Vista Transportation Advisory Committee (TAC); the Partnership Advisory Committee, Upper San Pedro Partnership (USPP); and the Executive Board of the Southeastern Arizona Governments Organization (SEAGO). Tom is also a Leadership Fellow, Leadership Training Institute, National League of Cities.

Tom is also active in Rotary International (RI) and is a charter member and Past President of the Rotary Club of Sierra Vista Sunrise. His other RI duties have included service as a RI District 5500 (D-5500) Secretary, and Deputy Chairman, D-5500 RI Foundation Committee.

Tom has been married to his wife, Barbara, for 45 years. They have one son, Gregg, who resides in San Francisco, CA. Barbara is a retired Federal employee with service in the Pentagon, the U.S. Air Force Space Command/NORAD, the U.S. Air Force Academy, and the U.S. Army Information Systems Command.

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. A native of the Chicago suburb of Highland, Indiana, Potucek graduated from Highland High School in 1973. He began classes at Indiana University that fall on the Chick Evans Caddy Scholarship. After earning his B.S. degree in May 1976, Potucek got his first taste of public administration working on a university-sponsored transportation study of northwest Indiana. After completing the one-year study, Potucek spent the next seven years working in the private sector - as an industrial engineering technician for Johnson and Johnson Baby Products in Park Forest South, Illinois, and three years as a sales engineer for New Park Drilling Fluids in Denver, Colorado. Falling oil prices convinced Potucek to resume his education, and he returned to Indiana University in 1984 to begin work on his M.P.A. degree. A member of the Pi Alpha Alpha Public Affairs National Honor Society and a recipient of the Eli Lilly Graduate Fellowship, Potucek earned his M.P.A. degree (with an emphasis in urban management) in May 1986. Shortly thereafter, his wife-to-be spotted an opening for an administrative analyst with the City of Sierra Vista. Wanting to escape the cold confines of the Midwest, Potucek applied for and was offered the position.

During his 25 years of service to the city, Sierra Vista has experienced dramatic growth and has undergone significant change. Potucek's accomplishments include the negotiating the agreement that brought the Mall at Sierra Vista; the Highway 90/92-Charleston Road commercial cluster; construction of the Environmental Operations Park; establishment of Sierra Vista as a founding member of the Upper San Pedro Partnership; construction of Avenida Cochise and Martin Luther King, Jr. Parkway; the development of the award-winning Sierra Vista transit system; the enhancement of the City's bond rating; and facilitation of improved citizen participation. Capital improvements accomplished during his tenure as city manager include the Sierra Vista Aquatics Facility (the Cove), Sierra Vista Public Library, the Pedro Castro Maintenance Center, components of 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 Centennial Pavilion. Potucek envisions Sierra Vista as a regional center for commerce, health care and education, a model for environmental programs, 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. Potucek enjoys coaching his sons' sports teams and is an avid follower of the news. He also enjoys reading historical fiction and biographies. In

addition, Potucek has been 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 Mary Jacobs

Mary Jacobs was hired as Sierra Vista's first Assistant City Manager in March of 2000. Prior to this position, Jacobs served as the Assistant Town Manager of Barnstable, Massachusetts on Cape Cod for six years. She also worked in several professional and managerial positions for Maricopa County, Arizona from 1989 - 1994.

Jacobs currently supervises the Library, Public Works, Leisure Services, and Community Development departments for Sierra Vista. She spends a great deal of time on addressing development-related issues, coordinating intergovernmental matters, and reviewing budget issues. Jacobs is also involved in a variety of special projects such as the development and management of the City Council's strategic plan, leading citywide annexation efforts, and overseeing the City's legislative agenda.

During her six years in Barnstable, Jacobs was responsible for managing a variety of departments and tasks, including preparation of the annual budget and capital improvement plans, collective bargaining with five unions, supervising the planning, historic preservation, health, building, conservation, harbormaster, natural resources, and consumer affairs functions of the town, as well as a multitude of other responsibilities.

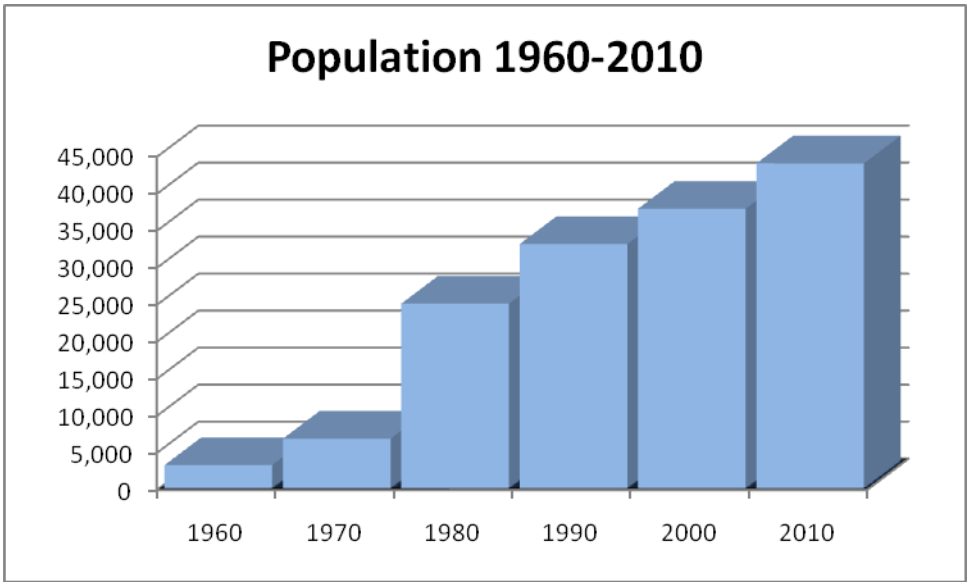
Jacobs is a member of the International City/County Management Association (ICMA), and has been awarded the status of Credentialed Manager from ICMA. She is also on ICMA's Government Affairs and Policy Committee, and was selected to be one of five members of the association's Nominating Committee for 2010. She also served on the Board of Directors of the Arizona City/County Management Association (ACMA) from 2003-2008, holding leadership roles of President and Immediate Past President during her tenure. In 2008, she was honored as the recipient of the prestigious ACMA Catherine Connelly Award for Outstanding Assistant City/County Manager.

Jacobs holds a Bachelor of Arts degree in Political Science and a Master of Public Administration degree, both from the University of Arizona. In July, 2010, she completed the three-week Harvard Kennedy School's Senior Executive program for State and Local Government in Cambridge after being selected for a scholarship from ACMA.
Jacobs grew up in Tucson where her father, professor emeritus at her alma mater, mother and many family members still reside. Jacobs has one daughter, Rachel, a sixth grader. She serves on the School Board for the Imagine Charter School at Sierra Vista.

Population

The City of Sierra Vista is a growing community. The City has seen times of rapidly increasing population, as was seen between 1970 and 1980, when population grew at 273%. The City has had a growing population over the last 50 years.

Population		
Year	Population	Percentage Change
1960	3,121	
1970	6,689	114%
1980	24,937	273%
1990	32,983	32%
2000	37,755	14%
2010	43,888	16%



Demographics

Gender	
Male	50.2%
Female	49.8 %

Racial Composition	
Two or more Races	4.9%
One Race:	
White	73.3%
Black or African American	12.3%
American Indian and Alaska Native	0.8%
Asian	3.6%
Native Hawaiian/Pacific Islander	0.5%
Other	6.0%
Hispanic or Latino (of any race)	15.8%

Industry	
Educational, Health, and Social Services	21.70%
Public Administration	18.30%
Retail trade	14.10%
Arts, Recreation, accommodation and food services	10.20%
Other Services	5.70%
Construction	5.40%
Finance, Insurance, Real Estate	4.00%
Information	3.50%
Transportation and Warehousing	3.20%
Manufacturing	1.90%
Wholesale trade	1.00%
Agriculture	0.70%

Income (1999)	
Less than $10,000	7.0%
10,000 to $14,999	6.0%
$15,000 to $24,999	15.6%
$25,000 to $34,999	17.3%
$35,000 to $49,999	17.4%
$50,000 to $74,999	21.2%
$75,000 to $99,999	8.9%
$100,000 to $149,999	5.0%
$150,000 to $199,999	0.9%
$200,000 and more	0.7%
Median Household Income	$38,427

Educational Attainment	
Less than 9th grade	3.2%
9th to 12th grade, no diploma	5.3%
HS grad	22.8%
Some College, no degree	32.1%
Associates degree	10.9%
Bachelor's degree	18.2%
Graduate or professional degree	7.5%

The Mayor and City Council adopted a Strategic Leadership Plan, "Our Future Vistas", which will direct the City. The Strategic Leadership Plan does not thwart the Vista 2020, which was voter approved and is the City's General Plan.

Strategic planning is important for the City because it allows the City to have a vision of where it would like to be in 2027 and then set goals and objectives that will help the City get there. The strategic leadership plan gives the City a flexible roadmap to the future. Instead of looking at where we are today and trying to direct the City into the future, the hope of "Our Future Vistas" is to have a vision of where we want to be in 20 years and pull the City to that vision.

The Mayor and City Council developed eight strategic focus areas that will help define where resources should be spent- both time and money- to reach the vision of Sierra Vista in 2027. The eight strategic focus areas are:

1. Responsible Water Management & Environmental Stewardship
2. Economic and Educational Vitality and Diversity
3. Quality Community Services and Facilities
4. Quality Cultural, Tourism and Recreational Amenities
5. Varied Transportation Systems and Facilities
6. Well-planned Growth
7. Sierra Vista—Fort Huachuca Partnership
8. Attractive, Caring and Enjoyable Community

Not only are there strategic focus areas, there are also five-year strategic goals along with two-year specific objectives. The City of Sierra Vista is committed to working towards the strategic focus areas, along with the five-year strategic goals and the two-year objectives.

In order to reach the City's vision of itself in 2027, goals and objectives have been established. The nine strategic goals are:

1. Growth
2. Housing
3. Leisure & Library
4. Public Safety
5. Water
6. Financial and Operations
7. Economy
8. Transportation
9. Environmental Sustainability

Strategic Leadership Plan

The City of Sierra Vista's Strategic Leadership Plan is presented in the pages to follow. The Strategic Leadership Plan is separated into the goals and also two-year objectives. A current status on each objective is presented along with the budget allocation for the FY12 Budget.

There are many objectives that a dollar figure is not presented, but state "Staff Priority". These objectives are ones that a dollar amount cannot be placed on, but are part of the budget in the form of staff salary and time.

The City will progress towards completing the two-year Objectives and looks forward to accomplishing the objectives over the next two years. The Strategic Leadership Plan has shaped the FY12 Budget, and City Staff.

At the end of the Strategic Leadership Plan is the City's voter approved General Plan. The Strategic Leadership Plan was built around the General Plan, Vista 2020.

Growth

Assure quality growth for the future of Sierra Vista through the application of land use planning, annexation, and development standards.

Community Development Department

Objective	Budget Allocation
1. **Develop and implement an outreach plan to annex remaining properties in the Fry Townsite area.**	**Staff Priority**
2. **Develop and begin implementation of a public outreach program to initiate update of the City's master plan, Vista 2020.**	**Staff Priority**
3. **Work with Fort Huachuca in developing, updating and implementing regional requirements on future development that will help insure the long-term viability of and avoid encroachment on the Buffalo Soldier Electronic Test Range and restricted airspace.**	**Staff Priority**
4. **Adopt a plan to encourage the updating or replacement of dilapidated commercial buildings.**	**Staff Priority**

Housing

Promote the creation of a variety of housing options for all segments of the Sierra Vista community.

Community Development Department

Objective	Budget Allocation
1. **Continue the implementation of the city's housing policy, and identify gaps not addressed in the city's housing policy.**	**Staff Priority**
2. **Implement a phased plan to address the non-sewered south Carmichael areas with federal Community Development Block Grants and other outside funds.**	**$3,500,000**
3. **Review and update policies on the evaluation, condemnation and removal of dilapidated mobile homes and other residential structures.**	**Staff Priority**
4. **Identify ways in which elderly and disabled residents can better maintain their homes.**	**Staff Priority**

Leisure & Library

Provide the community with a variety of parks, recreation, library and cultural opportunities.

Leisure & Library Department

Objective	Budget Allocation
1. Pursue the purchase of the 75+ acres of State land north and south of the Domingo Paiz complex for future city ball fields.	**$1,300,000**
2. Construct all or part of Phase A of Garden Canyon Park as park development fees become available.	**Staff Priority**
3. Adopt a master plan to guide future phased improvements of the city's small neighborhood parks.	**Staff Priority**
4. Adopt a master plan for the long-term improvements of current and planned city-owned property surrounding the main city complex.	**Staff Priority**
5. Explore alternative ways in which a youth center can be reopened in the community.	**Staff Priority**
6. Pursue funding for implementation of the Fry Cemetery master plan.	**Staff Priority**

Public Safety

Continue to enhance the quality of police and fire services and resources.

Police Department

Objective	Budget Allocation
1. **Develop and implement strategies to reduce collisions at high accident intersections.**	**Staff Priority**
2. **Complete Support police department efforts in obtaining accreditation thru the Commission on Accreditation of Law Enforcement Agencies.**	**Staff Priority**
3. **Investigate the feasibility of issuing traffic citations electronically.**	**Staff Priority**

Fire Department

Objective	Budget Allocation
1. **Use the existing intergovernmental agreement with Cochise College to accomplish a fully accredited paramedic program.**	**Staff Priority**
2. **Review the feasibility of increasing effective home health care services within the fire department.**	**Staff Priority**
3. **Explore funding opportunities and partnerships to complete the first phase of the Public Safety training facility.**	**Staff Priority**

Water

Ensure that the long-term water needs of the community and the San Pedro River in the Sierra Vista Sub Watershed are met.

Department of Public Works

Objective	Budget Allocation
1. Achieve a 2% reduction in the City's gallons per capita per day water consumption:	
a. Toilet Rebate/Incentives	**$38,500**
b. WaterWise	**$46,000**
2. Update the Surface Water Plan	**Staff Priority**

City Manager's Officer

Objective	Budget Allocation
1. Maintain the city's commitment to the community water management partners	**$140,000**

Finance and Operations

Ensure the long-term financial viability and operational effectiveness of the City of Sierra Vista

City Manager's Office

Objective	Budget Allocation
1. **Preserve general fund reserve levels**	**Staff Priority**
2. **Develop Implement a cost effective financial package upgrade that will enhance the City's online presence and improve effectiveness.**	**$425,000**
3. **Expand the use of the capital improvement fund to temporarily fund operating capital and capital maintenance needs.**	**$357,000**
4. **Complete an analysis of the long-term financial viability of offering City refuse services.**	**Staff Priority**
5. **Evaluate and implement a plan to improve efficiencies in the delivery of city-wide and departmental messages and information to the community and visitors.**	**Staff Priority**

Economy and Education

Promote and retain a strong and diverse economic base

City Manager's Office

Objective	Budget Allocation
1. Partner with the Sierra Vista Economic Development Foundation, Sierra Vista Area Chamber and other organizations to enhance business retention and growth, expanding the focus on non-defense related enterprises in order to broaden the area's economic base.	**$130,000**
2. Use the information from the City's 2010 retail study to expand the local economic base.	**Staff Priority**
3. Adopt With leaders of Fort Huachuca, convene a group of major employers and economic interests to identify what barriers are inhibiting employee recruitment and retention efforts, and engage the community in developing constructive dialogue to address issues identified.	**Staff Priority**

Public Works Department Office

Objective	Budget Allocation
1. Inventory and develop a marketing plan for airport assets	**Staff Priority**

Transportation

Provide Sierra Vista with a variety of safe and efficient transportation options and infrastructure.

Public Works

Objective	Budget Allocation
1. Complete a comprehensive update of the airport master plan jointly with Fort Huachuca and Libby Army Airfield officials, identifying long-term usage of the facility as well as future infrastructure and safety improvements.	**Staff Priority**
2. Continue to pursue funding thru the federal highway administration and the Arizona Department of Transportation for implementing construction of multi-use paths identified in the city's safe bicycle and pedestrian routes plan.	**$1,549,007**
3. Pursue federal and state funding thru the Southeastern Arizona Governmental Organization (SEAGO) for reconstructing arterial streets in poor condition.	**$2,325,200**
4. Survey commuting patterns of major employers in the community and analyze opportunities for reducing single occupancy vehicle trips.	**Staff Priority**
5. Complete the construction of Coronado Drive widening between SR90 and Carmelita Drive as transportation development fees become available.	**$800,000**

Environmental Sustainability

Encourage the use of cost-effective technologies that protect the environment and contribute to energy efficiency.

Public Works

Objective	Budget Allocation
1. Implement a plan to make the most effective improvements at the environmental operations park necessary to effectively treat wastewater; to meet current permit requirements; and address future development needs.	**$4,400,000**
2. Partner Implement an improved recycling program that expands recycling opportunities for all city residents, and explore adding recycling for commercial customers.	**Staff Priority**
3. Adopt a plan that will best manage the natural wash drainage system within the city.	**Staff Priority**
4. Adopt a policy that encourages the use of additional energy and water saving technologies in future private development.	**Staff Priority**

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 such areas as land use, the environment, transportation, and public services. The plan has provides 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 2010. Our newest General Plan, VISTA 2020, conforms to the new requirements contained in GS and GS+, one of which is ratification by a public vote, which occurred in May 2003.

In VISTA 2020, 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 2020 and how "Our Future Vistas" goals and objectives relate to the VISTA 2020 goals.

Vista 2020 Goal	Strategic Plan Goal	Strategic Plan two-year Objective
Element 1: Citizen Participation		
Goal 1.1: Provide ample opportunities for citizen participation regarding governmental decisions that affect their lives.	Finance and Operations	1. Develop Implement a cost effective financial package upgrade that will enhance the City's online presence and improve effectiveness.
Element 2: Land Use		
Goal 2.1: Use generally acceptable planning principles to develop land use plans.	Growth	
Goal 2.2: Ensure that development meets all codes, regulations, and acceptable planning principles.	Growth	Adopt a plan to encourage the updating or replacement of dilapidated commercial buildings. Review and update policies on the evaluation, condemnation and removal of dilapidated mobile homes and other residential structures.
Goal 2.3: Protect designated environmentally sensitive land and floodplains by designating them as open spaces.	Water	
Goal 2.4: Developers will pay their proportionate share of new development costs as determined by the City.	Finance and Operations	
Goal 2.5: Build new infrastructure according to City Codes and Standards.	Growth	
Goal 2.6: Minimize conflicts between land uses using appropriate performance standards and design guidelines.	Growth	
Goal 2.7: Coordinate with Cochise County on planning issues within the Joint Planning Area.	Growth	Complete implementation planning for the transition of our area to a Metropolitan Planning Organization .
Goal 2.8: Prepare specific plans, as necessary, as appendices to the general plan.	Growth	

Goal 2.9: Designate private open space areas in high-density land use plans.	Growth	
Goal 2.10: Develop commercial facilities with appropriate density standards.	Growth	

Element 3: Transportation and Circulation		
Goal 3.1: Develop a safe, convenient, and energy efficient transportation system, including streets, public transit, bicycle routes, sidewalks, and multi-modal paths.	Transportation	Complete the design for multi-use paths.
Goal 3.2: Maintain a safe, convenient, and energy efficient transportation system including streets, public transit, bicycle routes, sidewalks, and multi-modal paths.	Finance and Operations	Establish and review annually a City-wide Five-year Capital Maintenance and Replacement Plan.
Goal 3.3: Consider all ADA requirements and the prime users when designing and constructing the transportation system.	Transportation	Adopt a plan that identifies American's with Disabilities Act (ADA) deficiencies on City streets.
Goal 3.4: Increase alternative transportation options in order to reduce vehicle congestion.	Transportation	Complete the construction of multi-use paths. Complete the design of multi-use paths.
Goal 3.5: Ensure that the air transit facilities are adequate for community needs.	Transportation	Complete a comprehensive update of the airport master plan jointly with Fort Huachuca and Libby Army Airfield officials, identifying long-term usage of the facility as well as future infrastructure and safety improvements.
Goal 3.6: Developers will pay their proportionate share of added transportation infrastructure costs as determined by the City.	Finance and Operations	

Element 4: Open Space		
Goal 4.1: Identify potential open space land.	Growth	Work with Fort Huachuca and area local governments in developing, updating and implementing regional requirements on future development that will help insure the long-term viability of and avoid encroachment on the Buffalo Soldier Electronic Test Range and restricted airspace.
Goal 4.2: Obtain land for Open Space.	Growth	
Goal 4.3: Designate adequate open space land to meet the community standard of 10 acres per 1,000 residents.	Growth	
Goal 4.4: Designate adequate open space land to meet the community standard of .83 miles of multi-modal paths per 1,000 residents.	Transportation	Complete the construction of multi-use paths.
Goal 4.5: Coordinate with appropriate jurisdictions or organizations to provide a stewardship program to protect open space land**.**	Growth	
Element 5: Growth		
Goal 5.1: Target growth to identified growth areas.	Growth	Develop and implement an outreach plan to annex remaining properties in the Fry Townsite area.
Element 6: Environmental Planning		
Goal 6.1: Maintain a high standard of air quality.	Water	
Goal 6.2 Maintain a high standard of water quality.	Water	Implement a phased plan to address the non-sewered south Carmichael areas with federal Community Development Block Grants and other outside funds.

Goal 6.3: Protect and enhance natural resources.	Water	Implement programs and projects in order to achieve a 5% post-mitigation reduction in the number of gallons of water used per person by Sierra Vista residents. Obtain State legislature approval of the San Pedro Water District. Maintain commitments to the Upper San Pedro Partnership and its member agencies.
Goal 6.4: Balance the City's share of the water deficit.	Water	Implement programs and projects in order to achieve a 5% post-mitigation reduction in the number of gallons of water used per person by Sierra Vista residents.
Element 7: Cost of Development		
Goal 7.1: Analyze fiscal and capital cost-revenue impact of new development.	Finance and Operations	
Goal 7.2: Identify the developers proportionate share.	Finance and Operations	
Goal 7.3: Establish the payment mechanism that developers will use to pay their proportionate share.	Finance and Operations	
Element 8: Water Resources		
Goal 8.1: Conserve the available water supply.	Water	Implement programs and projects in order to achieve a 5% post-mitigation reduction in the number of gallons of water used per person by Sierra Vista residents. Complete the design of the Tribute and Domingo Paiz water reclamation plants.

Goal 8.2: Support efforts to minimize the impacts of groundwater pumping.	Water	Implement programs and projects in order to achieve a 5% post-mitigation reduction in the number of gallons of water used per person by Sierra Vista residents.
Goal 8.3: Maintain and implement a plan to conserve water when water stresses affect the community's water supplies.	Water	Implement programs and projects in order to achieve a 5% post-mitigation reduction in the number of gallons of water used per person by Sierra Vista residents. Complete the design of the Tribute and Domingo Paiz water reclamation plants.
Goal 8.4: Support the creation of partnerships between local, state and federal agencies and private water companies to plan for water stresses.	Water	Maintain commitments to the Upper San Pedro Partnership and its member agencies.
Goal 8.5: Purchase the water companies, as feasible, which supply water to the residents of Sierra Vista.	Water	
Element 9: Conservation		
Goal 9.1: Maintain and protect the natural environment and resources of Sierra Vista and the surrounding area.	Growth	Adopt a plan that will best manage the natural wash drainage system within the city. Implement a plan to make the most effective improvements at the environmental operations park necessary to effectively treat wastewater; to meet current permit requirements; and address future development needs. Adopt a policy that encourages the use of additional energy and water saving technologies in future development.

Goal 9.2: Mitigate impacts on the aquifer caused by pumping.	Water	Implement programs and projects in order to achieve a 5% post-mitigation reduction in the number of gallons of water used per person by Sierra Vista residents. Complete the design of the Tribute and Domingo Paiz water reclamation plants.
Goal 9.3: Minimize development impacts on designated wildlife corridors and sensitive vegetation areas.	Growth	
Element 10: Parks and Recreation		
Goal 10.1: Develop and maintain a system of high quality and environmentally sensitive parks, recreation facilities, and programs.	Leisure & Library	Adopt a master plan to guide future phased improvements of the city's small neighborhood parks. Pursue the purchase of the 75+ acres of State land north and south of the Domingo Paiz complex for future city ball fields. Construct all or part of Phase A of Garden Canyon Park as park development fees become available.
Element 11: Public Facilities and Services And Public Buildings		
Goal 11.1: Ensure a high level of city services and facilities	Public Safety	Adopt a master plan for the long-term improvements of current and planned city-owned property surrounding the main city complex.
Goal 11.2: Coordinate, for general plan purposes, planning for new and renovated schools.	Leisure & Library	
Goal 11.3: Develop and deliver high quality customer service.	Public Safety	

Goal 11.4: Consider the natural environment, surrounding land uses, and community design standards when locating and developing public buildings and facilities.	Growth	
Goal 11.5: Use the Surface Water Plan when designing improvements and modifications to washers and drainage ways.	Water	Update the Surface Water Plan
Goal 11.6: Comply with Cochise County's Regional Solid Waste Management Plan.	Water	
Goal 11.7: Maintain an economical, environmentally safe and efficient water reclamation system.	Water	
Goal 11.8: Provide fire and emergency services protection that meet or exceed the NFPA standards.	Public Safety	Explore funding opportunities and partnerships to complete the first phase of the Public Safety training facility.
Goal 11.9: Provide public safety (police) protection that meets or exceeds the Commission on Accreditation of Law Enforcement Agencies (CALEA) standards.	Public Safety	
Goal 11:10: Provide quality library services.	Leisure & Library	
Element 12: Housing and Neighborhoods		
Goal 12.1: Promote safe and affordable housing.	Housing	Continue the implementation of the city's housing policy, and identify gaps not addressed in the city's housing policy.
Goal 12.2: Support an increase in housing assistance programs.	Housing	Continue the implementation of the city's housing policy, and identify gaps not addressed in the city's housing policy. Identify ways in which elderly and disabled residents can better maintain their homes.

Goal 12.3: Encourage efforts that meet community needs for quality and affordable rental housing.	Housing	Continue the implementation of the city's housing policy, and identify gaps not addressed in the city's housing policy.
Goal 12.5: Encourage development of temporary and emergency shelter services.	Housing	Continue the implementation of the city's housing policy, and identify gaps not addressed in the city's housing policy.
Goal 12.6: Support public and private planning partnerships that promote appropriate housing options and supportive services for disabled and elderly citizens.	Housing	Continue the implementation of the city's housing policy, and identify gaps not addressed in the city's housing policy.
Goal 12.7: Promote the development of neighborhood associations.	Housing	Continue the implementation of the city's housing policy, and identify gaps not addressed in the city's housing policy.
Element 13: Redevelopment		
Goal 13.1: Maintain, improve, and revitalize older neighborhoods.	Growth	
Goal 13.2: Enhance the character of the West Side through implementation of the West Side Master Plan.	Economy and Education	
Goal 13.3: Create and Infill Incentive District	Economy and Education	
Element 14: Safety		
Goal 14.1: Provide protection to the community form natural and human-caused hazards.	Public Safety	Complete Support police department efforts in obtaining accreditation thru the Commission on Accreditation of Law Enforcement Agencies.

Element 15: Economic Development		
Goal 15.1: Encourage opportunities for a diverse economy.	Economy and Education	Partner with the Sierra Vista Economic Development Foundation and the Chamber of Commerce to enhance business retention and growth. Use the information from the City's 2010 retail study to expand the local economic base.
Goal 15.2: Ensure that private development is consistent with the City's environmental goals and concerns.	Growth	
Goal 15.3: Encourage West Side business owners to participate in the implementation of the West Side Master Plan.	Growth	
Element 16: Arts, Humanities, and Cultural Activities Element		
Goal 16.1: Create a climate where arts, humanities, and cultural activities flourish.	Leisure & Library	
Element 17: Urban Design Element		
Goal 17.1: Develop a City distinguished by its orderly and aesthetic character and its harmony with the environment.	Growth	
Goal 17.2: Develop a cohesive urban character that distinguishes the City of Sierra Vista as a community unto itself.	Growth	
Goal 17.3: Promote specific and unique design and architectural guidelines to retain the sense that West Sierra Vista is a unique place within the City.	Growth	
Goal 17.4: Encourage developers to mimic features of the natural landscape.	Growth	

BUDGET CALENDAR
(State Mandated)

Action	Deadline
Compile pertinent information.	Jan-Feb
Distribute budget instructions, information and work sheets to department heads. (A general meeting with department heads could be held at this time if so desired.)	February
Submit department budget estimates to appropriate reviewing official or office. Review departmental budgets and estimates with appropriate reviewing official or office. (An individual hearing with each department head may be held in conjunction with the review step.)	April
Make approved changes and prepare summary of tentative budget.	April-May
Begin typing and duplication of proposed budget.	May-June
Conduct individual budget meetings with the Council	May
Submit information on involuntary tort judgments documentation to the Property Tax Oversight Commission for consideration.	On or before the first Monday in July
Adopt tentative budget.	On or before third Monday in July
Publish budget once a week for two consecutive weeks. Also include time and place of budget hearing and a statement indicating where the proposed budget may be examined.	Depends upon newspaper publishing date
Receive from the county assessor certified property values necessary to calculate the property tax levy limit. Notify the Property Tax Oversight Commission within three days as to agreement or disagreement with the property tax levy limit.	On or before the tenth day prior to adopting the tax levy.
Make the property values provided by the county assessor available for public inspection	Seven days prior to adoption of tax levy
Hold public hearing on budget and property tax levy. Convene special meeting to adopt final proposed budget.	On or before the seventh day before the tax levy is adopted.
Adopt property tax levy.	On or before the third Monday in August.
Forward certified copy of tax levy ordinance to county. Tax levy by the board of supervisors must be made on or before the third Monday in August – A.R.S. 42-304 a.)	On or before the third Monday in August.

BUDGET ACTIVITY PLAN

MID OCTOBER

- **Work Plan and Schedule**

When completed, work plan goes out to departments along with instructions and form for mission/purpose, goals/objectives section.

LATE DECEMBER

- **Department Mission/Purpose/Goals/ Objectives**

Completion of mission/purpose, goals/objectives statements and operating capital requests over a two-year time frame.

MID-JANUARY

- **Council Mid-Year Budget Review**

Presentation of year-end and three-year review and expenditure projections, and public information program in state-shared revenues.

EARLY FEBRUARY

- **Issuance of Budget Instructions**

Preparation of revenue projections and expenditures.

LATE MARCH

- **Department Submittals**

APRIL/MAY

- **Balance Process: Completion of Proposed Budget**

Proposed budget is balanced and proposed Budget document submitted for Council Review. Copies of proposed budget also Submitted to local news media and made Available to public at City Hall and Library

MAY

- **Budget Work Sessions**

Council review of the proposed budget by department.

JUNE

- **Adoption of proposed budget and publication of State Budget Forms.**

EARLY AUGUST

- **Adoption of Final Budget/Property Tax.**

WITHIN 90 DAYS

- **Publication of Adopted Operating Budget.**

CITY OF SIERRA VISTA

CHART OF ORGANIZATION

VOTERS

MAYOR & CITY COUNCIL

Mayor
Frederick "Rick" Mueller

City Council
Carol J. Dockter, Mayor Pro Tem
Robert Blanchard
Gwen Calhoun
Tom Crosby
Larry N. Hampton
Thomas M. Reardon

BOARDS AND COMMISSIONS

CITY ATTORNEY
Stuart L. Fauver

CITY MANAGER
Charles P. Potucek

FINANCE
David J. Felix, CPA

PUBLIC AFFAIRS
Kay Daggett

ASST. CITY MANAGER
Mary Jacobs

PUBLIC WORKS
Michael J. Hemesath, P.E.
- Airport
- Engineering
- Public Transit
- Infrastructure Maint.
- Municipal Services
- Parks & Rec Facilities
- Wastewater Treatment

COMMUNITY DEVELOPMENT
Don Brush
- Planning
- Building Inspections
- Neighborhood Enforcement

LEISURE & LIBRARY SERVICES
Victoria Yarbrough
- Leisure Programs and Services
- Library Services

POLICE DEPARTMENT
Kenneth E. Kimmel
- Administrative
- Communications & Records
- Patrol
- Special Operations
- Animal Care & Control

FIRE DEPARTMENT
Randy Redmond
- Administration
- Operations
- Training
- Prevention

ADMINISTRATIVE SERVICES
Eugene H. Sanders
- City Clerk
- Human Resources
- Information Technology
- Procurement

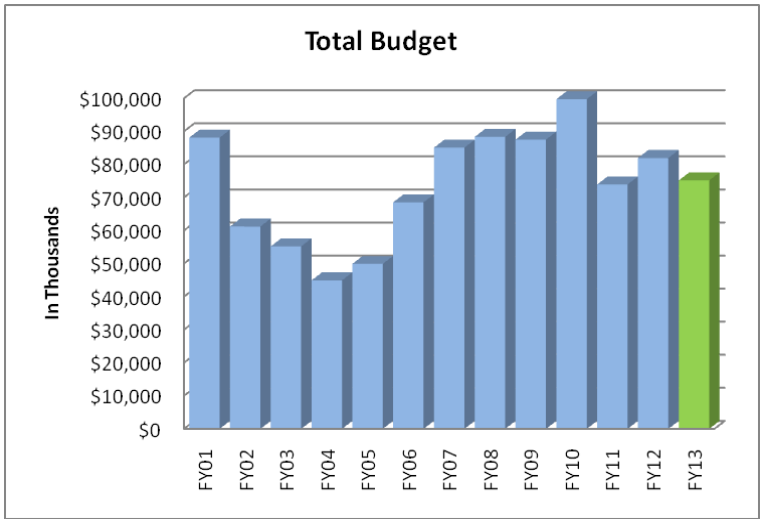
CITY OF SIERRA VISTA

ARIZONA

Budget Summary

The Fiscal Year 2013 (FY13) Budget decreased eight percent from Fiscal Year 2012 (FY12). The City's budget increased from 2005 to 2008 before slightly decreasing in 2009. The budget increased 14 percent in 2010 before the large decrease in 2011 and slightly increasing in FY12 before another decrease in FY13. The FY10 Budget included $21.5 million in American Recovery and Reinvestment Act Funds which are required to be budgeted in case the City is to receive the grant. The City has been proactive in projecting revenue shortfalls and has budgeted more conservatively. The City has also been proactive in implementing budget reduction measures leading into the FY13 Budget. These measures include a non public safety hiring freeze, reorganizations, and a reduction in capital expenditures. Below is a table showing the total budget amounts for the last twelve years, as well as a visual depiction.

Year	Budget Amount	% Change
2001	$88,080,559	13%
2002	$61,200,059	-31%
2003	$55,207,924	-10%
2004	$44,917,175	-19%
2005	$49,918,997	11%
2006	$68,526,036	37%
2007	$85,052,587	24%
2008	$88,330,664	4%
2009	$87,501,388	-1%
2010	$99,728,492	14%
2011	$73,919,307	-26%
2012	$81,758,307	11%
2013	$75,151,135	-8%



Budget Summary

The graph on the previous page shows the total budget expenditures from FY01 to FY13. The City is currently experiencing revenue difficulties due to the National, State and local economic situation. City revenue stabilized in FY13 due to an increase in State Shared Revenue (Highway User Revenue Fund, Income Tax, and Sales Tax) but lags due to a reduction in Local Sales Tax Revenue. The City has been able to balance its budget the last several years without laying-off a single employee, nor reducing any employee's salary. The initiatives implemented by the City Manager in 2009 were successful in improving the City's financial situation and have helped with the current economic conditions. The FY13 Budget decreases due to capital projects being completed in FY12 and improved efficiencies experienced by the completion of the projects.

Developing the City's Annual Budget

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

To start the budget process the City estimates revenue for the coming year. The City uses historical trend analysis to complete the estimates. This method analyzes prior year trends to develop an estimate for the coming year. This method also allows for the use of subjective analysis. This is important to allow the City to incorporate current economic conditions into the analysis. The current economic situation required the City to decrease many revenue areas that have shown an increasing trend over the last ten years.

The State-Shared Revenue estimates are prepared and presented to the City by the League of Arizona Cities and Towns. 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.

Without solid revenue projections the City cannot allocate resources properly. This is important to ensure that the City can 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.

The first part of this section provides a summary of different revenue sources. The second part of this section provides a summary of expenditures by major category.

Budget Principles

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

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

7. Smart personnel growth to not overextend available resources
8. Maintain/Increase employee salaries without making cuts elsewhere
9. Balance the Budget without reserve usage
10. Review rate structure to ensure efficient revenue generation
11. Plan for long-term maintenance cost of new and existing City facilities
12. Incorporate the Citizens' Advisory Commission capital recommendations into the budget
13. Use a consensus with Department Directors on necessary programs and projects
14. City Manager makes final budget decisions

Incorporation of Strategic Leadership Plan

The FY13 Budget continues to fully incorporate the City's Strategic Leadership Plan. The City is dedicated to completing the two-year objectives and progressing on the goals of the plan. The Strategic Leadership Plan was developed to provide a roadmap to the Mayor and Council's vision of the City in 2020. The City Council recently updated the Strategic Leadership Plan.

The strategic leadership plan is broken into eight focus areas as well as nine goals. The goals are then broken down into two-year objectives. These goals and objectives are the priority for the City to accomplish.

The City's Strategic Leadership Plan is addressed in more detail later in the budget book.

Revenue by Major Category

In order to provide services for citizens, the City must raise revenue. The City currently estimates raising $75,151,135 in FY13. There are a number of ways the City raises revenue, including taxes (both sales and property), user fees (fees to use a service, i.e.: The Cove, and Refuse), State-Shared Revenue, and grants to name a few. The City has applied and received many grants, including grants for Public Safety. The Police Department has received specialized equipment through the grant process.

The City also receives money from donations. It is projected that the City will raise $1,017,620 in donations this year. The donation amount includes $437,620 in donations to many departments including the Library, Police, Parks, Leisure and Public Works. These voluntary donations assist the City in providing services and buildings. Donations helped construct the Nancy Brua Animal Care Center and the Skate and Bike Court.

The Table below summarizes the amount of revenue budgeted in FY13 by major category. The largest revenue generators are the City Sales Tax, State-Shared Revenue, and Grants/Federal Funds. These four categories generate 53.28 percent of the total revenue generated. The large increase in sewer carryover is due to the projected completion of the EOP clarifier project in FY13.

Budget Summary

	FY12 Budget	FY13 Budget	% Change	FY13 % of Total
City Sales Tax	$15,497,277	$15,375,411	-1%	20.46%
Property Tax	$397,085	$402,798	1%	0.54%
State Shared Revenue	$11,290,654	$12,284,953	9%	16.35%
Public Utility Tax	$1,416,788	$1,466,788	4%	1.95%
Franchise Tax	$659,653	$1,046,460	59%	1.39%
Licenses and Permits	$342,500	$252,500	-26%	0.34%
Grants	$8,766,028	$8,874,632	1%	11.81%
Federal Funds	$3,500,000	$3,500,000	0%	4.66%
User Fees	$2,265,100	$2,312,500	2%	3.08%
Ambulance	$1,700,000	$1,750,000	3%	2.33%
Fuel Sales	$1,700,216	$1,741,568	2%	2.32%
Planning Revenue	$635,000	$743,000	17%	0.99%
Sewer Carryover	$176,916	$4,460,000	2421%	5.93%
Sewer	$3,989,350	$3,998,579	0%	5.32%
Refuse Carryover	$462,437	$998,011	116%	1.33%
Refuse	$4,973,578	$4,965,303	0%	6.61%
Development Fees c/o	$1,887,520	$1,249,652	-34%	1.66%
Development Fees	$576,000	$527,173	-8%	0.70%
Employee Premiums	$3,288,500	$3,396,000	3%	4.52%
Donations	$5,803,000	$1,017,620	-82%	1.35%
Transit Fares	$110,000	$120,000	9%	0.16%
Police/ACO Revenue	$25,000	$25,000	0%	0.03%
CIF Carryover	($431,647)	$846,587	296%	1.13%
Carryover	$10,200	$23,100	126%	0.03%
Interest	$21,648	$7,000	-68%	0.01%
Notes Payable	$11,544,580	$2,410,400	-79%	3.21%
Sale of Fixed Assets	$80,000	$110,000	38%	0.15%
Misc Revenue	$1,070,988	$1,246,100	16%	1.66%
Total	**$81,758,371**	**$75,151,135**	-8%	**100.00%**

*Sewer carryover includes funds to complete the EOP Clarifier Project

Federal Funds

The City of Sierra Vista anticipates receiving $3.5 Million in Federal funding. The project to be completed with Federal funding is the Sulger Subdivision Sewer Project ($3.5 Million).

Federal Funding accounts for 4.66 percent of the City's total budget.

City's Tax Package (City Sales Tax)

The City of Sierra Vista uses a tax package to generate revenue for services. The Tax Package for FY13 did not increase from FY12. 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 in FY07 to offset the reduction in State-Shared Revenue and to fund services. The State of Arizona passed a one percent increase in FY10.

The Citizens' Advisory Commission was utilized to study the tax package level in FY12 as well as in FY07. Their FY07 recommendations were implemented and are still utilized. The Citizens' Advisory Commission FY12 study recommended that no changes be made the City's tax structure at this time.

	City	State and County	Total
Retail Privilege (Sales) Tax	1.75%	7.10%	8.85%
Use Tax	1.75%	6.60%	8.35%
Restaurant/Bar	2.60%	7.10%	9.70%
Hotel/Motel	5.50%	7.05%	12.55%
Construction Contracting	2.45%	7.10%	9.55%
Rental of Real Property	1.00%	0.00%	1.00%
Utilities	2.00%	7.10%	9.10%

The City's tax package contributes about 20.5 percent of the City's total revenue. The City's tax package contributes about 38 percent of the general fund revenue.

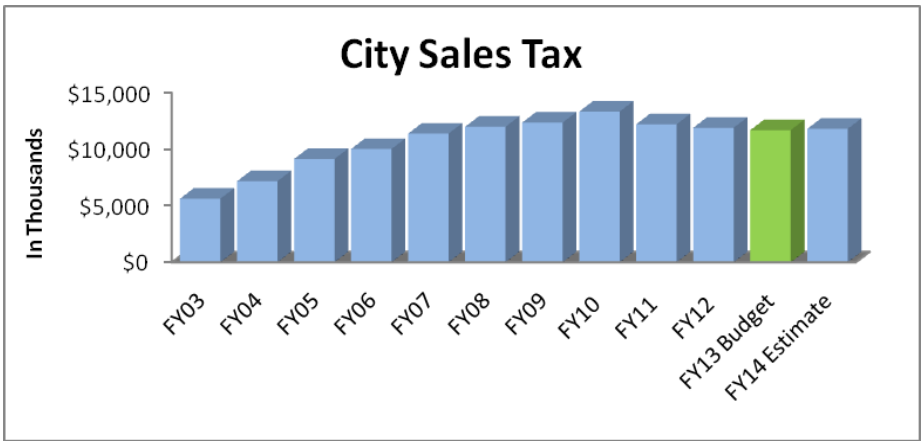
The City relies on a Privilege (Sales) Tax for a large percentage of revenue raised through the City Sales Tax Package. The City Sales Tax has been decreasing slowly over the last several years and the City anticipates a two percent decrease in FY13. One of the lagging tax collections is in construction contracting.

The local sales tax collections appear to be continuing a downward trend, or no growth, for the near future. Some of the local concerns include a national defense reduction and changes to Fort Huachuca's travel structure to include reduced accommodations and Bar/Restaurant tax revenue.

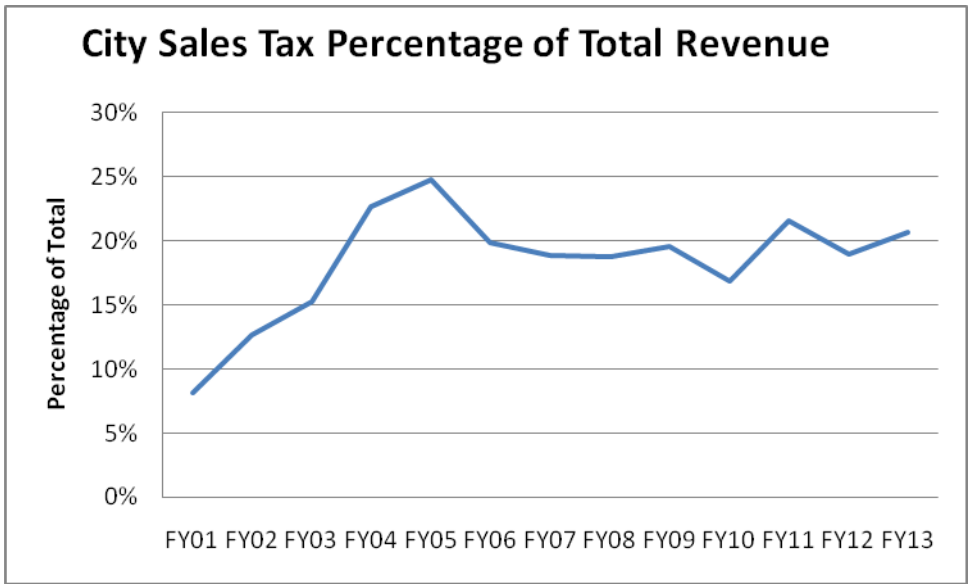
Of the total privilege (sales) tax, one-half of one percent is designated for capital projects. This money is used for the construction and operations of major capital projects. The money is also used for major capital maintenance projects.

The City estimates receiving $750,000 in rental of real property tax revenue

The graph on the next page depicts the City Tax Package for the last ten years, including the FY13 projection and FY14 estimate.



The City Sales Tax is not the only source of revenue for the City. Below is a graph depicting the percentage of the City's revenue generated by the City Sales Tax. With the decline in State-Shared Revenue in FY01-FY04, the percentage of revenue raised through the sales tax increased. The trend had been declining since FY05, with a slight increase in FY09, FY11 and again in FY13 from 19 percent in FY12 to 21 percent in FY13.



Property Tax

The City levies a property tax. The property tax is a small percentage (0.54%) of the City's total revenue. The current rate is $0.1136 per $100 of assessed value. This translates to a City property tax bill of $11.36 per $100,000 of assessed valuation. The City property tax rate decreases from the FY12 level of $0.1139 per $100 of assessed value.

Property taxes are limited in the amount of revenue that they can generate by state law. The aggregate Property Tax amount can increase only two percent each year. A city's

property tax aggregate amount can increase more than two percent based on new construction. The City does not receive a large percent of its revenue from property taxes.

The City had the option to charge a Property Tax rate of 0.1291 this year but choose to keep the levy rate below FY12's. If the City increased the property levy to its maximum allowable, the City would have collected an additional $54,960.

State Shared Revenue

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

	FY12 Budget	FY13 Budget	Change
Sales	$3,154,388	$3,503,084	$348,696
Income	$3,704,333	$4,482,658	$778,325
Auto Tax	$1,831,933	$1,899,211	$67,278
HURF	$2,600,000	$2,400,000	($200,000)
Total	**$11,290,654**	**$12,284,953**	**$994,299**

Distribution of State-Shared Income Tax is based on population. Cities in the State of Arizona cannot levy an Income Tax, but share 25 percent of the income tax levied by the State. The State uses the Department of Economic Security to estimate population. The State's prior estimate overestimated the City's population by about 10%, the same error rate as the 2000 census. The 2010 census impacted the City's share of the total shared revenues since the City did not grow at the same rate as the large metropolitan areas.

The City also receives State-Shared Sales Tax. Cities in Arizona share 25 percent based on population.

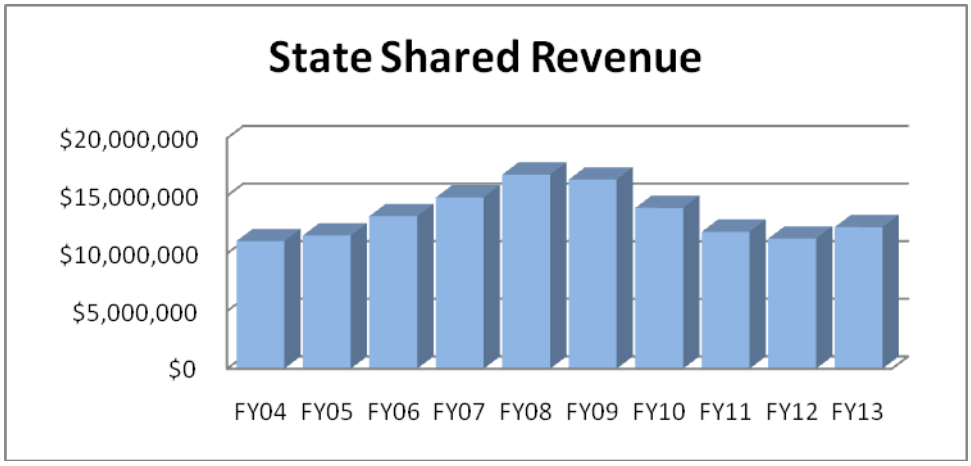
Highway User Revenue Fund (HURF), which is generated from gas tax revenues, is another State-Shared Revenue. HURF is used for street operations, both construction and maintenance.

In FY13 the City anticipates receiving $994,299 more in State Shared Revenue than in FY12. This translates to a nine percent increase. State Shared Revenue is the second largest revenue source to the City, contributing 16 percent of the total budget and 32 percent of the General Fund Budget.

The following graph depicts State-Shared Revenue the last ten years. The City experienced a decrease in State-Shared Revenue in FY04 due to the 2000 census. Since the revenue is distributed based on population, a change in population will affect the percentage that a City receives. State Shared Revenue collections have decreased over the last four years before increasing this year.

Budget Summary

	Total Budget	% Change
FY04	$11,072,882	-5%
FY05	$11,567,115	4%
FY06	$13,239,294	14%
FY07	$14,864,462	12%
FY08	$16,850,298	13%
FY09	$16,413,186	-3%
FY10	$13,955,564	-15%
FY11	$11,882,753	-15%
FY12	$11,290,654	-5%
FY13	$12,284,953	9%



Grants

In order to increase services provided by the City, with no tax increase, the City applies for and receives numerous grants. Police, Fire, Public Works, and Community Development receive the most in grant awards.

Last year the City purchased equipment for emergency preparedness from grants. This current year, grant revenue accounts for 11.81 percent of the total estimated revenue to be received this year.

The grant projects include a p ossible Seventh Street Overlay, Wilcox Drive Reconstruction, Multi-Use Path Construction, Fire and Police Equipment, and Busby Widening along with others.

Grants have also been utilized to construct many of the City's Multi-use Paths.

Notes Payable

The City of Sierra Vista utilizes short-term financing to complete capital projects and also for the purchase of capital equipment. The City will raise $2,410,400 in financing

funds in FY13. These funds will be used to purchase land for the future Domingo Paiz Sports Complex, fleet vehicles, communication system and other large vehicles. 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 table below displays a list of the fees and forecasted revenue. Sewer and Refuse fees are user fees but presented in another section.

	FY13 Budget	% of Total
Ambulance	$1,750,000	31%
Public Works Services	$727,500	13%
Animal Control	$45,000	1%
Lease Revenue	$256,000	4%
Library Fines	$32,000	1%
Fuel Revenue	$1,741,568	30%
Cove	$380,000	7%
Leisure Services	$902,000	14%
Total	**$5,834,068**	**100%**

Ambulance Fees

The City charges fees to the user of ambulance services. The Fire Department will continue the inter-facility transfer service this year. Funding for the program comes from users of the service, and only operates within the City limits. The City will continue an approved service charge for all EMS (911 Ambulance) calls requiring treatment without transport. Only patients with extensive treatment will be billed for these services

Public Works Services

The City receives money from Public Works operations, which includes fleet and equipment maintenance provided for outside agencies.

Animal Control

The City charges a fee for adoption of animals.

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 charges patrons a fine 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 sales and a ten cent flowage fee for aviation fuel.

Leisure Services

Leisure Fees are charged to the user of Parks and Leisure activities. These fees include leisure classes, The Cove, and ball field lights. The sports category also includes an estimated $100,000 in revenue for operations of a tennis facility donated in FY12.

Performing Arts	$ 20,000
Kids World	$ 415,000
Rentals	$ 115,000
Aquatics	$ 380,000
Sports	$ 210,000
Classes/Instructional	$ 100,000
Adult Trips	$ 25,000
Senior Programming	$ 15,000
Community Events	$ 2,000

Development Fees

Development Fees are charged on new development for the increase demand their developments place on City infrastructure and services. These costs are not passed on to existing residents. The forecast for development fees remains level in FY13. The City finished its development fee study in FY12 with an effective date of July 1, 2012. Development Fees contribute 0.71 percent of the total budget. The Development Fees will be utilized in FY13 for the widening of Coronado from Carmelita to State Route 90 Bypass and to purchase state land for the future Domingo Paiz Park.

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.

Miscellaneous Revenue

Miscellaneous revenue includes revenue received that does not fit into one of the above mentioned categories. Some examples of this revenue include revenue received for providing dispatch services (Fry Fire District, Whetstone Fire District, Palominas Fire District).

Expenditures by Major Category

The City of Sierra Vista's budgeted expenditures total $75,151,135 for FY13, $6,607,236 less than the FY12 budget. The majority of the decrease can be contributed to a reduction in Capital Expenditures. Capital Expenditures decreased $6,607,236 (-24%) from FY12 while Personnel Expenses increased three percent ($764,341). The City Operating and Maintenance expenses decreased five percent ($1,121,130). The debt service level for the City increased 14 percent this fiscal year. Overall, the City budget decreased eight percent in its budgeted expenditures.

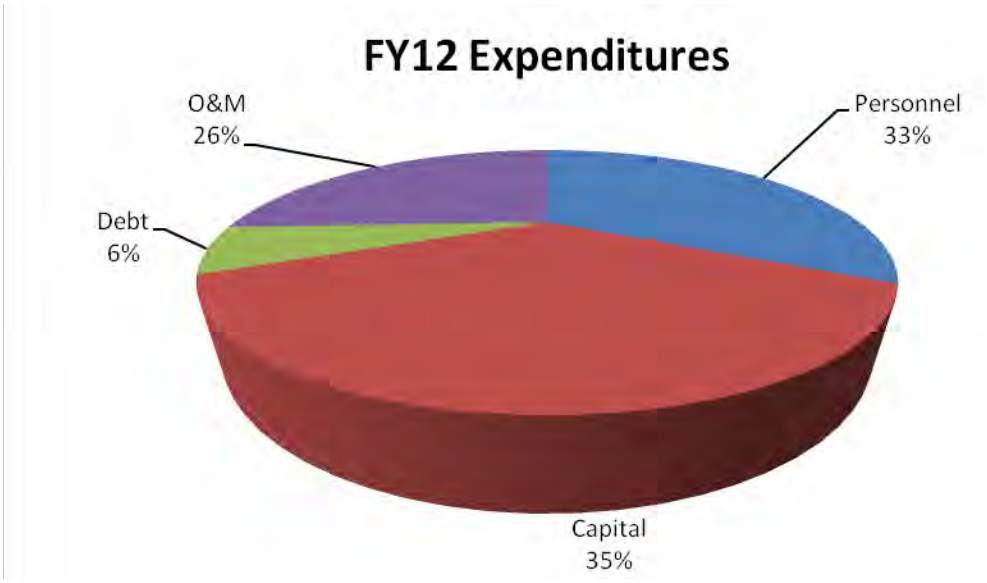
	FY12 Budget	FY13 Budget	Difference	% Change	% Total
Personnel	$ 26,950,101	$ 27,714,442	$ 764,341	3%	37%
O&M	$ 21,073,846	$ 19,952,716	$ (1,121,130)	-5%	27%
Capital	$ 29,221,789	$ 22,350,914	$ (6,870,875)	-24%	30%
Debt	$ 4,512,635	$ 5,133,063	$ 620,428	14%	7%
Total	$ 81,758,371	$ 75,151,135	$ (6,607,236)	-8%	100%

The table below provides an overview of the percentage of expenditures by category from FY04-FY13. Debt decreased as a percentage of the total budget from FY07 to FY08, increased in FY09 and then decreased again in FY11 and FY12 before increasing in FY13. Debt currently makes up only seven percent of the City expenditures, down from 14 percent in FY04. The percentage of Capital Expenditures decreased from FY08 to FY09 increased in FY10 before decreasing again in FY11, increased in FY12 then decreased again in FY13 to 30 percent. Personnel, as a percentage of the total budget, fluctuated since FY04 and currently comprise 37 percent of the total budget. Personnel increased four percent of total budget expenditures from FY12. Operations and Maintenance (O&M) comprises 27 percent of the total budget.

	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Personnel	43%	40%	32%	29%	31%	34%	30%	37%	33%	37%
Capital	15%	21%	33%	40%	40%	35%	37%	30%	36%	30%
Debt	14%	13%	9%	9%	5%	8%	8%	7%	6%	7%
O&M	27%	27%	25%	23%	23%	24%	25%	27%	26%	27%

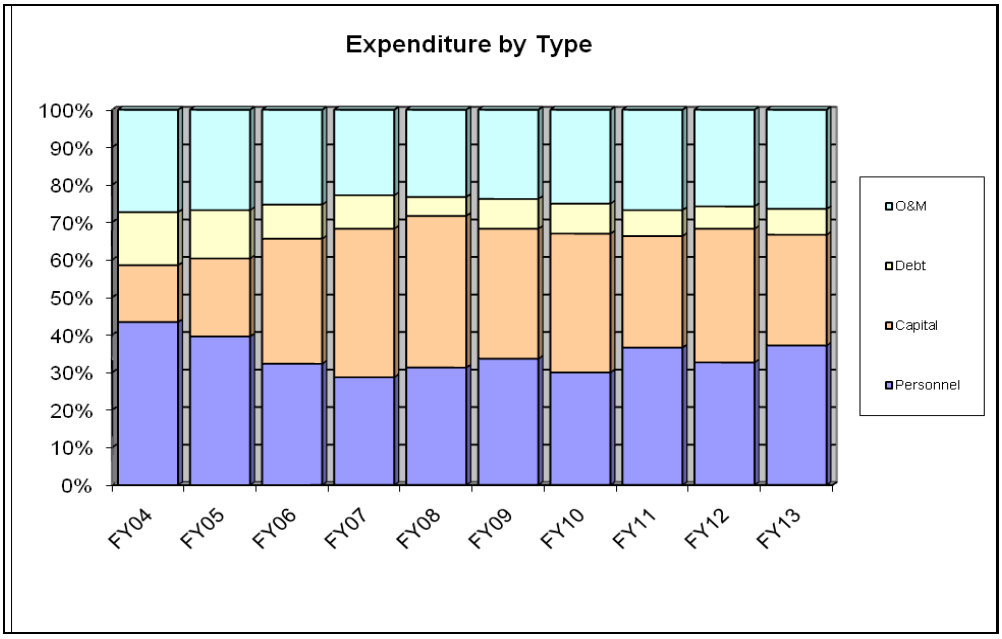
Budget Summary

The graphs below depict the percentage of total budget, per major category, for FY12 and FY13.



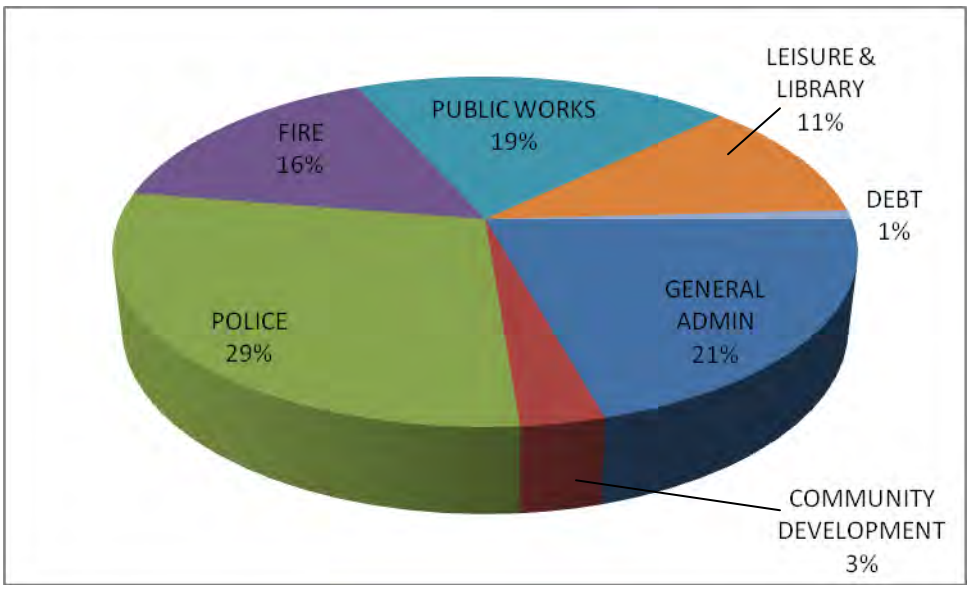
Budget Summary

The graph below depicts the percentage of total expenditures by category for FY04-FY13.



General Fund Expenditures

The largest and most flexible City fund is the General Fund. The General Fund provides services including Administration, Communications and Marketing, to Public Works, Leisure and Library Services and Public Safety. The chart below illustrates the FY13 budget percentage by major category.



Budget Summary

The largest percentage of general fund expenditures is Public Safety (Police and Fire). The next largest expenditure occurs in Public Works, followed by Administration (City Management, Finance, Administrative Services, and Legal).

The chart below shows the percentage of the general fund for each department since FY05.

	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
General Admin	20%	21%	21%	20%	20%	22%	20%	19%	21%
Police	28%	25%	25%	26%	28%	29%	28%	28%	29%
Fire	11%	11%	12%	15%	17%	15%	15%	15%	16%
Public Works	16%	19%	21%	18%	18%	17%	16%	21%	20%
Leisure and Library	16%	16%	15%	14%	10%	10%	16%	13%	12%
Community Development	4%	4%	4%	4%	4%	4%	3%	3%	3%
Debt	5%	4%	3%	3%	3%	3%	2%	1%	1%

*Public Works and Leisure and Library numbers depict a departmental restructuring in FY12. The Parks function was previously included in Leisure and Library but moved to Public Works.

Personnel

The City is primarily a service organization and personnel are critical to providing services. Hiring and retaining top employees remains one of the City's top priorities. The City developed a Comprehensive Human Resource Organizational Plan. The plan ensures the City prepares for the future retirement of personnel and plans for the future needs of the organization.

Personnel expenses increased three percent from FY12 to FY13. Personnel Expenses grew from FY02 to FY09. The total dollar amount spent on personnel increased each year since FY02 before a decrease in FY10, FY11, and FY12 before increasing in FY13. The City implemented a non public safety hiring freeze in FY09, meaning the City will not fill positions when they become open. The City will continue to fill positions that are revenue generating or vital to City operations. The hiring freeze has allowed the City to avoid $3,017,846 in personnel expenses over the last three years.

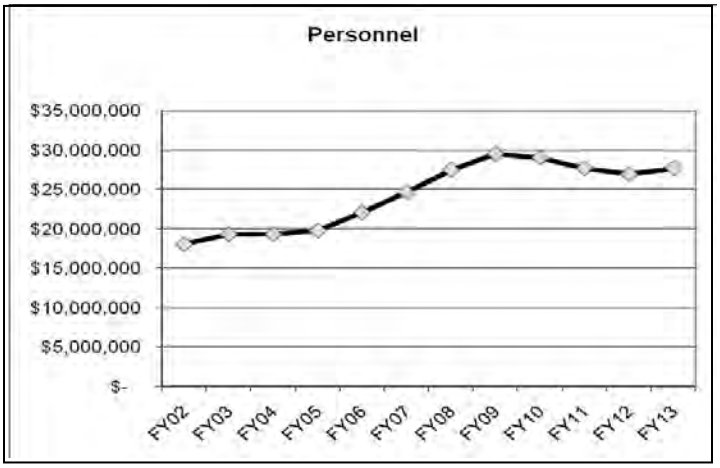
Budget Summary

	Total Budget	% Change
FY02	$ 18,039,737	
FY03	$ 19,300,490	7%
FY04	$ 19,303,184	0%
FY05	$ 19,778,813	2%
FY06	$ 22,064,958	12%
FY07	$ 24,649,386	12%
FY08	$ 27,498,627	12%
FY09	$ 29,529,921	7%
FY10	$ 29,055,856	-2%
FY11	$ 27,697,934	-5%
FY12	$ 26,950,101	-3%
FY13	$ 27,714,442	3%

The budget includes a one percent raise for City employees with over one year of service. It also includes the elimination of the Arizona State Retirement System (ASRS) offset which will be rolled into ASRS employee's base salaries. Due to current legal action in regard to the Public Safety Retirement System (PSPRS) contribution rate increase, the offsets will continue for PSPRS employees. If the lawsuit reverts contribution rates back to the old rate then the offset will be eliminated and not included in base salary. If the lawsuit keeps rates at the current level then the offset would be rolled into base salary.

In FY08 the City implemented new health insurance coverage. The City changed third party administrators in order to provide a better quality service to employees. The insurance takes advantage of the Blue Cross Blue Shield of Arizona network. The health insurance coverage for City employees remains unchanged this year with positive results in since implementation. In FY12 the City realized a $1.8 million saving by participating in the Blue Cross Blue Shield of Arizona network.

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



Capital

Capital Expense projects are defined as those that cost over $5,000 and have a useful life longer than one year. The budget includes numerous capital projects.

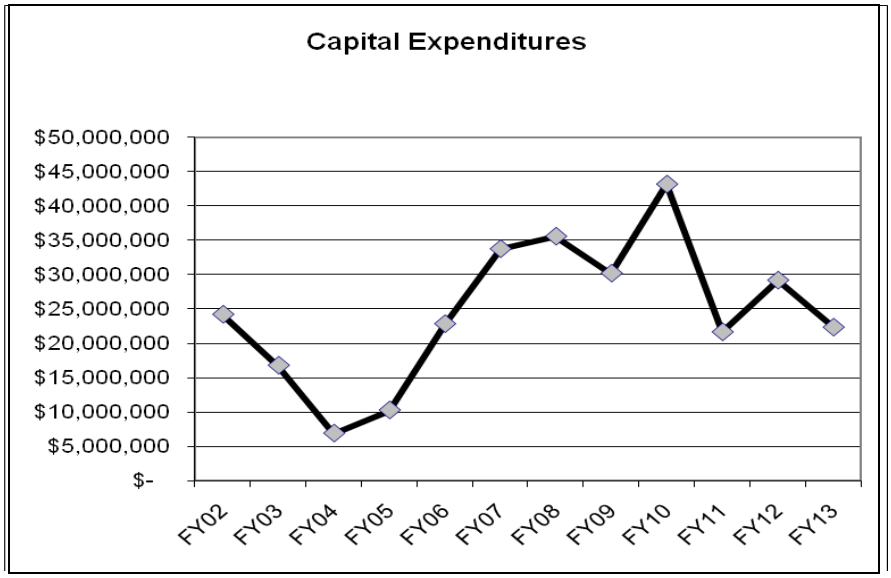
The City will complete several capital projects in FY13. These include the expansion of the popular multi-use path system (MUP). The new MUPs include Buffalo Soldier Trail from Seventh Street to Golf Links and the Path to Higher Learning.

Other capital projects to be completed in FY13 include a finance software package to improve City efficiency and public access, EOP Bio-solids Improvements, Compost Building Phase I, and a unified communication system to improve customer service throughout the City. A full list can be found in the capital section.

Capital projects require many resources, one being money. The graph below shows total capital expenditures for FY02-FY13. The City decreased its capital budget by 32 percent from FY12 to FY13. The FY10 Budget included many possible American Recovery and Reinvestment Act (2009) funded projects. The FY13 budget decreases $6,607,236 from the FY12 budget. The table below shows the total budgeted capital amounts.

	Total Budget	% Change
FY02	$ 24,230,763	
FY03	$ 16,783,899	-31%
FY04	$ 6,861,021	-59%
FY05	$ 10,244,571	49%
FY06	$ 22,850,167	123%
FY07	$ 33,814,025	48%
FY08	$ 35,637,431	5%
FY09	$ 30,239,735	-15%
FY10	$ 43,249,715	43%
FY11	$ 21,652,883	-50%
FY12	$ 29,221,789	35%
FY13	$ 22,350,914	-32%

The Capital Section, later in this document, includes the Operating and Maintenance costs associated with the new capital projects. Capital Projects include large one-time expenses and also ongoing operating and maintenances expenses for the life of the project. In order to ensure the City's best financial situation, O&M for capital projects needs to be considered. This year we have included a section analyzing the ongoing O&M expenses by fund. This allows the City to plan for the cost in each fund.



Debt

The City borrows money to provide a high level of service to its citizens. Similar to individuals, when the City borrows money it must repay that money. One of the City Manager'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 other capital projects that incur debt service, and helps the City ensure the availability of additional capital access in future years.

Debt decreased the past few years, which allowed the City the flexibility to issue bonds and construct capital projects in FY13. Without reducing the City's debt expenditure the current bond issuance would not be possible. The City's budgeted debt level has increased five percent in FY13 due to the large capital financed project in FY12.

The general fund experiences a large decrease in debt service expenditures in FY12 and remains level in FY13.

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

Budget Summary

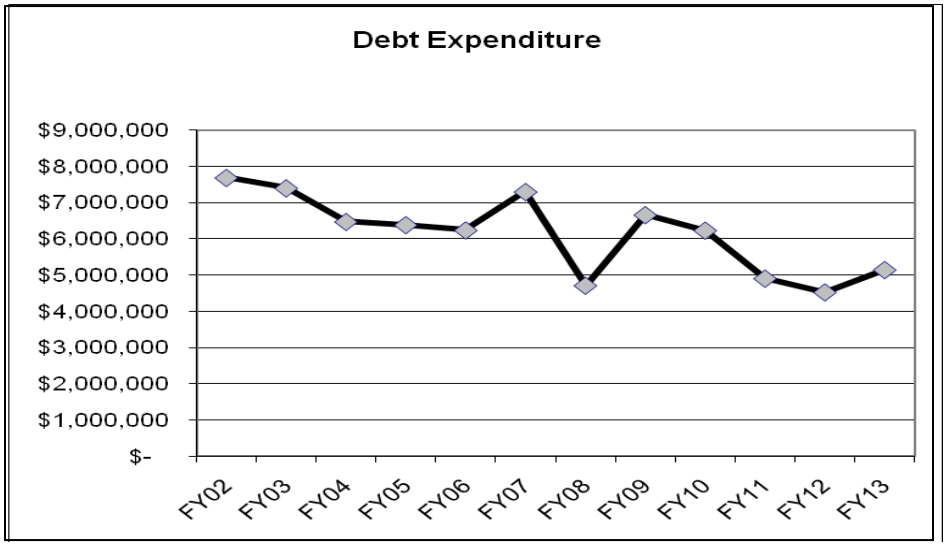
	Total Budget	% Change
FY02	$ 7,687,018	
FY03	$ 7,399,509	-4%
FY04	$ 6,466,665	-13%
FY05	$ 6,378,797	-1%
FY06	$ 6,231,520	-2%
FY07	$ 7,295,122	17%
FY08	$ 4,697,891	-36%
FY09	$ 6,655,707	42%
FY10	$ 6,227,559	-6%
FY11	$ 4,894,543	-21%
FY12	$ 4,512,635	-8%
FY13	$ 5,133,063	5%

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 FY02-FY13.



