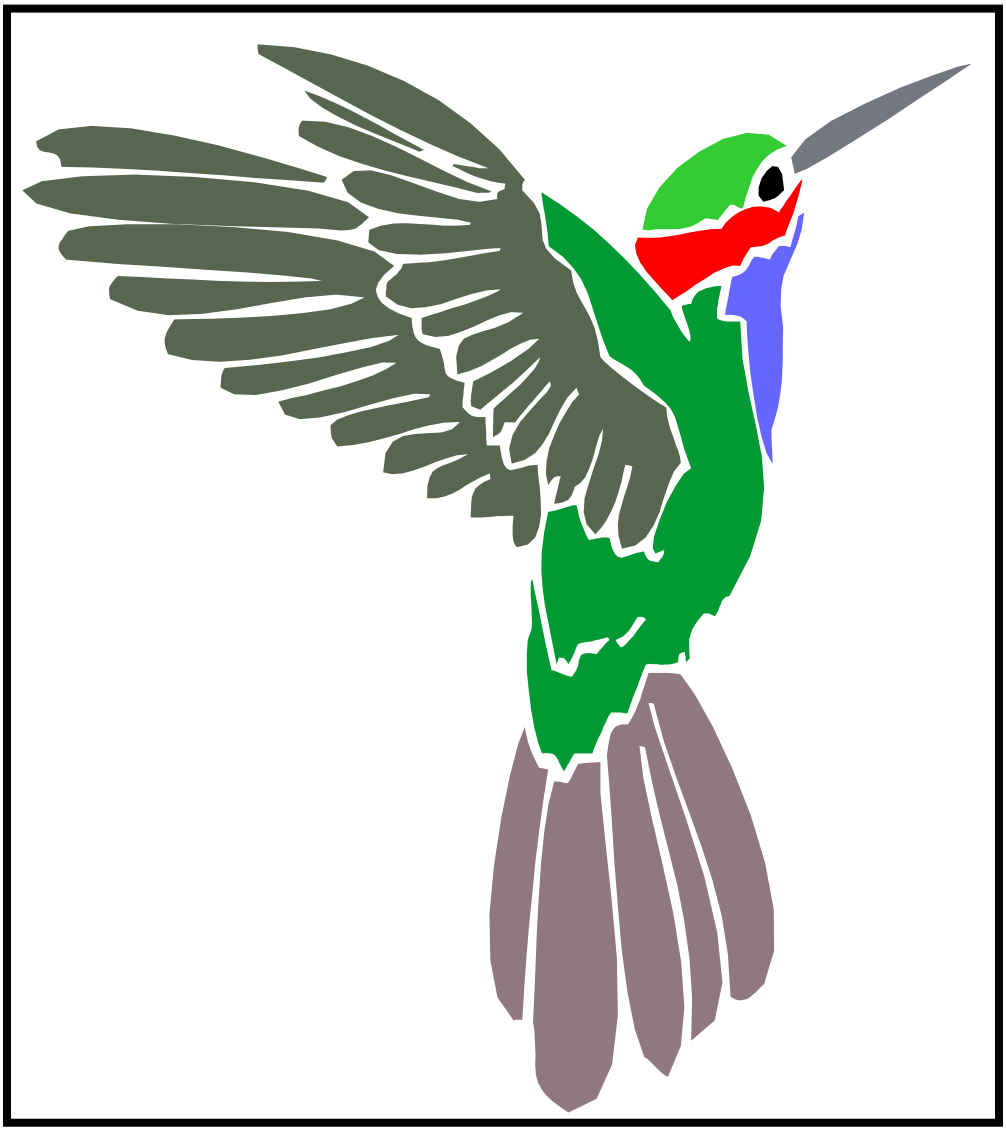
Sierra Vista
Arizona

Annual Budget
Fiscal Year 2013–2014

City of Sierra Vista, Arizona



ANNUAL BUDGET
FISCAL YEAR 2013/2014

Prepared by City Manager's Department
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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City of Sierra Vista

Arizona

For the Fiscal Year Beginning

July 1, 2012

President

Executive Director

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Guide to the Budget Book

Thanks for taking time to read the City of Sierra Vista's Fiscal Year 2014 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 FY13 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 FY2014 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.

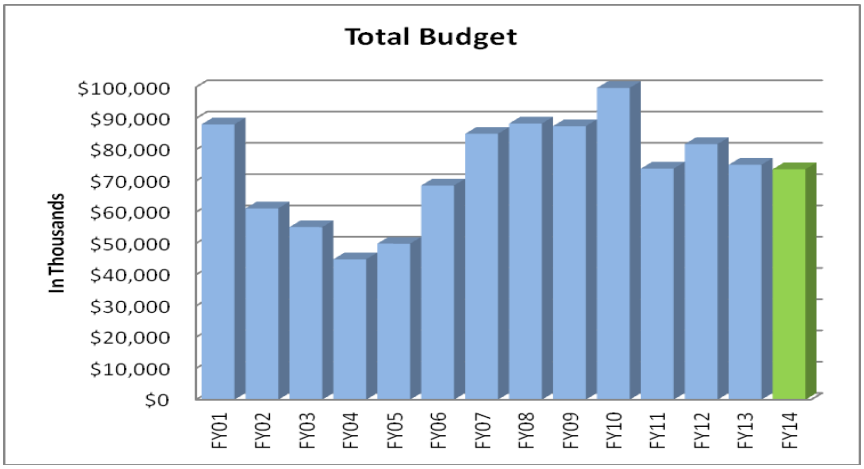
City Manager Charles P. Potucek

To The Honorable Mayor and City Council:

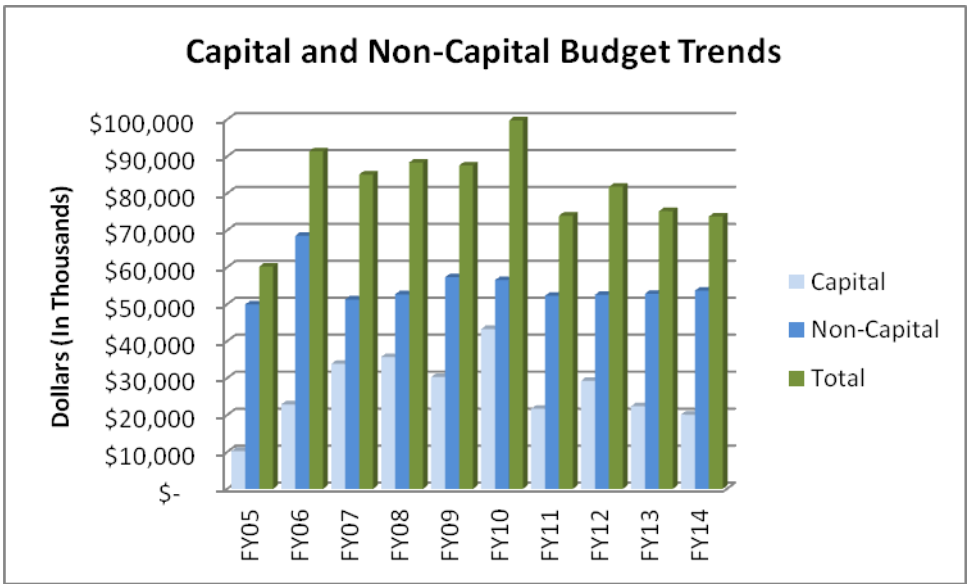
I am pleased to present the Fiscal Year 2013-2014 (FY14) budget of $73,708,643. This figure represents a $1,442,492 (2%) decrease from the FY13 budget. This decrease primarily results from a reduction in capital and personnel expenditures. We achieved a balanced FY14 budget without general fund reserve use or tax increases.

The FY14 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.

The graph below depicts the total budgets for FY2001 to FY2014.



Separating the FY14 budget into capital and non-capital expenditures, non-capital expenditures increased two percent and capital expenditures decreased ten percent from the FY13 budget. The chart below illustrates the non-capital and capital budget for the last ten fiscal years. As you can see, the non-capital budget consisting of personnel, debt, and operations and maintenance (O&M) expenditures remained relatively stable throughout the period shown while capital expenditures fluctuated somewhat primarily due to the availability of grant funding.



"Our Future Vistas"

The FY14 budget continues to incorporate the Mayor and Council's Strategic Leadership Plan (SLP), which was updated in May 2013. The SLP provides the City with the guidance from the council which drives the development of this budget. The two-year goals and objectives include:

WELL-PLANNED DEVELOPMENT – To achieve quality growth and development for the City, we will:

- Pursue annexation of county enclaves with greater emphasis on education to property owners.
- Complete the update of the City's General Plan, Vista 2020, to conclude with a November 2014 vote from Sierra Vista residents.
- Implement a plan to address the external appearance of unoccupied, neglected commercial buildings.
- Explore ways in which a future "Town Center" could be created and sustained within the community.

HOUSING – In order to encourage varied housing opportunities for City residents, we will:

- Implement City policy on condemnation and removal of dilapidated mobile homes.
- Establish a Qualified Vendor List to assist residents in better maintaining their homes.
- Analyze options to incentivize private sector housing opportunities for convicted felons and others formerly incarcerated.

RECREATION & LIBRARY – In order to provide the community with a variety of recreation, library, cultural, and wellness opportunities, we will:

- Seek alternative funding sources to construct additional improvements in Garden Canyon Park.
- Pursue funding for implementation of the Fry Cemetery Master Plan.
- Evaluate current city recreational, cultural, and sports programs to identify ways in which offerings can be changed or improved to fill unmet community needs.
- Explore feasibility of adopting City code changes that would require future developments to set aside space for recreational amenities.
- Reevaluate and update current general plan standards for future recreational amenities.
- Investigate partnerships with other organizations to cost effectively expand programs to the community.

PUBLIC SAFETY – To further enhance the quality and capacity of police and fire services, we will:

- Explore partnerships and grant opportunities that would allow for the construction of all or part of a regional public safety training facility.
- Develop and begin implementation of a plan that will ensure the Fire Department can be accredited by 2019.
- Develop and implement a cost-effective education and prevention program targeted toward reducing the number of home health care emergency medical calls made by residents.
- Partner with other public safety service providers to expand regional dispatch and communications, and develop a long-term plan for full integration with Cochise County in the future.
- Identify funding to establish and maintain a Civilian Emergency Response Team (CERT) for response in critical community incidents and disasters.
- Expand the use of electronic citations and other efficiencies that allow police officers to spend more time on proactive policing.

WATER MANAGEMENT – To ensure that the long-term water resource needs of the Sierra Vista and Fort Huachuca community are protected, we will:

- Update the City's surface water plan.
- Achieve a 2% reduction in the City's water use as measured by its gallons per capita per day (GPCPD).
- Maintain the City's commitment to community water management partners.
- Develop a legal strategy to guide City actions in protecting ground water rights for Sierra Vista.
- Continue to challenge federal efforts to list endangered species in the region that could negatively impact community efforts to retain Fort Huachuca missions and protect the San Pedro River.
- Conduct a study to identify soil conditions that maximize ground water infiltration within the City's wash corridors.

- Explore feasibility, cost, and options regarding future diversion of storm water runoff to public or private recharge basins near the San Pedro River.

ORGANIZATIONAL EFFECIVENESS – In order to ensure the long-term financial viability and operational effectiveness of City government, we will:

- Preserve General Fund reserve levels.
- Evaluate the value and success of City communications strategies and methods, and develop a plan to cost effectively modify or enhance.
- Identify automation and technology methods that would improve productivity within City departments.
- Pursue financially advantageous in-sourcing opportunities for contracting additional City services to other government entities.
- Explore the feasibility of implementing technologies and innovations designed to gather, evaluate, and disseminate information to both the city and the public in order to improve service efficiency and increase resident participation in government.
- Develop a 'knowledge' database of community services that is accessible to the general public.
- Conduct a classification and compensation study of City positions.

ECONOMY & EDUCATION – To actively promote the growth and expansion of a strong and diverse regional economic base, we will:

- Assume the leadership role in developing, overseeing, and implementing a collaborative strategy to coordinate economic development efforts within the community.
- Identify ways in which the City and community partners can improve effectiveness in helping to retain and expand missions on Fort Huachuca as well as other federal operations. Engage area employers in identifying short and long-term educational needs that would improve workforce competitiveness, then actively facilitate discussions with educational institutions for future incorporation into programs and curricula.
- Identify ways in which retail, business, and tourism with Mexico can help expand the City's economic base.
- Develop and implement ways in which visitor attraction to the City of Sierra Vista can be improved.
- Identify infrastructure improvements that could position the City more advantageously for future business attraction and expansion.
- Measure, evaluate, and refine Sierra Vista's economic development effectiveness.
- Develop specific strategies to grow and attract quality firms and jobs in targeted sectors.

VARIED TRANSPORTATION – In order to provide Sierra Vista with a variety of safe and efficient transportation options and infrastructure, we will:

- Continue to pursue funding through federal and state sources 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 City's regional planning organization and other applicable sources for reconstructing arterial streets in poor condition.
- Complete the construction of Coronado Drive between Busby and Golf Links as transportation development fees become available.
- Evaluate opportunities for implementing actions in the City's 2013 transportation efficiency study.
- Analyze transportation impacts of the planned new regional hospital and develop a plan to coincide needed road improvements with the facility's completion.
- Partner with Cochise County on developing options and analyzing feasibility of a future East-West connector road from SR92 to Moson Road.
- Develop a multi-year plan that would bring all City streets up to minimum standards.

ENVIRONMENTAL STEWARDSHIP – To encourage the use of cost-effective measures that protect the environment, we will:

- Implement a recycling program for multi-family housing and commercial customers who are not currently recycling.
- Evaluate options for reducing the prevalence of plastic bag litter in the community.

The FY14 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 FY14. Planning and studies comprise a large portion of the SLP objectives, and will require staff time to complete.

Local Economic Condition

The City of Sierra Vista continues to experience economic uncertainty reflected in the decrease in projected FY14 local sales tax collections. Federal spending reductions, along with sequestration, continue to impact the local economy. While the State of Arizona recovers from the economic recession, the local economy continues to lag in the recovery. The City anticipates receiving eight percent more in states sales tax ($289,171) and projects a decrease of two percent in local sales tax collections (-$1,076,904).

The local sales tax projections include a large decrease in the hotel/motel classification ($600,000). We also anticipate a decrease in Retail Sales and Bar & Restaurant due to civilian furloughs.

The Fort's temporary duty (TDY) policy changes greatly impacted the City's Privilege Tax collections last year. Increasing the number of personnel in vacant barracks, instead of hotels, removes approximately 300 hotel room stays per night. FY13 hotel/motel tax

collections decreased $429,446, or 35%, from FY12, while Restaurant/Bar classification decreased $70,045 (4%). Even with fort personnel stationed in barracks, it appears the personnel still eat at restaurants in the City.

New Economic Development Approach

With the local economy uncertainties, and reliance on one industry (Department of Defense), the delivery method for economic development changes in FY14. The City commissioned a study in regards to improving economic development efforts last year. The report showed that the City needs to take a lead role in economic development, bringing together all the current components in the community.

The FY14 budget includes funding for a new division in the City Manager's Office, which includes a new employee as well as operational funds to perform improved economic development operations. The FY14 budget continues our partnership with the Sierra Vista Economic Development Foundation, while beginning a partnership with the Huachuca 50.

Regional Dispatch

The City Council has tasked staff to pursue financially advantageous in-sourcing opportunities for contracting additional City services to other government entities in the Strategic Leadership Plan.

The City and Cochise County received a large donation to improve regional dispatch. The City plans to purchase new dispatch console and equipment to improve regional communications among emergency personnel. The City received a $1.6 million donation and contributed $200,000 from the capital improvement fund to complete Phase I of the project.

The City continues its partnership with local emergency agencies in regards to dispatch. We currently dispatch for Fry Fire, Whetstone Fire, and Fort Huachuca Military Police. The increased regional compatibility allows for improved communications in a large scale emergency along with day to day operations.

City of Sierra Vista Fire/Fry Fire Operational Changes

The City of Sierra Vista and Fry Fire District continue to work in partnership for the benefit of the entire Sierra Vista and Fort Huachuca region, a vision of collaboration in the Strategic Leadership Plan.

The City of Sierra Vista Fire Department and Fry Fire District strengthened their partnerships this year. The departments plan to establish new dispatch procedures with defined response guidelines. This process will better support a Paramedic response model for the entire community. All Fire Engines will be fully Paramedic equipped and will deliver EMS services upon initial response with ambulance follow up for any major incident and/or incident requiring transport.

The partnership allows for an improved deployment of personnel to correspond with the new response guidelines. A new crew may include both personnel from the City's Fire Department as well as personnel from Fry Fire. The new approach improves fire response for the entire community. In the long-term, the partnership may reduce capital and operational expenses for both departments.

Vista 2030

Every ten years, the State requires the City to update its general plan. The Vista 2030 update to the general plan will be referred to City voters in 2014. The updated general plan began last year with a public input process to develop the mission statement. The mission statement will help in the development of the 17 categories in the general plan. The general plan update will require a large amount of staff time to complete.

New Sierra Vista Regional Hospital

The Sierra Vista Regional Hospital joined RegionalCare Hospital Partners on May 1, 2013. RegionalCare Hospital Partners plan to build a new 100-bed hospital this year. The new hospital will improve the health care system in Sierra Vista, which is one important component of economic development efforts.

Recreational Changes

Many changes will occur in Leisure Services this year. The City will open a Teen Center, to temporarily replace the youth center closed several years ago. We will lease an unused building, in close proximity to Veterans Memorial Park and the Skate & Bike Court, from the Sierra Vista School District. The City received a grant from the Tohono O'Odham nation for equipment and supplies for the new Teen Center. Collaboration between the City, School District, and Tohono O'Odham allowed for the Center to be opened with amenities requested by the teens, through a public input process. The City plans to upgrade and remodel the building using Capital Improvement Funds.

A decision was made to close the Cove on Sundays from August 2013 through May 2014. The decision was based on an operational analysis that showed low attendance but high operational costs. We anticipate a cost savings of $25,000 from this action.

Street Maintenance Funding/SSVEC Franchise Agreement

Sierra Vista voters approved a Franchise Agreement with Sulphur Springs Valley Electrical Cooperative (SSVEC) in 2012. The new agreement included a two percent increase in the franchise fee to pay for right-of-way access. We anticipate an increase of $700,000 from the agreement with all the increased money received being used for street maintenance. With the new funding mechanism in place, street maintenance funding improves greatly.

Refuse Rate Decrease

The recycling program introduced in FY13 continues to benefit the refuse operations. The City introduced a new refuse program in which garbage is collected one day a week and recycling one day a week. Prior to the change, the City collected garbage twice a week and recycling once a month.

Cochise County does not charge for recyclables delivered to the transfer station. The diversion of these goods from being charged at the landfill reduced our operational expenses, allowing for a residential refuse customer rate decrease of $1 per month.

Bond Rating

Standard & Poor's reaffirmed the City's AA/Stable rating. Standard & Poor's indicated the City's strong debt service coverage ratio and strong retail sales tax per capita, and stated that Fort Huachuca acts as a stabilizing factor on the local economy in the long term.

Debt

Debt management remains one of our 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 FY14 revenue projections.

The city sales tax, a major local revenue source, comprises 22 percent of the total revenue raised by the City. The city sales tax revenue traditionally increases seven percent per year, but we project a three percent decrease from the projected FY13 year-end. We project slower than normal growth due to the actual city sales tax revenue in FY13 and the underlying national and local economic situation. The uncertainty surrounding the Department of Defense spending cuts, as well as troop reductions, may impact the City for several years. The operational changes on Fort Huachuca already impact the City's accommodation and bar/restaurant transaction privilege tax collections.

State-shared revenue continues to be a positive influence on the revenue projections in FY14. In years past, the state-shared revenue hindered the budget, but it increased this year to help balance the budget. The State's estimates state-shared revenue projections at eight percent higher than last year ($937,954).

Personnel

Due to the already described local economic issues, we implemented a hard hiring freeze for FY14. For the first time, public safety positions have been included in the hiring freeze. We will continue to analyze each position that becomes open before making rehiring decisions. 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 FY14 budget includes a 0.4 percent offset for Arizona State Retirement System Employees and a 0.8 percent offset for Public Safety Pension Retirement System Employees. The offset ensure that employees' net pay will not decrease with the changes in contribution rates to the retirement systems.

The City will also undertake a comprehensive classification and compensation plan in FY14. This will be the first class/comp plan completed in over ten years. Without raises over the last several years, many departments have started to experience compression issues. The study will provide a plan to address any classification and compensation over a phased-in process.

The FY14 budget includes 75 unfilled and unfunded fulltime positions. The 75 fulltime positions reduce annual personnel expenditures by over $3 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 reserves the last several years. The City's health insurance consultant provided recommendations that have lead to reduced costs to the City.

Operations and Maintenance

Departments remain diligent in keeping operations and maintenance costs low. The operations and maintenance budget saw positive impacts from the cost savings at the Environmental Operations Park (EOP) and reduced tipping fees at the landfill due to the new recycling program.

We will continue to find ways 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.

Capital

The City will complete few capital projects in FY14. The general fund, which is used to fund major maintenance projects, relies on Capital Improvement Fund transfer to complete those projects. Some of the projects to be completed from the general fund include:

- SE Parking Lot of Veteran's Park $100,000
- Soldier Creek Playground $90,000
- Youth Center (CIF & Grant) $162,000
- Facility Capital Maintenance (CIF) $188,000

Due to a lack of available funds, grants and donations become important. The City will complete the Sulger Sewer Project in FY14 ($3,500,000). This project is funded by the Border Environmental Cooperation Commission (BECC) and North American Development (NAD) Bank. The City also received a large donation for dispatch consoles and radios ($1,800,000).

If the development of Canada Vista proceeds this year, we have included a budget to complete the widening of Coronado Drive, including signals at Busby and Golf Links, in the FY14 budget ($1,250,000).

We also anticipate expanding the multi-use path system in FY14. The projects to be constructed this year include a multi-use path on Buffalo Soldier Trial from Seventh Street to Golf Links ($530,370), the Path to Higher Learning ($443,000), and the connective project linking multi-use paths together ($575,675). These project funds come from the Federal Highway Administration through Arizona Department of Transportation.

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 and priorities of the council. The City Council sets the priorities for the operations of the City through their Strategic Leadership Plan.

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, individual meetings with the Mayor and each Council Member were scheduled. These meetings provided a forum in which they could

focus on issues and ask questions of particular concern to them. The City Council held a public work session after the individual meetings which allowed the Council Members 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, 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 the 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).

Budget Amendments

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

Future Challenges

Economic uncertainty leads our list of future challenges. Toward this end, the City Council will take the lead role in changing our approach toward economic development with the hope of reducing our dependence upon the presence of Fort Huachuca. The success of these efforts will require partnering with the many community organizations and we look forward to working with all of them to the future benefit of Sierra Vista.

Our next major challenge involves the ongoing reduction of staff. With the attrition of over 75 employees over the last five years, it becomes increasingly difficult to provide the higher level of service our community expects. The FY14 budget includes 11 additional unfunded positions. We will continue to invest in technology in order to increase the productivity of our remaining employees. Although the FY14 budget includes, for the first time, hiring freezes of public safety employees, our line police and firefighter positions remain fully funded.

Third, we anticipate the contribution rates to the Public Safety Pension Retirement System (PSPRS) to continue increasing over the next several years, similar to the increase seen in this budget. Deficiencies in PSPRS funding levels will require additional contributions from the City in order to increase the system's funding levels and future solvency. The increased retirement system's contributions negatively impact available general fund resources to fund future operations.

Addressing the long-term water needs of the community presents an ongoing challenge. 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. The FY14 budget also includes increased funding for legal services to address water challenges. The City remains involved with the Gila River Adjudication, along with issues surrounding the endangered species act.

Conclusion

Despite these challenges, the FY14 budget continues to ensure a high level of service to the community. Our employees continually rise up to meet our community's needs despite our current difficulties.

I wish to thank our departments for their cooperation in the development of this budget, as well as 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 43,888 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

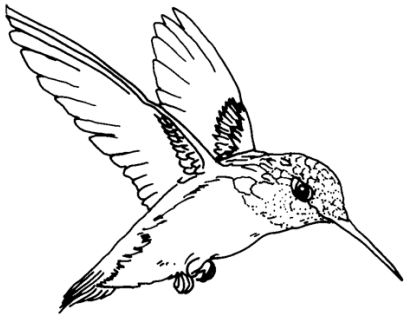
Sierra Vista offers a variety of cultural and family-oriented activities throughout the year.

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 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 Rachel Gray

Rachel Gray is an eleven-year resident of Sierra Vista, elected to the City Council in November, 2012. She has a strong sense of community and a servant's heart. Raised as a Pastor's daughter in the South, Rachel began serving others at a very early age. She and her husband, Thomas, moved to Sierra Vista from Mississippi in 2001 when her husband was stationed at Fort Huachuca. Upon their departure from the Army, and with great love for Sierra Vista, Rachel and her family decided to stay and make the community their home. She and her husband have one son, Malachi, a sophomore at Buena High School.

Rachel has served the Sierra Vista community in many capacities--as a teacher, a realtor, and a volunteer. Over the past ten years, she has assisted local organizations, clubs, and charities in a variety of different ways through service and leadership. Rachel is currently the President of the Sierra Vista Area Habitat for Humanity.

As a small business owner, Rachel has been involved with small business development and enhancement in Sierra Vista. She looks forward to serving the citizens of Sierra Vista during her term as a Council Member.

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 Henrietta "Hank" Huisking

Following two terms on the Sierra Vista City Council, Henrietta "Hank" Huisking was a candidate for Mayor in 2010. She was council liaison to several City commissions: Tourism, West End, Environmental Affairs, and Youth. She actively supported the Sister Cities Commission, and traveled with the City delegation to our sister city, Radebeul, Germany, in August 2009. Hank was elected to a third council term in 2012 and is council liaison to the Tourism and Planning and Zoning commissions.

A native of Montana, Hank grew up in Tucson, Arizona. She met her husband Peter, a native Californian, in Glacier National Park, Montana where they were both working in 1971. She became an Army wife, and lived in the United States and Germany. She and Peter raised three children, all of whom graduated from Buena High School, and she is a new grandmother to twin boys.

Hank graduated from Southwestern University in Georgetown, Texas, with a Bachelor of Science degree in Education. She has taught Special Education in Virginia and Sierra Vista, and worked as a family outreach coordinator for the US Army Military Community in Ansbach, Germany. She was a Senior Instructional Specialist with the University of Arizona Cooperative Extension Water Wise Program for thirteen years, retiring in 2012.

She has been a volunteer leader in many capacities in her community: Sierra Vista West Rotary Club (President 2012-2013), League of Women Voters (Vice President); Board member of Center for Academic Success, United Way, and Habitat for Humanity. She has also worked closely with the Education Committee for the Friends of the Brown Canyon Ranch.

Hank maintains close associations with other groups in the community through membership in: Sierra Vista Chamber of Commerce; Fort Huachuca Museum Society; Sierra Vista Historical Society; Southwest Association of Buffalo Soldiers; and Friends of the San Pedro River (past service as docent). She is a graduate of the Sierra Vista Chamber Leadership Course, City of Sierra Vista Citizen Fire Academy and Citizen Police Academy.

Hank is the recipient of the Department of the Army Commander's Award for Public Service; the Ansbach Military Community Outstanding Volunteer Award; the City of Sierra Vista Mayor's Award; and the Sierra Vista West Rotary Club "Rotarian of the Year".

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.

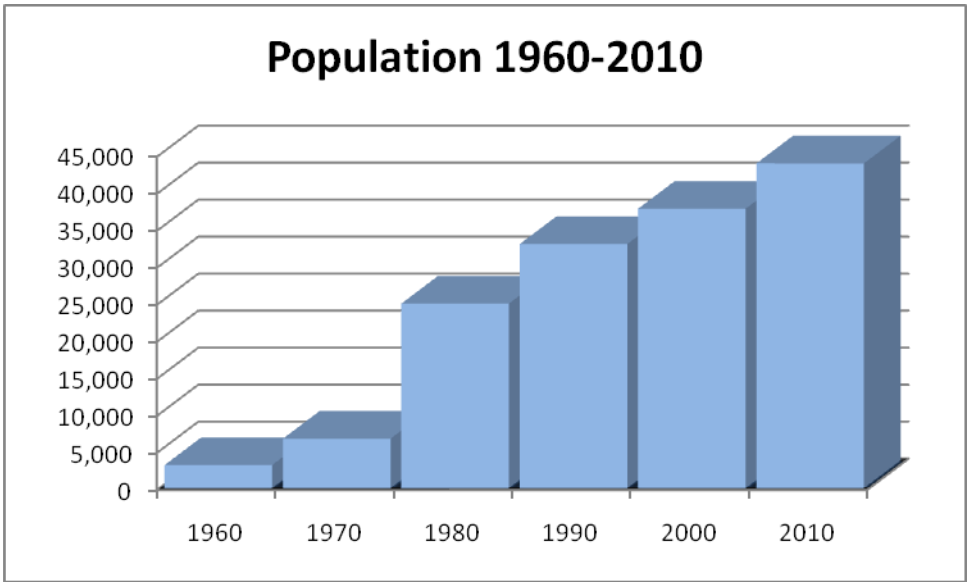
Jacobs is a member of the International City/County Management Association (ICMA), and has been awarded the status of Credentialed Manager from ICMA. She is also on ICMA's Government Affairs and Policy Committee, and was selected to be one of five members of the association's Nominating Committee for 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 20 years 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:

- Proactive Water Management & Environmental Stewardship
- Quality Cultural, Tourism and Recreational Amenities
- Economic and Educational Vitality and Diversity
- Varied Transportation Systems
- Attractive, Welcoming, and Healthy Community
- Superior Community Services and regional partnerships
- Robust Sierra Vista—Fort Huachuca Alliance
- Well-planned development
- Working together as a 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 20 years, goals and objectives have been established. The nine strategic goals are:

1. Well-planned Development
2. Housing
3. Recreation & Library
4. Public Safety
5. Water Management
6. Organizational Effectiveness
7. Economy and Education
8. Varied Transportation
9. Environmental Stewardship

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 FY14 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 FY14 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.

Well-Planned Development

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

Community Development Department

Objective	Budget Allocation
1. Pursue annexation of county enclaves with greater emphasis on education to property owners.	**Staff Priority**
2. Complete the update of the City's General Plan, Vista 2020, to conclude with a November 2014 vote of Sierra Vista residents.	**Staff Priority**
3. **Implement a plan to address the external appearance of unoccupied, neglected commercial buildings.**	**Staff Priority**
4. Explore ways in which a future "Town Center" could be created and sustained within the community.	**Staff Priority**

Housing

Encourage and support the creation and availability of a variety of housing options for all segments of the Sierra Vista community.

Community Development Department

Objective	Budget Allocation
1. Implement City policy on condemnation and removal of dilapidated mobile homes.	**Staff Priority**
2. Establish a Qualified Vendor List to assist residents in better maintaining their homes.	**Staff Priority**
3. Analyze options to incentivize private sector housing opportunities for convicted felons and others formerly incarcerated. .	**Staff Priority**

Recreation & Library

Provide the community with a variety of recreation, library, wellness and cultural amenities.

Leisure & Library Department

Objective	Budget Allocation
1. Seek alternative funding sources to construct additional improvements in Garden Canyon Park	**Staff Priority**
2. Pursue funding for implementation of the Fry Cemetery Master Plan.	**Staff Priority**
3. Evaluate current city recreational, cultural and sports programs to identify ways in which offerings can be changed or improved to fill unmet community needs.	**Staff Priority**
4. Explore feasibility of adopting City code changes that would require future developments to set aside space for recreational amenities.	**Staff Priority**
5. Reevaluate and update current general plan standards for future recreational amenities.	**Staff Priority**
6. Investigate partnerships with other organizations to cost effectively expand programs to the community. .	**Staff Priority**

Public Safety

Further enhance the quality and capacity of police and fire services.

Police Department

Objective	Budget Allocation
1. Partner with other public safety service providers to expand regional dispatch and communications, and develop a long-term plan for full integration with Cochise County in the future.	**$1,800,000**
2. Identify funding to establish and maintain a Civilian Emergency Response Team (CERT) for response in critical community incidents and disasters.	**Staff Priority**
3. Expand the use of electronic citations and other efficiencies that allow police officers to spend more time on proactive policing.	**Staff Priority**

Fire Department

Objective	Budget Allocation
1. Explore partnerships and grant opportunities that would allow for the construction of all or part of a regional public safety training facility.	**Staff Priority**
2. Develop and begin implementation of a plan that will ensure the Fire Department can be accredited by 2019.	**Staff Priority**
3. Develop and implement a cost-effective education and prevention program targeted toward reducing the number of home health care emergency medical calls made by residents.	**Staff Priority**

Water Management

Ensure that the long-term water needs of the Sierra Vista and Fort Huachuca community are protected.

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**
3. Conduct a study to identify soil conditions that maximize ground water infiltration within the City's wash corridors.	**Staff Priority**
4. Explore feasibility, cost and options regarding future diversion of storm water runoff to public or private recharge basins near the San Pedro River	**Staff Priority**

City Manager's Officer

Objective	Budget Allocation
1. Maintain the city's commitment to the community water management partners	**$10,000**
2. Develop a legal strategy to guide City actions in protecting ground water rights for Sierra Vista.	**$150,000**
3. Continue to challenge federal efforts to list endangered species in the region that could negatively impact community efforts to retain Fort Huachuca missions and protect the San Pedro River.	**$50,000**

Organizational Effectiveness

Ensure the long-term financial viability and operational effectiveness of the City government, while providing opportunities for civic engagement.

City Manager's Office

Objective	Budget Allocation
1. **Preserve general fund reserve levels**	**Staff Priority**
2. **Evaluate the value and success of City communications strategies and methods, and develop a plan to cost effectively modify or enhance. .**	**Staff Priority**
3. **Identify automation and technology methods that would improve productivity within city departments.**	**Staff Priority**
4. **Pursue financially advantageous in-sourcing opportunities for contracting additional City services to other government entities.**	**Staff Priority**
5. **Explore the feasibility of implementing technologies and innovations designed to gather, evaluate and disseminate information to both the city and the public in order to improve service efficiency and increase resident participation in government.**	**Staff Priority**
6. **Develop a 'knowledge' database of community services that is accessible to the general public.**	**Staff Priority**
7. **Conduct a classification and compensation study of city positions.**	**$50,000**

Economy and Education

Actively promote the growth and expansion of a strong and diverse regional economic base while collaborating with employers and educational organizations to improve the quality of workforce readiness and economic development.

City Manager's Office

Objective	Budget Allocation
1. Assume the leadership role in developing, overseeing and implementing a collaborative strategy to coordinate economic development efforts within the community.	**$203,000**
2. Identify ways in which the City and community partners can improve effectiveness in helping to retain and expand missions on Fort Huachuca as well as other federal operations.	**Staff Priority**
3. Engage area employers in identifying short and long-term educational needs that would improve workforce competitiveness; then actively facilitate discussions with educational institutions for future incorporation into programs and curricula.	**Staff Priority**
4. Identify ways in which retail, business and tourism with Mexico can help expand the City's economic base.	**Staff Priority**
5. Develop and implement ways in which visitor attraction to the City of Sierra Vista can be improved.	**Staff Priority**
6. Identify infrastructure improvements that could position the City more advantageously for future business attraction and expansion.	**Staff Priority**
7. Measure, evaluate and refine Sierra Vista's economic development effectiveness.	**Staff Priority**
8. Develop specific strategies to grow and attract quality firms and jobs in targeted sectors.	**Staff Priority**

Varied Transportation

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

Public Works

Objective	Budget Allocation
1. Continue to pursue funding through federal and state sources for implementing construction of multi-use paths identified in the City's Safe Bicycle and Pedestrian Routes Plan..	**$1,549,045**
2. Pursue federal and state funding through the City's regional planning organization and other applicable sources for reconstructing arterial streets in poor condition.	**Staff Priority**
3. Complete the construction of Coronado Drive between Busby and Golf links as transportation development fees become available.	**$1,250,000**
4. Evaluate opportunities for implementing actions in the City's 2013 transportation efficiency study. .	**Staff Priority**
5. Analyze transportation impacts of the planned new regional hospital and develop a plan to coincide needed road improvements with the facility's completion.	**Staff Priority**
6. Partner with Cochise County on developing options and analyzing feasibility of a future East-West connector road from SR92 to Moson Road.	**Staff Priority**
7. Develop a multi-year plan that would bring all city streets up to minimum standards.	**Staff Priority**

Environmental Stewardship

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

Public Works

Objective	Budget Allocation
1. Implement a recycling program for multi-family housing and commercial customers who are not currently recycling.	**Staff Priority**
2. Evaluate options for reducing the prevalence of plastic bag litter in the community.	**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.	Organizational Effectiveness	Explore the feasibility of implementing technologies and innovations designed to gather, evaluate and disseminate information to both the city and the public in order to improve service efficiency and increase resident participation in government.
Element 2: Land Use		
Goal 2.1: Use generally acceptable planning principles to develop land use plans.	Growth	Complete the update of the City's General Plan, Vista 2020, to conclude with a November 2014 vote of Sierra Vista residents.
Goal 2.2: Ensure that development meets all codes, regulations, and acceptable planning principles.	Growth	
Goal 2.3: Protect designated environmentally sensitive land and floodplains by designating them as open spaces.	Water	Update the City's surface water plan
Goal 2.4: Developers will pay their proportionate share of new development costs as determined by the City.	Organizational Effectiveness	
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	
Goal 2.8: Prepare specific plans, as necessary, as appendices to the general plan.	Growth	Complete the update of the City's General Plan, Vista 2020, to conclude with a November 2014

		vote of Sierra Vista residents.
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.	Transportation	Pursue federal and state funding through the City's regional planning organization and other applicable sources for reconstructing arterial streets in poor condition.
Goal 3.3: Consider all ADA requirements and the prime users when designing and constructing the transportation system.	Transportation	
Goal 3.4: Increase alternative transportation options in order to reduce vehicle congestion.	Transportation	Continue to pursue funding through federal and state sources for implementing construction of multi-use paths identified in the City's Safe Bicycle and Pedestrian Routes Plan.
Goal 3.5: Ensure that the air transit facilities are adequate for community needs.	Transportation	
Goal 3.6: Developers will pay their proportionate share of added transportation infrastructure costs as determined by the City.	Organizational Effectiveness	

Element 4: Open Space		
Goal 4.1: Identify potential open space land.	Growth	
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	Continue to pursue funding through federal and state sources for implementing construction of multi-use paths identified in the City's Safe Bicycle and Pedestrian Routes Plan.
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	Pursue annexation of county enclaves with greater emphasis on education to property owners.
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	Develop a legal strategy to guide City actions in protecting ground water rights for Sierra Vista.
Goal 6.3: Protect and enhance natural resources.	Water	Achieve a 2% reduction in the City's water use as measured by its gallons per capita per day (GPCPD)

Goal 6.4: Balance the City's share of the water deficit.	Water	Achieve a 2% reduction in the City's water use as measured by its gallons per capita per day (GPCPD
Element 7: Cost of Development		
Goal 7.1: Analyze fiscal and capital cost-revenue impact of new development.	Organizational Effectiveness	
Goal 7.2: Identify the developers proportionate share.	Organizational Effectiveness	
Goal 7.3: Establish the payment mechanism that developers will use to pay their proportionate share.	Organizational Effectiveness	
Element 8: Water Resources		
Goal 8.1: Conserve the available water supply.	Water	Achieve a 2% reduction in the City's water use as measured by its gallons per capita per day (GPCPD)
Goal 8.2: Support efforts to minimize the impacts of groundwater pumping.	Water	Achieve a 2% reduction in the City's water use as measured by its gallons per capita per day (GPCPD)
Goal 8.3: Maintain and implement a plan to conserve water when water stresses affect the community's water supplies.	Water	Achieve a 2% reduction in the City's water use as measured by its gallons per capita per day (GPCPD)
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 the City's commitment to community water management partners.
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	Conduct a study to identify soil conditions that maximize ground water infiltration within the City's wash corridors.
Goal 9.2: Mitigate impacts on the aquifer caused by pumping.	Water	Achieve a 2% reduction in the City's water use as

		measured by its gallons per capita per day (GPCPD)
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	Seek alternative funding sources to construct additional improvements in Garden Canyon Park. Evaluate current city recreational, cultural and sports programs to identify ways in which offerings can be changed or improved to fill unmet community needs.
Element 11: Public Facilities and Services And Public Buildings		
Goal 11.1: Ensure a high level of city services and facilities	Public Safety	
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 partnerships and grant opportunities that would allow for the construction of all or part of a regional 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	
Goal 12.2: Support an increase in housing assistance programs.	Housing	Analyze options to incentivize private sector housing opportunities for convicted felons and others formerly incarcerated.
Goal 12.3: Encourage efforts that meet community needs for quality and affordable rental housing.	Housing	
Goal 12.5: Encourage development of temporary and emergency shelter services.	Housing	
Goal 12.6: Support public and private planning partnerships that promote appropriate housing options and supportive services for disabled and elderly citizens.	Housing	
Goal 12.7: Promote the development of neighborhood associations.	Housing	
Element 13: Redevelopment		
Goal 13.1: Maintain, improve, and revitalize older neighborhoods.	Growth	Implement City policy on condemnation and removal of dilapidated mobile homes.
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	

Element 15: Economic Development		
Goal 15.1: Encourage opportunities for a diverse economy.	Economy and Education	Develop specific strategies to grow and attract quality firms and jobs in targeted sectors.
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

RESIDENTS

MAYOR & CITY COUNCIL

Mayor
Frederick "Rick" Mueller

City Council
Robert Blanchard, Mayor Pro Tem
Gwen Calhoun
Tom Crosby
Rachel Gray
Henrietta Huisking
Thomas M. Reardon

BOARDS AND COMMISSIONS

CITY ATTORNEY
Stuart L. Fauver

CITY MANAGER
Charles P. Potucek

ASST. CITY MANAGER
Mary Jacobs

PUBLIC AFFAIRS
Judy Hector

FINANCE
David J. Felix, CPA

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

COMMUNITY DEVELOPMENT
Donald Brush, AICP
- Planning
- Building Inspections
- Neighborhood Enforcement

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

POLICE DEPARTMENT
Tom Alinen
- Administrative Communications & Records
- Patrol
- Special Operations
- Animal Care & Control

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

ADMINISTRATIVE SERVICES
- City Clerk
- Human Resources
- Information Technology
- Procurement

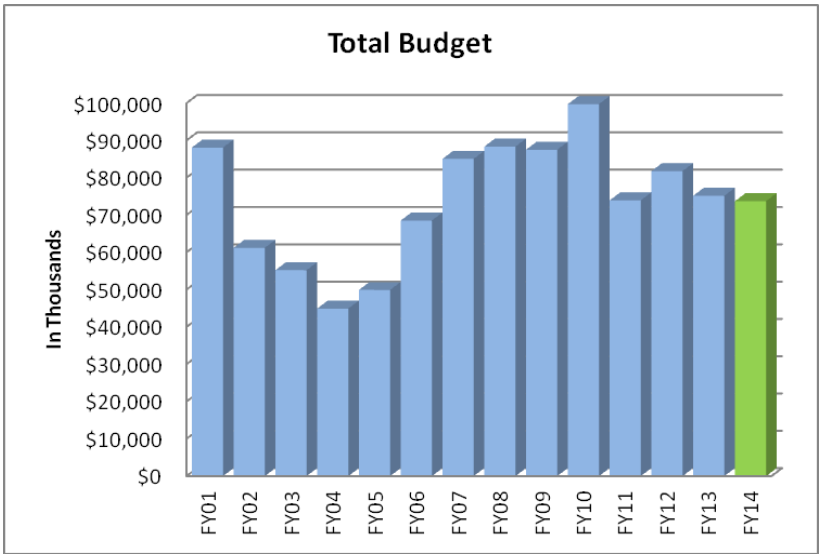
CITY OF SIERRA VISTA

ARIZONA

Budget Summary

The Fiscal Year 2014 (FY14) Budget decreased two percent from Fiscal Year 2013 (FY13). 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 decreases in FY14. The FY10 Budget included $21.5 million in American Recovery and Reinvestment Act Funds. All possible funding sources must be budgeted in case the City received the grant. The City remains proactive in projecting revenue shortfalls and budget conservatively. The City was proactive in implementing budget reduction measures leading into the FY14 Budget. These measures include a hard 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%
2014	$73,708,643	-2%



Budget Summary

The graph on the previous page shows the total budget expenditures from FY01 to FY14. The City is currently experiencing revenue difficulties due to the National, State and local economic situation. The federal defense spending reductions impact local sales tax collections greatly. City revenue stabilized in FY14 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.

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 for the recommended budget
15. The City Council makes final budget decisions

Incorporation of Strategic Leadership Plan

The FY14 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 City Council recently updated the Strategic Leadership Plan with the FY14 Budget being the first year in the newest 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 $73,708,643 in FY14. The City raises revenue through 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 applies and receives many grants, including grants for Public Safety and street maintenance. 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 $5,042,470 in donations this year. The donation amount includes $697,470 in donations to many departments including the Library, Police, Parks, Leisure and Public Works and $1.6 million for an upgrade to our dispatch consoles. 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 on the next page summarizes the amount of revenue budgeted in FY14 by major category. The largest revenue generators are the City Sales Tax, State-Shared Revenue, and Grants/Federal Funds. These four categories generate 58 percent of the total revenue generated.

Budget Summary

	FY13 Budget	FY14 Budget	% Change	FY14 % of Total
City Sales Tax	$16,842,199	$15,765,295	-6%	21.39%
Property Tax	$402,798	$388,958	-3%	0.53%
State Shared Revenue	$12,284,953	$13,222,907	8%	17.94%
Franchise Tax	$1,046,460	$1,325,000	27%	1.80%
Licenses and Permits	$252,500	$252,500	0%	0.34%
Grants	$8,874,632	$10,848,501	22%	14.72%
Federal Funds	$3,500,000	$2,750,000	-21%	3.73%
User Fees	$2,312,500	$2,120,809	-8%	2.88%
Ambulance	$1,750,000	$1,750,000	0%	2.37%
Fuel Sales	$1,741,568	$1,624,741	-7%	2.20%
Planning Revenue	$743,000	$386,500	-48%	0.52%
Sewer Carryover	$4,460,000	$50,000	-99%	0.07%
Sewer	$3,998,579	$4,127,176	3%	5.60%
Refuse Carryover	$998,011	$40,000	-96%	0.05%
Refuse	$4,965,303	$4,788,143	-4%	6.50%
Development Fees c/o	$1,249,652	$2,480,330	98%	3.37%
Development Fees	$527,173	$527,172	0%	0.72%
Employee Premiums	$3,396,000	$3,396,000	0%	4.61%
Donations	$1,017,620	$5,042,470	396%	6.84%
Transit Fares	$120,000	$115,000	-4%	0.16%
Police/ACO Revenue	$25,000	$45,000	80%	0.06%
CIF Carryover	$846,587	($253,000)	296%	-0.34%
Carryover	$23,100	$342,731	1384%	0.46%
Interest	$7,000	$6,000	-14%	0.01%
Notes Payable	$2,410,400	$1,136,700	-53%	1.54%
Sale of Fixed Assets	$110,000	$390,000	255%	0.53%
Misc Revenue	$1,246,100	$1,039,710	-17%	1.41%
Total	**$75,151,135**	**$73,708,643**	-2%	**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 3.73 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 FY14 did not change from FY13. 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 that expired in May of 2013.