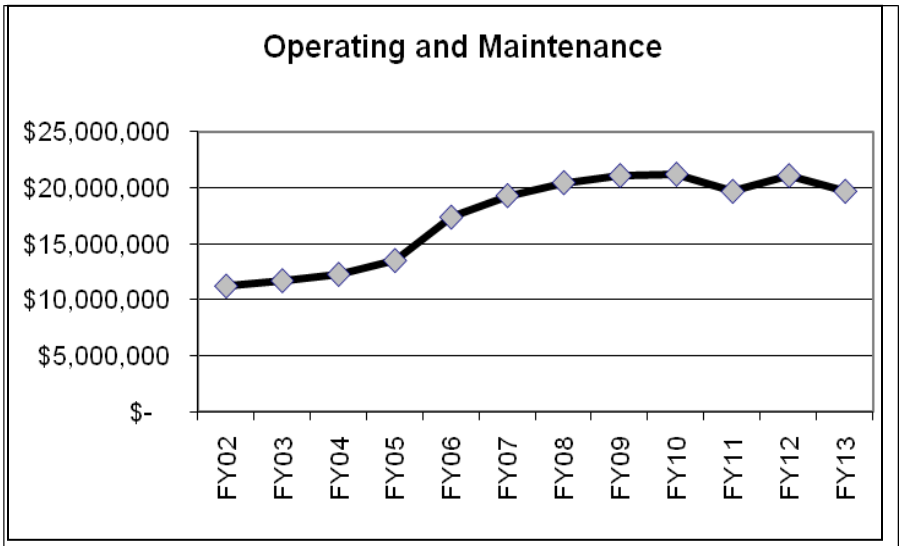
Operations and Maintenance

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 if not properly planned. O&M increased since FY02 before a decreasing in FY11, and increased in FY12 before decreasing again in FY13. City Departments were integral in ensuring that the City could present a balanced budget. All departments submitted decreased O&M requests. The reason for the decrease in O&M is largely due to efficiencies in the sewer operations and the completion of several refuse O&M projects that were undertaken in FY12 (the City started offering roll-off services and purchased several roll-off containers in FY12).

	Total Budget	% Change
FY02	$ 11,242,568	
FY03	$ 11,724,026	4%
FY04	$ 12,286,305	5%
FY05	$ 13,516,816	10%
FY06	$ 17,379,391	29%
FY07	$ 19,294,504	11%
FY08	$ 20,446,715	6%
FY09	$ 21,076,286	3%
FY10	$ 21,195,362	1%
FY11	$ 19,673,947	-7%
FY12	$ 21,073,846	7%
FY13	$ 19,952,716	-6%

O&M expenses need to be planned for before completing capital projects. The capital section, later in this document, includes the expected O&M costs for new capital projects.

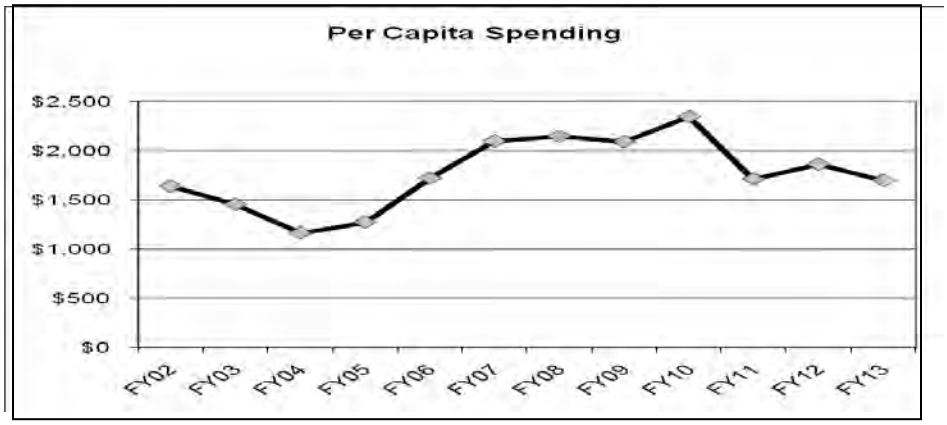
The City plans for operations and maintenance costs of new capital, as well as existing capital. The City has developed a Five-Year Capital Maintenance and Replacement Plan this year that assesses the current condition of all City capital and develops a financial plan for the ongoing maintenance. Planning for the next five years allows the City to anticipate the costs and provide funding for the maintenance of existing capital. The plan can be found as a separate section to this budget.



Per Capita Spending

Per capita spending allows the City to analyze its expenditures. One expects that when population increases expenditures also increase. Per capita spending shows a City if 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 not tapping into all the revenue sources possible and this allows the City opportunities to find new revenue sources. The City per capita spending increased from a low in FY04 until FY08. Per capita spending declined in FY09, before increasing in FY10. The FY11 per capita spending level was down significantly from FY10, before the increase in FY12. An increase in population with a lower growth in budget expenditures causes this decline. The reduction from FY02-FY04 corresponds to a reduction in revenues experienced by the City.

	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Per Capita	$1,639	$1,454	$1,164	$1,273	$1,720	$2,101	$2,147	$2,093	$2,347	$1,712	$1,863	$1,712



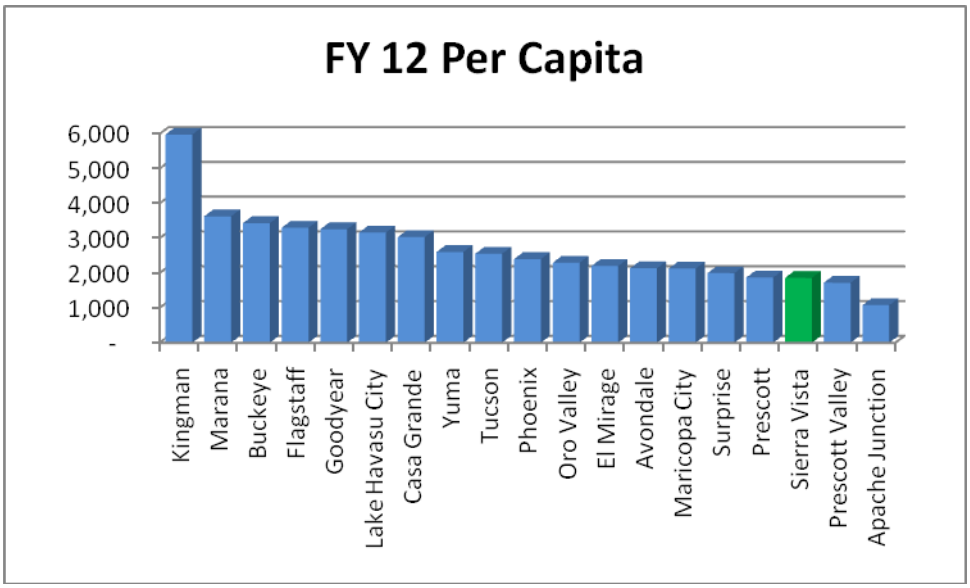
The table below summarizes the per capita spending by department.

Budget Summary

Departmental Per Capita Spending	FY11 Actual	FY11 Budget	FY12 Budget	FY13 Budget
City Council	$ 3.56	$ 4.39	$ 3.79	$ 3.66
Administrative Serivices	$ 76.65	$ 81.48	$ 89.28	$ 97.85
City Manager	$ 53.03	$ 55.26	$ 47.91	$ 47.81
Court and Legal	$ 6.17	$ 7.16	$ 7.41	$ 7.79
General	$ 107.81	$ 108.10	$ 108.55	$ 110.60
Debt	$ 102.77	$ 113.34	$ 102.82	$ 116.96
Police	$ 257.05	$ 272.11	$ 219.82	$ 218.44
Fire	$ 111.79	$ 126.92	$ 124.36	$ 130.35
Leisure	$ 92.95	$ 97.44	$ 86.77	$ 90.23
Public Works	$ 310.99	$ 488.44	$ 537.58	$ 477.73
Sewer	$ 65.26	$ 149.94	$ 327.15	$ 240.28
Refuse	$ 72.52	$ 78.41	$ 147.14	$ 113.92
Public Transportation	$ 62.96	$ 68.28	$ 30.90	$ 34.79
Community Development	$ 25.27	$ 29.72	$ 29.39	$ 21.93
Total	**$ 1,348.76**	**$ 1,680.98**	**$ 1,862.89**	**$ 1,712.34**

In order to compare the City's per capita spending to other cities, the following list and graph of Arizona Cities is offered for comparison. The City of Sierra Vista had the third lowest per capita budget in FY12, for similarly sized cities.

City	FY12 Per Capita
Kingman	5,985
Marana	3,633
Buckeye	3,436
Flagstaff	3,304
Goodyear	3,263
Lake Havasu City	3,167
Casa Grande	3,035
Yuma	2,609
Tucson	2,556
Phoenix	2,403
Oro Valley	2,297
El Mirage	2,205
Avondale	2,140
Maricopa City	2,132
Surprise	2,001
Prescott	1,874
Sierra Vista	**1,863**
Prescott Valley	1,724
Apache Junction	1,079



Graphs and Charts

The graphs in this section demonstrate a trend. The tables and graphs do not account for inflation. The buying power of the dollar 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 and then an analysis of the General Fund Revenue and other funds maintained by the City. The last section analyzes the City's expenditures, which are separated into capital, personnel, debt service and operating and maintenance expenses.

Authority

The City Manager is directed and authorized to carry out this financial policy. T he 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".

Financial Publications

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

Budget Timeline

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

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

Based on the City Council's normal meeting schedule, the City shall strive to meet the following timeline:

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

Revenue and Expenditure Estimates

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

End-of-Year Encumbrances

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

Capital Maintenance

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

Cost recovery

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

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

Leisure Fees – 100% of leisure -expenditures. The General Fund shall pay the Leisure Fund for usage of its resources if they are used for an approved City program or event that benefits the general population.

Aquatics Facility fees – 50% of direct salary and operating & maintenance costs, excluding utilities.

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 support 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.

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. In FY13 the City's has none.

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. The FY13 debt coverage is seven (7) times revenue to debt service.

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

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

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

Bond Rating Goals

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

Investments

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

Human resources

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

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

Procurement

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

Risk Management

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

Ethics

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

Balanced Budget Requirement

The State of Arizona requires that cities present a balanced budget. This means that the budgeted revenue must equal the budgeted expenditures for all funds. The City of Sierra Vista maintains 20 funds and the revenue budgeted equals the expenditures budgeted for all 20 funds. The City is pleased to be able to balance the FY13 budget, while providing a high level of service to the citizens of Sierra Vista.

CITY OF SIERRA VISTA

ARIZONA

Introduction

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

Estimating City Revenues – Process

The first administrative activity in any municipality's budget process involves estimating revenues available for the coming fiscal year. In general, historical trend analysis (looking at revenues in previous years) provides us with a relatively accurate projection of most of our revenue sources. In the case of State-Shared Revenues (revenues collected and distributed by the state using various formulae), the state or the League of Arizona Cities and Towns provides estimates. The City uses historical analysis to ensure a more accurate revenue forecast for State Shared Revenue. In all cases conservative estimates are used. Using a conservative estimate allows for unforeseen fluctuations in the economy that would reduce the revenues below what was anticipated. 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 explaination will be provide that explains its purpose, breaks down its revenue sources, provides a discussion of significant changes or impacts, and indicates 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 containing all sources of revenue for the General Fund. The General Fund is 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 (FY12), and the current fiscal year (FY13).

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 FY13, $402,798 is allocated to the General Fund. The graphs also indicate revenue estimates, from the identified source (in the example, Property Tax), for the following year.

The last section illustrates revenues for the other City funds (Highway User Revenue Fund {HURF}, Local Transportation Assistance Fund {LTAF}, Airport Fund, etc). Comparison is provided between last fiscal year (FY12) and this fiscal year (FY13) as is analysis of the revenue source and 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 are recognized 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 way the City prepares its budget. 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 Funds and

Internal Funds. The Non-Operating Fund includes debt service and capital. Currently the City maintains 20 funds.

The next page provides a visual depiction of the funds the City uses as well as the organization of these funds.

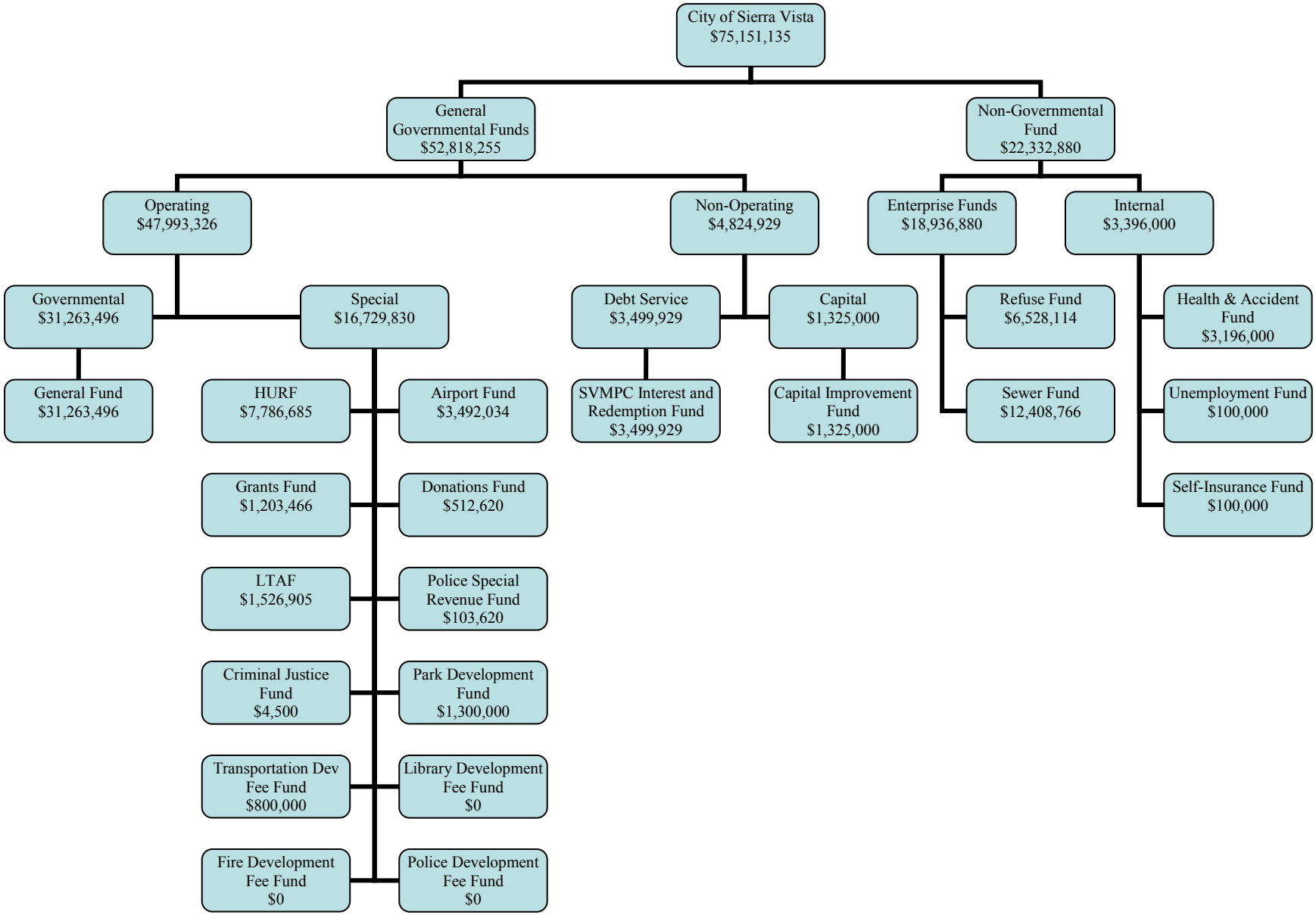
Balanced Budget Requirement

The State of Arizona requires that cities present a balanced Bbudget. This means that the budgeted revenue must equal the budgeted expenditures for all funds. The City of Sierra Vista maintains 20 funds and the revenue budgeted equals the expenditures budgeted for all 20 funds. The City is pleased to be able to balance the FY13 budget, while providing a high level of service to the citizens of Sierra Vista.

Budget Principles

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

1. Accomplish the City Council's Strategic Leadership Plan Objectives
2. Budget decisions will be made with long-term implications taken into account
3. Focus of benefit to community as a whole
4. Fiscally responsible decisions when making budget decisions
5. Conservative revenue estimates to account for economic uncertainty
6. Smart personnel growth to not overextend available resources
7. Maintain/increase employee salaries without making cuts elsewhere
8. Balance the budget without reserve usage
9. Review rate structure to ensure efficient revenue generation
10. Plan for long-term maintenance cost of new and existing City facilities
11. Incorporate the Citizens' Advisory Commission capital recommendations into the budget
12. Use a consensus with department directors on necessary programs and projects.
13. City Manager makes final budget decisions


City of Sierra Vista
$75,151,135
General Governmental Funds
$52,818,255
Non-Governmental Fund
$22,332,880
Operating
$47,993,326
Non-Operating
$4,824,929
Enterprise Funds
$18,936,880
Internal
$3,396,000
Governmental
$31,263,496
Special
$16,729,830
Debt Service
$3,499,929
Capital
$1,325,000
Refuse Fund
$6,528,114
Health & Accident Fund
$3,196,000
General Fund
$31,263,496
HURF
$7,786,685
Airport Fund
$3,492,034
SVMPC Interest and Redemption Fund
$3,499,929
Capital Improvement Fund
$1,325,000
Sewer Fund
$12,408,766
Unemployment Fund
$100,000
Grants Fund
$1,203,466
Donations Fund
$512,620
Self-Insurance Fund
$100,000
LTAF
$1,526,905
Police Special Revenue Fund
$103,620
Criminal Justice Fund
$4,500
Park Development Fund
$1,300,000
Transportation Dev Fee Fund
$800,000
Library Development Fee Fund
$0
Fire Development Fee Fund
$0
Police Development Fee Fund
$0

The Chart below shows the expenditure per fund separated into departments.

	CITY COUNCIL	ADMINISTRATIVE SERVICES	CITY MANAGER	COURT & LEGAL	GENERAL GOVERNMENT	POLICE	FIRE	PUBLIC WORKS	LEISURE & LIBRARY	COMMUNITY DEVELOPMENT	DEBT	Total
General Fund	$ 119,766	$ 3,213,433	$ 1,605,490	$ 337,534	$ 1,166,544	$ 8,954,474	$ 4,925,775	$ 6,104,779	$ 3,607,041	$ 962,451	$ 266,209	$ 31,263,496
HURF								$ 7,721,361			$ 65,324	$ 7,786,685
LTAF								$ 1,526,905				$ 1,526,905
Police Special Revenue						$ 103,620						$ 103,620
Grants						$ 339,623	$ 763,843		$ 100,000			$ 1,203,466
Judicial Enhancement				$ 4,500								$ 4,500
Airport								$ 3,379,663			$ 112,371	$ 3,492,034
Capital Improvement		$ 425,000						$ 900,000				$ 1,325,000
SVMPC I&R											$ 3,499,929	$ 3,499,929
Sewer	$ 14,971	$ 322,363	$ 257,282		$ 145,818			$ 10,975,183			$ 693,149	$ 12,408,766
Refuse	$ 14,971	$ 333,816	$ 235,340		$ 145,818			$ 5,302,088			$ 496,081	$ 6,528,114
Health & Accident					$ 3,196,000							$ 3,196,000
Unemployment					$ 100,000							$ 100,000
Self Insured Retention					$ 100,000							$ 100,000
Donations	$ 10,800					$ 189,000	$ 31,150	$ 28,150	$ 253,420	$ 100		$ 512,620
Park Development								$ 1,300,000				$ 1,300,000
Library Development												$ -
Police Development												$ -
Fire Development												$ -
Transportation Development								$ 800,000				$ 800,000
Total	$ 160,508	$ 4,294,612	$ 2,098,112	$ 342,034	$ 4,854,180	$ 9,586,717	$ 5,720,768	$ 38,038,129	$ 3,960,461	$ 962,551	$ 5,133,063	$ 75,151,135

Fund Balances

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 FY11 along with the estimated FY13 and budgeted FY13. 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 they City will be utilizing the fund balance in FY13 to fund certain projects.

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

Fund Balances

The General Fund is the largest fund maintained by the City. The general fund is used for many city services, including public safety and public works. A chart of revenue and expenditures for the general fund is below. The ending fund balance (Fund Balance, June 30) is an estimate and has not been audited**. This information is for budgetary purposes only and our official ending fund balance will be presented in our CAFR.**

(For Budgetary Purposes Only)	General Fund		
	2011	2012	2013
Revenues:	Actual	Estimated	Budget
Taxes	14,367,407	14,193,930	14,591,558
Intergovernmental	9,897,062	9,541,957	10,429,603
Charges for services	4,081,678	4,380,029	4,589,000
Licenses and permits	815,088	1,093,475	1,037,500
Fines	31,343	29,075	32,000
Investment income	5,208	13,031	6,000
Contributions	3,672	2,758	5,000
Other revenues	454,882	513,634	606,000
Total estimated revenues	29,656,339	29,767,889	31,296,661
Expenditures:			
Current-			
General government	6,065,941	5,796,851	6,442,767
Public safety	12,413,537	12,941,280	13,880,249
Public works	4,626,581	6,161,066	6,104,779
Culture and recreation	4,626,051	3,671,266	3,607,041
Community development	1,009,186	931,622	962,451
Debt service -			
Principal retirement	935,425	243,357	252,850
Interest and fiscal charges	53,222	22,853	13,359
Total estimated expenditures	29,729,944	29,768,294	31,263,496
Other financing sources (uses):			
Operating transfers in	411,110	250,189	357,000
Operating transfers out	(325,349)	(161,041)	(875,265)
Net proceeds from sale of bonds			
Proceeds from installment purchase	-	-	485,100
Total other financing sources (uses)	85,760	89,148	(33,165)
Net increase (decrease) in fund balance	12,156	88,742	-
Fund balances, July 1	3,851,410	3,863,566	3,952,308
Fund balances, June 30	3,863,566	3,952,308	3,952,308

The City's General fund balance is projected to increase $88,742 from FY11 to FY12 and remain level in FY13. The FY13 budget is balanced and currently shows a zero growth in the fund. The fund still has $3,952,308 projected FY13 ending balance. The City will continue to have a reserve amount, positive fund balance, to ensure financial stability. The Financial Policy states that the City should have two months of general fund expenditures in reserve. This translates to about six million. The City is on its way to achieve this level.

The City of Sierra Vista has 12 Special Funds. These funds are used for specific purposes. The revenue that is received by these funds is restricted to the fund. A summary of the 12 Special Funds balance is shown below.

(For Budgetary Purposes Only)	Special Revenue Funds		
	2011 Actual	2012 Estimated	2013 Budget
Revenues:			
Taxes	-	-	-
Intergovernmental	7,334,500	5,680,815	10,729,982
Charges for services	2,563,853	1,782,591	1,924,741
Licenses and permits	-		
Fines	156	70	100
Investment income	1,275	1,472	-
Contributions	99,948	142,846	512,620
Other revenues	456,734	73,489	235,000
Total estimated revenues	10,456,466	7,681,283	13,402,443
Expenditures:			
Current-			
General government	14,072	15,819	15,300
Public safety	769,492	638,908	1,427,236
Public works	8,654,402	5,980,303	13,456,079
Culture and recreation	637,072	67,129	1,653,370
Community development	74,652	118,821	150
Debt service -			
Principal retirement	265,029	112,371	112,371
Interest and fiscal charges	65,584	64,636	64,636
Total estimated expenditures	10,480,303	6,997,987	16,729,142
Other financing sources (uses):			
Operating transfers in	646,693	661,041	1,694,210
Operating transfers out	(994,622)	(1,270,825)	(1,054,575)
Net proceeds from sale of bonds			
Proceeds from installment purchase	-	207,896	1,415,000
Total other financing sources (uses)	(347,929)	(401,888)	2,054,635
Net increase (decrease) in fund balance	(371,766)	281,408	(1,272,064)
Fund balances, July 1	1,452,990	1,081,224	1,362,631
Fund balances, June 30	1,081,224	1,362,631	90,567

The special funds balance will decrease in the FY13 budget. It is projected that the special funds will decrease by $1,272,064 in FY13 to an ending balance of $90,567. The special funds are important to the City since they provide important services. The reason that there is a decrease in projected fund balance is the use of carryover funds from FY12 in FY13. The Transportation Development Fee Fund will use carryover to construct a large project in FY13. The City budgets these funds as a revenue source, thus equal expenditures but not providing a current revenue source. In this spreadsheet the carryover amount appears as a decrease in the fund balance.

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

(For Budgetary Purposes Only)	Capital Projects Funds		
	2011	2012	2013
Revenues:	Actual	Estimate	Budget
Taxes	3,718,074	3,584,065	3,699,899
Investment income	45		
Other revenues	4,089	324	250,000
Total estimated revenues	3,722,208	3,584,389	3,949,899
Expenditures:			
Current-			
General government		314,993	425,000
Public safety	2,462,028		
Public works		23,574	900,000
Culture and recreation	635,238		
Community development			
Total estimated expenditures	3,097,266	338,567	1,325,000
Other financing sources (uses):			
Operating transfers in	687,396	276,197	59,947
Operating transfers out	(3,720,558)	(3,334,375)	(3,531,433)
Proceeds from installment purchase	-	-	750,000
Total other financing sources (uses)	(3,033,162)	(3,058,178)	(2,721,486)
Net increase (decrease) in fund balance	(2,408,220)	187,644	(96,587)
Fund balances, July 1	3,365,696	957,476	1,145,120
	-	-	-
Fund balances, June 30	957,476	1,145,120	1,048,533

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 FY13. The Capital Improvement Fund will be utilized to fund major capital maintenance projects in the General Fund in FY13.

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 funds, the Sierra Vista Municipal Property Corporation Interest and Redemption Fund and below is a summary of this fund.

(For Budgetary Purposes Only)	Debt Service Funds		
	2011	2012	2013
Revenues:	Actual	Estimate	Budget
Investment income	194	260	
Total estimated revenues	194	260	-
Expenditures:			
Debt service -			
Principal retirement	1,822,767	2,337,500	2,425,000
Interest and fiscal charges	1,185,708	1,107,020	1,074,929
Total estimated expenditures	3,008,475	3,444,520	3,499,929
Other financing sources (uses):			
Operating transfers in	3,445,143	3,478,817	3,499,929
Total other financing sources (uses)	3,445,143	3,478,817	3,499,929
Net increase (decrease) in fund balance	436,862	34,557	-
Fund balances, July 1	857,422	1,294,284	1,328,841
	-	-	-
Fund balances, June 30	1,294,284	1,328,841	1,328,841

Debt Service funds are supported by the transfer of resources from other funds in order to repay the interests and principal for projects. These funds do not receive any more resources than needed from other funds and are not projected to grow in FY13.

Fund Balances

There are a total of 15 governmental funds, with the chart below summarizing those 15 funds. The charts in the above pages provide a more detail analysis of the different fund types. As one can see, the governmental funds have a net decrease of $1,368,651. This decrease is the result of using carryover revenue from FY12 in FY13, decreasing the ending fund balance.

(For Budgetary Purposes Only)	Total Governmental Funds		
	2011	2012	2013
Revenues:	Actual	Estimate	Budget
Taxes	18,085,481	17,777,995	18,291,457
Intergovernmental	17,231,562	15,222,772	21,159,585
Charges for services	6,645,531	6,162,620	6,513,741
Licenses and permits	815,088	1,093,475	1,037,500
Fines	31,499	29,145	32,100
Investment income	6,721	14,763	6,000
Contributions	103,620	145,604	517,620
Other revenues	915,705	587,447	1,091,000
Total estimated revenues	43,835,206	41,033,820	48,649,003
Expenditures:			
Current-			
General government	6,080,013	6,127,663	6,883,067
Public safety	15,645,057	13,580,188	15,307,485
Public works	13,280,983	12,164,943	20,460,858
Culture and recreation	5,898,361	3,738,395	5,260,411
Community development	1,083,838	1,050,443	962,601
Debt service -	-	-	-
Principal retirement	3,023,222	2,693,228	2,790,221
Interest and fiscal charges	1,304,514	1,194,509	1,152,924
Total estimated expenditures	46,315,988	40,549,368	52,817,567
Other financing sources (uses):			
Operating transfers in	5,190,342	4,666,244	5,611,086
Operating transfers out	(5,040,529)	(4,766,241)	(5,461,273)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	207,896	2,650,100
Total other financing sources (uses)	149,812	107,899	2,799,913
Net increase (decrease) in fund balance	(2,330,969)	592,351	(1,368,651)
Fund balances, July 1	9,527,518	7,196,549	7,788,900
	-	-	-
Fund balances, June 30	7,196,549	7,788,900	6,420,249

Fund Balances

Not only does the City maintain governmental funds, 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, Leisure) and Internal Service Funds (Health & Accident, Unemployment, Self-Insurance).

Below is a summary of the Enterprise Funds.

(For Budgetary Purposes Only)	Enterprise Funds		
	2011	2012	2013
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services	8,004,908	8,311,331	8,613,382
Contributions	10,890	-	500,000
Other income	69,971	7,738,294	4,113,800
Total operating revenues	8,085,769	16,049,625	13,227,182
Operating expenses:			
Salaries, wages and related expenses	2,381,505	2,386,904	2,443,380
Operations and maintenance	3,986,697	9,530,184	14,140,037
Depreciation	1,088,970	870,000	870,000
Benefits paid	223,873	112,455	116,748
Premiums paid	160,427	176,703	177,485
Total operating expenses	7,841,472	13,076,246	17,747,650
Operating income (loss)	244,297	2,973,379	(4,520,468)
Nonoperating revenues (expenses):			
Connection income	375,774	592,371	350,000
Gain on Sale of Fixed Assets	2,168	11,540	50,000
Investment income	140	-	1,000
Interest expense	45,477	375,164	1,189,230
Total nonoperating revenues	423,559	979,075	1,590,230
Income before operating transfers	667,856	3,952,454	(2,930,238)
Operating transfers:			
Operating transfers in			
Operating transfers out	(149,813)	(149,813)	(149,813)
Total operating transfers	(149,813)	(149,813)	(149,813)
Net Income (loss)	817,669	4,102,267	(2,780,425)
Retained earnings, July 1	10,697,793	11,515,462	15,617,729
	-	-	-
Retained earnings, June 30	$ 11,515,462	15,617,729	12,837,304

The Enterprise funds show a net projected decrease of $2,780,425 in FY13. This is once again due to carryover funds being used in FY13 to complete capital projects. The projected FY13 ending fund balance is $12,837,304.

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

(For Budgetary Purposes Only)	Internal Service Funds		
	2011	2012	2013
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services	3,563,542	3,724,382	3,188,500
Other income	183,109	82,210	100,000
Total operating revenues	3,746,651	3,806,592	3,288,500
Operating expenses:			
Operations and maintenance	38,000	38,000	
Benefits paid	3,028,428	3,065,909	3,396,000
Premiums paid			
Total operating expenses	3,066,428	3,103,909	3,396,000
Operating income (loss)	680,223	702,683	(107,500)
Nonoperating revenues (expenses):			
Investment income	2,534	3,747	7,500
Total nonoperating revenues	2,534	3,747	7,500
Income before operating transfers	682,757	706,430	(100,000)
Net Income (loss)	682,757	706,430	(100,000)
Retained earnings, July 1	3,220,433	3,903,190	4,609,620
	-	-	-
Retained earnings, June 30	3,903,190	4,609,620	4,509,620

The three internal service funds continue to have a strong financial position. The expected FY13 ending fund balance is $4,609,620. The City's Health Insurance plan was expanded in FY10 due to the success of the fund. The City wants to provide its employees with the best service possible for their contribution to the plan. The reductions in income ($100,000) consist of unemployment fund carryover.

Fund Balances

Below is a summary of the non-governmental funds.

(For Budgetary Purposes Only)	Non-Governmental Funds		
	2011	2012	2013
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services	11,568,450	12,035,713	11,801,882
Contributions	10,890	-	500,000
Other income	253,080	7,820,504	4,213,800
Total operating revenues	11,832,420	19,856,217	16,515,682
Operating expenses:			
Salaries, wages and related expenses	2,381,505	2,386,904	2,443,380
Operations and maintenance	4,024,697	9,568,184	14,140,037
Depreciation	1,088,970	870,000	870,000
Benefits paid	3,252,301	3,178,364	3,512,748
Premiums paid	160,427	176,703	177,485
Total operating expenses	10,907,900	16,180,155	21,143,650
	-	-	-
Operating income (loss)	924,520	3,676,062	(4,627,968)
Nonoperating revenues (expenses):			
Connection income	375,774	592,371	350,000
Gain on Sale of Fixed Assets	2,168	11,540	50,000
Investment income	2,674	3,747	8,500
Interest expense	45,477	375,164	1,189,230
Total nonoperating revenues	426,093	982,822	1,597,730
	-	-	-
Income before operating transfers	1,350,613	4,658,884	(3,030,238)
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out	(149,813)	(149,813)	(149,813)
Total operating transfers	(149,813)	(149,813)	(149,813)
	-	-	-
Net Income (loss)	1,500,426	4,808,697	(2,880,425)
Retained earnings, July 1	13,918,226	15,418,652	20,227,349
Retained earnings, June 30	15,418,652	20,227,349	17,346,924

Fund Balances

Below is a financial summary of all funds maintained by the City of Sierra Vista. The information is not audited and for budgetary purposes only. The decrease in FY13 of $6,577,300 reflects the use of carryover funds. Some used of these funds include capital projects in the Sewer, Refuse, Capital Improvement and Transportation Development Fee Fund.

(For Budgetary Purposes Only)	Total All Funds		
	2011	2012	2013
Revenues:	Actual	Estimate	Budget
Taxes	18,085,481	17,777,995	18,291,457
Intergovernmental	17,231,562	19,222,772	23,556,682
Charges for services	18,213,981	19,198,333	19,230,644
Licenses and permits	815,088	1,093,475	342,500
Fines	31,499	29,145	32,100
Investment income	9,396	18,510	14,500
Contributions	114,510	145,604	1,017,620
Other revenues	1,546,727	9,011,861	1,150,988
Total estimated revenues	56,048,242	66,497,695	63,636,491
Expenditures:			
Current-			
General government	9,146,441	9,231,572	10,776,668
Public safety	15,645,057	13,580,188	15,105,670
Public works	21,122,455	25,241,189	45,765,349
Culture and recreation	5,898,361	3,738,395	4,308,152
Community development	1,083,838	1,050,443	1,289,897
Debt service -			
Principal retirement	3,068,699	3,068,392	4,512,635
Interest and fiscal charges	1,349,991	1,569,673	
Total estimated expenditures	57,314,842	57,479,851	81,758,371
Other financing sources (uses):			
Operating transfers in	5,190,342	4,666,244	5,611,086
Operating transfers out	(6,355,101)	(4,752,858)	(5,611,086)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	207,896	11,544,580
Total other financing sources (uses)	(1,164,759)	121,282	11,544,580
Net increase (decrease) in fund balance	(2,431,359)	9,139,126	(6,577,300)
Fund balances, July 1	23,939,578	21,508,219	30,647,345
	-	-	-
Fund balances, June 30	21,508,219	30,647,345	24,070,045

Fund Balances

The Chart below summarizes the change in expected fund balance for FY13 per major fund category. The Chart depicts the beginning fund balance, budgeted revenue, budgeted expenditures along with the projected ending fund balance.

	General Fund	Special Revenue Funds	Capital Funds	Debt Service	Enterprise Funds	Internal Service Funds
Projected Fund Balance 7/1/2012	$ 3,952,308	$ 1,362,631	$ 1,145,120	$ 1,328,841	$ 12,837,304	$ 4,609,620
Budgeted Revenue	$ 31,263,496	$ 15,457,078	$ 1,228,413	$ 3,499,929	$ 14,667,599	$ 3,296,000
Budgeted Expenditures	$ 31,263,496	$ 16,729,142	$ -	$ 3,499,929	$ 17,747,650	$ 3,396,000
Projected Fund Balance 6/30/2013	$ 3,952,308	$ 90,567	$ 2,373,533	$ 1,328,841	$ 9,757,253	$ 4,509,620
% Change In Fund Balance	0%	-93%	-8%	0%	-24%	-2%

General Fund Revenue

The largest fund, the General Fund, comprises 42 percent (or $31,263,496) of the proposed FY13 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 chart on the next page provides a summary of revenue sources for the General Fund along with the expected change.

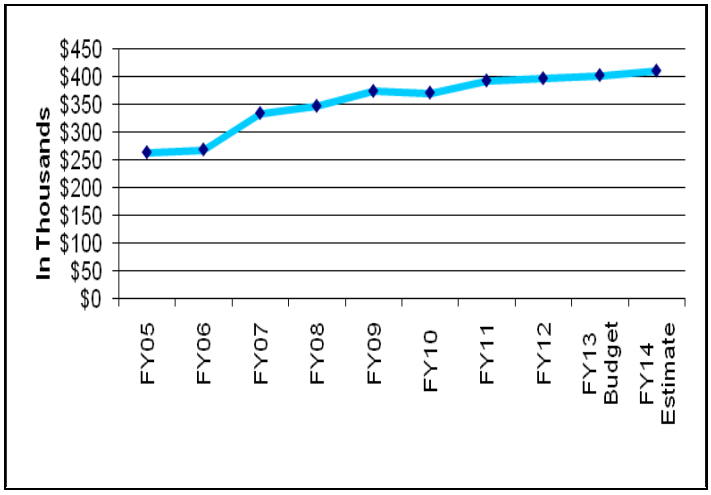
The pages following the summary chart provide information on the revenue components of the General Fund. A description of each revenue source along with historical revenue collection information is also provided.

General Fund Revenue

Revenue		FY12		FY13	% Change	% of Total G.F.
Local						
Taxes						
Property	$	397,085	$	402,798	1.4%	1.3%
Sales	$	11,884,902	$	11,675,512	-1.8%	37.3%
Utility	$	1,416,788	$	1,466,788	3.5%	4.7%
Franchise	$	659,653	$	1,046,460	58.6%	3.3%
Total Local Taxes	$	14,358,428	$	14,591,558	1.6%	46.7%
Fees						
Ambulance	$	1,700,000	$	1,750,000	2.9%	5.6%
Development	$	30,000	$	43,000	43.3%	0.1%
Public Safety	$	97,500	$	91,500	-6.2%	0.3%
Public Works	$	1,304,500	$	1,402,500	7.5%	4.5%
Leisure		1,307,000		1,282,000	-1.9%	0.0%
Cove		380,000		380,000		
Recreational Classes		927,000		902,000		
Impact Fees	$	(77,750)	$	(77,750)	0.0%	-0.2%
Total Local Fees	$	4,361,250	$	4,491,250	3.0%	14.4%
Licenses						
Bldg. Permits	$	600,000	$	700,000	16.7%	2.2%
Business	$	252,500	$	252,500	0.0%	0.8%
Other	$	95,000	$	77,000	-18.9%	0.2%
Total Local Licenses	$	947,500	$	1,029,500	8.7%	3.3%
Total Local	$	19,667,178	$	20,112,308	2.3%	64.3%
Other						
Transfers Out	$	(396,621)	$	(797,515)	101.1%	-2.6%
LTAF	$	(355,329)	$	(360,000)	1.3%	
Grant Match	$	(41,292)	$	(37,515)	-9.1%	
HURF	$	-	$	(400,000)		
Transfer In- CIF	$	348,400	$	357,000	2.5%	1.1%
Transfer In- RICO	$	28,620	$	-		0.0%
Note Proceeds	$	1,547,580	$	485,100	-68.7%	1.6%
Interest	$	10,000	$	6,000	-40.0%	0.0%
Contributions	$	10,000	$	5,000	-50.0%	0.0%
Misc. Revenue	$	607,500	$	666,000	9.6%	2.1%
Total Other	$	2,155,479	$	721,585	-66.5%	2.3%
State						
Taxes						
Sales	$	3,154,388	$	3,503,084	11.1%	11.2%
Income	$	3,704,333	$	4,482,658	21.0%	14.3%
Auto	$	1,831,933	$	1,899,211	3.7%	6.1%
Total State Taxes	$	8,690,654	$	9,884,953	13.7%	31.6%
Grants						
Total Intergov.Grants	$	645,525	$	544,650	-15.6%	1.7%
Total State & Grants	$	9,336,179	$	10,429,603	11.7%	33.4%
Total G.F. Rev.	$	31,158,836	$	31,263,496	0.3%	100.0%
Local Revenue		70.0%		66.6%		
State Revenue		30.0%		33.4%		

Property Tax

Year	Amount
FY05	$262,844
FY06	$268,102
FY07	$333,961
FY08	$346,528
FY09	$373,525
FY10	$371,525
FY11	$393,358
FY12	$397,085
FY13	$402,798
FY14 est.	$405,027



Description

The City levies a primary property tax each year. In 2006, the City's maximum primary property tax levy was reset to $333,961.

This maximum amount is increased two percent per year, as per state law, plus the value of new construction. For 2013, the maximum levy increased to $457,758. The City choose to reduce the property tax levy rate from FY12 resulting in a total levy amount of $402,798, or twelve percent lower than the maximum levy amount. The FY13 property tax levy amount corresponds to a maximum tax rate of $0.1136 per $100 of assessed value, reduced from the FY12 tax rate of $0.1139 per $100 of assessed value.

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. In the FY13 budget, the tax levied has increased, but the actual property tax rate decreased. The tax levy for FY13 is $402,798.

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: $402,798

Example of Property Tax

Market Value	Assessed Value (10% of Market Value)	Tax Rate $0.1136 per $100 Assessed Value
$100,000	$10,000	($10,000/$100)*$0.1136=$11.36

A resident with a $100,000 home would pay $11.36 in City Property Taxes.

Property Tax

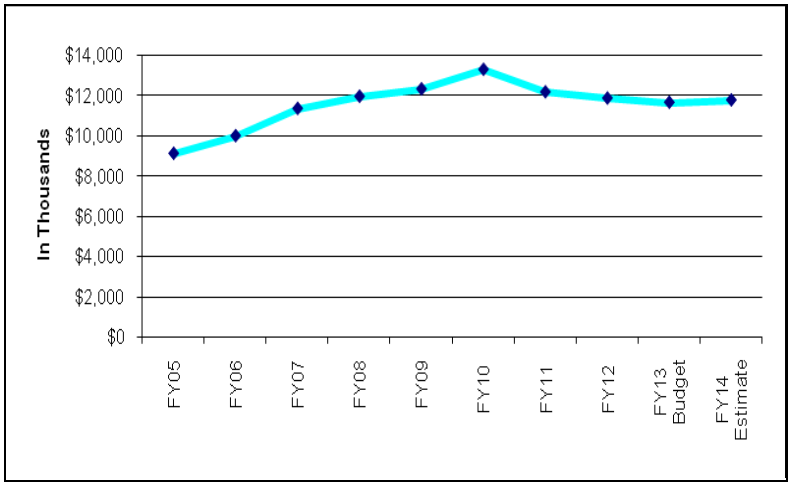
In FY11 the tax rate for the primary property tax was 0.1139 This City primary property tax rate was the lowest level of any incorporated area of Cochise County.

The City levies a small property tax. For comparison purposes the property tax rate for other municipalities in Cochise County is displayed below. The property tax rate for the City of Sierra Vista is the lowest rate for any municipality in Cochise County.

FY11 Property Tax Levy		
	Primary	**Secondary**
Cochise County	2.6276	
Benson	0.4577	
Bisbee	2.0817	
Douglas	0.9777	
Huachuca City	0.7770	
Sierra Vista	**0.1139**	
Tombstone	0.7579	0.1265
Willcox	0.3020	0.6700

City Sales Tax

Year	Amount
FY05	$9,128,420
FY06	$10,008,908
FY07	$11,368,150
FY08	$12,854,006
FY09	$12,340,006
FY10	$12,313,845
FY11	$12,195,621
FY12	$11,884,902
FY13	$11,675,512
FY14 est.	$11,792,267



Description

In FY12 the City Council tasked the Citizens' Advisory Commission (CAC) with reviewing the City's sales tax structure and its efficiency in raising revenue to cover future operating expenses. After a lengthy analysis, the CAC recommended no changes to the tax structure.

The national, state and local economic situations have affected the City. For this reason, the City is budgeting a two percent decrease in the expected year-end City sales tax figures for FY13, which is equivalent to a two percent decrease from the FY12 Budget. The City's sales tax collections have been decreasing since FY10.

By ordinance, 0.5 pe rcent of the City's sales tax goes to the Capital Improvement Fund.Consumers will pay 1.25 percent to the general fund and another 0.5 percent to the capital improvement fund, totaling the 1.75 percent rate.

General Fund Contribution- $11,675,512
Capital Improvement Fund Contribution- $3,699,899

The City of Sierra Vista has a City Sales Tax Package has not changed since the City Council adopted a new rate structure in FY08.

Revenue Source	FY 12 Rate	FY 13 Rate	Total Rate*
Retail Sales	1.75%	1.75%	8.85%
Real Prop. Rental	1.00%	1.00%	1.00%
Use	1.60%	1.60%	8.35%
Construction	2.45%	2.45%	9.55%
Restaurant/Bar	2.60%	2.60%	9.70%
All other retail	1.75%	1.75%	8.85%

*Includes County and State Taxes

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 rate for FY13 is 1.75 percent, unchanged from FY12.

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 FY13 is one percent, unchanged from FY12.

Use
Section _A-610. There is levied and imposed an excise tax on the cost of tangible personal property acquired from a retailer, upon every person storing or using such property not purchased within the City boundaries. The City's rate for FY13 is 1.60 percent, unchanged from FY12.

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. The City's rate for FY13 is 2.45 percent, unchanged from FY12.

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 FY13 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.

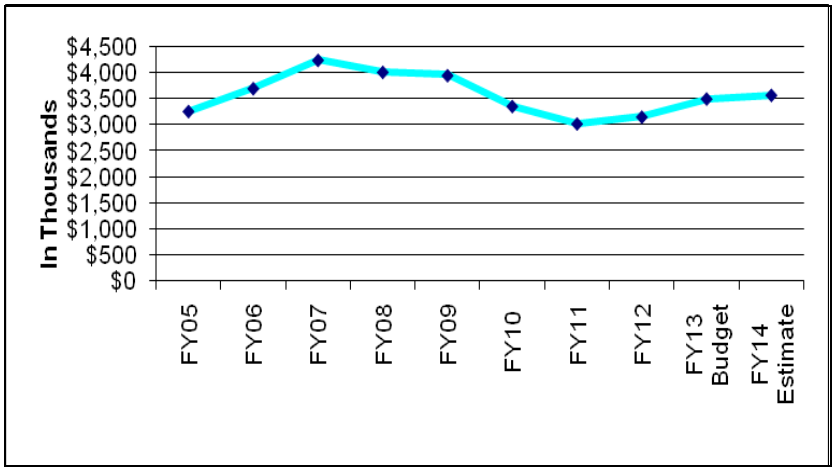
Hotel/Motel

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 rate for FY13 is 2.60 percent, unchanged from FY12.

Tax Rate Comparison (Sorted by Retail Sales)					
City	Retail Sales	Rental of Real Residential Property	Rental of Commercial Property	Utility Tax	Construction Tax
Flagstaff	1.721	0	1.721	1.721	1.721
Sierra Vista	1.75	1	1	2	2.45
Casa Grande	1.8	1.8	1.8	2	4
Marana	2	0	2	4	4
Maricopa City	2	2	2	2	3.5
Bullhead City	2	0	2	2	2
Oro Valley	2	0	0	2	4
Prescott	2	2	2	2	2
Buckeye	2	3	3	3	3
Lake Havasu City	2	0	0	2	2
Tucson	2	0	2	2	2
Phoenix	2	2	2	2.7	2
Apache Junction	2.2	2.2	2.2	3.2	2.2
Prescott Valley	2.33	2.33	2.33	2.33	2.33
Goodyear	2.5	2.5	2.5	2.5	3.5
Avondale	2.5	2.5	2.5	2.5	2.5

State Shared Sales Tax

Year	*Amount*
FY05	$3.261.889
FY06	$3,700,302
FY07	$4,244,153
FY08	$4,449,523
FY09	$3,951,655
FY10	$3,358,907
FY11	$3,023,016
FY12	$3,154,388
FY13	$3,503,084
FY14 est.	$3,573,146



Description

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

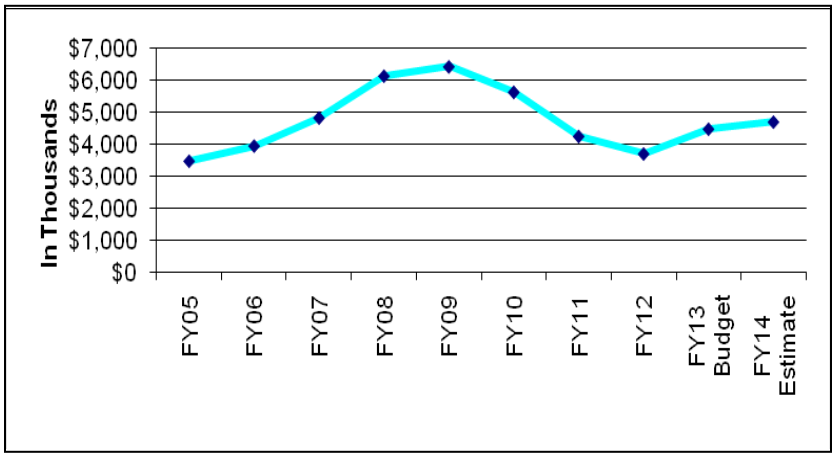
The City receives the State Sales Tax estimates from the League of Arizona Cities. These estimates are used to compare the City's own budget projections. In the past, the State estimates have been higher than what the City actually collected. The City anticipates the FY12 estimate to be below the anticipated year end revenue collections. The City wishes to have a conservative budgeting strategy and uses its own estimate to more closely relate to the expected revenue. The FY13 Budget reflects a three percent lower estimate than the State provided estimate. The estimated revenue projection from the league showed a 12 percent growth in revenue, which seemed to be rather optimistic.

The City chose to estimate the FY12 budget figure conservatively due to the overall economic situation. The FY13 budget is two percent above the anticipated FY12 year end figure. The state economy in the large metropolitan areas appears to be improving but continues to be strained by the housing market.

General Fund Contribution: $3,503,084

State Shared Income Tax

Year	*Amount*
FY05	$3,476,918
FY06	$3,953,456
FY07	$4,835,597
FY08	$6,153,276
FY09	$6,440,547
FY10	$5,640,669
FY11	$4,253,082
FY12	$3,704,333
FY13	$4,482,658
FY14 est.	$4,706,791



Description

The State of Arizona levies income taxes. Statutes stipulate that Arizona cities and towns share 15 percent of the tax distributed based on a population basis. This revenue source depends heavily upon the condition of the state's economy.

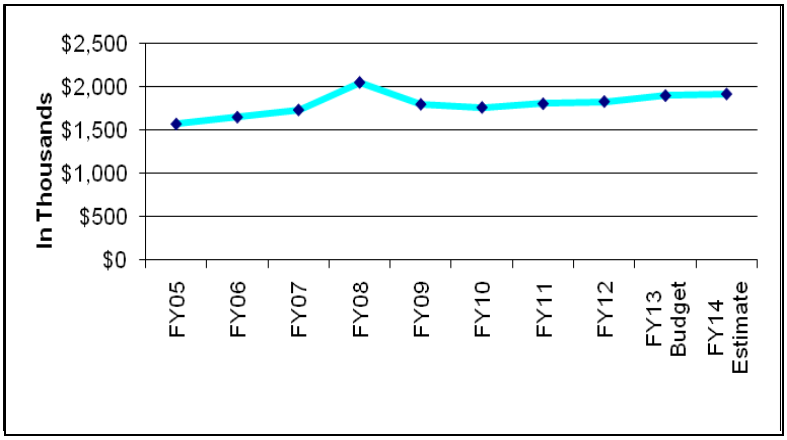
There is a two-year lag from the year the taxes are levied and the year they are distributed to the cities. This means that the City receives their share of the 2011 income taxes in FY13.

The City's share of income tax revenues has been positively impacted by the economic recovery experienced throughout the State. The State provides an estimate for the expected revenue to the City, which is almost 100 percent accurate. The FY13 Budget for income tax revenues increases 21 percent from FY12.

General Fund Contribution: $4,482,658

Auto Licensing Tax

Year	Amount
FY05	$1,574,683
FY06	$1,653,417
FY07	$1,736,088
FY08	$1,936,000
FY09	$1,800,224
FY10	$1,646,466
FY11	$1,806,655
FY12	$1,831,933
FY13	$1,899,211
FY14 est.	$1,918,203



Description

The State of Arizona levies a tax on vehicle licenses. The revenue that the City receives represents state-shared revenue derived from the vehicle registration fees. Cities and towns receive 25 percent of the net revenues collected within their county.

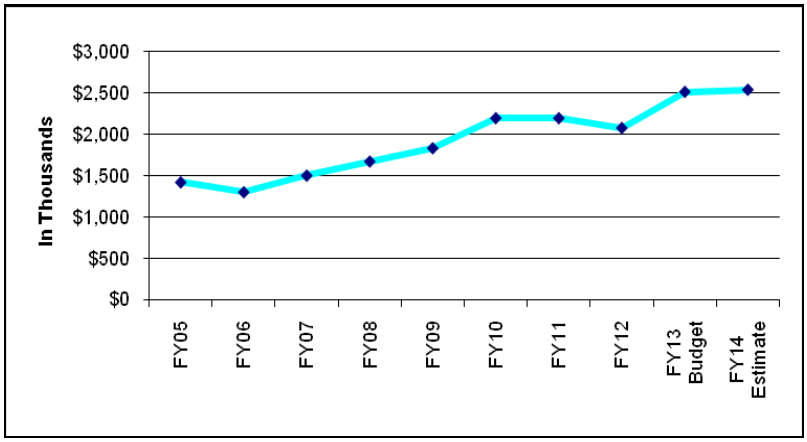
The City uses the historical trend analysis to project this revenue source. The City has been experiencing increases in Vehicle Licensing Tax in FY12 and the FY13 estimate reflects this increase.

The State of Arizona provides an estimate for the expected Vehicle Licensing Tax the City will receive. The City uses its own estimate based on historical analysis. The City estimate is fourteen percent lower than the State's estimate.

General Fund Contribution: $1,899,211

Utility & Franchise Tax

Year	*Amount*
FY05	$1,418,750
FY06	$1,300,000
FY07	$1,500,000
FY08	$1,671,000
FY09	$1,831,653
FY10	$2,194,852
FY11	$2,194,852
FY12	$2,076,441
FY13	$2,513,248
FY14 est.	$2,538,380



Description

The Public Utility tax includes the two percent excise tax on water, gas, electric and phone utilities. The franchise tax includes the five percent franchise fee on cable television. Because the public utility tax is collected at a different rate than City sales tax, it is tracked separately.

Of the $2,513,248 shown for FY13, $1,466,788 is Public Utility tax and $1,046,460 is Franchise fees.

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.

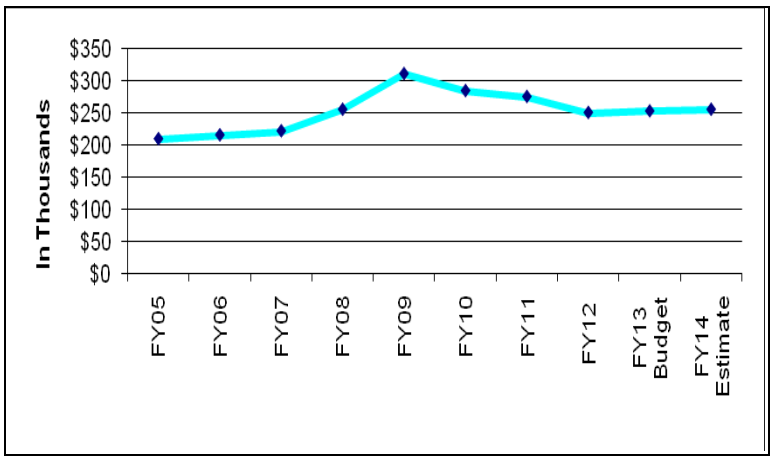
The Sulphur Springs Valley Electrical Cooperative franchise agreement will be up for approval this year. If approved the agreement would increase the franchise fee by two percent. The City anticipated an increase of $400,000 in revenue for the last half of the year. If the agreement is approved, any additional revenue received from the increase will be used for street maintenance.

General Fund Contribution: $2,513,248

<u>Current rates</u>
SSVEC- 2% Franchise (Needs voter approval this year)
SWG- 5% Franchise (2% Transaction Privilege Tax, 2% Franchise, 1% Right-of-Way)
Water- 2% Utility
Phone- 2% Utility
Cox- 5% License

Business License Fees

Year	*Amount*
FY05	$209,000
FY06	$215,000
FY07	$221,450
FY08	$255,000
FY09	$310,749
FY10	$284,230
FY11	$275,000
FY12	$250,000
FY13	$252,500
FY14 est.	$255,025



Description

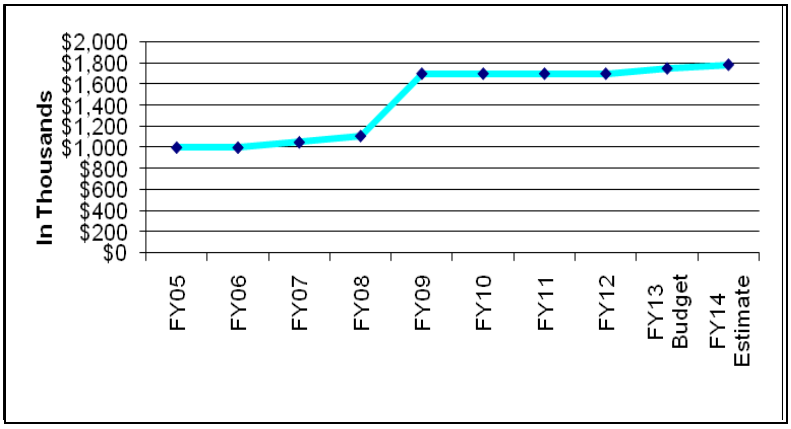
The City increased its annual business license fee from $112 in FY03 to $130 in FY04 and remains unchanged in FY13. The fee is charged for various services provided by the City for ensuring that businesses operating in the City do so in a safe manner through compliance with various fire and building code requirements.

The estimate uses historical trend analysis. With fewer businesses in town, the amount collected for business licenses decreased over the last several years before a s light increase in FY13.

General Fund Contribution: $252,500

Ambulance Fees

Year	*Amount*
FY05	$1,000,000
FY06	$1,000,000
FY07	$1,050,000
FY08	$1,110,000
FY09	$1,700,000
FY10	$1,700,000
FY11	$1,700,000
FY12	$1,700,000
FY13	$1,750,000
FY14 est.	$1,785,000



Description

Ambulance revenues increased in FY12 The first reason is the rate increase implemented two years ago. The rate increased aligned with a local ambulance company's rates and allow for increased interoperability between the two providers. The City will continue with the inter-facility transport program. This program transports patients between facilities in Sierra Vista.

In FY12, the City implemented an approved service charge for all EMS (911 Ambulance) calls requiring treatment without transport, which has increased revenue received from ambulance fees. Only patients with extensive treatment are billed for these services.

Overall ambulance revenues have improved markedly since FY02 as a result of bringing billing in-house. The City is collecting a larger percentage of the billed amounts than in the past. The City currently collects 90 percent.

General Fund Contribution: $1,750,000

Estimated HURF revenues total $7,786,685 in the FY13 budget. State statutes mandate that the HURF fund is established and maintained as a special revenue fund for the

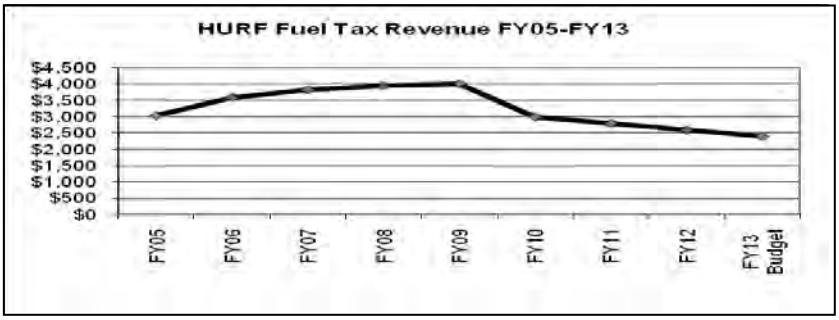
purpose of using State-Shared Fuel Tax dollars for street and transportation-related expenditures. The State distributes 27.5 percent of total fuel tax revenues to Arizona cities and towns using a formula which:

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 majority of HURF revenues derive from the fuel tax, grants, and contributions. The HURF fund has decreased 38 percent this year from FY12 due to the completion of two major street projects, Charleston Road Widening and Fry Boulevard Overlay. The State of Arizona completed Charleston Road Widening and Fry Boulevard Overlay in FY12 and will contribute those improvements to the City. Accounting rules require that the value of the improvements is budgeted as both a revenue source and expenditure. The grant revenues will be used for street projects, including Multi-Use Paths, Wilcox Drive Reconstruction, and 7th Street Overlay. The following table compares budgeted FY11 and FY12 HURF revenues.

The transfer-in from the general fund is the anticipated franchise fee agreement revenue. The increased franchise fee amount will be transfered to HURF for street maintenance in FY13 in the anticipated amount of $400,000.

	FY12 Budget	FY13 Budget
Fuel Tax	$ 2,600,000	$ 2,400,000
Grants	$ 4,027,875	$ 3,897,910
Contributions	$ 4,800,000	
Note Proceeds	$ 180,000	$ 115,000
Transfers In - CIF	$ 687,125	$ 729,775
Transfers In -GF	$ -	$ 400,000
Miscellaneous	$ 253,148	$ 244,000
Total	**$ 12,548,148**	**$ 7,786,685**



Local Transportation Assistance Fund (LTAF)

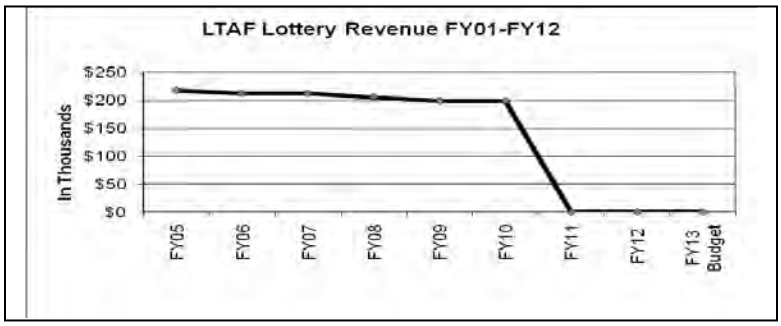
The Local Transportation Assistance Fund (LTAF) represented a state-shared special revenue fund generated by proceeds from the lottery. The State distributed these proceeds to cities and towns using a population-based formula. Cities then used the revenue for public transportation purposes. When statewide lottery revenues reached $23 million, municipalities can spend up to 10 percent of their allotment on cultural, recreational, educational, historical or scientific purposes; or services to the developmentally disabled. The statutes cap the amount of LTAF revenues that municipalities share, restricting the fund's growth. This restriction exposes the fund to inflation that effectively decreases its buying power over time. The FY13 Budget does not include and money received from LTAF.

As with HURF Revenue, the major increase in LTAF revenue is derived from grant revenue. Grant revenue has increased 16 percent over last year. These funds include two new buses and increased cost of operations.

	FY12 Budget	FY13 Budget
State Lottery	$ -	$ -
LTAF II	$ 26,793	$ -
Grants	$ 832,809	$ 966,485
Bus Fares	$ 110,000	$ 120,000
Transfers In – CIF	$ 26,357	$ 70,420
Transfers In – General Fund	$ 355,329	$ 360,000
Misc. Revenue	$ 5,000	$ 10,000
Total	**$ 1,356,288**	**$ 1,526,905**

Comments
The City reveives grant and operational revenue associated with Vista Transit. This fiscal year, $966,485 in grants funding (for regular administration, operation, and capital) plus $120,000 in fare box revenue receipts is anticipated.

The $360,000 General Fund transfer-in is to fund shortfalls in Transit revenues needed to operate the City's transit system.



Sewer Enterprise Fund

For FY13, total budgeted revenues for the Sewer Enterprise Fund are $12,408,766, a decrease of $3,334,687 from last year's budget of $15,743,453. This decrease is due to the construction of the EOP Bio-solid Handling Improvements Project that was started in FY12 and completed in FY13. The FY13 budget includes a increase in carryover funds to complete the project.

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. For many years, the rates charged to customers was not increased, and rates will not increase in FY13.

The revenue projections for this fund depend on the size of thecustomer base and the planned expenditures for FY13.

The following table displays the FY12 and FY13 budgeted revenues. The revenue for this fund decreased 21 percent from last year.

	FY12 Budget	FY13 Budget
Carryover	$ 176,916	$ 4,460,000
Grants	$ 3,500,000	$ 3,500,000
Sewer Service Charges	$ 1,348,777	$ 1,435,026
Capital Service Charges	$ 880,000	$ 924,327
Sewer Usage Charges	$ 1,205,073	$ 1,258,726
Sewer Connection Fees	$ 525,000	$ 350,000
Delinquencies	$ 30,000	$ 30,000
Miscellaneous	$ 70,000	$ 100,000
Capital Contributed by Developers	$ 500,000	$ 500,000
Notes Payable	$ 7,657,000	$ -
Capital Reimbursement	$ 500	$ 500
Transfer Out- SVMPC	$ (149,813)	$ (149,813)
Total	**$ 15,743,453**	**$ 12,408,766**

For FY13, budgeted revenues for the Refuse Enterprise Fund total $6,528,114, a decrease of $1,197,389 from the FY12 budgeted total of $7,725,503.

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. No rate increases are included in the FY13 Budget.

The City will complete the construction of the Compost Building Phase I in FY13. This project will allow the City to compost the bio-solids generated in the sewer project into the City's compost program and also provide a suitable working environment for employees.

The City will be implementing an expanded recycling program in FY13. The expanded program will increase recycling pick-ups from once per month to once per week. The new schedule will provide pick up of regular refuse one day per week with the other pick up being for recycling. With the increased recycling pickups the amount of material that can be recycled will also increase. This new program is scheduled for implementation in October after a public outreach campaign.

Within this fund, there is the challenge of responding to an increasing regulatory environment and its associated expenses in a cost-effective manner.

The following table displays the FY12 and FY13 budgeted revenues for the Refuse Enterprise Fund.

	FY12 Budget	FY13 Budget
Carryover	$ 462,437	$ 998,011
Refuse Capital Charges	$ 175,803	$ 150,000
Refuse Disposal Charges	$ 1,352,854	$ 1,176,292
Refuse Collection Charges	$ 1,228,723	$ 1,325,140
Residential Charges	$ 1,964,198	$ 1,923,491
Delinquency Charges	$ 37,000	$ 37,000
Interest	$ 8,488	$ 1,000
Dumpster Leases	$ 215,000	$ 243,380
Note Proceeds	$ 2,160,000	$ 510,300
Compost	$ 65,000	$ 100,000
Miscellaneous	$ 56,000	$ 63,500
Total	**$ 7,725,503**	**$ 6,528,114**

Airport Fund

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

The following table compares the FY12 and FY13 budgeted revenues for this fund. The Airport Fund increased $1,405,818. The increase is largely due to an increase in grant projects (Taxiway "P" Phase I, Taxiway "G" Extension and Master Plan).

	FY12 Budget	FY13 Budget
FAA/ADOT Grants	$ 780,000	$ 2,190,716
Gas & Oil Revenues	$ 1,070,216	$ 1,066,568
Leases	$ 211,000	$ 211,000
Transfer In-CIP	$ 20,000	$ 18,750
Misc Revenue	$ 5,000	$ 5,000
Total	**$ 2,086,216**	**$ 3,492,034**

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 Police Department can only use these revenues for public safety purposes. The FY13 Budget includes $103,620 in revenues.

The following table shows the projected revenues for the Police Special Revenue Fund.

	FY12	FY13
Police Special Revenue	$ 103,620	$ 103,620
Transfer Out-General Fund	$ (28,620)	
Total	**$ 75,000**	**$ 103,620**

Grants Fund

The Grants Fund includes grants for Community Development Block Grants (CDBG), Public Safety, Tourism and Leisure and Library Services. The grants fund has decreased $1,276,232 from FY12. The grants fund fluctuated 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.

	FY12	FY13
Carryover	$ 4,000	$ 18,700
Federal Grants	$ 1,556,406	$ 1,005,251
State Grants	$ 20,000	$ 20,000
Organizational Grants	$ 758,000	$ 122,000
Transfers In – General	$ 41,292	$ 37,515
Total	**$ 2,379,698**	**$ 1,203,466**

Arts and Humanities Fund

The City will not maintain an Arts and Humanities Fund in FY13. The chart below is presented since it was budgeted in FY12.

	FY12	FY13
Carryover	$ 1,800	$ -
Total	**$ 1,800**	**$ -**

Donation Fund

The Donation Fund includes voluntary contributions from private citizens. S everal departments benefit from these contributions, with the majority going to the Department of Leisure and Library Services and Animal Control. T he Donation Fund budgeted revenues for FY13 is $512,620, an increase from $493,000 in FY12. The City is budgeting the full account balances in FY13 to ensure the funds can be used if needed.

Judicial Enhancement

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.

	FY12	FY13
Carryover	$ 4,400	$ 4,400
Court Fees	$ 100	$ 100
Total	**$ 4,500**	**$ 4,500**

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 FY13.

	FY12	FY13
Employees	$ 3,000,000	$ 3,000,000
Dependents	$ 3,500	$ 3,500
Dental	$ 185,000	$ 185,000
Interests	$ 7,500	$ 7,500
Total	**$ 3,196,000**	**$ 3,196,000**

Unemployment Fund

The City of Sierra Vista maintains an unemployment fund. The fund is funded entirely with carryover monies. FY13 total is $100,000.

Self-Insured Fund

The City of Sierra Vista is self-insured and maintains this account for that purpose. The fund will receive $100,000 in Miscellaneous Revenue this year.

The City maintains one capital improvements fund and one debt service fund during FY13. The following narratives describe the purposes and revenue sources of each.

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 FY12 and FY13 budgeted CIF revenues.

	FY12 Budget	FY13 Budget
Carryover*	$ (431,647)	$ 846,587
City Sales Tax	$ 3,612,375	$ 3,699,899
Sale of Fixed Assests	$ -	$ 250,000
Transfer Out-General	$ (348,400)	$ (357,000)
Transfer Out-LTAF	$ (26,357)	$ (70,420)
Transfer Out-Airport	$ (20,000)	$ (18,750)
Transfer Out-HURF	$ (687,125)	$ (729,775)
Transfer Out-SVMPC-I&R	$ (2,355,488)	$ (2,355,488)
Transfer In-Impact Fees	$ 256,642	$ 59,947
Total	**$ -**	**$ 1,325,000**

The transfer out to HURF is to cover grant matches and street reconstruction projects. The transfer out to General Fund is to cover major operating capital projects along with the transfer to LTAF.

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

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

	FY12 Budget	FY13 Budget
Transfer In-CIF	$ 2,355,488	$ 2,355,488
Transfer In-Sewer	$ 149,813	$ 149,813
Transfer In-Park Development Fees	$ 521,119	$ 521,119
Transfer In-Police Development Fees	$ 212,043	$ 212,043
Transfer in- Fire Development Fees	$ 261,466	$ 261,466
Total	**$ 3,499,929**	**$ 3,499,929**

Park Development Impact Fee Fund

The slowdown in construction had an impact on all development impact fees. This is most noticeable on the Park Development Fund because it has been in place for a number of years. For FY13, the revenue estimates break down as follows:

	FY 2012	FY 2013
Carryover*	$ 386,119	$ 284,449
Planning Revenue	$ 150,000	$ 236,670
Notes Payable Revenue	$ -	$ 1,300,000
Transfer Out - SVMPC I & R	$ (521,119)	$ (521,119)
Total	**$ 15,000**	**$ 1,300,000**

Library Development Impact Fee Fund

The Library Development Fee Revenue is presented below. The Library Development fee pays for buy in for the current excess capacity at the current Library.

	FY 2012	FY 2013
Carryover*	$ 68,873	$ 50,000
Planning Revenue	$ 50,000	$ 9,947
Transfer Out- CIF	$ (103,873)	$ (59,947)
Set Aside to Increase Reserves		
Total	**$ 15,000**	**$ -**

Police Development Impact Fee Fund

The Police Development Impact Fee Fund revenue is presented below.

	FY 2012	FY 2013
Carryover*	$ 145,793	$ 156,118
Planning Revenue	$ 65,000	$ 41,944
Transfer In- General Fund	$ 16,250	$ 13,981
Transfer Out- SVMPC I&R	$ (212,043)	$ (212,043)
Total	**$ 15,000**	**$ -**

Transportation Development Impact Fee

The Transportation Development Impact Fee revenue is presented below.

	FY 2012	FY 2013
Carryover *	$ 1,080,269	$ 716,244
Planning Revenue	$ 255,000	$ 189,220
Transfer In- General Fund	$ 47,500	$ 47,305
Transfer Out- CIF	$ (152,769)	$ (152,769)
Total	**$ 1,382,769**	**$ 800,000**

Fire Development Impact Fee

The Fire Development Impact Fee revenue is presented below.

	FY 2012	FY 2013
Carryover*	$ 206,466	$ 195,610
Planning Revenue	$ 56,000	$ 49,392
Transfer In- General Fund	$ 14,000	$ 16,464
Transfer Out- SVMPC I&R	$ (261,466)	$ (261,466)
Total	**$ 15,000**	**$ -**

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

Revenue Summary By Fund

A recap of the projected FY13 revenues by fund compared to FY12 follows:

Revenue Summary by Fund			
	FY12	**FY13**	**% of Whole**
General	$ 31,158,836	$ 31,163,496	41.82%
Special Revenue			
Highway User Revenue Fund	$ 12,548,148	$ 7,786,685	10.45%
Local Transportation Fund	$ 1,356,288	$ 1,526,905	2.05%
Airport	$ 2,086,216	$ 3,492,034	4.69%
Police Special Revenue	$ 103,620	$ 103,620	0.14%
Grants	$ 2,379,698	$ 1,103,466	1.48%
Arts & Humanities	$ 1,800	$ -	0.00%
Criminal Justice Enhancement	$ 4,500	$ 4,500	0.01%
Donation	$ 493,000	$ 437,620	0.59%
Park Development Impact Fee	$ 15,000	$ 1,300,000	1.74%
Library Impact Fee	$ 15,000	$ -	0.00%
Police Impact Fee	$ 15,000	$ -	0.00%
Transportation Impact Fee	$ 1,382,769	$ 800,000	1.07%
Fire Impact Fee	$ 15,000	$ -	0.00%
Capital			
Capital Improvement Fund	$ -	$ 1,325,000	1.78%
SVMPC Construction	$ -	$ -	0.00%
Debt Service			
SVMPC I&R	$ 3,499,929	$ 3,499,929	4.70%
Internal Services			
Health and Accident	$ 3,196,000	$ 3,196,000	4.29%
Unemployment	$ 100,000	$ 100,000	0.13%
Self Insured Retention	$ 100,000	$ 100,000	0.13%
Enterprise			
Sewer	$ 15,743,453	$ 12,408,766	16.65%
Refuse	$ 7,725,503	$ 6,178,114	8.29%
Total All Funds	**$81,939,760**	**$ 74,526,135**	**100%**

Expenditures

Introduction

The following section contains detailed information regarding City expenditures. It is subdivided into four major categories that include: 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 expenditures 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 FY12 and FY13 figures, and the percent change between the two years. The fund balance in this table will be used in the subtraction tables after each category. The table on the next page shows total expenditures per fund per category.

	FY12 Budget	FY13 Budget	Difference	% Change	% Total
Personnel	$ 26,950,101	$ 27,714,442	$ 764,341	3%	37%
O&M	$ 21,073,846	$ 19,952,716	$ (1,121,130)	-5%	27%
Capital	$ 29,221,789	$ 22,350,914	$ (6,870,875)	-24%	30%
Debt	$ 4,512,635	$ 5,133,063	$ 620,428	14%	7%
Total	$ 81,758,371	$ 75,151,135	$ (6,607,236)	-8%	100%

Expenditure Graph

The page following the expenditure tables is a graphical depiction of the four categorical groups as a percent of total City expenditures. Figures are provided for the current year (FY13) and the previous year (FY12). Personnel expenditure (37 percent) comprises the largest percentage of expenditures in FY13, followed by capital (30 percent). The smallest percentage of the total budget is debt at only seven percent.

Department Budget Summary

The two pages following the expenditure introduction is a departmental Budget Summary for FY12 and FY13.

DEPARTMENTAL BUDGET SUMMARY

The FY 2013 proposed budget equals $75,151,135 a decrease of $6,607,236 from FY 2012's approved budget of $81,758,371

The following table summarizes our proposed departmental expenditures broken down by personnel, operations and maintenance (O&M), capital and debt service costs.

Departmental Budget Summary - FY 2013

Department	Personnel	O & M	Capital	Total	% of Total
Mayor/Council	$ 67,158	$ 93,350	$ -	$ 160,508	0.2%
City Manager	1,454,712	643,400	-	2,098,112	2.8%
Administrative Services	1,814,494	1,603,318	876,800	4,294,612	5.7%
Court/Legal	226,534	115,500	-	342,034	0.5%
General Government	759,180	4,095,000	-	4,854,180	6.5%
Police	8,524,650	808,447	253,620	9,586,717	12.8%
Fire	4,606,050	613,575	501,143	5,720,768	7.6%
Public Works	4,473,100	5,550,490	10,943,151	20,966,741	27.9%
Sewer	625,458	1,796,800	8,123,000	10,545,258	14.0%
Refuse	927,225	2,836,400	1,236,000	4,999,625	6.7%
Transportation	655,403	454,302	417,200	1,526,905	2.0%
Leisure & Library	2,750,116	1,209,945	-	3,960,061	5.3%
Community Development	830,362	132,189	-	962,551	1.3%
Debt Service	-	-	5,133,063	5,133,063	6.8%
Totals	**$ 27,714,442**	**$ 19,952,716**	**$ 27,483,977**	**$ 75,151,135**	
% of Total	**36.88%**	**26.55%**	**36.57%**	**100.00%**	

Departmental Budget Summary - FY 2012

Department	Personnel	O & M	Capital	Total	%
Mayor/Council	$ 67,171	$ 99,350	$ -	$ 166,521	0.2%
City Manager	1,492,307	610,206	-	2,102,513	2.6%
Administrative Services	1,726,935	1,544,439	647,000	3,918,374	4.8%
Court/Legal	209,718	115,500	-	325,218	0.4%
General Government	689,180	4,075,000	-	4,764,180	5.8%
Police	8,123,569	950,225	573,769	9,647,563	11.8%
Fire	4,332,462	652,725	472,920	5,458,107	6.7%
Public Works	4,389,989	5,525,805	13,677,400	23,593,194	28.9%
Sewer	615,778	2,532,350	11,210,000	14,358,128	17.6%
Refuse	905,477	3,152,262	2,400,000	6,457,739	7.9%
Transportation	666,023	499,565	190,700	1,356,288	1.7%
Leisure & Library	2,836,639	921,375	50,000	3,808,014	4.7%
Community Development	894,853	395,044	-	1,289,897	1.6%
Debt Service	-	-	4,512,635	4,512,635	5.5%
Totals	**$ 26,950,101**	**$ 21,073,846**	**$ 33,734,424**	**$ 81,758,371**	
% of Total	**32.96%**	**25.78%**	**41.26%**	**100.00%**	

Expenditures

The next section is broken into four categories; Capital, Personnel, Operating and Maintenance, and Debt.

1) Capital

The Capital section is subdivided into three subsections as follows: Major Capital Projects, Major Capital Maintenance and Equipment, and Operating Capital. Each capital type has its own detail section that identifies a 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.

The Major Capital section is divided into two parts. The first part provides a description of each project, including the department and funding source for each project. The second part displays the projects along with the estimated operating and maintenance costs for the capital projects over five years. O&M expenses are important to estimate to ensure the City has money to support the new capital projects in the future. This section also includes the operating impacts expected to each fund for the projects.

Each capital subsection concludes with a summary table for that subsection indicating expenditures by fund type and financing source. Lastly, the Capital section provides a summary table combining all three areas of capital projects and the funds used to pay for them. The total capital expenditure per fund is then subtracted from the fund total to provide a remaining balance in each fund.

2) Personnel

The Personnel section contains a table of expenditures by fund for this year (FY13) and the previous budget year (FY12). The personnel section also includes the personnel expense by department for FY13. The section also provides a current roster of personnel.

This section provides a table indicating expenditures by fund and subtracts those expenditures from what remains after capital expenditures have been deducted.

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.

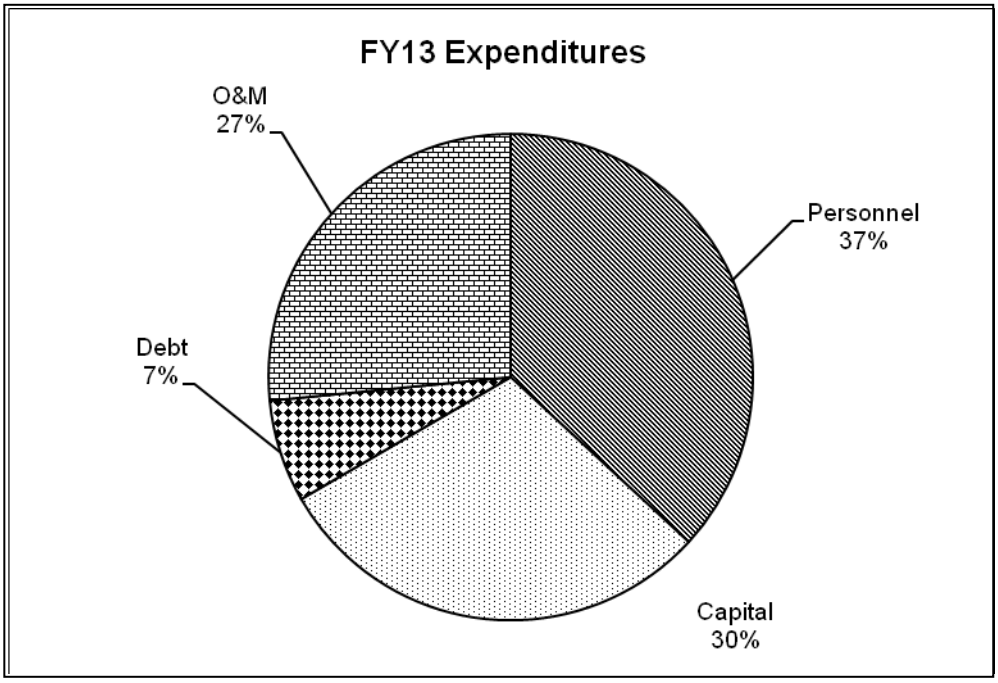
4) Operations and Maintenance

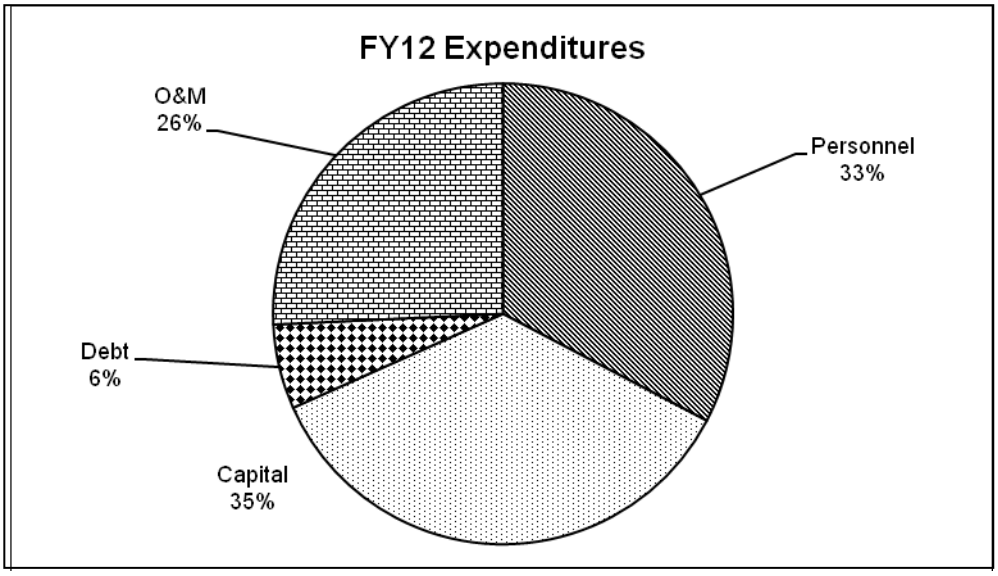
The last section contains a table of expenditures by fund for this year (FY13) and the previous budget year (FY12). A table of O&M expenses per department is also included in this section.

Because this is the last section, when the expenditures in this section are subtracted out, the fund balances remaining equal zero (indicated by the fact that the Beginning Fund Balance column and the Projected O&M column are equal – there is no remainder).

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

Expenditure Summary by Fund	Capital	Personnel	Debt	O&M	Total
General	$ 987,300	$ 22,726,842	$ 266,209	$ 7,283,145	$ 31,263,496
Special Revenue					
Highway User Revenue Fund	$ 5,199,186	$ 1,324,940	$ 65,324	$ 1,197,235	$ 7,786,685
Local Transportation Fund	$ 417,200	$ 655,403	$ -	$ 454,302	$ 1,526,905
Airport	$ 2,209,465	$ 131,248	$ 112,371	$ 1,038,950	$ 3,492,034
Police Special Revenue	$ 103,620	$ -	$ -	$ -	$ 103,620
Grants	$ 625,143	$ -	$ -	$ 578,323	$ 1,203,466
Arts & Humanities	$ -	$ -	$ -	$ -	$ -
Criminal Justice Enhancement	$ -	$ -	$ -	$ 4,500	$ 4,500
Donation	$ 25,000	$ -	$ -	$ 487,620	$ 512,620
Park Development Impact Fee	$ 1,300,000	$ -	$ -	$ -	$ 1,300,000
Library Impact Fee	$ -	$ -	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -	$ -	$ -
Transportation Impact Fee	$ 800,000	$ -	$ -	$ -	$ 800,000
Fire Impact Fee	$ -	$ -	$ -	$ -	$ -
Capital					
Capital Improvement Fund	$ 1,325,000	$ -	$ -	$ -	$ 1,325,000
Debt Service					
SVMPC I&R	$ -	$ -	$ 3,499,929	$ -	$ 3,499,929
Internal Services					
Health and Accident	$ -	$ -	$ -	$ 3,196,000	$ 3,196,000
Unemployment	$ -	$ -	$ -	$ 100,000	$ 100,000
Self Insured Retention	$ -	$ -	$ -	$ 100,000	$ 100,000
Enterprise					
Sewer	$ 8,123,000	$ 1,346,830	$ 693,149	$ 2,245,787	$ 12,408,766
Refuse	$ 1,236,000	$ 1,529,179	$ 496,081	$ 3,266,854	$ 6,528,114
Total All Funds	**$ 22,350,914**	**$ 27,714,442**	**$ 5,133,063**	**$ 19,952,716**	**$ 75,151,135**

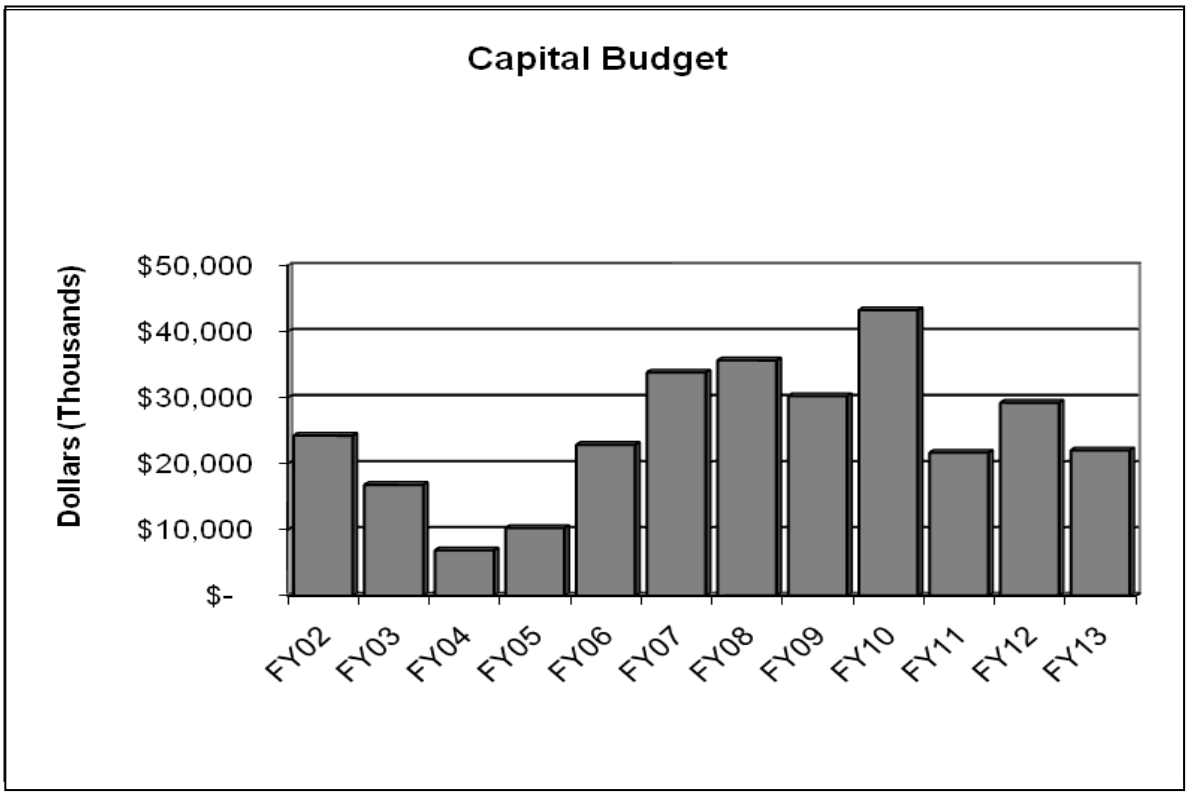

FY13 Expenditures
O&M
27%
Personnel
37%
Debt
7%
Capital
30%


FY12 Expenditures
O&M
26%
Personnel
33%
Debt
6%
Capital
35%

The FY13 recommended capital budget equals $22,350,914; a decrease of $6,870,875 (or 24%) from the FY12 total of $29,221,789.

Major Capital Projects

The *"major capital projects"* category represents the major capital projects being undertaken by the City. T his category generally includes buildings, roads, major equipment systems and other infrastructure improvements such as detention basins and bike paths. A t $18,471,151 this category comprises 83 percent of total capital expenditures and is by far the largest capital category in the budget.



FY 2013 Capital Improvement Plan

The City of Sierra is planning to complete $18,471,151 in Capital Improvement Projects in FY13. 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 FY13 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), LTAF, Grants, Airport and Enterprise Funds (Sewer, Refuse).

The summary of FY13 Capital Improvement Projects is listed below by location where funds are allocated in the Budget. If the project receives money from the General Fund/Capital Improvement Fund, they are listed in that category.

The New Revenue, Operating and Maintenance, as well as Personnel costs are also listed for each project if the project requires additional funding in subsequent years.

FY13 Capital Improvement Projects

General/Capital Improvement Fund

1. Finance Software Package
2. Garden Avenue Street Improvements
3. Youth Center
4. Unified Communication System

Highway User Revenue Fund (HURF Projects)

5. Path to Higher Learning Multi-Use Path
6. Buffalo Soldier Trail Multi-Use Path from Seventh Street to Golf Links
7. Colombo/Giulio Cesare/Coronado Multi-Use Path Connectivity
8. Street Reconstruction
9. Busby Street Improvements
10. Wilcox Reconstruction
11. Seventh Street Overlay

Airport Fund

12. Taxiway "G"
13. Taxiway "P" Signage and Lighting Project

Enterprise Funds

14. Biosolids Handling Improvements
15. Sulger Sewer Replacement Project
16. New Compost Building/Dumpster Maintenance Area

Development Fees

17. Coronado Drive Widening (Carmelita to SR90)
18. Domingo Paiz Land

Donations

19. Ken McFadden Park

1. Finance Software Package

Update the City's Financial Software. The current system utilizes old technology with expensive maintenance costs.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
CIF	$425,000	$150,000				$575,000

2. Garden Avenue Improvements

With the potential sale of State Park Land on the corner of Garden Ave/Taylor Drive the proceeds would be put back into street improvements on Garden Ave.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
CIF	$180,000					$180,000

3. Youth Center

This project would install a modular building for a temporary youth center.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
CIF	$150,000					$150,000

4. Unified Communication System

During the Monument Fire it became apparent that the City needed to update its telecommunication system. This plan would upgrade all analog lines to digital and improve communication with the public.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
General	$425,000					$425,000

5. Multi-Use Path (MUP) to Higher Education Project

The proposed Project is a shared-use pathway along the south side of the Charleston Wash between Colombo Avenue and Giulio Cesare Avenue. The shared-use pathway will be 10 feet wide, 3,700 feet long, and constructed of asphalt. Landscape enhancements will also be included as part of this project. Construction of this pathway will provide a safe, grade separated, all-weather corridor for pedestrians, cyclists and the disabled traveling along Charleston Wash.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$443,000					$443,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$4,000	$4,000	$8,000

6. Buffalo Soldier Trail Multi-use Path (Seventh to Golf Links)

The proposed project is a shared-use pathway along the east side of Buffalo Solider Trail between Seventh Street and Golf Links Road. The shared-use pathway will be 10 feet wide, 4,800 feet long, and constructed of asphalt. Landscape enhancements will also be included as part of this project. Construction of this pathway will provide a safe, grade separated, corridor for pedestrians, cyclists, and the disabled traveling along Buffalo Solider Trail. Once the project is completed, people from the community will have a safe alternative access route to Tompkins Park and to the riparian areas along Woodcutter's Wash.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$530,370					$530,370

7. Shared Use Pathway Connectivity Projects (Colombo/Giulio Cesare/Coronado)

This project will provide connectivity at three locations of existing or funded shared use pathway projects. The key elements and locations are listed below:

- Segment 1 – approx 1,175 feet on the east shoulder along Coronado Drive from Tacoma to SR90 Bypass.
- Segment 2 – approx 1,650 feet on the east shoulder along Colombo Drive from the Path to Higher Education to Charleston Road.
- Segment 3 – approx 1,950 feet on the east shoulder along Giulio Cesare Ave from the Path to Higher Education to Charleston Road.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$575,637					$575,637

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$2,500	$2,500	$5,000

8. Street Reconstruction

This project will be used for major street reconstruction on South Moson Road, Colombo, Snyder, Campus, Kachina Trail, and the possible addition of $450,000 if the SSVEC franchise agreement passes.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF	$865,000					$865,000

9. Busby Street Improvements

This is a grant project to improve Busby Drive.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$267,443					$267,443

10. Wilcox Reconstruction

This project will reconstruct Wilcox. It is a grant funded project.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF	$1,000,000					$1,000,000

11. Seventh Street Overlay

The project is grant funded and will reconstruct Seventh Street from State Route 90 Bypass to Buffalo Soldier Trail.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF	$1,325,200					$1,325,200

12. Taxiway "G" Connection

Taxiway "G" spur will align what is now called Taxiway "G" with Taxiway "J" and the entire taxiway will be renamed Taxiway "J."

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$669,465					$669,465

13. Taxiway "P" Signage and Lighting Project

Taxiway P is located south of, and parallel to, Runway 8-26; between Taxiway A and Taxiway F for an approximate distance of 12,000LF. This project will improve signage and lighting on this taxiway.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$940,000					$940,000

14. Bio-Solids Handling Improvement Project at EOP (carryover)

Bio-solids are a by-product of the treatment process at the Environmental Operations Park, Wastewater Treatment Facility. These bio-solids have been settling out in the complete mix aeration basins and not in the clarifiers as originally designed/intended. The City contracted with PACE Consulting Engineers to propose modifications to the wastewater treatment process that will allow the bio-solids to settle in the clarifier where they can be removed, processed, and recycled into the primary treatment process to improve treatment and water quality.

It has been determined that processing these bio-solids can only be achieved by replacing the existing clarifiers with new units located closer to the partial mix basins. The modified process would incorporate wasted biosolid materials into the City's composting operation to create a Class A compost material as defined by the Environmental Protection Agency. The final product could be utilized on-site, at other City facilities, or possibly marketed and sold to the public.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Sewer	$4,400,000					$4,4000,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$500,000	$500,000	$1,000,000

15. Sulger Subdivision Upgrades/Sewer

The City received a grant from the Border Environment Corporation Commission (BECC) to construct sewer lines on Busby Drive, Sheila Lane and Valerie Lane. The associated County project in the Sulger area will provide an interceptor sewer from Seventh Street to Timothy Lane.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$3,500,000					$3,500,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$2,500	$2,500	$5,000

16. New Compost Building/Dumpster Maintenance Area

This project consists of the construction of a compost facility adjacent to the Wastewater Treatment Facility that will process bio-solids, a by-product of the wastewater treatment process, with green waste from the composting operation. The facility will include access roads, bunkers to contain the green waste and finished compost, a windrow composting site and an operations/maintenance facility with scale. The facility will also be used as a storage and operations area for the dumpster storage and maintenance program. The current dumpster maintenance site is at the 1224 North Avenue which is scheduled for demolition as part of the final phase of the Eddie Cyr Park Improvement Project.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Total	$650,000	$1,250,000				$1,900,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M			$10,000	$10,000	$10,000	$30,000

17. Coronado Drive Widening Project (Carmelita to SR90 Bypass)

Work for this project consists of the widening of Coronado Drive to a minimum of two travel lanes in each direction plus a middle "turning lane" from Carmelita Drive to SR90. The project will also include the construction of new sidewalk, curb, and gutter, as well as the construction of new drainage structures as necessary to alleviate any existing surface drainage problems. This roadway will also receive a final rubberized asphalt surface course that has been a standard in Sierra Vista for over ten years. A multi-use asphaltic concrete pathway (separate CIP project) may also be included along with the construction of this project, which will be built along the east edge of the road right of way.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Dev Fees	$800,000					$800,000

18. Domingo Paiz Land

This project will be for the construction of four new ball fields at Domingo Paiz. The Sports fields will be located on land that is currently State Land and budgeted to be purchased in FY13

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Development Fees	$1,300,000					$1,300,000

19. Ken McFadden Park

This project is donations funded and will be utilized to construct a park.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Donations	$25,000					$25,000

FY 2013 Capital Improvement Plan

Project	FY13	FY14	FY15	FY16	FY17	Total
Financal Software Package						
Project Costs	$ 425,000	$ 125,000				$ 550,000
O&M			$ 60,000	$ 60,000	$ 60,000	$ 180,000
Total	**425,000**	**125,000**	**60,000**	**60,000**	**60,000**	**730,000**
Unified Communication System						
Project Costs	$ 425,000					$ 425,000
O&M		$ 50,000	$ 45,000	$ 40,000	$ 35,000	$ 170,000
Total	**425,000**	**50,000**	**45,000**	**40,000**	**35,000**	**595,000**
Golden Acre Street Improvements						
Project Costs	$ 180,000					$ 180,000
Total	**180,000**	**-**	**-**	**-**	**-**	**180,000**
Youth Center						
Project Costs	$ 150,000					$ 150,000
Total	**150,000**	**-**	**-**	**-**	**-**	**150,000**
Multi-Use Path (MUP) to Higher Education Project						
Project Costs	$ 443,000	$ -	$ -	$ -	$ -	$ 443,000
O&M	$ -	$ -	$ -	$ 4,000	$ 4,000	$ 8,000
Total	**443,000**	**-**	**-**	**4,000**	**4,000**	**451,000**
Buffalo Soldier Trail (BST) Multi-Use Path (MUP) Project						
Project Costs	$ 530,370				$ -	$ 530,370
O&M	$ -	$ -	$ 8,000	$ 8,000	$ 8,000	$ 24,000
Total	**530,370**	**-**	**8,000**	**8,000**	**8,000**	**554,370**
Multi Use Pathway Connectivity Projects (Colombo/Giulio/Cesare/Coronado)						
Project Costs	$ 575,673					$ 575,673
O&M				$ 2,500	$ 2,500	$ 5,000
Total	**575,673**	**-**	**-**	**2,500**	**2,500**	**605,000**
Street Reconstruction Project						
Project Costs	$ 865,000					$ 865,000
Total	**865,000**	**-**	**-**	**-**	**-**	**865,000**
Busby Widening						
Project Costs	$ 267,443					$ 267,443
O&M	$ -	$ -	$ -	$ -	$ 5,000	$ 5,000
Total	**267,443**	**-**	**-**	**-**	**5,000**	**272,443**
Wilcox Reconstruction						
Project Costs	$ 1,000,000					$ 1,000,000
Total	**1,000,000**	**-**	**-**	**-**	**-**	**1,000,000**
7th Street Overlay						
Project Costs	$ 1,325,200					$ 1,325,200
Total	**1,325,200**	**-**	**-**	**-**	**-**	**1,325,200**

FY 2013 Capital Improvement Plan

Project	FY13	FY14	FY15	FY16	FY17	Total
Taxiway "G" Project						
Project Costs	$ 669,465					$ 669,465
Total	**669,465**	**-**	**-**	**-**	**-**	**669,465**
Taxiway "P" Signage and Lighting Project Ph I						
Project Costs	$ 940,000					$ 940,000
Total	**940,000**	**-**	**-**	**-**	**-**	**940,000**
Bio-Solids Handling Improvement Project						
Project Costs	$ 4,400,000					$ 4,400,000
O&M			$ 500,000	$ 500,000	$ 500,000	$ 1,500,000
Total	**4,400,000**	**-**	**500,000**	**500,000**	**500,000**	**5,900,000**
Sulger Septic Replacement Project						
Project Costs	$ 3,500,000					$ 3,500,000
New Revenue		$ 18,254	$ 19,164	$ 20,122	$ 21,129	$ 78,657
O&M		$ 18,254	$ 19,164	$ 20,122	$ 21,129	$ 78,657
Total	**3,500,000**	**36,508**	**38,328**	**40,244**	**42,258**	**3,657,314**
Compost and Maintenance Facility						
Project Costs	$ 650,000	$ 1,250,000				$ 1,900,000
O&M			$ 10,000	$ 10,000	$ 10,000	$ 30,000
Total	**650,000**	**1,250,000**	**-**	**-**	**-**	**1,900,000**
Coronado Drive Widening Project(Carmelita to SR90 Bypass)						
Project Costs	$ 800,000					$ 800,000
Total	**800,000**	**-**	**-**	**-**	**-**	**800,000**
Domingo Paiz Land						
Project Costs	$ 1,300,000					$ 1,300,000
Total	**1,300,000**	**-**	**-**	**-**	**-**	**1,300,000**
Ken McFadden Park						
Project Costs	$ 25,000					$ 25,000
Total	**25,000**	**-**	**-**	**-**	**-**	**25,000**
Total	**18,471,151**	**1,461,508**	**651,328**	**654,744**	**656,758**	**21,919,792**

The table below summarized major capital expenditures by fund.

Major Capital Expenditure by Fund FY13

General Fund	$ 425,000
Capital Improvement	$ 755,000
HURF	$ 5,006,686
Airport	$ 1,609,465
Sewer	$ 7,900,000
Refuse	$ 650,000
Donations	$ 25,000
Dev Fees	$ 2,100,000
Total	**$18,471,151**

Capital Improvement Plan Operating Impact

Capital improvement projects are not one time costs. The ongoing cost associated with many capital improvement plan projects will impact the City's general operating budget. The operating impact of capital projects needs to be planned for to ensure that the City's general operating budget can handle the added costs.

The next section will separate the Personnel, Operating and Maintenance, as well as any New Revenue for project that will require ongoing support. The next section is also separated into funds to show the impact that the capital projects will have on each fund.

The operating cost for each project is projected and may change once the infrastructure is completed and the known costs appear. The departments may find ways to use existing resources for operating and maintenance of the proposed projects.

Not planning for the potential operating and maintenance cost for the City could lead to a deteriorating capital infrastructure and the need for large sums of money in the future. Capital projects are expensive to build and can be expensive to maintain. Planning for the additional cost allows the City to ensure that its capital infrastructure is well maintained.

Funds that will be impacted by the completion of capital improvement projects are the General Fund, Highways User Revenue Fund (HURF) as well as the Enterprise Funds.

General Fund Operating Impact

The largest fund that the City maintains is the General Fund. The general fund is the fund that is used for the majority of city services, including police and fire. The general fund is supported by the City's privilege sales tax, state shared revenue, and other charges for service. The General fund is also the fund with the most flexibility and allows the City to spend the money in the most appropriate manner.

The operating and maintenance expense for the new capital projects, over the next five-years, totals $350,000. This amount demonstrates the need to plan properly and diligently to ensure the City is able to maintain new capital projects. Some of the increase will be offset by reductions in the current operations and maintenance budgets.

Planning for these expenses allows the City to only undertake projects that can be maintained in the current and future budget. A summary of operating expenses by project is presented below.

Project	FY13	FY14	FY15	FY16	FY17	Total
Financial Software Package						
O&M			$ 60,000	$ 60,000	$ 60,000	$ 180,000
Total	**-**	**-**	**60,000**	**60,000**	**60,000**	**180,000**
Unified Communication System						
O&M		$ 50,000	$ 45,000	$ 40,000	$ 35,000	$ 170,000
Total	**-**	**50,000**	**45,000**	**40,000**	**35,000**	**170,000**
Total General Fund						
Operating Impact	**-**	**50,000**	**105,000**	**100,000**	**95,000**	**350,000**

HURF Operating Impact

The Highway User Revenue Fund (HURF) is used to improve the street infrastructure in the City of Sierra Vista. HURF will be responsible for the maintenance of street projects in the five-year capital improvement plan. A summary of the operating impact is below.

Project		FY13	FY14	FY15	FY16	FY17	Total
Golden Acres Connection Project							
	O&M					$ 25,000	$ 25,000
Total		**-**	**-**	**-**	**-**	**25,000**	**25,000**
Multi-Use Path (MUP) to Higher Education Project							
	O&M	$ -	$ -	$ -	$ 4,000	$ 4,000	$ 8,000
Total		**-**	**-**	**-**	**4,000**	**4,000**	**8,000**
Buffalo Soldier Trail (BST) Multi-Use Path (MUP) Project							
	O&M	$ -	$ -	$ 8,000	$ 8,000	$ 8,000	$ 24,000
Total		**-**	**-**	**8,000**	**8,000**	**8,000**	**24,000**
Multi Use Pathway Connectivity Projects (Colombo/Giulio Cesare/Coronado)							
	O&M				$ 2,500	$ 2,500	$ 5,000
Total		**-**	**-**	**-**	**2,500**	**2,500**	**5,000**
Busby Widening							
	O&M	$ -	$ -	$ -	$ -	$ 5,000	$ 5,000
Total		**-**	**-**	**-**	**-**	**5,000**	**5,000**
Campus Drive/Colombo Ave. Signal Improvement Project							
	O&M				$ 4,000	$ 4,000	$ 8,000
Total			**-**	**-**	**4,000**	**4,000**	**8,000**
El Camino/ Wilcox Drive Signal Improvement Project							
	O&M				$ 5,500	$ 5,500	$ 11,000
Total			**-**	**-**	**5,500**	**5,500**	**$ 11,000**
Charlesto/Wal-Mart Signal Installation Project							
	O&M				$ 5,500	$ 6,000	$ 11,500
Total					**5,500**	**6,000**	**11,500**
Total HURF Fund Operating Impact		**-**	**-**	**8,000**	**29,500**	**60,000**	**97,500**

Sewer Enterprise Operating Impact

The sewer enterprise fund will also be impacted operationally with the development of new capital assets. A summary of the operating impact is displayed below.

Bio-Solids Handling Improvement Project						
O&M			$ 500,000	$ 500,000	$ 500,000	$ 1,500,000
Total	**-**	**-**	**500,000**	**500,000**	**500,000**	**1,500,000**
Sulger Septic Replacement Project						
New Revenue		$ 18,254	$ 19,164	$ 20,122	$ 21,129	$ 78,657
O&M		$ 18,254	$ 19,164	$ 20,122	$ 21,129	$ 78,657
Total	**-**	**-**	**-**	**-**	**-**	**-**
Total Sewer Fund Operating Impact	**-**	**-**	**500,000**	**500,000**	**500,000**	**1,500,000**

Refuse Fund Operating Impact

The Refuse enterprise fund will also be impacted operationally with the development of new capital assets. A summary of the operating impact is displayed below.

Compost and Maintenance Facility						
O&M			$ 10,000	$ 10,000	$ 10,000	$ 30,000
Total	**-**	**-**	**10,000**	**10,000**	**10,000**	**30,000**
Total Refuse Fund Operating Impact	**-**	**-**	**10,000**	**10,000**	**10,000**	**30,000**

Major Capital Maintenance and Equipment

This section of the capital budget includes vehicle and equipment purchases as well as some of the smaller capital projects proposed for FY13. The total FY13 budget for this category is $3,357,963 or 16 percent of the total capital budget.

The following schedule lists all items, their estimated costs, the fund and department in which they reside and the proposed method of financing. Fund and financing summaries appear at the end of the schedule.

Major Capital Maintenance and Major Capital Equipment

Item/Project	Fund	Department	Budgeted Cost	Financing Method
Major Capital Maintenance Projects				
EBC HVAC #3	**General**	**Public Works**	**$ 9,000**	**Cash-City/CIF**
Replace HVAC #3 at the EBC				
City Hall HVAC #2	**General**	**Public Works**	**$ 9,000**	**Cash-City/CIF**
Replace HVAC #23 at City Hall				
Cove Strucutural Phase I	**General**	**Public Works**	**$ 88,000**	**Cash-City/CIF**
Complete Phase I of the Structural Analysis report compelted in FY12				
Cove Floor Tiles	**General**	**Public Works**	**$ 40,000**	**Cash-City/CIF**
Replace the tiles at the Cove				
City Hall Fire Panel Upgrade	**General**	**Public Works**	**$ 35,000**	**Cash-City/CIF**
Upgrade the fire system at City Hall				
OYCC Floor Re-coating	**General**	**Public Works**	**$ 18,000**	**Cash-City/CIF**
Recoat the floors at the OYCC				
OYCC ADA Doors	**General**	**Public Works**	**$ 15,000**	**Cash-City/CIF**
Replace doors at the OYCC to be ADA compliant				
Upgrade Electrical Srvs at Veterans'	**General**	**Public Works**	**$ 60,000**	**Cash-City/CIF**
Upgrade the existing electrical services at Veterans' Memorial Park				
Cove Wave Machine	**General**	**Public Works**	**$ 50,000**	**Cash-City/CIF**
Upgrade the Cove Wave Machince				
Park Facility Improvements	**CIF**	**Public Works**	**$ 500,000**	**Cash-City/CIF**
Possible Park Facility Improvement-Funds from sale of Westside Annex				
Soldier Creek Playground Imp	**CIF**	**Public Works**	**$ 70,000**	**Cash-City/CIF**
Park improvements from sale of Garden Ave State Park Land				
MUP Repairs	**HURF**	**Public Works**	**$ 17,000**	**Grant**
Repairs on Hwy 90 between Busby and Foothills				
MUP Repairs	**HURF**	**Public Works**	**$ 4,000**	**Grant**
Repairs to various areas on Hwy 90				
Transit Bus Shelter and Facility Awni	**LTAF**	**Public Works**	**$ 84,500**	**Grant**
Improvements to Fueling Canopy				
Sewer Line Repairs	**Sewer**	**Public Works**	**$ 223,000**	**Sewer**
Repair Sewer Lines				
Capital Maintenance Projects Total			**$ 1,222,500**	

Major Capital Maintenance and Equipment

Major Capital Equipment

Rotation Vehicles (3) (replacement)	General	Public Works	$	72,900	Financed
			$	8,100	Cash-City
			$	81,000	Total
1/2 Ton ACO Truck (replacement)	General	Public Works	$	29,700	Financed
			$	3,300	Cash
			$	33,000	Total
Med Dump Truck (replacement)	HURF	Public Works	$	115,000	Financed
			$	10,000	Cash
			$	125,000	Total
Transit Bus (replacement)	LTAF	Public Works	$	224,000	Grant
			$	56,000	Cash-CIF
			$	280,000	Total
Transit Communication System Ph I	LTAF	Public Works	$	10,000	LTAF
Transit Coordination Software	LTAF	Public Works	$	7,700	LTAF
Replacement Communication System	LTAF	Public Works	$	33,000	LTAF
Police Department Grants	Grants	Police	$	150,000	Grants
Fire Department Grants	Grants	Fire	$	475,143	Grants
Airport Sweeper	Airport	Public Works	$	300,000	Airport
AWOS Upgrade	Airport	Public Works	$	150,000	Airport
1 Ton Can Carrier (replacement)	Refuse	Public Works	$	76,500	Financed
			$	8,500	Cash
			$	85,000	Total
Heavy Dump Truck (replacement)	Refuse	Public Works	$	118,800	Financed
			$	13,200	Cash
			$	132,000	Total
Frontloader (Carryover)	Refuse	Public Works	$	315,000	Financed
			$	35,000	Cash
			$	350,000	Total
Possible RICO	PD Special	Police	$	103,620	RICO
Total Major Capital Equipment			**$**	**2,315,463**	
Total Major Capital Maintenance and Major Capital Equipment			**$**	**3,537,963**	

Major Capital Maintenance and Equipment

Totals		
Fund		
General	$	438,000
Capital Improvement	$	570,000
HURF	$	146,000
LTAF	$	415,200
Airport	$	450,000
Sewer	$	223,000
Refuse	$	567,000
Grants	$	625,143
Police Special Revenue	$	103,620
Total	**$**	**3,537,963**
Financing Summary		
Cash (Including Donations, IGA, Developer, Franchise)	$	1,028,100
Financing	$	727,900
Grant	$	1,455,343
Special Revenue	$	103,620
Enterprise Funds	$	223,000
Total	**$**	**3,537,963**

Operating Capital

The last category of capital involves the equipment and tools necessary for employees to perform their jobs and maintain their operations. These items total $341,800.

The last capital tables list the amounts for each division and the funds bearing the costs. The departmental budgets contain more detail concerning these items.

Operating Capital

Item/Project	Fund	Department	Budgeted Cost	Financing Method
Citywide PC replacemetns	**General**	**Admin Services**	**$ 26,800**	**Cash-City**
Cardiac Monitor	**General**	**Fire**	**$ 10,000**	**Cash-City**
Intraosseous Needles	**General**	**Fire**	**$ 10,000**	**Cash-City**
Oral Tech Airway Equipment	**General**	**Fire**	**$ 6,000**	**Cash-City**
Portable Hot Water Pressure Sprayer	**General**	**Public Works**	**$ 5,500**	**Cash-City**
Heavy Duty Tire Machine	**General**	**Public Works**	**$ 21,000**	**Cash-CIF**
Light Duty Tire Machine	**General**	**Public Works**	**$ 12,000**	**Cash-CIF**
Gator Tractor Replacement	**General**	**Public Works**	**$ 9,000**	**Cash-City**
Ryan Aerator	**General**	**Public Works**	**$ 6,000**	**Cash-City**
Lely Spreader	**General**	**Public Works**	**$ 6,000**	**Cash-City**
Toro Top Dresser	**General**	**Public Works**	**$ 12,000**	**Cash-City**
Conflict Monitors	**HURF**	**Public Works**	**$ 10,500**	**HURF**
Pedestrian Light Head Replacement	**HURF**	**Public Works**	**$ 5,000**	**HURF**
Signal Head Replacement	**HURF**	**Public Works**	**$ 6,000**	**HURF**
48 LED Parking Lights, City Hall & Library	**HURF**	**Public Works**	**$ 25,000**	**HURF**
Dispatcher Replacement Computer Hardware	**LTAF**	**Public Works**	**$ 2,000**	**LTAF**
Aiport Master Plan	**Airport**	**Public Works**	**$ 150,000**	**Grant**
Grapple Fork Attachment	**Refuse**	**Public Works**	**$ 8,500**	**Refuse**
Forklift Attachment	**Refuse**	**Public Works**	**$ 5,500**	**Refuse**
1 Cubic Yard Bucket Attachment	**Refuse**	**Public Works**	**$ 5,000**	**Refuse**
Total			**$ 341,800**	

Operating Capital By Fund

General	$	124,300
HURF	$	46,500
Airport	$	150,000
Refuse	$	19,000
LTAF	$	2,000
Total	**$**	**341,800**

Capital Summary	Major Capital	Maintenance and Equipment	Operating	Total
General	$ 425,000	$ 438,000	$ 124,300	$ 987,300
				$ -
Special Revenue				$ -
Highway User Revenue Fund	$ 5,006,686	$ 146,000	$ 46,500	$ 5,199,186
Local Transportation Fund	$ -	$ 415,200	$ 2,000	$ 417,200
Airport	$ 1,609,465	$ 450,000	$ 150,000	$ 2,209,465
Police Special Revenue	$ -	$ 103,620	$ -	$ 103,620
Grants	$ -	$ 625,143	$ -	$ 625,143
Arts & Humanities	$ -	$ -	$ -	$ -
Criminal Justice Enhancement	$ -	$ -	$ -	$ -
Donation	$ 25,000	$ -	$ -	$ 25,000
Park Development Impact Fee	$ 1,300,000	$ -	$ -	$ 1,300,000
Library Impact Fee	$ -	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -	$ -
Transportation Impact Fee	$ 800,000	$ -	$ -	$ 800,000
Fire Impact Fee	$ -	$ -	$ -	$ -
Capital				
Capital Improvement Fund	$ 755,000	$ 570,000	$ -	$ 1,325,000
Debt Service				
Street Improvement I&R	$ -	$ -	$ -	$ -
SVMPC I&R	$ -	$ -	$ -	$ -
Internal Services				
Health and Accident	$ -	$ -	$ -	$ -
Unemployment	$ -	$ -	$ -	$ -
Self Insured Retention	$ -	$ -	$ -	$ -
Enterprise				
Sewer	$ 7,900,000	$ 223,000	$ -	$ 8,123,000
Refuse	$ 650,000	$ 567,000	$ 19,000	$ 1,236,000
Total All Funds	**$ 18,471,151**	**$ 3,537,963**	**$ 341,800**	**$ 22,350,914**

Capital Summary

Expenditure Summary by Fund	FY13 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	$ 31,263,496	$ 987,300	$ 30,276,196
Special Revenue			
Highway User Revenue Fund	$ 7,786,685	$ 5,199,186	$ 2,587,499
Local Transportation Fund	$ 1,526,905	$ 417,200	$ 1,109,705
Airport	$ 3,492,034	$ 2,209,465	$ 1,282,569
Police Special Revenue	$ 103,620	$ 103,620	$ -
Grants	$ 1,203,466	$ 625,143	$ 578,323
Arts & Humanities	$ -	$ -	$ -
Criminal Justice Enhancement	$ 4,500	$ -	$ 4,500
Donation	$ 512,620	$ 25,000	$ 487,620
Park Development Impact Fee	$ 1,300,000	$ 1,300,000	$ -
Library Impact Fee	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -
Transportation Impact Fee	$ 800,000	$ 800,000	$ -
Fire Impact Fee	$ -	$ -	$ -
Capital			
Capital Improvement Fund	$ 1,325,000	$ 1,325,000	$ -
Debt Service			
SVMPC I&R	$ 3,499,929	$ -	$ 3,499,929
Internal Services			
Health and Accident	$ 3,196,000	$ -	$ 3,196,000
Unemployment	$ 100,000	$ -	$ 100,000
Self Insured Retention	$ 100,000	$ -	$ 100,000
			$ -
Enterprise			$ -
Sewer	$ 12,408,766	$ 8,123,000	$ 4,285,766
Refuse	$ 6,528,114	$ 1,236,000	$ 5,292,114
Total All Funds	**$ 75,151,135**	**$ 22,350,914**	**$ 52,800,221**

Personnel

People represent the heart of any service organization. They also represent a significant investment. FY13 expenditures on personnel (including benefits) total $27,714,442 (or 37%) of the proposed FY13 budget, an increase of $764,341 (3%) over the FY12 personnel budget total of $26,950,101. The increase is largely due to an increase in the Public Safety Retirement Plan contribution rate.

Benefits are projected to be $8,095,010 and represent 29 percent of the total personnel budget. Benefits include social security, worker's compensation, insurance, retirement, employee recognition, and educational assistance.

In FY13, it is proposed that City employees receive a one percent raise (for employees with more than one year of service) and roll the Arizona State Retirement System Employee Contribution Offset into employees base salary that were included in the prior two budgets while continuing the Public Safety Retirement System Offset until the current lawsuit is settled. If the lawsuit continues the increased employee contribution rate then the offsets would be rolled into base salary. If the lawsuit returns the contribution rates back to their previous level then the offset will be eliminated and not included in base salary.

The following table compares our FY12 and FY13 personnel budgets by fund.

	FY12	FY13
General	$ 22,045,386	$ 22,726,842
HURF	$ 1,302,534	$ 1,324,940
LTAF	$ 666,023	$ 655,403
Grants	$ 12,000	$ -
Airport	$ 128,895	$ 131,248
Sewer	$ 1,307,110	$ 1,346,830
Refuse	$ 1,488,153	$ 1,529,179
Total	**$ 26,950,101**	**$ 27,714,442**

As the table indicates, the general fund pays for the majority of the City's personnel costs, approximately 82 percent.

Personnel

The following table separates the personnel expenses into Salaries and Benefits. Salaries account for 71 percent of the total personnel expense and benefits account for the other 29 percent of personnel expense.

		FY13	% of Total
Salaries			
Salaries-Regular	$	17,553,084	63%
Salaries-Overtime	$	515,078	2%
Salaries-Part-Time	$	1,551,270	6%
Total Salaries	**$**	**19,619,432**	**71%**
Benefits			
Health	$	2,863,000	10%
Dental	$	117,600	0.4%
FICA/MICA	$	1,364,496	5%
Retirement	$	3,090,004	11%
Workers Comp	$	291,380	1%
Uniforms	$	254,800	1%
Education	$	40,000	0.1%
Flexible Benefits Admin	$	9,180	0.0%
Employee Recognition	$	64,550	0.2%
Total Benefits	**$**	**8,095,010**	**29%**
Total Personnel	**$**	**27,714,442**	**100%**

The City of Sierra Vista has 395 full-time employee positions, 65.5 of which are unfunded in FY13. A list of all positions is presented below.

	2010/2011	2011/2012	2012/2013		
POSITIONS	**Authorized**	**Authorized**	**Authorized**	**Unfunded**	**Funded**
CITY MANAGER'S OFFICE					
City Manager	1	1	1		1
Assistant City Manager	1	1	1		1
Assistant to the City Manager	0	0	1		1
Management Analyst I/II	1	1	1	1	0
Executive Secretary	1	1	1		1
Management Support Specialist	1	1	1		1
Protocol Secretary	1	1	0	0	0
Public Affairs Office					
Public Affairs Manager	1	1	1	1	1
Public Affairs Administrator (Analyst I/II) (Formerly Marketing Administrator -- Analyst I/II)	1	1	1	0	0
Public Information Officer (Analyst I/II)	1	1	1		1
Marketing Specialist	1	1	1	1	0
Management Support Specialist	1	1	1		1
Budget & Finance					
Finance Manager	1	1	1		1
Budget/Contract Officer	1	1	1		1
Grant Administrator/Senior Accountant	1	1	1		1
Accountant	3	3	3	2	1
Junior Accountant	4	4	4		4
Administrative Secretary I/II	1	1	1		1
Account Clerk	1	1	1	1	0
Total City Manager's Office	**23**	**23**	**23**	**6**	**17**

Personnel

POSITIONS	2010/2011 Authorized	2011/2012 Authorized	2012/2013 Authorized	Unfunded	Funded
ADMINISTRATIVE SERVICES					
Director	1	1	1		1
City Clerk					
City Clerk	1	1	1		1
Deputy City Clerk	1	1	1		1
Administrative Secretary I/II	1	1	1	1	0
Customer Service Representative	3	3	3	1	2
Human Resources					
Human Resources Manager	1	1	1		1
Management Analyst I/II	1	1	1		1
Payroll/Benefits Coordinator	1	1	1		1
Recruitment Specialist	1	1	1		1
Administrative Secretary I/II	1	1	1	1	0
Information Technology					
IT Manager	1	1	1		1
IT Operations Administrator	1	1	0		0
Programmer Analyst III (Database Administrator)	1	1	1		1
Network Administrator III	3	2	2		2
Network Administrator I/II	4	5	5	1	4
Communications Analyst	1	1	0		0
IT Operations Specialist	2	2	2	2	0
Procurement					
Procurement Manager	1	1	1		1
Contract Administrator (Analyst I/II)	1	1	1	1	0
Buyer	3	3	3	2	1
Administrative Secretary I/II	1	1	1	1	0
Receiving/Inventory Control Specialist	1	1	1		1
Total Administrative Services	**32**	**32**	**31**	**13**	**20**

Personnel

POSITIONS	2010/2011 Authorized	2011/2012 Authorized	2012/2013 Authorized	Unfunded	Funded
CITY ATTORNEY	1	1	1		1
Total City Attorney	**1**	**1**	**1**		**1**
COMMUNITY DEVELOPMENT					
Director	1	1	1		1
Planning Administrator	1	1	1	1	0
Management Analyst I/II	1	1	1		1
Senior Planner	3	3	3	1	2
Planner II	0	1	1	1	0
Planner I	1	0	0		0
Neighborhood Preservation Officer	2	2	2	1	1
Administrative Secretary I/II	1	1	1		1
Building Administrator	1	1	1		1
Senior Building Inspector	1	1	1		1
Building Inspector	5	5	5	3	2
Administrative Secretary I/II	1	1	1	1	0
Total Community Development	**18**	**18**	**18**	**8**	**10**
FIRE DEPARTMENT					
Chief	1	1	1		1
Deputy Chief	1	1	1		1
Training Officer	1	1	0		0
Battalion Chief	0	0	2		2
Captain	9	9	9		9
Fire Marshal	1	1	1		1
Inspector	1	1	1		1
Engineer/EMT	9	9	9		9
Firefighter	27	27	27		27

Personnel

POSITIONS	2010/2011 Authorized	2011/2012 Authorized	2012/2013 Authorized	Unfunded	Funded
Fire Training & Transport Coordinator	1	1	0		0
Firefighter/EMS Transport Crewmember	6	6	6	4	2
Administrative Secretary I/II	2	2	2		2
Total Fire Department	**59**	**59**	**59**	**4**	**55**
POLICE DEPARTMENT					
Administration					
Chief	1	1	1		1
Commander	1	1	1		1
Lieutenant	1	1	1		1
Management Analyst I/II	1	1	1	1	0
CALEA Administrator (Analyst I/II)	1	1	1		1
Emergency Planner (Analyst I/II)	1	1	1		1
Records Supervisor	1	1	1		1
Police Resource Specialist	1	1	1		1
Management Support Specialist	1	1	1		1
Senior Records Clerk	1	1	1		1
Records Clerk I/II	6	6	6	1	5
Communications Supervisor	1	1	1		1
Public Safety Dispatcher I/II	11	11	11		11
Police Call Taker	1	1	1		1
Operations					
Deputy Chief	1	1	1		1
Commander	1	1	1		1
Lieutenant	2	2	2		2
Sergeant	5	5	5		5
Corporal	9	9	9		9
Detective	11	11	12		12

Personnel

POSITIONS	2010/2011 Authorized	2011/2012 Authorized	2012/2013 Authorized	Unfunded	Funded
Police Officer	35	35	34	1	33
Evidence Custodian	2	2	2	1	1
Animal Control					
Animal Control Supervisor	1	1	1		1
Animal Control Officer I/II	4	4	4		4
Animal Control Assistant	1	1	1	1	0
Customer Service Representative	1	1	1		1
Total Police Department	**102**	**102**	**102**	**5**	**97**
DEPARTMENT OF PUBLIC WORKS					
Administration					
Director	1	1	1		1
City Engineer	1	1	1		1
Operations Manager	1	1	1		1
Superintendent	4	4	4	3	1
Management Analyst I/II	2	2	1		1
Public Works Support Specialist	1	1	1		1
Administrative Secretary I/II	4	4	4	1	3
Customer Service Representative	1	1	1		1
Airport					
Airport Supervisor	1	1	1		1
Engineering					
Senior Civil Engineer	4	4	4	1	3
Civil Engineer	1	1	1		1
Engineering Technician	1	1	1		1

Personnel

POSITIONS	2010/2011 Authorized	2011/2012 Authorized	2012/2013 Authorized	Unfunded	Funded
Construction Inspector	2	2	2		2
Drafting Technician	2	2	2	1	1
Street Maintenance					
Street Maintenance Supervisor	1	1	1		1
Streets Technician I/II	3	3	3		3
Streets Worker	9	9	9	1	8
Roadside/Drainage Way Maint Technician I/II	1	1	1		1
Roadside/Drainage Way Maintenance Worker	6	6	6	2	4
Sewer Maintenance					
Water/Sewer Supervisor	1	1	1		1
Water/Sewer Technician I/II	4	3	3	1	2
Water/Sewer Worker	7	8	8		8
Facilities Maintenance					
Facilities Supervisor	1	1	1		1
Facilities Technician I/II	2	2	2		2
Facilities Worker	3	3	3	1	2
Lead Custodian	1	1	1		1
Custodian	7	7	7		7
Fleet Maintenance					
Fleet Supervisor	1	1	1		1
Fleet Service Coordinator	1	1	1		1
Fleet Mechanic I/II	6	6	6	1	5
Fleet Worker	2	2	2		2
Park Maintenance					
Park Maintenance Supervisor	3	3	3	1	2

Personnel

POSITIONS	2010/2011 Authorized	2011/2012 Authorized	2012/2013 Authorized	Unfunded	Funded
Park Maintenance Technician I/II	3	3	3		3
Park Maintenance Worker	8	8	8	1	7
Refuse Operations					
Refuse Supervisor	1	1	1		1
Refuse Technician I	1	1	1		1
Refuse Worker	11	12	12		12
Transit					
Transit Supervisor	1	1	0	0	0
Transit Management Analyst	0	0	1		1
Transit Dispatcher	2	2	2		2
Transit Driver	7	7	7		7
Total Public Works	**119**	**120**	**120**	**16**	**105**
LEISURE & LIBRARY SERVICES					
Director	1	1	1		1
Business Services Administrator	1	1	1	1	0
Customer Service Coordinator	1	1	1		1
Business Resources Specialist	1	1	1		1
Administrative Secretary I/II	2	2	2		2
Customer Service Representative	2	2	2	1	1
Warehouse Coordinator	1	1	1	1	0
Museum Curator	1	1	1		1
Leisure Services Superintendent	1	1	1		1
Recreation Program Supervisor	4	4	4	1	3
Recreation Coordinator	6	6	6	1	5
Recreation Leader	1	1	1		1
Center Support/Maintenance Worker	1	1	1		1

Personnel

POSITIONS	2010/2011 Authorized	2011/2012 Authorized	2012/2013 Authorized	Unfunded	Funded
Aquatics Coordinator	1	1	1		1
Administrative Secretary I/II	1	1	1		1
Customer Service Representative	1	1	1		1
Head Lifeguard	1	1	1		1
Lifeguard	2	2	2	2	0
Library					
Director	1	1	0		0
Library Administrator	0	0	1		1
Librarian	4	3	3	2	1
Library Specialist	1	1	1		1
Library Technician	1	1	1		1
Circulation Coordinator	2	2	2		2
Communications & Marketing					
Positions moved to CM Office under Public Affairs Office					
Customer Service Representative moved to Tourism below					
Tourism					
Administrative Secretary	0	0	1		1
Customer Service Representative	1	1	0	0	0
Total Leisure & Library Services	**39**	**38**	**38**	**9**	**29**
TOTAL NUMBER OF POSITIONS	**393**	**393**	**392**	**61**	**334**

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

Expenditure Summary by Fund			
	Subtotal Balance After Capital Deducted	Personnel Expenditure	Subtotal Balance after Capital & Personnel Deducted
General	$ 30,276,196	$ 22,726,842	$ 7,549,354
Special Revenue			
Highway User Revenue Fund	$ 2,587,499	$ 1,324,940	$ 1,262,559
Local Transportation Fund	$ 1,109,705	$ 655,403	$ 454,302
Airport	$ 1,282,569	$ 131,248	$ 1,151,321
Police Special Revenue	$ -		$ -
Grants	$ 578,323	$ -	$ 578,323
Arts & Humanities	$ -		$ -
Criminal Justice Enhancement	$ 4,500		$ 4,500
Donation	$ 487,620		$ 487,620
Park Development Impact Fee	$ -		$ -
Library Impact Fee	$ -		$ -
Police Impact Fee	$ -		$ -
Transportation Impact Fee	$ -		$ -
Fire Impact Fee	$ -		$ -
Capital			
Capital Improvement Fund	$ -		$ -
Debt Service			
SVMPC I&R	$ 3,499,929		$ 3,499,929
Internal Services			
Health and Accident	$ 3,196,000		$ 3,196,000
Unemployment	$ 100,000		$ 100,000
Self Insured Retention	$ 100,000		$ 100,000
Enterprise			
Sewer	$ 4,285,766	$ 1,346,830	$ 2,938,936
Refuse	$ 5,292,114	$ 1,529,179	$ 3,762,935
Total All Funds	**$ 52,800,221**	**$ 27,714,442**	**$ 25,085,779**

Debt Service

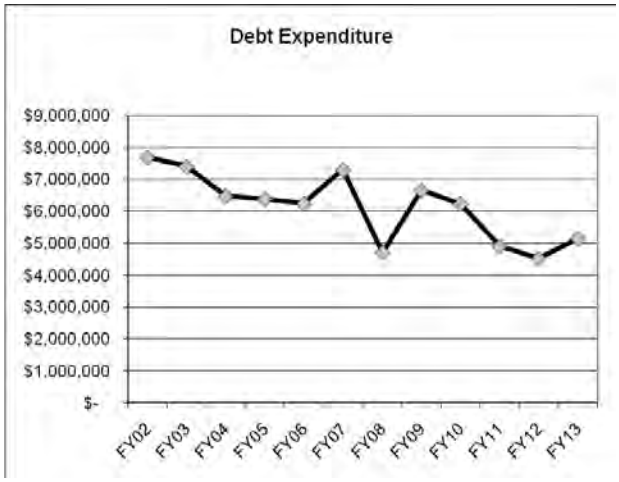
Just like the average household, the City too must borrow in order to accomplish goals and provide services. We also want to maintain a good credit rating. This fiscal year's debt service budget amounts to $5,133,063 or seven percent of the total budgetary expenditures. This is an increase of $620,428 over FY12 due to the financing of the EOP Biosolids Handling Improvement project being financed.

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 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.

In order 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 FY12 and the budgeted FY13 principal and interest payments. The payments are broken out by note or bond.

Outstanding Debt:

Outstanding Debt as of June 30, 2012:	$37,202,219
Estimated Debt Principal Payments in FY13 Budget:	$3,704,705
Estimated new Debt FY13:	$2,095,400
Estimated Outstanding Debt as of June 30, 2013:	$35,592,914



Schedule A – Lease Purchase Debt
Lease purchase debt is essentially loans from a bank. They are of shorter duration than bonded debt.

General Fund
A FY13 General Fund debt service budget of $266,209 is projected.

HURF
AFY13 HURF debt service budget of $65,324 is projected.

Airport Fund
A FY13 Airport Fund debt service budget of $112,371 is projected.

Sewer Enterprise Fund
A FY13 Sewer Fund debt service budget of $693,149 is projected.

Refuse Enterprise Fund
A FY13 Refuse Fund debt service budget of $496,081.

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 two currently in use by the City are Street Improvement Bonds, and Non-Profit Corporation Bonds through the Municipal Property Corporation.

Sierra Vista Municipal Property Corporation (SVMPC)
The Sierra Vista Municipal Property Corporation is a non-profit organization that issues bonds for revenue generating projects within the City. The revenues collected by the MPC from the project are then used to retire the bonds (those revenues being the bond payments themselves). In essence, the City is leasing projects constructed under this funding mechanism from the MPC. When the bonds are completely paid off, the property reverts to the City.

SVMPC Interest and Redemption Fund
This fund pays for the bonds issued to construct the Cove, Police Station Expansion, Fire Station No. 3, Fire Station No. 3 Detention Basin, Eddie Cyr Park, 100' Aerial Ladder Truck, Centennial Pavilion. Schedule B breaks down the FY 2013 payments associated with each of the items comprising the total debt service of the fund $3,499,929**.**

The first component of this fund involves the debt service on the **aquatic facility** and the **government maintenance center**. The FY13 debt service amounts to $2,331,554.

Finally, there are series 2008 bonds. The debt service on these bonds is $1,168,375.

Schedule A

Debt Service Budget by Fund

Fund	Interest rate-Due Date	FY12 Estimate	FY13 Principal Payment	FY13 Interest Payment	FY13 Total
Airport	1. 5.26%- 6/19	$ 40,564	$ 28,697	$ 11,867	$ 40,564
	2. 5.06%- 6/26	$ 71,807	$ 36,197	$ 35,610	$ 71,807
Airport Total		**$ 112,371**	**$ 64,894**	**$ 47,477**	**$ 112,371**
General	1. 4.10%- 6/13	$ 81,145	$ 79,108	$ 2,037	$ 81,145
	2. 3.85%- 6/14	$ 165,424	$ 155,447	$ 9,977	$ 165,424
	3. 2.80%- 6/15	$ 19,640	$ 18,295	$ 1,345	$ 19,640
General Total		**$ 266,209**	**$ 252,850**	**$ 13,359**	**$ 266,209**
HURF	1. 4.10%- 6/13	$ 34,272	$ 33,411	$ 861	$ 34,272
	2. 3.85%- 6/14	$ 30,364	$ 29,221	$ 1,831	$ 31,052
HURF Total		**$ 64,636**	**$ 62,632**	**$ 2,692**	**$ 65,324**
Refuse	1. 4.10%- 6/13	$ 91,734	$ 89,430	$ 2,303	$ 91,733
	2. 4.00% 6/15	$ 195,261	$ 181,889	$ 13,372	$ 195,261
	3. 2.66% 6/27	$ -	$ 170,011	$ 39,076	$ 209,087
Refuse Total		**$ 286,995**	**$ 441,330**	**$ 54,751**	**$ 496,081**
Sewer	1. 4.10%- 6/13	$ 9,757	$ 9,513	$ 245	$ 9,758
	2. 2.66% 6/27	$ -	$ 449,173	$ 234,218	$ 683,391
Sewer Total		**$ 9,757**	**$ 458,686**	**$ 234,463**	**$ 693,149**
Grand Total		**$ 739,968**	**$ 1,280,392**	**$ 352,742**	**$ 1,633,134**

Schedule B
Bonded Indebtedness

Fund	Bond Series	FY12 Estimate	FY13 Principal Payment	FY13 Interest Payment	FY13 Total
SVMPC I&R	2000 MFRBs	$ 2,331,554	$ 1,570,000	$ 761,554	$ 2,331,554
	2008 MFRBs	$ 1,168,375	$ 855,000	$ 313,375	$ 1,168,375
		$ 3,499,929	**$ 2,425,000**	**$ 1,074,929**	**$ 3,499,929**

Schedule C

FY13- Lease Purcahse Financing

1. General Fund		
Rotation Vehicles (3)	$	81,000
Total	$	81,000
Down Payment	$	8,100
Finance Amount- General Fund	**$**	**72,900**
ACO 1/2 Ton Truck	$	33,000
Total	$	33,000
Down Payment	$	3,300
Finance Amount- General Fund	**$**	**29,700**
Unified Communication System	$	425,000
Total	$	425,000
Down Payment	$	42,500
Finance Amount- General Fund	**$**	**382,500**
Total General Fund Finance Revenue	**$**	**485,100**
2. HURF		
Medium Dump Truck	$	125,000
Total	$	125,000
Down Payment	$	10,000
Finance Amount-HURF	**$**	**115,000**
Total HURF Fund Finance Revenue	**$**	**115,000**
3. Refuse		
1 Ton Can Carrier	$	85,000
Total	$	85,000
Down Payment	$	8,500
Finance Amount-Refuse	**$**	**76,500**
Heavy Dump Truck	$	132,000
Total	$	132,000
Down Payment	$	13,200
Finance Amount-Refuse	**$**	**118,800**
Front Loader (Carryover from FY12)	$	350,000
Total	$	350,000
Down Payment	$	35,000
Finance Amount-Refuse	**$**	**315,000**
Total Refuse Fund Finance Revenue	**$**	**510,300**
4. Park Development Fee		
Domingo Paiz Land	$	1,300,000
Total	$	1,300,000
Down Payment	$	-
Finance Amount-Park Development Fund	**$**	**1,300,000**
Total Park Development Fund Finance Revenue	**$**	**1,300,000**
Total Lease Purchase Finance Amount	**$**	**2,410,400**

Below is a summary of the debt expenditure by fund and the remaining balance once debt has been removed.

Expenditure Summary by Fund	Subtotal Balance after Capital & Personnel Deducted	Debt Expenditure	Subtotal Balance after Capital, Personnel & Debt Deducted
General	$ 7,549,354	$ 266,209	$ 7,283,145
Special Revenue			
Highway User Revenue Fund	$ 1,262,559	$ 65,324	$ 1,197,235
Local Transportation Fund	$ 454,302		$ 454,302
Airport	$ 1,151,321	$ 112,371	$ 1,038,950
Police Special Revenue	$ -		$ -
Grants	$ 578,323		$ 578,323
Arts & Humanities	$ -		$ -
Criminal Justice Enhancement	$ 4,500		$ 4,500
Donation	$ 487,620		$ 487,620
Park Development Impact Fee	$ -		$ -
Library Impact Fee	$ -		$ -
Police Impact Fee	$ -		$ -
Transportation Impact Fee	$ -		$ -
Fire Impact Fee	$ -		$ -
Capital			
Capital Improvement Fund	$ -		$ -
Debt Service			
SVMPC I&R	$ 3,499,929	$ 3,499,929	$ -
Internal Services			
Health and Accident	$ 3,196,000		$ 3,196,000
Unemployment	$ 100,000		$ 100,000
Self Insured Retention	$ 100,000		$ 100,000
Enterprise			
Sewer	$ 2,938,936	$ 693,149	$ 2,245,787
Refuse	$ 3,762,935	$ 496,081	$ 3,266,854
Total All Funds	**$ 25,085,779**	**$ 5,133,063**	**$ 19,952,716**

Operating and Maintenance

Operating and Maintenance costs account for 27 percent of the total budget expenditure. Operating and Maintenance expense include items such as paper, professional services, utilities and training to name a few.

O&M expenses have decreased five percent from the FY12 budget. The current O&M expenditure is $19,952,716.

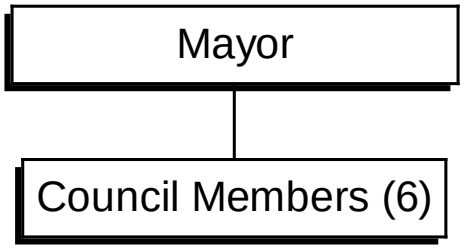
Below is a summary of O&M Expenditures by department and the difference from the FY12 Budget.

Department		FY12 Budget		FY13 Budget		Difference
Mayor/Council	$	99,350	$	93,350	$	(6,000)
City Manager	$	610,206	$	643,400	$	33,194
Administrative Services	$	1,544,439	$	1,603,318	$	58,879
Court/Legal	$	115,500	$	115,500	$	-
General Government	$	4,075,000	$	4,095,000	$	20,000
Police	$	950,225	$	808,447	$	(141,778)
Fire	$	652,725	$	613,575	$	(39,150)
Public Works	$	5,525,805	$	5,550,490	$	24,685
Sewer	$	2,532,350	$	1,796,800	$	(735,550)
Refuse	$	3,152,262	$	2,836,400	$	(315,862)
Transportation	$	499,565	$	454,302	$	(45,263)
Leisure & Library	$	921,375	$	1,209,945	$	288,570
Community Development	$	395,044	$	132,189	$	(262,855)
Totals	**$**	**21,073,846**	**$**	**19,952,716**	**$**	**(1,121,130)**

Sewer decreased due to efficiency improvements with the new wastewater process. The refuse O&M decreased due a reduction in supplies needed to begin refuse services on Fort Huachuca and the Roll-Off program. Community Development decreased because the Busby widening was budgeted as an O&M account in FY12 instead of a capital account. The police department decreased due to a grant that was included in FY12 but not FY13.

Finally, when Operating and Maintenance funds were subtracted from the Remaining Balance, there is zero left in each fund.