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%	6.10%	7.85%
Use Tax	1.75%	5.60%	7.35%
Restaurant/Bar	2.60%	6.10%	8.70%
Hotel/Motel	5.50%	6.05%	11.55%
Construction Contracting	2.45%	6.10%	8.55%
Rental of Real Property	1.00%	0.00%	1.00%
Utilities	2.00%	6.10%	8.10%

The City's tax package contributes about 21.39 percent of the City's total revenue. The City's tax package contributes about 33 percent of the general fund revenue.

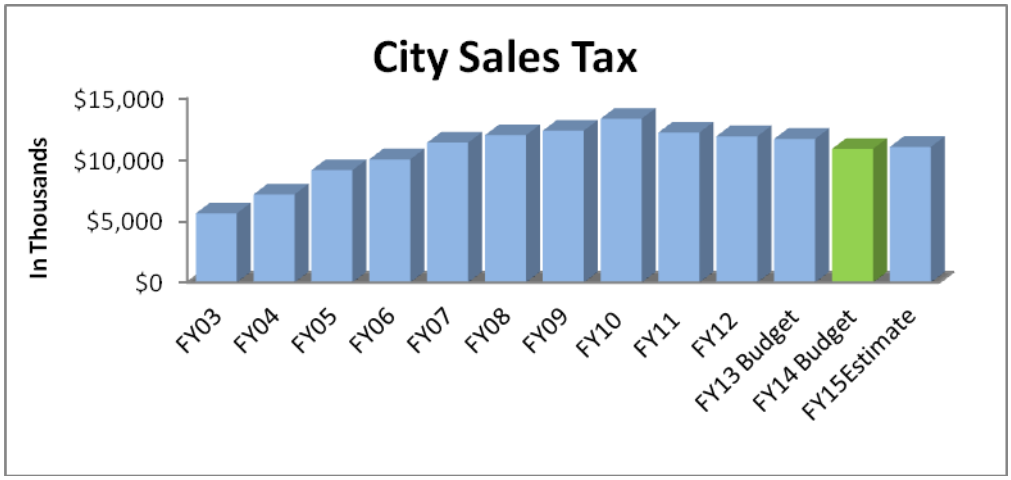
The City relies on a Privilege (Sales) Tax for a large percentage of revenue raised through the City Sales Tax Package. The City Sales Tax has been decreasing slowly over the last several years and the City anticipates a three percent decrease in FY14 from projected year end FY13. One of the lagging tax collections is in hotel/motel.

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.

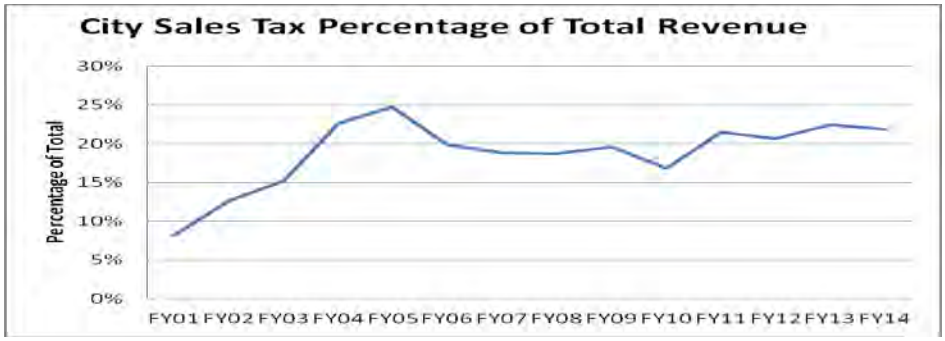
Of the total privilege (sales) tax, one-half of one percent is designated for capital projects. This money is used for the construction and operations of major capital projects. The money is also used for major capital maintenance projects.

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 FY14 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 FY14 from 17 percent in FY10 to 22 percent in FY14.



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 remained level from FY13.

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 0.1381 this year but choose to keep the levy rate at FY13's. If the City increased the property levy to its maximum allowable, the City would have collected an additional $83,842.

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).

	FY13 Budget	FY14 Budget	Change
Sales	$3,503,084	$3,792,255	$289,171
Income	$4,482,658	$4,896,362	$413,704
Auto Tax	$1,899,211	$1,709,290	($189,921)
HURF	$2,400,000	$2,825,000	$425,000
Total	**$12,284,953**	**$13,222,907**	**$937,954**

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.

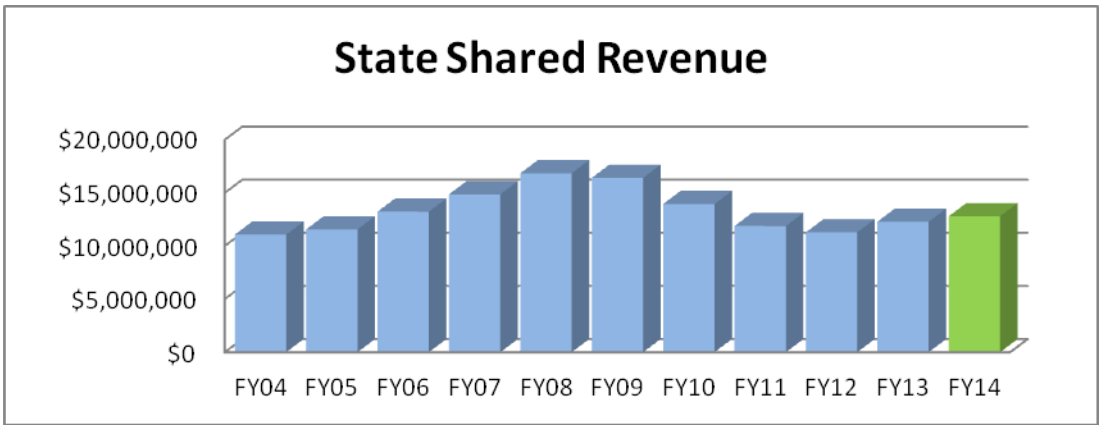
The City also receives State-Shared Sales Tax. Cities in Arizona share 25 percent based on population.

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 FY14 the City anticipates receiving $512,954 more in State Shared Revenue than in FY13. This translates to a four percent increase. State Shared Revenue is the second largest revenue source to the City, contributing 18 percent of the total budget and 31 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 FY12 due to the 2010 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 the last two years.

	State Shared Revenue	% 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%
FY14	$13,222,907	8%



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 reconstructed Wilcox and Seventh Street through grants. This current year, grant revenue accounts for 14.72 percent of the total estimated revenue to be received this year.

The grant projects include Multi-Use Paths Construction, Fire and Police Equipment, and street overlays, airport projects 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 $1,136,700 in financing funds in FY14. These funds will be used to purchase 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.

	FY14 Budget	% of Total
Ambulance	$1,750,000	32%
Public Works Services	$657,038	12%
Animal Control	$45,000	1%
Lease Revenue	$225,000	4%
Library Fines	$36,000	1%
Fuel Revenue	$1,624,741	30%
Cove	$308,521	6%
Leisure Services	$820,000	15%
Total	**$5,466,300**	**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. The adoption fees increase in FY14 from $25 to $50. The new fee increases due to veterinary cost increase and includes micro-chipping of all adopted pets.

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 and Library Services charges fee for activities. These fees include leisure classes, The Cove, and ball field lights.

Performing Arts	$	100,000
Kids World	$	375,000
Rentals	$	80,000
Aquatics	$	308,521
Sports	$	85,000
Classes	$	75,000
Adult Trips	$	15,000
Senior Programming	$	15,000
Community Events	$	70,000
Library Fines	$	36,000
Total	**$**	**1,159,521**

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 FY14. The City finished its development fee study in FY12 with an effective date of July 1, 2012. Development Fees contribute 0.72 percent of the total budget. The Development Fees will be utilized in FY14 for the widening of Coronado from Busby to Golf Links if the adjacent development constructs in FY14.

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

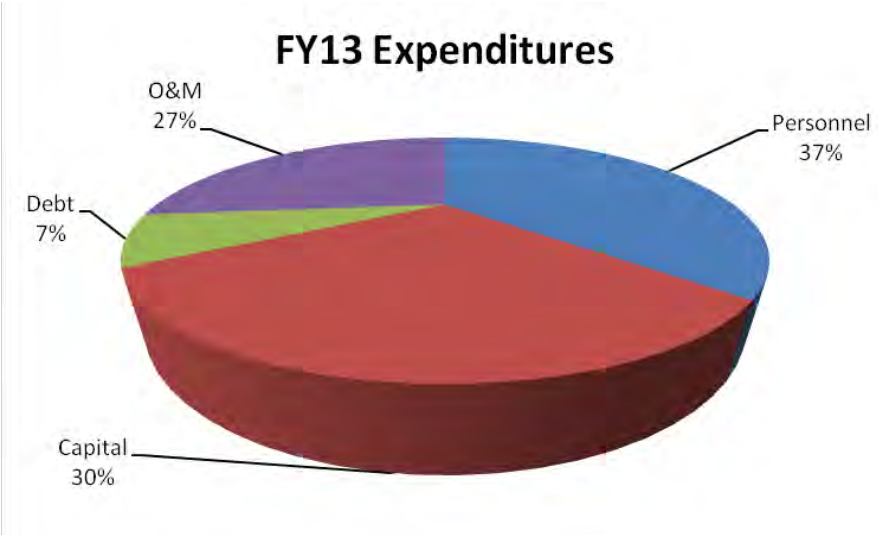
The City of Sierra Vista's budgeted expenditures total $73,708,643 for FY14, $1,442,492 less than the FY13 budget. The majority of the decrease can be contributed to a reduction in Capital Expenditures. Capital Expenditures decreased $2,279,066 (-10%) from FY13 while Personnel Expenses decreased four percent ($972,679). The City Operating and Maintenance expenses increased ten percent ($1,925,444). The debt service level for the City decreased two percent this fiscal year. Overall, the City budget decreased two percent in its budgeted expenditures.

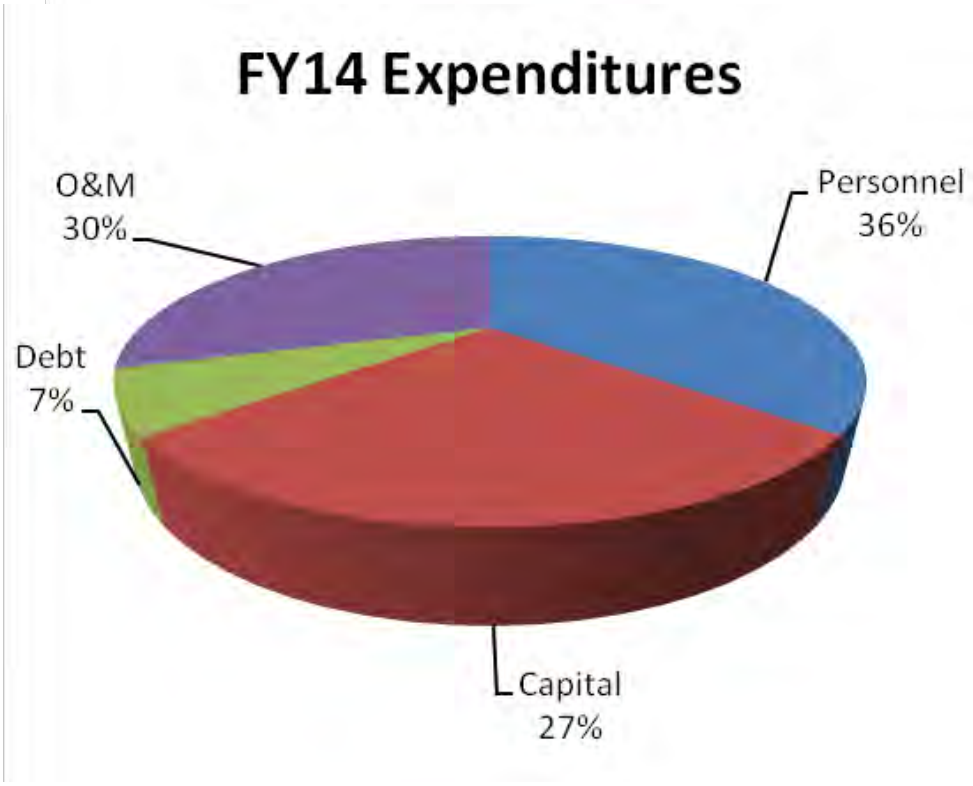
	FY13 Budget	FY14 Budget	Difference	% Change	% Total
Personnel	$ 27,714,442	$ 26,741,763	$ (972,679)	-4%	36%
O&M	$ 19,952,716	$ 21,878,160	$ 1,925,444	10%	30%
Capital	$ 22,350,914	$ 20,071,848	$ (2,279,066)	-10%	27%
Debt	$ 5,133,063	$ 5,016,872	$ (116,191)	-2%	7%
Total	$ 75,151,135	$ 73,708,643	$ (1,442,492)	-2%	100%

The table below provides an overview of the percentage of expenditures by category from FY04-FY14. Debt currently makes up only seven percent of the City expenditures, down from 14 percent in FY04. Capital Expenditures make up 27 percent. Personnel, as a percentage of the total budget, fluctuated since FY04 and currently comprise 36 percent of the total budget. Operations and Maintenance (O&M) comprises 30 percent of the total budget.

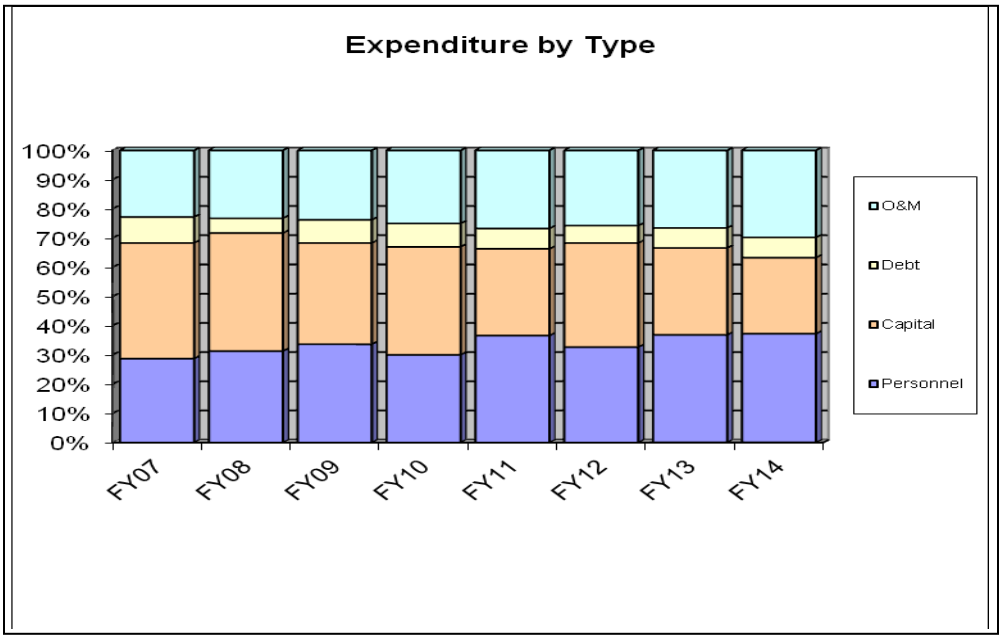
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Personnel	29%	31%	34%	30%	37%	33%	37%	36%
Capital	40%	40%	35%	37%	30%	36%	30%	27%
Debt	9%	5%	8%	8%	7%	6%	7%	7%
O&M	23%	23%	24%	25%	27%	26%	27%	30%

The graphs below depict the percentage of total budget, per major category, for FY13 and FY14.



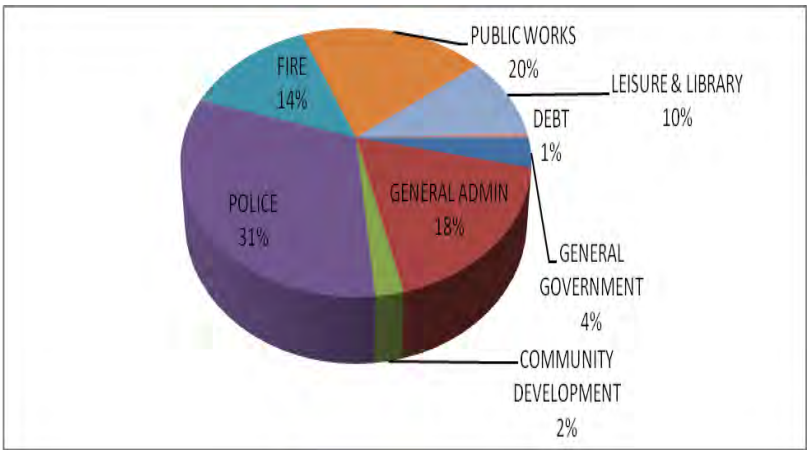


The graph below depicts the percentage of total expenditures by category for FY04-FY14.



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 FY14 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	FY14
General Admin	20%	21%	21%	20%	20%	22%	20%	19%	21%	19%
Police	28%	25%	25%	26%	28%	29%	28%	28%	29%	30%
Fire	11%	11%	12%	15%	17%	15%	15%	15%	16%	15%
Public Works	16%	19%	21%	18%	18%	17%	16%	21%	20%	22%
Leisure and Library	16%	16%	15%	14%	10%	10%	16%	13%	12%	11%
Community Development	4%	4%	4%	4%	4%	4%	3%	3%	3%	3%
Debt	5%	4%	3%	3%	3%	3%	2%	1%	1%	1%

*Public Works and Leisure and Library numbers depict a departmental restructuring in FY12. The Parks function was previously included in Leisure & 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 decreased four percent from FY13 to FY14. Personnel Expenses grew from FY02 to FY09. The total dollar amount spent on personnel increased each year since FY02 before a decrease in FY10 to FY12 and decreases in FY14. 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 over $3 million in personnel expenses over the last three years.

The City relies heavily on volunteers and Department of Correction personnel to reduce personnel expenditures. In FY13 the city had 771 volunteers who donated 22,277 hours, with an estimated value of $286,880.

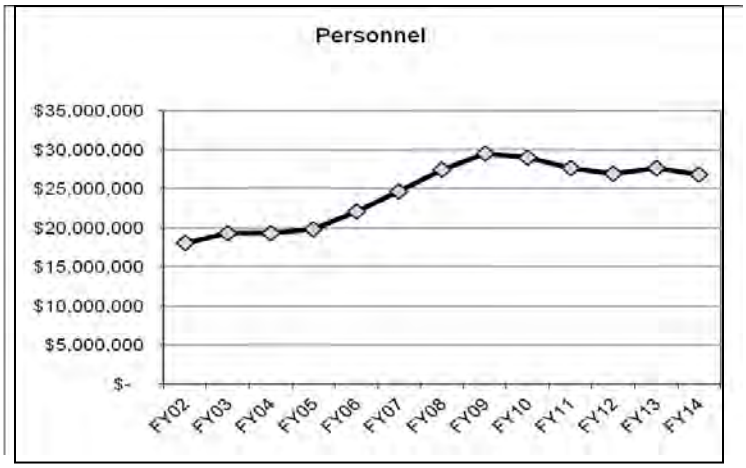
Budget Summary

	Personnel 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%
FY14	$ 26,741,763	-4%

The budget includes offsets to employees for retirement contribution increases. These offset ensure that employees take home pay does not change in FY14. The Arizona State Retirement System offset will be 0.4 percent while the offset for Public Safety Retirement System employees is 0.8 percent. The offsets will not apply to new hires.

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 FY13 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

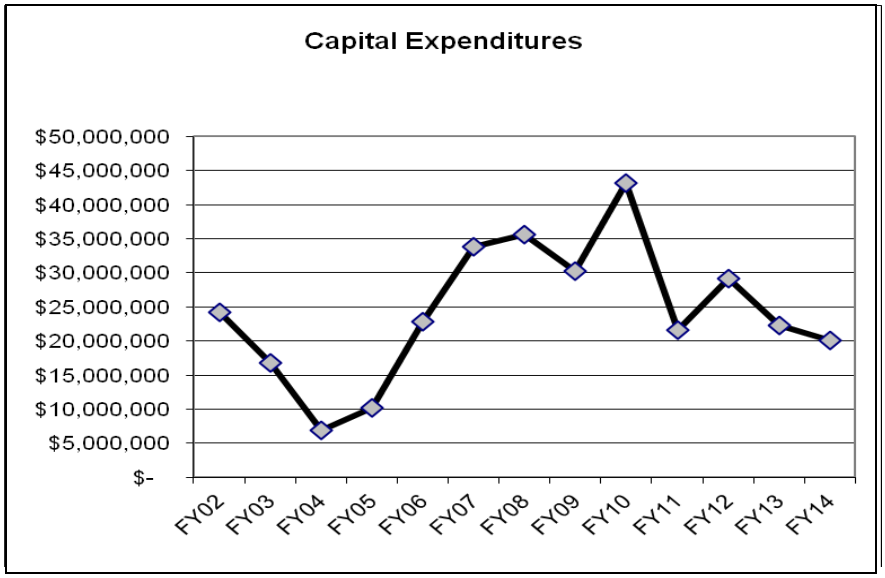
Capital Expense projects are defined as those that cost over $5,000 and have a useful life longer than one year. The budget includes numerous capital projects.

The City will complete several capital projects in FY14. These include the expansion of the popular multi-use path system (MUP) along with dispatch console upgrades. The new MUPs include Buffalo Soldier Trail from Seventh Street to Golf Links and the Path to Higher Learning. 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-FY14. The City decreased its capital budget by eight percent from FY13 to FY14. The FY10 Budget included many possible American Recovery and Reinvestment Act (2009) funded projects. The FY14 budget decreases $3,639,066 from the FY13 budget. The table below shows the total budgeted capital amounts.

	Capital 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%
FY14	$ 20,071,848	-8%

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.

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

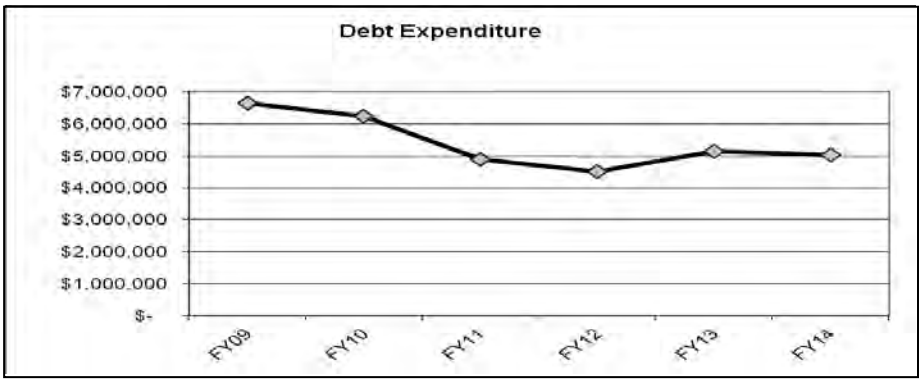
	Debt Budget	% Change
FY09	$ 6,655,707	
FY10	$ 6,227,559	-6%
FY11	$ 4,894,543	-21%
FY12	$ 4,512,635	-8%
FY13	$ 5,133,063	14%
FY14	$ 5,016,872	-3%

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 FY09-FY14.