Expenditure Summary by Fund			
	Subtotal Balance after Capital, Personnel & Debt Deducted	O&M Expenditure	Subtotal Balance after Capital, Personnel, Debt & O&M Deducted
General	$ 7,283,145	$ 7,283,145	$ -
		$ -	
Special Revenue		$ -	
Highway User Revenue Fund	$ 1,197,235	$ 1,197,235	$ -
Local Transportation Fund	$ 454,302	$ 454,302	$ -
Airport	$ 1,038,950	$ 1,038,950	$ -
Police Special Revenue	$ -	$ -	$ -
Grants	$ 578,323	$ 578,323	$ -
Arts & Humanities	$ -	$ -	$ -
Criminal Justice Enhancement	$ 4,500	$ 4,500	$ -
Donation	$ 487,620	$ 487,620	$ -
Park Development Impact Fee	$ -	$ -	$ -
Library Impact Fee	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -
Transportation Impact Fee	$ -	$ -	$ -
Fire Impact Fee	$ -	$ -	$ -
		$ -	
Capital		$ -	
Capital Improvement Fund	$ -	$ -	$ -
		$ -	
Debt Service		$ -	
SVMPC I&R	$ -	$ -	$ -
		$ -	
Internal Services		$ -	
Health and Accident	$ 3,196,000	$ 3,196,000	$ -
Unemployment	$ 100,000	$ 100,000	$ -
Self Insured Retention	$ 100,000	$ 100,000	$ -
	$ -	$ -	$ -
Enterprise	$ -	$ -	$ -
Sewer	$ 2,245,787	$ 2,245,787	$ -
Refuse	$ 3,266,854	$ 3,266,854	$ -
Total All Funds	**$ 19,952,716**	**$ 19,952,716**	**$ -**



Mission Statement

Identify the needs of the people of Sierra Vista and establish goals, objectives, plans and policies that provide the direction necessary to meet those needs through the City Manager and the allocation of municipal resources.

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$100,566	$145,795	$119,777	$119,766
Sewer	18,224	18,224	14,972	14,971
Refuse	18,224	18,224	14,972	14,971
Donations	13,917	7,400	16,800	10,800
Total	**$151,140**	**$189,643**	**$166,521**	**$160,508**

Description:

The Mayor and six Council members are elected representatives of the people of Sierra Vista and serve four-year terms. The responsibilities of the Mayor and Council include enacting ordinances, resolutions, and direction necessary for the proper governance of the City's affairs and overseeing the same; reviewing and approving the proposed budget and appointing a City Manager, City Attorney and magistrate. They also appoint citizens to various boards and commissions, establish such other policies and measures, as well as promote 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 Statue 9-274. Powers of Council

A. The council of the city may:
1. Appoint and remove city officers, board members and employees not expressly made elective in accordance with civil service regulations, or in absence of such regulations, as the council deems advisable.
2. Fix the salaries of officers, board members and employees, and of the mayor and councilmen.
3. Require and fix official bonds.
4. Prescribe the duties of officers, board members and employees.
5. Fill by appointment vacancies in the office of mayor or councilmen and other vacancies occurring in any other city office, board or employment.
B. In fixing salaries the city council may by ordinance or resolution prescribe a daily compensation to be paid to the mayor, councilmen and administrative board members for performance of official duties.
C. The city council may by ordinance or resolution establish or alter salaries or compensation of the mayor and councilmen.

Strategic Leadership Plan "Our Future Vistas"

This past year, the Mayor and City Council adopted a Strategic Leadership Plan, *Our Future Vistas,* which will direct the City. The Strategic Leadership Plan does not thwart the Vista 2020, which was voter approved and is the City's General Plan.

A strategic plan is important for the City because it will allow the City to have a vision of where it would like to be in 2027 and then set up goals and objectives that will help the City get there. The strategic leadership plan gives the City a flexible roadmap to the future. Instead of looking at where we are today and trying to direct the City into the future, the hope of "Our Future Vistas" is to have a vision of where we want to be in 20 years and pull the City to that vision.

The Mayor and City Council developed eight strategic focus areas that will help define where resources should be spent- both time and money- to reach the vision of Sierra Vista in 2027. The eight strategic focus areas are:

1. Sustainable Water Management
2. Economic Vitality and Diversity
3. Quality Community Facilities and Services
4. Quality Cultural and Recreational Amenities
5. Multi-Modal Transportation Systems and Facilities
6. Well-Planned Smart Growth
7. Sierra Vista-Fort Huachuca Partnership
8. Sustainable-Enjoyable Community

Not only are there strategic focus areas there are also five-year strategic goals along with two-year specific objectives. The City of Sierra Vista is committed to working towards the strategic focus areas, along with the five-year strategic goals and the two-year objectives.

In order to reach the City's vision of itself in 2027, goals and objectives have been established. The nine strategic goals are:

1. Growth
2. Housing
3. Leisure & Library
4. Public Safety
5. Water
6. Finance and Operations
7. Economy and Education
8. Transportation
9. Environment

City Council

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Part Time	$ 55,500	$ 66,000	$ 66,000	$ 66,000
Benefits	1,243	1,243	1,171	1,158
Total Personnel	**$ 56,743**	**$ 67,243**	**$ 67,171**	**$ 67,158**
Community Relations	$ 19,441	$ 35,000	$ 15,000	$ 15,000
Professional Associations	38,574	45,000	45,000	45,000
Travel & Training	20,576	25,000	19,550	19,550
Office Supplies	1,827	5,000	2,500	2,500
Specialized Supplies	62	5,000	500	500
Sister Cities Festival	3,442	3,000	2,000	2,000
Christmas Decorations	7,236	700	10,000	2,600
Service Clubs	-	2,000	2,000	2,200
City Council Donations	3,239	1,700	2,800	4,000
Total O&M	**$ 94,397**	**$ 122,400**	**$ 99,350**	**$ 93,350**
Totals	**$ 151,140**	**$ 189,643**	**$ 166,521**	**$ 160,508**
Per Capita	$ 3.56	$ 4.39	$ 3.79	$ 3.66

Comments

The Professional Associations account included memberships in The National League of Cities ($3,258), The AZ League of Cities ($25,401), and SEAGO ($13,492), Chamber Sponsorship ($500).

$5,000 donation to United Way Included in Community Relations

City Council Donations include money for advertising the block party and other events.

The City of Sierra Vista utilizes Boards, Commissions and Committees to develop policy.

Boards:

Board of Adjustment
Established by Ordinance 512 to hear and decide appeals where it is alleged that there is an error in any order, requirement, decision, or determination made by the building official in the enforcement of zoning ordinances.
Membership: Mayor and City Council

Board of Appeals:
Established by Ordinance 724 to hear and determine the suitability of alternate materials and methods of construction developed subsequent to the adoption of the current uniform codes, and to review the correctness of decisions of the director of community development.
Membership: Five members appointed by the City Council as needed.

Employee Benefit Trust:
Established by Resolution 615 to oversee the City's self-funded employee health insurance program.
Membership: Five members appointed by the City Council to staggered three-year terms. Linda Nichols, Tim Doser, Sandra Kenny, Carolyn Santucci, Council Liaison Bob Blanchard, Staff Liaison Eugene Sanders.

Fire Pension Board:
Established by Arizona Revised Statute (ARS) 38-847.
Membership: Four members serving four-year terms. Gary Smith, Staff Liaison Eugene Sanders, Robert Nieuwenhuis, John Chavez, Council Liaison Mayor Rick Mueller

Municipal Property Corporation:
Established by Resolution 578 in 1980 for the financing of the cost of acquiring, constructing, reconstructing, or improving buildings, equipment, and other real or personal properties suitable for use by and for leasing to the City of Sierra Vista, its agencies or instruments.
Membership: Five members appointed by the City Council to staggered three-year terms. Marie Balzarini, Earl M. Devine, Thomas Hessler, Sandra Kenny. Staff Liaison: David J. Felix, Finance Manager, Council Liaison: Bob Blanchard

Police Pension Board:
Four members serve four year terms. Members must consist of two public safety employees and two citizens. Established by ARS 38-847.
Membership: Four members serving four year terms. Gary Smith, Thomas Ransford, Jon Kosmider, Staff Liaison: Eugene Sanders, Administrative Services Director, Council Liaison: Mayor Rick Mueller

Commissions:

Airport Commission:
Established by Resolution 3719 to advise the Mayor and City Council on the policies and procedures that affect the operation and use of the Sierra Vista Municipal Airport and that promote the growth and expansion of airport services to the general public.
Membership: Seven members appointed by the City Council to staggered two-year terms. Michael A. Davidson, Jeffrey L. Ingertson, Richard McColley, John George, Arthur J. Weisberger, JC Shine, John G. Chiakmakis Non-voting Lee Gray Staff Liaison: ScottDooley, Public Works. Council Liaison: Tom Crosby

Arts and Humanities Commission
The Arts and Humanities Commission was originally created in 1980.The purpose of the Commission is to advise City Council on art in public places, foster the City as a strong supporter of cultural activities for the community, and develop short and long term plans relating to arts and humanities activities and facilities in the community.
Membership: Seven members appointed by the City Council to staggered two-year terms. Tanya Biami, Elizabeth Horning, John Marvin, MaryAnn Hockstad, Renae Humburg, Edith Manion, Norman P. Wigton, Victoria Yarbrough - Staff Liaison, Council Member Larry Hampton - Council Liaison

Citizen Advisory Commission
Established as a committee by Resolution 1927, and restructured as a commission in 2001. The purpose of the commission is to advise the Mayor and City Council on those matters of public law, events, or policy that may reasonably be expected to have major consequence to the City either now or in the future. All Commission members are directly appointed by the Council member they represent.
Membership: Seven members, each appointed by and representing a member of the City Council. Liz York, Kathleen Bullock, Kale Kiyabu, LaVerne Jenkins, Sandra Kenny, Patrice Nicholson Staff Liaison: Mark Welch, Budget/Contracts Officer.

Commission on Cultural Diversity
The Commission on Cultural Diversity was established by Resolution 2007-064 on April 26, 2007. The Commission of seven members was designed to promote and improve relations and understanding amongst the many diverse ethnic and

cultural segments of the City of Sierra Vista. Rosa Villafane,Donna L. McTyre-Beck, Diana Beatham, Gail Houston, Michael P. Denton, Augie J. Biami Victoria Yarbrough, Megan Sneary - Staff Liaison Council Liaison - Council Member Gwen Calhoun

Commission on Disability Issues
Established by Resolution 3702 to act as a liaison between the City and its disabled population. Membership: Seven members appointed by the City Council to staggered two-year terms. Members: Derrick Coates, Gail Mortensen, Lisa Lee, Carolyn Johnson, Robin Biron, Edgar Steele, Joan Vokins Associate Members: Audrey Peterson-Hosto, Mary Tanquay, Isabel Trujillo, Lois R. Sagmoe

Environmental Affairs Commission
Originally established in 1993, the Commission's purpose is to advise the City Council on environmental issues, programs, and procedures relating to: reduction, reuse, recycling, energy conservation, environmental stewardship, waste management, regulatory compliance, water conservation, community education, and environmental demonstration projects.
Membership: Seven members appointed by the City Council to staggered two-year terms. Gene Fenstermacher, Jessica Cameron, Allen F. Rossow, Bernie Stalmann, Louis Girdler, Dennis Ehrenberger, Louis Girdler, Patricia Peterson - Associate Member, Ted Mouras - Associate Member. Staff Liaison: Donald Brush. Council Liaison: Larry Hampton .

Library Advisory Commission
Originally established in 1960, the purpose of the Library Advisory Commission is to advise the City Council regarding library services and requirements, and to assist the City Librarian in promoting library services to the public.
Membership: Seven members appointed by the City Council to staggered two-year terms. Trinidad Valentin ,Mary Watts, Kathleen Crow, Linda Erickson, Kristy Hom, Yolanda Valentin, Scottie McKeever-Dion. Staff Liaison: Victoria Yarbrough. Council Liaison: Council Member Tom Crosby

Park & Recreation Commission
Originally established in 1971, the purpose of the Commission is to advise the City Council in the establishment of essential policies, procedures, rules, and regulations relating to the planning, acquisition, disposition, operation, use, care, and maintenance of areas and structures owned, leased, or otherwise acquired by the City for use as park and recreation facilities. Membership: Seven members appointed by the City Council to staggered two-year terms. Scott Loucks, Robert Leach, Wesley Hewitt, Ryan Hightower, Thomas Shupert, Joy Mims, Brandon Maxwell Staff Liaison: Lee Elaban. Council Liaison: Bob Blanchard.

Planning and Zoning Commission
Established in 1976 to formulate and recommend to the City Council a long-term master plan for the development of the City, to make surveys and studies of present conditions and future growth, to hold public hearings on all proposed amendments to the City's plan prior to going to Council, and to conduct itself in accordance with ARS 9-461 through 9-462.05.Membership: Seven members appointed by the City Council to staggered two-year terms. Members must be registered to vote in the City of Sierra Vista. David Grieshop, Richard Besselman, Lee Mancini, Joe Kraps, Sharon Lake, Chris Saylor, Al Shaw, Donald Brush- Staff Liaison. Council Liaison: Mayor Pro Tem Carol Dockter.

Sister Cities Commission
Established by Resolution 2282 to advise the City Council on enhancing the City's relationship with its sister cities. The original committee was established in 1989 to promote the relationship with Cananea, Sonora, Mexico. The committee was reformed as a corporation in 1990, re-established as a committee in 1996, and was made a City commission in 2001. The sister city relationship with Radebeul, Germany, was established in 1998 by Resolution 3956. Membership: Seven members appointed by the City Council to staggered two-year terms. William Flynn, Christine Gridley, Manfred Orth, Barbara Hays, Patrick S. Shockley ,Lourdes Montoya-Murphy, Heike Shockley. Lee Elaban, Leisure Services Supt. - Staff Liaison Mayor Pro Tem Carol Dockter - Council Liaison

Tourism Commission
On September 19, 2009, the purpose statement of the Tourism Commission was adopted as follows: To support the economic development of the City of Sierra Vista by enhancing the image, promoting awareness, selling and marketing Sierra Vista as the destination of choice to visitors and residents. The Tourism Commission will collaborate with area tourism partners and keep the Mayor and City Council aware of tourism-related issues. Membership: Seven member appointed by the City Council to staggered two year terms. Terry Kimbley, James Gragg, Kristi Lane, Gina Denney, Diane Ricks, Angela Durrell , Monica Tryon Angela Moncur-Ft. Huachuca Liaison, Karin Phillips - Associate Member Claude Dutch Nagle - Associate Member Megan Sneary - Staff Liaison. Council Member Tom Reardon - Council Liaison

West End Commission
Established by Resolution 3843 in 1996 to advise the City Council in the establishment of plans, policies, and strategies relating to the revitalization and enhancement of properties on the west side of Sierra Vista. Membership: Seven members appointed by the City Council to staggered two-year terms. Joe Ford,Pamela Anderson, Julia McCaa, David

Miller, Rosie Mackey, Robert Zazueta, Tim Weiler. City Council Liason - Gwen Calhoun. City Staff Liason - Daniel Coxworth, AICP, Senior Planner

Youth Commission
Originally created as the Youth Council in 1972, the Youth Commission was restructured as a commission in 1996. The purpose of the Youth Commission is to advise the City Council on matters of concern to the youth of Sierra Vista, recommend and encourage action programs and legislation beneficial to the youth of the community, promote better understanding and integration of youth and the local government, and assist in the planning, operation, and evaluation of the local service delivery system for youth-related services as consumers of these services. Membership: Seven members serving staggered two year terms, three term limit. Scilla Burton, Julian Thomas, Marcus Hodges, Adriana Valentin, Jessi Jurek, Harrison Heeren, Caleb Webb. Ken James - Staff Liaison. Council Member Gwen Calhoun - Council Liaison

Committees

Transportation Advisory Committee
TAC was created in 1994 as a requirement of being an Arizona Department of Transportation (ADOT)/Federal Transit Administration (FTA) 5311 transit grant recipient. The committee consists of a cross section of community members who share a common interest in public transit. TAC members provide input and recommendation to public transit related activities of the City of Sierra Vista. Meetings are held quarterly at the Pete Castro Center.

FY13 Estimated Commission Expenditures. Expenditures are listed below for summary purposes. The actual expenditures appear in departmental budgets and are listed each in each department as well.

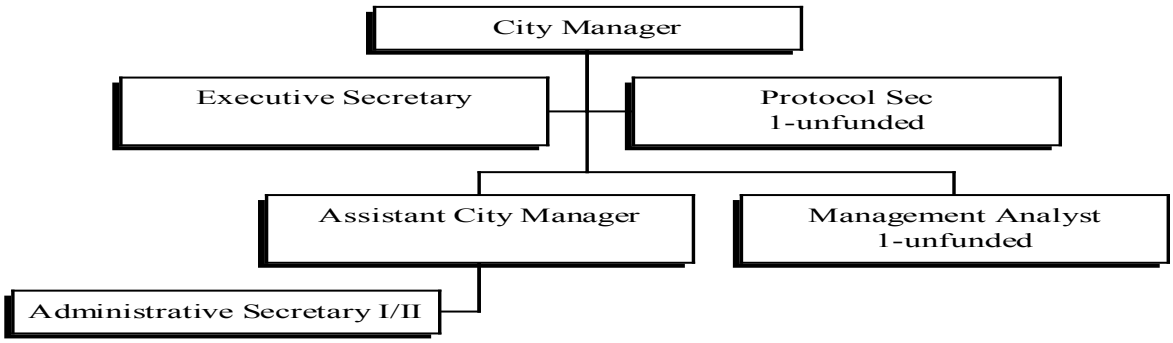
1.	SV Ability	$750
2.	Community Development Board/Commission Misc Requests	$500
3.	West End Banners	$3,000
4.	West End Fair	$2,000
5.	West End Most Valuable Person Award	$150
6.	Airport Fly-In	$ 1,000
7.	Mayor's Arts Awards	$1,308
8.	Sierra Vista Showcase	$3,424
9.	Historic Arts Exhibition	$2,710
10.	Cultural Diversity Fair	$1,930

Description

The City Manager's Department consists of three division; City Manager's Office, Public Affairs and Finance Services Division.

City Manager

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
City Manager	$ 598,004	$ 632,041	$ 505,220	$ 513,664
Public Affairs	311,200	336,591	299,985	241,561
Finance	681,225	676,833	687,102	699,487
Total Personnel	**$ 1,590,429**	**$ 1,645,465**	**$ 1,492,307**	**$ 1,454,712**
City Manager	$ 272,291	$ 343,200	$ 338,303	$ 437,000
Public Affairs	198,485	222,995	200,153	133,100
Finance	74,151	84,684	71,750	73,300
Total O&M	**$ 544,927**	**$ 650,879**	**$ 610,206**	**$ 643,400**
City Manager	$ 118,000	$ 90,000	$ -	$ -
Total Capital	**$ 118,000**	**$ 90,000**	**$ -**	**$ -**
Totals	**$ 2,253,356**	**$ 2,386,344**	**$ 2,102,513**	**$ 2,098,112**
Per Capita	$ 53.03	$ 55.26	$ 47.91	$ 47.81



Vision

Provides leadership in the development and implementation of municipal services in order to maintain the quality of life for our residents and meet the needs of our community by carrying out the policy guidance of the council.

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$744,661	$880,601	$689,393	$753,704
HURF	0	0	0	0
Sewer	92,320	92,320	77,246	98,480
Refuse	92320	92,320	77,216	98,480
Total	**$923,94**	$1,065,241	$843,885	$950,664

Mission Statement

The City Manager's Office also provides overall leadership and directions 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:

Administers policies and goals established by the Mayor and City Council; supervises the management of day-to-day city operations and personnel needs; oversees budgetary planning and control; supports and participates in governmental partnerships including the Upper San Pedro Partnership; and provides administrative support to the Mayor and City Council.

Arizona Revised Statue 9-303. City manager

A. The governing body of a city or town, in addition to the officers already specified by law, may, by ordinance, create the office of city or town manager, and appoint a person thereto to be known as the city or town manager.
B. The city or town manager shall have and exercise the powers and perform the duties relating to the affairs of the city or town as shall be specified by the ordinance creating the office of city or town manager.
C. The person appointed to the office of city or town manager shall serve at the pleasure of the governing body of the city or town and may be removed without cause by a majority vote thereof.

Strategic Leadership Plan Objectives
The City Manager is responsible for administering the policies set forth by the City Council. Since the Strategic Leadership Plan is the directive of the Council, the City Manager will be responsible for every aspect of that plan. 1. Maintain the city's commitment to the community water management partners. 2. Evaluate and implement a plan to improve efficiencies in the delivery of city-wide and departmental messages and information to the community and visitors. 3. Partner with the Sierra Vista Economic Development Foundation, Sierra Vista Area Chamber and other organizations to enhance business retention and growth, expanding the focus on non-defense related enterprises in order to broaden the area's economic base. 4. Use the information from the City's 2010 retail study to expand the local economic base. 5. With leaders of Fort Huachuca, convene a group of major employers and economic interests to identify what barriers are inhibiting employee recruitment and retention efforts, and engage the community in developing constructive dialogue to address issues identified.

Major Accomplishments:

1. Continued support of the Upper San Pedro Partnership
2. Continued progress towards the Mayor and City Council strategic leadership plan.

Goals

Goals	Objectives
Accomplish the goals and objectives set forth by the Strategic Leadership Plan	• Work with Departments to move projects forward. • Set priorities for projects to help ensure City stays on track.

Performance Measures

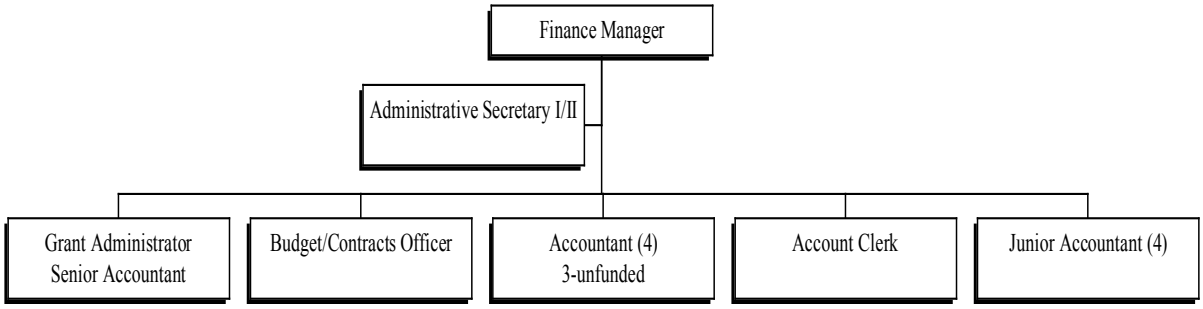
	2008	2009	2010
% of Two-year Objectives Completed	30%	85%	85%
Gallons per capita per day of water consumption	138	144	139

City Manager's Office

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 471,234	$ 497,679	$ 389,414	395,317
Salaries - Part Time	-	-	-	-
Benefits	126,769	134,362	115,806	118,347
Total Personnel	**$ 598,004**	**$ 632,041**	**$ 505,220**	**$ 513,664**
Economic Development	$ 139,000	$ 139,000	$ 139,000	$ 130,000
Professional Services	115,972	180,000	176,803	286,000
Office Equipment Maintenance	-	1,500	1,500	1,500
Advertising	-	-	-	-
Printing & Binding	57	1,000	1,000	1,000
Professional Associations	5,988	5,700	6,500	5,000
Travel & Training	8,310	10,000	8,500	8,500
Office Supplies	2,965	5,000	4,000	4,000
Books & Periodicals	-	1,000	1,000	1,000
Total O&M	**$ 272,291**	**$ 343,200**	**$ 338,303**	**$ 437,000**
Capital Projects	$ 59,000	$ 90,000	$ -	$ -
Total Capital	**$ 59,000**	**$ 90,000**	**$ -**	**$ -**
Totals	**$ 929,294**	**$ 1,065,241**	**$ 843,523**	**$ 950,664**
Per Capita	$ 21.87	$ 24.67	$ 19.22	$ 21.66

Professional Services include: Lobbying Services ($60,000), USPP Administrative Support ($10,000), WaterWise ($46,000), Mary Darling Environmental Services ($10,000), BOR Feasibility Study ($130,000). The City Manager's Office and Finance Division also provides staff support to the USPP.

Finance Service Division



Vision

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

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$498,252	$502,603	$500,842	$510,039
HURF	0	0	0	0
Sewer	127,457	129,457	129,005	131,374
Refuse	127,667	129,457	129,005	131,374
Total	**$755,376**	**$761,517**	**$758,852**	**$772,787**

Mission Statement

The Division will also provide quality, timely and accurate information 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 pays the City's bills, processes sewer, sanitation, ambulance, airport and fuel billing. Finance is responsible for handling and administering all the City grants. It compiles and publishes the City's Consolidated Annual Financial Report (CAFR) and Annual Budget.

Strategic Leadership Plan Objectives

The Finance Division will be working on the following Two-year objectives this year:

1. Preserve general fund reserve levels.
2. Implement a cost effective financial package upgrade that will enhance the City's online presence and improve effectiveness.
3. Expand the use of the capital improvement fund to temporarily fund operating capital and capital maintenance needs.
4. Complete an analysis of the long-term financial viability of offering City refuse services.

Major Accomplishments:

i. Won the distinguished Budget Presentation Award for FY12.
ii. Won the distinguished Comprehensive Annual Financial Report (CAFR) award for FY 10.

Goals

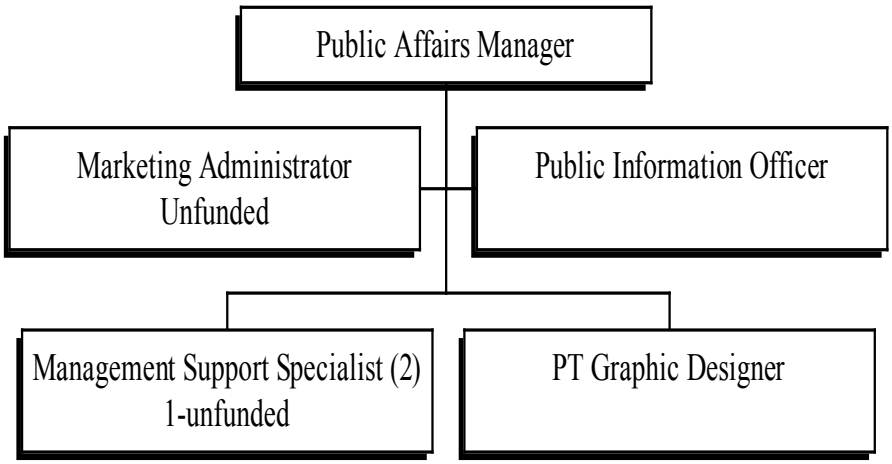
Goals	Objectives
Complete Residential property audit.	• Complete audit to ensure efficient revenue collection.
Conduct Two Sewer/Sanitation vacancy mailings.	• Complete audit to ensure efficient revenue collection.
Complete fourth phase of Finance cross-training project.	• Cross-training for ambulance billing and MR billing.

Performance Measures

	FY08	FY09	FY10
Bond Rating- Standard and Poore	AA	AA	AA
General Fund Revenue Projections percentage Difference from Actual	-6%	-4%	-5.4%

Finance

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 526,629	$ 521,399	$ 526,281	$ 534,849
Salaries - Part Time	-	-	-	-
Benefits	154,597	155,434	160,821	164,638
Total Personnel	**$ 681,225**	**$ 676,833**	**$ 687,102**	**$ 699,487**
Professional Services	$ 42,569	$ 54,900	$ 43,450	$ 45,000
Printing & Binding	4,361	7,000	7,000	7,000
Professional Associations	2,335	2,825	2,825	2,825
Travel & Training	4,052	5,500	4,675	4,675
Office Supplies	9,283	6,500	6,500	6,500
Specialized Equipment	4,016	2,500	2,500	2,500
Software	7,110	3,500	3,500	3,500
Books & Periodicals	426	1,959	1,300	1,300
Total O&M	**$ 74,151**	**$ 84,684**	**$ 71,750**	**$ 73,300**
Totals	**$ 755,376**	**$ 761,517**	**$ 758,852**	**$ 772,787**
Per Capita	$ 17.78	$ 17.63	$ 17.29	$ 17.61



Expenditure By Fund				
	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$509,685	$559,586	$500,138	$341,747
Sewer	0	0	0	27,428
Refuse	0	0	0	5,486
Total	**$509,685**	**$559,586**	**$500,138**	**$374,661**

Vision

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

Mission Statement

Coordinate communication/marketing efforts to encourage local residents to become informed/involved in the community; business/leisure travelers to visit; promote positive media coverage; and attract travel professionals and film producers.

Description:

The Public Affairs Office provides centralized comprehensive strategic marketing/communications planning & implementation for all City departments. This includes: graphic design; media relations; public relations; crisis and issues management; emergency communications; public participation programs; advertising campaigns; tourism marketing & promotion; development of print materials and video programming; development and management of content for an integrated municipal website designed to connect city residents to city information and services, market the community to potential visitors; educate the public on water issues; and provide access to social media.

Strategic Leadership Plan Objectives
The Public Affairs Office is not directly responsible for a specific two-year objective, but has played a key role in developing the City's new "virtual city hall". In addition, the Division will continue to provide overall communications support of the Strategic Leadership Plan by working with the Mayor and Council and objective leaders to communicate with residents as progress is made on the objectives.

Major Accomplishments:

1. Ongoing support and employee training for the City's website www.SierraVistaAZ.gov as well as maintaining the City's two other websites (water and visitor websites).
2. Ongoing support and training of a web steward program to train individual employees on the maintenance of their department web pages.
3. Ongoing posting and monitoring the City's social media (Facebook, Twitter, Vimeo & Flickr).
4. Ongoing video capabilities and video production for broadcast on Channel 12 and production of the "Sierra Vista Today Show", which airs weekly, several times per day. The Sierra Vista Today Show is then also broadcasted using Vimeo and Social Media.
5. Ongoing production of the "City Minute" on Cherry Creek stations which airs on 3 radio stations per week.
6. Developed, designed and/or updated numerous invitations, programs, fliers, brochures, and website content to support City services to residents and visitors.
7. Assisted with public input process for strategic plan objectives to include small neighborhood parks. and
8. Initiated centralized marketing oversight for all City departments, to include graphic standards, branding and brand dimensions.
9. Produced a bi-monthly City wide newsletter to print in the SV Herald as well as sent to residents via email and posted on the City's website.

Goals

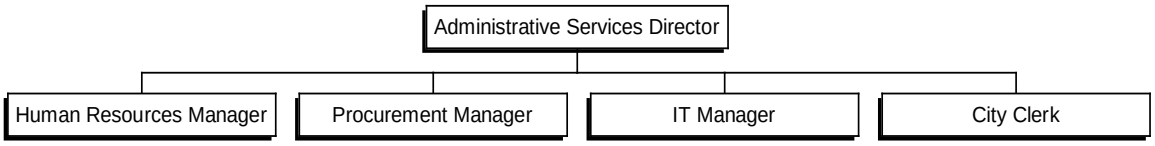
Goals	Objectives
Support goals and objectives in the City Council's strategic leadership plan "Our Future Vistas" through communications and marketing efforts.	• Continue to attend City Council sessions and consult with City Manager to determine communication & marketing needs and priorities. • Provide support role through public outreach and marketing for City Council strategic objectives including small neighborhood parks and Vista 2030 Master Plan. • Market the City's new 1 & 1 Refuse & Recycling program to city employees and residents.
Find cost effective methods to provide quality printed publications and to support/promote City events.	• Explore the possibility of ad-supported publications. • Explore sponsorship opportunities to support City events. • Get staff to use FREE Sierra Vista Herald community calendar for broadcasting events.
Continue to produce a City-wide Newsletter and e-newsletter	• Research distribution plan and revise as needed
Continue to respond and monitor Social Media	• Monitor staff time requirements, most effective tactics and stay abreast of the best practices.
Continue to search for Sierra Vista specific video programming	• Produce video programming for city departments as needed. • Work with other organizations to obtain additional video programming.
Design and print various materials in support of the City of Sierra Vista Strategic Leadership 2013/2014.	• Work with departments on content • Design and print materials as needed
Continue to improve the City's centralized marketing efforts	• Gather previous marketing materials from departments and make suggestions on how to improve and incorporate city's branding elements. • Centralize, review and provide to Procurement all marketing/advertising contracts

Performance Measures

	FY09/10	FY10/11	FY11/12
Avg # Visitors to www.SierraVistaAZ.gov per month	33,982	40,375	60,671
Avg Length of Stay on www.SierraVistaAZ.gov per month	10:55	8:48	6:88
Avg # of page views per day on www.SierraVistaAZ.gov			4,492
Avg # of Press Releases, media pitches and social media posts produced per month	17	15	13 Press Releases and 70 social media posts per month
Total # Collateral Materials Printed/# of Projects	216,809/124	78,418/92	61,323/155
Avg # of Vimeo Loads per month			918
Avg # of Facebook monthly active users			385

Public Affairs

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 190,993	$ 212,922	$ 185,730	$ 149,228
Salaries - Part Time	47,306	43,171	43,558	30,144
Benefits	72,901	80,498	70,697	62,189
Total Personnel	**$ 311,200**	**$ 336,591**	**$ 299,985**	**$ 241,561**
Professional Services	$ 65,086	$ 58,800	$ 59,350	$ 27,951
Office Equipment Maintenance	-	-	-	-
Advertising	82,202	82,695	74,050	51,000
Printing & Binding	28,526	51,300	39,000	35,500
Professional Associations	1,260	1,650	1,650	1,279
Travel & Training	6,543	4,750	4,803	5,700
Office Supplies	7,827	9,000	9,000	6,170
Specialized Supplies	7,041	14,800	12,300	5,500
Total O&M	**$ 198,485**	**$ 222,995**	**$ 200,153**	**$ 133,100**
Totals	**$ 509,685**	**$ 559,586**	**$ 500,138**	**$ 374,661**
Per Capita	$ 11.99	$ 12.96	$ 11.40	$ 8.54



Mission

To efficiently provide quality services and support to our customers consistent with the goals of the Council while safeguarding the public trust.

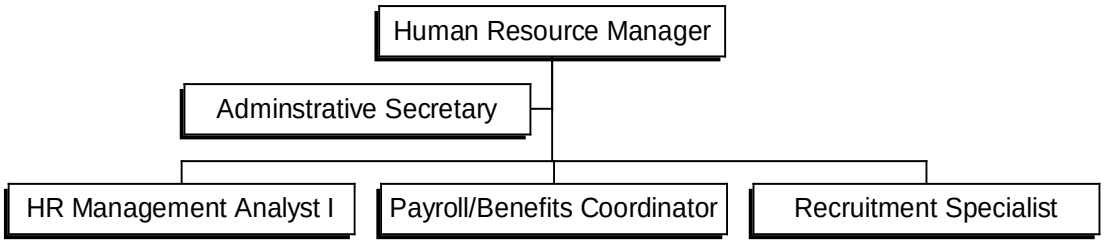
Description

The Administrative Services Department consists of four divisions: Human Resources, Procurement, Information Technology, and City Clerk.

Administrative Services

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Human Resources	$ 554,471	$ 572,221	$ 559,622	$ 600,302
Procurement	283,931	306,905	260,592	264,883
Information Technology	631,963	798,478	671,233	680,100
City Clerk	287,535	300,773	235,488	269,209
Total Personnel	**$ 1,757,899**	**$ 1,978,377**	**$ 1,726,935**	**$ 1,814,494**
Human Resources	$ 54,919	$ 61,440	$ 55,840	$ 57,040
Procurement	9,649	15,800	13,195	13,195
Information Technology	1,266,796	1,289,368	1,392,754	1,420,533
City Clerk	104,177	123,900	82,650	112,550
Total O&M	**$ 1,435,540**	**$ 1,490,508**	**$ 1,544,439**	**$ 1,603,318**
Human Resources	$ -	$ -	$ -	$ -
Procurement	-	-	-	-
Information Technology	63,812	50,000	647,000	876,800
City Clerk	-	-	-	-
Total Capital	**$ 63,812**	**$ 50,000**	**$ 647,000**	**$ 876,800**
Totals	**$ 3,257,252**	**$ 3,518,885**	**$ 3,918,374**	**$ 4,294,612**
Per Capita	$ 76.65	$ 81.48	$ 89.28	$ 97.85

Human Resources



Mission Statement

Facilitate the recruitment, selection, retention, and training of employees, and to promote equitable and cooperative relationships throughout the City government.

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$487,799	$506,929	$492,370	$525,874
Sewer	60,853	63,366	61,546	65,734
Refuse	60,853	63,366	61,546	65,734
Total	**$609,389**	**$633,661**	**$615,462**	**$657,342**

Description:

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

Strategic Leadership Plan Objectives
The Human Resource division will support departments in achieving their Strategic Leadership Plan Objectives

Major Accomplishments:

1. During the Annual Service Awards Luncheon, 91 employees were recognized for their 3, 5, 10, 15, 25, 30, and 35 years of service. These employees represent a combined total of 727 years of City service.
2. In support of the City's continued green initiatives, Human Resources continued to support web-based (webinar) training opportunities. Webinars not only save the City money for travel, but also reduce the City's carbon footprint. Topics covered this year included performance management and difficult employee conversations.
3. Human Resources contracted with the Mejoranda Group to provide two on-site training opportunities on *Building Great Work Teams* and *RAPID Innovation: Converting Ideas into Results*, thirty employees participated in each class.
4. Seventy-six employees attended harassment awareness training focusing on respect in the workplace.
5. To ensure a drug and alcohol free work environment, all supervisors and managers attended *Drug& Alcohol Impairment Awareness* training sponsored by the Police Department.

6. Thirty-three new employees participated in the City's orientation program to encourage a strong team environment among departments.
7. To promote employee wellness, the City continues to offer on-site influenza and pneumonia vaccinations, and mammograms. For the second year we sponsored skin cancer screenings, 85 employees participated. New this year we offered a cardiac package which included stoke, atrial fibrillation, heartsound, cardiovision, and thyroid screenings; 167 employees participated.
8. Sixteen employees participated in the City's Education Assistance Program; six completed their degree programs this fiscal year. Currently 57% of the City employees possess an Associate, Bachelor or Master's degree.

Goals

Goals	Objectives
Work Towards City's Strategic Plan.	1. Continue implementation of Comprehensive Human Resources and Organizational Development Plan that addresses the City's current and projected staffing needs
Recruit qualified personnel through advertisement, applicant screening, testing, and interviewing.	1. Fill vacant positions by public announcement within 60 days of department request. 2. Maintain a ratio of minority applicants reflective of the area population by advertising in publications targeted toward minority groups. 3. Seek new advertising resources to increase number of qualified applicants.
Provide a work environment that promotes employee job satisfaction.	1. Conduct internal citywide training. 2. Conduct annual classification and compensation study.
Provide a structure for employees to plan for benefit, career, and retirement options.	1. Communicate education requirements for career advancement; promote the City's Education Assistance Program.

Performance Measures

	FY09/10	FY10/11	FY10/11
Average days to fill Full-time Position	35	46	43
Cost per Insured Employee for Health Care	$6720	$6720	$6720
Number of Positions Filled	18	42	44
Number of Internal Job Recruitments	8	24	24
Number of External Job Recruitments	10	18	20
Number of Applications Processed	838	1225	1242
Percentage of minority applicants	33%	31%	37%

Human Resources

Percentage of minority offered positions	22%	21%	32%
Employee Turnover Rate	8.33%	13.31%	8.70%
*Without Retirements	4.76%	7.74%	5.90%
Number of Volunteers	416	418	519
Number of Volunteer Hours	32,254	30,222	29,328
Value of Volunteer Services	$368,270	$355,588	$355,730
Percentage of Employees with a AA or Higher	54%	56%	56%

Human Resources

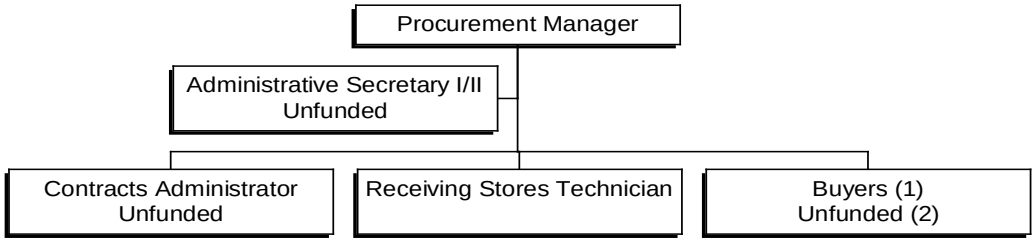
Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 372,809	$ 351,816	$ 351,363	$ 386,515
Benefits	94,085	112,655	102,509	109,237
Employee Programs	87,577	107,750	105,750	104,550
Total Personnel	**$ 554,471**	**$ 572,221**	**$ 559,622**	**$ 600,302**
Professional Services	$ 34,302	$ 34,335	$ 32,335	$ 37,115
Office Equipment Maintenance	-	1,500	1,500	1,200
Advertising	7,478	6,000	6,000	5,000
Printing & Binding	182	1,000	750	400
Professional Associations	2,729	2,455	2,455	1,300
Travel & Training	7,872	8,000	6,800	6,800
Office Supplies	891	3,500	3,000	3,000
Specialized Supplies	1,045	4,000	2,500	1,725
Books & Periodicals	419	650	500	500
Total O&M	**$ 54,919**	**$ 61,440**	**$ 55,840**	**$ 57,040**
Totals	**$ 609,389**	**$ 633,661**	**$ 615,462**	**$ 657,342**
Per Capita	$ 14.34	$ 14.67	$ 14.02	$ 14.98

Comments

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

The Professional Services account includes $20,000 for Staff Development Program.

Procurement



Vision

To be a leader in providing quality customer service to all City departments, while ensuring that local, state, and federal procurement laws and regulations are followed and complied with.

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$211,417	$232,347	197,127	200,216
Sewer	41,109	45,179	38,330	38,931
Refuse	41,109	45,179	38,330	38,931
Total	**$293,580**	**$322,705**	**$273,787**	**$278,078**

Mission Statement

The Procurement Division shall competitively administer all aspects of service and material procurement for all City departments and divisions, while maximizing "value" to internal and external stakeholders.

Description

The Procurement Division of the City of Sierra Vista can be described as a service delivery unit. The division is in charge of material/service acquisition, 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, contracts and intergovernmental agreements

Strategic Leadership Plan Objectives
The Procurement Division does not have a specific strategic leadership plan objective, but will work in support of all departments in their pursuit to achieve their strategic leadership plan objectives.

Major Accomplishments

1. The amount of City dollars spent with local businesses was $5.5 million in 2011, compared to $5.7 million in 2010, which is a 3.5% decrease in local expenditures.
2. Established over 70 open purchase orders including 32 with local businesses to provide good and services.
3. Participated on interdepartmental project teams to facilitate project completion on the following: EOP Clarifier, Fleet Fuel Canopy Expansion, Annual Street Maintenance, Transit Security Camera System, Oakmont Traffic Signal, Good Neighbor Alliance Modular Building, Coyote Wash Improvements, MLK Right Turn Lane, EOP Compost Facility, Howard Ball Field Lights, and various other projects. Bid and administered more than 18 formal projects.
    a. Various FAA and ADOT funded projects.

b. Various Buildings, Maintenance, Streets, Multi-Use Paths, Sewer, and Refuse projects.

4. Successfully acquired Right-of-Way and Easements for several Multi-Use Paths.

Goals

Goals	Objectives
Increase efficiencies in the bidding of projects and services.	• Prepare and formally bid construction projects within two weeks of receipt of final plans and specifications. • Expand use of on-line auction disposal of surplus.
Actively engage local vendors in an effort to increase the procurement of local goods and services.	• Increase the percentage or amount of City dollars spent with local businesses. • Visit at least one local business quarterly to develop and encourage doing business locally. • Attend Chamber of Commerce and other business development fairs. • Continue to provide the Chamber of Commerce with copies/notices of all formal project solicitations.
Efficiently provide materials to departments and divisions.	• Effectively process requisitions for supplies and equipment within two weeks of receipt in the purchasing queue. • Deliver Central Stores orders to departments within two working days. • Continue to pursue Cooperative Purchasing Agreements with other government entities.
Administer the Purchasing Card Program.	• Continue to reduce use of open PO's. • Continue to reduce use of FPO's. • Increase the overall usage of the Purchasing Card.

Performance Measurements

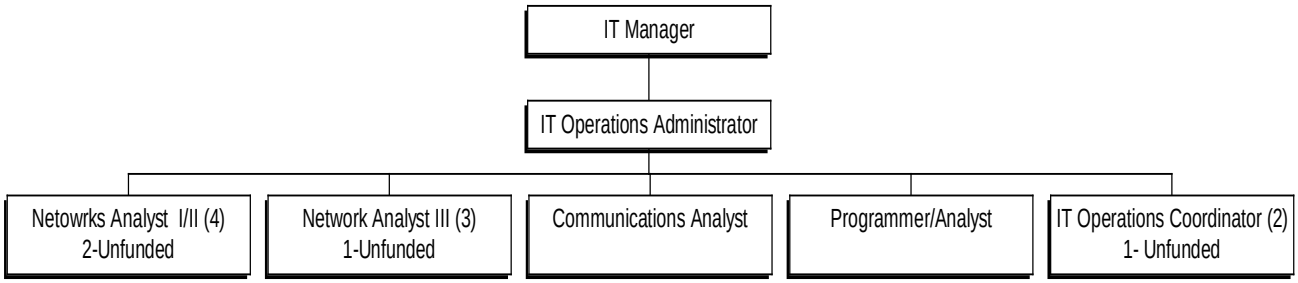
	FY09/10	FY10/11	FY11/12
Requisitions Processed Within two weeks of receipt	98%	98%	99%
Percent of Dollars spent with Local Businesses (Purchases under $50,000)	69%	57%	63%
Deliveries made of Central Stores orders within two working days	99%	99%	100%
Purchases made per FTE	$95,604	$66,017	$58,681
Dollars of Surplus Auctioned	$31,104	$20,666	$115,775
Purchasing Card Program Usage	N/A	$3.04 million	$3.05 million

*No public auction held this year. All proceeds from the City's on-line auction. There were only two vehicles auctioned this year.

Procurement

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 205,640	$ 218,986	$ 184,415	$ 187,417
Part-Time	$ 15,528	$ 19,065	$ 18,980	$ 18,980
Benefits	62,763	68,854	57,197	58,486
Total Personnel	**$ 283,931**	**$ 306,905**	**$ 260,592**	**$ 264,883**
Office Equipment Maintenance	$ -	$ 300	$ 200	$ 200
Printing & Binding	-	600	300	400
Professional Associations	974	1,800	1,500	1,500
Travel & Training	5,956	8,800	7,395	6,000
Office Supplies	1,710	3,000	2,800	3,500
Specialized Supplies	978	1,200	800	1,300
Books & Periodicals	32	100	200	295
Total O&M	**$ 9,649**	**$ 15,800**	**$ 13,195**	**$ 13,195**
Totals	**$ 293,580**	**$ 322,705**	**$ 273,787**	**$ 278,078**
Per Capita	$ 6.91	$ 7.47	$ 6.24	$ 6.34

Information Technology



Vision

To be a customer-focused, cost effective, well-run I.T. operation that is recognized for its responsiveness, flexibility, and the effectiveness of the solutions it provides and supports.

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$1,582,819	$1,790,276	$2,298,191	$2,132,307
CIF	0	0	0	425,000
Sewer	189,876	173,785	206,398	210,063
Refuse	189,876	173,785	206,398	210,063
Total	**$1,962,571**	**$2,137,846**	**$2,710,987**	**$2,977,433**

Mission Statement

The mission for this division is to be an enterprise information and technology services organization that provides responsive, quality, 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 via 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 a key communication and service-delivery channel.
2. **Application Portfolio Management**
   These services deliver technology solutions to the organization and are organized 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 on-going maintenance.
3. **End User Support Services**
   These services support the customers that use the technology systems provided by the division. These services include technical training, technical support services, and short-term consulting (assistance).

4. **Network Infrastructure Services & Support**
   These services include provision and support of the infrastructure necessary to deploy, operate, and maintain the organization's communications and information systems. The services performed include design, ordering, installation, configuration, deployment, and on-going maintenance, repair and upgrades.
5. **Business Integration & Transitional Support**
   These services support the operations of the department, implementation of the new organization structure and service delivery approach, and eventually transition to an enterprise IT organization.

Strategic Leadership Plan Objectives
The Information Technology Division continues to work on the strategic plan two-year objective goal in the following area: 1. Implement a cost effective financial (ERP) package that will enhance the City's online presence and improve effectiveness, while encouraging citizen engagement. Implementation is scheduled to start July 2012.

Major Accomplishments

1. Implemented enterprise wide Anti-virus solution to secure and protect Active Directory and network infrastructure. This solution provided enhanced and improved network infrastructure security, and also included Public Safety desktops as well as MDB's. This new solution also included Anti-virus protection for mobile devices (Smartphone's). This allowed for a centralized point of deployment for future installs and management of the application.
2. Replaced all leased Multi Function Printers/Copiers with owned equipment which resulted in savings of over 40% annually.
3. Implemented new backup and disaster recovery solution for City Hall and Public works that incorporates disk to disk technology reducing the need for tapes (saving money), while also providing the option of cloud storage for future expansion. The result is increased customer service and greater staff efficiency.
4. Provided project management on implementation of Sierra Vista Transit video surveillance system. Assisted Public safety on technical and operational issues regarding video surveillance systems.
5. Upgraded network communications at Public Work and the Cove, resulting greater staff productivity and more efficient customer service.
6. Provided technical and operational support as well as equipment to City and Federal agencies during Monument Fire.
7. Worked with ERP Team to produce RFI for ERP package, and selected Tyler Technologies as the new ERP system.

Goals

Goals	Objectives
Provide increased services and customer interaction to City services via the internet.	• Work in conjunction with software vendor to develop and customize ERP to better meet the needs of the community and staff.

Deliver technology solutions that provide efficient citizen engagement to all City services. To include business licenses, animal licensing and refuse special pickups.	• Continue to develop research and implement eServices making customer interaction to City Hall more accessible electronically. Including the use of mobile applications available to citizens.
Begin implementing the new ERP solution for the City, which will improve services to both internal and external City customers.	• Provide project management for the duration of implementation, insuring that all goals and objectives are met and that timelines are adhered to. • Determine the best method to proceed for conversion of data, and department integration with new ERP, to best meet the needs of the City.
Implement Unified Communications solution to improve collaboration and communication between City departments and also provide more efficient services to citizens.	• Work with vendors to determine best possible solution to provide these services, while involving key department personnel to provide input on what's best for the City and its customers.

Performance Measurements

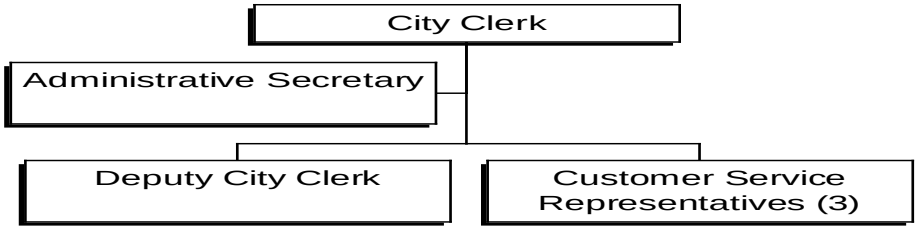
	FY08/09	FY09/10	FY10/11	FY11/12
Work Orders Processed:				
Emergency/High in nature	344	306	301	288
Above routine/routine in nature	513	688	625	586
Other requests not high in nature nor routine	32	56	158	66

Information Technology

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 491,669	$ 628,340	$ 516,696	$ 522,376
Salaries - Overtime	-	2,009	2,027	2,060
Benefits	140,294	168,129	152,510	155,664
Total Personnel	**$ 631,963**	**$ 798,478**	**$ 671,233**	**$ 680,100**
Professional Services	$ 73,499	$ 80,000	$ 70,000	$ 70,000
Office Equipment Maintenance	677,894	705,803	741,464	769,821
Professional Associations	220	820	500	500
Travel & Training	9,679	10,600	10,200	12,000
Telephone	398,290	400,000	425,000	425,000
Office Supplies	9,879	10,000	12,000	10,200
Specialized Supplies	70,384	54,300	48,000	44,800
Software	26,951	27,345	85,240	87,862
Books & Periodicals	-	500	350	350
Total O&M	**$ 1,266,796**	**$ 1,289,368**	**$ 1,392,754**	**$ 1,420,533**
Machinery & Equipment	$ 63,812	$ 50,000	$ 647,000	$ 876,800
Total Capital	**$ 63,812**	**$ 50,000**	**$ 647,000**	**$ 876,800**
Totals	**$ 1,962,571**	**$ 2,137,846**	**$ 2,710,987**	**$ 2,977,433**
Per Capita	$ 46.18	$ 49.50	$ 61.77	$ 67.84

Comments

The Office Equipment Maintenance budget includes all the City's software and hardware maintenance contracts.



Vision

Maintain the highest level of professionalism in administering and protecting the City's legislative process. To maintain the highest standards of professional ethics and integrity; and employ the most qualified personnel.

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$362,170	$394,946	$294,657	$355,036
Sewer	8,493	8,493	6,709	7,635
Refuse	21,198	21,234	16,772	19,088
Total	**$391,711**	**$424,673**	**$318,138**	**$381,759**

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 in the issuance of business licenses, collection of revenues, maintains public records in partnership with other City departments, oversees the City's election process, acts as official recorder of all City Council meetings and work sessions, and provides risk management services while evaluating the City's insurance needs.

Strategic Leadership Plan Objectives

The City Clerk Division does not have any specific objectives in the strategic leadership plan for the next two years. The City Clerk will help other departments with staff time.

Major Accomplishments

1. Continued implementation of a citywide document imaging program.
2. Coordinated the vehicle accident reporting process including the organization of a citywide accident review board resulting in several procedure and equipment changes that have reduced certain types of accidents.

Goals

Goals	Objectives
Records Management	• Develop a City wide records management policy • Begin education program for City employees relating to records management, retention, and storage • Continue expansion of document imaging program to other departments in City Hall while evaluating other departments for future implementation.
Provide the City with improved Risk Management Services.	• Develop and implement a City Safety Committee and Accident Review Board to address employee safety issues. • Provide training opportunities designed to address issues faced by current and future employees.
Continue improving the level of customer service provided by the department in all aspects of our duties.	• Continue to provide training opportunities for staff to improve the level of services provided. • Work with various departments to obtain input and suggestions regarding procedures to ensure we achieve the highest level of service possible. • Cross train department members in duties of other divisions to provide back up when necessary

Performance Measurements

	FY 10/11	FY11/12	FY12/13
Documents Input into Document Imaging System (pages)	60,000	34,776	35,000
New Business Licenses Issued	427	342	384
Liquor Licenses Issued	16	25	20
Number of Requests for Documents	150	205	194
Insurance Claims	130	110	100
Vehicle Accident Review Board Cases	62	21	29

City Clerk

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 185,035	$ 201,771	$ 172,916	$ 175,731
Salaries - Part Time	34,474	23,868	13,635	29,682
Benefits	68,025	75,134	48,937	63,796
Total Personnel	**$ 287,535**	**$ 300,773**	**$ 235,488**	**$ 269,209**
Professional Services	$ 91,873	$ 103,000	$ 45,000	$ 95,000
Advertising	$ -	$ -	$ 20,000	$ -
Office Equipment Maintenance	60	-	-	-
Printing & Binding	22	-	-	-
Professional Associations	874	900	900	800
Travel & Training	2,044	6,100	4,250	4,250
Office Supplies	4,156	6,400	5,000	5,000
Books & Periodicals	5,147	7,500	7,500	7,500
Total O&M	**$ 104,177**	**$ 123,900**	**$ 82,650**	**$ 112,550**
Totals	**$ 391,711**	**$ 424,673**	**$ 318,138**	**$ 381,759**
Per Capita	$ 9.22	$ 9.83	$ 7.25	$ 8.70

Comments

Professional Services includes money for Election to Cochise County

City Attorney

City Attorney

Description:

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

Expenditure By Fund				
	Actual FY 2011	Budget FY 2011	Budget FY 2012	Budget FY 2013
General	$262,033	$305,097	$320,718	$337,534
Judicial	0	$4,100	$4,500	$4,500
Total	**$262,033**	**$309,197**	**$325,218**	**$342,034**

Services

1. Activities include presentation and defense of the City's legal interests and rights and prosecution of misdemeanor complaints.
2. The City Attorney also is 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.

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 also is responsible for issuing warrants, summons, 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, releasing information to the public, armed forces, police agencies, and other courts.

We currently provide this service through an intergovernmental agreement with Cochise County. The justice of the peace also serves as our magistrate or hearing officer.

The City also utilizes the Superior Court for jury trails.

Services

1. Initial appearances and arraignments.
2. Issuance of warrants and summons.

Court & Legal

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 112,049	$ 112,141	$ 113,145	$ 152,067
Salaries - Part Time	40,300	28,000	64,047	40,035
Benefits	29,606	28,956	32,526	34,432
Total Personnel	**$ 181,955**	**$ 169,097**	**$ 209,718**	**$ 226,534**
Professional Services	$ 79,859	$ 139,100	$ 114,500	$ 114,500
Professional Associations	-	1,000	1,000	1,000
Travel & Training	218	-	-	-
Books & Periodicals	-	-	-	-
Total O&M	**$ 80,077**	**$ 140,100**	**$ 115,500**	**$ 115,500**
Totals	**$ 262,033**	**$ 309,197**	**$ 325,218**	**$ 342,034**
Per Capita	$ 6.17	$ 7.16	$ 7.41	$ 7.79

Comments

The Professional Services account includes the County court agreement.
Part time includes Magistrate, PartTime Attorney, and Part-Time Secretary

Description:

This budgetary designation refers to activities that cross-departmental boundaries or do not fit a departmental designation. These activities include the City's insurance, postage and freight, and copying services.

Expenditure By Fund				
	Actual FY 2011	Budget FY 2011	Budget FY 2012	Budget FY 2013
General	$1,314,435	$929,744	$1,094,544	$1,166,544
Sewer	106,619	166,218	136,818	145,818
Refuse	107,330	166,218	136,818	145,818
H&A	2,957,829	3,196,000	3,196,000	3,196,000
Unemployment	19,368	110,000	100,000	100,000
Self Insurance	89,231	100,000	100,000	100,000
Total	**$4,581,167**	**$4,688,180**	**$4,764,180**	**$4,854,180**

General Government

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Benefits	$ 648,681	$ 559,180	$ 689,180	$ 759,180
Total Personnel	**$ 648,681**	**$ 559,180**	**$ 689,180**	**$ 759,180**
Professional Services	$ 41,414	$ 15,000	$ 5,000	$ 5,000
Telephone	-	-	-	-
Office Equipment Maintenance	-	-	-	-
Insurance	632,152	520,000	520,000	520,000
Postage	80,254	98,000	85,000	85,000
Advertising	19,852	-	-	20,000
Office Supplies	5,633	8,000	8,000	8,000
Specialized Supplies	43	2,000	1,000	1,000
Bank Fees	84,159	60,000	60,000	60,000
Bad Debt Allowance	40,000	-	-	-
Health & Accident Insurance	2,919,829	3,196,000	3,196,000	3,196,000
Unemployment Insurance	19,368	110,000	100,000	100,000
Self Insured Retention	89,781	100,000	100,000	100,000
Total O&M	**$ 3,932,486**	**$ 4,109,000**	**$ 4,075,000**	**$ 4,095,000**
Totals	**$ 4,581,167**	**$ 4,668,180**	**$ 4,764,180**	**$ 4,854,180**
Per Capita	$ 107.81	$ 108.10	$ 108.55	$ 110.60

Comments

The General Government budget includes costs that are shared across departments.

The Personnel budget includes retired employee benefits.

The Health and Accident Insurance, Unemployment Insurance and Self Insured Retention items represent the City's three internal service funds.

Debt Service

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Bond Principal	$ 1,820,266	$ 2,165,000	$ 2,330,000	$ 2,425,000
Bond Interest	1,185,708	1,321,429	1,169,929	1,074,929
Bond Issuance Costs	-	-	-	-
Fiscal Agent Fees	2,501	8,500	-	-
Other Debt Principal	1,200,455	1,237,651	853,336	1,280,392
Other Debt Interest	158,062	161,963	159,370	352,742
Total Debt	**$ 4,366,992**	**$ 4,894,543**	**$ 4,512,635**	**$ 5,133,063**
Per Capita	$ 102.77	$ 113.34	$ 102.82	$ 116.96

Comments

The Debt Service budget is explained in detail in the Expenditure Analysis section of the budget book.

Description

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

Mission

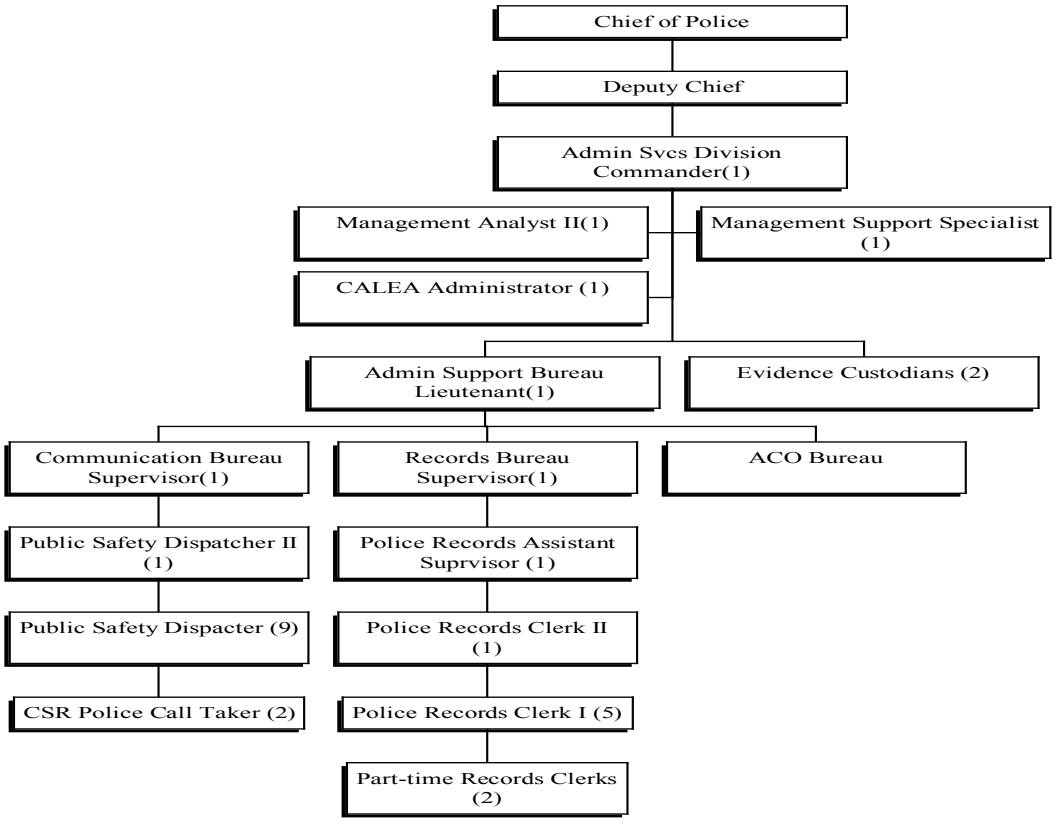
To protect and serve through professional, proactive, and innovative police services.

Vision

The Sierra Vista Police Department is the premier accredited law enforcement agency in Arizona.

Police

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Administration	$ 1,758,482	$ 1,779,990	$ 1,862,136	$ 1,892,045
Police Operations	5,340,923	5,829,739	5,917,714	6,279,376
Animal Control	339,207	337,135	343,719	353,229
Total Personnel	**$ 7,438,613**	**$ 7,946,864**	**$ 8,123,569**	**$ 8,524,650**
Administration	$ 88,146	$ 133,020	$ 129,504	$ 114,194
Police Operations	411,322	345,651	485,246	396,450
Animal Control	172,635	147,710	335,475	297,803
Total O&M	**$ 672,102**	**$ 626,381**	**$ 950,225**	**$ 808,447**
Administration	$ 2,462,028	$ 2,000,000	$ -	$ -
Police Operations	350,546	1,177,910	573,769	253,620
Animal Control	-	-	-	-
Total Capital	**$ 2,812,574**	**$ 3,177,910**	**$ 573,769**	**$ 253,620**
Totals	**$ 10,923,289**	**$ 11,751,155**	**$ 9,647,563**	**$ 9,586,717**
Per Capita	$ 257.05	$ 272.11	$ 219.82	$ 218.44



Mission

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

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$1846,128	$1,882,498	$1,969,640	$2,000,739
Donations	500	5,512	7,000	5,500
RICO	0	25,000	0	0
SVMPC Const	$2,462,028	2,000,000	0	0
Dev Fees	0	0	15,000	0
Total	**$4,308,656**	**$3,913,010**	**$1,991,640**	**$2,006,239**

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.

Strategic Plan 2011-2014 - Goals

Goals	Objectives
Community Confidence Maintain the support needed by the police to fulfill the legitimate expectations and values of the community.	• Continue to work on Tier 1 accreditation with CALEA (Commission on Accreditation of Law Enforcement Agencies) by March 2013.
Human Resources Maintain the highest standards in the recruitment, selection, and retention of Police Department personnel.	• Continue staff development by providing all supervisors with leadership training on an annual basis.
Technology Optimize productivity through the acquisition and application of current and emerging technology.	• Complete field testing of current E-Citation program and begin deployment plan with the Patrol Operations Bureau.
Technology Provide effective and interoperable public safety communications systems.	• Continue researching and developing interagency agreements for interoperable communications.

Major Accomplishments for 2011:

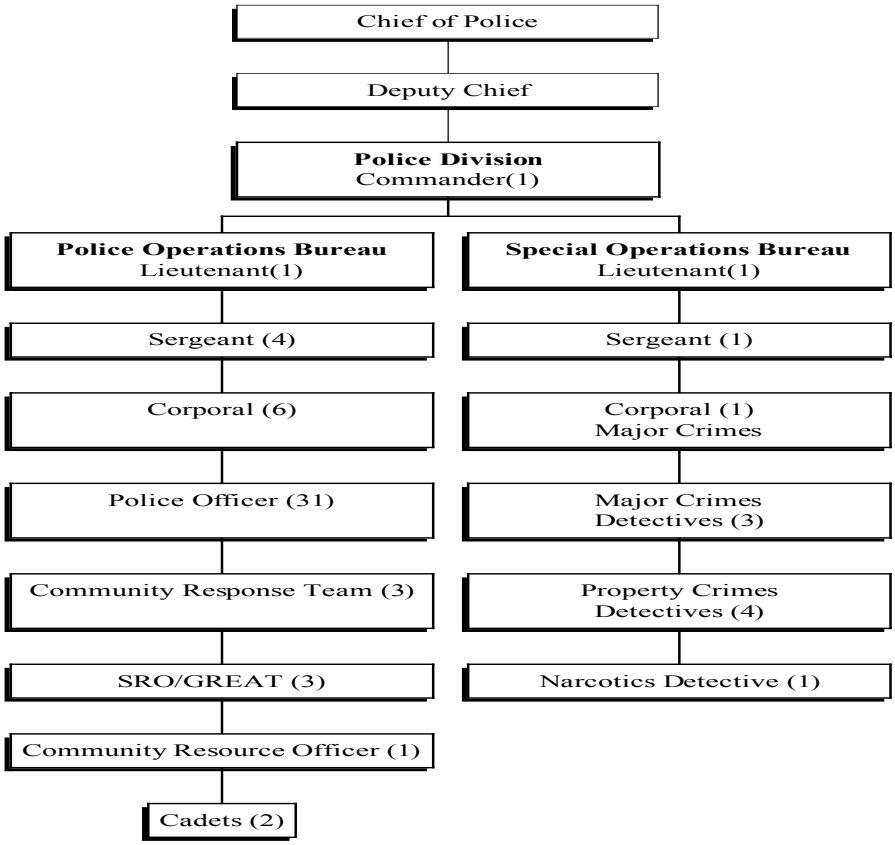
1. The CALEA project is moving along with 70% of policies reviewed and revised accordingly.
2. All Sergeants and above have graduated from the IACP Leadership in Police Organizations (LPO) program.
3. Through a grant and impound fees, the Department has purchased an E-Citation program that is currently being field tested. Once field testing is complete, the Department will implement a plan to purchase and deploy units to all patrol officers.
4. The Records Bureau processed 4,461 Miscellaneous Offense Reports, 911 Arizona Crash Reports, and 5,095 supplements in 2011.

Performance Measures

	FY 11/12	FY 12/13
Complete Tier 1 Accreditation	70% Complete	In Progress
Grant Funds Awarded	$336,102	339,623

Administration

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 1,285,318	$ 1,311,818	$ 1,365,013	$ 1,367,579
Salaries - Overtime	18,839	14,766	14,898	15,141
Salaries - Part Time	36,898	29,458	29,600	29,860
Benefits	417,427	423,948	452,625	479,465
Total Personnel	**$ 1,758,482**	**$ 1,779,990**	**$ 1,862,136**	**$ 1,892,045**
Professional Services	$ 11,215	$ 10,345	$ 24,735	$ 10,035
Equipment Maintenance	3,432	10,900	8,900	5,000
Professional Associations	1,271	1,775	1,844	1,844
Travel & Training	22,737	22,869	20,000	20,000
Office Supplies	21,975	29,080	27,080	25,000
Specialized Supplies	18,752	44,245	31,445	38,445
Books & Periodicals	8,264	8,294	8,500	8,370
DARE Program	-	1,962	2,000	-
C. Reed Vance Program	500	2,000	3,000	5,500
Other Donations	-	1,550	2,000	-
Total O&M	**$ 88,146**	**$ 133,020**	**$ 129,504**	**$ 114,194**
Machinery & Equipment	$ -	$ -	$ -	$ -
Buildings	$ 2,462,028	$ 2,000,000	$ -	-
Total Capital	**$ 2,462,028**	**$ 2,000,000**	**$ -**	**$ -**
Totals	**$ 4,308,656**	**$ 3,913,010**	**$ 1,991,640**	**$ 2,006,239**
Per Capita	$ 101.39	$ 90.61	$ 45.38	$ 45.71



Mission

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

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$5,514,256	$6,225,390	$6,374,951	$6,482,703
PD Special	38,851	50,000	75,000	103,620
Grants	517,911	1,077,910	526,778	339,623
Total	**$6,102,791**	**$7,353,300**	**$6,976,729**	**$6,929,446**

Description

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

Strategic Plan 2011-2014 - Goals

Goals	Objectives
Productivity Maintain a Department FBI Uniform Crime Report (UCR) clearance rate of not less than 30% and a recovery rate for stolen property of not less than 35%.	• Continue to hold semi-annual property recovery opportunities for local victims of property crimes to view and possibly identify recovered stolen property.
Productivity Reduce the impact of negative traffic behaviors on the community.	• Finish agreements with the Arizona Department of Transportation to complete the installation of Red Light/Photo Enforcement at identified intersections.
Productivity Identify and reduce problematic socioeconomic offenses affecting our community.	• Use the Targeted Offender Program to identify, apprehend, and prosecute socioeconomic offenses in cooperation with the County Attorney's Office.
Community Confidence Maintain the support needed by the police to fulfill the legitimate expectations and values of the community.	• Remain in the Top Five of Law Enforcement Torch Run agencies for fundraising for the Special Olympics for the State of Arizona. • Produce quarterly public service announcements that will improve the community's acceptance of photo enforcement.

Major Accomplishments for 2011

1. The Department held its first property recovery viewing in December 2011 returning property for four owners.
2. The Department responded to 657 public highway accidents, down from 742 in 2010, a decrease of 11.5%.
3. The first Red Light/Photo Enforcement camera became active at the intersection of Fry Blvd. and 7th Street in October 2011.
4. The Community Response Team targeted multiple drug related offenders and made 97 arrests, seized 11,642 lbs. of marijuana, 67.78 grams of methamphetamine, 5.2 grams of cocaine, and 29.5 gram of heroin.
5. The Department ranked 4th State-wide in fundraising for the Special Olympics and first per capita by raising $27,616.