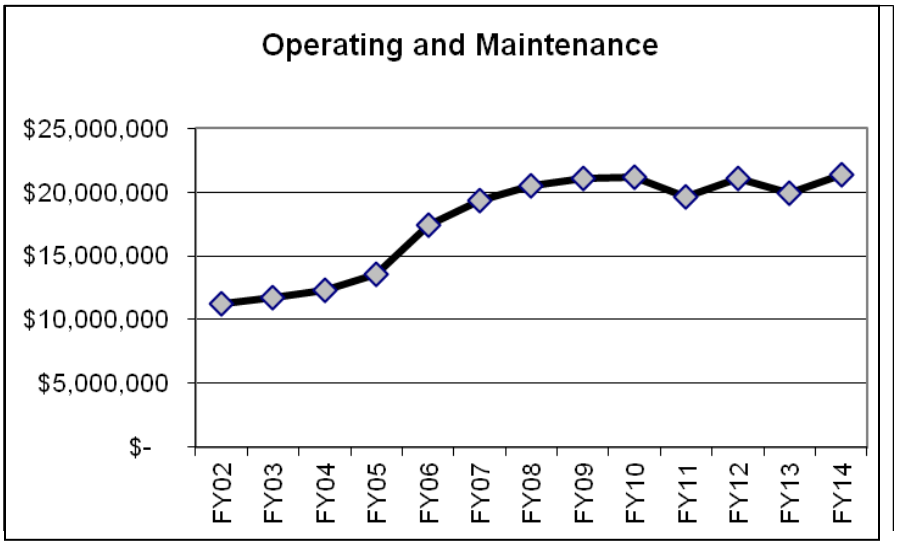
Operations and Maintenance

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 FY13 before increasing again in FY14. 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 fuel cost increases and airport design and studies being funded through O&M accounts.

	O&M 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%
FY14	$ 21,878,160	9%

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.

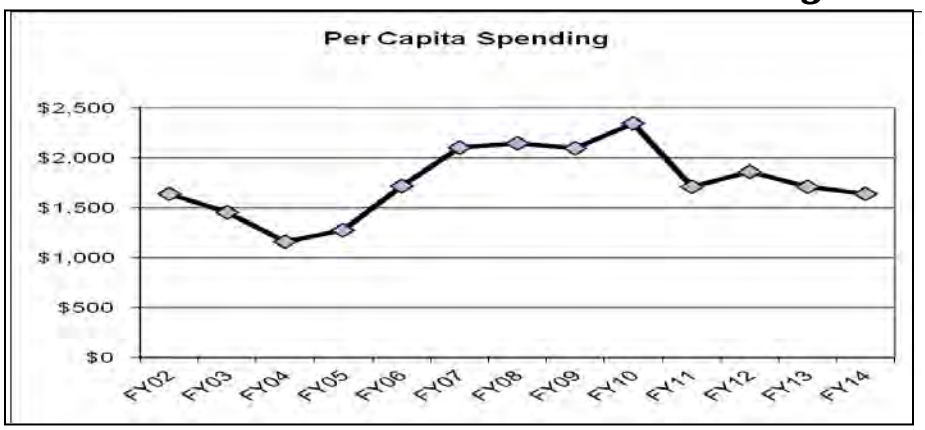
The City plans for operations and maintenance costs of new capital, as well as existing capital. The City has developed a Five-Year Capital Maintenance and Replacement Plan this year that assesses the current condition of all City capital and develops a financial plan for the ongoing maintenance. Planning 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. The per capita numbers decreases again in FY14.

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Per Capita	$1,720	$2,101	$2,147	$2,093	$2,347	$1,712	$1,893	$1,712	$1,679



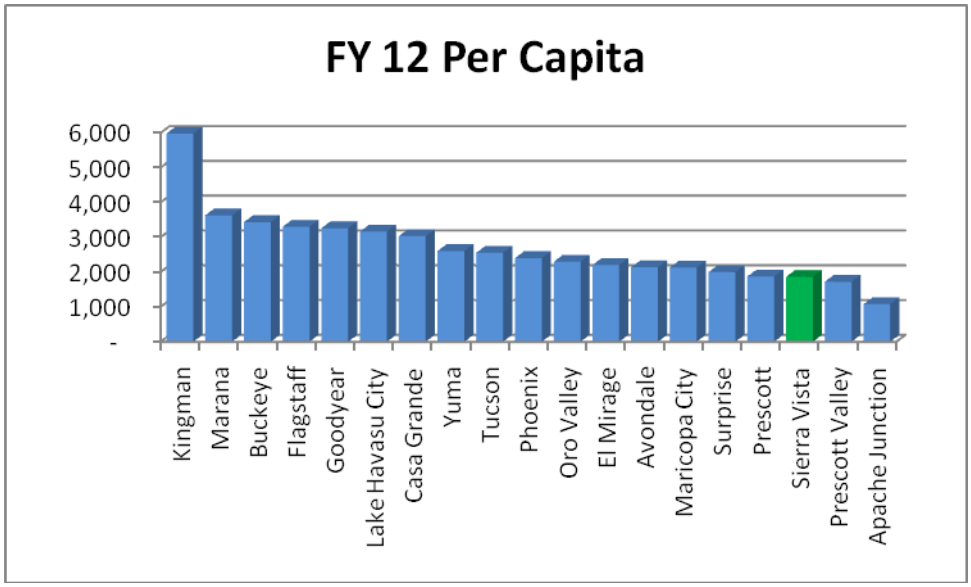
The table below summarizes the per capita spending by department.

Departmental Per Capita Spending				
	FY12 Actual	**FY12 Budget**	**FY13 Budget**	**FY14 Budget**
City Council	$ 3.60	$ 3.86	$ 3.66	$ 3.70
Administrative Serivices	$ 80.17	$ 90.73	$ 97.85	$ 77.13
City Manager	$ 53.20	$ 48.69	$ 51.74	$ 60.53
Court and Legal	$ 7.22	$ 7.53	$ 7.79	$ 7.47
General	$ 109.04	$ 110.32	$ 110.60	$ 112.62
Debt	$ 93.91	$ 104.49	$ 116.96	$ 114.31
Police	$ 209.64	$ 223.40	$ 218.44	$ 273.95
Fire	$ 110.82	$ 126.39	$ 130.35	$ 134.95
Leisure	$ 76.34	$ 88.18	$ 86.30	$ 80.76
Public Works	$ 352.23	$ 546.32	$ 477.73	$ 494.54
Sewer	$ 59.78	$ 332.47	$ 240.28	$ 149.34
Refuse	$ 76.59	$ 149.53	$ 113.92	$ 86.06
Public Transportation	$ 24.66	$ 31.41	$ 34.79	$ 33.13
Community Development	$ 24.66	$ 29.87	$ 21.93	$ 50.98
Total	**$ 1,281.87**	**$ 1,893.18**	**$ 1,712.34**	**$ 1,679.47**

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.

Budget Summary

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. The City Manager may delegate the authority of this policy.

Basis of Accounting

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

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 FY14 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 explanation 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 (FY13), and the current fiscal year (FY14).

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 FY14, $389,985 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 (FY13) and this fiscal year (FY14) 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.

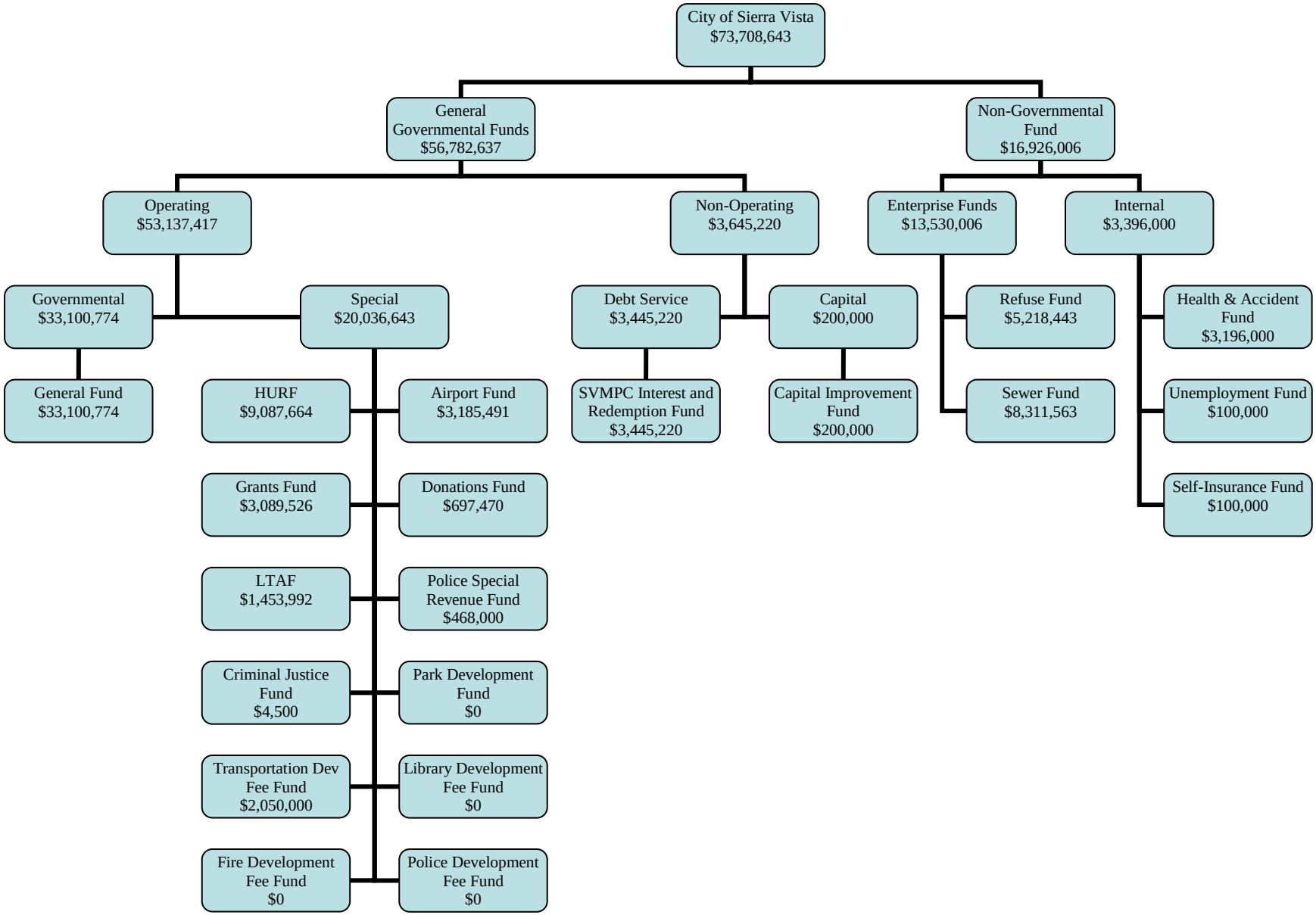
Balanced Budget Requirement

The State of Arizona requires that cities present a balanced 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 FY14 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 for recommended budget
14. City Council makes final budget decisions


City of Sierra Vista
$73,708,643
General Governmental Funds
$56,782,637
Non-Governmental Fund
$16,926,006
Operating
$53,137,417
Non-Operating
$3,645,220
Enterprise Funds
$13,530,006
Internal
$3,396,000
Governmental
$33,100,774
Special
$20,036,643
Debt Service
$3,445,220
Capital
$200,000
Refuse Fund
$5,218,443
Health & Accident Fund
$3,196,000
General Fund
$33,100,774
HURF
$9,087,664
Airport Fund
$3,185,491
SVMPC Interest and Redemption Fund
$3,445,220
Capital Improvement Fund
$200,000
Sewer Fund
$8,311,563
Unemployment Fund
$100,000
Grants Fund
$3,089,526
Donations Fund
$697,470
Self-Insurance Fund
$100,000
LTAF
$1,453,992
Police Special Revenue Fund
$468,000
Criminal Justice Fund
$4,500
Park Development Fund
$0
Transportation Dev Fee Fund
$2,050,000
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	$ 116,126	$ 2,569,265	$ 1,852,220	$323,338	$ 1,237,208	$ 10,748,001	$ 4,860,357	$ 6,976,061	$ 3,461,653	$ 748,581	$ 207,964	$ 33,100,774
HURF								$ 8,988,586			$ 99,078	$ 9,087,664
LTAF								$ 1,453,992				$ 1,453,992
Police Special Revenue						$ 468,000						$ 468,000
Grants			$ 155,000			$ 587,873	$ 858,000			$ 1,488,653		$ 3,089,526
Judicial Enhancement				$ 4,500								$ 4,500
Airport								$ 3,073,120			$ 112,371	$ 3,185,491
Capital Improvement		$ 200,000										$ 200,000
SVM PC I&R											$ 3,445,220	$ 3,445,220
Sewer	$ 14,516	$ 302,966	$ 263,354		$ 154,651			$ 6,903,908			$ 672,168	$ 8,311,563
Refuse	$ 14,516	$ 312,943	$ 238,099		$ 154,651			$ 4,018,163			$ 480,071	$ 5,218,443
Health & Accident					$ 3,196,000							$ 3,196,000
Unemployment					$ 100,000							$ 100,000
Self Insured Retention					$ 100,000							$ 100,000
Donations	$ 17,085		$ 600			$ 219,380	$ 204,440	$ 25,815	$ 230,050	$ 100		$ 697,470
Park Development												$ -
Library Development												$ -
Police Development												$ -
Fire Development												$ -
Transportation Development								$ 2,050,000				$ 2,050,000
Total	$ 162,243	$ 3,385,174	$2,509,273	$ 327,838	$ 4,942,510	$ 12,023,254	$ 5,922,797	$33,489,645	$ 3,691,703	$2,237,334	$ 5,016,872	$ 73,708,643

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 FY12 along with the estimated FY13 and budgeted FY14. 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 FY14 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		
	2012	2013	2014
Revenues:	Actual	Estimated	Budget
Taxes	14,193,930	13,868,290	14,037,117
Intergovernmental	9,545,497	10,947,108	12,612,807
Charges for services	4,346,068	4,543,558	4,535,459
Licenses and permits	1,093,475	685,382	677,500
Fines	28,933	29,392	36,000
Investment income	13,031	4,500	5,000
Contributions	2,758	3,000	5,000
Other revenues	549,177	585,880	756,000
Total estimated revenues	29,772,868	30,667,109	32,664,883
Expenditures:			
Current-			
General government	5,156,598	5,311,571	6,245,454
Public safety	12,941,655	14,027,836	15,608,358
Public works	6,266,114	6,725,534	6,976,061
Culture and recreation	3,671,322	3,043,361	3,314,356
Community development	931,622	624,248	748,581
Debt service -			
Principal retirement	243,357	252,851	199,315
Interest and fiscal charges	22,853	13,359	8,649
Total estimated expenditures	29,233,521	29,998,760	33,100,774
Other financing sources (uses):			
Operating transfers in	-	102,600	881,564
Operating transfers out	(524,004)	(875,265)	(1,162,073)
Net proceeds from sale of bonds			
Proceeds from installment purchase	-	194,040	716,400
Total other financing sources (uses)	(524,004)	(578,625)	435,891
Net increase (decrease) in fund balance	15,343	89,725	-
Fund balances, July 1	3,331,980	3,347,323	3,437,048
Fund balances, June 30	3,347,323	3,437,048	3,437,048

Fund Balances

The City's General fund balance is projected to increase $89,725 from FY12 to FY13 and remain level in FY14. The FY14 budget is balanced and currently shows a zero growth in the fund. The fund still has $3,437,048 projected FY14 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.

Fund Balances

The City of Sierra Vista maintains 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		
	2012	2013	2014
Revenues:	Actual	Estimated	Budget
Intergovernmental	7,472,008	5,324,985	11,658,601
Charges for services	1,782,902	734,666	1,572,663
Fines	70	73	100
Investment income	1,472	1,117	
Contributions	173,817	115,794	3,337,470
Other revenues	73,178	135,696	364,710
Total estimated revenues	9,503,447	6,312,331	16,933,544
Expenditures:			
Current-			
General government	77,694	11,508	177,185
Public safety	638,533	400,906	2,337,693
Public works	9,191,966	5,638,895	15,591,513
Culture and recreation	58,378	40,236	230,050
Community development	116,168	11,584	1,488,753
Debt service -			
Principal retirement	121,195	1,055,639	160,108
Interest and fiscal charges	55,814	53,137	51,341
Total estimated expenditures	10,259,748	7,211,905	20,036,643
Other financing sources (uses):			
Operating transfers in	1,238,706	1,694,210	1,287,813
Operating transfers out	(1,270,825)	(527,288)	(1,054,575)
Net proceeds from sale of bonds			
Proceeds from installment purchase	207,896	1,415,000	46,800
Total other financing sources (uses)	175,777	2,581,923	280,038
Net increase (decrease) in fund balance	(580,524)	1,682,349	(2,823,061)
Fund balances, July 1	1,734,398	1,153,874	2,836,223
Fund balances, June 30	1,153,874	2,836,223	13,162

The special funds balance will decrease in the FY14 budget. It is projected that the special funds will decrease by $2,823,061 in FY14 to an ending balance of $13,162. 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 FY13 in FY14. The Transportation Development Fee Fund will use carryover to construct a large project in FY14. 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.

· Budgetary Purposes Only)	Capital Projects Funds		
	2012	2013	2014
enues:	Actual	Estimate	Budget
Taxes	3,584,065	2,334,788	3,442,136
Other revenues	498,660		250,000
Total estimated revenues	4,082,725	2,334,788	3,692,136
enditures:			
Current-			
General government	245,052	278,984	200,000
Public works	23,574	44,088	
Culture and recreation		780	
Total estimated expenditures	268,626	323,852	200,000
er financing sources (uses):			
Operating transfers in	276,197	59,947	59,947
Operating transfers out	(3,049,078)	(2,250,354)	(3,299,083)
Total other financing sources (uses)	(2,772,881)	(2,190,407)	(3,239,136)
increase (decrease) in fund balance	1,041,218	(179,471)	253,000
d balances, July 1	(405,684)	635,534	456,063
	-	-	-
d balances, June 30	635,534	456,063	709,063

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 FY14. The Capital Improvement Fund will be utilized to fund major capital maintenance projects in the General Fund in FY14.

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		
	2012	2013	2014
Revenues:	Actual	Estimate	Budget
Investment income	260		
Total estimated revenues	260	-	-
Expenditures:			
Debt service -			
Principal retirement	2,330,000	2,425,000	2,515,000
Interest and fiscal charges	1,114,520	1,074,929	930,220
Total estimated expenditures	3,444,520	3,499,929	3,445,220
Other financing sources (uses):			
Operating transfers in	3,444,260	3,499,929	3,445,220
Total other financing sources (uses)	3,444,260	3,499,929	3,445,220
Net increase (decrease) in fund balance	-	-	-
Fund balances, July 1	857,422	1,215,596	1,215,596
	-	-	-
Fund balances, June 30	1,215,596	1,215,596	1,215,596

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 FY14.

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 $2,570,061. This decrease is the result of using carryover revenue from FY13 in FY14, decreasing the ending fund balance.

(For Budgetary Purposes Only)	Total Governmental Funds		
	2012	2013	2014
Revenues:	Actual	Estimate	Budget
Taxes	17,777,995	16,203,078	17,479,253
Intergovernmental	17,017,505	16,272,093	24,271,408
Charges for services	6,128,970	5,278,224	6,108,122
Licenses and permits	1,093,475	685,382	677,500
Fines	29,003	29,465	36,100
Investment income	14,763	5,617	5,000
Contributions	176,575	118,794	3,342,470
Other revenues	1,121,015	721,576	1,370,710
Total estimated revenues	43,359,300	39,314,228	53,290,563
Expenditures:			
Current-			
General government	5,479,344	5,602,063	6,622,639
Public safety	13,580,188	14,428,742	17,946,051
Public works	15,481,654	12,408,517	22,567,574
Culture and recreation	3,729,700	3,084,377	3,544,406
Community development	1,047,790	635,832	2,237,334
Debt service -	-	-	-
Principal retirement	2,694,552	3,733,490	2,874,423
Interest and fiscal charges	1,193,187	1,141,425	990,210
Total estimated expenditures	43,206,415	41,034,446	56,782,637
Other financing sources (uses):			
Operating transfers in	4,959,163	5,356,686	5,674,544
Operating transfers out	(4,843,907)	(3,652,907)	(5,515,731)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	207,896	1,609,040	763,200
Total other financing sources (uses)	323,152	3,312,820	922,013
Net increase (decrease) in fund balance	476,037	1,592,602	(2,570,061)
Fund balances, July 1	5,518,116	5,994,153	7,586,755
	-	-	-
Fund balances, June 30	5,994,153	7,586,755	5,016,694

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, Refuse) and Internal Service Funds (Health & Accident, Unemployment, Self-Insurance).

Below is a summary of the Enterprise Funds.

(For Budgetary Purposes Only)	Enterprise Funds		
	2012	2013	2014
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services	8,308,842	5,813,960	8,461,819
Contributions	401,970	500,000	500,000
Other income	92,989	47,543	4,227,000
Total operating revenues	8,803,801	6,361,503	13,188,819
Operating expenses:			
Salaries, wages and related expenses	2,409,572	2,443,380	2,186,375
Operations and maintenance	3,801,175	5,993,154	8,897,137
Depreciation	1,080,425	870,000	870,000
Benefits paid	368,596	149,286	247,255
Premiums paid	176,703	103,827	177,000
Total operating expenses	7,836,471	9,559,647	12,377,767
Operating income (loss)	967,330	(3,198,144)	811,052
Nonoperating revenues (expenses):			
Connection income	592,371	216,756	350,000
Gain on Sale of Fixed Assets	1,526	16,600	50,000
Investment income	-	1,000	1,000
Interest expense	(103,139)	(640,519)	(1,152,239)
Total nonoperating revenues	490,758	(406,163)	(751,239)
Income before operating transfers	1,458,088	(3,604,307)	59,813
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)	1,607,901	(3,454,494)	(90,000)
Retained earnings, July 1	30,906,119	32,514,020	29,059,526
	-	-	-
Retained earnings, June 30	$ 32,514,020	29,059,526	28,969,526

The Enterprise funds show a net projected decrease of $90,000 in FY14. This is once again due to carryover funds being used in FY14 to purchase a vehicle. The projected FY14 ending fund balance is $28,969,526.

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		
	2012	2013	2014
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services	3,754,132	3,188,500	3,188,500
Other income	82,210	100,000	100,000
Total operating revenues	3,836,342	3,288,500	3,288,500
Operating expenses:			
Operations and maintenance	38,000		
Benefits paid	3,319,199	3,396,000	3,396,000
Total operating expenses	3,357,199	3,396,000	3,396,000
Operating income (loss)	479,143	(107,500)	(107,500)
Nonoperating revenues (expenses):			
Investment income	3,747	7,500	7,500
Total nonoperating revenues	3,747	7,500	7,500
Income before operating transfers	482,890	(100,000)	(100,000)
Net Income (loss)	482,890	(100,000)	(100,000)
Retained earnings, July 1	3,903,381	4,386,271	4,286,271
	-	-	-
Retained earnings, June 30	4,386,271	4,286,271	4,186,271

The three internal service funds continue to have a strong financial position. The expected FY14 ending fund balance is $4,186,271. 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.

Below is a summary of the non-governmental funds.