Performance Measures

	2009	2010	2011
UCR Part I Clearance Rate	33.35%	34.28%	38.12%
Part I Recovery Rate	35.16%	41.61%	28.51%
Public Highway Accidents	744	742	657
LETR Funds Raised by SVPD	$13,600*	$24,742	$27,616

Part I crimes are reported to the FBI by law enforcement agencies. These are particular crimes uniformly identified as a baseline for activity within an agency's jurisdiction. The number of Part I Crimes is determined by adding all homicides, rapes, aggravated assaults, robberies, burglaries, thefts, auto thefts, and arsons. Clearance rate means crimes

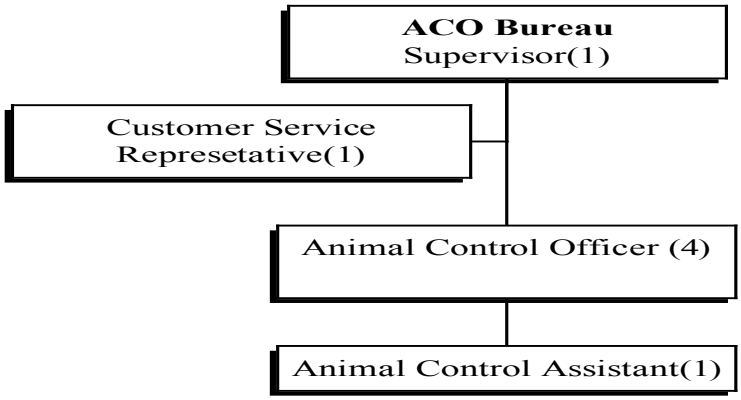
that have been cleared, either solved or otherwise cleared. Recovery rate is the percentage of goods recovered to the amount reported stolen/missing.

UCR Crime Statistics

	2009	2010	2011
Homicide	1	1	2
Forcible Rape	13	21	21
Robbery	22	13	13
Aggravated Assault	73	84	107
Burglary	174	212	170
Larceny-Theft	1159	1126	1110
Motor Vehicle Theft	64	53	45
Arson	8	5	9
Total	**1514**	**1515**	**1477**
% Change		+0.06%	-2.5%

Police Operations

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 3,423,925	$ 3,784,716	$ 3,739,314	$ 3,798,738
Salaries - Overtime	302,452	292,438	296,386	301,211
Salaries - Part Time	66,116	40,310	63,190	63,190
Benefits	1,548,431	1,712,275	1,818,824	2,116,237
Total Personnel	**$ 5,340,923**	**$ 5,829,739**	**$ 5,917,714**	**$ 6,279,376**
Professional Services	$ 118,578	$ 88,200	$ 263,409	$ 137,823
Professional Associations	636	1,381	1,472	1,472
Travel & Training	60,969	69,931	55,974	67,964
Specialized Supplies	229,360	184,364	162,616	187,416
Books & Periodicals	1,779	1,775	1,775	1,775
Total O&M	**$ 411,322**	**$ 345,651**	**$ 485,246**	**$ 396,450**
Machinery & Equipment	$ 97,924	$ 1,177,910	$ 287,569	$ 253,620
Infastructure	$ 252,622	$ -	$ -	-
Vehicles	-	-	286,200	-
Total Capital	**$ 350,546**	**$ 1,177,910**	**$ 573,769**	**$ 253,620**
Totals	**$ 6,102,791**	**$ 7,353,300**	**$ 6,976,729**	**$ 6,929,446**
Per Capita	$ 143.61	$ 170.27	$ 158.97	$ 157.89



Mission

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

Expenditure By Fund				
	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$450,553	$449,845	$459,194	$471,032
Grants	0	5,000	5,000	0
Donations	61,289	30,000	215,000	180,000
Total	**$511,842**	**$484,845**	**$679,194**	**$651,032**

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.

Strategic Plan 2011-2014 - Goals

Goals	Objectives
Community Confidence Maintain the support needed by the police to fulfill the legitimate expectations and values of the community.	• Host three annual open houses at the Nancy J. Brua Center in increase animal adoptions.
Other Ensure the health of the animals being adopted from our facility.	• Vaccinate all puppies and kittens less than six months of an age received by the Center. • Perform a feline leukemia test on all felines adopted from the Animal Control Facility.

	• Perform a parvo test on all puppies less than six months of age that are impounded at the Animal Control Facility.

Major Accomplishments for 2011

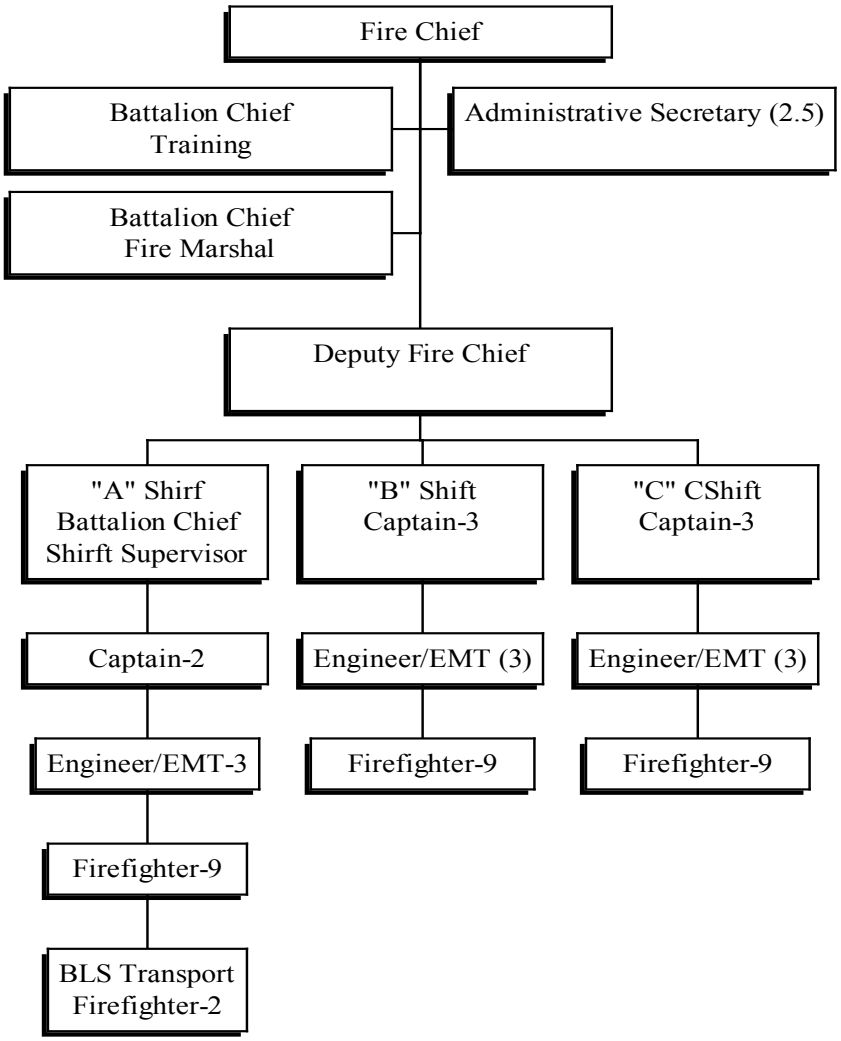
1. The Nancy J. Brua Animal Care and Control Center held several open houses throughout the year that exposed more animals to the public for adoption.
2. Responded to two (2) area emergency situations to provide assistance to animal owners throughout the county, the freeze and Monument Fire.
3. Successfully remodeled the Cat Room to replace the plastic cages with stainless steel cages to allow for the better control of disease.
4. Issued 3,116 dog licenses.

Performance Measures

	2009	2010	2011
Number of Animals Adopted	995	993	960
Calls for Service	5,302	6,023	6,416
Number of Animals Impounded	2,156	2,066	2,048
Reported animal bites	108	105	112

Animal Control

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 238,006	$ 236,817	$ 241,283	$ 247,539
Salaries - Overtime	9,917	8,036	8,108	8,240
Salaries - Part Time	-	-	-	-
Benefits	91,284	92,282	94,328	97,450
Total Personnel	**$ 339,207**	**$ 337,135**	**$ 343,719**	**$ 353,229**
Professional Services	$ 4,219	$ 8,975	$ 12,290	$ 5,290
Building Maintenance	7,131	8,206	8,206	8,866
Professional Associations	150	150	150	150
Travel & Training	8,166	8,497	8,497	8,497
Specialized Supplies	91,680	91,882	91,332	95,000
Donations	61,289	30,000	215,000	180,000
Total O&M	**$ 172,635**	**$ 147,710**	**$ 335,475**	**$ 297,803**
Buildings	**$ -**	**$ -**	**$ -**	**$ -**
Vehicles	**$ -**	**$ -**	**$ -**	**$ -**
Total Capital	**$ -**	**$ -**	**$ -**	**$ -**
Totals	**$ 511,842**	**$ 484,845**	**$ 679,194**	**$ 651,032**
Per Capita	$ 12.04	$ 11.23	$ 15.48	$ 14.83



Vision

We, as emergency service leaders, will aggressively pursue new opportunities to enhance our services in order to exceed our community's expectations.

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$4,602,599	$4,665,798	$4,609,687	$4,925,775
Grants	146,623	811,282	827,920	763,843
Donations	1,317	4,000	5,500	31,150
Development Fees	0	0	15,000	0
Total	**$4,750,540**	**$5,481,080**	**$5,458,107**	**$5,720,768**

Mission Statement

We, the members of Sierra Vista Fire Department, are dedicated to ensuring the safety and satisfaction of our community and the well being of the environment.

Description:

The Sierra Vista Fire Department, a safety first organization, provides fire prevention services including plans review, code compliance checks, and complete fire inspection services; fire suppression, rescue and emergency medical services; public education and community outreach programs. Our goal is to provide a wide range of measures designed to involve the community in improving the quality of life by increasing safety from fires, medical emergencies, and other disasters.

Strategic Leadership Plan Objectives
The Fire Department will be working on the following two-year objectives: 0. Use the existing intergovernmental agreement with Cochise College to accomplish a fully accredited paramedic program. 1. Review the feasibility of increasing effective home health care services within the fire department. 2. Explore funding opportunities and partnerships to complete the first phase of the Public Safety training facility.

Major Accomplishments:

1. Implementation of the Cochise College IGA for Fire Service and Emergency Medical training. Update and add new emergency services classes to better prepare new and existing firefighters for a safer carrier.
2. Department wide reorganization into four functional divisions: Administration, Operations, Training, and Prevention. Begin new addition to Shift Battalion Chiefs.
3. Implemented new Modified Auto-Aid response procedures with Fry Fire District.
4. Implemented new response procedures with the Fry Fire District. Constant monitoring and modifications are made to ensure most efficient use of manpower, apparatus and department assets.
5. Re-boxed response areas, updated map books, and implemented a full computer aided dispatch system. Constant monitoring of district and city boundaries to support emergency response in a dynamic response arena.
6. Implement the initial stages of a full paperless EMS documentation process – to include the attached billing software.
7. Improve BLS transport service / division with inclusion of additional services
8. Conducted 9th Annual Citizens Fire Academy
9. Conducted 4th CADET program for future fire service candidates
10. Installed Mobile data infrastructure into all fire apparatus
11. Upgrade Physical Fitness facilities and programs.
12. Updated, implemented, and published all new Standard Operating Guidelines / Rules and Regulations on-line
13. Implemented an overall Mentorship program - All employees learn/teach others
14. Responded to 6500 Emergency calls and 3800 non-emergency
15. Design extensive data collection process to include prevention data

16. Set internal goal to establish minimum department contacts for prevention or education to double our annual 911 response requests
17. Awarded as many as possible Mann Scholarship award
18. Conduct more than 2000 business / residential inspections
19. Completed Paramedic training program for 2 internal students and 22 county wide students

Goals

Goals	Objectives
Maintain a highly-trained staff that can respond quickly and adequately to control emergencies.	• Compliance with NFPA 1710 requirements for adequate resource deployment • Complete enhanced automatic aid agreements with neighboring jurisdictions • Improve department training to include neighboring departments • Partner with other departments and pursue emergency medical dispatching • Complete the installation and implementation of Mobile Dispatch • Implement paperless EMS reporting system
Pursue the most efficient and effective use of resources to provide maximum service levels.	• Comply with NFPA 1710 requirements for adequate resource deployment • Complete enhanced automatic aid agreements with neighboring jurisdictions • Improve ISO rating to at least Class 4, hopefully to Class 3 • Pursue emergency medical dispatching • Complete the installation and implementation of Mobile Dispatch • Make second scholarship award to CADET / Volunteer • Make final preparation for the 2010 ISO re-evaluation • Design a multi-use training facility in partnership with local emergency service providers and industry • Further our partnership with Cochise College

Performance Measures

The City continues improvement in performance measures. The Fire Department will continue to use these measures in the future5

	FY09	FY10	FY11
Total Calls for Service	5399	5751	5941
Response Time*	Not available	Not Available	Not available
Determine Cause of Fire	6 Investigations	5 Investigations 4 convictions	9 Investigations 4 convictions
ISO Rating	5	5	4
Number of Fire Service and Emergency Medical Coursework Taught	28995	31907	25964
Number of Safety Presentation	3354	3680	3622
Grant and Federal Fund Acquisition	39564	56500	190,028

*Not available on current software system. Fire Department will be purchasing new software to track response time accurately.

Fire

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 3,216,426	$ 3,237,452	$ 3,186,646	$ 3,299,469
Salaries - Overtime	139,987	100,200	101,202	100,200
Salaries - Part Time	2,515	14,310	14,310	-
Benefits	945,283	1,024,961	1,030,304	1,206,381
Total Personnel	**$ 4,304,212**	**$ 4,376,923**	**$ 4,332,462**	**$ 4,606,050**
Professional Services	$ 1,388	$ 304,051	$ 266,500	$ 251,500
Office Equipment Maintenance	3,195	12,500	8,000	8,000
Building Maintenance	10,631	9,000	10,000	10,000
Vehicle & Equipment Maint	10,139	12,500	5,000	14,500
Printing & Binding	1,180	1,000	2,000	2,000
Professional Associations	2,009	2,075	2,075	2,075
Travel & Training	60,477	60,650	51,750	51,750
Office Supplies	9,663	10,750	8,000	8,000
Specialized Supplies	342,253	214,900	289,900	230,600
Books & Periodicals	4,076	4,000	4,000	4,000
Fire X-Mas Drive	-	-	-	-
Fire Donations	1,317	4,000	5,500	31,150
Total O&M	**$ 446,328**	**$ 635,426**	**$ 652,725**	**$ 613,575**
Buildings	-	-	-	-
Machinery & Equipment	$ -	$ 468,731	$ 472,920	501,143
Vehicles	$ -	$ -	$ -	-
Furniture & Fixtures	-	-	-	-
Total Capital	**$ -**	**$ 468,731**	**$ 472,920**	**$ 501,143**
Totals	**$ 4,750,540**	**$ 5,481,080**	**$ 5,458,107**	**$ 5,720,768**
Per Capita	$ 111.79	$ 126.92	$ 124.36	$ 130.35

CITY OF SIERRA VISTA

ARIZONA

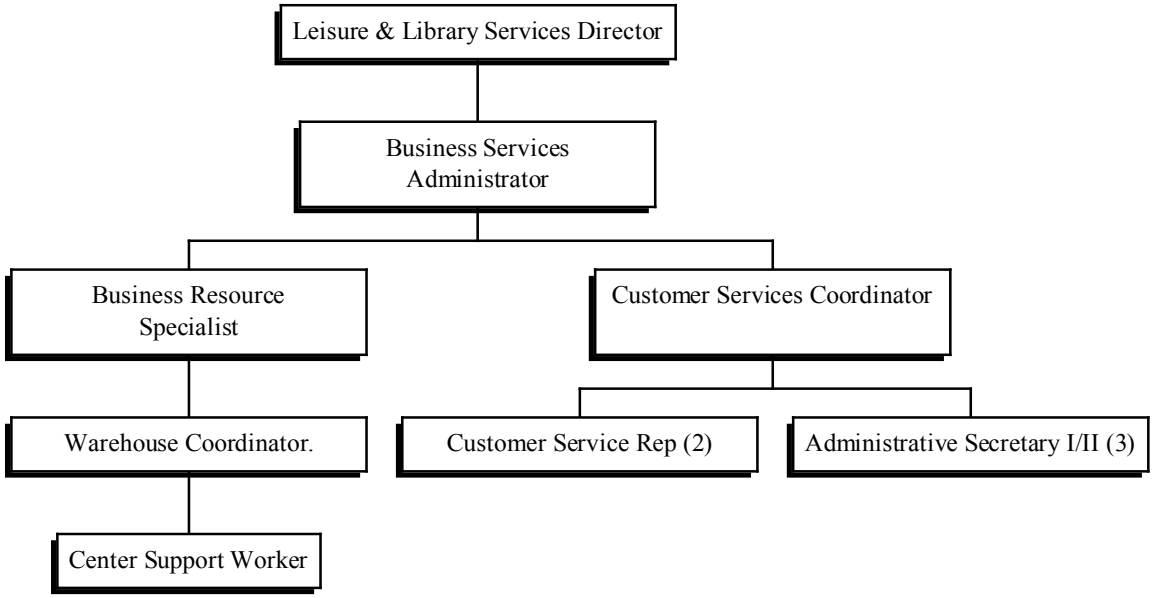
Description

The Leisure Services Division consists of several diverse functional areas that work together to serve the public. These areas include: Administration, Recreation, Disabled/Therapeutic Recreation, Aquatics, Museum, Tourism, and Library. Each area within Leisure & Library Services has distinct goals, objectives and an overall mission to perform. Those tasks are outlined in the narrative below.

The Department of Leisure and Library Services is committed to improving the quality of life in the City of Sierra Vista by providing exceptional customer service, and a wide variety of recreational, cultural, educational and informational activities.

Leisure & Library Services

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Administration	$ 704,293	$ 722,290	$ 566,699	$ 515,569
Leisure	915,820	892,736	904,236	870,475
Cultural	272,635	266,179	268,413	154,487
Aquatics	436,925	512,648	458,019	468,125
Museum	46,750	49,116	49,814	50,653
Tourism	-	-	-	96,477
Library	746,160	764,769	589,458	594,330
Total Personnel	**$ 3,122,583**	**$ 3,207,738**	**$ 2,836,639**	**$ 2,750,116**
Administration	$ 68,383	$ 149,700	$ 135,950	$ 146,520
Leisure	293,698	309,461	287,350	554,300
Cultural	9,706	14,000	14,000	9,000
Aquatics	110,927	116,200	70,800	70,800
Museum	12,098	13,800	13,800	13,800
Tourism	-	-	-	76,150
Library	332,677	397,143	399,475	339,375
Total O&M	**$ 827,488**	**$ 1,000,304**	**$ 921,375**	**$ 1,209,945**
Administration	$ -	$ -	$ 50,000	$ -
Total Capital	**$ -**	**$ -**	**$ 50,000**	**$ -**
Totals	**$ 3,950,071**	**$ 4,208,042**	**$ 3,808,014**	**$ 3,960,061**
Per Capita	$ 92.95	$ 97.44	$ 86.77	$ 90.23



Vision

The Leisure & Library Services Administrative area provides residents and visitors a variety of choices for public recreation and cultural and educational opportunities through:

Expenditure by Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$756,869	$793,490	$625,149	$576,919
Donations	15,806	78,500	127,500	85,170
Total	**$772,676**	**$871,990**	**$752,649**	**$662,089**

- Professionally staffed facilities offering exemplary customer service.
- Offering a wide variety of programs, events, classes and activities.
- Enhanced open spaces with parks, multi-use paths, trails, and sports complexes.

Mission Statement

Administrative staff members strive for superior customer service by operating the public facilities and programs placed in our care in a fair, courteous, uniform and fiscally sound manner.

Description:

These staff members manage the facilities, resources and day-to-day operations of the Oscar Yrun and Ethel Berger Centers, as well as the Sierra Vista “Cove” Aquatics Center. Division employees coordinate and control financial transactions, initiate and process purchase orders, initiate work orders, process requisitions, process travel and training, and manage the department's Council authorized budget. Staff members coordinate reservations and services for buildings, rooms, sports fields, sports field lighting and park users.

They also respond to public inquiries about programs, facilities, area attractions, local youth and adult sports leagues and other community recreation and cultural resources.

Strategic Leadership Plan Objectives
Leisure & Library Services will be working on the following two-year objectives: 1. Adopt a master plan to guide future phased improvements of the City's small neighborhood parks. 2. Explore alternative ways in which a youth center can be reopened in the community. 3. Pursue funding for implementation of the Fry Cemetery master plan.

Major Accomplishments:

1. Continuously updated the training of the full-time and part-time administrative staff that use the “RecTrac” and "WebTrac" recreation software.
2. Provided logistical and technical support for parades, public speeches, ribbon cuttings, community forums, concerts, public gatherings and large community events. Administrative staff also support after-hours events and scheduled weekend events. These are the staff the public sees working on public holidays when other City, County and State offices are closed.
3. Provided facilities, set-up and administrative staff, audio/visual equipment, tables, chairs, podiums, canopies, and bleachers to support special meetings, forums, department hosted functions and City supported cultural and educational activities such as Cowboy Poets, Amazing Arizona, the Centennial Celebration, Senior Wellness as well as candidate and community forums.
4. Processed around $1.5 million in over-the-counter receipts, while providing administrative and technical support for four (4) public buildings and six (6) City commissions.
5. Assisted the Library Division in setup and support for events.
6. Launched survey for Leisure & Library Services customers to find out how participants receive information about programs and services and how they would like to receive information.

Goals

Goals	Objectives
Provide current information about programs, events and community resources in a timely and courteous manner.	• Improve coordination between program staff and customer service staff and community resources to insure that the public has the best and most accurate information available. • Provide ongoing training to customer service staff, develop and use internal communications to distribute up to date information to front line staff. • Institute and maintain an on-line web-based program registration module with credit and debit card processing capabilities for external customers. • Enhance our ability to reserve fields and register people for classes by processing requests over the phone and online via the

	use of a credit and debit cards.
Goals	**Objectives**
Expand public awareness of department programs and activities in order to increase participation.	• Work with the Public Affairs Office to ensure timely information is published in the Vista 411. • Advertise special interest programs in the most cost-effective way possible, using radio, cable, city web and print media resources. • Provide program information to City Public Affairs staff and the Visitor's Center in a timely manner. • Maintain an online monthly calendar of events for the department as well as an updated activity calendar displayed at the OYCC.
Continue to support public/private partnerships and work towards obtaining full access to other public facilities.	• Contracted with the Sierra Vista School District and paid over $60,000 in rental fees for public access to school owned recreation and classroom facilities. • Process transactions for programs that protect children in the KidsW.O.R.L.D. before and after school recreation program. Programs average about 200 children daily and 350 annual registrations throughout the school year. • Worked with the Fort's Morale Welfare and Recreation officials towards gaining future access to base recreation facilities such as sports fields and gymnasiums.
Pursue alternate funding sources for Arts, Recreation and Cultural programming.	• Coordinate with Leisure Staff and the Arizona Parks and Recreation Association to promote senior health and recreation programs. • Work with the Arizona Commission on the Arts for program leads and potential funding of cultural and educational programs. • Coordinate grant based projects and the associated funding and reporting activities with the City Finance department.
Insure staff members are adequately trained to meet customer and emergency preparedness needs.	• Request sufficient funds for administrative staff to insure their ongoing professionalism in meeting customer service needs. • Coordinate the training of all full time and part time staff in National Incident Management System (NIMS) curricula, with tasks appropriate to their job assignment. • Work with American Red Cross trainers so that department staff can meet their obligations under the Sierra Vista Emergency Operations Plan. • Insure that key staff members receive all necessary training and updates to manage the "RecTrac" and "WebTrac" software system.

Performance Measures

	FY 09/10	FY 10/11	FY 11/12
Admin Cost percent of Department budget	9%	9%	9%
Units of Service	288,700	290,000	287,648
Admin/Leisure advertising $ per participant	$0.184	$0.152	$0.255

Administration

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 553,668	$ 549,074	$ 434,785	$ 395,052
Salaries - Part Time	1,684	-	-	$ -
Benefits	148,941	173,216	131,914	$ 120,517
Total Personnel	**$ 704,293**	**$ 722,290**	**$ 566,699**	**$ 515,569**
Professional Services	$ 3,511	$ 7,100	$ 7,100	$ 7,100
Office Equipment Maintenance	-	-	-	-
Vehicle & Equipment Maint	1,074	3,000	-	-
Equipment Rentals	1,106	1,000	1,000	1,000
Advertising	7,424	7,500	7,500	6,500
Postage	2,663	6,000	5,000	5,000
Printing & Binding	2,551	5,000	5,000	2,000
Professional Associations	1,462	3,650	3,500	2,100
Rentals	-	5,000	-	-
Travel & Training	3,461	4,200	2,600	5,900
Office Supplies	14,788	18,000	16,000	16,000
Recreation Supplies	10,164	10,000	10,000	15,000
Specialized Supplies	4,373	750	750	1,420
Books & Periodicals	-	-	-	-
Donations	15,806	78,500	77,500	84,500
Total O&M	**$ 68,383**	**$ 149,700**	**$ 135,950**	**$ 146,520**
Improvements	-	-	50,000	$ -
Total Capital	**$ -**	**$ -**	**$ 50,000**	**$ -**
Totals	**$ 772,676**	**$ 871,990**	**$ 752,649**	**$ 662,089**
Per Capita	$ 18.18	$ 20.19	$ 17.15	$ 15.09

The Leisure Division supports several commissions including Sister Cities, Youth Commission, Parks and Recreation, Tourism, Arts and Humanities and the Commission on Cultural Diversity. Those commission programs which require substantial staff and budgetary support are shown below.

Arts and Humanities Commission Programs

	Expenses	Labor*	Exp-Rev
Mayor's Awards	$1,100	$1,568	$1,308
Sierra Vista Showcase	$3,000	$1,224	$3,424
Historic Art Exhibition	$2,450	$2,360	$2,710

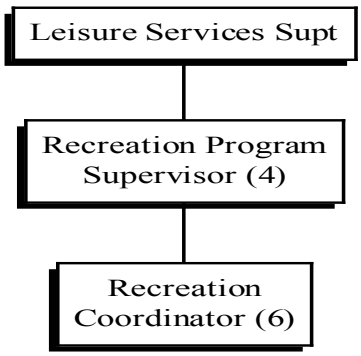
Commission on Cultural Diversity

	Expenses	Labor*	Exp-Rev
Cultural Diversity Fair	$1,684	$6,252	$1,936

Sister Cities

Staff time only

(*)Labor includes FT employee costs



Vision

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

Expenditure by Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	1,205,926	1,194,397	1,186,986	1,271,975
Arts & Humanities	3,592	5,000	1,800	0
Grants	0	0	0	150,000
Donations	0	2,800	2,800	2,800
Total	**$1,209,518**	**$1,202,197**	**$1,191,586**	**$1,424,775**

Mission Statement

Provide a wide variety of quality leisure, cultural, recreational and educational activities and programs to seniors, adults and youth in a safe environment.

The Leisure Division offers a variety of activities for residents of all ages - from toddlers to senior citizens. We run a variety of youth and adult sports programming. We offer school based recreation and training programs, including before and after school recreation programs, half-day arts and recreation programs, fall, winter, and spring break programs. We take pride in offering programs that keep children safe. 2011/12 Community events supported included the Arizona Centennial Celebration, Senior Holiday Dinner, Christmas tree lighting and parade, Children's Holiday Party, Easter Eggstravaganza, Independence Day Celebrations, Veteran's Day Parade, Summer Concerts and Summer Movies in the Park, Amazing Arizona presentations, and Cultural Diversity Fair.

Strategic Leadership Plan Objectives
Leisure staff will assist the Administrative Division in completing two-year objectives.

Major Accomplishments:

1. Presented local talent (62nd Army Band and Community Talent Show) in a series of performance events held at the Ethel Berger Center during 2011/12.
2. Offered a variety of annual fee-based classes for youth, adults and seniors.
3. Provided summer programs including a summer day camp and summer sports programs to approximately 2,500 youth participants.
5. Instructed over 400 area children in the basic sports skills needed to participate in basketball, football, tennis, golf, track, and bowling at our Sports Camp.
6. Provided Youth and Adult Basketball and Adult, Co-ed and Senior Softball programs/Leagues.
7. Continued to offer full service to the public despite being hampered by ongoing budget and manpower issues related to frozen and vacant staff positions.

Goals

Goals	Objectives
Provide highly qualified staff and instructors for classes, programs and community events.	• Recruit and select the best staff and most highly qualified instructors for the activities and classes we offer. We employ about 30 instructors and as many as 150 part-time seasonal staff during a typical calendar year. • Insure that classes are self-funding whenever feasible. 83% of all scheduled classes met enrollment minimums and were offered. • Offer new classes, each quarter, as staffing permits.
Provide a variety of quality activities that meet the diverse needs of our community.	• Provide programs that encourage repeat customers. • Offer low-cost recreation and training programs that educate and protect children. We continue to offer before and after school recreation programs, and half day, fall, winter and spring break programs.
Enhance recreational opportunities through the use of partnerships and agreements.	• Develop new contacts and cultivate positive working relationships that improve and enhance our ability to provide recreational and cultural programs. • Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs, as long as similar public facilities for the City do not exist. • Seek out community financial support and sponsorship opportunities for families that face economic and social challenges if staffing permits.

Goals	Objectives
Continuous Improvement - revise programs to achieve greater program efficiency and satisfaction.	• Review current recreational trends to insure that our offerings meet the needs of the clients we serve. • Revamp existing programs to be more streamlined and cost effective. • Make program changes that improve access and the variety and quality of offerings.

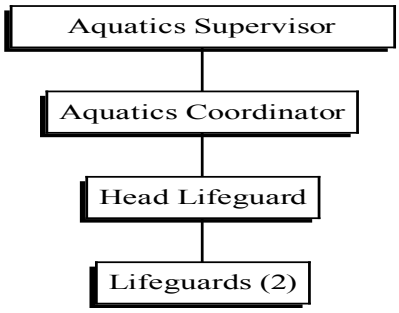
Performance Measures

	FY 09/10	FY 10/11	FY 11/12
New program users that become repeat customers	70%	75%	85%
Disabled clients served with a positive outcome	100%	100%	100%
Leisure and Recreation dollars budgeted by the City+	2,388,702	2,111,224	2,002,818
Number of public participants in Department sponsored programs	298,662	290,000	288,584
Per Person Cost for participating in City Programs	$7.99	$7.28	$6.94
Leisure Classes Operated	193	198	189
Number of Participants in Leisure Classes	3,000	3,100	3,025
Average Class size	8	8	8

+Leisure, Aquatics, DD/TR personnel, O&M and Capital budget.

Leisure

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 333,279	$ 338,854	$ 344,133	$ 359,935
Salaries - Overtime	4,094	5,023	5,068	5,150
Salaries - Part Time	412,402	365,422	368,550	327,171
Benefits	166,045	183,437	186,485	178,219
Total Personnel	**$ 915,820**	**$ 892,736**	**$ 904,236**	**$ 870,475**
Professional Services	$ 14,716	$ 20,000	$ 11,800	$ 108,000
Land & Building Rental	69,234	71,000	66,000	66,000
Equipment Rental	24,453	16,000	16,000	14,000
Advertising	38,398	37,100	32,000	32,000
Printing & Binding	7,835	13,388	11,000	-
Travel & Training	1,502	1,500	6,750	5,500
Office Supplies	3,360	4,000	4,000	4,000
Recreation Supplies	131,093	136,673	130,000	225,000
Event Supplies	-	-	-	40,000
Bank Charges	3,104	7,000	7,000	7,000
Books & Periodicals	3	-	-	-
Donations	-	2,800	2,800	52,800
Total O&M	**$ 293,698**	**$ 309,461**	**$ 287,350**	**$ 554,300**
Totals	**$ 1,209,518**	**$ 1,202,197**	**$ 1,191,586**	**$ 1,424,775**
Per Capita	$ 28.46	$ 27.84	$ 27.15	$ 32.46



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				
	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$547,852	$628,848	$528,819	$538,925
Total	**$547,852**	**$628,848**	**$528,819**	**$538,925**

Mission Statement

Operate the award-winning Sierra Vista "Cove" Aquatics Center 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 premiere year-round indoor community aquatic facility.

Strategic Leadership Plan Objectives
The Aquatics Center is a sub-function of the Leisure Division. While it does not have any specific council-directed two-year strategic plan objectives, staff will normally be asked to assist other divisions in completing their portion of overall department objectives.

Major Accomplishments:

1. Taught about 3,100 children how to swim and handled over 135,000 customer transactions at the Cove.
2. Obtained community support and sponsorship for families that face economic and social challenges.
3. Provided 5 Tsunami Nights and 1 Islands of Adventure Night in addition to normal daily operations.
4. Provided 25 weekly Home School swim time sessions during 2011/2012.

Goals

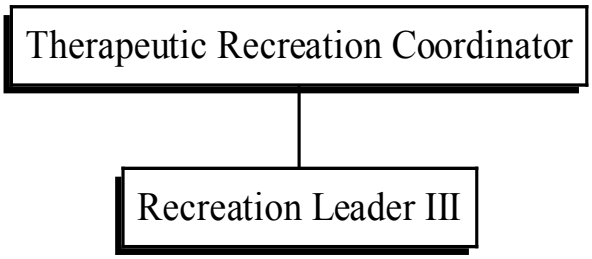
Goals	Objectives
Provide a variety of quality water related activities.	• Program events for a variety of age groups. • Support High School competitive swimmers and divers. • Insure repeat recreational customers. • Offer private rental opportunities.
Provide a safe environment.	• Require all lifeguards to be ARC certified. • Insure lifeguard to customer ratios are maintained and staff receive ongoing training. • Insure that facility meets all current state and federal safety standards.
Provide swimming opportunities and reduced fees for low-income families.	• Offer volume discount passes. • Work with Kiwanis to sponsor swim classes for children. • Keep entry costs as low as possible.

Performance Measures

	FY 09/10	FY 10/11	FY 11/12
Number of Cove Customers	62,789	63,870	65,401
Number of Lap Swim Participants	13,087	13,600	15,922
Income to Expenditure Ratio (Less Utility Costs)	Goal .40 to .50	Goal .40 to .50	Goal .40 to .50
Number of Class Participants (Water Classes + Splash Time classes)	6,252	4,900	4,949
Average daily attendance (Total/open days)	228	266	214
Annual Visitors to The Cove	78,487	77,400	74,869
Open days	344	336	294

Aquatics

Expenditures	FY 2009/2010 Actuals	FY 2009/2010 Budgeted	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted
Salaries - Regular	$ 177,818	$ 198,784	$ 179,820	$ 126,464
Salaries - Overtime	2,687	4,500	4,520	4,561
Salaries - Part-Time	216,694	259,770	240,540	242,164
Benefits	83,439	109,269	87,768	84,830
Total Personnel	**$ 480,638**	**$ 572,323**	**$ 512,648**	**$ 458,019**
Professional Services	$ 4,222	$ 10,500	$ 4,000	$ 4,000
Electricity	$ -	$ -	$ 2,200	-
Office Equipment Maintenance	-	2,200	-	2,200
Building Maintenance	30,944	30,000	33,500	-
Equipment Maintenance	1,256	5,000	3,000	3,000
Advertising	7,606	10,000	9,000	9,000
Printing & Binding	1,455	3,250	2,500	2,500
Professional Associations	155	1,000	-	-
Books & Periodicals	62	1,000	500	1,500
Travel & Training	2,829	3,100	2,500	9,600
Office Supplies	16,365	20,000	24,000	-
Recreation Supplies	30,770	40,000	35,000	39,000
Total O&M	**$ 95,664**	**$ 126,050**	**$ 116,200**	**$ 70,800**
Totals	**$ 576,302**	**$ 698,373**	**$ 628,848**	**$ 528,819**
Per Capita	$ 13.78	$ 16.43	$ 14.56	$ 12.05



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 Qualified Vendor Agreement.

Expenditure by Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$282,341	$280,179	$282,413	$163,487
Total	$282,341	$280,179	$282,413	$163,487

Mission Statement

The purpose of the Therapeutic Recreation Program is to provide safe and wholesome recreation and leisure 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.

Strategic Leadership Plan Objectives

This State contracted activity does not fall under the auspices of the Strategic Leadership Plan. However, assigned staff could reasonably be expected to assist the department in achieving our assigned goals.

Major Accomplishments:

1. Provided directed therapy and life skills services to 40 adults and 20 children in our State licensed Developmentally Disabled Therapeutic Recreation program.

2. Met the operating guidelines and standards as a contract service provider as required by the Arizona DES Division on Developmental Disabilities.
3. Insured that safe and wholesome opportunities for therapeutic recreation and leisure 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 our challenged clients.	• Ensure that our 52 special needs clients have a positive outcome as defined by their ISPP team. • Emphasize learning, receptive and expressive language skills. • Design programs that enhance self-sufficiency and independent living skills.
Insure that the clients have a safe environment available to aid in their personal growth.	• Provide a facility and staff that allow clients to develop self-care and related life skills. • Insure that facilities meet the full access needs of clients with compromised mobility.
Insure that qualified staff members are available and proper client to staff ratios are maintained.	• Recruit staff with good interpersonal skills. • Insure that staff members are American Red Cross CPR and first aid trained.

Performance Measures

	FY 09/10	FY 10/11	FY 11/12
% Clients with an ISPP positive outcome	100%	$100%	100%
Outside Funds Received*	$251,623	$189,803	$178,600*
Number of Participants	65	65	52

*Estimated, as payments for authorized services were reduced again by the State of Arizona.

Therapeutic

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 79,309	$ 78,426	$ 79,129	$ 30,885
Salaries - Part Time	146,917	139,007	139,945	96,425
Salaries - Overtime	19	-	-	-
Benefits	46,390	48,746	49,339	27,177
Total Personnel	**$ 272,635**	**$ 266,179**	**$ 268,413**	**$ 154,487**
Recreation Supplies	$ 9,706	$ 14,000	$ 14,000	$ 9,000
Total O&M	**$ 9,706**	**$ 14,000**	**$ 14,000**	**$ 9,000**
Totals	**$ 282,341**	**$ 280,179**	**$ 282,413**	**$ 163,487**
Per Capita	$ 6.64	$ 6.49	$ 6.43	$ 3.73

Museum Curator

Vision

The Museum's vision is to showcase and educate area residents about the rich cultural and natural heritage of the Greater Sierra Vista area.

Expenditure by Fund				
	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$58,847	$62,916	$63,614	$64,453
Total	**$58,847**	**$62,916**	**$63,614**	**$64,453**

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 both the Leisure and Administrative divisions of the department.

Strategic Leadership Plan Objectives
The Museum Curator is available to assist Leisure Services in meeting Council mandated department goals.

Major Accomplishments:

1. Increased public access by expanding use of volunteers and adding Saturday operating hours to increase attendance at the Museum.
2. Created volunteer opportunities for members of our community interested in preserving the area's natural and cultural heritage.
3. Increased the number and frequency of our educational outreach programs, including genealogy and collection and preservation techniques.
4. Increased the number and frequency of youth education outreach programs by implementing the Junior Historian Program.
5. Hosted several all-day professional workshops, including archiving, conservation and conducting oral history interviews.

6. Increased opportunities for researchers though on-going growth of the oral history program.
7. Successful and ongoing implementation of professional museum software.

Goals

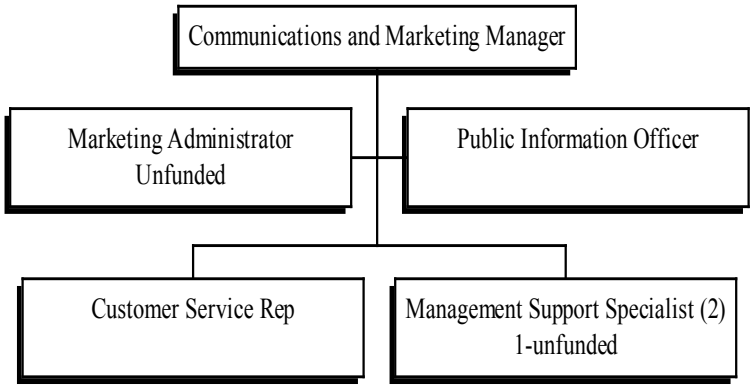
Goals	Objectives
Collection Management	• Contact community members to explain the mission and goals of the museum. • Review potential artifacts for the collection. • Go through an orderly accession/de-accession process consistent with accepted policies and procedures. • Properly maintain donor files to insure that donated items are preserved and protected. • Properly maintain on-loan files to insure that loaned items are preserved and protected.
Research	• Catalog the history and provenance of each item in the museum's artifact and archival collection. • Detailed research into all facets of future exhibits. • Make inquiries with libraries, historical societies and other museums. • Provide research opportunities for historians, students and the general public. • Research and answer all historical inquiries from the public.
Education	• Provide community outreach through public forums, workshops and speakers. • Interpret artifacts and archival materials into meaningful displays (temporary and long term). • Provide guided tours to individuals and community groups. • Provide programming for use in classrooms.

Performance Measures

	FY 09/10	FY 10/11	FY 11/12
Number of Visitors	4,673	5,302	5,567
Public Workshops/Classes/Open House attendance	617	678	731

Museum

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 33,695	$ 35,633	$ 35,952	$ 36,537
Benefits	13,054	13,483	13,862	14,116
Total Personnel	**$ 46,750**	**$ 49,116**	**$ 49,814**	**$ 50,653**
Professional Services	$ 4,290	$ 5,000	$ 5,000	$ 5,000
Professional Associations	260	300	300	300
Travel & Training	-	-	-	-
Office Supplies	3,279	3,500	3,500	3,500
Specialized Supplies	4,268	5,000	5,000	5,000
Total O&M	**$ 12,098**	**$ 13,800**	**$ 13,800**	**$ 13,800**
Totals	**$ 58,847**	**$ 62,916**	**$ 63,614**	**$ 64,453**
Per Capita	$ 1.38	$ 1.46	$ 1.45	$ 1.47



Vision

Enhance Sierra Vista's image and tax revenue stream through strategic communication efforts that promote City dining, lodging and attractions to residents, visitors and potential visitors.

Expenditure by Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	0	0	0	$172,577
Donations	0	0	0	50
Total	**0**	**0**	**0**	**$177,627**

Mission Statement

Encourage economic development by encouraging business/leisure travelers to visit the area, promote positive media coverage, and attract travel professionals and film producers.

Description:

The Tourism Division provides comprehensive tourism marketing & promotion to impact bed tax, restaurant and bar tax; increasing general fund revenue.

Strategic Leadership Plan Objectives

The Tourism Division is not directly responsible for a specific two-year objective, but has played a key role in developing the City's expanded web presence. In addition, the Division will continue to provide communications support of the Strategic Leadership Plan by working with all areas of Leisure & Library Services to ensure their success on the objectives.

Major Accomplishments:

1. Participated in the successful implementation of the Cochise County Centennial Committee display, which is currently travelling throughout the County.
2. Initiated a download survey about the visit and decision making priorities of those downloading from our website, www.VisitSierraVista.com
3. Initiated a "Restaurant Week" program that saw increase in sales for the fourteen restaurant partners of between 20 and 250%.
4. Initiated a "Heaping Helping" event which paired restaurants and non-profits, raising nearly $3,000 for local groups.
5. Established a Lodging Committee within the Tourism Commission.
6. Increased our number of website visits 105% over the previous year.
7. Concluded a successful national sweepstakes and hosted the winner for one week.
8. Transitioned the Buffalo Soldier Tour to an independent tour operator, saving staff time and limiting money handling.
9. Established a satellite location at the Library to meet the needs of weekend visitors.
10. Transitioned the bulk of the "U Rock!" organizing work to commissioners and moved the annual "U Rock!" Awards to the Mall of Sierra Vista which significantly reduced staff requirements.
11. Redesigned collateral materials representing the city.
12. Supported Ft. Huachuca PAO and the lodging partners with the roll out of bidding procedures for TDY housing contracts.
13. Push for web use and download of brochures increased the number of downloads nearly 500%, saving the City thousands of dollars.

Goals

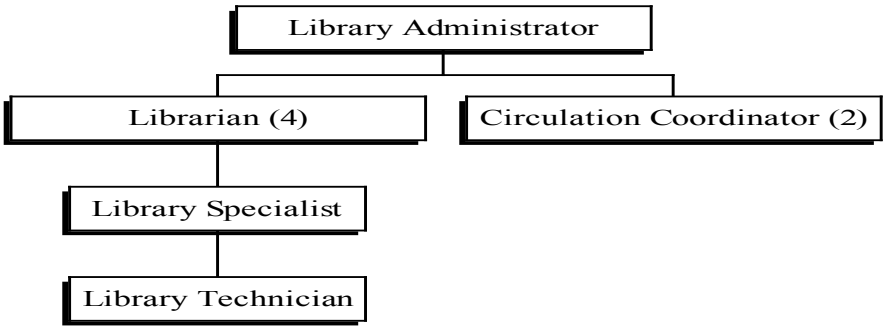
Goals	Objectives
Initiate marketing programs to assist our lodging partners	• Increase revenue for these partners, particularly during slow times like the winter holiday season.
Leverage Tucson, Phoenix, and Sonora traditional media outlets more effectively to promote the City.	• Develop creative pitches to newspapers and radio stations in those markets. • Explore underwriting segments of talk format radio • Explore how Social Media participation could include the City in other travel promotions/conversations.
Develop a Tourism specific Social Media presence	• Obtain proper permissions and training from PAO and City Management. • Monitor staff time requirements, most effective tactics and stay abreast of the best practices.
Develop a shorter duration sweepstakes program to promote Sierra Vista regionally	• Explore advertising/ running the contest on Facebook, targeting regional travelers.
Recruit conferences	• Develop networking resources to capture incoming conferences
Recruit new volunteers	• Reach out to local groups to find qualified, interested and available volunteers to cover our Visitor Center front desk.

Performance Measures

	FY09/10	FY10/11	FY 11/12
Avg # of Press Releases and online media pitches produced per month	17	15	12
Total # Collateral Materials Printed/# of Projects	216,809/124	78,418/92	2,718/67
Avg # Visitors to www.SierraVistaAZ.gov per month	33,982	40,375	94,109
Avg Length of Stay on www.SierraVistaAZ.gov per month	10:55	8:48	6:99
Avg # of requests for more information from visitors, advertisings, conferences, events, e-newsletters and visitor website per month	4,719	2,117	1,605
Avg # of times visitor brochures were downloaded from visitor website per month	5,087	2,974	11,913

Tourism

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular				$ 30,930
Salaries - Part Time				44,267
Benefits				21,280
Total Personnel	**$ -**	**$ -**	**$ -**	**$ 96,477**
Professional Services				$ 36,200
Office Equipment Maintenance				
Advertising				23,000
Printing & Binding				10,500
Professional Associations				250
Travel & Training				2,950
Office Supplies				1,000
Specialized Supplies				2,200
Donations				50
Total O&M	**$ -**	**$ -**	**$ -**	**$ 76,150**
Totals	**$ -**	**$ -**	**$ -**	**$ 172,627**
Per Capita	$ -	$ -	$ -	$ 3.93



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

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$1,012,227	1,011,912	808,933	818,705
Grants	0	50,000	50,000	0
Donations	66,610	100,000	115,000	115,000
Development Fees	0	0	15,000	0
Total	**$1,078,837**	**$1,161,912**	**$988,933**	**$933,705**

Mission

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 Department provides comprehensive library services to a diverse community of approximately 44,000 citizens of Sierra Vista. Through a mutually beneficial intergovernmental agreement we provide services to any citizen of the county. The services include collection development, reference assistance, interlibrary loan, and services for children and youth 1 to 15 years of age. 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 and a video print magnifier. The facilities at the library include study rooms, and small and large meeting rooms available to the public at no charge. Computer services include online catalogs, online databases, online services through the library web site, and Internet access including wireless access throughout the building. Café Sierra provides a relaxed, comfortable gathering place for members of our community (and a great cup of coffee!)

Strategic Leadership Plan Objectives
Library staff will assist the Administrative Division in completing two-year objectives.

Major Accomplishments:

1. The library added eBooks to its list of services offered in the past year.
2. Programming was expanded significantly for babies, toddlers, and adults.
3. Library notifications, including courtesy reminders, are now distributed through email.
4. A thorough review and update of the entire collection was completed with significant weeding of old and outdated material.
5. An official volunteer program was instituted.

Goals

Goals	Objectives
Everyone in the community will have the resources available to fulfill their information needs	• Each year the number of people using the library will increase by 1%. • Each year the number of people using the Internet will increase by 1%.
Circulate large number of popular titles and topics to further reading enjoyment.	• By June 2013 the library's annual circulation of its collection will increase 1% over the previous year. • The eBook collection will increase 100% by June 2013.
SVPL will provide facilities that are enjoyable, safe, and comfortable for all members of the community.	• The library will continue to explore new ways to incorporate Café Sierra into its programming. • Library staff will work to incorporate itself with staff from Leisure Services and Communications and Marketing to create one efficiently functioning department that will continue providing excellent services to the citizens.
The entire community will have lifelong learning opportunities fostering personal growth.	• Each year the library will have 9 or more lifelong learning displays and/or programs. • All patron Internet and word processing computers in the library will be upgraded every five years. • The number of people attending various categories of lifelong learning programs (story times, summer reading program, AHC programs, Movie Matinee, for example) will stay within 25% of current figures over the next five years.

Performance Measures

	FY09/10	FY10/11	FY 11/12
Number of items circulated	327,341	282,943	325,000
Percentage increase in items circulated	12.26%	-13.5%	14.86%
Circulation Per Capita	7.44	6.43	7.39
Library Materials per capita	2.46	2.47	2.48
New Library Cards Issued Per Year	5,570	7,567	5,000

Library

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 458,319	$ 402,335	$ 268,675	$ 268,385
Salaries - Part Time	128,549	181,703	183,450	186,436
Benefits	159,292	180,731	137,333	139,509
Total Personnel	**$ 746,160**	**$ 764,769**	**$ 589,458**	**$ 594,330**
Professional Services	$ -	$ -	$ 15,000	$ -
Office Equipment Maintenance	13,778	14,668	15,000	19,900
Postage	6,972	7,000	7,000	7,000
Professional Associations	-	-	-	-
Travel & Training	-	-	-	-
Office Supplies	30,606	27,000	24,000	24,000
Books & Periodicals	214,711	198,475	173,475	173,475
Miscellaneous	-	50,000	50,000	-
Donations	66,610	100,000	115,000	115,000
Total O&M	**$ 332,677**	**$ 397,143**	**$ 399,475**	**$ 339,375**
Totals	**$ 1,078,837**	**$ 1,161,912**	**$ 988,933**	**$ 933,705**
Per Capita	$ 25.39	$ 26.90	$ 22.53	$ 21.27

CITY OF SIERRA VISTA

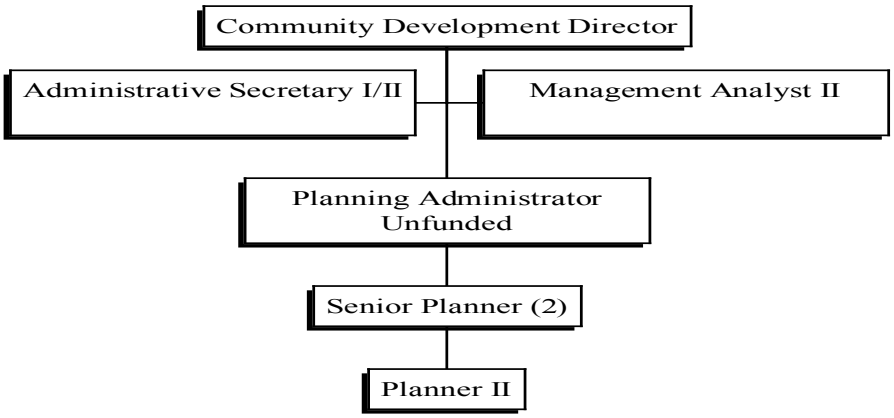
ARIZONA

Description

The Department of Community Development consists of three divisions:
1. Planning and Administrative Division
2. Building Inspections Division
3. Neighborhood Enhancement Division

Community Development

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Planning	$ 657,034	$ 665,916	$ 610,260	$ 539,673
Inspections	288,340	299,313	284,593	290,689
Total Personnel	**$ 945,374**	**$ 965,229**	**$ 894,853**	**$ 830,362**
Planning	$ 38,567	$ 52,660	$ 44,706	$ 83,349
Inspections	6,571	11,520	8,488	14,860
Neighborhood Enhancement	83,325	254,043	341,850	33,980
Total O&M	**$ 128,464**	**$ 318,223**	**$ 395,044**	**$ 132,189**
Planning	$ 10,000	$ -	$ -	$ -
Total Capital	**$ 10,000**	**$ -**	**$ -**	**$ -**
Totals	**$ 1,073,838**	**$ 1,283,452**	**$ 1,289,897**	**$ 962,551**
Per Capita	$ 25.27	$ 29.72	$ 29.39	$ 21.93



Vision

Leadership in the development of our community by advocating excellence in customer service, community planning, promoting education and citizen empowerment, and providing the tools and support necessary to meet the challenges of growth and change.

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2012
General	$705,601	$718,476	$654,966	$622,922
Donation	0	100	0	100
Total	**$705,601**	**$718,576**	**$654,966**	**$623,022**

Mission Statement

Plan a City to enhance economic development opportunities and improve the quality of life in the community.

Description:

The Planning and Administrative Division provides a full range of planning, zoning, code enforcement, and support services. The Division services include: developing and implementing VISTA 2020, the City's general plan, and development codes; reviewing and enforcing subdivision and site planning, implementing planning regulations, conducting annexations; and, providing zoning and code administration and enforcement. The Planning and Administrative Division also staffs several commissions that ultimately serve the City Council. The commissions include: the Planning and Zoning Commission, the West End Commission, the Commission on Disability Issues, and the Environmental Affairs Commission. The Division also works closely with Cochise County on regional planning and zoning issues.

Major Accomplishments:

1. Adopted the Safe Pedestrian and Bicycle Route Plan. By using this Plan, prioritized construction, grant applications, and improvement to the pedestrian and bike routes around the City.
2. Updated multiple sections of the Development Code, which includes the major revision of Chapter 151.08, Public Facilities and Chapter 151.21, Mixed Use Development.
3. Enhanced customer service abilities through easier access for the customer and added reporting in the TrakIt system.
4. Completed Watershed Management Group Green Infrastructure Project and trained volunteers in the concept at the new McFadden Park.
5. Worked with Cochise Bicycle Advocates in their efforts to increase bicycle safety, paths, and education.
6. Completed subdivision work to include Crossing Point and Coronado Commons.
7. Completed site plan work to include Smith Chiropractic, Rosen Orthodontics, IHOP, Soldier Creek Business Park, American Southwest Credit Union, and Casa del Sol Apartments.
8. Continued public outreach by meeting with SACA to ensure their support of the department efforts and plans.
9. Continued to educate groups on the Buxton Study.
10. Increased public awareness with special events such as *Sierra VistAbility Day* and the *West End Fair*, and the *SACA Home Show*.
11. Provided support to the Monument Fire by staff managing shelters, providing maps for the firefighters, and customer assistance to the public.

Strategic Leadership Plan Objectives
Community Development Staff will be working on the following two-year objectives: 1. Continue to implement an outreach plan to annex remaining properties in the Fry Townsite area. 2. Develop and begin implementation of a public outreach program to initiate update of the City's General Plan, Vista 2020. 3. Work with Fort Huachuca in developing, updating and implementing regional requirements on future development that will help insure the long-term viability of and avoid encroachment on the Buffalo Soldier Electronic Test Range and restricted airspace. 4. Adopt a plan to encourage the updating or replacement of dilapidated commercial buildings. 5. Identify economic development opportunities resulting from our location within a U.S. Economic Development Administration *Economic Development District (EDD).* 6. Adopt a policy that encourages the use of additional energy and water saving technologies in future private development.

7. Adopt the master plan for the long-term improvements of current and planned city-owned property surrounding the main city complex.

Goals

Goals	Objectives
Annex the remaining portions of Fry Townsite	• Continue in the development of a public outreach program. • Begin implementation of the program.
Update two sections of the Development Codes	• Adopt new codes and update old codes for current water conservation and energy technologies. • Update sign codes.
Adopt updated Traffic Circulation Plan (TCP)	• Ensure compliance with QRS2 Model. • Incorporate new roadways into Plan. • Update VISTA 2020 with new TCP.
Purchase new Traffic Modeling Software	• Research new modeling software, ensuring that any program being considered is compatible with the City's current GIS system. • Have all the information, including price, so that the software can be budgeted in the 2013 budet.
Digitize all historic maps and aerials	• Begin the scanning documents and completing at least 50 percent of the maps and aerials in file. • Establish an electronic filing system.
Submit 2013 CDBG application	• Hold two public meetings and choose program. • Write and submit application.
VISTA 2030	• Begin visioning process and preplan new VISTA 2030. • Work on elements and hold public hearings, as applicable.
Adopt a plan to encourage the updating or replacement of dilapidated commercial buildings	• Several buildings have been identified as possible candidates. • Inspect to see if any codes are violated to assist in requiring the update/replacement.
Pursue the *VisitAbility* program in new home construction	• Complete a study of the feasibility. • Research possible incentives.
Complete Strategic Plan Items	• Continue work on Strategic Plan items.

Goals	Objectives
The City will meet MS4 (Small Municipal Separate Storm Sewer System) ADEQ and EPA requirements for non-pollution of the washes	• Ensure that 100 percent of the development sites have an identified washout location within the first 72 hours of the start of building construction. • Publish three stormwater quality-related messages on the City Page by June 2013. • Work with contractors on new EPA and ADEQ changes to stormwater regulations.

Performance Measures

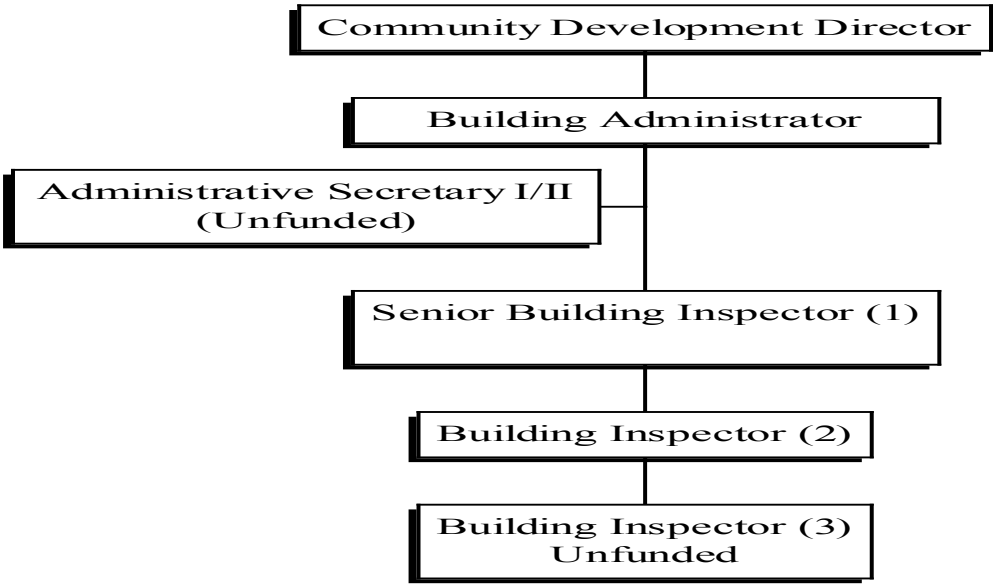
	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY11/12
Site Plans	20	16	4	12	6
Residential Subdivision Final Plat Submittals	8	2	2	2	0
Commercial Subdivision Final Plat Submittals	2	1	2	0	0

Planning

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 516,837	$ 516,387	$ 480,854	$ 412,973
Salaries - Part Time	$ 3,302	$ -	$ -	-
Benefits	136,895	149,529	129,406	126,700
Total Personnel	**$ 657,034**	**$ 665,916**	**$ 610,260**	**$ 539,673**
Professional Services	$ 2,479	$ 10,000	$ 9,100	$ 29,000
Office Equipment Maintenance	-	400	300	300
Equipment Rentals	8,424	8,460	2,400	-
Printing & Binding	434	1,000	1,000	1,000
Professional Associations	2,330	2,520	2,570	2,215
Travel & Training	7,284	4,000	7,926	18,076
Postage	(102)	-	-	-
Advertising	6,272	12,000	8,000	16,100
Office Supplies	6,595	8,000	7,500	7,500
Specialized Supplies	4,850	5,880	5,810	9,010
Books & Periodicals	-	300	100	48
Donations	-	100	-	100
Total O&M	**$ 38,567**	**$ 52,660**	**$ 44,706**	**$ 83,349**
Intangibles	**$ 10,000**	**$ -**	**$ -**	-
Total Capital	**$ 10,000**	**$ -**	**$ -**	**$ -**
Totals	**$ 705,601**	**$ 718,576**	**$ 654,966**	**$ 623,022**
Per Capita	$ 16.60	$ 16.64	$ 14.92	$ 14.20

Commission Budgetary Impact

1. CODI Sierra VistAbility Day $750
2. Community Development Board/Commission Misc Requests $250



Vision

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

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$294,912	$310,833	$293,081	$305,549
Total	**$294,912**	**$310,833**	**$293,081**	**$305,549**

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.

Strategic Leadership Plan Objectives
Building staff will assist the Planning Division in completing two-year objectives.

Major Accomplishments:

1. Preparation work for new 2012 ICC codes, including holding a public meeting with contractors.
2. Continue implementing different phases of the TrakIt software for Building Permits with real time and in-field printing capabilities.
3. Reviewed, approved plans, and/or inspected various commercial projects including Smith Chiropractic, Rosen Orthodontics, Good Neighbor Alliance Services Annex, LDS Church, Soldier Creek Business Park, Casa Del Sol Apartments, DST, St. Stephens Church, American Southwest Credit Union, Col. Smith Middle School, and the remodeling of Lucky Wishbone, Taco Bell, Chili's, Applebees, Wendy's, and the old Ortega Shoe Building.
4. Reviewed, approved plans, and/or inspected residential building including the new Coronado Commons, Cimmaron Estates, and the Retreat.
4. Worked with big-box stores on aisle separation for fire codes, etc.
5. In conjunction with the Fire Marshall, inspected public schools for code compliance.
6. Began updating address on commercial properties in built-put portions of the City that have addressing problems.
7. Created *HomeOwner Packets* to be given to new homeowners. Packets include city information, required building permits, stormwater pollution prevention information, etc.

Goals

Goals	Objectives
Consistent building code enforcement will be provided to all local contractors	• Train building inspectors on the City's adopted codes so the building inspectors apply the codes consistently 95 percent of the time. • Have the department director review all complaints regarding code application inconsistencies 100 percent of the time.
Make timely inspections	• Inspect 100 percent of the requested inspections the next day when request is received by 4:00 p.m.
Enforce all building codes as adopted by the City Council	• Provide internal training sessions at least three times per month on various building code provisions to all building inspectors.
Perform a survey for on-going business-friendly objective	• Develop survey regarding customer service.
Adopt 2012 ICC Codes	• Complete adoption of new 2012 ICC Codes.
Develop and implement new retention SOP for permit information	• Work with new state code for electronic recordkeeping. • Establish an electronic filing system per the code.

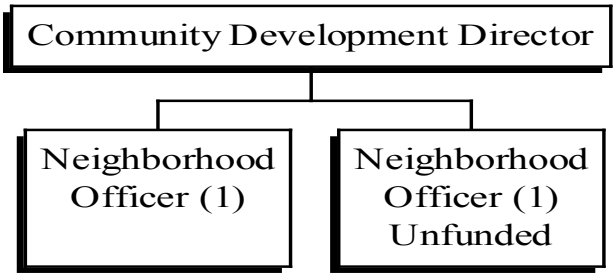
	• Establish a purging schedule per the code.

Performance Measures

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
Single Family Residential New Construction Building Permits	213	151	230	199	141
Commercial Construction Building Permits	21	12	18	12	5
Total Building Permits	1,561	1,281	1,444	1,402	1,121

Building Inspections

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 206,071	$ 226,950	$ 213,889	$ 218,440
Salaries - Part-Time	19,737	-	-	-
Salaries - Overtime	-	-	-	-
Benefits	62,532	72,363	70,704	72,249
Total Personnel	**$ 288,340**	**$ 299,313**	**$ 284,593**	**$ 290,689**
Professional Services	$ 84	$ 500	$ 500	$ 500
Printing & Binding	126	1,500	500	500
Professional Associations	125	20	20	20
Travel & Training	4,321	7,500	5,468	10,840
Books & Periodicals	1,915	2,000	2,000	3,000
Total O&M	**$ 6,571**	**$ 11,520**	**$ 8,488**	**$ 14,860**
Totals	**$ 294,912**	**$ 310,833**	**$ 293,081**	**$ 305,549**
Per Capita	$ 6.94	$ 7.20	$ 6.68	$ 6.96



Vision

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

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$8,673	$21,750	$21,850	$33,980
Grants	$74,652	$232,293	$320,000	$0
Total	**$83,325**	**$254,043**	**$341,850**	**$33,980**

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. Staff works to enforce development, property maintenance, and public nuisance codes. This program has been used to assist neighborhood organizations. This Division uses the Planning and Administrative staff to handle housing issues within the community.

Major Accomplishments:

1. Continued providing enforcement of public nuisance codes for the City and in the County. Ten 10 property abatements were completed between July 1, 2011 and April 30, 2012.
2. Assisted Southwest Sierra Vista Residents Association in beginning McFadden Park using techniques designed by the Watershed Management Group.
3. Provide financial and administrative support for the West End Clean-Up.

4. Provided financial and administrative support for the West End Fair.
5. Received a $330,000 HOME grant for the rehabilitation of homes.

Strategic Leadership Plan Objectives
Community Development Staff will be working on the following two-year objectives: 1. Continue the implementation of the city's housing policy and identify gaps not addressed in the city's housing policy. 2. Review and update policies on the evaluation, condemnation, and removal of dilapidated mobile homes and other residential structures. 3. Identify ways in which elderly and disabled residents can better maintain their homes.

Goals

Goals	Objectives
Support Rehabilitation and Reinvestment in Existing Affordable Housing	• Identify methods to improve the existing affordable housing stock. • Identify grants available to improve the existing affordable housing stock.
Improve quality of neighborhoods	• Continue to find funding and using other acceptable industry methods to improve the quality of neighborhoods.
Adopt rewritten Chapter 91: Public Nuisances and Property Maintenance Code	• Identify the needed changes to the code. • Research how other communities are enforcing Property Maintenance and Public Nuisance codes. • Rewrite code.
Homelessness Awareness	• Continue homeless outreach efforts in conjunction with the Good Neighbor Alliance.
Implement HOME Grant	• Work with SEAGO and city residents to identify which home will be rehabilitated. • Complete rehabilitation of at least three homes.

Neighborhood Enhancement

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Professional Services	$ 83,215	$ 252,293	$ 336,000	$ 28,050
Advertising	-	-	3,500	3,480
Printing & Binding	-	500	1,400	1,500
Professional Associations	-	-	-	-
Travel & Training	-	-	-	-
Specialized Supplies	111	1,250	950	950
Total O&M	**$ 83,325**	**$ 254,043**	**$ 341,850**	**$ 33,980**
Totals	**$ 83,325**	**$ 254,043**	**$ 341,850**	**$ 33,980**
Per Capita	$ 1.96	$ 5.88	$ 7.79	$ 0.77

Commission Budgetary Impact

1. North Garden Avenue Redesign Plans $10,000
2. West End wall plant replacement $1,500
3. West End banners $3,000
4. West End Block Party $2,000
5. West End Clean Up $5,400

Description

The Department of Public Works provides support services to the citizens of Sierra Vista, other public agencies, and other city departments by utilizing 119 fulltime (14 vacant) and 41 part-time (16 vacant) men and women. The Public Works Department is, without a doubt, one of the most diverse departments in the city's organization. The department consists of three major "functional" divisions.

1. The **Administration Division** provides managerial oversight and administrative support services for the department as well as the operations of the Sierra Vista Municipal Airport. In addition, the department provides staff liaison services to the Airport Commission, the Transit Advisory Committee, and the Traffic Safety Committee.

2. The **Engineering Division** is responsible for overseeing the planning, design, and construction of the city's streets, sewers, drainage ways, and public buildings/facilities. This division also reviews all private developments and subdivisions to make sure that public infrastructure improvements comply with city development codes. The Engineering Division also includes the **Streets/Traffic Roadside Maintenance Section**, which is responsible for the maintenance of the city's street system, traffic signals, and roadside/drainage way maintenance activities. The **Water/Wastewater Section** is also under the Engineering Division and is responsible for the maintenance of the city's sewer collection system, wastewater treatment facility at the EOP, and the city's non-potable water systems.

3. The **Municipal Services Division** consists of the Maintenance Services and Public Services Groups. The **Maintenance Services Group** is responsible for city buildings, the city's fleet and equipment, sports fields and grounds, and park facilities. The **Public Services Group** is responsible for overseeing the operations of the city's public transportation system, "Vista Transit," and the refuse collection and disposal activities.

The Public Works Department is supported by six (6) different funding sources: 1) **General Fund** (approximately 35% of the Public Works total budget) funds the Administration Division, the Engineering Services Section of the Engineering Division, and the Maintenance Services Group; 2) **Hurf Fund** (approximately 10% of the Public Works total budget) funds the Streets/Traffic Roadside Maintenance Section of the Engineering Division 3) **Airport Fund** special fund supported by profits from fuel sales, and ground lease and hangar rental revenues) funds O&M of the Sierra Vista Municipal Airport; 4) **Sewer Enterprise Fund** (approximately 20% of Public Works total budget) funds the Water/Wastewater Services Section of the Engineering Services Division; 5) **Federal Transit Administration** (approximately 5% of Public Works total budget) funds the Vista Transit Services Section of the Public Services Group under the Municipal Services Division; and 6) **Refuse Enterprise Fund** (approximately 25% of

Public Works total budget) funds the Refuse Collection Services Section of the Public Services Group under the Municipal Services Division.

Strategic Plan

The Department of Public Works' Strategic Plan is designed to supplement the City Council's Strategic Leadership Plan, "Our Future Vistas," by identifying roles specific to the Department of Public Works in providing quality services to our internal and external customers.

Our Mission and Vision Statements reflect the clear expectations of the service levels demanded by our customers. Our Value Statement reflects our employees' work ethic and commitment to their motto, "Pride in Service."

Mission Statement

To provide and maintain quality public services and sustainable infrastructure to meet our community's needs.

Vision Statement: Sierra Vista Department of Public Works in 2014

The Sierra Vista Department of Public Works is the recognized steward of the community's physical assets, managed through innovative technology and the provider of superior services for a sustainable future.

Values

Public Works employees are committed to the highest standards of ethical conduct in all that we do. We believe that honesty and loyalty together form the cornerstone of our department. We abide by the policies and procedures outlined by our department and the city in general.

Public Works employees recognize that our success depends on the talent, skills, and expertise of our employees, along with our ability to function as a tightly integrated team. We understand the importance of our mission and the trust our customers place in us.

The following core values reflect what is truly important to use, as a department. These are not values that change from time to time, situation to situation, or person to person, but rather they are the foundation of our culture.

- **P**ride: We pledge to provide "top notch" services to our customers and, in return, appreciate the gratification and satisfaction of our efforts, which reinforces our commitment to excellence.