(For Budgetary Purposes Only)	Non-Governmental Funds		
	2012	2013	2014
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services	12,062,974	9,002,460	11,650,319
Contributions	401,970	500,000	500,000
Other income	175,199	147,543	4,327,000
Total operating revenues	12,640,143	9,650,003	16,477,319
Operating expenses:			
Salaries, wages and related expenses	2,409,572	2,443,380	2,186,375
Operations and maintenance	3,839,175	5,993,154	8,897,137
Depreciation	1,080,425	870,000	870,000
Benefits paid	3,687,795	3,545,286	3,643,255
Premiums paid	176,703	103,827	177,000
Total operating expenses	11,193,670	12,955,647	15,773,767
	-	-	-
Operating income (loss)	1,446,473	(3,305,644)	703,552
Nonoperating revenues (expenses):			
Connection income	592,371	216,756	350,000
Gain on Sale of Fixed Assets	1,526	16,600	50,000
Investment income	3,747	8,500	8,500
Interest expense	(103,139)	(640,519)	(1,152,239)
Total nonoperating revenues	494,505	(398,663)	(743,739)
	-	-	-
Income before operating transfers	1,940,978	(3,704,307)	(40,187)
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)	2,090,791	(3,554,494)	(190,000)
Capital Contributions			
Retained earnings, July 1	34,809,500	36,900,291	33,345,797
Retained earnings, June 30	36,900,291	33,345,797	33,155,797

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		
	2012	2013	2014
Revenues:	Actual	Estimate	Budget
Taxes	17,777,995	16,203,078	17,479,253
Intergovernmental	17,017,505	16,272,093	24,271,408
Charges for services	18,191,944	14,280,684	17,758,441
Licenses and permits	1,093,475	685,382	677,500
Fines	29,003	29,465	36,100
Investment income	18,510	14,117	13,500
Contributions	578,545	618,794	3,842,470
Other revenues	1,890,111	1,102,475	6,097,710
Total estimated revenues	56,597,087	49,206,087	70,176,382
Expenditures:			
Current-			
General government	8,836,543	8,998,063	10,018,639
Public safety	13,580,188	14,428,742	17,946,051
Public works	23,318,125	21,968,164	34,954,341
Culture and recreation	3,729,700	3,084,377	3,544,406
Community development	1,047,790	635,832	2,237,334
Debt service -			
Principal retirement	2,797,691	4,374,009	4,026,662
Interest and fiscal charges	1,296,326	1,781,944	2,142,449
Total estimated expenditures	43,206,415	41,034,446	56,782,637
Other financing sources (uses):			
Operating transfers in	4,959,163	5,356,686	5,665,544
Operating transfers out	(4,993,720)	(3,802,720)	(5,665,544)
Net proceeds from sale of bonds			
Proceeds from installment purchase	207,896	1,609,040	763,200
Total other financing sources (uses)	323,152	3,312,820	922,013
Net increase (decrease) in fund balance	13,713,824	11,484,461	14,315,758
Fund balances, July 1	40,327,616	54,041,440	65,525,901
	-	-	-
Fund balances, June 30	54,041,440	65,525,901	79,841,659

The Chart below summarizes the change in expected fund balance for FY14 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 7/1/2013	$ 3,437,048	$ 2,836,223	$ 456,063	$ 1,215,596	$ 29,059,526	$ 4,286,271
Budgeted Revenue	$ 33,100,774	$ 17,213,582	$ 453,000	$ 3,445,220	$ 12,288,006	$ 3,296,000
Budgeted Expenditures	$ 33,100,774	$ 20,036,643	$ 200,000	$ 3,445,220	$ 13,530,006	$ 3,396,000
Projected Fund Balance 6/30/2014	$ 3,437,048	$ 13,162	$ 709,063	$ 1,215,596	$ 27,817,526	$ 4,186,271
% Change In Fund Balance	0%	-100%	55%	0%	-4%	-2%

General Fund Revenue

The largest fund, the General Fund, comprises 45 percent (or $33,100,774) of the proposed FY14 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.

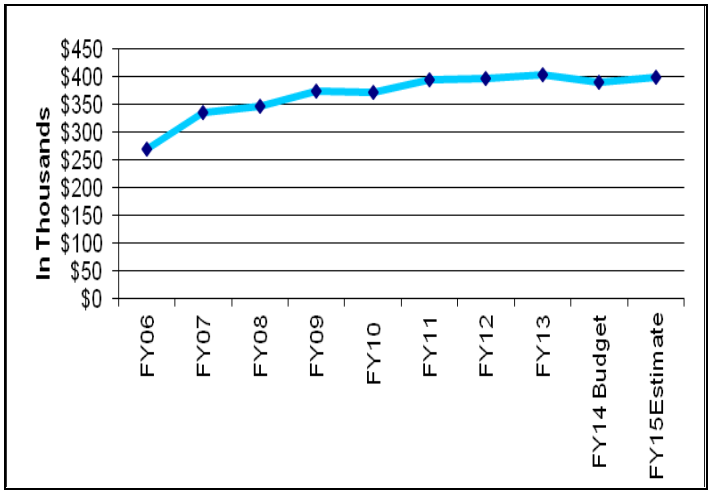
The pages following the summary chart provide information on the revenue components of the General Fund. A description of each revenue source along with historical revenue collection information is also provided.

General Fund Revenue

Revenue		FY13		FY14	% Change	% of Total G.F.
Local						
Taxes						
Property	$	402,798	$	388,958	-3.4%	1.2%
Sales	$	11,675,512	$	10,861,689	-7.0%	32.8%
Utility	$	1,466,788	$	1,461,470	-0.4%	4.4%
Franchise	$	1,046,460	$	1,325,000	26.6%	4.0%
Total Local Taxes	$	14,591,558	$	14,037,117	-3.8%	42.4%
Fees						
Ambulance	$	1,750,000	$	1,750,000	0.0%	5.3%
Development	$	43,000	$	36,500	-15.1%	0.1%
Public Safety	$	91,500	$	149,150	63.0%	0.5%
Public Works	$	1,402,500	$	1,511,288	7.8%	4.6%
Leisure		1,282,000		1,123,521	-12.4%	0.0%
Cove		380,000		308,521		
Recreational Classes		902,000		815,000		
Impact Fees	$	(77,750)	$	(97,073)	24.9%	-0.3%
Total Local Fees	$	4,491,250	$	4,473,386	-0.4%	13.5%
Licenses						
Bldg. Permits	$	700,000	$	350,000	-50.0%	1.1%
Business	$	252,500	$	252,500	0.0%	0.8%
Other	$	77,000	$	76,000	-1.3%	0.2%
Total Local Licenses	$	1,029,500	$	678,500	-34.1%	2.0%
Total Local	$	20,112,308	$	19,189,003	-4.6%	58.0%
Other						
Transfers Out	$	(797,515)	$	(1,065,000)	33.5%	-3.2%
LTAF	$	(360,000)	$	(360,000)	0.0%	
Grant Match	$	(37,515)	$	(5,000)	-86.7%	
HURF	$	(400,000)	$	(700,000)		
Transfer In- CIF	$	357,000	$	881,564	146.9%	2.7%
Note Proceeds	$	485,100	$	716,400	47.7%	2.2%
Interest	$	6,000	$	5,000	-16.7%	0.0%
Contributions	$	5,000	$	5,000	0.0%	0.0%
Misc. Revenue	$	666,000	$	756,000	13.5%	2.3%
Total Other	$	721,585	$	1,298,964	80.0%	3.9%
State						
Taxes						
Sales	$	3,503,084	$	3,792,255	8.3%	11.5%
Income	$	4,482,658	$	4,896,362	9.2%	14.8%
Auto	$	1,899,211	$	1,709,290	-10.0%	5.2%
Total State Taxes	$	9,884,953	$	10,397,907	5.2%	31.4%
Grants						
Total Intergov.Grants	$	544,650	$	2,214,900	306.7%	6.7%
Total State & Grants	$	10,429,603	$	12,612,807	20.9%	38.1%
Total G.F. Rev.	$	31,263,496	$	33,100,774	5.9%	100.0%
Local Revenue		66.6%		61.9%		
State Revenue		33.4%		38.1%		

Property Tax

Year	*Amount*
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	$388,958
FY15 est.	$397,785



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 2014, the maximum levy increased to $473,827. The City choose to reduce the property tax levy from FY13 resulting in a total levy amount of $388,958, or 18 percent lower than the maximum levy amount. The FY14 property tax levy amount corresponds to a tax rate of $0.1136 per $100 of assessed value, unchanged from the FY13 tax rate of $0.1136 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 decreased due to the assessed valuation of property in Sierra Vista decreasing. The tax levy for FY14 is $388,958.

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: $388,958

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

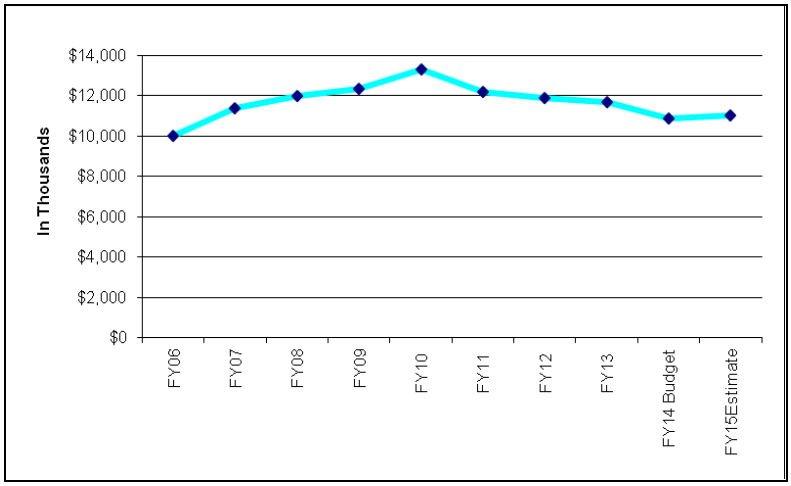
In FY13 the tax rate for the primary property tax was 0.1136 This City primary property tax rate was the lowest level of any incorporated area of Cochise County.

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.

2012 Property Tax Levy		
	Primary	**Secondary**
Cochise County	2.6276	
Benson	0.4609	
Bisbee	2.1577	
Douglas	1.0467	
Huachuca City	0.7328	
Sierra Vista	**0.1136**	
Tombstone	0.7694	0.1265
Willcox	0.3196	0.6700

City Sales Tax

Year	*Amount*
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	$10,861,689
FY15 est.	$11,023,572



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 three percent decrease in the expected year-end City sales tax figures for FY14, which is equivalent to a seven percent decrease from the FY13 Budget. The City's sales tax collections have been decreasing since FY10.

By ordinance, 0.5 percent 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- $10,861,689
Capital Improvement Fund Contribution- $3,442,136

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.

	City	State and County	Total
Retail Privilege (Sales) Tax	1.75%	6.10%	7.85%
Use Tax	1.75%	5.60%	7.35%
Restaurant/Bar	2.60%	6.10%	8.70%
Hotel/Motel	5.50%	6.05%	11.55%
Construction Contracting	2.45%	6.10%	8.55%
Rental of Real Property	1.00%	0.00%	1.00%
Utilities	2.00%	6.10%	8.10%

Transaction Privilege (Sales) Tax Authorization

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

Retail Sales

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

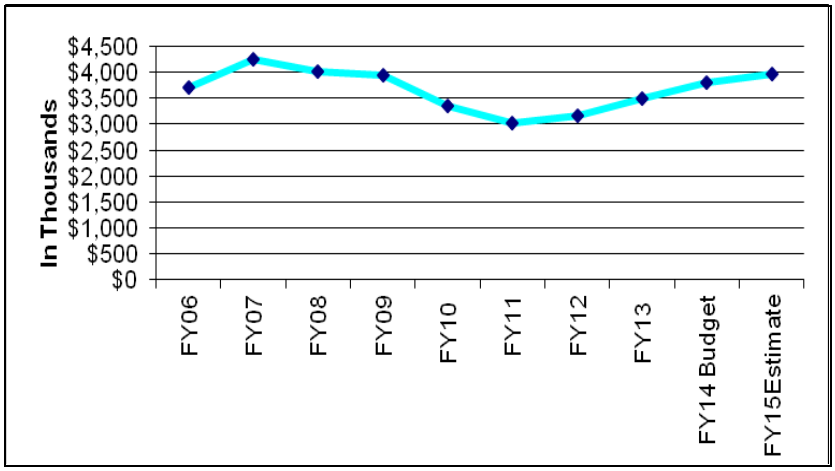
Hotel/Motel

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*
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	$3,792,255
FY15 est.	$3,962,906



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.

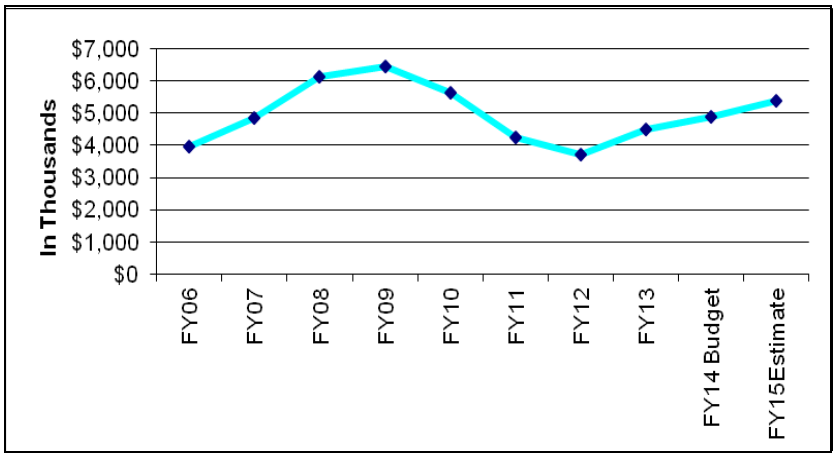
The City receives the State Sales Tax estimates from the League of Arizona Cities. These estimates are used to compare the City's own budget projections. In the past, the State estimates have been higher than what the City actually collected. The City wishes to have a conservative budgeting strategy and uses its own estimate to more closely relate to the expected revenue.

The City chose to estimate the FY14 budget figure conservatively due to the overall economic situation. The FY14 budget is eight percent above the anticipated FY13 year end figure. The state economy in the large metropolitan areas appears to be improving.

General Fund Contribution: $3,792,255

State Shared Income Tax

Year	*Amount*
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	$4,896,362
FY15 est.	$5,385,998



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.

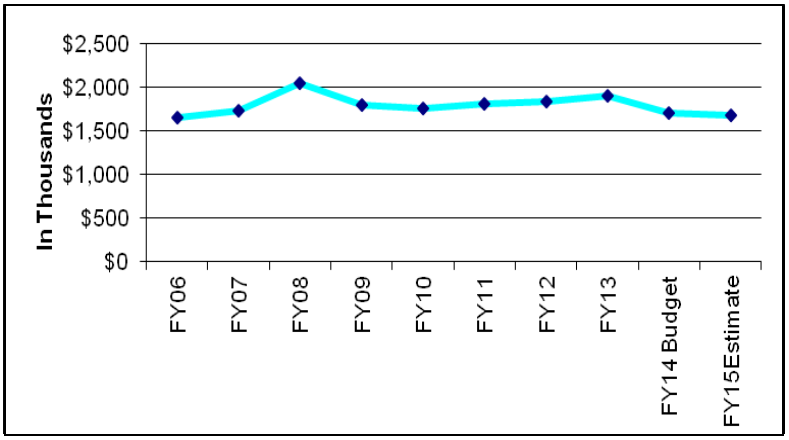
There is a two-year lag from the year the taxes are levied and the year they are distributed to the cities. This means that the City receives their share of the 2012 income taxes in FY14.

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 FY14 Budget for income tax revenues increases nine percent from FY13.

General Fund Contribution: $4,896,362

Auto Licensing Tax

Year	*Amount*
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	$1,709,290
FY15 est.	$1,675,104



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.

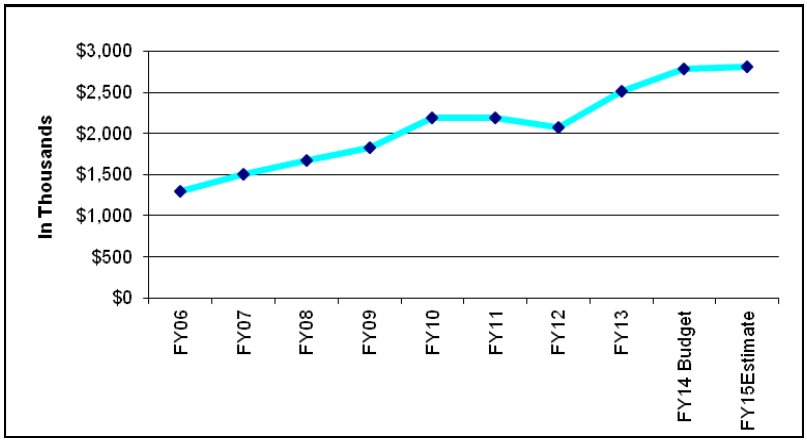
The City uses the historical trend analysis to project this revenue source. The City has been experienced increases in Vehicle Licensing Tax in FY12 but the projected year end for FY13 decreases causing decrease in FY14 estimates.

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 sixteen percent lower than the State's estimate.

General Fund Contribution: $1,709,290

Utility & Franchise Tax

Year	*Amount*
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	$2,786,470
FY15 est.	$2,817,456



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 $2,786,470 shown for FY14, $1,461,470 is Public Utility tax and $1,325,000 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.

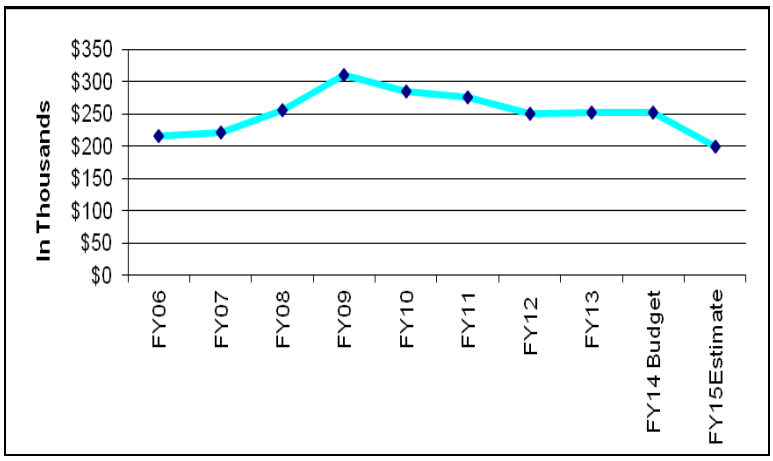
The residents of Sierra Vista approved the franchise agreement with Sulphur Springs Valley Electrical Cooperative franchise agreement in 2012. The increased revenue from the franchise agreement ($700,000) is transferred to fund street maintenance in the FY14 Budget.

General Fund Contribution: $2,786,470

<u>Current rates</u>
SSVEC- 4% Franchise (2% Transaction Privilege Tax, 2% Franchise)
SWG- 5% Franchise (2% Transaction Privilege Tax, 2% Franchise, 1% Right-of-Way)
Water- 2% Utility
Phone- 2% Utility
Cox- 5% License

Business License Fees

Year	*Amount*
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	$252,250
FY15 est.	$200,000



Description

The City increased its annual business license fee from $112 in FY03 to $130 in FY04 and remains unchanged in FY14. 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.

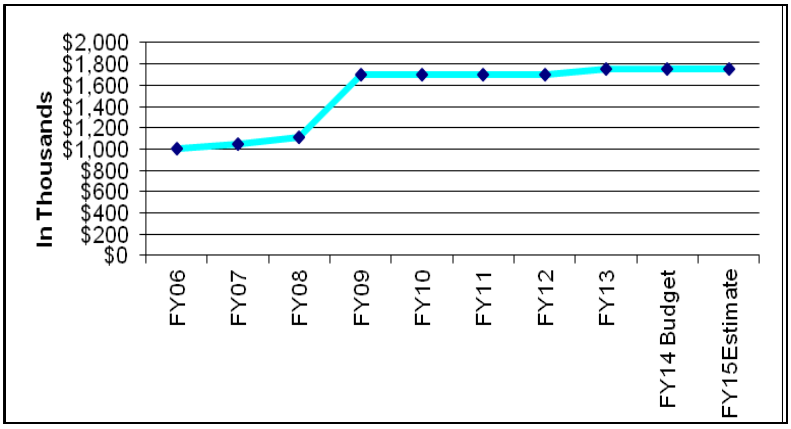
The estimate uses historical trend analysis. With fewer businesses in town, the amount collected for business licenses decreased over the last several years and stabilizes in FY14. The projected decrease in FY15 is due to a possible update to the fees.

The new proposed fee will decrease in FY15 to $100 (if approved). The proposal also includes a potential for charges to update.

General Fund Contribution: $252,500

Ambulance Fees

Year	*Amount*
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	$1,750,000
FY15 est.	$1,750,000



Description

The City charges for Ambulance services. The revenue received over the last several years has remained level. 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

Highway User Revenue Fund (HURF)

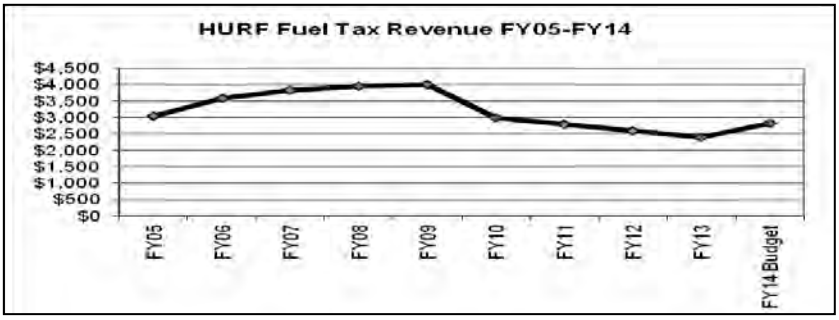
Estimated HURF revenues total $9,087,664 in the FY14 budget. State statutes mandate that the HURF fund is established and maintained as a special revenue fund for the purpose of using State-Shared Fuel Tax dollars for street and transportation-related expenditures. The State distributes 27.5 percent 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 increased 17 percent this year from FY13. The State of Arizona will complete the Canyon De Flores Street Realignment this year and 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, Buffalo Solder Trail Overlay. The following table compares budgeted FY13 and FY14 HURF revenues.

The transfer-in from the general fund is the anticipated franchise fee agreement revenue. The increased franchise fee amount will be transferred to HURF for street maintenance in FY14 in the anticipated amount of $700,000.

	FY13 Budget	FY14 Budget
Fuel Tax	$ 2,400,000	$ 2,825,000
Grants	$ 3,897,910	$ 2,533,399
Contributions		$ 2,500,000
Note Proceeds	$ 115,000	$ 46,800
Transfers In - CIF	$ 729,775	
Transfers In -GF	$ 400,000	$ 700,000
Miscellaneous	$ 244,000	$ 162,465
Carryover	$ -	$ 320,000
Total	**$ 7,786,685**	**$ 9,087,664**



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 FY14 Budget does not include and money received from LTAF.

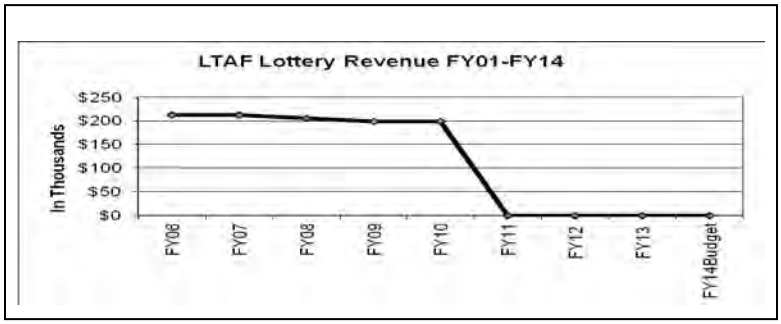
As with HURF Revenue, the major increase in LTAF revenue is derived from grant revenue. Grant revenue decreases five percent over last year. These funds include two new buses and the cost of operations.