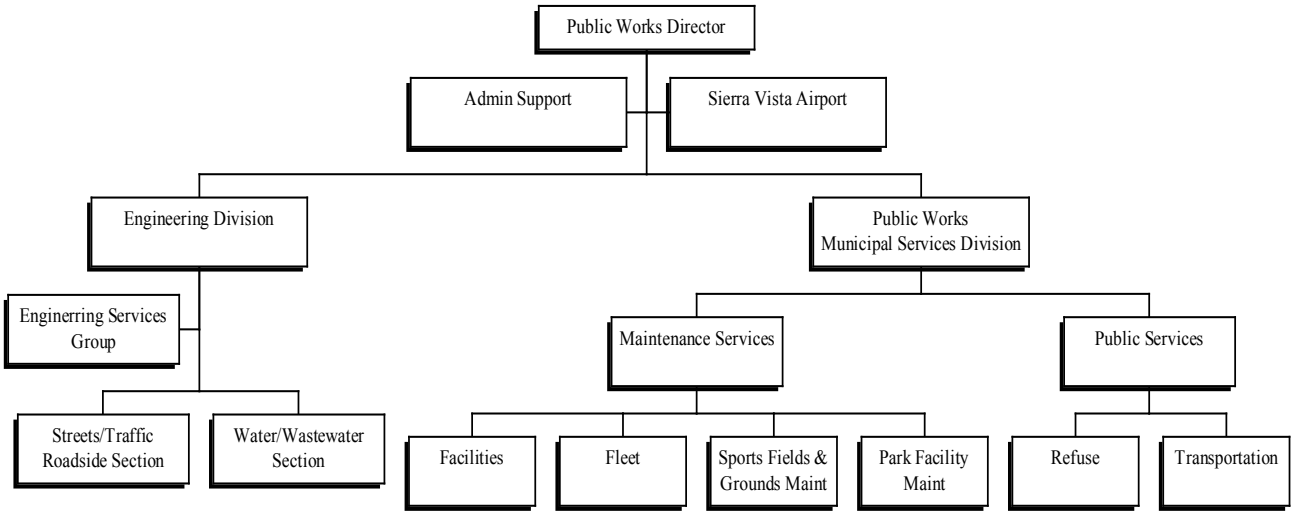
- **R**espect: We treat our fellow employees and the public with dignity and respect – as we wish to be treated ourselves.

- **I**ntegrity: Our most important core value. We acknowledge that we are accountable for our own actions and honor our commitment to meeting our customers' needs.

- **D**ependability: We are committed to being loyal, honest, and reliable to the department and the city in accomplishing our mission.

- **E**xcellence: Our most important job—We are committed to providing exceptional customer service.

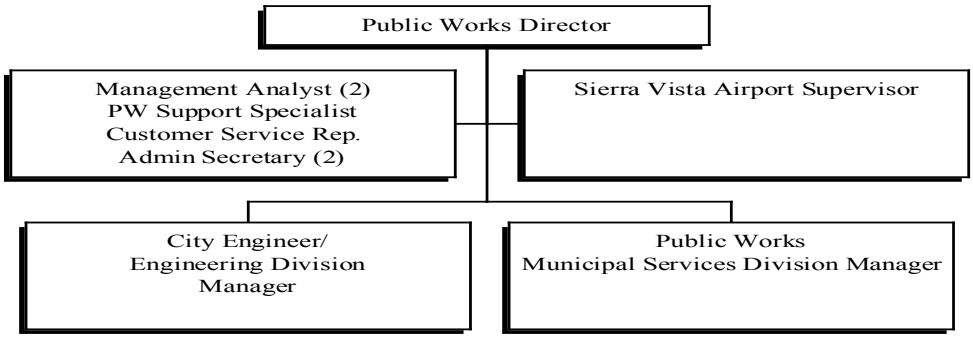
The Public Works employees endorse a work ethic that integrates the values of **P**ride, **R**espect, **I**ntegrity, **D**ependability, and **E**xcellence. These values are communicated through the Department's motto, **"Pride in Service."**



Public Works

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Administration Division	$ 1,007,296	$ 1,082,802	$ 930,072	$ 959,208
Engineering Division	1,318,952	1,404,474	1,617,650	1,641,079
Municipal Servicess Division	3,373,229	3,310,143	3,375,967	3,405,146
Total Personnel	**$ 5,699,476**	**$ 5,797,419**	**$ 5,923,689**	**$ 6,005,433**
Administration Division	$ 1,535,089	$ 1,005,450	$ 1,180,700	$ 1,143,250
Engineering Division	942,499	1,146,415	1,217,695	1,212,130
Municipal Servicess Division	7,467,179	8,156,493	8,930,012	7,973,937
Total O&M	**$ 9,944,768**	**$ 10,308,358**	**$ 11,328,407**	**$ 10,329,317**
Administration Division	$ 950,248	$ 300,000	$ 1,450,000	$ 2,209,465
Engineering Division	1,454,696	8,828,989	11,236,000	5,999,186
Municipal Servicess Division	1,738,827	5,837,253	13,883,600	10,252,700
Total Capital	**$ 4,143,771**	**$ 14,966,242**	**$ 26,569,600**	**$ 18,461,351**
Totals	**$ 19,788,015**	**$ 31,072,019**	**$ 43,821,696**	**$ 34,796,101**
Per Capita	$ 465.66	$ 719.50	$ 998.49	$ 792.84

Administrative Services Division



Vision

Provide the highest quality customer service and team support to Public Works Department employees, other City Departments, and the community.

Expenditure By Type

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$283,919	$281,928	$226,639	$228,923
HURF	175,141	213,801	197,682	200,053
Donations	0	1,400	1,400	1,500
Grants	0	0	650,000	0
Sewer	230,448	281,317	247,103	250,067
Refuse	230,448	281,317	247,103	250,067
Development Fees	0	0	15,000	0
Total	**$919,002**	**$1,059,763**	**$1,584,927**	**$930,610**

Mission Statement

Consistent with the Department's overall Mission, the Administrative Services Division of Public Works provides administrative leadership and effective management of financial, physical, and human resources in order to accomplish the Department's stated Mission, in concert with the City Council's strategic plan goals and objectives.

Description:

The Administrative Services Division oversees the Department's financial and human resources, implements the Department's Five-Year Strategic Plan, and coordinates with other City Departments in accomplishing City Council Strategic Plan objectives. 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, and supply purchases; and promotion of employee development, training, and recognition programs.

Strategic Leadership Plan Objectives

The Public Works Department is responsible for a vast number of the two-year strategic plan objectives. The Administrative Services Division will provide essential support for the projects completed within the department. However, Administrative Services will primarily focus on the following:

1. Update the Surface Water Plan.
1. Achieve a 2% reduction in the city's gallons per capita per day water consumption.

Major Accomplishments

1. The Administrative staff implemented an online Safety Training Program at no cost to the city, for the entire Public Works Department. The online training provides all Public Works employees the opportunity to participate in safety training.
2. The Public Works Employee Development Committee (PWEDC) researched, developed,
   and implemented a new Employee Recognition Program as a result of employee input.
2. Successfully applied for and received millions of dollars of grant-funding from FHWA, ADOT, FAA, FTA, HUD and USDA to pursue our mission of providing and maintaining quality services and sustainable infrastructure to meet our community's needs.
3. Successfully integrated the Parks Division into the Public Works Department and restructured the department into two major divisions that can, at some point in the near future, become two separate departments for the purpose of improving efficiencies, reducing the span of control to a more manageable and reasonable level, and maximizing the use of resources now and in the future.

Goals

Goals	Objectives
Provide administrative and managerial support to all Public Works employees	• Continue to review departmental administrative procedures and policies and effect change to improve efficiencies and worker safety. • Continue to develop new ideas to increase employee morale and productivity. • Assist Public Works employees with developing personal career goals and objectives pertaining to job performance and evaluation of past year's accomplishments.
Ensure all employees in the department are trained in OSHA, EPA, and ADEQ safety requirements.	• Develop new safety training techniques for all Public Works employees to cover, at a minimum, requirements of OSHA, and improve employee knowledge and skills pertaining to work safety. • Maintain current hazardous material information for all products used by the department; review annually and update as necessary. • Assist employees with maintaining their job required certifications and encourage attendance at job related training seminars and/or conferences.
Continue to seek input on improving customer service, marketing, and	• Establish a departmental strategic plan annual update committee to review and update the plan, and recommend action items for improvement.

communication objectives.	• Review and update the department's website at least quarterly to keep information current and improve communications with the public.

Performance Measures

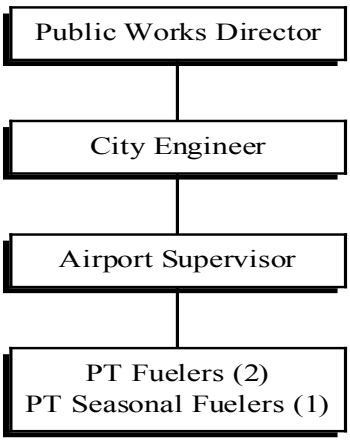
	FY09/10	FY10/11	FY11/12
Number of safety related training classes completed	16	12	640*
Number of safety related incidences reported	11	8	16
Accident review proceedings (citywide Vehicle Accident Review Board)	4	8	8
Preventable vehicular accidents	4	6	8
Non-preventable vehicular accidents	0	2	0
Number of employees attending training seminars	64	55	37

Administration Division

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	668,024	716,216	603,000	623,615
Salaries - Part Time	7,568	16,016	-	-
Salaries- Over Time	472	1,507	1,520	1,545
Benefits	176,289	222,524	196,657	202,800
Total Personnel	**852,353**	**956,263**	**801,177**	**827,960**
Professional Services	14,131	5,500	31,200	16,200
Office Equipment Maintenance	818	2,000	2,700	1,500
Printing & Binding	2,416	8,000	7,300	5,000
Professional Associations	6,376	9,000	10,000	10,000
Travel & Training	18,114	32,900	36,450	36,450
Office Supplies	10,829	20,000	20,000	12,500
Specialized Supplies	13,719	22,700	22,700	17,500
Books & Periodicals	246	2,000	2,000	2,000
Earth Day	-	1,400	1,400	1,500
Admin Donation	-	-	-	-
Total O&M	**66,649**	**103,500**	**133,750**	**102,650**
Infastrucutre	$ -	$ -	$ 650,000	-
Total Capital	**-**	**-**	**650,000**	**-**
Totals	**919,002**	**1,059,763**	**1,584,927**	**930,610**
Per Capita	$ 21.63	$ 24.54	$ 36.11	$ 21.20

Professional Services includes: Department of Corrections labor for Facilities and Fleet Sections.

Administrative- Sierra Vista Municipal Airport



Description:

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

Strategic Leadership Plan Objectives
The Airport Services Division will work towards completing the following two-year objectives: 1. Inventory and develop a marketing plan for airport assets. 2. Complete a comprehensive update of the airport master plan jointly with Fort Huachuca and Libby Army Airfield officials, identifying long-term usage of the facility as well as future infrastructure and safety improvements.

Major Accomplishments:

1. Hosted the 17th Annual Airport Open House. Coordinated Fly-In event with the Experimental Airport Association and provided first flights to more than 264 children under the age of 17.
2. Worked with the Engineering Division on the following Airport Capital Improvement Projects: Resealing of the Apron and Taxiway areas. Taxiway "P" Lighting Improvement Project.
3. Updated Airport Part 139 C ertification Manual to comply with the recommendations of the Federal Aviation Administration.
4. Provided Career Day Tours to local school groups.
5. Successfully supported air operations for the U.S. Forest Service and Parks Service by providing fueling services to aircraft and helicopters during the "Monument Fire" incident.

Goals

Goals	Objectives
Maintain preventive and scheduled routine maintenance programs for Airport Services	• Conduct and document daily inspections of Airport Fuel Farm and schedule maintenance appropriately to comply with OSHA, NFPA, TSA, and FAA regulations. • Conduct daily inspections of apron, taxiway, and parking lot lighting systems and schedule maintenance/repairs in conformance with FAA Part 139 regulations. • Respond to all FAA Requests for Actions. • Inspect all Airport pavements semiannually per ADOT APMS Program. • Inspect all tie-down areas daily to ensure tie-down chains and anchors are secure.
Improve customer service and promote the Airport	• Strive to ensure a Sierra Vista Municipal Airport employee is available to respond to customer or tenant requests during normal working hours. • Respond to new service requests and work orders within five working days and close out work requests within twenty working days.
Maintain the Airport Emergency Preparedness Plan	• Work in partnership with Libby Army Airfield to issue and maintain all NOTAMS and emergency response activities. • Train staff and tenants to understand and comply with the provisions of the Emergency Preparedness plan. • Maintain compliance with FAA training requirements.
Implement rules and regulations, minimum standards and fee and charges changes	• Implement Airport management practices and policies for Sierra Vista Municipal Airport to include Airport rules and regulations and minimum standards.
Assist with scheduled construction projects	• Taxiway "P" Lighting Improvement Project.

Performance Measures

	FY09/10	FY10/11	FY11/12
Complete preventive maintenance inspections programs within 30 days of scheduled due dates	100%	100%	100%
Complete preventive maintenance programs at Fuel Farm per FAA requirements	100%	100%	100%
Complete part 139 requirements within 15 days of scheduled dates	90%	90%	90%

Complete FAA pavement inventory update	90%	90%	90%
Total number of tie-downs and hangar customers	71	67	65

Fueling Service FY 10/11

1. **Aviation Gasoline:**
   - 165,352 gallons sold
   - 1,075 fuel transactions
   - 491 sales to based aircraft
   - 584 sales to transient aircraft
   - 390 sales were to the Forest Service
   - 808 sales were corporate transactions
   - Average 153.82 gallons per sale

2. **Jet Fuel:**
   - 152,862 gallons sold
   - 593 fuel transactions
   - 62 sales to based aircraft
   - 531 sales to transient aircraft
   - 242 sales were to the Forest Service
   - 549 sales were corporate transactions
   - Average 257.78 gallons per sale

3. **Totals:**
   - 336,373 gallons sold
   - 1,668 total transactions averaging 201.66 gallons per transaction

AGS Service

- Inspecting and overseeing 10 tie-down customers.
- Inspecting and overseeing 55 general aviation aircraft hangar customers.
- Assisting over 1,100 transient aircraft which visit Sierra Vista Municipal Airport.
- Responding to approximately 200 inquires from pilots annually.

Administrative- Sierra Vista Municipal Airport

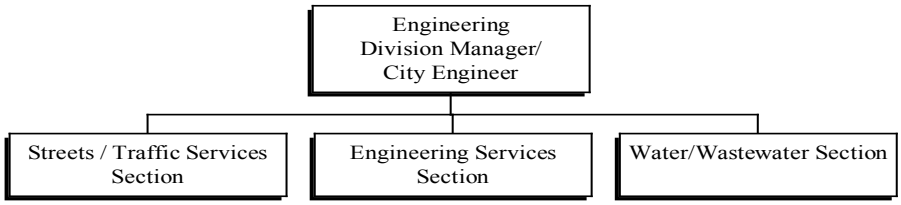
Airport

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 69,592	$ 70,671	$ 78,423	$ 79,584
Salaries - Overtime	8,613	5,023	5,068	5,150
Salaries - Part Time	51,728	22,228	22,528	22,895
Benefits	25,009	28,617	22,876	23,619
Total Personnel	**$ 154,943**	**$ 126,539**	**$ 128,895**	**$ 131,248**
Professional Services	$ 1,397	$ 17,900	$ 17,900	$ 17,400
Electricity	40,560	40,950	40,950	40,950
Telephone	-	4,000	4,000	4,000
Natural Gas	3,104	4,000	4,000	4,000
Building Maintenance	267	5,000	-	-
Infrastructure Maintenance	16,074	15,600	15,600	13,100
Equipment Rentals	30,436	40,000	40,000	40,000
Advertising	3,510	5,000	5,000	5,000
Specialized Supplies	15,595	15,000	15,000	12,000
Travel & Training	2,407	2,500	2,500	2,500
Fuel	1,309,365	750,000	900,000	900,000
Other	44,575	-	-	-
Donations	1,150	2,000	2,000	1,650
Total O&M	**$ 1,468,440**	**$ 901,950**	**$ 1,046,950**	**$ 1,040,600**
Buildings	$ -	$ -	$ -	$ -
Infastrucure	950,248	300,000	800,000	2,209,465
Machinery & Equipment	-	-	-	-
Total Capital	**$ 950,248**	**$ 300,000**	**$ 800,000**	**$ 2,209,465**
Totals	**$ 2,573,631**	**$ 1,328,489**	**$ 1,975,845**	**$ 3,381,313**
Per Capita	$ 60.56	$ 30.76	$ 45.02	$ 77.04

Professional Services include: Alarm services contract, used oil removal service, fuel pumping service, and Roto Rooter service.

Commission Budgetary Impact

1. Airport Fly-In $ 1,000



Vision

Develop and maintain professional staffing and expertise that can provide expedient and accurate public infrastructure design and maintenance, review of private development, as well as provide the highest quality public transportation infrastructure services that exceed the expectations of our residents and overall community.

Mission Statement

Ensure that all public improvements constructed by public funds or private developers are properly planned, designed, constructed, inspected and maintained in order to provide for safe, functional, and economical systems for the citizens of Sierra Vista. Efficiently and effectively maintain public streets, traffic control devices, dedicated street rights-of-way, sewer and storm water conveyance systems, in a manner that provides a safe functional infrastructure for use by multimode transportation.

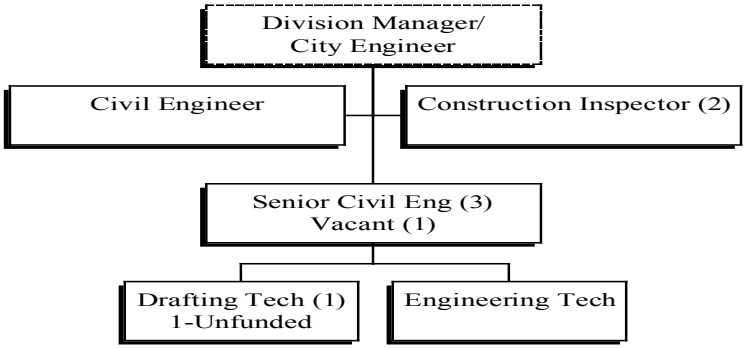
Description:

The Engineering Division of the Department of Public Works consists of the Streets/Traffic, water/wastewater and the Engineering Services Sections. The Division is responsible for providing professional civil engineering design and construction management services for the City's Capital Improvement Program, as well as infrastructure maintenance of roadside and drainage ways, water/wastewater facilities, and traffic signal maintenance.

Engineering Division

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Engineering Services Section	$ 664,095	$ 694,351	$ 645,771	$ 654,617
Streets/Traffic Section	654,857	710,123	971,879	986,462
Wastewater Services Section	672,888	623,833	615,778	625,458
Total Personnel	**$ 1,991,840**	**$ 2,028,307**	**$ 2,233,428**	**$ 2,266,537**
Engineering Services Section	$ 6,035	$ 87,400	$ 88,250	$ 53,500
Streets/Traffic Section	$ 936,465	$ 1,059,015	$ 1,129,445	$ 1,158,630
Wastewater Services Section	$ 2,100,484	$ 2,546,350	$ 2,532,350	$ 1,796,800
Total O&M	**$ 3,042,983**	**$ 3,692,765**	**$ 3,750,045**	**$ 3,008,930**
Engineering Services Section	-	-	20,000	$ -
Streets/Traffic Section	$ 1,454,696	$ 8,828,989	$ 11,216,000	$ 5,999,186
Wastewater Services Section	$ -	$ 3,305,000	$ 11,210,000	$ 8,123,000
Total Capital	**$ 1,454,696**	**$ 12,133,989**	**$ 22,446,000**	**$ 14,122,186**
Totals	**$ 6,489,519**	**$ 17,855,061**	**$ 28,429,473**	**$ 19,397,653**
Per Capita	$ 152.71	$ 413.45	$ 647.77	$ 441.98

Engineering Services Section



Description:

Engineering is primarily funded by the General Fund and responsible for providing professional civil engineering design and project management support services, and drafting/ mapping services to all City departments. It also provides technical engineering advice/analysis, engineering designs, land surveys, inspections, infrastructure planning, and construction management on public improvement projects. It further provides review and inspection of public infrastructure improvement plans associated with private development.

Expenditure By Type

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$355,168	$414,328	$409,031	375,301
HURF	167,533	195,438	183,506	177,090
Sewer	134,026	156,350	146,804	141,624
Refuse	13,403	15,635	14,680	14,162
Total	**$670,130**	**$781,751**	**$754,021**	**$708,117**

Strategic Leadership Plan Objectives

The Engineering Services Section will be responsible for the following two-year Strategic Leadership Plan Objectives:

1. Continue to pursue funding through the Federal Highway Administration and the Arizona Department of Transportation for implementing construction of multi-use paths identified in the city's Safe Bicycle and Pedestrian Routes Plan.
2. Pursue federal and state funding through the Southeastern Arizona Governmental Organization (SEAGO) for reconstructing arterial streets in poor condition.
3. Complete the construction of Coronado Drive widening between SR90 and Carmelita Drive as transportation development fees become available.
4. Update the city's Surface Water Plan.
5. Pursue the purchase of the 75+ acres of State land north and south of the Domingo Paiz complex for future city ball fields.
6. Assist Community Development with developing a Master Plan for long-term improvements of current and planned city-owned property surrounding the main city complex in Section 36.
7. Adopt a maintenance plan that will best manage the natural wash drainage system within the city.
8. Address the non-sewered south Carmichael areas with federal Community Development Block Grants and other outside funds.

Major Accomplishments:

1. Design Projects – Initiated and/or completed design of the following CIP Projects: Path to Higher Learning Multi-Use Path, Buffalo Solider Trail Multi-use Path, Coronado/Golf Links Roadway, Sulger Sewer USDA grant and final design, Busby Widening, Coyote Wash Improvements, Connectivity Multi-Use Path, State and local enhancement application/award, Wash Rack upgrades, design of Wilcox resurfacing, design of Seventh Street Overlay, Taxiway "G" design, Taxiway "P" lighting, design of Avenida Del Sol reconstruction, Coronado Widening from Carmelita to SR90, Negotiation of State land for the Domingo Paiz complex, Golden Acres Drive realignment, Signal Communications hardware/software upgrades.

2. Construction Projects – Initiated and/or completed construction on the following CIP Projects: Construction of the Avenida Del Sol Multi-Use Path, MLK/SR90 Bypass Right Turn Lane, Oakmont Signal and Right Turn, EOP Clarifier project, Compost building and site upgrades, Howard Field Lights, Coyote Wash improvements, Wash Rack upgrades, Taxiway "G" construction, Coronado overlay, Avenida Del Sol reconstruction.

Goals

Goals	Objectives
Research, investigate, and respond to citizens and City Council inquires.	• Research, analyze, and prepare a written response to City Council and public inquires pertaining to engineering design and construction issues within three working days from the date of receipt of inquiry.
Provide reviews and recommendations of improvement plans to Community Development.	• Review, approve/advise, and process right-of-way permit applications within two working days of receipt. • Provide construction inspections of work associated with right-of-way permits within twenty-four hours of request. • Review, approve, and process water and sanitary sewer improvement plans associated with private developments of behalf of the Arizona Department of Environmental Quality (ADEQ) within 15 working days of receipt. • Review and provide comments to Community Development pertaining to private site plans within 10 working days.
Prepare civil design drawings and specs; perform design reviews of plans and specs.	• Complete and/or coordinate design of assigned capital improvement projects within the project schedules approved by the City Manager. • Complete and/or coordinate design of assigned capital improvement projects within 10 percent of the negotiated contract fee and/or budget amount for each project as approved by the City manager.
Provide project management, inspections, surveying, and testing for all funded projects.	• Complete and/or coordinate construction of assigned capital improvement projects within two months of schedules defined by the construction contract and approved by the City Manager. • Complete and/or coordinate construction of capital improvement projects within 10 percent of the project construction contract as approved by the City Manager.
Provide drafting services and current maps of Sierra Vista's infrastructure to public.	• Research and provide computer aided drafting services and reproduction services as requested by other city departments within five working days of receipt of written work order or within the timeframe requested. • Prepare construction drawings for assigned capital improvement projects within the timeframes determined by the schedule, approved by the City Manager. • Update and provide current city base maps for use by all city departments and the general public on a quarterly basis.

Performance Measures

	FY09/10	FY10/11	FY11/12
Review and issue right-of-way permits within two working days	100%	100%	100%
Complete right-of-way inspections within 24 hours of inspection request	100%	100%	100%
Complete reviews of private water and sewer plan submittals for ADEQ compliance within 15 working days of receipt of submittal	93%	95%	90%
Complete reviews of private site plans within 10 working days from date of receipt	89%	95%	90%
Provide computer aided drafting and reproduction services within 5 working days or other agreed upon completion date	97%	85%	85%
Capital Improvement construction projects completed within 10% of construction budget	98%	100%	100%
Capital Improvement construction projects substantially completed within 60 days of contract completion date	92%	90%	100%
Miles of multi-use path constructed	1	½	½
Miles of multi-use path under design	2	2 ¾	2 ¼

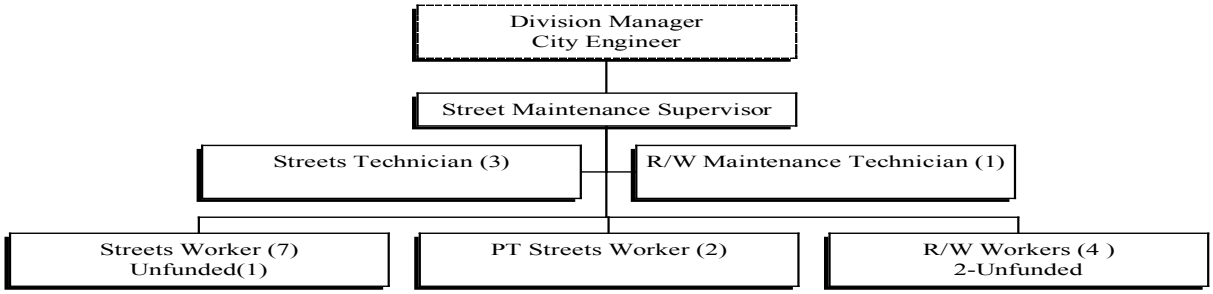
Engineering Services Section

Engineering Services Section

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 513,080	$ 534,964	$ 492,720	$ 498,811
Benefits	150,875	159,387	153,051	155,806
Total Personnel	**$ 664,095**	**$ 694,351**	**$ 645,771**	**$ 654,617**
Professional Services	$ 2,174	$ 73,900	$ 74,750	$ 40,000
Specialized Supplies	3,861	13,500	13,500	13,500
Total O&M	**$ 6,035**	**$ 87,400**	**$ 88,250**	**$ 53,500**
Infastructure	-	-	20,000	-
Buildings	-	-	-	-
Total Capital	**$ -**	**$ -**	**$ 20,000**	**$ -**
Totals	**$ 670,130**	**$ 781,751**	**$ 754,021**	**$ 708,117**
Per Capita	$ 15.77	$ 18.10	$ 17.18	$ 16.13

Professional Services include: Blueprint, and Testing services; and Miscellaneous Contracted Engineering Services.

Streets/Traffic, Roadside Maintenance Services Section



Description:

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

Expenditure By Type				
	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
HURF	$2,579,776	$9,798,127	$12,102,324	$7,344,278
Development Fees	466,220	800,000	1,215,000	800,000
Total	**$3,046,017**	**$10,598,127**	**$13,317,324**	**$8,144,278**

Strategic Leadership Plan Objectives

The Streets/Traffic Services Section will assist the Department on the following two-year Strategic Plan Objective:

1. Complete the construction of Coronado Drive widening between SR90 and Carmelita Drive as transportation development fees become available.
2. Adopt a plan that will best manage the natural wash drainage system within the City.

Major Accomplishments:

1. Removed and replaced 6,500 linear feet of damaged sidewalks that had become a hazard to pedestrian traffic.
2. Cleaned, trimmed, and mowed over 210 acres of public right of ways and 318 acres of public drainage ways.
3. Installed Uninterrupted Power Supply (UPS) for traffic signals at two intersections.
4. Performed preventive maintenance, on call service to over 50 signalized intersections, and installed new video detection at two signalized intersections.
5. Completed final assessment and updated inventory into GIS system of all traffic signs in the city.
6. Successfully abated approximately 6,800 square feet of graffiti within the city.

7. Routed and crack sealed 2,316,000 square feet of graffiti within the city.
8. Rebuilt and rewired 4, 48 foot luminary poles on El Mercado Loop.
9. Striped 650,000 linear feet of city-owned streets and crosswalks.

Goals

Goals	Objectives
Maintain city street pavements, sidewalks, and street drainage systems.	• Inventory all new streets that are either dedicated by subdivision plat or annexed for condition within two months after acceptance by the city. • Provide preventative maintenance by use of acrylic seal, striping, rubberized crack fill, and assisting the Engineering staff in administering the annual street reconstruction project. • Respond to emergency calls within 30 minutes of page and make final corrective repairs within ten working days. • Annually inspect and provide asphalt and/or concrete repair to all public down drains.
Ensure all city streets, sidewalks, and drainage ways are free of excess weeds and debris.	• Provide weed control to all reported site distance problem areas in city rights-of-way within ten working days. • Provide weed control semi-annually to undeveloped areas within the city's street rights-of-way. • Provide weed control annually to all public drainage ways. • Provide weed control annually to all down drains and drainage easements.
Ensure all city streets are free of debris, trash, and graffiti.	• Provide street cleaning to 585 lane miles of streets once every 10 to 13 weeks. • Provide street cleaning to commercial areas bi-weekly. • Provide emergency street cleaning within two hours of receipt of a request. • Remove graffiti from all public areas within 24 hours of being reported.

Maintain all city-owned landscaped traffic islands, multi-use paths and rights-of ways.	• Provide weed control annually to 452,693 syd's of landscaped traffic islands. • Provide weed control annually to 79,113 syd's of landscaped multi-use paths. • Provide and maintain irrigation for 531,800 syd's of landscaped vegetation. • Sweep and clean 30 miles of multi-use paths.
Maintain all city-owned traffic control systems, including systems under contract with the city.	• Complete traffic signal preventive maintenance programs on schedule. • Inspect annually and maintain 28 city-owned signalized intersections and their associated traffic control systems. • Inspect annually and maintain 20,600 traffic control signs within the city limits to make sure they meet MUTCD standards and the Section's sign maintenance program. • Inspect and maintain 420 city-owned streetlights and parking lot lights, and contract with SSVEC for more than 1,300 publicly owned streetlights. • Signalize at least two intersections each year with the latest in video detection technology.
Provide emergency response services as needed on traffic control systems.	• Respond to all traffic signal problems within 30 minutes of request. • Respond to all reported stop sign damage within 30 minutes of request.

Performance Measures

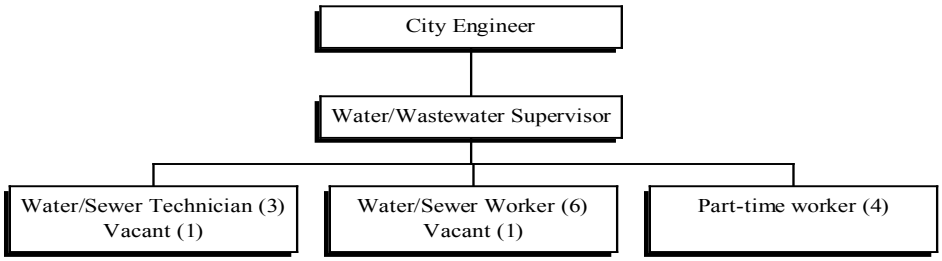
	FY09/10	FY10/11	FY11/12
Complete annual mowing of all public drainage ways	95%	100%	100%
Complete street sweeping of all major commercial streets every two weeks	80%	95%	98%
Complete street sweeping of all residential streets on a quarterly basis	90%	100%	100%
Repair all reported sidewalk repairs within 15 working days after being reported	85%	90%	95%
Graffiti removal requests completed within 24 hours of notification	90%	99%	99%
Linear feet of sidewalks repaired	5,800	3,000	6,500
Square feet of asphalt acrylic sealed	1,400,000	2,859,420	0

Linear feet of street striping completed	400,000	550,000	800,000
Square feet of city streets routed and crack sealed	4,300,000	2,778,638	2,316,020

Streets/Traffic Services Section

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 422,726	$ 426,432	$ 609,470	$ 616,401
Salaries - Overtime	8,267	15,068	15,203	15,450
Salaries - Part Time	41,985	64,169	64,744	65,798
Benefits	181,878	204,454	282,462	288,813
Total Personnel	**$ 654,857**	**$ 710,123**	**$ 971,879**	**$ 986,462**
Professional Services	$ 755	$ 23,750	$ 33,750	$ 33,750
Electricity	475,172	417,900	417,900	417,900
Vehicle Maintenance	50,266	60,000	78,500	86,350
Equipment Maintenance	11,670	15,000	-	-
Infrastructure Maintenance	288,626	392,000	395,650	419,150
Wash Maintenance	17,550	18,000	18,000	16,000
Equipment Rentals	4,262	3,500	6,500	6,000
Advertising	-	1,000	1,000	1,000
Professional Associations	560	1,000	1,000	1,000
Travel & Training	4,408	7,865	12,320	10,155
Office Supplies	213	1,500	1,900	1,900
Specialized Supplies	33,653	68,000	99,925	97,925
Fuel	49,330	49,500	63,000	67,500
Total O&M	**$ 936,465**	**$ 1,059,015**	**$ 1,129,445**	**$ 1,158,630**
Infastructure	$ 1,436,503	$ 8,793,989	$ 10,905,000	5,827,686
Vehicles	-	-	-	125,000
Machinery & Equipment	18,193	35,000	311,000	46,500
Total Capital	**$ 1,454,696**	**$ 8,828,989**	**$ 11,216,000**	**$ 5,999,186**
Totals	**$ 3,046,017**	**$ 10,598,127**	**$ 13,317,324**	**$ 8,144,278**
Per Capita	$ 71.68	$ 245.41	$ 303.44	$ 185.57

Professional Services include: Streets/Traffic DOC Labor and Traffic Signal Consultant.



Description:

Expenditure By Type				
	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
Sewer	$2,773,372	$6,475,183	$14,358,128	$10,545,258
Total	**$2,773,372**	**$6,475,183**	**$14,358,128**	**$10,545,258**

This section is funded by the Sewer Enterprise Fund and responsible for the maintenance of the City's sewer collection system and operation of the City's Water Reclamation and Effluent Recharge Facility (WRF) at the EOP. This section is also responsible for operation and maintenance of the City's four (4) potable water well systems.

Strategic Leadership Plan Objectives

The Wastewater Division will assist the Department on the following two-year Strategic Leadership Plan Objectives:

1. Implement a plan to make the most effective improvements at the environmental operations park necessary to effectively treat wastewater; to meet current permit requirements; and address future development needs.
2. Implement a phased plan to address the non-sewered south Carmichael (Sulger) areas with Federal CDBG and other outside funding sources.

Major Accomplishments:

1. Treated and recharged 2,316 acre feet of effluent for a yearly total of 755 million gallons.
2. Integrated the water distribution infrastructure at the city airport into an existing GIS database, Map Vista, in order to provide effective preventative maintenance and asset management.
3. Continue the mosquito abatement program with the Arizona Department of Health Services by trapping and testing mosquitoes, applying larvicide, and thinning wetland areas at the EOP to effectively mitigate the spread of the West Nile Virus.
4. Inspected and treated 1,342 manholes for pests.

5. Conducted 394 pretreatment and zoning inspections while maintaining training and outreach efforts to assist city businesses in reducing discharge of Fat, Oil and Grease in the collection system.
6. Continue to integrate the city's sewer collection system into a geographic information database, Map Vista, to facilitate short term and long term compliance with ADEQ and EPA regulations.
7. Conducted 31 sewer point repairs of the sanitary sewer collection system.
8. Maintained and cleaned over 200 miles of the sewer collection system, further reducing emergency call-outs and property damage claims.
9. Conducted video inspections of 72.3 miles of sewer infrastructure in order to identify potential problems in the sewer lines, schedule repairs, and reduce sanitary sewer overflows (SSO's).

Goals

Goals	Objectives
Consistently improve quality of services provided for residential and commercial sewer customers.	• Provide public outreach to educate citizens on the operations of the section. • Maintained appropriate level of response to customer inquiries or complaints.
Maintain city sewer lines, manholes, and treatment facility through various programs.	• Continue the mosquito control program and measure the effectiveness of larvicide applications to control population at the EOP. • Continue to identify and improve problem sewer lines to reduce emergency call-outs.
Support Public Works staff in a variety of sewer service related tasks.	• Continue to partner with Engineering on all sewer infrastructure projects and programs.
Operate, maintain, and monitor water use of city's water wellheads and distribution systems.	• Compile a monthly water usage report. • Operate and maintain city-owned fire hydrants at the airport. • Sound water tables annually.
Operate, maintain, and monitor the EOP to increase efficiencies.	• Utilize new technologies to more effectively monitor water recharge flows. • Utilize new technologies to better evaluate influent flows and assess final water quality.

Performance Measures

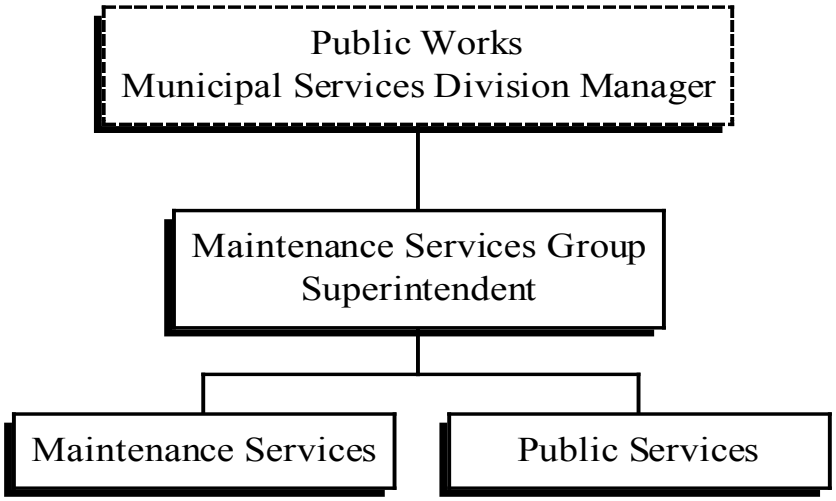
	FY09/10	FY10/11	FY11/12
Blue Stake requests completed within 48 hours	3,101	1,884	2,000
Miles of collection lines flushed and cleaned as percentage of total miles	80%	80%	80%
Complete all scheduled back-flow maintenance services within two working days of scheduled date	100%	100%	100%
Number of acre-feet treated per year	3,318	3,300	3,300
Approximate acre-feet of treated wastewater recharged	2,267	2,316	2,400

*Projected

Sewer

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 429,641	$ 406,388	$ 394,324	$ 400,306
Salaries - Overtime	2,071	4,018	4,054	4,120
Salaries - Part Time	34,892	42,330	42,616	42,965
Benefits	206,285	171,097	174,784	178,067
Total Personnel	**$ 672,888**	**$ 623,833**	**$ 615,778**	**$ 625,458**
Depreciation Expense	$ 772,083	$ 820,000	$ 820,000	$ 500,000
Professional Services	398,538	455,600	430,600	295,000
Electricity	525,665	556,500	556,500	420,000
Water	3,417	6,700	6,700	6,700
Vehicle Maintenance	50,451	55,500	55,500	61,050
Infrastructure Maintenance	192,474	445,000	445,000	305,000
Equipment Rentals	-	4,000	4,000	4,000
Advertising	-	1,500	3,500	6,000
Professional Associations	127	2,000	2,000	2,000
Travel & Training	8,864	9,500	9,500	9,500
Specialized Supplies	120,733	135,550	135,550	135,550
Software	-	21,500	21,500	7,000
Fuel	28,132	33,000	42,000	45,000
Total O&M	**$ 2,100,484**	**$ 2,546,350**	**$ 2,532,350**	**$ 1,796,800**
Infastructure	$ -	$ 3,305,000	$ 11,180,000	$ 8,123,000
Vehicles	$ -	$ -	$ 30,000	$ -
Machinery & Equipment	-	-	-	-
Total Capital	**$ -**	**$ 3,305,000**	**$ 11,210,000**	**$ 8,123,000**
Totals	**$ 2,773,372**	**$ 6,475,183**	**$ 14,358,128**	**$ 10,545,258**
Per Capita	$ 65.26	$ 149.94	$ 327.15	$ 240.28

Professional Services include: Sewer Connection Fee Study, ADEQ permitting, pre-acceptance Video Contact, Certified Laboratory reporting, and water well testing.



Vision

The Municipal Services Division is committed to providing the highest level of service to our internal and external customers through a commitment to service, customer satisfaction, and asset preservation, while maintaining the community's quality of life.

Mission Statement

Consistent with the Department's overall Mission, the Municipal Services Division is committed to pursuing continuous learning, new innovations, and improvements in service. We strive to create a work environment that values personal responsibility and initiative, while maintaining mutual respect and authentic communication among co-workers and between our employees and our customers. We strive to earn the confidence of our customers, both internal and external, by providing "Pride in Service."

Description:

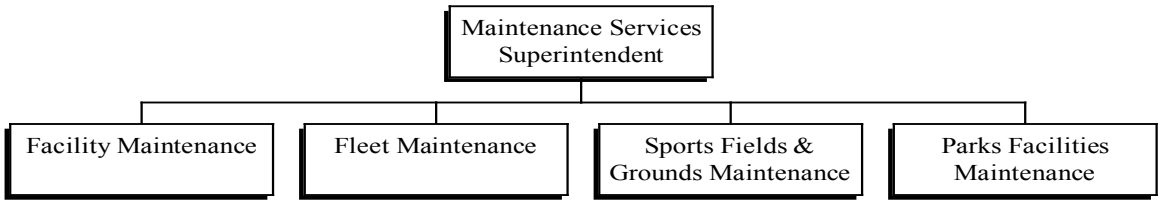
The Municipal Services Division of the Department of Public Works consists of the Maintenance Services, and Public Services Groups. In addition, the Municipal Services Division provides staff liaison support to the Environmental Affairs Commission, and Transit Advisory Committee.

Municipal Services Division

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Facilities Services Section	$ 624,177	$ 672,012	$ 623,224	$ 625,969
Fleet Services Section	$ 550,761	$ 545,211	$ 565,465	$ 571,091
Refuse Services Section	$ 884,796	$ 812,362	$ 905,477	$ 927,225
Transit Services Section	640,607	656,725	666,023	655,403
Sports Fields & Ground Maintenance	947,582	984,399	290,023	$ 299,770
Parks Facility Maintenance	9,528	-	363,555	375,983
Total Personnel	**$ 3,657,450**	**$ 3,670,709**	**$ 3,413,767**	**$ 3,455,441**
Facilities Services Section	$ 1,240,091	$ 1,298,835	$ 1,271,735	$ 1,285,735
Fleet Services Section	1,477,090	1,301,700	1,474,100	1,600,700
Refuse Services Section	2,196,809	2,574,050	3,152,262	2,836,400
Transit Services Section	452,706	435,558	499,565	454,302
Sports Fields & Ground Maintenance	258,312	272,368	186,825	120,175
Parks Facility Maintenance	-	-	194,750	188,500
Total O&M	**$ 5,625,008**	**$ 5,882,511**	**$ 6,779,237**	**$ 6,485,812**
Facilities Services Section	$ 156,857	$ 675,875	$ 70,000	$ 329,500
Fleet Services Section	$ -	$ -	$ 12,900	$ 147,000
Refuse Services Section	$ -	$ -	$ 2,400,000	$ 1,236,000
Transit Services Section	$ 1,581,970	$ 1,856,378	$ 190,700	$ 417,200
Sports Fields & Ground Maintenance	$ 742,121	$ 1,575,000	$ 908,500	$ 1,309,000
Parks Facility Maintenance	$ -	$ -	$ -	$ 949,000
Total Capital	**$ 2,480,948**	**$ 4,107,253**	**$ 3,582,100**	**$ 4,387,700**
Totals	**$ 11,763,406**	**$ 13,660,473**	**$ 13,775,104**	**$ 14,328,953**
Per Capita	$ 276.82	$ 316.32	$ 313.87	$ 326.49

Professional Services includes: DOC labor for Facilities, Fleet, and Refuse Sections; NIMS compliance repairs; miscellaneous Facility and Fleet services (alarms, pest control, Fuel Force Support, etc.).

Maintenance Services Section



Vision

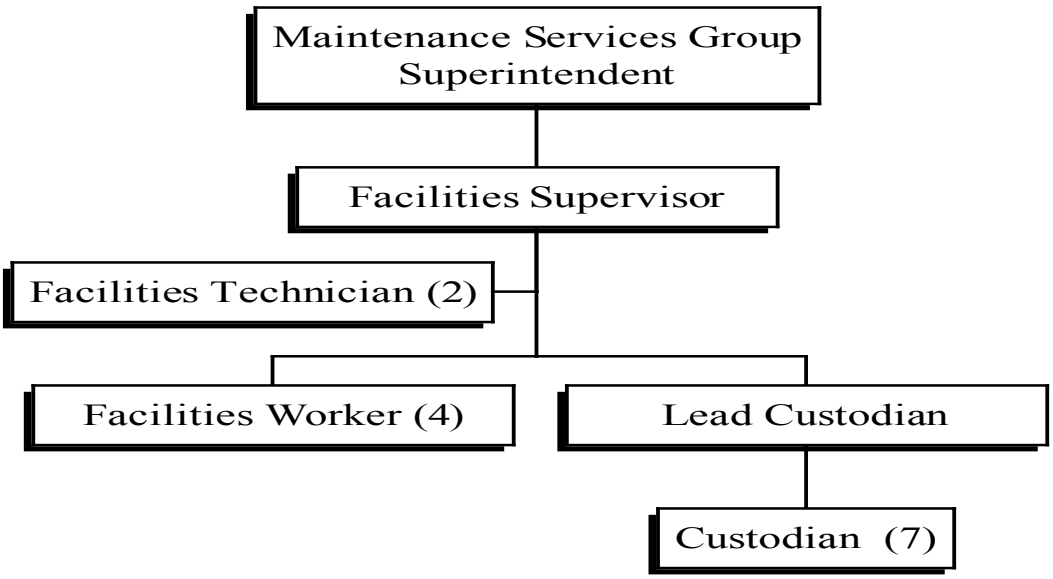
Develop and maintain professional staffing and expertise that can provide expedient and accurate maintenance and public services that exceed the expectations of our residents and overall community.

Mission Statement

Ensure that all public improvements constructed by public funds or private developers are properly planned, designed, constructed, and inspected in order to provide for safe, functional, and economical systems for the citizens of Sierra Vista. Efficiently and effectively maintain City building, fleet, parks and sport fields.

Description:

The Maintenance Services Division of the Municipal Services Section of Public Works consists of the Facility Maintenance, Fleet Maintenance, Sports Fields and Grounds Maintenance, and Parks Facilities Maintenance. The Division is responsible for providing professional civil engineering design and construction management services and City Street infrastructure, right of way, drainage way, and traffic signal maintenance.



Vision

It is the vision of the Facilities Services Section to become a model of facilities management through continuous innovation and conscientious preservation of assets.

Expenditure By Type

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$1,942,291	$2,342,88	$1,889,161	$2,164,736
Grants	0	225,000	0	0
Sewer	39,417	39,417	37,899	38,234
Refuse	39,417	39,417	37,899	38,234
Total	**$2,021,125**	**$2,646,722**	**$1,964,959**	**$2,241,204**

Mission Statement

Efficiently and effectively maintain all public buildings, through preventive maintenance and repair programs, to maximize buildings' usefulness and to ensure that public buildings and their surroundings present a favorable appearance to the public.

Description:

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

Strategic Leadership Plan Objectives

The Facilities Services Section will assist department staff in completing two-year Strategic Leadership Plan Objectives to assure energy efficient and well maintained public buildings and grounds.

Major Accomplishments:

1. Fire Sprinkler System Upgrades – 4 Sites
2. Continued Phase 4 of the city's Five-Year Key Control Plan
3. Cove Structural Evaluation
4. TR Building Roof Coating
5. Restroom Cleaning Check List
6. Implementation of the InfraCat Work Order System
7. Installed new textured epoxy flooring at the Animal Shelter kennels
8. Installed new light fixtures in all three Cove locker rooms
9. Installed new ceramic tile floors at City Hall lobby and lobby restrooms
10. Installed new ceramic tile floor at Ethel Berger Pool Room
11. Installed new carpet at the east side of City Hall
12. Consolidated EMS system service to one sole source supplier
13. Implemented day cleaning schedule for the custodians
14. Completed window film installation at City Hall
15. Re-lamped all Airport Exterior Security Lights
16. The Facilities Crew completed 1,166 work orders

Goals

Goals	Objectives
Continue to maintain all building systems through a comprehensive preventive maintenance program	• Update the preventive maintenance program for all city building systems • Inspect all building systems annually
Provide prompt, friendly customer service in responding to all city facilities maintenance requests	• Inform customers as to receipt, scheduling of repairs, and completion of work orders • Randomly inspect completed work to assess quality, timeliness, and customer satisfaction • Complete all work orders with a goal of zero callbacks
Complete the comprehensive Facilities Security Plan to protect employees and assets from harm	• Finalize a General Security Plan for all city facilities • Formalize and implement a comprehensive Access Control Plan
Develop a comprehensive energy policy and plan	• Identify means of reducing energy consumption and increasing energy efficiency • Develop a comprehensive energy conservation plan

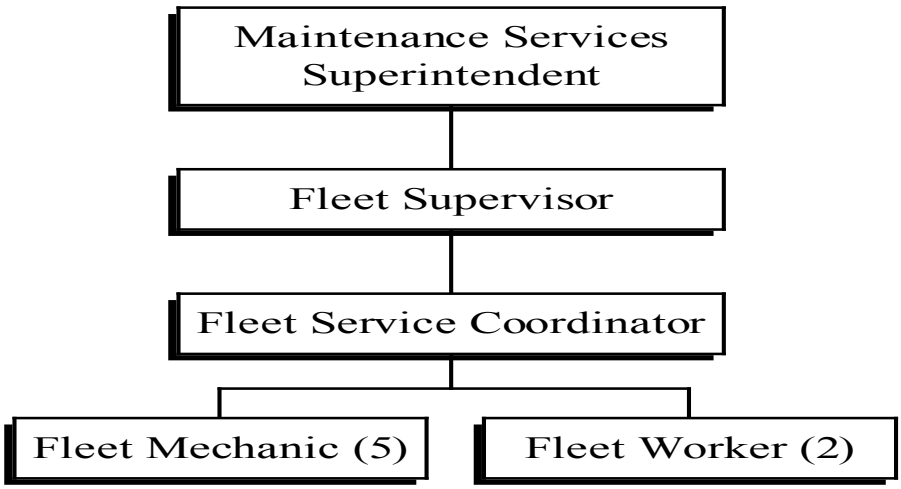
Performance Measures

	FY09/10	FY10/11	FY11/12
Complete preventive maintenance for HVAC units in all city buildings	95%	95%	95%
Complete preventive maintenance program for roofing system on city buildings	100%	100%	100%
Total Sq. Feet of Building maintained	425,790	425,790	*410,934
Total Cost per square foot of building to provide maintenance services	$4.64	$4.64	$4.61
Total Cost per square foot of building to provide maintenance services	$4.63	$4.64	$4.64

*Adjusted Square Footage Number

Facilities

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 439,277	$ 460,238	$ 441,423	$ 442,351
Salaries - Overtime	15,081	7,534	7,601	7,725
Salaries - Part Time	466	11,794	-	-
Benefits	169,352	192,446	174,200	175,893
Total Personnel	**$ 624,177**	**$ 672,012**	**$ 623,224**	**$ 625,969**
Professional Services	$ 63,389	$ 113,500	$ 116,500	$ 122,500
Electricity	695,432	574,035	574,035	574,035
Water	167,335	150,000	150,000	150,000
Natural Gas	158,234	220,000	220,000	220,000
Office Equipment Maintenance	7,635	12,000	4,400	5,900
Equipment Maintenance	22,674	39,300	39,300	43,500
Building Maintenance	44,179	65,900	43,400	72,700
Infrastructure Maintenance	25,277	38,600	38,600	40,600
Specialized Supplies	55,935	85,500	85,500	56,500
Total O&M	**$ 1,240,091**	**$ 1,298,835**	**$ 1,271,735**	**$ 1,285,735**
Buildings	156,857	561,875	70,000	-
Infastructure	-	-	-	324,000
Machinery & Equipment	-	114,000	-	5,500
Total Capital	**$ 156,857**	**$ 675,875**	**$ 70,000**	**$ 329,500**
Totals	**$ 2,021,125**	**$ 2,646,722**	**$ 1,964,959**	**$ 2,241,204**
Per Capita	$ 47.56	$ 61.29	$ 44.77	$ 51.07



Vision

Through continuous innovation, consistent asset preservation, and a comprehensive understanding of our customers and their needs, the vision of Fleet Services is to be the premier Fleet service provider for all government agencies within the region.

Expenditure By Type

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$2,123,838	$1,846,911	$2,052,465	$2,052,465
Total	**$2,027,871**	**$1,846,911**	**$2,052,465**	**$2,318,791**

Mission Statement

Maintain the City's vehicle fleet/equipment, maximize the lifecycle of assigned assets, provide safe fueling operations for all authorized customers, provide prompt quality customer service, and seek methods to curtail fueling expenditures.

Description:

Fleet Maintenance staff consists of one supervisor, fleet service coordinator, five mechanics, and two workers. This section is responsible for maintaining and providing fuel for 662 city vehicles and equipment. In addition, the group is tasked to evaluate and replace failing vehicles and equipment for all departments. Furthermore, the Fleet Maintenance staff currently provides maintenance to 22 outside government agencies and fueling services to 7 additional entities through Inter Governmental Agreements.

Strategic Leadership Plan Objectives

The Fleet Services Section will assist department staff in completing two-year Strategic Leadership Plan Objectives to assure cost effective fleet management and fueling services to other City departments and outside public agencies.

Major Accomplishments:

1. Established and filled new Fleet Coordinator position
2. Replaced four outgoing mechanics positions and one worker position
3. Replaced petroleum-based solvent parts cleaner with a Chem-Free parts cleaner
4. Changed over to an oil recycling service that pays .65 cents per gallon for used oil

Goals

Goals	Objectives
Maintain the city's and IGA fleet through various maintenance programs.	• Continue working towards the establishment of a proactive PM scheduling program for all vehicles. • Complete preventive maintenance on all vehicles within ten days of service due date. • Complete all non-emergency vehicle and equipment repairs within five days of request.
Prepare a vehicle and equipment rotation and replacement plan for all city vehicles and equipment.	• Determine the quantity and types of vehicles and equipment that have reached the end of their useful life in accordance with the vehicle rotation and replacement policy. • Assist departments in preparing specifications for all replacement vehicles and equipment. • Assist Procurement in preparing for auction of all city vehicles and equipment that are scheduled to be deleted as city assets.
Continue to improve customer service to all external agencies and internal departments.	• Meet with department representatives each year and review recommended new or replacement vehicles and equipment. • Educate customers on operational methods that could reduce future maintenance and repair costs.
Establish monthly and annual maintenance reports that analyze fleet operations.	• Establish a monthly Departmental Fleet assessment report. • Establish standards for the projected replacement of heavy equipment.
Continue to enhance the Fuel Conservation Program.	• Develop and distribute fuel consumption and mileage reports to each customer on a quarterly basis. • Continue to develop and distribute fuel conservation measures to customers.

Performance Measures

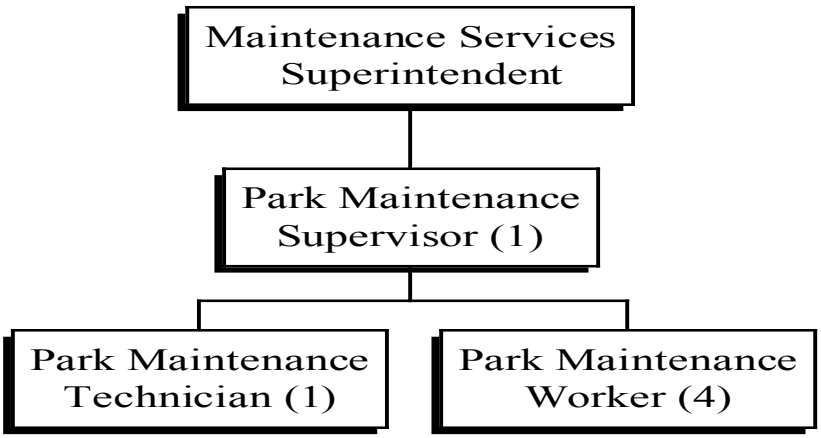
	FY09/10	FY10/11	FY11/12
Total number of vehicles and equipment	293	285	662**
Total number of service requests	4,850	4,850*	3,703**
Service requests completed for outside agencies	499	475*	541**
Gallons of fuel distributed	360,000	360,000*	374,459**
Gallons of fuel distributed to outside agencies	107,000	105,000*	113,189**

*Projected
**Adjusted (March 2011 – March 2012)

Fleet

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 405,620	$ 390,736	$ 418,654	$ 421,537
Salaries - Overtime	23,963	7,534	7,601	7,725
Salaries - Part Time	594	11,794	-	-
Benefits	120,584	135,147	139,210	141,829
Total Personnel	**$ 550,761**	**$ 545,211**	**$ 565,465**	**$ 571,091**
Professional Services	$ 9,715	$ 41,500	$ 17,000	$ 52,000
Vehicle Maintenance	464,144	570,000	580,000	612,200
Specialized Supplies	22,916	28,500	37,100	36,500
Software	420	1,700	-	-
Fuel	979,894	660,000	840,000	900,000
Total O&M	**$ 1,477,090**	**$ 1,301,700**	**$ 1,474,100**	**$ 1,600,700**
Vehicles	-	-	-	114,000
Machinery & Equipment	$ -	$ -	$ 12,900	$ 33,000
Total Capital	**$ -**	**$ -**	**$ 12,900**	**$ 147,000**
Totals	**$ 2,027,851**	**$ 1,846,911**	**$ 2,052,465**	**$ 2,318,791**
Per Capita	$ 47.72	$ 42.77	$ 46.77	$ 52.83

Professional Services Includes: Fuel Force Support and Fuel Farm Maintenance.



Vision

The Sports Fields & Grounds section of the Public Works Department is dedicated to providing service to ensure that the city's sports facilities are safe, clean, and ready for play. In addition, offering aesthetically pleasing landscapes around our city buildings. We are committed to providing these services to the citizens of Sierra Vista and the surrounding area.

Expenditure by Fund

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
General	$1,312,777	$1,331,767	$1,385,348	$428,945
Park Development	0	0	0	1,300,000
SVMPC Construction	635,238	1,500,000	0	0
Total	**$1,948,015**	**$2,831,767**	**$1,385,348**	**$1,728,945**

Mission Statement

Promote and provide quality recreational areas and public spaces for our community to access and enjoy. Professionally maintain city facilities by furnishing the highest level of service to keep areas safe, clean, aesthetically pleasing, and ready for our customers; through continuous training and promotion of our staff in the latest designs, innovations, and horticultural practices in the fields of sports facilities and grounds maintenance.

Description:

Sports Fields and Grounds staff consists of one supervisor, one technician, three workers, and two DOC inmates, who maintain 33 acres of sports facilities and 33 acres of municipal landscaping (18 sites). Maintenance at these sites includes: 27 acres of turf, 5 softball fields, 6 baseball fields, up to 17 soccer fields, 4 football practice fields, 2 tennis courts, a shuffle board court, 2 horseshoe pits, and a 2.5 acre skate and bike court. In addition, Sports Field Maintenance entails 3 central control irrigation systems and 8 sport lighting systems. Furthermore, this group maintains the landscaping around city buildings, to include turf, trees and shrubs, walkways, parking lots, and 7 central control irrigation systems. Sports Fields and Grounds staff provides maintenance for: numerous events at city facilities, countless field reservations and preparations, special events,

concerts, and parades, to name few. Lastly, staff is continually working on projects, and is involved in the development and design of our future sports fields and public grounds.

Strategic Leadership Plan Objectives
The Sports Fields & Grounds Section worked towards completing the Council two-year strategic goals: 1. Pursue the purchase of the 46+ acres of State land north and south of the Domingo Paiz complex for future city ball fields.

Major Accomplishments:

1. Supported 3,182 Sports Field reservations, totaling over 240,000 hours of use at the facilities.
2. Provided maintenance support for the 4th of July, Art in the Park, 11 sports clubs and leagues, parades, and other events.
3. City Hall Atrium Re-landscape Project.
4. Continued GIS mapping of sports fields, grounds, parks, and street landscaping.

Goals

Goals	Objectives
Make effective use of limited materials, manpower and resources to maintain sports fields and municipal grounds.	• Promote and utilize a materials and resource allocation plan. Using our limited resources, we have devised a maintenance plan that allows for "A, B, and C" level maintenance that maximizes results and minimize public nuisance complaints. • Utilize plants that are southwest desert adaptive and incorporate water harvesting into landscapes. Continue to evaluate the pilot use of artificial turf at the Sierra Vista Public library. • Allocate resources in a manner which best supports community recreational needs. Continue maintenance practices that reduce the risk of sports related injuries. • Prioritize maintenance in a way that highly used public spaces are safe and attractive.
Improve the quality of existing sites; expand sports facilities to meet community growth needs and provide quality landscaping around public buildings.	• Participate fully in the sport facilities and building grounds design and development process. Staff to review all plans during the design process. • Participate in, and supervise the actual construction of facilities. • Work with city management and the Parks and

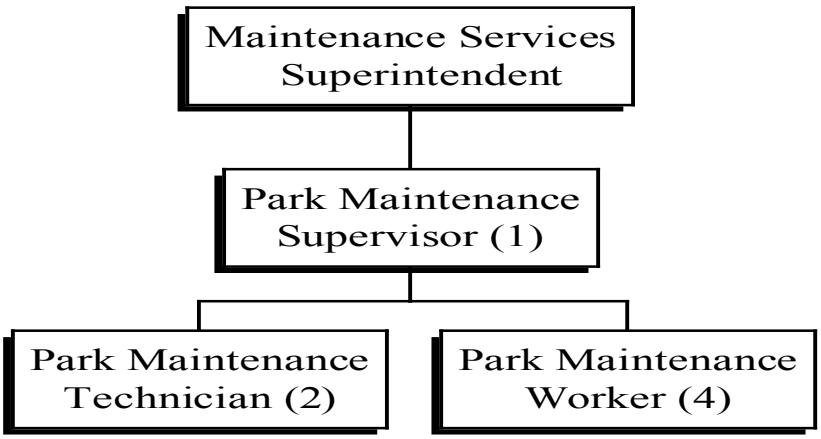
	Recreation Commission to develop new and improved alternatives that meet the changing needs of the community. • Revise and update existing sites to improve public access, as well amenities offered. • Actively engage in the public input process.
Maintain existing sports fields and building landscaping in a clean and attractive manner.	• Closely monitor public recreation areas so they remain safe for public use. • Maintain safe playing surfaces on all city-owned sports fields. • Keep public building areas litter free and neatly groomed, budget permitting. • Manage the open spaces under city maintenance as resources permit.
Request manpower and resources needed to properly maintain sports fields and grounds.	• Monitor and evaluate trends in sports fields and grounds maintenance. • Track usage trends for pre and post emergent herbicides and related chemicals. • Utilize workers in a cost efficient manner. • Use the city budget process to educate and inform the public on what it takes to maintain our facilities.
Insure that all staff are properly trained and fully certified to safely perform their job duties.	• Hire the best available applicants when vacancies occur and permission to hire is received. • Manage, track, and maintain the various certifications of staff. • Request a budget amount that insures that safety training requirements are fully met. • Perform regular and timely in-service training on safety related issues for all staff.

Performance Measures

	FY08/09	FY 09/10	FY 10/11
Sq feet of Sports Fields maintained	1,327,961	1,567,961	1,567,961
Sq feet of Public Grounds maintained	1,249,195	1,384,017	1,450,102
Vandalized areas repaired within five working days	95%	100%	90%
% of Sports Fields Maintained at “A” or “B” level	100%	100%	90%
% Of Building Grounds Maintained at “A” or “B” Level	79%	72%	75%

Sports Fields & Ground Maintenance Services

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 666,726	$ 688,192	$ 210,176	$ 213,597
Salaries - Overtime	4,253	6,529	2,196	6,695
Salaries - Part Time	25,924	15,486	-	-
Benefits	250,680	274,192	77,651	79,478
Total Personnel	**$ 947,582**	**$ 984,399**	**$ 290,023**	**$ 299,770**
Professional Services	$ 7,539	$ 8,000	$ 92,050	$ 23,000
Building Maintenance	21,679	19,000	-	-
Vehicle & Equipment Maint	12,884	15,000	6,075	6,075
Infrastructure Maintenance	97,995	105,000	51,200	53,200
Travel & Training	13,443	13,368	-	-
Office Supplies	926	1,000	-	-
Specialized Supplies	103,847	110,000	37,500	37,500
Tree Donations	-	1,000	-	400
Total O&M	**$ 258,312**	**$ 272,368**	**$ 186,825**	**$ 120,175**
Improvements Other Than Bldgs	$ 28,758	$ -	$ 750,000	$ 1,300,000
Vehicles	$ 78,124	$ 75,000	$ 8,500	9,000
Buildings	$ 635,238	$ 1,500,000	$ -	-
Machinery & Equipment	-	-	150,000	-
Total Capital	**$ 742,121**	**$ 1,575,000**	**$ 908,500**	**$ 1,309,000**
Totals	**$ 1,948,015**	**$ 2,831,767**	**$ 1,385,348**	**$ 1,728,945**
Per Capita	$ 45.84	$ 65.57	$ 31.57	$ 39.39



Vision

The Parks Facilities section of the Public Works Department is dedicated to providing service to ensure the preservation of city parks, offering a clean and safe recreational environment to the citizens of Sierra Vista and the surrounding area.

Expenditure by Fund				
	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2012
General	9,528	0	$543,305	$588,483
CIF	0	0	0	900,000
Donations	0	0	0	25,000
Development Fees	0	0	15,000	0
Total	**0**	**0**	**$558,305**	**$1,513,483**

Mission Statement

Promote and provide quality recreational areas and public spaces for our community to access and enjoy. Professionally maintain city facilities by furnishing the highest level of service to keep areas safe, clean, aesthetically pleasing, and ready for our customers; through continuous training and promotion of our staff in the latest designs, innovations, and horticultural practices in the field of park facility maintenance.

Description:

Parks Facilities staff, consisting of one supervisor, two technicians, four workers, and four DOC inmates maintains 280 acres of park sites (21) and 8 miles of park trails. Maintenance at these sites include: 26 acres of turf , a dog park, 17 playgrounds, 5 basketball courts, 3 volleyball courts, 2 exercise sites, a play fountain, 21 ramadas, 18 restrooms, 8 central control irrigation systems, and 2 sport lighting systems. In addition, the park maintenance group cares for the City's Aquatics Center pool operating systems, which includes a 425,000 gal wave pool, 138,000 gal dive pool, and a 8700 gal therapy pool. The parks employees provide maintenance support for numerous events at city facilities, countless ramada and park reservations, special events, concerts, movies, Christmas festivities, and parades to name a few. Lastly, staff is continually working on park projects and is involved in the development and design of our future parks and existing park sites.

Strategic Leadership Plan Objectives
The Parks Facility Maintenance Division will work towards completing the Council two-year strategic goals: 1. Construct all or part of Phase A of Garden Canyon Park as park development fees become available.

Major Accomplishments:

1. Provided in-kind service and support to the McFadden Park landscape project, which integrates water-harvesting features.
2. Supported the Centennial Celebration held at Veterans' Memorial Park and installed the Veterans' monument.
3. Installed shade cover over the Timothy Lane Park playground, thus providing shade for patrons and improving the site.
4. Provided additional access point and parking at Garden Canyon Park, per Council's Two Year Strategic objective.
5. Continued working with volunteer groups and receiving donations, both lending to our maintenance effort and park development.
6. Supported 797 Parks reservations totaling 6,800 hours of use at Park facilities.
7. Supported 671 reservations at Aquatics Center, totaling 2,024 hours of use at the facility.
8. Provided maintenance support for the Fun-Fest, Festival of Southwest, Relay for Life, 4th of July, Art in the Park, Cars in the Park, Movies in the Park, concerts, Christmas displays, numerous parades, and other events.

Goals

Goals	Objectives
Make effective use of limited materials, manpower, and resources to maintain safe parks and the Aquatics Center's pool operating systems.	• Utilize, promote and use a materials and resource allocation plan. Using our limited resources, we have devised a maintenance plan that allows for "A, B, and C" level maintenance that maximizes results and minimize public nuisance complaints. • Utilize plants that are southwest desert adaptive and incorporate water-harvesting into landscapes. • Allocate resources in a manner which best supports community recreational needs. Prioritize maintenance in a way that highly used public spaces are safe and attractive.
Improve the quality of existing parks and Aquatics Center; expand the park system and recreational amenities to meet community growth needs.	• Participate fully in the park design and development process. Park staff review all plans during the park development process. • Participate in, and supervise the actual construction of public parks.

	• Work with City management to develop new and improved alternatives that meet
	the changing needs of the community. • Revise and update existing parks to improve public access as well as amenities offered. • Actively engage in the public input process.
Maintain existing parks, open space, and amenities in a clean and attractive manner.	• Closely monitor public recreation areas so they remain safe for public use. • Maintain safe playing surfaces at all city-owned play grounds and courts. • Keep park sites litter free and neatly groomed, budget permitting. • Manage the open spaces under city maintenance as resources permit. • Maintain Aquatics Center pool operating systems to ensure the health and safety of the public.
Request manpower and resources needed to properly maintain public parks and the Aquatics Center's pool operating systems.	• Monitor and evaluate trends in grounds, turf, parks, pool maintenance, to include equipment related to each field of work. • Track usage trends for pre and post emergent herbicides and related chemicals. • Utilize worker in a cost efficient manner. • Use the city budget process to educate and inform the public on what it takes to maintain our parks and the Aquatics Center's pool operating systems.

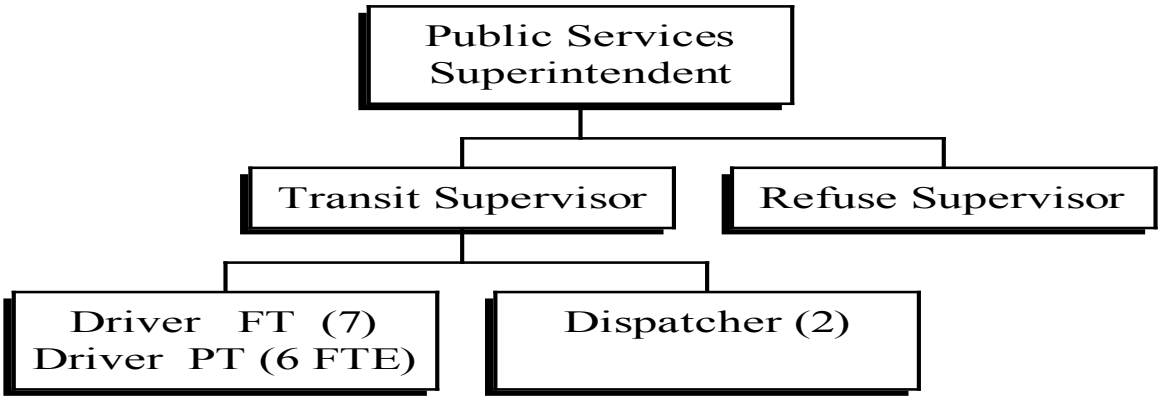
Performance Measures

	FY09/10	FY10/11	FY11/12
Square feet of developed parkland maintained	5,454,215	5,767,344*	5,767,344
Square feet of "natural parkland" maintained	6,446,880	6,446,880	6,446,880
Linear feet of Park trails and paths maintained	116,528	42,240*	42,240
Vandalized areas repaired within five working days	100%	85%	80%
Percent of public Parks maintained to the "A" or "B" level	72%	70%	75%

*Numbers adjusted after City Department Re-organization

Parks Facilities Maintenance Services

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 7,922	$ -	$ 259,100	$ 265,304
Overtime	$ 101	$ -	$ 4,392	6,695
Benefits	1,505	-	100,063	103,984
Total Personnel	**$ 9,528**	**$ -**	**$ 363,555**	**$ 375,983**
Professional Services	$ -	$ -	$ 20,450	$ 6,300
Building Maintenance	-	-	19,000	18,000
Vehicle & Equipment Maint	-	-	6,075	6,000
Infrastructure Maintenance	-	-	50,225	51,200
Travel & Training				
Office Supplies	-	-	57,500	65,500
Recreation Supplies	-	-	41,500	41,500
Total O&M	**$ -**	**$ -**	**$ 194,750**	**$ 188,500**
Improvements Other Than Bldgs	**$ -**	**$ -**	**$ -**	$ 925,000
Land	-	-	-	-
Machinery & Equipment	-	-	-	24,000
Total Capital	**$ -**	**$ -**	**$ -**	**$ 949,000**
Totals	**$ 9,528**	**$ -**	**$ 558,305**	**$ 1,513,483**
Per Capita	$ 0.22	$ -	$ 12.72	$ 34.49



Description:

The Transit Services Section is responsible for the planning of public transit routes and equipment purchases in accordance with the Vista Transit Master Plan, along with overseeing the day-to-day operations for the Sierra Vista Transit System.