	FY13 Budget	FY14 Budget
State Lottery	$ -	$ -
Grants	$ 966,485	$ 915,303
Bus Fares	$ 120,000	$ 115,000
Transfers In – CIF	$ 70,420	$ 29,575
Transfers In – General Fund	$ 360,000	$ 360,000
Misc. Revenue	$ 10,000	$ 34,114
Total	**$ 1,526,905**	**$ 1,453,992**

Comments

The City receives grant and operational revenue associated with Vista Transit. This fiscal year, $915,303 in grants funding (for regular administration, operation, and capital) plus $115,000 in fare box revenue receipts is anticipated. The miscellaneous revenue increases due to cost reimbursement for the Municipal Property Corporation.

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 FY14, total budgeted revenues for the Sewer Enterprise Fund are $8,311,563, a decrease of $4,097,203 from last year's budget of $12,408,766. This decrease is due to the completion of the EOP Bio-solid Handling Improvements Project that was started in FY12 and completed in FY13.

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 were not increased, and rates will not increase in FY14.

The revenue projections for this fund depend on the size of the customer base and the planned expenditures for FY14.

The following table displays the FY13 and FY14 budgeted revenues. The revenue for this fund decreased 33 percent from last year.

	FY13 Budget	FY14 Budget
Carryover	$ 4,460,000	$ 50,000
Grants	$ 3,500,000	$ 3,750,000
Sewer Service Charges	$ 1,435,026	$ 1,438,791
Capital Service Charges	$ 924,327	$ 930,313
Sewer Usage Charges	$ 1,258,726	$ 1,272,572
Sewer Connection Fees	$ 350,000	$ 350,000
Delinquencies	$ 30,000	$ 35,000
Miscellaneous	$ 100,000	$ 100,000
Capital Contributed by Developers	$ 500,000	$ 500,000
Notes Payable	$ -	$ 34,200
Capital Reimbursement	$ 500	$ 500
Transfer Out- SVMPC	$ (149,813)	$ (149,813)
Total	**$ 12,408,766**	**$ 8,311,563**

Refuse Enterprise Fund

For FY14 revenues for the Refuse Enterprise Fund total $5,218,443, a decrease of $1,3409,671 from the FY13 budgeted total of $6,528,114.

As an enterprise fund, the revenues generated by the system of user fees must cover the cost of the operations. Like the Sewer Enterprise Fund, the ratepayers, as the users of the service, pay these costs and not the general taxpayer. The FY14 Budget recommends a rate decrease for residential refuse customers in the amount of $1 per month. The reason for this decrease is due to the diversion, and cost savings, of the recycling program implemented in FY13.

The City implemented an expanded recycling program in FY13. The expanded program increased recycling pick-ups from once per month to once per week. The new schedule provides 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. The new program has been successful and has reduced costs of operations.

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 FY13 and FY14 budgeted revenues for the Refuse Enterprise Fund.

	FY13 Budget	FY14 Budget
Carryover	$ 998,011	$ 40,000
Refuse Capital Charges	$ 150,000	$ 174,000
Refuse Disposal Charges	$ 1,176,292	$ 1,001,194
Refuse Collection Charges	$ 1,325,140	$ 1,246,009
Residential Charges	$ 1,923,491	$ 2,001,909
Delinquency Charges	$ 37,000	$ 40,000
Interest	$ 1,000	$ 1,000
Dumpster Leases	$ 243,380	$ 221,531
Note Proceeds	$ 510,300	$ 339,300
Compost	$ 100,000	$ 100,000
Miscellaneous	$ 63,500	$ 53,500
Total	**$ 6,528,114**	**$ 5,218,443**

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 FY13 and FY14 budgeted revenues for this fund. The Airport Fund decreased $306,543. The decrease is largely due the completion of Taxiway "G" Extension and reduced estimates on fuel sales.

	FY13 Budget	FY14 Budget
FAA/ADOT Grants	$ 2,190,716	$ 2,162,835
Gas & Oil Revenues	$ 1,066,568	$ 740,491
Leases	$ 211,000	$ 190,000
Transfer In-CIP	$ 18,750	$ 87,165
Misc Revenue	$ 5,000	$ 5,000
Total	**$ 3,492,034**	**$ 3,185,491**

Police Special Revenue Fund

The Police Special Revenue Fund receives its revenues from the Police Department's operations against illicit drug activities and vehicle impounds. The funds can only use these revenues for specific purposes. The FY14 Budget includes $468,000 in revenues.

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

	FY13	FY14
Police Special Revenue	$ 103,620	$ 468,000
Total	**$ 103,620**	**$ 468,000**

Grants Fund

The Grants Fund includes grants for Community Development Block Grants (CDBG), Public Safety, Tourism and Leisure and Library Services. The grants fund has increased $1,866,060 from FY13. 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.

	FY13	FY14
Carryover	$ 18,700	$ 18,331
Federal Grants	$ 1,005,251	$ 2,624,064
State Grants	$ 20,000	$ 130,000
Organizational Grants	$ 122,000	$ 140,000
Misc Revenue	$ -	$ 172,131
Transfer-In GF	$ 37,515	$ 5,000
Total	**$ 1,203,466**	**$ 3,089,526**

Donation Fund

The Donation Fund includes voluntary contributions from private citizens. Several departments benefit from these contributions, with the majority going to the Department of Leisure and Library Services and Animal Control. The Donation Fund budgeted revenues for FY14 is $697,470, an increase from $512,620 in FY13. The City budgets the full account balances in FY14 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. The City will carryover $4,400 in the fund in FY14 and anticipates an additional $100 from the court.

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.

	FY13	FY14
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. FY14 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 FY14. 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 FY13 and FY14 budgeted CIF revenues.

	FY13 Budget	FY14 Budget
Carryover*	$ 846,587	$ (253,000)
City Sales Tax	$ 3,699,899	$ 3,442,136
Sale of Fixed Assests	$ 250,000	$ 250,000
Transfer Out-General	$ (357,000)	$ (881,564)
Transfer Out-LTAF	$ (70,420)	$ (29,575)
Transfer Out-Airport	$ (18,750)	$ (87,165)
Transfer Out-HURF	$ (729,775)	$ -
Transfer Out-SVMPC-I&R	$ (2,355,488)	$ (2,300,779)
Transfer In-Impact Fees	$ 59,947	$ 59,947
Total	**$ 1,325,000**	**$ 200,000**

The transfer out to General Fund is to cover major operating capital projects along with the transfer to LTAF. The transfer to SVMPC I&R covers outstanding Municipal Property Corporation debt payments. The negative carryover means that we anticipate growing the funds reserve in FY14.

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.

	FY13 Budget	FY14 Budget
Transfer In-CIF	$ 2,355,488	$ 2,300,779
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**	**$ 3,445,220**

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 FY14, the revenue estimates break down as follows:

	FY 2013	FY 2014
Carryover*	$ 284,449	$ 284,449
Planning Revenue	$ 236,670	$ 236,670
Notes Payable Revenue	$ 1,300,000	
Transfer Out - SVMPC I & R	$ (521,119)	$ (521,119)
Total	**$ 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 2013	FY 2014
Carryover*	$ 50,000	$ 50,000
Planning Revenue	$ 9,947	$ 9,947
Transfer Out- CIF	$ (59,947)	$ (59,947)
Total	**$ -**	**$ -**

Police Development Impact Fee Fund

The Police Development Impact Fee Fund revenue is presented below.

	FY 2013	FY 2014
Carryover*	$ 156,118	$ 156,100
Planning Revenue	$ 41,944	$ 41,943
Transfer In- General Fund	$ 13,981	$ 14,000
Transfer Out- SVMPC I&R	$ (212,043)	$ (212,043)
Total	**$ -**	**$ -**

Transportation Development Impact Fee

The Transportation Development Impact Fee revenue is presented below.

	FY 2013	FY 2014
Carryover *	$ 563,475	$ 997,707
Planning Revenue	$ 189,220	$ 189,220
Transfer In- General Fund	$ 47,305	$ 63,073
Total	**$ 800,000**	**$ 1,250,000**

Fire Development Impact Fee

The Fire Development Impact Fee revenue is presented below.

	FY 2013	FY 2014
Carryover*	$ 195,610	$ 192,074
Planning Revenue	$ 49,392	$ 49,392
Transfer In- General Fund	$ 16,464	$ 20,000
Transfer Out- SVMPC I&R	$ (261,466)	$ (261,466)
Total	**$ -**	**$ -**

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

Revenue Summary By Fund

A recap of the projected FY14 revenues by fund compared to FY13 follows:

Revenue Summary by Fund				
	FY13	**FY14**	**% of Whole**	**Change**
General	$ 31,263,496	$ 33,100,774	44.91%	5.88%
Special Revenue				
Highway User Revenue Fund	$ 7,786,685	$ 9,087,664	12.33%	16.71%
Local Transportation Fund	$ 1,526,905	$ 1,453,992	1.97%	-4.78%
Airport	$ 3,492,034	$ 3,185,491	4.32%	-8.78%
Police Special Revenue	$ 103,620	$ 468,000	0.63%	351.65%
Grants	$ 1,203,466	$ 3,089,526	4.19%	156.72%
Criminal Justice Enhancement	$ 4,500	$ 4,500	0.01%	0.00%
Donation	$ 512,620	$ 697,470	0.95%	36.06%
Park Development Impact Fee	$ 1,300,000	$ -	0.00%	
Library Impact Fee	$ -	$ -	0.00%	
Police Impact Fee	$ -	$ -	0.00%	
Transportation Impact Fee	$ 800,000	$ 2,050,000	2.78%	156.25%
Fire Impact Fee	$ -	$ -	0.00%	
Capital				
Capital Improvement Fund	$ 1,325,000	$ 200,000	0.27%	
Debt Service				
SVMPC I&R	$ 3,499,929	$ 3,445,220	4.67%	-1.56%
Internal Services				
Health and Accident	$ 3,196,000	$ 3,196,000	4.34%	0.00%
Unemployment	$ 100,000	$ 100,000	0.14%	0.00%
Self Insured Retention	$ 100,000	$ 100,000	0.14%	0.00%
Enterprise				
Sewer	$ 12,408,766	$ 8,311,563	11.28%	-33.02%
Refuse	$ 6,528,114	$ 5,218,443	7.08%	-20.06%
Total All Funds	**$75,151,135**	**$ 73,708,643**	**100%**	**-2%**

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 FY13 and FY14 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.

	FY13 Budget	FY14 Budget	Difference	% Change	% Total
Personnel	$ 27,714,442	$ 26,741,763	$ (972,679)	-4%	36%
O&M	$ 19,952,716	$ 21,878,160	$ 1,925,444	10%	30%
Capital	$ 22,350,914	$ 20,071,848	$ (2,279,066)	-10%	27%
Debt	$ 5,133,063	$ 5,016,872	$ (116,191)	-2%	7%
Total	$ 75,151,135	$ 73,708,643	$ (1,442,492)	-2%	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 (FY14) and the previous year (FY13). Personnel expenditure (36 percent) comprises the largest percentage of expenditures in FY14, followed by Operations and Maintenance (30 percent) and then capital (27 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 FY13 and FY14.

DEPARTMENTAL BUDGET SUMMARY

The FY 2014 budget equals $73,708,643 a decrease of $1,442,492 from FY 2013's approved budget of $75,151,135

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 2014

Department	Personnel	O & M	Capital	Total	% of Total
Mayor/Council	$ 67,158	$ 95,085	$ -	$ 162,243	0.2%
City Manager	1,607,740	1,048,830	-	2,656,570	3.6%
Administrative Services	1,552,403	1,632,771	200,000	3,385,174	4.6%
Court/Legal	212,338	115,500	-	327,838	0.4%
General Government	872,510	4,070,000	-	4,942,510	6.7%
Police	8,497,456	1,177,798	2,348,000	12,023,254	16.3%
Fire	4,547,407	620,390	755,000	5,922,797	8.0%
Public Works	3,960,728	6,682,080	11,061,695	21,704,503	29.4%
Sewer	623,943	1,813,200	4,117,000	6,554,143	8.9%
Refuse	865,782	2,409,225	502,000	3,777,007	5.1%
Transportation	747,651	403,841	302,500	1,453,992	2.0%
Leisure & Library	2,539,706	842,700	162,000	3,544,406	4.8%
Community Development	646,941	966,740	623,653	2,237,334	3.0%
Debt Service	-	-	5,016,872	5,016,872	6.8%
Totals	**$ 26,741,763**	**$ 21,878,160**	**$ 25,088,720**	**$ 73,708,643**	
% of Total	**36.28%**	**29.68%**	**34.04%**	**100.00%**	

Departmental Budget Summary - FY 2013

Department	Personnel	O & M	Capital	Total	%
Mayor/Council	$ 67,158	$ 93,350	$ -	$ 160,508	0.2%
City Manager	1,551,189	719,550	-	2,270,739	3.0%
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	2,653,639	1,133,795	-	3,787,434	5.0%
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%**	

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 (FY14) and the previous budget year (FY13). The personnel section also includes the personnel expense by department for FY14. 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.

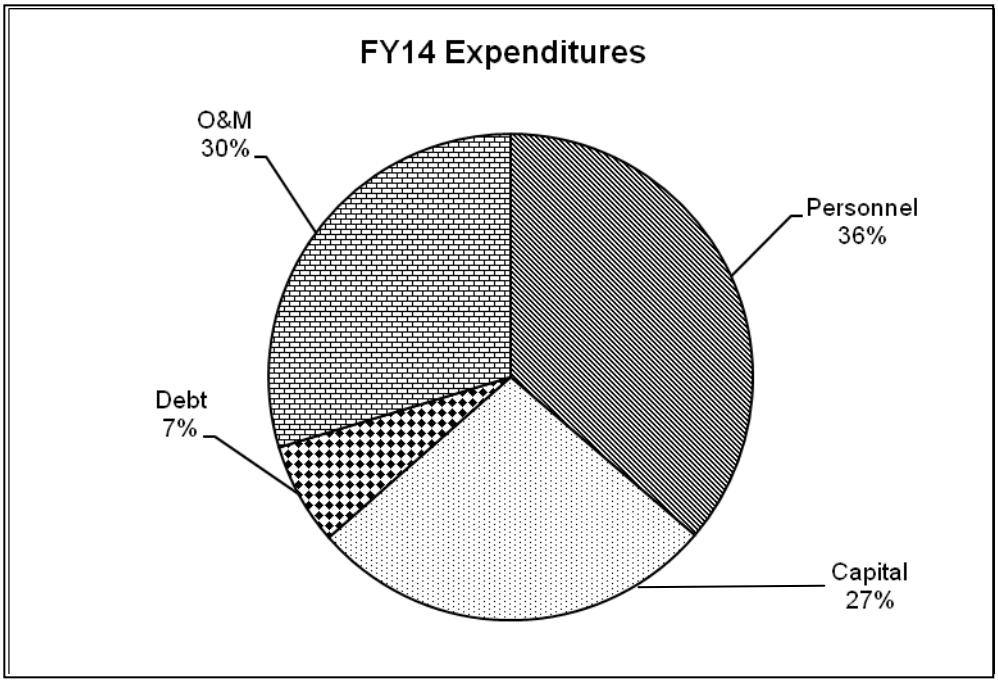
4) Operations and Maintenance

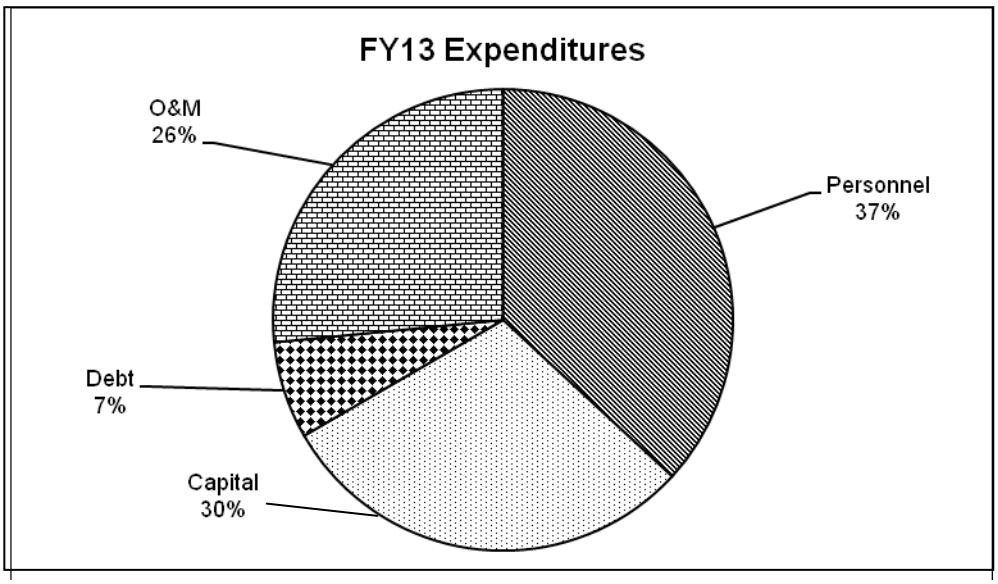
The last section contains a table of expenditures by fund for this year (FY14) and the previous budget year (FY13). A table of O&M expenses per department is also included in this section.

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	$ 3,132,000	$ 22,111,420	$ 207,964	$ 7,649,390	$ 33,100,774
Special Revenue					
Highway User Revenue Fund	$ 6,591,695	$ 1,179,092	$ 99,078	$ 1,217,799	$ 9,087,664
Local Transportation Fund	$ 302,500	$ 747,651	$ -	$ 403,841	$ 1,453,992
Airport	$ 1,250,000	$ 92,970	$ 112,371	$ 1,730,150	$ 3,185,491
Police Special Revenue	$ 303,000	$ -	$ -	$ 165,000	$ 468,000
Grants	$ 1,623,653	$ -	$ -	$ 1,465,873	$ 3,089,526
Criminal Justice Enhancement				$ 4,500	$ 4,500
Donation	$ -	$ -	$ -	$ 697,470	$ 697,470
Park Development Impact Fee	$ -	$ -	$ -	$ -	$ -
Library Impact Fee	$ -	$ -	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -	$ -	$ -
Transportation Impact Fee	$ 2,050,000	$ -	$ -	$ -	$ 2,050,000
Fire Impact Fee	$ -	$ -	$ -	$ -	$ -
Capital					
Capital Improvement Fund	$ 200,000	$ -	$ -	$ -	$ 200,000
Debt Service					
SVMPC I&R	$ -	$ -	$ 3,445,220	$ -	$ 3,445,220
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	$ 4,117,000	$ 1,235,672	$ 672,168	$ 2,286,723	$ 8,311,563
Refuse	$ 502,000	$ 1,374,958	$ 480,071	$ 2,861,414	$ 5,218,443
Total All Funds	**$ 20,071,848**	**$ 26,741,763**	**$ 5,016,872**	**$ 21,878,160**	**$ 73,708,643**

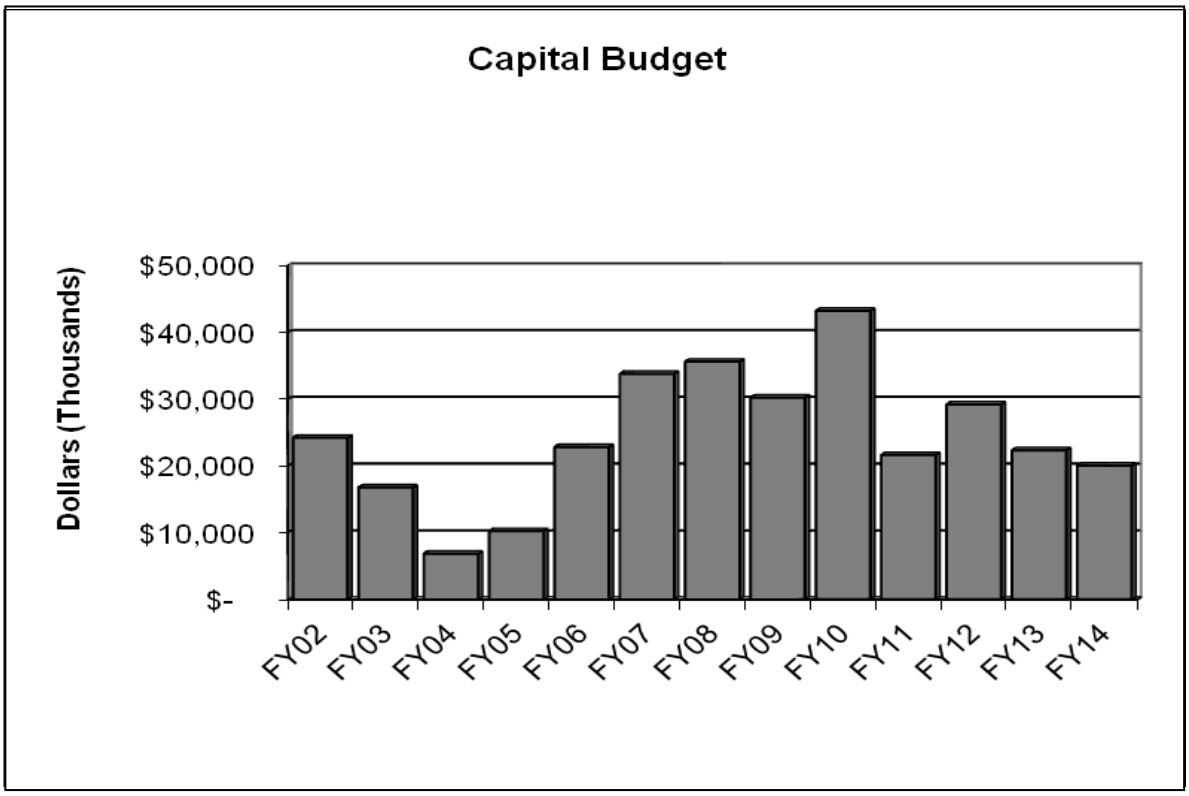

FY14 Expenditures
O&M
30%
Personnel
36%
Debt
7%
Capital
27%


FY13 Expenditures
O&M
26%
Personnel
37%
Debt
7%
Capital
30%

The FY14 recommended capital budget equals $20,071,848; a decrease of $2,279,066 (or 10%) from the FY13 total of $22,350,914.

Major Capital Projects

The *"major capital projects"* category represents the major capital projects being undertaken by the City. This category generally includes buildings, roads, major equipment systems and other infrastructure improvements such as detention basins and bike paths. At $8,641,045 this category comprises 43 percent of total capital expenditures and is by far the largest capital category in the budget.



FY 2014 Capital Improvement Plan

The City of Sierra is planning to complete $8,641,045 in Capital Improvement Projects in FY14. 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 FY14 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), LTAF, Grants, Airport and Enterprise Funds (Sewer, Refuse).

The summary of FY14 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.

FY14 Capital Improvement Projects

General/Capital Improvement Fund

1. Finance Software Package
2. Youth Center

Highway User Revenue Fund (HURF Projects)

3. Path to Higher Learning Multi-Use Path
4. Buffalo Soldier Trail Multi-Use Path from 7th Street to Golf Links
5. Colombo/Guilo Cesare/Coronado Multi-Use Path Connectivity
6. Street Maintenance Carryover
7. North Garden Ave
8. Snyder/SR92 Signal
9. Avenida Del Sol Widening
10. Oakmont Extension

Airport Fund

11. Taxiway “P” Signage and Lighting Project

Enterprise Funds

12. Sulger Sewer Replacement Project

Development Fees

13. Coronado Drive Widening (Busby to Golf Links)
14. Coronado Drive Widening (Carmelita to SR90) carryover

1. Finance Software Package

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

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
CIF	$200,000					$200,000
O&M		$60,000	$60,000	$60,000	$60,000	$60,000
Total	**$200,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$260,000**

2. Youth Center

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

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
CIF	$100,000					$100,000
Grant	$62,000					$62,000
Total	**$162,000**					**$162,000**

3. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant	$443,000					$443,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
O&M				$4,000	$4,000	$8,000

4. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant	$530,370					$530,370

5. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant	$575,675					$575,675

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
O&M				$2,500	$2,500	$5,000

6. Street Maintenance Carryover

This project will be used for major street reconstruction on South Moson Road, Colombo, Snyder, Campus, Kachina Trail.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF	$320,000					$320,000

7. North 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

	FY14	FY15	FY16	FY17	FY18	Total
HURF	$15,000					$15,000

8. Snyder/SR92 Traffic Signal

This project will design and eventually construct a traffic signal on State Route 92 at Snyder Boulevard.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF	$15,000					$15,000

9. Avenida Del Sol Widening

This project will design and eventually construct the widening of Avenida Del Sol south of State Route 90.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF	$15,000			$750,000	$375,000	$1,140,000

10. Oakmont Extension

The project is for the design of the Oakmont Extension to Greenbriar.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF	$15,000					$15,000

11. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant	$800,000					$800,000

12. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant	$3,500,000					$3,500,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
New Revenue		$18,254	$18,254	$18,254	$18,254	$78,657
O&M		$18,254	$18,254	$18,254	$18,254	$78,657

13. Coronado Drive Widening Project (Busby to Golf Links)

Work for this project consists of the widening of Coronado Drive to a minimum of two travel lanes in each direction plus a traffic signals at Busby and Golf Links

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
Dev Fees	$1,250,000					$1,250,000

14. Coronado Drive Widening Project (Carmelita to SR90 Bypass) Carryover

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.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
Dev Fees	$800,000					$1,250,000

FY 2014 Capital Improvement Plan

Project	FY14	FY15	FY16	FY17	FY18	Total
Financal Software Package						
Project Costs	$ 200,000					$ 200,000
O&M		$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 240,000
Total	**200,000**	**60,000**	**60,000**	**60,000**	**60,000**	**440,000**
Youth Center						
Project Costs	$ 162,000					$ 162,000
Total	**162,000**	**-**	**-**	**-**	**-**	**162,000**
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	$ 575,675					$ 575,675
O&M				$ 2,500	$ 2,500	$ 5,000
Total	**575,675**	**-**	**-**	**2,500**	**2,500**	**605,000**
Street Reconstruction						
Project Costs	$ 320,000					$ 320,000
Total	**320,000**	**-**	**-**	**-**	**-**	**320,000**
North Garden Ave						
Project Costs	$ 15,000					$ 15,000
O&M	$ -	$ -	$ -	$ -	$ 5,000	$ 5,000
Total	**15,000**	**-**	**-**	**-**	**5,000**	**20,000**
Snyder/SR92 Traffic Signal						
Project Costs	$ 15,000					$ 15,000
Total	**15,000**	**-**	**-**	**-**	**-**	**15,000**
Avenida Del Sol Widening						
Project Costs	$ 15,000			$ 750,000	$ 375,000	$ 1,140,000
Total	**15,000**	**-**	**-**	**-**	**375,000**	**1,140,000**
Oakmont Extension						
Project Costs	$ 15,000					$ 15,000
Total	**15,000**	**-**	**-**	**-**	**-**	**15,000**
Taxiway "P" Signage and Lighting Project Ph I						
Project Costs	$ 800,000					$ 800,000
Total	**800,000**	**-**	**-**	**-**	**-**	**800,000**

FY 2014 Capital Improvement Plan

Project	FY14	FY15	FY16	FY17	FY18	Total
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**	**-**	**-**	**-**	**-**	**3,500,000**
Coronado Drive Widening Project(Busby to Golf Links)						
Project Costs	$ 1,250,000					$ 1,250,000
Total	**1,250,000**	**-**	**-**	**-**	**-**	**1,250,000**
Coronado Drive Widening Project(Carmelita to SR90) c/o						
Project Costs	$ 800,000					$ 800,000
Total	**800,000**	**-**	**-**	**-**	**-**	**800,000**
Total	**8,641,045**	**60,000**	**68,000**	**74,500**	**454,500**	**9,272,370**

The table below summarized major capital expenditures by fund.

Major Capital Expenditure by Fund FY14

General Fund	$ 162,000
Capital Improvement	$ 200,000
HURF	$ 1,929,045
Airport	$ 800,000
Sewer	$ 3,500,000
Dev Fees	$ 2,050,000
Total	**$ 8,641,045**

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 $240,000. 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	FY14	FY15	FY16	FY17	FY18	Total
Financial 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**
Total General Fund Operating Impact	**-**	**60,000**	**60,000**	**60,000**	**60,000**	**240,000**

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		FY14	FY15	FY16	FY17	FY18	Total
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**	**605,000**
North Garden Ave							
	O&M	$ -	$ -	$ -	$ -	$ 5,000	$ 5,000
Total		**-**	**-**	**-**	**-**	**5,000**	**5,000**
Total HURF Fund Operating Impact		**-**	**-**	**8,000**	**14,500**	**19,500**	**642,000**

Sewer Enterprise Operating Impact

The sewer enterprise fund will also be impacted operationally with the development of new capital assets. The capital project completed in FY14 should produce an equal amount of revenue as expenditure over the next five years. A summary of the operating impact is displayed below.

Project	FY14	FY15	FY16	FY17	FY18	Total
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	**-**	**-**	**-**	**-**	**-**	**-**

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 FY14. The total FY14 budget for this category is $91,197,650 or 46 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 Equipment

Item/Project	Fund	Department	Budgeted Cost	Financing Method
Major Capital Maintenance Projects				
HVAC Waste Water Lab	**General**	**Public Works**	**$ 9,000**	**Cash-City/CIF**
Replace HVAC at the waste water lab				
Cove Structural Phase II	**General**	**Public Works**	**$ 30,000**	**Cash-City/CIF**
Complete Phase II of the Structural Analysis report completed in FY12				
Fire Panel /System Library	**General**	**Public Works**	**$ 45,000**	**Cash-City/CIF**
Install a new Fire Panel and System at the Library				
Fire Panel /System EBC	**General**	**Public Works**	**$ 25,000**	**Cash-City/CIF**
Install a new Fire Panel and System at the Ethel Berger Center				
Security System EBC	**General**	**Public Works**	**$ 25,000**	**Cash-City/CIF**
Install a security system at the Ethel Berger Center				
Exhaust Fan-Cove Pump Room	**General**	**Public Works**	**$ 35,000**	**Cash-City/CIF**
Recoat the floors at the OYCC				
Pavilion Electrical Update	**General**	**Public Works**	**$ 130,000**	**Outside Funds**
Upgrade the existing electrical services at Veterans' Memorial Park				
Soldier Creek Playground Imp	**General**	**Public Works**	**$ 90,000**	**Cash-City/CIF**
Park improvements from sale of Garden Ave State Park Land				
Cove Variable Frequency Drive	**General**	**Public Works**	**$ 19,000**	**Cash-City/CIF**
Replace the Variable Frequency Drive at the Cove				
SE Parking Lot Overlay at Veterans'	**General**	**Public Works**	**$ 100,000**	**Cash-City/CIF**
Overlay the South East parking lot at Veterans' Memorial Park				
Sewer Repairs	**Sewer**	**Public Works**	**$ 570,000**	**Sewer**
Repair Sewer Lines				
Compost Bunker	**Refuse**	**Public Works**	**$ 75,000**	**Refuse**
New Compost Bunker				
Pedestrian Light Head Replacement	**HURF**	**Public Works**	**$ 350,000**	**Grant**
Replace Pedestrian Light Heads with Countdown timers per federal requirements				
Busby Widening	**HURF**	**Public Works**	**$ 303,650**	**Grant**
Widen Busby Drive				
Street Maintenance	**HURF**	**Public Works**	**$ 1,005,000**	**HURF/GF**
Maintenance for existing streets. Includes $700,000 from General Fund from the SSVEC Franchise Agreement				

Major Capital Maintenance and Equipment

Item/Project	Fund	Department	Budgeted Cost	Financing Method
Median Improvements and Roundabout	**HURF**	**Public Works**	**$ 2,500,000**	**Donation**
An ADOT project to improve Canyon de Flores and eventually donated to the City for maintenance				
Capital Maintenance Projects Total			**$ 5,311,650**	

Major Capital Equipment

Dispatch Consoles	General	Police	$	250,000	Financed
			$	1,550,000	Donations
			$	1,800,000	Total
Replacement Fleet Vehciles (6)	General	Public Works	$	145,800	Financed
			$	16,200	Cash/CIF
			$	162,000	Total
1/2 Ton Pickup (2)	General	Public Works	$	71,100	Financed
			$	7,900	Cash/CIF
			$	79,000	Total
Police Vehicles	General	Public Works	$	63,000	Financed
			$	7,000	Cash/CIF
			$	70,000	Total
Ambulance	General	Fire	$	180,000	Financed
			$	20,000	Cash/CIF
			$	200,000	Total
4x4 Truck	General	Fire	$	31,500	Financed
			$	3,500	Cash/CIF
			$	35,000	Total
1/2 Ton Truck	Sewer	Public Works	$	34,200	Financed
			$	3,800	Cash
			$	38,000	Total
1 Ton Can Carrier	Refuse	Public Works	$	24,300	Financed
			$	42,700	Cash
			$	67,000	Total
Garbage Trucks (2)	Refuse	Public Works	$	346,500	Financed
			$	3,500	Cash
			$	350,000	Total
1 1/2 Ton Truck	HURF	Public Works	$	46,800	Financed
			$	5,200	Cash
			$	52,000	Total

Major Capital Maintenance and Equipment

Item/Project	Fund	Department	Budgeted Cost	Financing Method
AWOS Upgrade	Airport	Public Works	$ 150,000	Airport
Airport Sweeper	Airport	Public Works	$ 300,000	Airport
Possible RICO Purchases	PD Special	Police	$ 75,000	Police Special
Police Vehicles (4)	PD Special	Police	$ 140,000	Police Special
AFIS System	PD Special	Police	$ 74,000	Police Special
Crisis Negotiation Phone	PD Special	Police	$ 14,000	Police Special
Replacement Bus	LTAF	Public Works	$ 280,000	Grant
Total Major Capital Equipment			**$ 3,886,000**	
Total Major Capital Maintenance and Major Capital Equipment			**$ 9,197,650**	

Totals

Fund		
General	$	2,854,000
HURF	$	4,210,650
LTAF	$	280,000
Airport	$	450,000
Sewer	$	608,000
Refuse	$	492,000
Police Special Revenue	$	303,000
Total	**$**	**9,197,650**
Financing Summary		
Cash (Including Donations, IGA, Developer, Franchise)	$	4,667,800
Financing	$	1,193,200
Grant	$	933,650
Special Revenue	$	2,403,000
Enterprise Funds		
Total	**$**	**9,197,650**

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 $2,233,153.

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
Fueling Softwate	**General**	**Public Works**	**$ 80,000**	**Cash-CIF**
Pro-Cut on Vehicle Lathe	**General**	**Public Works**	**$ 24,000**	**Cash-CIF**
Cuda Parts Washer	**General**	**Public Works**	**$ 12,000**	**Cash-CIF**
Truck Mounted Mosquito Fogging Mach	**Sewer**	**Public Works**	**$ 9,000**	**Sewer**
Gator Tractor	**Refuse**	**Public Works**	**$ 10,000**	**Refuse**
Conflict Monitors	**HURF**	**Public Works**	**$ 10,500**	**HURF**
Sidewalk Grinder	**HURF**	**Public Works**	**$ 6,500**	**HURF**
Signal Head Replacement	**HURF**	**Public Works**	**$ 6,000**	**HURF**
48 LED Parking Lights	**HURF**	**Public Works**	**$ 25,000**	**HURF**
Regulatory Sign Replacements	**HURF**	**Public Works**	**$ 404,000**	**HURF**
Transit Bus Stops (2)	**LTAF**	**Public Works**	**$ 22,500**	**LTAF**
Possible Police Grants	**Grant**	**Police**	**$ 245,000**	**Grant**
Possible Fire Grants	**Grant**	**Fire**	**$ 755,000**	**Grant**
Possible Community Development Grants	**Grant**	**CD**	**$ 623,653**	**Grant**
Total			**$ 2,233,153**	

Operating Capital By Fund

General	$ 116,000
HURF	$ 452,000
Sewer	$ 9,000
Refuse	$ 10,000
LTAF	$ 22,500
Grants	$ 1,623,653
Total	**$ 2,233,153**

Capital Summary

Capital Summary	Major Capital	Maintenance and Equipment	Operating	Total
General	$ 162,000	$ 2,854,000	$ 116,000	$ 3,132,000
				$ -
Special Revenue				$ -
Highway User Revenue Fund	$ 1,929,045	$ 4,210,650	$ 452,000	$ 6,591,695
Local Transportation Fund	$ -	$ 280,000	$ 22,500	$ 302,500
Airport	$ 800,000	$ 450,000	$ -	$ 1,250,000
Police Special Revenue	$ -	$ 303,000	$ -	$ 303,000
Grants	$ -	$ -	$ 1,623,653	$ 1,623,653
Arts & Humanities	$ -	$ -	$ -	$ -
Criminal Justice Enhancement	$ -	$ -	$ -	$ -
Donation	$ -	$ -	$ -	$ -
Park Development Impact Fee	$ -	$ -	$ -	$ -
Library Impact Fee	$ -	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -	$ -
Transportation Impact Fee	$ 2,050,000	$ -	$ -	$ 2,050,000
Fire Impact Fee	$ -	$ -	$ -	$ -
Capital				
Capital Improvement Fund	$ 200,000	$ -	$ -	$ 200,000
Debt Service				
Street Improvement I&R	$ -	$ -	$ -	$ -
SVMPC I&R	$ -	$ -	$ -	$ -
Internal Services				
Health and Accident	$ -	$ -	$ -	$ -
Unemployment	$ -	$ -	$ -	$ -
Self Insured Retention	$ -	$ -	$ -	$ -
Enterprise				
Sewer	$ 3,500,000	$ 608,000	$ 9,000	$ 4,117,000
Refuse	$ -	$ 492,000	$ 10,000	$ 502,000
Total All Funds	**$ 8,641,045**	**$ 9,197,650**	**$ 2,233,153**	**$ 20,071,848**

Expenditure Summary by Fund			
	FY14 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	$ 33,100,774	$ 3,132,000	$ 29,968,774
		$ -	
Special Revenue		$ -	
Highway User Revenue Fund	$ 9,087,664	$ 6,591,695	$ 2,495,969
Local Transportation Fund	$ 1,453,992	$ 302,500	$ 1,151,492
Airport	$ 3,185,491	$ 1,250,000	$ 1,935,491
Police Special Revenue	$ 468,000	$ 303,000	$ 165,000
Grants	$ 3,089,526	$ 1,623,653	$ 1,465,873
Criminal Justice Enhancement	$ 4,500	$ -	$ 4,500
Donation	$ 697,470	$ -	$ 697,470
Park Development Impact Fee	$ -	$ -	$ -
Library Impact Fee	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -
Transportation Impact Fee	$ 2,050,000	$ 2,050,000	$ -
Fire Impact Fee	$ -	$ -	$ -
		$ -	
Capital		$ -	
Capital Improvement Fund	$ 200,000	$ 200,000	$ -
		$ -	
Debt Service		$ -	
SVMPC I&R	$ 3,445,220	$ -	$ 3,445,220
		$ -	
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	$ 8,311,563	$ 4,117,000	$ 4,194,563
Refuse	$ 5,218,443	$ 502,000	$ 4,716,443
Total All Funds	**$ 73,708,643**	**$ 20,071,848**	**$ 53,636,795**

Personnel

People represent the heart of any service organization. They also represent a significant investment. FY14 expenditures on personnel (including benefits) total $26,741,763 (or 36%) of the proposed FY14 budget, a decrease of $972,679 4%) below the FY13 personnel budget total of $27,714,442. The decrease is largely due the reduction in the number of positions filled.

Benefits are projected to be $8,291,776 and represent 31 percent of the total personnel budget. Benefits include social security, worker's compensation, insurance, retirement, employee recognition, and educational assistance.

In FY14, it is proposed that City employees receive an offset for the increase to retirement system contribution. This increase amounts to 0.4 percent for Arizona State Retirement System covered employees and 0.8 percent for Public Safety Retirement System covered employees. These offsets do not apply to new hires.

The following table compares our FY13 and FY14 personnel budgets by fund.

	FY13	FY14	Change
General	$ 22,726,842	$ 22,111,420	$ (615,422)
HURF	$ 1,324,940	$ 1,179,092	$ (145,848)
LTAF	$ 655,403	$ 747,651	$ 92,248
Airport	$ 131,248	$ 92,970	$ (38,278)
Sewer	$ 1,346,830	$ 1,235,672	$ (111,158)
Refuse	$ 1,529,179	$ 1,374,958	$ (154,221)
Total	**$ 27,714,442**	**$ 26,741,763**	**$ (972,679)**

As the table indicates, the general fund pays for the majority of the City's personnel costs, approximately 83 percent.

Personnel

The following table separates the personnel expenses into Salaries and Benefits. Salaries account for 69 percent of the total personnel expense and benefits account for the other 31 percent of personnel expense.

	FY13	FY14	% of Total	Change
Salaries				
Salaries-Regular	$ 17,553,084	$ 16,474,703	62%	$ (1,078,381)
Salaries-Overtime	$ 515,078	$ 512,056	2%	$ (3,022)
Salaries-Part-Time	$ 1,551,270	$ 1,463,228	5%	$ (88,042)
Total Salaries	**$ 19,619,432**	**$ 18,449,987**	69%	**$ (1,169,445)**
Benefits				
Health	$ 2,863,000	$ 2,981,365	11%	$ 118,365
Dental	$ 117,600	$ 116,400	0%	$ (1,200)
FICA/MICA	$ 1,364,496	$ 1,285,143	5%	$ (79,353)
State Retirement	$ 1,263,317	$ 1,187,912	4%	$ (75,405)
Public Safety Retitement	$ 1,826,687	$ 2,091,360	8%	$ 264,673
Workers Comp	$ 291,380	$ 274,856	1%	$ (16,524)
Uniforms	$ 254,800	$ 235,510	1%	$ (19,290)
Education	$ 40,000	$ 42,700	0%	$ 2,700
Flexible Benefits Admin	$ 9,180	$ 9,180	0%	$ -
Employee Recognition	$ 64,550	$ 67,350	0%	$ 2,800
Total Benefits	**$ 8,095,010**	**$ 8,291,776**	31%	**$ 196,766**
Total Personnel	**$ 27,714,442**	**$ 26,741,763**	**100%**	**$ (972,679)**

Personnel

The City of Sierra Vista has 395 full-time employee positions, 75 of which are unfunded in FY14. A list of all positions is presented below.

POSITIONS	2011/2012 Authorized	2012/2013 Authorized	2013/2014 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	1	1		1
Management Analyst I/II	1	1	1	1	0
Economic Development Manager	0	1	1		1
Executive Secretary	1	1	1		1
Management Support Specialist	1	1	1		1
Protocol Secretary	1	0	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	1	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
Tourism					
Administrative Analyst I	0	1	1		1
Customer Service Representative	1	0	0		0
Budget & Finance					
Finance Manager	1	1	1		1
Management Analyst	1	1	1	1	0
Grant Administrator/Senior Accountant	1	1	1		1
Accountant	3	3	3	2	1

Junior Accountant	4	4	4		4
	2011/2012	**2012/2013**	**2013/2014**		
POSITIONS	**Authorized**	**Authorized**	**Authorized**	**Unfunded**	**Funded**
Administrative Secretary I/II	1	1	1		1
Account Clerk	1	1	1	1	0
Total City Manager's Office	**24**	**25**	**25**	**8**	**18**
ADMINISTRATIVE SERVICES					
Director	1	1	1	1	0
City Clerk					
City Clerk	1	1	1		1
Deputy City Clerk	1	1	1		1
Administrative Secretary I/II	1	1	1		1
Customer Service Representative	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	0
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	0	0		0
Programmer Analyst III (Database Administrator)	1	1	1		1
Network Administrator III	2	2	2	2	2
Network Administrator I/II	5	5	5	1	4
Communications Analyst	1	1	1	1	0
IT Operations Specialist	2	2	2	2	0

Personnel

POSITIONS	2011/2012 Authorized	2012/2013 Authorized	2013/2014 Authorized	Unfunded	Funded
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**	**31**	**31**	**14**	**19**
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	1	1	1	1	0
Planner I	0	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	0
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**	**9**	**9**

Personnel

POSITIONS	2011/2012 Authorized	2012/2013 Authorized	2013/2014 Authorized	Unfunded	Funded
FIRE DEPARTMENT					
Chief	1	1	1		1
Deputy Chief	1	1	1		1
Training Officer	1	0	0		0
Battalion Chief	0	2	3		3
Captain	9	9	9		9
Fire Marshal	1	1	1		1
Inspector	1	1	1		1
Engineer/EMT	9	9	9		9
Firefighter	27	29	29	1	28
Fire Training & Transport Coordinator	1	0	0		0
EMS Transport Specialist	6	6	6	6	0
Administrative Secretary I/II	2	2	2		2
Total Fire Department	**59**	**61**	**62**	**7**	**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	0
Records Supervisor	1	1	1	1	0
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
CSR Police Call Taker	1	1	1		1

Personnel

POSITIONS	2011/2012 Authorized	2012/2013 Authorized	2013/2014 Authorized	Unfunded	Funded
Operations					
Deputy Chief	1	1	1	1	0
Commander	1	1	1		1
Lieutenant	2	2	2		2
Sergeant	5	5	5		5
Corporal	9	9	9		9
Detective	11	11	11		11
Police Officer	35	35	36		36
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**	**103**	**7**	**96**
DEPARTMENT OF PUBLIC WORKS					
Administration					
Director	1	1	1		1
City Engineer	1	1	1		1
Opererations Manager	1	1	1		1
Superintendent	4	4	4	3	1
Management Analyst I/II	2	1	1	1	1
Public Works Support Specialist	1	1	1		1
Administrative Secretary I/II	4	4	4	2	2
Customer Service Representative	1	1	1	1	0

Personnel

POSITIONS	2011/2012 Authorized	2012/2013 Authorized	2013/2014 Authorized	Unfunded	Funded
Airport					
Airport Supervisor	1	1	1		1
Engineering					
Senior Civil Engineer	4	4	4	2	2
Civil Engineer	1	1	1		1
Engineering Technician	1	1	1		1
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	3	3	3	1	2
Water/Sewer Worker	8	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

Personnel

POSITIONS	2011/2012 Authorized	2012/2013 Authorized	2013/2014 Authorized	Unfunded	Funded
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
Park Maintenance Technician I/II	3	3	3	1	2
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	12	12	12		12
Transit					
Transit Supervisor	1	1	1	1	0
Transit Management Analyst	0	1	1		1
Transit Dispatcher	2	2	2		2
Transit Driver	7	7	7		7
Total Public Works	**120**	**120**	**120**	**20**	**101**
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

Personnel

Leisure Services Superintendent	1	1	1		1
Recreation Program Supervisor	4	4	4	1	3
Recreation Coordinator	6	6	6	2	4
Recreation Leader	1	1	1		1
Center Support/Maintenance Worker	1	1	1		1
Aquatics Coordinator	1	1	1		1
Administrative Secretary I/II	1	1	1	1	0
Customer Service Representative	1	1	1		1
Head Lifeguard	1	1	1		1
Lifeguard	2	2	2	2	0
Library					
Director	1	0	0		0
Library Administrator	0	1	1		1
Librarian	3	3	3	2	1
Library Specialist	1	1	1		1
Library Technician	1	1	1		1
Circulation Coordinator	2	2	2		2
Total Leisure & Library Services	**37**	**37**	**37**	**11**	**26**
TOTAL NUMBER OF POSITIONS	**393**	**395**	**396**	**75**	**321**

Personnel

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	$ 29,968,774	$ 22,111,420	$ 7,857,354
Special Revenue			
Highway User Revenue Fund	$ 2,495,969	$ 1,179,092	$ 1,316,877
Local Transportation Fund	$ 1,151,492	$ 747,651	$ 403,841
Airport	$ 1,935,491	$ 92,970	$ 1,842,521
Police Special Revenue	$ 165,000		$ 165,000
Grants	$ 1,465,873	$ -	$ 1,465,873
Criminal Justice Enhancement	$ 4,500		$ 4,500
Donation	$ 697,470		$ 697,470
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	$ 3,445,220		$ 3,445,220
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	$ 4,194,563	$ 1,235,672	$ 2,958,891
Refuse	$ 4,716,443	$ 1,374,958	$ 3,341,485
Total All Funds	**$ 53,636,795**	**$ 26,741,763**	**$ 26,895,032**

Debt Service

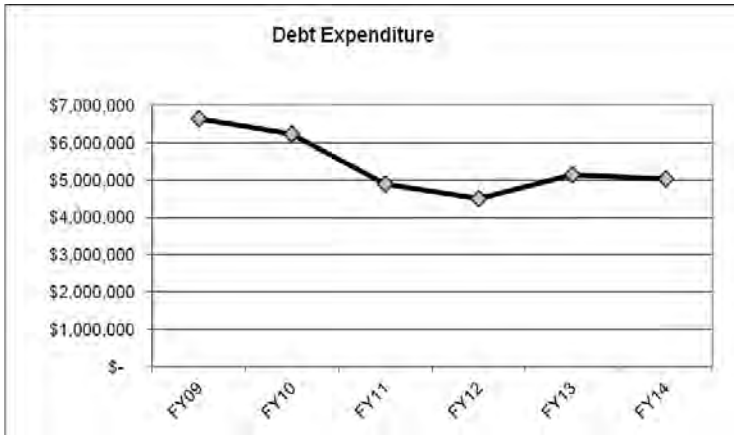
Just like the average household, the City too must borrow in order to accomplish goals and provide services. We also want to maintain a good credit rating. This fiscal year's debt service budget amounts to $5,016,872 or seven percent of the total budgetary expenditures. This is a decrease of $116,191 over FY13 due to a note being paid off at the end of FY13.