Administrative Expenditure By Type

	Actual FY 2010	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2012
LTAF	$196,281	$222,099	$244,018	$224,606
Total	**$196,281**	**$222,099**	**$244,018**	**$224,606**

Operations Expenditure By Type

	Actual FY 2010	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2012
LTAF	$2,479,002	$2,726,562	$1,112,270	$1,302,299
Total	**$2,479,002**	**$2,726,562**	**$1,112,270**	**$1,302,299**

Strategic Leadership Plan Objectives

The Transit Services Section will:

1. Survey commuting patterns of major employers in the community, including Fort Huachuca, and analyze opportunities for reducing single occupancy vehicle trips.

Major Accomplishments:

1. Installed a camera security system at the Vista Transit Center to improve the safety of staff and passengers and enhance overall security.
2. Evaluated all current bus shelters for ADA compliance, adopted a plan to reposition and redesign shelters to allow for greater accessibility.
3. Expanded Vista Transit advertising efforts; collecting nearly $5,000 in revenues.
4. Collaborated with SEAGO in a regional transit coordination plan.

5. Constructed an awning addition to the city's alternative fueling facility for buses and other city vehicles using grant funding administered through the Arizona Department of Transportation.
6. Constructed a new Vista Transit storage facility and added energy efficient LED lighting to our wash rack.
7. Applied for and received a rural transportation grant for the purpose of analyzing opportunities for reducing single occupancy vehicle trips.
8. Implemented automated Zonar vehicle inspections for better maintenance tracking, driver accountability and reduction of paper consumption.
9. Updated Engraph Paraplan software to improve coordination and efficiencies in Vista Transit's curb to curb services.

G42 Performance Measures

- Passenger Trips: 163,005
- Project Miles: 234,388
- Vehicle Service Hours: 14,452 annual
- Vehicle Service Hours: 42.58 per day
- Cost per passenger trip: $6,17
- Cost per mile: $4.29
- Cost per service hour: $69.58
- Volunteer drivers: 0
- Personal vehicles in service: 0
- Major incidents: 0
- Major injuries: 0
- Fatalities: 0

Goals

Goals	Objectives
Effectively market Vista Transit services to citizens of Sierra Vista and Fort Huachuca	• Educate general public about Vista Transit services and increase ridership. • Introduce the Vista Transit services to at least one new user group each quarter.
Monitor existing route configuration to determine operational efficiency	• Monitor route effectiveness and consider route modifications. • Conduct quarterly passenger surveys to assess customer satisfaction and determine where passengers want to go.
Identify and pursue alternative and supplemental funding resources.	• Develop a list of potential Vista Transit advertisers and pursue long-term advertising contracts. • Expand advertising options such as on board video and bus shelter advertising. • Identify potential transportation partners/sponsors.
Improve Vista Transit's safety, security and emergency preparedness	• Implement Safety Security Emergency Planning and Preparedness recommendations proposed during Vista Transit's voluntary onsite DOT inspection.
Improve staffing and bussing operational efficiencies	• Monitor and adjust dispatcher staffing levels and working hours in relation to demand. • Monitor and adjust driver staffing levels and working hours in relation to demand. • Utilize Engraph Software to improve curb to curb routing efficiencies. • Update Access database from 2000 to 2007 version in order to improve ADOT reporting accuracy, database stability and increase program capabilities.

Performance Measures

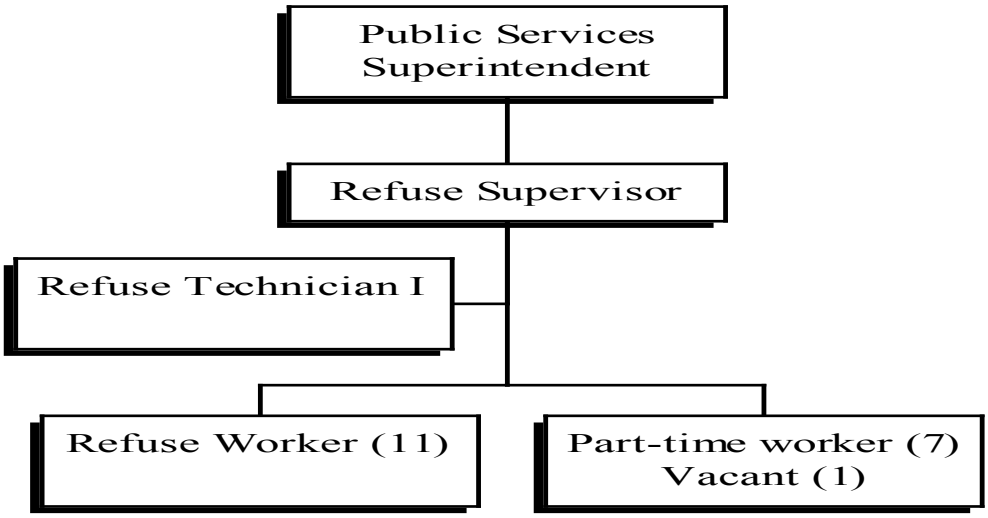
	FY09/10	FY10/11	FY11/12
Total number of passengers	171,018	186,867	163,005
Annual vehicle revenue miles	247,032	251,362	234,388
Annual vehicle revenue hours	15,153	15,328	14,452
Operational cost per passenger trip	$4.22	$5.22	$6.17
Operational cost per vehicle revenue mile	$2.92	$3.72	$4.29
Operational cost per vehicle revenue hour	$47.62	$61.25	$69.58

Transit Administration

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 44,926	$ 51,730	$ 57,616	$ 63,378
Salaries - Overtime	-	1,492	1,662	-
Benefits	13,106	18,719	20,021	21,132
Total Personnel	**$ 58,032**	**$ 71,941**	**$ 79,299**	**$ 84,510**
Professional Services	$ 86,365	$ 95,158	$ 107,719	$ 79,796
Electricity	7,481	5,000	5,000	5,000
Water	835	2,000	2,000	2,000
Telphone	803	5,000	5,000	5,000
Natural Gas	2,026	3,000	3,000	3,000
Equipment Maintenance	-	-	2,000	3,500
Printing & Binding	9,083	12,000	12,000	12,000
Travel & Training	5,023	6,000	6,000	6,300
Office Supplies	1,502	2,000	2,000	3,500
Advertising	25,132	20,000	20,000	20,000
Software	-	-	-	-
Specialized Supplies	-	-	-	-
Total O&M	**$ 138,249**	**$ 150,158**	**$ 164,719**	**$ 140,096**
Totals	**$ 196,281**	**$ 222,099**	**$ 244,018**	**$ 224,606**
Per Capita	$ 4.62	$ 5.14	$ 5.56	$ 5.12

Transit Operations

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 272,938	$ 237,708	$ 267,662	$ 272,909
Salaries - Overtime	4,111	-	-	4,586
Salaries - Part Time	162,761	198,480	167,526	142,914
Benefits	142,764	148,596	151,536	150,484
Total Personnel	**$ 582,575**	**$ 584,784**	**$ 586,724**	**$ 570,893**
Professional Services	$ 321	$ 1,000	$ 1,000	$ 100
Electricity	-	-	-	-
Water	-	-	-	-
Natural Gas	-	-	-	-
Telephone	7,352	8,100	8,100	6,100
Vehicle Maintenance	98,975	100,000	100,000	95,000
Equipment Maintenance	3,500	2,000	-	-
Infrastructure Maintenance	3,672	8,700	8,700	4,500
Building Rentals	-	-	-	-
Equipment Rentals	1,000	4,000	-	-
Insurance	42,973	40,000	45,000	45,000
Printing & Binding	-	-	-	-
Travel & Training	-	-	-	-
Advertising	-	-	-	-
Software	-	-	-	-
Specialized Supplies	30,363	21,600	22,046	18,506
Fuel	126,303	100,000	150,000	145,000
Total O&M	**$ 314,457**	**$ 285,400**	**$ 334,846**	**$ 314,206**
Buldings	-	1,325,000	-	-
Improvements Other Than Bldgs	$ 456,970	$ 659,378	$ 101,000	$ 84,500
Machinery and Equipment	$ -	$ 72,000	$ 89,700	$ 52,700
Vehicles	1,125,000	1,125,000	-	280,000
Total Capital	**$ 1,581,970**	**$ 1,856,378**	**$ 190,700**	**$ 417,200**
Totals	**$ 2,479,002**	**$ 2,726,562**	**$ 1,112,270**	**$ 1,302,299**
Per Capita	$ 58.34	$ 63.14	$ 25.34	$ 29.67



Description:

This Section is funded by the Refuse Enterprise Fund and responsible for the collection of solid waste generated by City residents and commercial customers. This section is also responsible for overseeing recycling programs and composting operations at the City's Material Reclamation Facility (MRF) and Environmental Operations Park (EOP).

Expenditure By Type

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
Refuse	$3,081,605	$3,386,412	$6,457,739	$4,999,625
Total	**$3,081,605**	**$3,386,412**	**$6,457,739**	**$4,999,625**

Strategic Leadership Plan Objectives

The Refuse Division work towards the following two-year objectives:

1. Implement an improved recycling program that expands recycling opportunities for all city residents, and explore adding recycling for commercial customers.
2. Complete an analysis of long-term financial viability of offering City refuse services.

Major Accomplishments:

1. Acquired the Fort Huachuca Residential Trash/Recycling Contract.
2. Supported special community events, including the annual Customer Appreciation Day, Public Works Open House, West End Block Party, Fourth of July Celebration, and Festival of the Southwest.
3. Began to integrate refuse data to the GIS System.
4. Expanded the Composting Program through television commercials and by providing bagged compost to residents in order to assess the viability of expanding compost product options.
5. Completed plans for the city's Composting Facility, which will incorporate bioslids into the composting operation to generate "Class A" compost.
6. Expanded residential and commercial solid waste collection by offering roll-off services.

Goals

Goals	Objectives
Incorporate operational modifications to improve overall efficiencies	• Implement route efficiency software to improve operating efficiencies •
Provide a high level of service to our customers	• Respond to customer inquiries within two working days • Respond to new service orders within three working days
Offer residents additional composting options to reduce waste stream volumes	• Evaluate options to expand residential collection options for composting materials • Support the city's annual Christmas Tree Recycling Program
Conduct special annual events to encourage community involvement	• Participate in Customer Appreciation Day, Earth Day Events, and National Public Works Week to promote waste reduction and recycling
Provide diverse venues for community residents to reduce, reuse, and recycle various waste	• Increase citizen participation in the city's Residential Recycling Program

Performance Measures

	FY09/10	FY10/11	FY11/12
Tons of recyclable materials collected	625	700	1,030*
Work orders received and processed	6,847	7,000	5,687
Operating cost per ton for recycling collection	$155	$155	$134
Percentage of Refuse customers registered for Recycling	54%	55%	63%

*Curbside Recycling

Refuse

Expenditures	FY 2010/2011 Actuals	FY 2010/2011 Budgeted	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted
Salaries - Regular	$ 479,218	$ 472,044	$ 567,064	$ 553,553
Salaries - Overtime	7,039	18,583	18,750	18,750
Salaries - Part Time	111,683	97,437	98,752	100,360
Benefits	286,855	224,298	220,911	254,562
Total Personnel	**$ 884,796**	**$ 812,362**	**$ 905,477**	**$ 927,225**
Depreciation Expense	$ 316,887	$ 370,000	$ 370,000	$ 370,000
Professional Services	16,308	49,750	282,750	56,500
Intergovernmental Contracts	1,276,254	1,268,000	1,363,637	1,364,000
Water	4,982	9,000	9,000	9,000
Vehicles & Equipment Maint	152,386	322,000	275,000	302,500
Infrastructure Maintenance	2,492	15,000	15,000	23,000
Professional Associations	339	2,000	2,000	2,000
Rentals	14,875	7,500	7,500	5,000
Travel & Training	1,346	7,200	7,200	7,200
Printing & Binding	1,920	19,300	21,000	21,000
Postage	-	5,800	5,800	5,800
Advertising	852	49,000	56,000	58,000
Supplies	1,252	2,400	2,400	2,400
Specialized Supplies	231,723	254,600	476,975	347,500
Fuel	175,194	192,500	258,000	262,500
Total O&M	**$ 2,196,809**	**$ 2,574,050**	**$ 3,152,262**	**$ 2,836,400**
Machinery & Equipment	$ -	$ -	$ -	$ 19,000
Infastructure	-	-	1,250,000	-
Buildings	-	-	-	650,000
Vehicles	-	-	1,150,000	567,000
Total Capital	**$ -**	**$ -**	**$ 2,400,000**	**$ 1,236,000**
Totals	**$ 3,081,605**	**$ 3,386,412**	**$ 6,457,739**	**$ 4,999,625**
Per Capita	$ 72.52	$ 78.41	$ 147.14	$ 113.92

Professional Services include: Refuse DOC labor, answering service, rate review and operational review consultant, and portable toilet contracting.
The Intergovernmental Contracts include: County Transfer Station tipping fees and County rate increases.

CITY OF SIERRA VISTA

ARIZONA

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 in 2009 and again in 2011.

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.

The City Manager utilized the development of a capital improvement submittal developed by the Citizens' Advisory Commission (CAC). The CAC is comprised of appointed members representing a city council member.

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 regards to specific capital improvement needs in their department. To ensure an effective use of departmental resources, it was decided that the City Manager would review the list and select projects that have a reasonable start date in the next five years. The City Manager did not feel it was necessary for departments to submit a justification for projects that will be started in the next five to ten years. The reason for not submitting these projects is 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.

Once the City Manager selected the projects that have a reasonable start date in the next five years, Department Directors were required to submit a capital improvement submittal form for each project. The submittal form included detailed information in regards to each project. Many of the areas addressed in the submittal form were recommendations from the CAC. Departments prioritized projects as well as provided justification for why each project should be included in the CIP.

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

1	**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.** 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 an significant public welfare situation –or- This project will have a significant impact on the ability to retain and expand business in Sierra Vista
2	**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.** 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.
3	**This is a project that needs to be completed in the five-year time frame and shouldn't be delayed beyond five years.** This project will address a potential public safety concern –or- This is a project that has outside funding and low commitment from the City.

4	**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.** 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.
5	**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.** These are projects that do not generally support the Council's five-year strategic plan goals –or- This is a project that will have a tremendous impact on the City's general fund operating budget.

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 priority were modified.

The next step in the process was to have the Citizens' Advisory Commission (CAC) review the projects and make recommendations on the CIP. The CAC met every week for over a month to analyze every project and give their rankings. The CAC was mostly concerned with youth activities, but agreed with the CIP recommendations from the City on almost all projects. The input from the CAC was important to developing the Capital Improvement Plan. The council will also use their recommendations in their next Strategic Leadership Plan.

Capital Improvement Projects

The City of Sierra Vista has adopted a policy in regards 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 departments 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, ie: Police and Fire expansion.
Major Improvement: If a project makes a major improvement to an existing asset. An example of this is the Police Station Expansion.
Plans and Studies: A major plan that has cost 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.
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.

Funding Sources/ General 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. Projects that will be funded entirely or partially by the General Fund/ Capital Improvement Fund are listed below, with the planned year that funds will be expended.

Project	FY13	FY14	FY15	FY16	FY17	Total
Financal Software Package	$ 425,000	150000				$ 575,000
Unified Communication System	$ 425,000					
Golden Acre Street Improvements	$ 180,000					
Youth Center	$ 150,000					
City Storage Facility		$ 100,000	$ 650,000			$ 750,000
Com Development Office Reconfiguration		$ 500	$ 10,000			$ 10,500
Domingo Paiz Sports Fields		$ 1,750,000	$ 1,750,000			$ 3,500,000
Roadrunner Park		$ 100,000	$ 2,500,000			$ 2,600,000
AV Anderson Park		$ 100,000	$ 2,000,000			$ 2,100,000
Total	**$ 1,180,000**	**$ 2,200,500**	**$ 6,910,000**	**$ -**	**$ -**	**$ 9,535,500**

Local Transportation Assistance Fund (LTAF)

There are three proposed project to be funded by LTAF in FY13-FY17. LTAF funds are used for local transportation.

Project	FY13	FY14	FY15	FY16	FY17	Total
Vista Transit Bus Canopy Installation Project		$ 400,000	$ 100,000			$ 500,000
Vista Transit Fry Boulevard Bus Pull-outs Project		$ 250,000	$ 250,000	$ 250,000		$ 750,000
Vista Transit Bus Pull-Out Fry Blvd. Project		$ 150,000	$ 300,000	$ 300,000		$ 750,000
Total	**$-**	**$ 800,000**	**$ 650,000**	**$ 550,000**	**$-**	**$ 2,000,000**

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 to receive. The development impact fees are in place to provide the same level of service to the community with an increase in population. A list of projects proposed to be funded by development impact fees are below.

Project	FY13	FY14	FY15	FY16	FY17	Total
Coronado Drive Widening Project(Carmelita to SR90 Bypass)	$ 800,000					$ 800,000
Domingo Paiz Land	$ 1,300,000					
Coronado Drive Widening Project (Busby to Golf Links)		$ 1,000,000	$ 1,000,000			$ 2,000,000
Seventh Street / Golf Links Rd. Signal Improvement		$ 350,000				$ 350,000
Garden Canyon Linear Park		$ 324,000	$ 150,000	$ 150,000	$ 150,000	$ 774,000
Total	**$ 2,100,000**	**$ 1,674,000**	**$ 1,150,000**	**$ 150,000**	**$ 150,000**	**$ 3,924,000**

Sewer Fund

The City maintains enterprise funds that are funded though fees for service. These funds are used for sewer and refuse. There are several projects that will be funded by the Sewer Fund.

Project	FY13	FY14	FY15	FY16	FY17	Total
Bio-Solids Handling Improvement Project	$ 4,400,000					$ 4,400,000
Sulger Septic Replacement Project	$ 3,500,000					$ 3,500,000
EOP Solar Farm Project				$ 250,000	$ 10,000,000	$ 10,250,000
Total	**$ 7,900,000**	**$-**	**$-**	**$ 250,000**	**$ 10,000,000**	**$ 18,150,000**

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. The total project cost is listed below and then broken into parts in the description section.

Project	FY13	FY14	FY15	FY16	FY17	Total
Multi-Use Path (MUP) to Higher Education Project	$ 443,000					$ 443,000
Buffalo Soldier Trail (BST) Multi-Use Path (MUP) Project	$ 530,370					$ 530,370
Multi Use Pathway Connectivity Projects (Colombo/Giulio/Cesare/Coronado)	$ 575,673					$ 575,673
Street Reconstruction Project	$ 865,000					$ 865,000
Busby Widening	$ 267,443					$ 267,443
Wilcox Reconstruction	$ 1,000,000					$ 1,000,000
7th Street Overlay	$ 1,325,200					$ 1,325,200
Charleston Road Block Wall		$ 200,000				$ 200,000
Campus Drive/Colombo Ave. Signal Improvement Project		$ 50,000	$ 50,000	$ 350,000		$ 450,000
El Camino/ Wilcox Drive Signal Improvement Project		$ 200,000	$ 200,000			$ 400,000
Charleston/Wal-Mart Signal Installation Project			$ 350,000			$ 350,000
North Garden Ave./Fry Blvd. Intersection Improvement Project			$ 150,000	$ 150,000		$ 300,000
Avenida Escuela Bridge Construction Project			$ 200,000	$ 300,000	$ 2,000,000	$ 2,500,000
Seventh Street and Golf Links Rd. Signal Improvement Project			$ 350,000			$ 350,000
Buffalo Soldier Trail/Golf Links Signal Improvement Project				$ 350,000		$ 350,000
Avenida Del Sol Widening Project (SR 90 East to Camino Del Norte)				$ 750,000	$ 375,000	$ 1,125,000
Bella Vista Wash Stabilization Project				$ 400,000	$ 2,000,000	$ 2,400,000
Regional Storm Water Recharge Basins Mitigation Program				$ 500,000	$ 650,000	$ 1,150,000
Total	**$ 5,006,686**	**$ 450,000**	**$ 1,300,000**	**$ 2,800,000**	**$ 5,025,000**	**$ 14,581,686**

Refuse Fund

The City maintains enterprise funds that are funded though fees for service. These funds are used for sewer and refuse. There are several projects that will be funded by the Refuse Fund.

Project	FY13	FY14	FY15	FY16	FY17	Total
Compost and Maintenance Facility	$ 650,000	$ 1,250,000				$ 1,900,000

Airport Fund

The Airport Fund will fund a portion of capital improvement projects. The list is presented below.

Project	FY13	FY14	FY15	FY16	FY17	Total
Taxiway "G" Project	$ 669,465					$ 669,465
Taxiway "P" Signage and Lightning Project	$ 940,000					$ 940,000
Automated Surface Observing Systems (ASOS) software update			$ 100,000			$ 100,000
Airport Sweeper		$ 300,000				$ 300,000
Runway 03/21 Overlay			$ 1,000,000	$ 1,000,000		$ 2,000,000
Taxiway "J"Extension Phase IV			$ 300,000	$ 3,500,000	$ 750,000	$ 4,550,000
Taxiway "P" Signage and Lighting Project Phase 2			$ 500,000			$ 500,000
RWY 03/21 Overlay Project				$ 1,000,000	$ 1,000,000	$ 2,000,000
Total	**$ 1,609,465**	**$ 300,000**	**$ 1,900,000**	**$ 5,500,000**	**$ 1,750,000**	**$ 11,059,465**

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.

Project	FY13	FY14	FY15	FY16	FY17	Total
Ken McFadden Park	$ 25,000					$ 25,000
Emergency Power Generator Retrofit Project, Various Locations		$ 225,000				$ 225,000
Pedestrian Connection Fry Blvd. To N. Carmichael		$ 15,000	$ 315,000			$ 330,000
ADA Street Improvements		$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 200,000
Busby Drive Sidewalks		$ 450,000				$ 450,000
Drainage Problems in Southwest Sierra Vista Residential Area		$ 150,000				$ 150,000
Completion of Various CDBG Projects		$ 325,000	$ 325,000			$ 650,000
Seventh Street Pedestrian Construction			$ 225,000			$ 225,000
Total	**$ -**	**$ 1,215,000**	**$ 915,000**	**$ 50,000**	**$ 50,000**	**$ 2,230,000**

Capital Improvement Plan Six to Ten Years

The City of Sierra Vista also maintains a capital improvement plan for projects expected to be completed in the next ten years. Projects listed below are in the long-term plans of the City.

Project		5 Year Total
Youth Center	$	5,000,000
Annual Major Street Reconstruction Project	$	8,250,000
Tribute Water Reclamation Facility	$	10,000,000
Relocation of Fire Station No. 2	$	4,000,000
Public Safety Communication Center	$	3,000,000
Public Safety Training Facility	$	2,000,000
Regional Stormwater Recharge Basins Mitigation/Flood Control	$	750,000
Foothills Drive Right Turn & Median	$	275,000
Avenida Del Sol Widening (SR90 to Snyder)	$	250,000
Runway 12/30 Extension	$	1,500,000
BST Extension (SR92 to Avenida Del Sol)	$	3,250,000
Taxiway "D" Extension	$	850,000
Garden Canyon Linear Park	$	1,100,000
Police Substation	$	3,000,000
Village Meadows Sewer Improvements	$	3,800,000
BST/Avenida Del Sol Signal	$	250,000
Fry Townsite Sewer Improvements	$	1,272,500
Town and County Sewer Improvements	$	5,000,000
Avenida Cochise/Avenida Del Sol Signal	$	400,000
Snyder/Avenida Del Sol Signal	$	300,000
Guilio Cesare (SR90 to Charleston)	$	1,000,000
City Hall Renovation Project	$	500,000
El Camino Real/Coyotee Wash Crossing Improvements	$	350,000
Avenida Del Sol Construction (Calle Cumbre to BST)	$	3,500,000
Cyr Center Park Phase II and III	$	2,000,000
South Park and Equestrian Center	$	750,000
Community Tennis Courts	$	1,000,000
Airport GA Terminal Building	$	500,000
Javelina Park Desing and Construction	$	1,500,000
Public Recreation Center	$	14,000,000
Small Performing Arts Center (550 Seats)	$	9,000,000
Special Event Park	$	2,000,000
New Westside Historical Museuem/CVB Offices	$	6,000,000
Branch Library	$	7,300,000
Public Safety WiFi Project	$	2,000,000
Sewage Package Plant; section 36	$	10,100,000
Busby Drive/SR92 Signal Improvement Project	$	300,000
SR 92/ Snyder Blvd Intersection Signal Improvement Project	$	400,000
Air Traffic Control (ATC) Tower Construction	$	10,000,000
Buffalo Soldier Trail Extension Project	$	4,200,000
Sierra Vista Municipal Airport FBO Maintenance Hangar	$	300,000
CNG Fast Fill Public Access Fueling Station	$	1,600,000
Section 36 Detention Basin	$	500,000
Tompkins Park / 7th Street Median Project (Katherine Dr, to BST)	$	225,000
Busby Drive/SR 92 Signal improvement	$	300,000
Buffalo Soldier Trail Extension	$	950,000
Total	$	134,522,500

FY 2013
Capital Improvement Plan

FY13 Capital Improvement Projects

General/Capital Improvement Fund

1. Finance Software Package
2. Garden Avenue Street Improvements
3. Youth Center
4. Unified Communication System

Highway User Revenue Fund (HURF Projects)

5. Path to Higher Learning Multi-Use Path
6. Buffalo Soldier Trail Multi-Use Path from 7th Street to Golf Links
7. Colombo/Guilo Cesare/Coronado Multi-Use Path Connectivity
8. Street Reconstruction
9. Busby Street Improvements
10. Wilcox Reconstruction
11. 7th Street Overlay

Airport Fund

12. Taxiway "G"
13. Taxiway "P" Signage and Lighting Project

Enterprise Funds

14. Biosolids Handling Improvements
15. Sulger Sewer Replacement Project
16. New Compost Building/Dumpster Maintenance Area

Development Fees

17. Coronado Drive Widening (Carmelita to SR90)
18. Domingo Paiz Land

Donations

19. Ken McFadden Park

1. Finance Software Package

Update the City's Financial Software. The current system utilize old technology with expensive maintenance costs.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
CIF	$425,000	$150,000				$575,000

2. Garden Avenue Street Improvements

With the potential sale of State Park Land on the corner of Garden Ave/Taylor Drive the proceeds would be put back into street improvements on Garden Ave.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
CIF	$180,000					$150,000

3. Youth Center

This project would install a modular building for a temporary youth center.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
CIF	$150,000					$150,000

4. Unified Communication System

During the Monument Fire it became apparent that the City needed to update its telecommunication system. This plan would upgrade all analog lines to digital and improve communication with the public.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
General	$425,000					$425,000

5. Multi-Use Path (MUP) to Higher Education Project

The proposed Project is a shared-use pathway along the south side of the Charleston Wash between Colombo Avenue and Giulio Cesare Avenue, in the City of Sierra Vista. The shared-use pathway will be 10 feet wide, 3700 feet long, and constructed of asphalt. Landscape enhancements will also be included as part of this project. Construction of this pathway will provide a safe, grade separated, all-weather corridor for pedestrians, cyclists and the disabled traveling along Charleston Wash.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$443,000					$443,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$4,000	$4,000	$8,000

6. Buffalo Soldier Trail Multi-use Path (7th to Golf Links)

The proposed project is a shared-use pathway along the east side of Buffalo Solider Trail between 7th Street and Golf Links Road, in the City of Sierra Vista. The shared-use pathway will be 10 feet wide, 4800 feet long, and constructed of asphalt. Landscape enhancements will also be included as part of this project. Construction of this pathway will provide a safe, grade separated, corridor for pedestrians, cyclists, and the disabled traveling along Buffalo Solider Trail. Once the project is completed, people from the community will have a safe alternative access route to Tompkins Park and to the riparian areas along Woodcutter's Wash.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$530,370					$530,370

7. Shared Use Pathway Connectivity Projects (Colombo/Giulio Cesare/Coronado)

This project will provide connectivity at three locations of existing or funded shared use pathway projects. The key elements and locations are listed below:

- Segment 1 – approx 1,175 feet on the east shoulder along Coronado Drive from Tacoma to SR90 Bypass.
- Segment 2 – approx 1,650 feet on the east shoulder along Colombo Drive from the Path to Higher Education to Charleston Road.
- Segment 3 – approx 1,950 feet on the east shoulder along Giulio Cesare Ave from the Path to Higher Education to Charleston Road.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$575,637					$575,637

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$2,500	$2,500	$5,000

8. Street Reconstruction

This project will be used for major street reconstruction on South Moson Road, Colombo, Snyder, Campus, Kachina Trail, and the possible addition if the SSVEC franchise agreement passes.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF	$865,000					$865,000

9. Busby Street Improvements

This is a grant project to improve Busby Drive.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$267,443					$267,443

10. Wilcox Reconstruction

This project will reconstruct Wilcox. It is a grant funded project.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF	$1,000,000					$1,000,000

11. 7th Street Overlay

The project is grant funded and will overall 7th Street from State Route 90 Bypass to Buffalo Soldier Trail.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF	$1,325,200					$1,325,200

12. Taxiway "G" Connection

Taxiway "G" spur will align what is now called Taxiway "G" with Taxiway "J" and the entire taxiway will be renamed Taxiway "J."

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$669,465					$669,465

13. Taxiway "P" Signage and Lighting Project

Taxiway P is located south of, and parallel, to Runway 8-26; between Taxiway A and Taxiway F for an approximate distance of 12,000-LF. This project will improve signage and lighting on this runway.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$940,000					$940,000

14. Bio-Solids Handling Improvement Project at EOP (carryover)

Bio-solids are a by-product of the treatment process at the Environmental Operations Park, Wastewater Treatment Facility. These bio-solids have been settling out in the complete mix aeration basins and not in the clarifiers as originally designed/intended. The City contracted with Brown and Caldwell Consulting Engineers to propose modifications to the wastewater treatment process that will allow the bio-solids to settle in the clarifier where they can be removed, processed, and recycled into the primary treatment process to improve treatment and water quality.

It has been determined that processing these bio-solids can only be achieved by replacing the existing clarifiers with new units located closer to the partial mix basins. The modified process would incorporate wasted biosolid materials into the City's composting operation to create a C lass A compost material as defined by the Environmental Protection Agency. The final product could be utilized on-site, at other City facilities, or possibly marketed and sold to the public.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Sewer	$4,400,000					$4,4000,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$500,000	$500,000	$1,000,000

15. Sulger Subdivision Upgrades/Sewer

The City received a grant from the Border Environment Corporation Commission (BECC) to construct sewer lines on Busby Drive, Sheila Lane and Valerie Lane. The associated County project in the Sulger area will provide an interceptor sewer from 7th Street to Timothy Lane.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant	$3,500,000					$3,500,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$2,500	$2,500	$5,000

16. New Compost Building/Dumpster Maintenance Area

Construction of a compost facility adjacent to the Wastewater Treatment Facility that will process bio-solids, a by-product of the wastewater treatment process, with green waste from the composting operation. The facility will include access roads, bunkers to contain the green waste and finished compost, a windrow composting site and an operations/maintenance facility with scale. The facility will also be used as a storage and operations area for the dumpster storage and maintenance program. The current dumpster maintenance site is at the 1224 N orth Avenue which is scheduled for demolition as part of the final phase of the Eddie Cyr Park Improvement Project.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Total	$650,000	$1,250,000				$1,900,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M			$10,000	$10,000	$10,000	$30,000

17. Coronado Drive Widening Project (Carmelita to SR90 Bypass)

Work for this project consists of the widening of Coronado Drive to a minimum of two travel lanes in each direction plus a middle "turning lane" from Carmelita Drive to SR90. The project will also include the construction of new sidewalk, curb, and gutter, as well as the construction of new drainage structures as necessary to alleviate any existing surface drainage problems. This roadway will also receive a final rubberized asphalt surface course that has been a standard in Sierra Vista for over ten years. A multi-use asphaltic concrete pathway (separate CIP project) may also be included along with the construction of this project, which will be built along the east edge of the road right of way.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Dev Fees	$800,000					$800,000

18. Domingo Paiz Land

This project will be for the construction of 4 new ball fields at Domingo Paiz. The Sports fields will be located on land that is currently State Land and budgeted to be purchased in FY13

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Development Fees	$1,300,000					$1,300,000

19. Ken McFadden Park

This project is donations funded and will be utilized to construct a park.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Donations	$25,000					$25,000

City of Sierra Vista
Arizona

FY 2013 Capital Improvement Plan

Project	FY13	FY14	FY15	FY16	FY17	Total
Financal Software Package						
Project Costs	$ 425,000	$ 125,000				$ 550,000
O&M			$ 60,000	$ 60,000	$ 60,000	$ 180,000
Total	**425,000**	**125,000**	**60,000**	**60,000**	**60,000**	**730,000**
Unified Communication System						
Project Costs	$ 425,000					$ 425,000
O&M		$ 50,000	$ 45,000	$ 40,000	$ 35,000	$ 170,000
Total	**425,000**	**50,000**	**45,000**	**40,000**	**35,000**	**595,000**
Golden Acre Street Improvements						
Project Costs	$ 180,000					$ 180,000
Total	**180,000**	**-**	**-**	**-**	**-**	**180,000**
Youth Center						
Project Costs	$ 150,000					$ 150,000
Total	**150,000**	**-**	**-**	**-**	**-**	**150,000**
Multi-Use Path (MUP) to Higher Education Project						
Project Costs	$ 443,000	$ -	$ -	$ -	$ -	$ 443,000
O&M	$ -	$ -	$ -	$ 4,000	$ 4,000	$ 8,000
Total	**443,000**	**-**	**-**	**4,000**	**4,000**	**451,000**
Buffalo Soldier Trail (BST) Multi-Use Path (MUP) Project						
Project Costs	$ 530,370				$ -	$ 530,370
O&M	$ -	$ -	$ 8,000	$ 8,000	$ 8,000	$ 24,000
Total	**530,370**	**-**	**8,000**	**8,000**	**8,000**	**554,370**
Multi Use Pathway Connectivity Projects (Colombo/Giulio/Cesare/Coronado)						
Project Costs	$ 575,673					$ 575,673
O&M				$ 2,500	$ 2,500	$ 5,000
Total	**575,673**	**-**	**-**	**2,500**	**2,500**	**605,000**
Street Reconstruction Project						
Project Costs	$ 865,000					$ 865,000
Total	**865,000**	**-**	**-**	**-**	**-**	**865,000**
Busby Widening						
Project Costs	$ 267,443					$ 267,443
O&M	$ -	$ -	$ -	$ -	$ 5,000	$ 5,000
Total	**267,443**	**-**	**-**	**-**	**5,000**	**272,443**
Wilcox Reconstruction						
Project Costs	$ 1,000,000					$ 1,000,000
Total	**1,000,000**	**-**	**-**	**-**	**-**	**1,000,000**
7th Street Overlay						
Project Costs	$ 1,325,200					$ 1,325,200
Total	**1,325,200**	**-**	**-**	**-**	**-**	**1,325,200**

City of Sierra Vista
Arizona

FY 2013 Capital Improvement Plan

Project	FY13	FY14	FY15	FY16	FY17	Total
Taxiway "G" Project						
Project Costs	$ 669,465					$ 669,465
Total	**669,465**	**-**	**-**	**-**	**-**	**669,465**
Taxiway "P" Signage and Lighting Project Ph I						
Project Costs	$ 940,000					$ 940,000
Total	**940,000**	**-**	**-**	**-**	**-**	**940,000**
Bio-Solids Handling Improvement Project						
Project Costs	$ 4,400,000					$ 4,400,000
O&M			$ 500,000	$ 500,000	$ 500,000	$ 1,500,000
Total	**4,400,000**	**-**	**500,000**	**500,000**	**500,000**	**5,900,000**
Sulger Septic Replacement Project						
Project Costs	$ 3,500,000					$ 3,500,000
New Revenue		$ 18,254	$ 19,164	$ 20,122	$ 21,129	$ 78,657
O&M		$ 18,254	$ 19,164	$ 20,122	$ 21,129	$ 78,657
Total	**3,500,000**	**36,508**	**38,328**	**40,244**	**42,258**	**3,657,314**
Compost and Maintenance Facility						
Project Costs	$ 650,000	$ 1,250,000				$ 1,900,000
O&M			$ 10,000	$ 10,000	$ 10,000	$ 30,000
Total	**650,000**	**1,250,000**	**-**	**-**	**-**	**1,900,000**
Coronado Drive Widening Project(Carmelita to SR90 Bypass)						
Project Costs	$ 800,000					$ 800,000
Total	**800,000**	**-**	**-**	**-**	**-**	**800,000**
Domingo Paiz Land						
Project Costs	$ 1,300,000					$ 1,300,000
Total	**1,300,000**	**-**	**-**	**-**	**-**	**1,300,000**
Ken McFadden Park						
Project Costs	$ 25,000					$ 25,000
Total	**25,000**	**-**	**-**	**-**	**-**	**25,000**
Total	**18,471,151**	**1,461,508**	**651,328**	**654,744**	**656,758**	**21,919,792**

The table below summarized major capital expenditures by fund.

Major Capital Expenditure by Fund
FY13

General Fund	$ 425,000
Capital Improvement	$ 755,000
HURF	$ 5,006,686
Airport	$ 1,609,465
Sewer	$ 7,900,000
Refuse	$ 650,000
Donations	$ 25,000
Dev Fees	$ 2,100,000
Total	**$18,471,151**

FY 2014
Capital Improvement Plan

FY 2014 Capital Improvement Plan

In order to plan for the future the City of Sierra Vista has developed a five-year capital improvement plan. The projects listed in this section are to be started in FY14, but depending on funding these projects may be pushed out to a later date.

The first year that money is spent on a project is the year that the project is categorized. The City is proposing $6,269,500 in new capital projects in FY14, with a total of $7,730,508 in capital projects. The difference is caused by the completion of projects stated in FY13.

The Table on the next page summarizes the FY14 Capital Projects.

FY 2014 Capital Improvement Plan

Project	FY13	FY14	FY15	FY16	FY17	Total
Emergency Power Generator Retrofit Project, Various Locations						
Project Costs		$ 225,000				$ 225,000
Total	**-**	**225,000**	**-**	**-**	**-**	**225,000**
Charleston Road Block Wall						
Project Costs		$ 200,000				$ 200,000
Total		**200,000**	**-**	**-**	**-**	**200,000**
Campus Drive/Colombo Ave. Signal Improvement Project						
Project Costs		$ 50,000	$ 50,000	$ 350,000		$ 450,000
O&M				$ 4,000	$ 4,000	$ 8,000
Total		**50,000**	**50,000**	**354,000**	**4,000**	**458,000**
El Camino/ Wilcox Drive Signal Improvement Project						
Project Costs		$ 200,000	$ 200,000			$ 400,000
O&M				$ 5,500	$ 5,500	$ 11,000
Total		**200,000**	**200,000**	**5,500**	**5,500**	**$ 411,000**
Vista Transit Bus Canopy Installation Project						
Project Costs		$ 400,000	$ 100,000			$ 500,000
Total	**-**	**400,000**	**100,000**	**-**	**-**	**500,000**
City Storage Facility						
Project Costs		$ 100,000	$ 650,000			$ 750,000
O&M				$ 10,000	$ 10,000	$ 20,000
Total	**-**	**100,000**	**650,000**	**10,000**	**10,000**	**770,000**
Coronado Drive Widening Project (Busby to Golf Links)						
Project Costs		$ 1,000,000	$ 1,000,000			$ 2,000,000
Total	**-**	**1,000,000**	**1,000,000**	**-**	**-**	**2,000,000**
Vista Transit Fry Boulevard Bus Pull-outs Project						
Project Costs		$ 250,000	$ 250,000	$ 250,000		$ 750,000
Total	**-**	**250,000**	**250,000**	**250,000**		**750,000**
Pedestrian Connection Fry Blvd. To N. Carmichael						
Project Costs		$ 15,000	$ 315,000	**$ -**	**$ -**	$ 330,000
Total	**-**	**15,000**	**315,000**	**-**	**-**	**330,000**
ADA Street Improvements						
Project Costs		$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 200,000
Total	**-**	**50,000**	**50,000**	**50,000**	**50,000**	**200,000**

FY 2014 Capital Improvement Plan

Project	FY13	FY14	FY15	FY16	FY17	Total
Drainage Problems in Southwest Sierra Vista Residential Area						
Project Costs		$ 150,000	$ -	$ -	$ -	$ 150,000
Total	**-**	**150,000**	**-**	**-**	**-**	**150,000**
Completion of Various CDBG Projects						
Project Costs		$ 325,000	$ 325,000	$ -	$ -	$ 650,000
Total	**-**	**325,000**	**325,000**	**-**	**-**	**650,000**
Garden Canyon Linear Park						
Project Costs		$ 324,000	$ 150,000	$ 150,000	$ 150,000	$ 774,000
Personnel		$ 80,000	$ 84,000	$ 90,000	$ 94,500	$ 348,500
Total	**$ -**	**$ 404,000**	**$ 234,000**	**$ 240,000**	**$ 94,500**	$ 972,500
Golden Acres Connection Project						
Project Costs		$ 800,000				$ 800,000
O&M					$ 25,000	
Total	**-**	**800,000**	**-**	**-**	**-**	**800,000**
Domingo Paiz Sports Fields						
Project Costs		$ 1,750,000	$ 1,750,000	$ -	-	$ 3,500,000
New Revenue	$ -	$ -	$ 80,000	$ 80,000	$ 80,000	$ 240,000
Personnel	$ -	$ -	$ 33,000	$ 36,000	$ 39,000	$ 108,000
O&M	$ -	$ -	$ 77,000	$ 80,000	$ 88,000	$ 245,000
Total	**-**	**1,750,000**	**1,780,000**	**36,000**	**47,000**	$ 3,613,000
Roadrunner Park						
Project Costs		$ 100,000	$ 2,500,000			$ 2,600,000
New Revenue					$ 5,000	$ 5,000
Personnel					$ 35,000	$ 35,000
O&M					$ 80,000	$ 80,000
Total	**-**	**100,000**	**2,500,000**	**-**	**110,000**	**2,710,000**
AV Anderson Park						
Project Costs		$ 100,000	$ 2,000,000			$ 2,100,000
New Revenue				$ 5,000	$ 5,000	$ 10,000
Personnel				$ 63,000	$ 63,000	$ 126,000
O&M				$ 80,000	$ 80,000	$ 160,000
Total	**-**	**100,000**	**2,000,000**	**138,000**	**138,000**	**2,376,000**
Vista Transit Bus Pull-Out Fry Blvd. Project						
Project Costs		$ 150,000	$ 300,000	$ 300,000		$ 750,000
Total	**-**	**150,000**	**300,000**	**300,000**	**-**	**750,000**
Total	**-**	**6,269,000**	**9,754,000**	**1,383,500**	**459,000**	**17,865,500**
Total Capital Cost for FY14		7,730,508				

FY14 Capital Improvement Projects

Capital Improvement Fund Projects

1. City Storage Facility

Highway User Revenue Fund (HURF Projects)

2. El Camino Real/Wilcox Signal
3. Charleston Road Block Wall
4. Golden Acres Connection

Special Revenue Funds

5. Bus Canopies
6. Vista Transit Bus Pull-Out Fry Boulevard

Development Fees

7. Coronado Widening (Busby to Golf Links) and Signals at Golf Links and Busby
8. Roadrunner Park
9. Campus Drive/Colombo Ave. Signal Improvement Project
10. Garden Canyon Linear Park
11. Domingo Paiz Sports Fields
12. AV Anderson Park

Grants

13. Emergency Power Generator Retrofit
14. ADA Street Improvements
15. Pedestrian Connection Fry Blvd. To N. Carmichael
16. West End Streetscape Improvements
17. Completion of Various CDBG Projects
18. Drainage Problems in Southwest Sierra Vista Residential Area

1. City Storage Facility

Construction of a 10,000 SF City Storage Facility at the PCC.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
CIF		$100,000	$650,000			$750,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$10,000	$10,000	$20,000

2. El Camino / Wilcox Drive Signal Improvement Project

New signal installation to include controller, signal poles, mast arms, heads, utilities and median work.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF		$400,000				$400,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$5,500	$5,500	$11,000

3. Charleston Block Wall

Construct a noise wall on Charleston Road.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF		$200,000				$400,000

4. Canyon De Flores/Golden Acre Realignment

The project will realign Golden Acre to the connection point with Canyon De Flores

Project Costs

	FY12	FY13	FY14	FY15	FY16	Total
Developer		$800,000				$800,000

5. Vista Transit Bus Canopy Installation

Design and construct approximately 12 Vista Transit Bus Canopies for weatherproof protection at the Pete Castro Center.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
LTAF		$400,000	$100,000			$500,000

6. Vista Transit Buss Pull-Out Fry Blvd.

Install Bus Pull-outs along Fry Boulevard

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
LTAF		$250,000	$250,000	$250,000		$750,000

7. Coronado Drive Widening Project (Busby to Golf Links)

Design and construct the widening of Coronado Drive from Busby to Golf Links. This project includes two traffic signals at Busby and Golf Links.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Dev Fees		$525,000	$1,400,000	$1,500,000		$3,425,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$4,500	$10,000	$14,500

8. Roadrunner Park

Construct a traditional 14 acre community park with amenities consistent with other similarly sized community parks.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Dev Fees		$100,000	$2,500,000			$2,600,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
Revenue					$5,000	$5,000
Personnel					$35,000	$35,000
O&M					$80,000	$80,000
Total					$120,000	$120,000

9. Campus Drive/Colombo Ave. Signal Improvement Project

New signal installation to include controller, signal poles, mast arms, heads, and utility work.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Dev Fee	$50,000	$50,000	$350,000			$450,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$4,000	$4,000	$8,000
Total				$4,000	$4,000	$8,000

10. Garden Canyon Linear Park

Utilize the public input process to determine the desire or needs of the public to create a natural trails park in the Garden Canyon wash, and whether or not a trailhead at the west of the wash is warranted.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Dev Fees		$324,000	$150,000	$150,000	$150,000	$774,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
Personnel		$80,000	$84,000	$90,000	$94,500	$348,500

11. Domingo Paiz Sports Fields

This project will be for the construction of 4 new ball fields at Domingo Paiz. The Sports fields will be located on land that is currently State Land.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Dev		$1,750,000	$1,750,000			$3,500,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
Revenue			$80,000	$80,000	$80,000	$240,000
Personnel			$33,000	$36,000	$39,000	$108,000
O&M			$77,000	$80,000	$88,000	$245,000

12. AV Anderson Park

Construct a traditional e community park with amenities consistent with other similarly sized community parks in partnership with the School District.

Project Costs

	FY12	FY13	FY14	FY15	FY16	Total
Dev Fees		$100,000	$2,000,000			$2,100,000

Operating Impact

	FY12	FY13	FY14	FY15	FY16	Total
Revenue				$5,000	$5,000	$10,000
Personnel				$63,000	$63,000	$126,000
O&M				$80,000	$80,000	$160,000
Total				$148,000	$148,000	$296,000

13. Emergency Power Generator Retrofit

This project will retrofit the City's electrical system to allow for emergency power

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant		$100,000	$150,000			$250,000

14. ADA Street Improvements

Install and upgrade ADA ramps at street intersections where missing or deficient.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
CDBG		$50,000	$50,000	$50,000	$50,000	$200,000

15. Pedestrian Connection Fry Blvd. To N. Carmichael

Use City-owned property west of Family Dollar to develop pedestrian connection northward to North Carmichael Avenue. Acquire property or easement across privately owned parcel. Provide paved walkway, signage, landscaping, street furniture.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant		$15,000	$315,000			$330,000

16. West End Streetscape Improvements

Construct landscaping, streetscape improvements, lighting, sidewalk improvements, ADA ramps and signage with a thematic emphasis.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant		$50,000	$50,000	$50,000	$50,000	$200,000

17. Completion of Various CDBG Projects

Complete 2005 CDBG work on S. Carmichael, south of Busby (sidewalks, ADA ramps, curb, gutter).
Complete 2003 CDBG work on Tacoma, 4th and 5 Streets in Fry Townsite (curb, gutter, sidewalks).

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
CDBG		$325,000	$325,000			$650,000

18. Drainage Problems in Southwest Sierra Vista Residential Area

Flooding is currently affecting residences, primarily in the Third Street area. Drainage improvements upstream required.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
CDBG		$150,000				$150,000

FY2015
Capital Improvement Plan

FY 2015 Capital Improvement Plan

The City of Sierra Vista has planned for $13,005,328 in capital improvement projects for FY2015. Of the $13 million, $2,600,000 are new projects. The large discrepancy in total capital improvement budget to new projects is due to projects being started in prior years. There are many design projects in FY13 and FY14 to be completed in FY15.

The list below shows the capital projects to begin in FY15.

Project	FY13	FY14	FY15	FY16	FY17	Total
Charlesto/Wal-Mart Signal Installation Project						
Project Costs			$ 350,000			$ 350,000
O&M				$ 5,500	$ 6,000	$ 11,500
Total			**350,000**	**5,500**	**6,000**	**361,500**
Automated Surface Observing Systems (ASOS) Software update						
Project Costs			$ 100,000			$ 100,000
Total	**-**	**-**	**100,000**	**-**	**-**	**100,000**
Seventh Street/Fry Blvd. Traffic Signal Improvement Project						
Project Costs			$ 225,000	**$ 225,000**		$ 450,000
Total	**-**	**-**	**$ 225,000**	**$ 225,000**	**$ -**	**$ 450,000**
North Garden Ave./Fry Blvd. Intersection Improvement Project						
Project Costs			$ 150,000	$ 150,000		$ 300,000
Total	**-**	**-**	**150,000**	**150,000**	**-**	**300,000**
Avenida Escuela Bridge Construction Project						
Project Costs			$ 200,000	$ 300,000	$ 2,000,000	$ 2,500,000
Total	**-**	**-**	**200,000**	**300,000**	**2,000,000**	**2,500,000**
Seventh Street and Golf Links Rd. Signal Improvement Project						
Project Costs			$ 350,000			$ 350,000
Total	**-**	**-**	**350,000**	**-**	**-**	**350,000**
Runway 03/21 Overlay						
Project Costs			$ 1,000,000	**$ 1,000,000**		$ 2,000,000
Total	**-**	**-**	**$ 1,000,000**	**$ 1,000,000**	**$ -**	**$ 2,000,000**
Seventh Street Pedestrian Construction						
Project Costs			$ 225,000			$ 225,000
Total	**-**	**-**	**225,000**	**-**	**-**	**225,000**
Total	**-**	**-**	**2,600,000**	**1,680,500**	**2,006,000**	**6,286,500**

Total Capital Cost for FY15 13,005,328

FY15 Capital Improvement Projects

Highway User Revenue Fund (HURF Projects)

1. Charleston/Walmart Signal
2. Fry/7th Street Traffic Signal Installation
3. North Garden/Fry Intersection Reconstruction
4. Avenida Escuela Bridge Construction

Grants

5. Seventh Street Pedestrian Crossing

Special Revenue Funds

6. Airport ASOS Communication Software Upgrade
7. Runway 03/21 Overlay

Development Fees

8. 7th/ Golf Links Signal Installation

1. Charleston/Wal-Mart Signal Installation Project

New traffic signal installation to include controller, signal poles, mast arms and heads.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF			$250,000			$250,000
Developer			$100,000			$100,000
Total			$350,000			$350,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
O&M				$5,500	$6,000	$11,500

2. Seventh Street / Fry Blvd. Traffic Signal Improvement Project

This project will replace the traffic signal at the intersection of Seventh Street and Fry Boulevard with new equipment. Some minor pavement work will also be included to repair areas where the pavement is shoving and rutting. Also, existing "A-pole" signals located in the medians on Fry and Seventh Street would be removed.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF			$225,000	$225,000		$450,000

3. North Garden/Fry Blvd. Intersection Reconstruction

This project involves removing the traffic signal at the intersection of Garden Avenue and Fry Boulevard, reconfiguring the intersection, and extending the median on Fry Boulevard down to Buffalo Soldier Trail (BST).

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
HURF			$150,000	$150,000		$300,000

4. Avenida Escuela Bridge Construction

Work for this project consists of extending Avenida Escuela from Martin Luther King to Tacoma Street and the Domingo Paiz Sports Complex across the Charleston wash with a minimum of two travel lanes in each direction plus a middle "turning lane." The project will also include the construction of a new sidewalk, curb and gutter, as well as the construction of a box culvert structure as necessary to cross the wash.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Developer			$200,000	$300,000	$1,000,000	$1,500,000
CIF					$1,000,000	$1,000,000
Total					$2,000,000	$2,500,000

5. Seventh Street Pedestrian Crossing

Installation of a pedestrian crosswalk, median refuge area, handicap ramps, and a lighted warning signal.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Grant			$250,000			$250,000

6. Airport ASOS Communication Software Upgrade

Provides ASOS software to allow compatibility between two existing surface observation sites and one recently installed site.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Airport			$100,000			$100,000

7. Runway 03/21 Overlay

Design and reconstruct RWY 03/21: cold mill recycle and overlay with rubberized AC. Entire Runway is approximately 4300' x 75' (36,000 sy)

Project Costs

	FY11	FY12	FY13	FY14	FY15	Total
ADOT Grant			$975,000	$975,000		$1,950,000
Airport			$25,000	$25,000		$50,000
Total			$1,000,000	$1,000,000		$2,000,000

8. Seventh Street / Golf Links Rd. Signal Improvement

New signal installation to include controller, signal poles, mast arms, and heads at the Seventh Street and Golf Links Rd. Intersection

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Dev Fees			$350,000			$350,000

FY 2016
Capital Improvement Plan

FY 2016 Capital Improvement Plan

The city's capital improvement plan budget for FY16 is $7,768,744. The $8 million includes $4,050,000 of new projects.

Below is a summary of FY16 Capital Projects.

Project	FY13	FY14	FY15	FY16	FY17	Total
EOP Solar Farm Project						
Project Costs	$-	$-	$-	$ 250,000	$ 10,000,000	$ 10,250,000
Total	**-**	**-**	**-**	**250,000**	**10,000,000**	**10,250,000**
Buffalo Soldier Trail/Golf Links Signal Improvement Project						
Project Costs				$ 350,000		$ 350,000
Total	**-**	**-**	**-**	**350,000**	**-**	**350,000**
Avenida Del Sol Widening Project (SR 90 East to Camino Del Norte)						
Project Costs				$ 750,000	$ 375,000	$ 1,125,000
Total	**-**	**-**	**-**	**750,000**	**375,000**	**1,125,000**
Taxiway "J" Phase IV						
Project Costs				$ 800,000	$ 3,000,000	$ 3,800,000
Total	**-**	**-**	**-**	**800,000**	**3,000,000**	**3,800,000**
Bella Vista Wash Stabilization Project						
Project Costs				$ 400,000	$ 2,000,000	$ 2,400,000
Total	**-**	**-**	**-**	**400,000**	**2,000,000**	**2,400,000**
Regional Storm Water Recharge Basins Mitigation Program						
Project Costs				$ 500,000	$ 650,000	$ 1,150,000
Total	**-**	**-**	**-**	**500,000**	**650,000**	**1,150,000**
RWY 03/21 Overlay Project						
Project Costs				$ 1,000,000	$ 1,000,000	$ 2,000,000
Total	**-**	**-**	**-**	**1,000,000**	**1,000,000**	**2,000,000**
Total	**-**	**-**	**-**	**4,050,000**	**17,025,000**	**21,075,000**
Total Capital Costs for FY16				7,768,744		

FY16 Capital Improvement Projects

Capital Improvement Fund Projects

1. EOP Solar Farm
2. Bella Vista Wash Stabilization
3. Regional Stormwater Recharge Basins

Special Revenue Funds

4. Taxiway "J" Phase IV

Development Fees

5. BST/Golf Links Signal
6. Avenida Del Sol Widening

1. EOP Solar Farm

The City of Sierra Vista will partner with SSVEC to install and utilize solar energy at the Environmental Operations Park (EOP), by constructing a 2 mega-watt (MW) Solar Farm. This project will meet the City of Sierra Vista's strategic goal of Environmental Sustainability and the objective of partnering with SSVEC on solar energy to address the high annual utility costs associated with the EOP's operations. There is one, 10 acre parcel of land and one, 25 acre parcel of land for a total of 35 acres potentially available for the placement of a Solar Farm.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Sewer				$250,000	$10,000,000	$10,250,000

2. Bella Vista Wash Stabilization

Construct wash improvements to control erosion within the existing wash, by constructing grade control structures and limited bank protection in critical locations between Carl Haden Drive and Lenzner Avenue. Existing utilities crossing the wash will also have to be protected.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
General				$400,000	$2,300,000	$2,400,000

3. Regional Storm Water Recharge Basins Mitigation Program

Construct Regional Storm Water Basins at the following locations: Section 36 Basin, Soldiers Creek Basin, and Tribute Basin.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
General				$500,000	$650,000	$1,150,000

Operating Impact

	FY13	FY14	FY15	FY16	FY17	Total
Personnel					$2,700	$2,700
O&M					$6,650	$6,650
Total					$9,350	$9,350

4. Taxiway "J" Extension Phase IV

Design Taxiway "J" extension phase IV is a continuation of the overall Taxiway "J" project which will create a civilian side parallel taxiway to Runway 08/26 and compliment the military side taxiway "P" that now exists. Taxiway "J" will open up land north of the airport for potential development.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Airport				$800,000	$3,000,000	$3,800,000

5. Buffalo Soldier Trail/Golf Links Signal Improvement

New signal installation to include controller, signal poles, mast arms, and heads.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Dev Fees				$350,000		$350,000

Operating Impact

FY12	FY13	FY14	FY15	FY16	Total
				$5,000	$5,000

6. Avenida Del Sol Widening Project (SR 90 East to Camino Del Norte)

Work for this project consists of the widening of Avenida Del Sol to a minimum of two travel lanes in each direction plus a middle "turning lane" from SR 90 to Camino Del Norte Drive. The project will also include the construction of new sidewalk, curb, and gutter, as well as the construction of new drainage structures as necessary to alleviate any existing surface drainage problems. This roadway will also receive a final rubberized asphalt surface course that has been a standard in Sierra Vista for over ten years. A multi-use asphaltic concrete pathway may also be included in this project, which will be built along the west edge of the road right of way.

Project Costs

	FY13	FY14	FY15	FY16	FY17	Total
Impact Fees				$750,000	$375,000	$1,125,000

FY2016
Capital Improvement Plan

FY 2017 Capital Improvement Plan

The final year of the five-year capital improvement plan is Fiscal Year 2017. The City of Sierra Vista is planning to start no new projects but complete a total of $20,946,758 for the completion of existing projects. Since no new projects are started in FY17 there are no project descriptions.

Capital Improvement Plan
Operating and Maintenance Impact

Capital Improvement Plan Operating Impact

Capital improvement projects are not one time costs. The ongoing cost associated with many capital improvement plan projects will impact the City's general operating budget. The operating impact of capital projects needs to be planned for to ensure that the City's general operating budget can handle the added costs.

The next section will separate the Personnel, Operating and Maintenance, as well as any New Revenue for project that will require ongoing support. The next section is also separated into funds to show the impact that the capital projects will have on each fund.

The operating cost for each project is projected and may change once the infrastructure is completed and the known costs appear. The departments may find ways to use existing resources for operating and maintenance of the proposed projects.

Not planning for the potential operating and maintenance cost for the City could lead to a deteriorating capital infrastructure and the need for large sums of money in the future. Capital projects are expensive to build and can be expensive to maintain. Planning for the additional cost allows the City to ensure that its capital infrastructure is well maintained.

Funds that will be impacted by the completion of capital improvement projects are the General Fund, Highways User Revenue Fund (HURF), Local Transportation Assistance Fund (LTAF) as well as the Enterprise Funds.

General Fund
Operating Cost Impact

General Fund Operating Impact

The largest fund that the City maintains is the General Fund. The general fund is the fund that is used for the majority of city services, including police and fire. The general fund is supported by the City's privilege sales tax, state shared revenue, and other charges for service. The General fund is also the fund with the most flexibility and allows the City to spend the money in the most appropriate manner.

The operating and maintenance expense for the new capital projects, over the next five-years, totals $1,277,500. This amount demonstrates the need to plan properly and diligently to ensure the City is able to maintain new capital projects.

The increase in operating expense grows each of the next five-years, as would be expected with aging infrastructure. There is no operating impact in FY13 followed by $190,000 in FY14. The operating impact on the general fund grows to $219,000 in FY15, $374,000 in FY16, and $494,500 in FY17.

Planning for these expenses allows the City to only undertake projects that can be maintained in the current and future budget. A summary of operating expenses by project is presented below.

City of Sierra Vista
Arizona

General Fund Operating Impact

Project		FY13	FY14	FY15	FY16	FY17	Total
Financal Software Package							
	O&M		$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 240,000
Total		**-**	**60,000**	**60,000**	**60,000**	**60,000**	**240,000**
Unified Communication System							
	O&M		$ 50,000	$ 45,000	$ 40,000	$ 35,000	$ 170,000
Total		**-**	**50,000**	**45,000**	**40,000**	**35,000**	**170,000**
City Storage Facility							
	O&M				$ 10,000	$ 10,000	$ 20,000
Total		**-**	**-**	**-**	**10,000**	**10,000**	**20,000**
Garden Canyon Linear Park							
	Personnel		$ 80,000	$ 84,000	$ 90,000	$ 94,500	$ 348,500
Total		**$ -**	**$ 80,000**	**$ 84,000**	**$ 90,000**	**$ 94,500**	**$ 348,500**
Domingo Paiz Sports Fields							
	New Revenue	$ -	$ -	$ 80,000	$ 80,000	$ 80,000	$ 240,000
	Personnel	$ -	$ -	$ 33,000	$ 36,000	$ 39,000	$ 108,000
	O&M	$ -	$ -	$ 77,000	$ 80,000	$ 88,000	$ 245,000
Total		**-**	**-**	**30,000**	**36,000**	**47,000**	**113,000**
Roadrunner Park							
	New Revenue					$ 5,000	$ 5,000
	Personnel					$ 35,000	$ 35,000
	O&M					$ 80,000	$ 80,000
Total		**-**	**-**	**-**	**-**	**110,000**	**110,000**
AV Anderson Park							
	New Revenue				$ 5,000	$ 5,000	$ 10,000
	Personnel				$ 63,000	$ 63,000	$ 126,000
	O&M				$ 80,000	$ 80,000	$ 160,000
Total		**-**	**-**	**-**	**138,000**	**138,000**	**276,000**
Total General Fund Operating Impact		**-**	**190,000**	**219,000**	**374,000**	**494,500**	**1,277,500**

Highway User Revenue Fund (HURF) Operating Impact

HURF Operating Impact

The Highway User Revenue Fund (HURF) is used to improve the street infrastructure in the City of Sierra Vista. HURF will be responsible for the maintenance of street projects in the five-year capital improvement plan. A summary of the operating impact is below.

Project		FY13	FY14	FY15	FY16	FY17	Total
Golden Acres Connection Project							
	O&M					$ 25,000	$ 25,000
Total		**-**	**-**	**-**	**-**	**25,000**	**25,000**
Multi-Use Path (MUP) to Higher Education Project							
	O&M	$ -	$ -	$ -	$ 4,000	$ 4,000	$ 8,000
Total		**-**	**-**	**-**	**4,000**	**4,000**	**8,000**
Buffalo Soldier Trail (BST) Multi-Use Path (MUP) Project							
	O&M	$ -	$ -	$ 8,000	$ 8,000	$ 8,000	$ 24,000
Total		**-**	**-**	**8,000**	**8,000**	**8,000**	**24,000**
Multi Use Pathway Connectivity Projects (Colombo/Giulio/Cesare/Coronado)							
	O&M				$ 2,500	$ 2,500	$ 5,000
Total		**-**	**-**	**-**	**2,500**	**2,500**	**5,000**
Busby Widening							
	O&M	$ -	$ -	$ -	$ -	$ 5,000	$ 5,000
Total		**-**	**-**	**-**	**-**	**5,000**	**5,000**
Campus Drive/Colombo Ave. Signal Improvement Project							
	O&M				$ 4,000	$ 4,000	$ 8,000
Total			**-**	**-**	**4,000**	**4,000**	**8,000**
El Camino/ Wilcox Drive Signal Improvement Project							
	O&M				$ 5,500	$ 5,500	$ 11,000
Total			**-**	**-**	**5,500**	**5,500**	**$ 11,000**
Charlesto/Wal-Mart Signal Installation Project							
	O&M				$ 5,500	$ 6,000	$ 11,500
Total					**5,500**	**6,000**	**11,500**
Total HURF Fund Operating Impact		**-**	**-**	**8,000**	**29,500**	**60,000**	**97,500**

Sewer Enterprise Operating Impact

Sewer Enterprise Operating Impact

The sewer enterprise fund will also be impacted operationally with the development of new capital assets. A summary of the operating impact is displayed below.

Project	FY13	FY14	FY15	FY16	FY17	Total
Bio-Solids Handling Improvement Project						
O&M			$ 500,000	$ 500,000	$ 500,000	$ 1,500,000
Total	**-**	**-**	**500,000**	**500,000**	**500,000**	**1,500,000**
Sulger Septic Replacement Project						
New Revenue		$ 18,254	$ 19,164	$ 20,122	$ 21,129	$ 78,657
O&M		$ 18,254	$ 19,164	$ 20,122	$ 21,129	$ 78,657
Total	**-**	**-**	**-**	**-**	**-**	**-**
Total Sewer Fund Operating Impact	**-**	**-**	**500,000**	**500,000**	**500,000**	**1,500,000**

Refuse Enterprise Operating Impact

Refuse Enterprise Operating Impact

The Refuse enterprise fund will also be impacted operationally with the development of new capital assets. A summary of the operating impact is displayed below.

Project	FY13	FY14	FY15	FY16	FY17	Total
Compost and Maintenance Facility						
O&M			$ 10,000	$ 10,000	$ 10,000	$ 30,000
Total	**-**	**-**	**10,000**	**10,000**	**10,000**	**30,000**
Total Refuse Fund Operating Impact	**-**	**-**	**10,000**	**10,000**	**10,000**	**30,000**

City of Sierra Vista Infastructure Improvement Plan

Project	*FY 2011/12*	*FY 2012/13*	*FY 2013/14*	*FY 2014/15*	*FY 2015/16*	*TOTAL*	*Years 6-10*	*TOTAL*	*Fee Category*
Taxiway "J" and "G" Connection Project	$500,000	$150,000				***$650,000***		***$650,000***	Airport
Taxiway "P" Signage and Lighting Project		$150,000	$800,000	$800,000		***$1,750,000***		***$1,750,000***	Airport
Airport ASOS Communications Software Upgrade			$100,000			***$100,000***		***$100,000***	Airport
Airport Sweeper			$300,000			***$300,000***		***$300,000***	Airport
Design Taxiway "J" Extension Phase 4 Design				$300,000		***$300,000***		***$300,000***	Airport
Runway 03/21 Overlay				$1,000,000	$1,000,000	***$2,000,000***		***$2,000,000***	Airport
Control Tower Construction						***$0***	$10,000,000	***$10,000,000***	Airport
Maintenance Hanger/FBO						***$0***	$300,000	***$300,000***	Airport
City Storage Facility		$100,000	$650,000			***$750,000***		***$750,000***	Gen Govt
Comm Development Office Reconfiguration	$500	$5,000	$10,000		$50,000	***$65,500***		***$65,500***	Gen Govt
Avenida Del Sol MUP	$550,000					***$550,000***		***$550,000***	Parks
Path to Higher Education MUP	$550,000					***$550,000***		***$550,000***	Parks
BST MUP/7th to Golf Links	$250,000	$300,000				***$550,000***		***$550,000***	Parks
Columbo/Guilio Cesare/Coronado "Connectivity MUP"	$50,000	$250,000	$300,000			***$600,000***		***$600,000***	Parks
Garden Canyon Phase A (completion)		$324,000				***$324,000***		***$324,000***	Parks
Domingo Paiz Sports Fields	$500,000	$3,000,000				***$3,500,000***		***$3,500,000***	Parks
Replace Youth Center			$5,000,000			***$5,000,000***		***$5,000,000***	Parks
OYCC Replacement			$100,000	$5,000,000		***$5,100,000***		***$5,100,000***	Parks
A.V. Anderson Park			$100,000	$2,000,000		***$2,100,000***		***$2,100,000***	Parks
Roadrunner Park		$100,000	$2,500,000			***$2,600,000***		***$2,600,000***	Parks
Emergency Power Generation Retrofit Project		$100,000	$150,000			***$250,000***		***$250,000***	Sewer
EOP Solar Farm Project				$250,000	$10,000,000	***$10,250,000***		***$10,250,000***	Sewer
Sulger Sewer Improvement Project	$2,000,000	$1,500,000				***$3,500,000***		***$3,500,000***	Sewer
Sewage Package Plant Tribute				$5,000,000	$5,000,000	***$10,000,000***		***$10,000,000***	Sewer
Sewage Package Plant Section 36						***$0***	$10,100,000	***$10,100,000***	Sewer
Biosolids Handling Improvements at EOP	$4,000,000	$1,500,000				***$5,500,000***		***$5,500,000***	Solid Waste
New Compost Building/Dumpster Maintenance Area Project	$1,300,000	$1,000,000				***$2,300,000***		***$2,300,000***	Solid Waste
Regional Stormwater Recharge Basins Mitigation/Flood Control				$500,000	$650,000	***$1,150,000***		***$1,150,000***	Storm Water
Charleston Road Block Wall	$175,000					***$175,000***		***$175,000***	Streets
Coyote Wash Stabilization Project				$500,000		***$500,000***		***$500,000***	Streets
ADA Street Improvements	$50,000	$50,000	$50,000	$50,000	$50,000	***$250,000***		***$250,000***	Streets
Pedestrian Connection Fry to N. Carmichael	$15,000		$315,000			***$330,000***		***$330,000***	Streets
West End Streetscape Improvements	$50,000	$50,000	$50,000	$50,000	$50,000	***$250,000***		***$250,000***	Streets
Seventh Street Pedestrian Crossing			$225,000			***$225,000***		***$225,000***	Streets
Busby Drive Sidewalks	$250,000			$200,000		***$450,000***		***$450,000***	Streets
Avenida Cochise Landscaping			$86,000			***$86,000***		***$86,000***	Streets
Pedestrian Improvements on N. Carmichael		$150,000				***$150,000***		***$150,000***	Streets

Project	*FY 2011/12*	*FY 2012/13*	*FY 2013/14*	*FY 2014/15*	*FY 2015/16*	*TOTAL*	*Years 6-10*	*TOTAL*	*Fee Category*
Completion of CDBG Projects	$325,000	$325,000				***$650,000***		***$650,000***	Streets
Drainage Projects in SWSVRA	$150,000					***$150,000***		***$150,000***	Streets
ROW Landscaping			$60,000	$60,000	$60,000	***$180,000***		***$180,000***	Streets
MLK/SR 90 Right Turn Lane	$400,000					***$400,000***		***$400,000***	Streets
Canyon De Flores/Golden Acres Dr. Connection Project	$800,000					***$800,000***		***$800,000***	Streets
Traffic Signal UPS Installation Project	$50,000	$100,000				***$150,000***		***$150,000***	Streets
Campus Drive/Columbo Signal	$50,000	$50,000	$350,000			***$450,000***		***$450,000***	Streets
El Camino Real/Wilcox Signal		$200,000	$200,000			***$400,000***		***$400,000***	Streets
Coronado Widening (Busby to Golf Links) and Signals at Golf Links and Busby		$1,000,000	$1,000,000			***$2,000,000***		***$2,000,000***	Streets
Coronado Widening (SR 90 to Carmelita)		$500,000	$1,000,000	$1,000,000		***$2,500,000***		***$2,500,000***	Streets
Charleston /Wal-Mart Signal Installation			$350,000			***$350,000***		***$350,000***	Streets
Fry Blvd/7th Street Traffic Signal Improvements			$225,000	$225,000		***$450,000***		***$450,000***	Streets
North Garden/Fry Intersection Reconstruction Project			$150,000	$150,000		***$300,000***		***$300,000***	Streets
Avenida Escuela Bridge Construction (Wal-Mart)			$200,000	$300,000	$2,000,000	***$2,500,000***		***$2,500,000***	Streets
Seventh/Golf Links Signal			$350,000			***$350,000***		***$350,000***	Streets
BST/Golf Links Signal				$350,000		***$350,000***		***$350,000***	Streets
Avenida Del Sol Widening (SR 90 to Snyder)				$750,000	$375,000	***$1,125,000***		***$1,125,000***	Streets
Busby SR 92/Snyder (ADOT)						***$0***	$300,000	***$300,000***	Streets
BST Extension (SR 92 to Avenida Del Sol)						***$0***	$4,200,000	***$4,200,000***	Streets
Bus Canopies		$400,000	$100,000			***$500,000***		***$500,000***	Transit
Vista Transit Bus Pull-Out Fry Blvd Project		$250,000	$250,000	$250,000		***$750,000***		***$750,000***	Transit
TOTAL	***$12,015,500***	***$11,554,000***	***$14,971,000***	***$18,735,000***	***$19,235,000***	***$76,510,500***	***$24,900,000***	***$101,410,500***	

CITY OF SIERRA VISTA

ARIZONA

Public Works Five Year Capital Maintenance and Replacement Plan
Fiscal Years 2013-2017

A. Introduction

The Sierra Vista City Council adopted a Strategic Leadership Plan in 2007 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 establishes and reviews a City-wide Five-year Capital Maintenance and Replacement Plan. The plan calls for the Department of Public Works to inventory, condition code, and develop maintenance or replacement plans for the following categories of assets: Facilities Maintenance Plan (building structure), and Facilities Equipment Replacement Plan (building equipment); Fleet Light Vehicle Replacement Plan, and Fleet Heavy Equipment Replacement Plan; Major Streets Maintenance Plan, and Residential Street Maintenance Plan; and Sewer Line Maintenance/Replacement Plan, and Water and Wastewater Facility Replacement Plan. What follows is a summary of the Capital Maintenance and Replacement plan driven by specific methodology and definitions as to what constitutes capital asset maintenance and capital asset replacement items within the scope of City operations.

B. 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 of Sierra Vista's capital assets. The plan encompasses a five (5) year capital maintenance and replacement period that covers all of the City's major capital assets and maintains and/or replaces them at a sufficient level to protect the City's investment, minimize future replacement and maintenance costs, and maintain established service levels.

C. Objectives

The objectives of the plan are to: (1) Define capital maintenance and replacement assets as distinguished from routine or preventative, operational (O&M) maintenance. (2) Develop standard methodology to determine when a capital asset is to be replaced or maintained and what subsequent type of maintenance system is used. (3) Estimate the 5-year capital maintenance and replacement costs associated with each major asset category for budget purposes.

D. Definitions

Capital Assets

A Capital Asset is defined as a permanent City fixed asset of major importance and financial investment. Capital Assets are major assets that 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. Examples of a Capital Improvement Asset are:

1. **New Additions:** Any new additions to the City's assets, valued at $50,000 or more, are considered Capital Improvement Assets. Example would be Police Station Addition Project.

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. An example of this was the complete remodel of the old library into the Ethel Berger Center.

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. 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; i.e., Police and Fire expansion.

4. **Major Improvement:** A new asset that makes a major improvement to an existing asset system or service program. An example of this is the new Fire Station No. 3.

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. An example is the citywide computer software conversion to a new-shared network system.

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. The new artwork must have a cost greater than $25,000. An example of this would be the Westside "cobble wall" at Fry and BST.

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.

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. Paint, floor covering, and roof recoating due to wear, normal use, or to affect a warranty are examples of routine or preventative O&M 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. Example: Painting the Fire Stations or Re-carpeting City Hall. These items will be expensive but cannot be capitalized because they are scheduled routine or preventative operating and maintenance tasks. Applying an acrylic seal to roads or repairing a sewer line point repair are considered routine O&M tasks in order to preserve an asset or to maintain the integrity of an asset to meet its programmed longevity.

E. Capital Asset Replacement Program Methodologies and Cost Summaries

The cost summaries and methodologies used for developing each Capital Asset Replacement and Maintenance Program are outlined below. The replacement and maintenance guidelines are based on predetermined criteria developed for each Capital Replacement Asset. However, additional consideration will also be given based on specific use, safety and overall condition of the Capital Asset. The plan will be reviewed and updated annually, during the budget process. The maintenance projects included in the next FY's budget will be based on the prioritized list and available funding.

I. FACILITIES MAINTENANCE PROGRAM

a. Facilities Equipment Replacement Program:

- All public building equipment replacement items associated with the City's public buildings and/or facilities are based on t he following life cycle intervals, presuming proper preventative maintenance was performed as scheduled.

ASSET	REPLACEMENT INTERVAL
Automatic Doors	15 Years
Large Stoves/Ovens/Kiln	20 Years
HVAC (Small, < 7 Tons)	15 Years
HVAC (Large, > 7 Tons	15 Years
Switch Gear and Panels	30 Years

- In addition, all public building equipment is further evaluated and prioritized based on the following criteria:

FACILITIES EQUIPMENT EVALUATION CRITERIA				
Criteria				**Rating**
System Failure (Repair Required)				1
Asset preservation/rehabilitation				2
Functional improvement/upgrade				3
Cosmetic/Aesthetic/Convenience				4

Detailed Summary of Recommended
Facilities Capital Equipment Replacement Program
FY 2013 - 2017

FY 2013				
ITEM	**INTERVAL**	**LOCATION**	**RATING**	**COST**
HVAC (small < 7 ton)	15	Ethel Berger Center 3	2	$9,000
HVAC (small < 7 ton)	15	City Hall 2	2	$9,000
Total				**$18,000**

FY 2014				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
HVAC (large > 7 ton)	15	PCC – Fleet Maintenance	2	$35,000
HVAC (small < 7 ton)	15	Wastewater Lab	2	$9,000
Kiln	20	OYCC	2	$10,000
Total				**$54,000**

FY 2015				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Switch Gear/Panels	30	City Hall	3	$20,000
Switch Gear/Panels	30	City Hall	3	$20,000
Total				**$40,000**

FY 2016				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
HVAC (small < 7 ton)	15	TR Building 1	2	$9,000
HVAC (small < 7 ton)	15	Fire Station #2	2	$9,000
Total				**$18,000**

FY 2017				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
HVAC (small < 7 ton)	15	TR Building 2	2	$9,000
Kiln	10	OYCC	2	$10,000
Total				**$19,000**

b. Facilities Structural Maintenance Program:

- All public building structural maintenance components are based on the following life cycle interval, presuming proper preventative maintenance was performed as scheduled.

ASSET	REPLACEMENT INTERVAL
Building Remodel/Reconstruct	25 Years
Security Alarm Systems	15 Years
Roof Repairs	As Needed
Roof Recoating	5 Years
Replaster	10 Years
Power Upgrades	As Needed
Interior and Exterior Paint	12 Years
Fire Panel and System	25 Years
Floor Covering	15 Years
Skylight Sealing	10 Years
Access Controls	10 Years

- In addition, all public building equipment is further evaluated and prioritized based on the following criteria:

FACILITIES STRUCTURAL EVALUATION CRITERIA				
Criteria				**Priority**
System Failure (Repair Required)				1
Asset Preservation/Rehabilitation				2
Functional Improvement/Upgrade				3
Cosmetic/Aesthetic/Convenience				4

Facilities Structural Replacement Program
FY 2013 - 2017

FY 2013				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Pool Deck Resurfacing	5	Cove Aquatic Center	1	$50,000
Structural Phase I	N/A	Cove Aquatic Center	1	$88,000
Floor Tile Replacement	N/A	Cove Aquatic Center	1	$40,000
Fire Panel/System	25	City Hall	1	$35,000
Roof Recoating	5	Oscar Yrun Center	2	$18,000
ADA Doors	N/A	Oscar Yrun Center	2	$15,000
Total				**$246,000**

FY 2014				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Structural Phase II	N/A	Cove Aquatic Center	1	$59,000
Fire Panel/System	25	Library	1	$45,000
Security System	15	Ethel Berger Center	1	$25,000
Fire Panel/System	25	Ethel Berger Center	1	$25,000
Floor Covering	15	Library	2	$150,000
Interior/Exterior Paint	12	Ethel Berger Center	4	$70,000
Interior/Exterior Paint	12	Police Station	4	$100,000
Floor Covering	15	Police Station	4	$75,000
Skylight Sealing	10	City Hall	4	$2,000
Skylight Sealing	10	Pedro Castro Center	4	$5,000
Remodel	25	City Clerk's Office	4	$10,000
Remodel	25	Comm Develop Office	4	$10,000
Total				**$576,000**

FY 2015				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Structural Phase III	N/A	Cove Aquatic Center	1	$61,000
Fire Panel/System	25	Airport	1	$18,000
Roof Recoating	5	Airport	2	$12,000
Roof Recoating	5	Fire Station 2	2	$28,000
Roof Recoating	5	Fire Station 1	2	$38,000
Interior/Exterior Paint	12	Fire Station 2	2	$25,000
Interior/Exterior Paint	12	Fire Station 1	2	$18,000
Roof Recoat	5	Police Station	2	$28,000
Window Film	N/A	Library	2	$50,000
Interior/Exterior Paint	N/A	Airport	4	$37,000
Interior/Exterior Paint	N/A	Fleet Facility	4	$100,000
Interior/Exterior Paint	N/A	Cove Aquatic Center	4	$45,000
Total				**$460,000**

FY 2016				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Structural Phase IV	N/A	Cove Aquatic Center	1	$68,000
Skylight Sealing	10	Cove Aquatic Center	2	$7,000
Roof Recoating	5	Cove Aquatic Center	2	$20,000
Roof Recoating	5	City Hall	2	$30,000
Roof Recoating	5	Transit Center	2	3,000
Interior/Exterior Paint	12	TR Building	4	8,000
Interior/Exterior Paint	12	PCC Admin Building	4	$38,000
Interior/Exterior Paint	12	PCC Shop Building	4	$30,000
Total				**$204,000**

FY 2017				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Roof Recoating	5	TR Building	2	$3,000
Roof Recoating	5	Library	2	$35,000
Roof Recoating	5	Ethel Berger Center	2	$15,000
Roof Recoating	5	Sewer Office	2	$3,000
Roof Recoating	5	Police Annex	2	$11,000
Interior/Exterior Paint	12	PCC Warehouse	4	$22,000
Total				**$89,000**

II. FLEET AND EQUIPMENT REPLACEMENT PROGRAM

a. Fleet Light Vehicle Replacement Program:

- All City fleet light vehicles (less than 1 ton rated vehicles) are replaced based on the following life cycle intervals and/or mileage limits. In addition, other criteria such as utilization, safety standards and departmental need are factored in as well. When certain equipment fails to meet replacement schedules and needs to be replaced sooner than expected due to constant maintenance problems and downtime, the Fleet Maintenance Services Superintendent, with approval from the Director of Public Works, will make arrangements to replace the unit.

PRIORITIZATION CRITERIA SCORE*	
Maintenance	Vehicles prioritized based on cost per mile
Mileage	Vehicles prioritized based on total miles
Age	Vehicles prioritized based on age
Utilization	Vehicles prioritized based on miles driven per year
*Criteria is entered into a matrix to determine priority ranking score	

Detailed Summary of Recommended Fleet Light Vehicle Replacement Program FY 2013-2017

FY 2013							
VEHICLE	PRIORITY	DESCRIPTION	DEPT	YEAR	MILES	SCORE	COST
157	1	PICKUP, 1.5 TON, CAN CARRIER	PWSEW	1989	103,783	21	$85,000
242	1	JOHN DEERE GATOR	PWSFG	1996			$9,000
72	2	AUTO, CROWN VICTORIA	PWADMN	1998	89,620	20	27,000
83	2	AUTO, CROWN VICTORIA	LEISURE	1998	86,483	20	$27,000
106	3	PICKUP, 1/2 TON 4x4	PSACO	1998	104,848	20	$33,000
84	4	AUTO, CROWN VICTORIA	PWADMN	1999	93,733	20	$27,000
Total							**$208,000**

Fleet Machinery & Equipment Replacement Program - FY 2013

FY 2013					
LOCATION	ASSET	YR BUILT	PRIORITY	RATING	COST
Parks Sports Fields & Grounds Unit #450	Ryan Aerator	1999	4	15	$6,000
Parks Sports Fields & Grounds Unit #231	Toro Top Dresser	1996	6	12	$12,000
Parks Sports Fields & Grounds Unit #638	Swenson Spreader	1990	5	9	$6.000
Total					**$24,000**

Total FY 13 Fleet Vehicles & Equipment Replacement : $232,000

FY2014							
VEHICLE	**PRIORITY**	**DESCRIPTION**	**DEPT**	**YEAR**	**MILES**	**SCORE**	**COST**
81	1	AUTO, CROWN VICTORIA	CMADM	1998	86,902	19	$30,000
2	2	AUTO, CROWN VICTORIA	TRANSIT	1999	94,147	19	$30,000
93	3	AUTO, CROWN VICTORIA	TRANSIT	2000	91,273	19	$30,000
166	4	PICKUP, 1/2 TON	ADMIN	1996	102,110	19	$28,000
105	6	PICKUP, 1 TON, DUMP	STREES	1995	94,038	18	$85,000
1046	4	AUTO, CROWN VICTORIA	PSOPS	2006	2,941	Wrecked	$27,000
Total							**$230,000**

FY2015							
VEHICLE	**PRIORITY**	**DESCRIPTION**	**DEPT**	**YEAR**	**MILES**	**SCORE**	**COST**
94	1	AUTO, CROWN VICTORIA	FDADM	2000	69,992	18	$30,000
89	2	AUTO, CROWN VICTORIA	PSOPS	2000	77,010	17	$30,000
91	3	AUTO, CROWN VICTORIA	LEISURE	2000	66,110	17	$30,000
167	4	PICKUP, 1/2 TON	LEISURE	1996	96,146	17	$28,000
102	5	PICKUP, 1/2 TON	STREETS	1989	71,050	17	$28,000
170	6	PICKUP, 1 TON UTILITY	PWBLG	1997	110,846	16	$45,000
Total							**$191,000**

FY2016							
VEHICLE	**PRIORITY**	**DESCRIPTION**	**DEPT**	**YEAR**	**MILES**	**SCORE**	**COST**
1001	1	AUTO, CROWN VICTORIA	PWADM	2001	91,265	16	$30,000
1002	2	AUTO, CROWN VICTORIA	PSOPS	2001	98,664	16	$30,000
1003	3	AUTO, CROWN VICTORIA	PSOPS	2001	91612	16	$30,000
153	4	PICKUP, 3/4 TON,	PSACO	1998	116,693	16	$35,000
176	5	VAN, 1 TON, PASSENGER	REC-DDA	1999	106,072	16	$40,000
129	6	PICKUP, 1/2 TON	PARKS	1995	96,556	16	$28,000
Total							**$193,000**

FY2017							
VEHICLE	**PRIORITY**	**DESCRIPTION**	**DEPT**	**YEAR**	**MILES**	**SCORE**	**COST**
1008	1	AUTO, CROWN VICTORIA	ADMIN	2001	85,190	16	$30,000
96	2	AUTO, CROWN VICTORIA	CMADM	2000	90,336	16	$30,000
1004	3	AUTO, CROWN VICTORIA	PWADM	2001	81,898	16	$30,000
178	4	VAN, SWAT, NR	PSOPS	1998	154,442	15	$145,000
114	5	PICKUP, 1/2 TON	REFUSE	1998	133,102	15	$28,000
103	6	PICKUP, 1 TON, DUMP	STREETS	1995	71,725	15	$85,000
Total							**$348,000**

b. Fleet Heavy Vehicles/Equipment Replacement Program:

- Heavy vehicles (1 ton and greater rated vehicles) and equipment are replaced based on the following life cycle intervals in years. Consideration for replacement may also take into account a combination of hourly usage and mileage. Similar to the light vehicles above, these capital assets may be replaced sooner, or in some cases later than the prescribed life cycle interval based on utilization, safety concerns, excessive maintenance costs or departmental need.

PRIORITIZATION CRITERIA SCORE*	
Maintenance	Vehicles prioritized based on cost per mile
Mileage	Vehicles prioritized based on total miles
Age	Vehicles prioritized based on age
Utilization	Vehicles prioritized based on miles driven per year
*Criteria is entered into a matrix to determine priority ranking score	

FY2013							
VEHICLE	PRIORITY	DESCRIPTION	DEPT	YEAR	MILES	SCORE	COST
310	1	BUS 28 PASS AERO ELITE	LEISURE	1999	152,299	21	$140,000
202	2	MED DUMP TRUCK 6YD	STREETS	1988	202,000	21	$125,000
201	3	HEAVY DUMP TRK 20YD	COMPOST	1983	162,355	21	$132,000
332	4	BUS 30 PASS EZ RIDER	TRANSIT	2003	216,795	19	$140,000
341	5	BUS 35 PASS BLUEBIRD	TRANSIT	2003	127,305	14	$140,000
Total							**$677,000**

FY2014							
VEHICLE	PRIORITY	DESCRIPTION	DEPT	YEAR	MILES	SCORE	COST
332	1	BUS 30 PASS ELDORADO	TRANSIT	2002	216,795	19	$280,000
330	2	BUS 20 PASS AERO ELITE	TRANSIT	1999	152,299	19	$150,000
313	3	TRUCK, RAPID RAIL	REFUSE	1999	104,309	18	$275,000
314	4	TRUCK, RAPID RAIL	REFUSE	1999	104,386	16	$275,000
354	5	INTERN, 18/22 PASS	TRANSIT	2007	153,151	16	$280,000
232	6	GRADER, 12FT	STREETS	1988	3,091 HR	15	$400,000
237	7	TRACTOR, MOWER	PARKS	1988	3,096 HR	15	$35,000
Total							**$1,975,000**

FY2015							
VEHICLE	PRIORITY	DESCRIPTION	DEPT	YEAR	MILES	SCORE	COST
254	1	TRUCK, PUMPER, DART	FIRE DEPT	1991	50,299	15	$500,000
225	2	TRUCK WATER 1500G	PARKS	1976	48,481	15	$125,000
341	3	BUS 35 PASS BLUEBIRD	TRANSIT	2003	127,305	14	$280,000

349	4	INTERN, 18/22 PASS	TRANSIT	2007	125,036	12	$280,000
243	5	GERERATOR SET (AIRPORT)	FACILITES	1995	158 HR	12	$110,000
239	6	FORK LIFT, SMALL	REFUSE	1997	2,852 HR	9	$75,000
Total							**$1,370,000**

FY2016							
VEHICLE	**PRIORITY**	**DESCRIPTION**	**DEPT**	**YEAR**	**MILES**	**SCORE**	**COST**
270	1	SEMI TRACTOR	FLEET	1957	15,425	15	$180,000
255	2	6X6 FLAT BED WRECKER	FLEET	1969	8,881	15	$100,000
355	3	INTERN, 18/22 PASS	TRANSIT	2007	109,839	11	$280,000
350	4	INTERN, 18/22 PASS	TRANSIT	2007	114,911	11	$280,000
301	5	NEW HOLL TRACTOR	SEWERS	1998	2,440 HR	9	$110,000
219	6	TRACTOR, TL-70	SEWERS	1999	2,060 HR	9	$100,000
Total							**$1,050,000**

FY2017							
VEHICLE	**PRIORITY**	**DESCRIPTION**	**DEPT**	**YEAR**	**MILES**	**SCORE**	**COST**
219	1	TRACTOR, TL-70	SEWERS	1999	2,060 HR	3	$100,000
312	2	DUMP TRUCK 6YD	STREETS	1999	38,040	3	$105,000
336	3	WATER TRUCK 1500	STREETS	2000	16,076	3	$125,000
196	4	BRUSH TRUCK 1.5 TON	FIRE DEPT	2000	12,365	3	$150,000
2032	5	AMBULANCE	FIRE DEPT	2003	43,449	3	$200,000
339	6	REFUSE, FRONT LOAD	REFUSE	2004	96,831	3	$350,000
Total							**$1,030,000**

III. STREET RECONSTRUCTION PROGRAM

- Street Reconstruction of the entire City's local, collector, residential, and arterial streets is determined based on the following criteria, plus the average daily traffic (ADT) counts recorded annually. Strategies for replacing/reconstructing a st reet asset (overlays, reconstructions, and SAMS) occur when the street is in a poor to failed condition. General preventative, routine maintenance is performed to the street assets in good condition as part of the normal O&M programs.

Street Rating System		
Surface Rating	**Visible Distress**	**General Condition/ Treatment Measures**
5 Excellent	None	New construction/Recent Overlay 3-5 yr - rubberized acrylic seal, crack seal gutter line
4 Good	Very slight or no raveling. Some longitudinal cracks. All cracks sealed or tight (less than 1/4 in). Less than 20% alligator and/or 30% rutting.	First signs of aging. 5-10 yr-crack fill, acrylic, slurry seal, conventional chip. Maintain with routine crack filling, minor patching and extend life with rubberized acrylic seal.
3 Fair	Moderate to severe raveling (loss of fine and coarse aggregate). Longitudinal and traverse cracks open. (1/4-1/2 in). Less than 50% alligator and/or 60% rutting.	Surface aging. Crack seal, rubberized acrylic seal, SAMS, ACFC. Minor repairs with patching and sealcoat.
2 Poor	Closely spaced longitudinal and traverse cracks. Less than 75% alligator and/or 75% rutting. Patches in fair to poor condition. Occasional potholes.	Major patching and repair prior to AC overlay. Crack seal, SAMS, overlay, patching. Milling and removal of deterioration extends life of overlay.
1 Failed	Severe raveling distress with extensive loss of surface integrity. Alligator cracking and rutting greater than 75%. Potholes	Failed. Cold mill recycle, BOMAG/overlay, mill/overlay. Needs total reconstruction.

FISCAL YEAR 2013 REBUILD									
PRIORITY	STREET	BETWEEN		S.F.	YR BUILT	RATING	ADT	PCI	COST
1	South Moson Road	SR90	City Limits	252,000	1995	3	3,777	55	$140,000
Total									**$140,000**

FISCAL YEAR 2013 SAMS									
PRIORITY	STREET	BETWEEN		S.F.	YR BUILT	RATING	ADT	PCI	COST
1	Colombo Drive	Campus	Avenida El Rancho	189,000	2001	3	2,702	60	$105,000
2	Snyder Boulevard	SR92	Avenida Del Sol	191,000	1982	3	2,212	60	$106,000
3	Campus Drive	SR90	Colombo	73,000	1992	3	1,921	60	$41,000
4	Kachina Trail	SR92	City Limits	132,000	1992	3	850	60	$73,000
Total									**$325,000**

TOTAL FISCAL YEAR 2013 $465,000

FISCAL YEAR 2014 SAMS									
PRIORITY	STREET	BETWEEN		S.F.	YR BUILT	RATING	ADT	PCI	COST
1	Village Meadows	3 Streets		72,000	1965	2	N/A	30	$40,000
2	Rainbow Way	SR90	Blue Horizon	50,000	1985	2	N/A	40	$39,000
3	The Village	All Streets		198,000	1972	2	N/A	40	$130,000
4	Quail Hollow	All Streets		279,000	1995	3	N/A	50	$155,000
5	Bartow Drive	Carmichael	Seventh	132,000	1975	3	N/A	50	$73,000
6	Tacoma Street	Lenzner	Seventh	133,000	1982	3	2,262	50	$85,000
7	Las Brisas Way	Coronado	Lenzner	111,000	1986	3	2,204	50	$67,000
8	Golf Links Road	Seventh	City Limits	215,000	1984	3	1,381	65	$119,000
9	Carmichael Avenue	Fry	Meyer	81,000	1965	3	1,379	55	$50,000
10	Calle Mercancia	Cochise	SR92	96,000	1992	3	923	65	$53,000
Total									**$811,000**

TOTAL FISCAL YEAR 2014 $811,000

FISCAL YEAR 2015 SAMS									
PRIORITY	STREET	BETWEEN		S.F.	YR BUILT	RATING	ADT	PCI	COST
	Vista Village	Buckhorn Streets		88,000	1985	3	N/A	50	$54,000
	Quail Hollow Sub	All Streets		279,000	1995	3	N/A	50	$155,000
	Summit Ridge Sub	All Streets		88,000	1985	3	N/A	55	$94,000
	Saint Andrew's Drive	BST	Raven	73,000	1992	3	3,147	65	$41,000
	Busby Drive	Seventh	Calle del Norte	222,000	1981	3	2,405	60	$123,000
	Avenida Escuela	Fry	Bluebird	93,000	1983	2	2,172	40	$58,000
	Saint Andrew's Drive	SR92	BST	243,000	1985	3	1,642	65	$135,000
	Greenbrier Road	Oakmont	SR92	140,000	1985	3	992	50	$78,000
	Windemere Sub	All Streets		87,000	1983	3	N/A	55	$56,000
	Village Green Sub	All Streets		233,000	1988	3	N/A	40	$141,000
	Town & Country Dr	Piccadilly	Cochise	47,000	1982	3	N/A	50	$30,000
	Vista Village	Buckhorn Streets		88,000	1985	3	N/A	60	$50,000
Total									**$712,000**

TOTAL FISCAL YEAR 2015 $738,000

FISCAL YEAR 2016 OVERLAYS									
PRIORITY	STREET	BETWEEN		S.F.	YR BUILT	RATING	ADT	PCI	COST
1	Buffalo Soldier Trail	SR90	Fry	619,000	2001	3	9,006	60	$619,000
Total									**$619,000**

FISCAL YEAR 2016 SAMS									
PRIORITY	STREET	BETWEEN		S.F.	YR BUILT	RATING	ADT	PCI	COST
1	Windemere Sub	All Streets		87,000	1983	3	N/A	55	$56,000
2	Village Green Sub	All Streets		233,000	1988	3	N/A	40	$141,000
3	Town & Country Dr	Piccadilly	Cochise	47,000	1982	3	N/A	50	$30,000
4	Vista Village	Buckhorn Streets		88,000	1985	3	N/A	60	$50,000
Total									**$277,000**

TOTAL FISCAL YEAR 2016 $896,000

FISCAL YEAR 2017 OVERLAYS									
PRIORITY	STREET	BETWEEN		S.F.	YR BUILT	RATING	ADT	PCI	COST
1	Buffalo Soldier Trail	Fry	Seventh	649,000	2001	3	10,555	50	$649,000
2	Coronado Drive	MLK	Fry	106,000	2001	3	9,229	50	$106,000
Total									**$755,000**

TOTAL FISCAL YEAR 2017 $755,000

FISCAL YEAR 2018 SAMS									
PRIORITY	STREET	BETWEEN		S.F.	YR BUILT	RATING	ADT	PCI	COST
1	Tacoma Street	Coronado	East Limits	47,000	1983	3	2,308	50	$26,000
2	Golf Links Road	BST	Seventh	123,000	1982	3	1,381	55	$68,000
3	Quail Hollow Sub	All Streets		279,000	1988	3	N/A	60	$155,000
4	Sandalwood Sub	All Streets		162,000	1983	3	N/A	60	$90,000
5	Summit Estates Sub	All Streets		116,000	1985	3	N/A	60	$64,000
6	King's Manor Sub	All Streets		243,000	1969	3	N/A	60	$135,000
7	Treetop Drive	SR90	Charleston	59,000	1968	3	413	60	$33,000
8	Industry Drive	Ida	Technology	15,000	1986	3	N/A	55	$8,000
9	Enterprise Drive	Ida	Technology	44,000	1986	3	N/A	55	$25,000
10	Technology Drive	N. Commerce	Industry	42,000	1986	3	N/A	60	$23,000
11	N. Commerce Drive	Technology	Colombo	50,000	2001	3	N/A	60	$28,000
12	Verde Meadows Sub	Half of Streets		92,000	1968	3	N/A	55	$52,000
13	Garden Canyon	All Streets		90,000	1964	3	N/A	55	$50,000
Total									**$757,000**

TOTAL FISCAL YEAR 2018 $757,000

Multi Use Path Reconstruction Program:

MUP reconstruction of is determined based on the same criteria as street reconstruction. However, additional construction measures, such as a r etaining wall, are utilized to allow for enhanced erosion control where new construction has altered existing drainage or drainage can be improved to prolong the life of the MUP. The strategy for replacing/reconstructing a MUP asset primarily involves the use of an asphalt overlay when the MUP is in a poor to failed condition. General preventative, routine maintenance, such as acrylic sealing is performed to the MUP assets in good condition as part of the normal O&M programs.

FY	PRIORITY	RATING	LOCATION	S.F.	YR BUILT	SCOPE	COST
FY2013	1	2	SR92 Busby to Foothills	9,000	1981	2" Overlay	$12,000
	2	2	SR92 Busby to Foothills	9,000	1981	Drainage Repairs	$5,000
	3	3	SR90 Various Locations	2,000	2006	Rebuild	$4,000
	TOTAL FY13						**$21,000**
FY2014	1	2	SR90 Cesare to Salud	5,000	2007	Rebuild	$22,000
	TOTAL FY14						**$22,000**
FY2015	1	2	Snyder South Side	28,000	2008	1" Overlay	$20,000
	TOTAL FY15						**$20,000**
FY2016	1	3	Forest Doerner Linear Park	13,000	1990	1" Overlay	$9,000
FY2016	2	3	Forest Doerner Linear Park	13,000	1990	Drainage Control	$18,000
	TOTAL FY16						**$27,000**
FY2017	1	3	Woodcutters Linear Park	39,000	1998	1" Overlay	$27,000
	TOTAL FY17						**$27,000**

IV. SEWER LINE RECONSTRUCTION MAINTENANCE PROGRAM

- The sewer line reconstruction program is based on annual camera inspection of all main City sewer lines. Once the sewer lines are inspected and camera recorded, the following criteria are used to prioritize sewer line maintenance and/or replacement/reconstruction. Strategies for capital asset replacement of the sewer line system occur when the sewer is in poor to failed condition.

SEWER RATING SYSTEM			
Rating	**Structural Distress**	**O & M Distress**	**General Condition/ Treatment Measures**
5 Excellent	Roughness increased, circumferential crack, medium joint offset.	Some fine lateral roots, <=5% obstructions, attached, settled and ingress deposits. Some vermin, cockroach or other.	Minor Defects, failure unlikely in foreseeable future. Annual cleaning.
4 Good	Minor surface spalling, longitudinal crack, circumferential fracture, large joint offset.	Some fine barrel roots, lateral tap roots at joint, "weeper" infiltration, <=10% obstructions, attached, settled and ingress deposits, and intruding seal material. <=20 degree line, <=30% water level. Some rats	Defects have not begun to deteriorate, pipe unlikely to fail for at least 20 years. Camera van inspections, annual cleaning.
3 Fair	Aggregate visible, projecting, lining failure, some weld failure, multiple cracks, longitudinal and spiral fractures, some displaced brickwork and missing mortar.	Some barrel roots at joint, "dripper" infiltration, <=20% obstructions, attached, settled and ingress deposits, and intruding seal material. <=50% water level.	Moderate defects that will continue to deteriorate, pipe may fail in 10-20 years. Camera van inspections, annual cleaning, minor "hot spot" repairs.
2 Poor	Multiple fractures, some broken pipe, aggregate missing, localized lining defective, patch repairs	Medium barrel, lateral and connection roots at joint, "runner" infiltration, <=30% obstructions, intruding seal materials, >20 degree line. > 50% water level and >= 50% water mark.	Severe defects that will become Grade 1 defects within the foreseeable future, pipe will probably fail in 5-10 years. Camera van inspections, semi-annual cleaning, major "hot spot" repairs.
1 Failed	Pipe failure, soil and void visible, missing wall, reinforcement corroded, dropped invert.	Ball roots at joint, "gusher" infiltration, >30% obstructions, intruding seal materials. >75% water mark.	Defects requiring immediate attention, pipe has failed or will likely fail within the next 5 years. Immediate repair of line.

FISCALYEAR 2013					
LOCATION	PRIORITY	QUANTITY (FT)	MANHOLE	RATING	COST
Tacoma/7th Street Sewer Line Access	1			N/A	$25,000
Lowe's	2	440		2	$65,000
Golden Acres	3	250	1	3	$53,000
Total					**$143,000**

FISCAL YEAR 2014					
LOCATION	PRIORITY	QUANTITY (FT)	MANHOLE	RATING	COST
Ocotillo	1	200		2	$30,000
Palo Verde	2	300		2	$45,000
Bluebird/Golden Corral	3	100		3	$15,000
Andrea/Lenzner	4	50	1	3	$30,000
Total					**$120,000**

FISCAL YEAR 2015					
LOCATION	PRIORITY	QUANTITY (FT)	MANHOLE	RATING	COST
Colombo/Berean Academy	1	300	3	2	$45,000
Theatre and Tacoma	2		1	3	$15,000
Third Street	3		2	3	$30,000
Joseph Place and Carmelita	4	50	1	3	$23,000
Total					**$113,000**

FISCAL YEAR 2016					
LOCATION	PRIORITY	QUANTITY (FT)	MANHOLE	RATING	COST
6D - Camino Del Norte	1	2000		3	$300,000
6D - Foothills & Camino Amable	2	300		3	$45,000
Total					**$345,000**

	FISCAL YEAR 2017				
LOCATION	PRIORITY	QUANTITY (FT)	MANHOLE	RATING	COST
Fort Ave. and 7th	1	200		3	$30,000
Fort Ave. and 7th	2	300		3	$45,000
Montebello	3	300		3	$45,000
Fort Ave. and 7th	4	300		3	$45,000
7th and Coronado	5		1	3	$15,000
Total					**$180,000**

V. WATER & WASTEWATER TREATMENT FACILITY REPLACEMENT PROGRAM

- The Wastewater Treatment Facility at the Environmental Operations Park contains several large asset components (i.e., pumps, aerators, clarifiers, etc.) and the replacement program for these assets is based on the following life expectancy intervals, provided proper preventative maintenance was performed as scheduled. Each asset is visually inspected on a yearly basis and tested for structural integrity. For example, electrical systems are load tested to ensure proper electrical capacity and performance.

  The City owns and operates 4 potable water well sites, varying in age from 10 years to 35 years. Life expectancy of potable water well system components (i.e., pumps, storage tanks, distribution systems, electrical systems, etc.) varies based on use, size of the well, and demand on the well system.

  Listed below are the anticipated replacement intervals for water and wastewater treatment capital asset components:

WATER AND WASTEWATER TREATMENT FACILITY REPLACEMENT INTERVALS	
ASSET	**REPLACEMENT INTERVAL**
Clarifiers	30 years
Centrifuges	20 years
Aerators	10 years
Electrical Systems	20 years
Potable Water Well Distribution Systems	30 years
Potable Water Well Storage Tanks	25 years
Potable Water Well Pump Assemblies	10 years

DEPARTMENT OF PUBLIC WORKS
Proposed Water and Wastewater Treatment Asset Replacement Plan
Fiscal Year 2013-2017

FISCAL YEAR 2013			
LOCATION	PRIORITY	REPLACEMENT INTERVAL	COST
Park Well Pump Assembly	1	10	$50,000
Total			**$50,000**
FISCAL YEAR 2014			
LOCATION	PRIORITY	REPLACEMENT INTERVAL	COST
Airport Well #1 Electrical Upgrades	1	15	$35,000
Veteran's Park Well Electric Upgrades	2	15	$35,000
Total			**$70,000**
FISCAL YEAR 2015			
LOCATION	PRIORITY	REPLACEMENT INTERVAL	COST
EOP Aerotec Aerators (4)	1	5	$45,000
Total			**$45,000**
FISCAL YEAR 2016			
LOCATION	PRIORITY	REPLACEMENT INTERVAL	COST
EOP Recharge Basin Valve Actuators	1	15	$55,000
Total			**$55,000**
FISCAL YEAR 2017			
LOCATION	PRIORITY	REPLACEMENT INTERVAL	COST
Total			**$0**

VI. PARKS FACILITIES/SPORTS FIELD/GROUNDS ASSET REPLACEMENT PROGRAM

- All public parks, sport fields and grounds asset replacement items are based on the following life cycle intervals, presuming proper preventive maintenance was performed as scheduled and each item is subject to normal usage. All items are monitored and inspected for safety, proper operation, and structural condition (see rating system chart below). If it is found that an asset has deteriorated to a replacement point, said replacement or removal from service will be recommended regardless of suggested replacement intervals.

PARKS FACILITIES, SPORT FIELDS & GROUNDS REPLACEMENT INTERVALS	
Asset	**Replacement Interval**
Playgrounds	15-20 Years
Shade Structures	15-20 Years
Irrigation Systems	15-30 Years
Pool Systems	10-15 Years
Lighting Systems	30-40 years
Sports Fields	15-40 Years
Sport Courts	15-20 Years
Trails & Paths	15-20 Years
Parking Lots	15-30 Years

- Along with the recommended asset replacement intervals, items are rated to help determine their condition. Rating for capital replacements can consist of but is not limited to the following assets to include their sub-systems of significant cost: Playgrounds, Shade Structures, Irrigation Systems, Pool Systems, Lighting Systems, Sport Fields, Sport Courts, Trails & Paths, Parking Lots, Equipment, and Vehicles. Safety concerns and overall condition of said items are rated using the chart below to help determine priority of replacement, along with the projected life span (see above).

PARKS FACILITIES, SPORT FIELDS & GROUNDS RATING SYSTEM			
RATING	**STRUCTURAL CONDITION**	**LIFE SPAN %**	**PREVENTATIVE MAINTENANCE MEASURES**
5 Excellent	Like New	80- 100%	Perform required inspections and maintenance.
4 Good	Minimal deterioration-fading, scratches, dents, minor degradation on parts or sections, meets manufacture's specifications and it's intended use	60- 80%	Perform required inspections and maintenance.
3 Fair	Some deterioration- fading, scratches, dents, medium degradation on parts or sections, continues to meet manufacture's specifications and it's intended use	40- 60%	Perform required inspections and maintenance. Focus is on details of the component is stressed at this point and replacement of parts or sections showing signs of deterioration is a priority.
2 Poor	Noticeable deterioration-failure of parts start to occur, degradation becomes more of a concern, meeting manufacture's specifications or it's intended use becomes more of a challenge	20- 40%	Perform required inspections and maintenance. Focus is on details of the component is stressed even more at this point and replacement of parts or sections showing signs of deterioration is a priority. Maintenance costs start to become an issue.
1 Failure	Deterioration-failure of parts continue to occur, degradation becomes a safety issue, may no longer meet manufacture's specifications or it's intended use	0- 20%	Perform required inspections and maintenance. Focus is on details of the component is highly stressed at this point and replacement of parts or sections showing signs of deterioration is a priority. Determination must be made if equipment is safe, cost effect, needs to be replaced or taken out of service.

DETAILED SUMMARY OF RECOMMENDED
PARKS FACILITIES/SPORT FIELDS & GROUNDS
ASSET REPLACEMENT PROGRAM
FY 2013-2017

FISCAL YEAR 2013					
LOCATION	ASSET	YR BUILT	PRIORITY	RATING	COST
Upgrade Electric Service - Event Area	Electrical Service	Pre-1990	1	1	$100,000
Soldier's Creek Park	Playground	1996	2	1	$72,000
Cove Aquatic Facility	Wave Machine	2000	3	1	$50,000
Total					**$222,000**

FISCAL YEAR 2014					
LOCATION	ASSET	YR BUILT	PRIORITY	RATING	COST
Veteran's Park – Parking Lot	Asphalt	Pre-1980	1	1	$230,000
Veteran's Park – Parking Lot	Curb	Pre-1980	2	1	$80,000
Upgrade Electric Service – Pavilion	Electrical Service	2010	3	2	$120,000
Veteran's Park - Marquee	Sign		4	3	$70,000
Total					**$500,000**

FISCAL YEAR 2015					
LOCATION	ASSET	YR BUILT	PRIORITY	RATING	COST
Brown Field – Softball Field	Shade Structure	1998	1	1	$12,000
Veteran's Park – Central Playground	Playground	Pre-1980	2	2	$180,000
Total					**$192,000**

FISCAL YEAR 2016					
LOCATION	ASSET	YR BUILT	PRIORITY	RATING	COST
Veteran's Park – East Playground	Impact Surface	1995	1	3	$32,000
Veteran's Park – East Playground	Shade Structure	1995	2	3	$35,000
Veteran's Park – Irrigation System	Survey/Design	Pre-1980	3	2	$50,000
Total					**$117,000**

FISCAL YEAR 2017					
LOCATION	ASSET	YR BUILT	PRIORITY	RATING	COST
Cove Aquatic Facility	Shade Structure	2000	1	3	$27,000
Cove Aquatic Facility	Water Play Feature	2000	2	3	$14,000
Total					**$41,000**

F. Recommended Five Year Capital Replacement Program

A summary of the recommended Five-Year Capital Replacement Program is outlined below. Included within the summary is a breakdown of each Capital Asset Replacement Program over a five year period. All attempts were made to keep the overall budgetary allocations as consistent as possible from year to year and balance potential budgetary spikes within individual asset replacement programs.

DEPARTMENT OF PUBLIC WORKS
FY 2013 - 2017
RECOMMENDED FIVE YEAR CAPITAL REPLACEMENT PROGRAM COST SUMMARY

REPLACEMENT ITEMS	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Facilities Equipment Maintenance	$18,000	$54,000	$40,000	$18,000	$19,000
Facilities Structural Maintenance	$381,000	$576,000	$460,000	$204,000	$89,000
Fleet Light Vehicles Replacement	$232,000	$230,000	$191,000	$193,000	$348,000
Fleet Heavy Vehicles Replacement	$677,000	$1,975,000	$1,370,000	$1,050,000	$1,030,000
Street Reconstruction Maintenance	$325,000	$811,000	$738,000	$896,000	$755,000
Multi-Use Path Reconstruction	$21,000	$22,000	$20,000	$27,000	$27,000
Sewer Reconstruction Maintenance	$143,000	$120,000	$113,000	$345,000	$180,000
Water and Wastewater Treatment Replacement	$50,000	$70,000	$45,000	$55,000	$0
Parks Facilities/Sports Fields & Grounds Replacement	$222,000	$500,000	$192,000	$117,000	$41,000
Total	**$2,069,000**	**$4,358,000**	**$3,169,000**	**$2,905,000**	**$2,489,000**

RESOLUTION 2012-071

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; ADOPTING THE FY 2012/2013 OPERATING BUDGET; HOLDING A PUBLIC HEARING FOR TAXPAYERS ON THE ESTIMATED EXPENDITURES AND REVENUES FOR FISCAL YEAR 2012/2013; GIVING NOTICE OF THE COUNCIL MEETING TO MAKE FY 2012/2013 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 2012/2013; 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 12th day of July, 2012 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 26th day of July 2012, for the purpose of making tax levies as set forth in said estimates; and

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

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

SECTION 1

That the estimated expenditures and revenues allocations hereinafter set forth in the attached statements and schedules be, and hereby are, adopted as the Operating Budget for the City of Sierra Vista, Cochise County, Arizona, for the Fiscal Year 2012/2013.

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 26th day of July, 2012, at 5:00 p.m. at Sierra Vista City Hall, 1011 N. Coronado Drive, Sierra Vista, Arizona, be, and hereby is, authorized and directed.

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 3

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 12th DAY OF JULY, 2012.

FREDERICK W. MUELLER, II
Mayor

ATTEST:

JILL ADAMS
City Clerk

APPROVED AS TO FORM:

STUART L. FAUVER
City Attorney

PREPARED BY:
Mark C. Welch
Budget/Contracts Officer

CITY/TOWN OF ____Sierra Vista_____

Summary Schedule of Estimated Revenues and Expenditures/Expenses

Fiscal Year 2013

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2012	ACTUAL EXPENDITURES/ EXPENSES ** 2012	FUND BALANCE/ NET ASSETS*** July 1, 2012**	PROPERTY TAX REVENUES 2013	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2013	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013		TOTAL FINANCIAL RESOURCES AVAILABLE 2013	BUDGETED EXPENDITURES/ EXPENSES 2013
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 31,158,836	$ 28,056,852	$	Primary: $ 402,798	$ 30,893,863	$ 485,100	$	$ 357,000	$ 875,265	$ 31,263,496	$ 31,263,496
2. Special Revenue Funds	20,234,650	14,020,751	1,272,752	Secondary:	13,402,443	1,415,000		1,694,210	1,054,575	16,729,830	16,729,830
3. Debt Service Funds Available	3,499,929	3,499,929						3,499,929		3,499,929	3,499,929
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	3,499,929	3,499,929						3,499,929		3,499,929	3,499,929
6. Capital Projects Funds			846,587		3,949,899			59,947	3,531,433	1,325,000	1,325,000
7. Permanent Funds											
8. Enterprise Funds Available	23,468,956	13,718,956	5,458,011		13,118,382	510,300			149,813	18,936,880	18,936,880
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	23,468,956	13,718,956	5,458,011		13,118,382	510,300			149,813	18,936,880	18,936,880
11. Internal Service Funds	3,396,000	3,075,000	100,000		3,296,000					3,396,000	3,396,000
12. TOTAL ALL FUNDS	$ 81,758,371	$ 62,371,488	$ 7,677,350	$ 402,798	$ 64,660,587	$ 2,410,400	$	$ 5,611,086	$ 5,611,086	$ 75,151,135	$ 75,151,135

EXPENDITURE LIMITATION COMPARISON	2012	2013
1. Budgeted expenditures/expenses	$ 81,758,371	$ 75,151,135
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	81,758,371	75,151,135
4. Less: estimated exclusions	32,509,874	22,884,096
5. Amount subject to the expenditure limitation	$ 49,248,497	$ 52,267,039
6. EEC or voter-approved altarnative expenditure limitation	$ 51,637,350	$ 52,897,282

☐ 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 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 in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

CITY/TOWN OF ____Sierra Vista_____
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2013

	2012	2013
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 442,406	$ 457,758
2. Amount received from primary property taxation in the **current year** in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	$	
3. Property tax levy amounts		
A. Primary property taxes	$ 397,085	$ 402,798
B. Secondary property taxes		
C. Total property tax levy amounts	$ 397,085	$ 402,798
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 392,775	
(2) Prior years' levies	300	
(3) Total primary property taxes	$ 393,075	
B. Secondary property taxes		
(1) **Current** year's levy	$	
(2) Prior years' levies		
(3) Total secondary property taxes	$	
C. Total property taxes collected	$ 393,075	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.1139	0.1136
(2) Secondary property tax rate		
(3) Total city/town tax rate	0.1139	0.1136

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating ZERO 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/TOWN OF ____Sierra Vista_____
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
GENERAL FUND			
Local taxes			
Transaction Privilige Tax	$ 11,884,902	$ 11,647,204	$ 11,675,512
Public Utility Tax	1,416,788	1,345,949	1,466,788
Franchise Tax	659,653	626,670	1,046,460
Licenses and permits			
Business License	252,500	239,875	252,500
Building Permits	600,000	750,000	700,000
Animal Control Permits	45,000	46,000	45,000
Right-of-Way Permits	45,000	38,000	40,000
Intergovernmental			
Grants	193,275	193,275	91,400
State Shared Sales	3,154,388	3,450,000	3,503,084
Auto Lieu	1,831,933	1,740,336	1,899,211
Urban Revenue Sharing	3,704,333	3,704,333	4,482,658
Local Government Payments	452,250	429,638	453,250
Charges for services			
Planning Revenue	35,000	38,500	43,000
Public Safety	1,752,500	1,770,025	1,796,500
Public Works	1,259,500	1,196,525	1,362,500
Recreation	1,307,000	1,241,650	1,282,000
Fines and forfeits			
Library	45,000	32,500	32,000
Interest on investments			
Interest	10,000	5,500	6,000
Contributions			
Voluntary contributions	10,000	9,500	5,000
Miscellaneous			
Misc. Revenue	547,500	520,125	606,000
Sale of Fixed Assets	60,000	35,000	60,000
Lease Revenue	45,000	42,750	45,000
Total General Fund	$ 29,311,522	$ 29,103,355	$ 30,893,863

* 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/TOWN OF ____Sierra Vista_____
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
SPECIAL REVENUE FUNDS			
Higway User Revenue Fund			
State HURF Revenue	$ 2,600,000	$ 2,450,000	$ 2,400,000
Grants	4,027,875	3,020,906	3,897,910
Misc	253,148	253,148	244,000
Contributions	4,800,000	4,800,000	
	$ 11,681,023	$ 10,524,054	$ 6,541,910
Local Transportation Assistance Fund			
Grants	$ 832,809	$ 832,809	$ 966,485
Fares	110,000	110,000	120,000
Misc	5,000	5,000	10,000
State LTAF	26,793	26,793	
	$ 974,602	$ 974,602	$ 1,096,485
Police Special Revenue			
Police Service Revenue	$ 103,620	$ 103,620	$ 103,620
	$ 103,620	$ 103,620	$ 103,620
Grants			
Grants	$ 2,338,406	$ 1,403,044	$ 1,147,251
	$ 2,338,406	$ 1,403,044	$ 1,147,251
Airport			
Grants	$ 780,000	$ 530,000	$ 2,190,716
Fuel Sales	1,070,216	1,070,216	1,066,568
Lease Revenue	211,000	208,890	211,000
Misc	5,000	5,000	5,000
	$ 2,066,216	$ 1,814,106	$ 3,473,284
Judicial Enhancement			
Fines	$ 100	$ 100	$ 100
	$ 100	$ 100	$ 100
Donations			
Contributions	$ 493,000	$ 493,000	$ 512,620
	$ 493,000	$ 493,000	$ 512,620
Park Development Fee			
Development Fee	$ 150,000	$ 180,000	$ 236,670
	$ 150,000	$ 180,000	$ 236,670
Library Development Fee			
Development Fee	$ 50,000	$ 57,500	$ 9,947
	$ 50,000	$ 57,500	$ 9,947
Police Development Fee			
Development Fee	$ 65,000	$ 78,000	$ 41,944
	$ 65,000	$ 78,000	$ 41,944
Infastructure Development Fee			
Development Fee	$ 255,000	$ 306,000	$ 189,220
	$ 255,000	$ 306,000	$ 189,220
Fire Development Fee			
Development Fee	$ 56,000	$ 67,200	$ 49,392
	$ 56,000	$ 67,200	$ 49,392
		$	$
Total Special Revenue Funds	$ 18,232,967	$ 15,312,526	$ 13,402,443

* 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/TOWN OF ____Sierra Vista_____
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
DEBT SERVICE FUNDS			
SVMPC I&R			
SVMPC I&R	$	$	$
Total Debt Service Funds	$	$	$
CAPITAL PROJECTS FUNDS			
Capital Improvement Fund			
Transaction Privilige Tax	$ 3,612,375	$ 3,576,251	$ 3,699,899
Misc Revenue			250,000
	$ 3,612,375	$ 3,576,251	$ 3,949,899
Total Capital Projects Funds	$ 3,612,375	$ 3,576,251	$ 3,949,899

* 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/TOWN OF ____Sierra Vista_____
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
PERMANENT FUNDS			
Total Permanent Funds	$	$	$
ENTERPRISE FUNDS			
Sewer			
Charges for Services	$ 3,989,350	$ 3,929,510	$ 3,968,079
Grants	3,500,000		3,500,000
Capital Constributions	500,000	500,000	500,000
Misc	70,000	105,000	130,500
	$ 8,059,350	$ 4,534,510	$ 8,098,579
Refuse			
Charges for Service	$ 5,083,578	$ 4,880,235	$ 4,855,303
Grants			
Interest	1,000	1,000	1,000
Misc	18,488	18,488	163,500
	$ 5,103,066	$ 4,899,723	$ 5,019,803
Total Enterprise Funds	$ 13,162,416	9,434,233	13,118,382

* 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/TOWN OF ____Sierra Vista_____
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
INTERNAL SERVICE FUNDS			
Health and Accident			
Premiums	3,188,500	3,188,500	3,188,500
Interest	$ 7,500	$ 7,500	$ 7,500
	$ 3,196,000	$ 3,196,000	$ 3,196,000
Self Insured Retention			
Misc	$ 100,000	$ 100,000	$ 100,000
	$ 100,000	$ 100,000	$ 100,000
Total Internal Service Funds	$ 3,296,000	# 3,296,000	# 3,296,000
TOTAL ALL FUNDS	$ 67,615,280	$ 60,722,364	$ 64,660,587

* 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/TOWN OF ____Sierra Vista_____

Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers

Fiscal Year 2013

FUND	OTHER FINANCING 2013 SOURCES	OTHER FINANCING 2013 <USES>	INTERFUND TRANSFERS 2013 IN	INTERFUND TRANSFERS 2013 <OUT>
GENERAL FUND				
Notes Payable	$ 485,100	$	$	$
Interfund Transfer			357,000	875,265
Total General Fund	$ 485,100	$	$ 357,000	$ 875,265
SPECIAL REVENUE FUNDS				
HURF	$ 115,000	$	$ 1,129,775	$
LTAF			430,420	
Airport			18,750	
Grants			37,515	
Park Development	1,300,000			521,119
Library Development				59,947
Police Development			13,981	212,043
Infastructure Development			47,305	
Fire Development			16,464	261,466
Total Special Revenue Funds	$ 1,415,000	$	$ 1,694,210	$ 1,054,575
DEBT SERVICE FUNDS				
SVMPC I&R	$	$	$ 3,499,929	$
Total Debt Service Funds	$	$	$ 3,499,929	$
CAPITAL PROJECTS FUNDS				
Capital Improvement	$	$	$ 59,947	$ 3,531,433
Total Capital Projects Funds	$	$	$ 59,947	$ 3,531,433
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Sewer	$	$	$	$ 149,813
Refuse	510,300			
Total Enterprise Funds	$ 510,300	$	$	$ 149,813
INTERNAL SERVICE FUNDS				
Total Internal Service Funds	$	$	$	$
TOTAL ALL FUNDS	$ 2,410,400	$	$ 5,611,086	$ 5,611,086

CITY/TOWN OF ____Sierra Vista_____
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2013

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
GENERAL FUND				
City Council	$ 119,777	$	$ 107,799	$ 119,766
Administrative Services	3,282,345		2,954,111	3,213,433
City Manager	1,050,873		945,786	1,475,490
Legal	320,718		288,646	337,534
General Government	1,094,544		985,090	1,166,544
Police	8,803,785		7,923,407	8,954,474
Fire	4,609,687		4,148,718	4,925,775
Public Works	6,505,949		5,855,354	6,104,779
Leisure & Library Services	3,996,052		3,596,447	3,607,041
Community Development	969,897		872,907	962,451
Debt	266,209		239,588	266,209
Economic Development	139,000		139,000	130,000
Total General Fund	$ 31,158,836	$	$ 28,056,852	$ 31,263,496
SPECIAL REVENUE FUNDS				
HURF	$ 12,548,148	$	$ 9,411,111	$ 7,786,685
LTAF	1,356,288		1,220,659	1,526,905
Police Special Revenue	75,000		75,000	103,620
Grants	2,379,698		1,427,819	1,203,466
Arts & Hummanities	1,800			
Judicial Enhancement	4,500			4,500
Airport	2,086,216		1,564,662	3,492,034
Donations	493,000		246,500	512,620
Park Development	15,000		15,000	1,300,000
Library Development	15,000		15,000	
Police Development	15,000		15,000	
Infastructure Development	1,230,000		15,000	800,000
Fire Development	15,000		15,000	
Total Special Revenue Funds	$ 20,234,650	$	$ 14,020,751	$ 16,729,830
DEBT SERVICE FUNDS				
SVMPC I&R	$ 3,499,929	$	$ 3,499,929	$ 3,499,929
Total Debt Service Funds	$ 3,499,929	$	$ 3,499,929	$ 3,499,929
CAPITAL PROJECTS FUNDS				
Capital Improvements	$	$	$	$ 1,325,000
Total Capital Projects Funds	$	$	$	$ 1,325,000
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Sewer	$ 15,743,453	$	$ 7,243,453	$ 12,408,766
Refuse	7,725,503		6,475,503	6,528,114
Total Enterprise Funds	$ 23,468,956	$	$ 13,718,956	$ 18,936,880
INTERNAL SERVICE FUNDS				
Health & Accident	$ 3,196,000	$	$ 2,875,000	$ 3,196,000
Unemployment	100,000		100,000	100,000
Self Insured Retention	100,000		100,000	100,000
Total Internal Service Funds	$ 3,396,000	$	$ 3,075,000	$ 3,396,000
TOTAL ALL FUNDS	$ 81,758,371	$	$ 62,371,488	$ 75,151,135

* 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/TOWN OF ____Sierra Vista_____
Summary by Department of Expenditures/Expenses
Fiscal Year 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
City Council				
General Fund	$ 119,777	$	$ 107,799	119,766
Sewer	14,972		13,475	14,971
Refuse	14,972		13,475	14,971
Donations	16,800		15,120	10,800
Department Total	$ 166,521	$	$ 149,869	160,508
List Department:				
Administrative Services				
General Fund	$ 3,282,345	$	$ 2,954,111	3,213,433
Capital Improvements				425,000
Sewer	312,983		281,685	322,363
Refuse	323,046		290,741	333,816
Department Total	$ 3,918,374	$	$ 3,526,537	4,294,612
List Department:				
City Manager				
General Fund	$ 1,189,873	$	$ 1,070,886	1,605,490
Sewer	206,251		185,626	257,262
Refuse	206,251		185,626	235,340
Department Total	$ 1,602,375	$	$ 1,442,138	2,098,112
Legal				
General Fund	$ 320,718	$	$ 304,682	337,534
Judicial Enahancement	4,500			4,500
Department Total	$ 325,218	$	$ 304,682	342,034
General Government				
General Fund	$ 1,094,544	$	$ 985,090	1,166,544
Sewer	136,818		123,136	145,818
Refuse	136,818		123,136	145,818
Health & Accident	3,196,000		2,876,400	3,196,000
Unemployment	100,000		90,000	100,000
Self Insured Retention	100,000		90,000	100,000
Department Total	$ 4,764,180	$	$ 4,287,762	4,854,180
Police				
General Fund	$ 8,803,785	$	$ 8,363,596	8,954,474
Police Special Revenue	75,000		75,000	103,620
Grants	531,778		265,889	339,623
Donations	222,000		100,000	189,000
Police Development Fee	15,000		15,000	
Department Total	$ 9,647,563	$	$ 8,819,485	9,586,717
Fire				
General Fund	$ 4,609,687	$	$ 4,148,718	4,925,775
Grants	827,920		372,564	753,843
Donations	5,500		5,500	31,150
Fire Development Fee	15,000		15,000	
Department Total	$ 5,458,107	$	$ 4,541,782	5,720,768
Public Works				
General Fund	$ 6,505,949	$	$ 5,855,354	6,104,779
HURF	12,483,512		7,490,107	7,721,381
LTAF	1,356,288		1,288,474	1,526,905
Grants	650,000		292,500	
Airport	1,973,845		1,323,845	3,379,663
Capital Improvements				900,000
Sewer	14,789,934		6,289,934	10,975,183
Refuse	6,757,421		5,507,421	5,302,088
Donations	3,400		3,400	28,150
Park Development	15,000		15,000	1,300,000
Infastructure Development	1,230,000			800,000
Department Total	$ 45,765,349	$	$ 28,066,035	38,038,129
Leisure & Library				
General Fund	$ 3,996,052	$	$ 3,198,842	3,607,041
Grants	50,000		15,000	100,000
Arts & Hummanities	1,800			
SVMPC Construction				
Donations	245,300		183,975	253,420
Library Development	15,000		15,000	
Department Total	$ 4,308,152	$	$ 3,410,817	3,960,461
Community Development				
General Fund	$ 969,897	$	$ 872,907	962,451
Grants	320,000			
Donations				100
Department Total	$ 1,289,897	$	$ 872,907	962,551
Debt				
General Fund	$ 266,209	$	$ 266,209	266,209
HURF	64,636		64,636	65,324
Airport	112,371		112,371	112,371
SVMPC I&R	3,499,929		3,499,929	3,499,929
Sewer	282,495		282,495	693,149
Refuse	286,995		286,995	496,081
Department Total	$ 4,512,635	$	$ 4,512,635	5,133,063
Total	$ 81,758,371	$	$ 59,934,648	75,151,135

* 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.

Cost of Living:

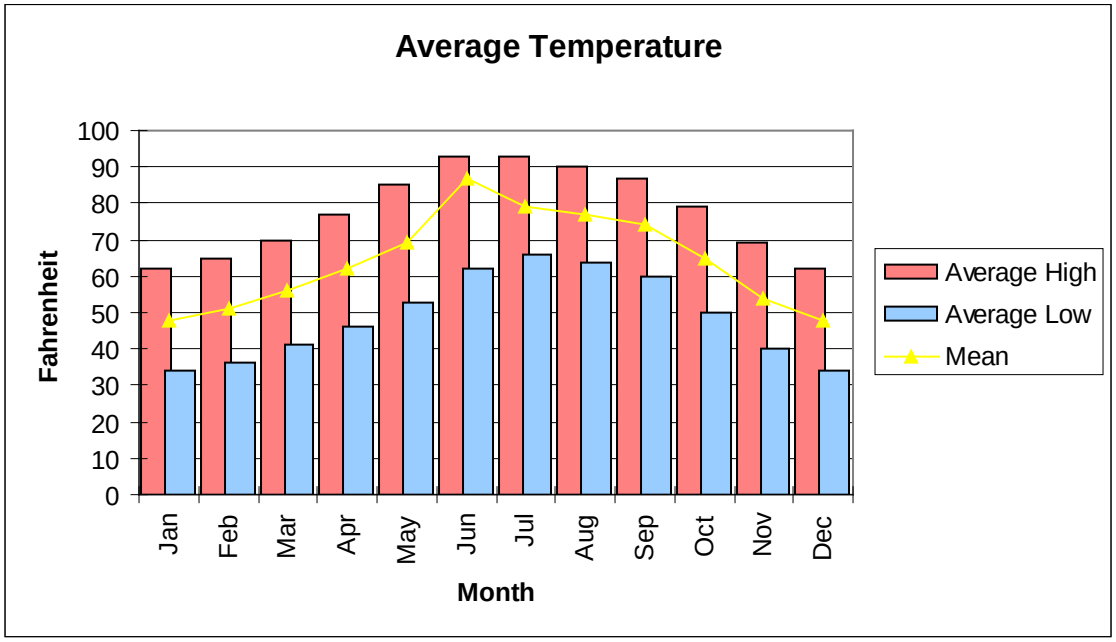
The City of Sierra Vista has a lower cost of living than other cities in the State of Arizona. In order to complete the cost of living comparison, the ACCRA data was used. The data shows an average for the last four quarters ending with the first quarter of 2007. The ACCRA uses the cost of groceries, housing, utilities, transportation and health care costs to compare cities. The table bellow shows the percentage difference in the pricing index for other cities compared to Sierra Vista. The data was compiles using Sierra Vista as the starting point.

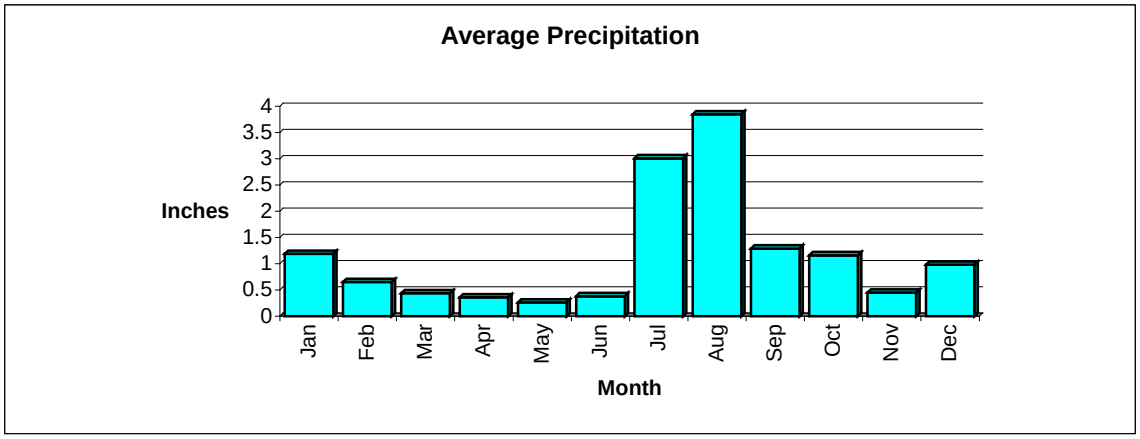
Sierra Vista To:	Phoenix	Flagstaff	Lake Havasu City	Prescott	Tucson
Groceries	-4.7%	3.4%	14.7%	-5.0%	-3.5%
Housing	15.8%	61.5%	50.2%	35.5%	6.5%
Utilities	-7.6%	4.2%	-6.3%	-9.7%	-7.1%
Transportation	2.4%	5.5%	0.6%	1.4%	1.5%
Health Care	6.5%	9.7%	5.0%	6.7%	6.9%

Climate

The City of Sierra Vista is located at 4,632 feet and boost a moderate year round temperature.

Month	Average High	Average Low	Mean	Average Precipitation	Record High	Record Low
Jan	62°F	34°F	48°F	1.19 in.	81°F (1999)	12°F (1987)
Feb	65°F	36°F	51°F	0.65 in.	83°F (1986)	11°F (1985)
Mar	70°F	41°F	56°F	0.44 in.	91°F (1989)	23°F (1985)
Apr	77°F	46°F	62°F	0.36 in.	97°F (1989)	28°F (1999)
May	85°F	53°F	69°F	0.26 in.	102°F (2002)	38°F (1995)
Jun	93°F	62°F	78°F	0.38 in.	107°F (1990)	46°F (1991)
Jul	93°F	66°F	79°F	3.01 in.	108°F (1989)	56°F (2004)
Aug	90°F	64°F	77°F	3.85 in.	102°F (1995)	53°F (1992)
Sep	87°F	60°F	74°F	1.29 in.	98°F (1983)	45°F (1985)
Oct	79°F	50°F	65°F	1.16 in.	96°F (1983)	31°F (1996)
Nov	69°F	40°F	54°F	0.45 in.	85°F (1988)	19°F (2004)
Dec	62°F	34°F	48°F	0.98 in.	79°F (1987)	15°F (1987)


Average Temperature
Fahrenheit
100
90
80
70
60
50
40
30
20
10
0
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Month
Average High
Average Low
Mean


Average Precipitation
Inches
4
3.5
3
2.5
2
1.5
1
0.5
0
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Month

Major Employers

Sierra Vista's Top 25 Employers, 2006	
Fort Huachuca	13,098
Sierra Vista School District	1,065
Sierra Vista Regional Health Center	643
Northrop Grumman Corporation	565
Aegis Communications Group, Inc.	557
City of Sierra Vista	401
New Mexico Technology Group, LLC	254
Lawly Automotive Group	223
KE&G Construction	210
ILEX	174
Fort Huachuca Accommodation School District	169
Arizona Family Care Associates	180
Science Applications International Corp (SAIC)	153
Long Realty Company	149
Life Care Center of Sierra Vista	148
ManTech	131
Wick Communications	117
Windemere Hotel and Conference Center	100
University of Arizona South	83
Hacienda Rehab and Care Center	80
Wells Fargo Bank/Mortgage	72
Chili's Grill and Bar	68
All Start Service, Inc	67
1 MD, Inc. (Castro Electric)	57
Castle & Cooke Arizona	49

CITY OF SIERRA VISTA

ARIZONA

AMERICAN RECOVERY AND RENIVESTMENT ACT (2009) : Federal Legislation passes in 2009 to stimulate the economy.

APPROPRIATION: An authorization made by the city council which permits the city to incur obligations and to make expenditures of resources.

ASSESSED VALUATION: A value which is established for real and personal property for use as a basis for levying property taxes. (Note: the county establishes Property values.)

ASSETS: Property owned by a government which has a monetary value.

BALANCED BUDGET: Achieved when projected revenue and expenditures are equal for every fund. The State of Arizona requires that we present a balanced budget every year.

BOND: A written promise to pay a sum of money on a specific date at specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used for construction of large capital projects such as buildings, streets and sewers.

BUDGET: A financial plan for a specified period of time (fiscal year).

BUDGET ADJUSTMENT: A procedure to revise a budget appropriation, either by city council approval through the adoption of a supplemental appropriation ordinance for any interdepartmental or inter-fund adjustments or by city manager authorization to adjust appropriations within a departmental budget.

BUDGET DOCUMENT: The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the council.

BUDGET MESSAGE: The opening section of the budget, which provides the city council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations made by the city manager.

BUDGETARY CONTROL: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

CAPITAL ASSETS: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL IMPROVEMENTS BUDGET: A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays. The capital budget normally is based on a capital improvement program (CIP).

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

CARRYOVER: Funds that were allocated in a prior fiscal year, that will be used in the current fiscal year. Bond projects receive the bond revenue in one fiscal year, but are constructed in

	another. The money that is used for constructed is transferred from the prior year to the New Year.
CASH BASIS:	The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.
CONTINGENCY ACCOUNT:	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.
DEBT SERVICE:	Payment of interest and repayment of principal to holders of a government's debt instruments.
DEFICIT:	1. The excess of an entity's liabilities over its assets (see Fund Balance). 2. That portion of the cost of a capital asset, which is charged as an expense during a particular period.
DEPRECIATION:	1. Expiration in the service life of a capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. 2. That portion of the cost of a capital asset, which is charged as an expense during a particular period.
ENCUMBRANCE:	The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds or a future expenditure.
ENTERPRISE FUND:	A fund established to account for operations financed in a manner similar to a private business enterprise, i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.
ESTIMATED REVENUE:	The amount of projected revenue to be collected during the fiscal year.
EXPENDITURE/ EXPENSE:	This term refers to the outflow of funds paid for an asset, goods, or services obtained.

FISCAL YEAR: The time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Sierra Vista has specified July 1 to June 30 as its fiscal year.

FIXED ASSETS: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FUND: An accounting entity which as a set of self-balancing accounts and records all financial transactions for specific activities or government functions. Eight commonly used fund types in public accounting are general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

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

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

GRANT: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local

governments form the state and federal governments. Grants are usually made for specified purposes. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

HURF:
The Highway Users Revenue Fund — The resources for this fund come from gasoline taxes. The state stipulates that the city must use these funds for street-related purposes.

LTAF:
The Local Transportation Assistance Fund — The State Lottery generates the monies for this fund. The city must then spend these funds on transportation-related activities.

LINE-ITEM BUDGET: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MILL: The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each $1,000 of property valuation.

OPERATING BUDGET: The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.

OUR FUTURE VISTAS: The City of Sierra Vista's Strategic Leadership Plan adopted by the City Council

PER CAPITA: Total amount of a good divided by the total population.

PERFORMANCE BUDGET: A budget, which focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man-hour, or cost per man-hour of garbage collection.

PROGRAM BUDGET: A budget which focuses upon the goals and objectives of an agency or jurisdiction rather than upon its' organizational budget units or object classes of expenditure.

RESERVE: An account used to indicate that a portion of a fund's assets as legally restricted for a specific purpose and is, therefore, not available for general appropriation.

REVENUE: Funds which the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

REVENUE BONDS: Bonds usually sold for constructing a project, which will produce revenue for the government. The revenue is pledged to pay the principal and interest of the bond.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically, a future fiscal year.

RISK MANAGEMENT: An organized attempt to protect a government's assets against accidental loss in the most economical method.

SOURCE OF REVENUE: Revenues are classified according to their source or point of origin.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

STATE SHARED REVENUE: The State of Arizona collects revenue and then distributes those revenues back to the Cities based on population or use.

TAX LEVY: The total amount to be raised by general property taxes.

TAX RATE: The amount of taxes (mills) levied for each $1,000 of assessed valuation.

USER FEES: The money that is paid to receive the good or service. Customers pay a fee to use the aquatic center as well as to use sewer and refuse services.

Common Abbreviations

ADOT:	Arizona Department of Transportation
ARRA:	American Recovery and Reinvestment Act of 2009
CIP:	Capital Improvement Fund
EOP:	Environmental Operations Park
EXP:	Expenditure
FY:	Fiscal Year
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
REV:	Revenue
SLP:	Strategic Leadership Plan
SR:	State Route
SV:	Sierra Vista
USPP:	Upper San Pedro Partnership

CITY OF SIERRA VISTA

ARIZONA