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 FY13 and the budgeted FY14 principal and interest payments. The payments are broken out by note or bond.

Outstanding Debt:

Outstanding Debt as of June 30, 2013:	$34,826,939
Estimated Debt Principal Payments in FY14 Budget:	$3,786,524
Estimated new Debt FY14:	$1,136,700
Estimated Outstanding Debt as of June 30, 2014:	$32,177,115



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 FY14 General Fund debt service budget of $207,964 is projected.

HURF
FY14 HURF debt service budget of $99,078 is projected.

Airport Fund
A FY14 Airport Fund debt service budget of $112,371 is projected.

Sewer Enterprise Fund
A FY14 Sewer Fund debt service budget of $672,168 is projected.

Refuse Enterprise Fund
FY14 Refuse Fund debt service budget of $480,071 is projected.

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 $3,445,220**.**

Debt Service

The first component of this fund involves the debt service on the aquatic facility and the government maintenance center that was refinanced in 2010. The FY14 debt service amounts to $1,167,350.

Finally, there are series 2008 bonds. The debt service on these bonds is $2,277,870.

Schedule A

Debt Service Budget by Fund

Fund	Interest rate- Due Date	FY13 Total	FY14 Principal Payment	FY14 Interest Payment	FY14 Total
Airport	1. 5.26%- 6/19	$ 40,564	$ 30,236	$ 10,328	$ 40,564
	2. 5.06%- 6/26	$ 71,807	$ 38,064	$ 33,743	$ 71,807
Airport Total		**$ 112,371**	**$ 68,300**	**$ 44,071**	**$ 112,371**
General	1. 4.10%- 6/13	$ 81,145			$ -
	2. 3.85%- 6/14	$ 165,424	$ 161,519	$ 3,905	$ 165,424
	3. 2.80%- 6/15	$ 19,640	$ 18,796	$ 844	$ 19,640
	3. 2.80%- 6/18	$ -	$ 19,000	$ 3,900	$ 22,900
General Total		**$ 266,209**	**$ 199,315**	**$ 8,649**	**$ 207,964**
HURF	1. 4.10%- 6/13	$ 34,272	$ 29,648	$ 717	$ 30,365
	2. 3.85%- 6/14	$ 31,052	$ 40,960	$ 2,253	$ 43,213
	2. 2.80%- 6/18	$ -	$ 21,200	$ 4,300	$ 25,500
HURF Total		**$ 65,324**	**$ 91,808**	**$ 7,270**	**$ 99,078**
Refuse	1. 4.10%- 6/13	$ 91,733	$ 186,874	$ 8,388	$ 195,262
	2. 3.85%- 6/14	$ 195,261	$ 162,734	$ 8,950	$ 171,684
	3. 2.66% 6/18	$ 209,087	$ 94,100	$ 19,025	$ 113,125
Refuse Total		**$ 496,081**	**$ 443,708**	**$ 36,363**	**$ 480,071**
Sewer	1. 4.10%- 6/13	$ 9,758	$ -	$ -	$ -
	2. 2.66% 6/27	$ 683,391	$ 468,393	$ 203,775	$ 672,168
Sewer Total		**$ 693,149**	**$ 468,393**	**$ 203,775**	**$ 672,168**
Grand Total		**$1,633,134**	**$ 1,271,524**	**$ 300,128**	**$ 1,571,652**

Schedule B
Bonded Indebtedness

Fund	Bond Series	FY13 Total	FY14 Principal Payment	FY14 Interest Payment	FY14 Total
SVMPC I&R	2000 MFRBs	$ 2,331,554	$ 1,635,000	$ 642,870	$ 2,277,870
	2008 MFRBs	$ 1,168,375	$ 880,000	$ 287,350	$ 1,167,350
Total		**$ 3,499,929**	**$ 2,515,000**	**$ 930,220**	**$ 3,445,220**

Schedule C

FY14- Lease Purchase Financing

1. General Fund

Rotation Vehicles (6)	$	162,000
Total	$	162,000
Down Payment	$	16,200
Finance Amount- General Fund	**$**	**145,800**
1/2 Ton Pickup (2)	$	79,000
Total	$	79,000
Down Payment	$	7,900
Finance Amount- General Fund	**$**	**71,100**
Police Vehicles (2)	$	70,000
Total	$	70,000
Down Payment	$	7,000
Finance Amount- General Fund	**$**	**63,000**
Ambulance	$	200,000
Total	$	200,000
Down Payment	$	20,000
Finance Amount- General Fund	**$**	**180,000**
4x4 Truck (Fire)	$	35,000
Total	$	35,000
Down Payment	$	3,500
Finance Amount- General Fund	**$**	**31,500**
Dispatch Consoles	$	250,000
Total	$	250,000
Down Payment	$	25,000
Finance Amount- General Fund	**$**	**225,000**
Total General Fund Finance Revenue	**$**	**716,400**

2. HURF

1/2 Ton Pickup	$	52,000
Total	$	52,000
Down Payment	$	5,200
Finance Amount-HURF	**$**	**46,800**
Total HURF Fund Finance Revenue	**$**	**46,800**

3. Refuse

1 Ton Can Carrier	$	67,000
Total	$	67,000
Down Payment	$	42,700
Finance Amount-Refuse	**$**	**24,300**
Garbage Truck (2)	$	350,000
Total	$	350,000
Down Payment	$	35,000
Finance Amount-Refuse	**$**	**315,000**
Total Refuse Fund Finance Revenue	**$**	**339,300**

4. Sewer

1/2 Ton Pickup	$	38,000
Total	$	38,000
Down Payment	$	3,800
Finance Amount-Sewer Fund	**$**	**34,200**
Total Sewer Fund Finance Revenue	**$**	**34,200**

Total Lease Purchase Finance Amount	**$**	**1,136,700**

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	$ 7,857,354	$ 207,964	$ 7,649,390
Special Revenue			
Highway User Revenue Fund	$ 1,316,877	$ 99,078	$ 1,217,799
Local Transportation Fund	$ 403,841		$ 403,841
Airport	$ 1,842,521	$ 112,371	$ 1,730,150
Police Special Revenue	$ 165,000		$ 165,000
Grants	$ 1,465,873		$ 1,465,873
Criminal Justice Enhancement	$ 4,500		$ 4,500
Donation	$ 697,470		$ 697,470
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	$ 3,445,220	$ 3,445,220	$ -
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	$ 2,958,891	$ 672,168	$ 2,286,723
Refuse	$ 3,341,485	$ 480,071	$ 2,861,414
Total All Funds	**$ 26,895,032**	**$ 5,016,872**	**$ 21,878,160**

Operating and Maintenance

Operating and Maintenance costs account for 30 percent of the total budget expenditure. Operating and Maintenance expense include items such as paper, fuel, studies and designs, professional services, utilities and training to name a few.

O&M expenses have increased seven percent from the FY13 budget. The current O&M expenditure is $21,878,160.

Below is a summary of O&M Expenditures by department and the difference from the FY13 Budget.

Department	FY13 Budget	FY14 Budget	Difference
Mayor/Council	$ 93,350	$ 95,085	$ 1,735
City Manager	$ 643,400	$ 1,048,830	$ 405,430
Administrative Services	$ 1,603,318	$ 1,632,771	$ 29,453
Court/Legal	$ 115,500	$ 115,500	$ -
General Government	$ 4,095,000	$ 4,070,000	$ (25,000)
Police	$ 808,447	$ 1,177,798	$ 369,351
Fire	$ 613,575	$ 620,390	$ 6,815
Public Works	$ 5,550,490	$ 6,682,080	$ 1,131,590
Sewer	$ 1,796,800	$ 1,813,200	$ 16,400
Refuse	$ 2,836,400	$ 2,409,225	$ (427,175)
Transportation	$ 454,302	$ 403,841	$ (50,461)
Leisure & Library	$ 1,209,945	$ 842,700	$ (367,245)
Community Development	$ 132,189	$ 966,740	$ 834,551
Totals	**$ 19,952,716**	**$ 21,878,160**	**$ 1,925,444**

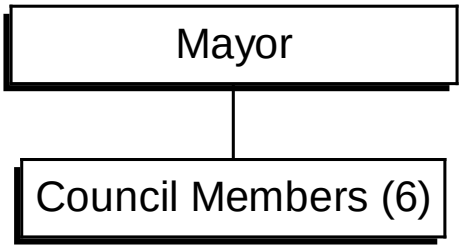
Refuse decreased due to a reduction in tipping fees at the County Transfer Station as a result of the expanded recycling program. Public Works increased due to Fuel Cost increases and airport studies. Leisure and Library decreased due to the cove being closed on Sunday's during the winter and the closure of King's Court. Community Development increased due to a possible grant.

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	$	7,649,390	$	7,649,390	$	-
			$	-		
Special Revenue			$	-		
Highway User Revenue Fund	$	1,217,799	$	1,217,799	$	-
Local Transportation Fund	$	403,841	$	403,841	$	-
Airport	$	1,730,150	$	1,730,150	$	-
Police Special Revenue	$	165,000	$	165,000	$	-
Grants	$	1,465,873	$	1,465,873	$	-
Criminal Justice Enhancement	$	4,500	$	4,500	$	-
Donation	$	697,470	$	697,470	$	-
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	$	2,286,723	$	2,286,723	$	-
Refuse	$	2,861,414	$	2,861,414	$	-
Total All Funds	**$**	**21,878,160**	**$**	**21,878,160**	**$**	**-**

CITY OF SIERRA VISTA

ARIZONA



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$113,606	$119,777	$119,766	$116,126
Sewer	14,201	14,972	14,971	14,516
Refuse	14,201	14,972	14,971	14,516
Donations	10,848	16,800	10,800	17,085
Total	**$152,856**	**$166,521**	**$160,508**	**$162,243**

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 nine strategic focus areas are:

1. Proactive Water Management & Environmental Stewardship
2. Quality Cultural, Tourism and Recreational Amenities
3. Economic and Educational Vitality and Diversity
4. Varied Transportation Systems
5. Attractive, Welcoming, and Healthy Community
6. Superior Community Services and regional partnerships
7. Robust Sierra Vista—Fort Huachuca Alliance
8. Well-planned development
9. Working together as a 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. Development
2. Housing
3. Recreation & Library
4. Public Safety
5. Water
6. Organizational Effectiveness
7. Economy and Education
8. Transportation
9. Environment

City Council

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Part Time	$ 66,000	$ 66,000	$ 66,000	$ 66,000
Benefits	1,206	1,171	1,158	1,158
Total Personnel	**$ 67,206**	**$ 67,171**	**$ 67,158**	**$ 67,158**
Community Relations	$ 8,686	$ 15,000	$ 15,000	$ 15,000
Professional Associations	43,861	45,000	45,000	45,000
Travel & Training	18,673	19,550	19,550	15,000
Office Supplies	3,452	2,500	2,500	2,500
Specialized Supplies	130	500	500	500
City Council Donations	10,848	16,800	10,800	17,085
Total O&M	**$ 85,650**	**$ 99,350**	**$ 93,350**	**$ 95,085**
Totals	**$ 152,856**	**$ 166,521**	**$ 160,508**	**$ 162,243**
Per Capita	$ 3.60	$ 3.86	$ 3.66	$ 3.70

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), AUSA, ADC

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

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

FY14 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 $250
3. West End Banners $3,000
4. West End Block Party $2,000
5. Airport Fly-In $ 1,000
6. Mayor's Arts Awards $1,308
7. West End wall plant replacement $1,500
8. West End Clean Up $5,400

CITY OF SIERRA VISTA

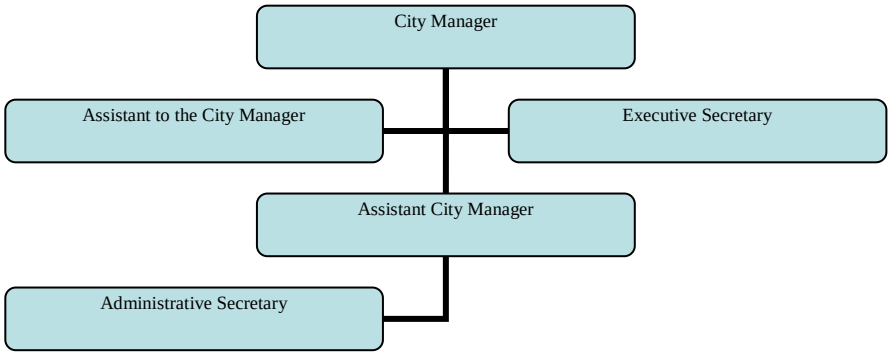
ARIZONA

Description

The City Manager's Department consists of four division; City Manager's Office, Economic Development, Marketing & Public Affairs and Finance Services Division.

City Manager

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
City Manager	$ 615,513	$ 505,220	$ 513,664	$ 579,817
Public Affairs	316,507	299,985	338,038	323,179
Finance	670,658	687,102	699,487	614,744
Economic Development	-	-	-	90,000
Total Personnel	**$ 1,602,678**	**$ 1,492,307**	**$ 1,551,189**	**$ 1,607,740**
City Manager	$ 401,238	$ 338,303	$ 437,000	$ 377,000
Public Affairs	208,042	200,153	209,250	355,530
Finance	48,938	71,750	73,300	73,300
Economic Development	-	-	-	243,000
Total O&M	**$ 658,219**	**$ 610,206**	**$ 719,550**	**$ 1,048,830**
City Manager	$ -	$ -	$ -	$ -
Total Capital	**$ -**	**$ -**	**$ -**	**$ -**
Totals	**$ 2,260,897**	**$ 2,102,513**	**$ 2,270,739**	**$ 2,656,570**
Per Capita	$ 53.20	$ 48.69	$ 51.74	$ 60.53



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$719,441	$689,393	$753,704	$727,181
Sewer	91,649	77,246	98,480	114,818
Refuse	213,980	77,216	98,480	114,818
Total	**$1,016,751**	$843,885	$950,664	$956,817

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. • Maintain the City's commitment to community water management partners. • Develop a legal strategy to guide City actions in protecting ground water rights for Sierra Vista. • Continue to challenge federal efforts to list endangered species in the region that could negatively impact community efforts to retain Fort Huachuca missions and protect the San Pedro River. • Explore the feasibility of implementing technologies and innovations designed to gather, evaluate and disseminate information to both the city and the public in order to improve service efficiency and increase resident participation in government. • Assume the leadership role in developing, overseeing and implementing a collaborative strategy to coordinate economic development efforts within the community. • Identify ways in which the City and community partners can improve effectiveness in helping to retain and expand missions on Fort Huachuca as well as other federal operations. • Engage area employers in identifying short and long-term educational needs that would improve workforce competitiveness; then actively facilitate discussions with educational institutions for future incorporation into programs and curricula. • Measure, evaluate and refine Sierra Vista's economic development effectiveness. • Develop specific strategies to grow and attract quality firms and jobs in targeted sectors.

Major Accomplishments:

1. Provided continued support of the Upper San Pedro Partnership.
2. Oversaw progress towards the Mayor and City Council strategic leadership plan, resulting in the accomplishment of 91% of the two-year strategic objectives, with another 9% put on hold for funding or external reasons.
3. Initiated and implemented an external economic development analysis that resulted in the development of a collaborative framework to guide the City and community's future efforts to expand the local economy.
4. Successfully expanded the City's economic development capacity for FY14 by funding an economic development manager, related expenses, and adding additional tourism funding.

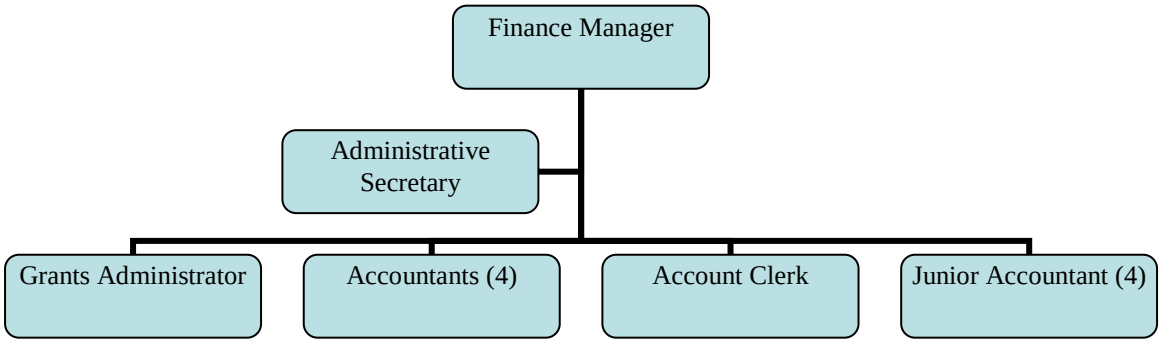
Goals

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.

City Manager's Office

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 508,676	$ 389,414	$ 395,317	448,773
Salaries - Part Time	-	-	-	-
Benefits	106,837	115,806	118,347	131,044
Total Personnel	**$ 615,513**	**$ 505,220**	**$ 513,664**	**$ 579,817**
Economic Development	$ 139,000	$ 139,000	$ 130,000	$ -
Professional Services	243,411	176,803	286,000	356,000
Office Equipment Maintenance	-	1,500	1,500	1,500
Advertising	-	-	-	-
Printing & Binding	-	1,000	1,000	1,000
Professional Associations	5,254	6,500	5,000	5,000
Travel & Training	10,298	8,500	8,500	8,500
Office Supplies	3,136	4,000	4,000	4,000
Books & Periodicals	140	1,000	1,000	1,000
Total O&M	**$ 401,238**	**$ 338,303**	**$ 437,000**	**$ 377,000**
Capital Projects	$ -	$ -	$ -	$ -
Total Capital	**$ -**	**$ -**	**$ -**	**$ -**
Totals	**$ 1,016,751**	**$ 843,523**	**$ 950,664**	**$ 956,817**
Per Capita	$ 23.93	$ 19.53	$ 21.66	$ 21.80

Professional Services include: Lobbying Services ($60,000), USPP Administrative Support ($10,000), WaterWise ($46,000), Environmental Services ($50,000), BOR Feasibility Study ($40,000), Water Attorney ($150,000). The City Manager's Office and Finance Division also provides staff support to the USPP.



Vision

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

Expenditure By Fund				
	Actual FY 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$474,935	$500,842	$510,039	$454,110
Sewer	122,331	129,005	131,374	116,967
Refuse	122,331	129,005	131,374	116,967
Total	**$719,597**	**$758,852**	**$772,787**	**$688,044**

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

Major Accomplishments:

i. Won the distinguished Budget Presentation Award for FY13.
ii. Won the distinguished Comprehensive Annual Financial Report (CAFR) award for FY 12.

Goals

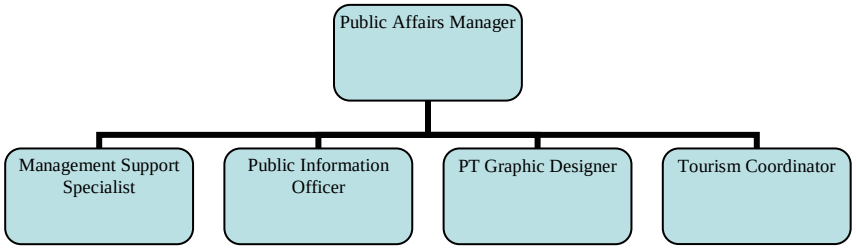
Goals	Objectives
Complete Residential property audit.	• Complete audit to ensure efficient revenue collection.
Conduct Two Sewer/Sanitation vacancy mailings.	• Complete audit to ensure efficient revenue collection.
Complete fourth phase of Finance cross-training project.	• Cross-training for ambulance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

Performance Measures

	FY10	FY11	FY12
Bond Rating- Standard and Poore	AA	AA	AA

Finance

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 517,983	$ 526,281	$ 534,849	$ 467,994
Salaries - Part Time	-	-	-	-
Benefits	152,675	160,821	164,638	146,750
Total Personnel	**$ 670,658**	**$ 687,102**	**$ 699,487**	**$ 614,744**
Professional Services	$ 25,536	$ 43,450	$ 45,000	$ 47,000
Printing & Binding	4,876	7,000	7,000	5,000
Professional Associations	1,510	2,825	2,825	2,825
Travel & Training	2,792	4,675	4,675	4,675
Office Supplies	7,787	6,500	6,500	6,500
Specialized Equipment	5,885	2,500	2,500	2,500
Software	-	3,500	3,500	3,500
Books & Periodicals	552	1,300	1,300	1,300
Total O&M	**$ 48,938**	**$ 71,750**	**$ 73,300**	**$ 73,300**
Totals	**$ 719,597**	**$ 758,852**	**$ 772,787**	**$ 688,044**
Per Capita	$ 16.93	$ 17.57	$ 17.61	$ 15.68



Vision

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

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$523,897	$500,138	$341,747	$485,226
Grants	652	0	0	155,600
Sewer	0	0	27,428	31,569
Refuse	0	0	5,486	6,314
Total	**$524,549**	**$500,138**	**$547,288**	**$678,709**

Mission Statement

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

Description:

The Public Affairs Office provides centralized comprehensive strategic marketing/communications planning and implementation for all City departments. This includes but is not limited to: graphic design; media and public relations; crisis and issues management; emergency communications; public participation and education programs; advertising campaigns; tourism marketing and promotion. Marketing/communications tools developed, managed, and employed include but are not limited to: print materials; video programming; the integrated municipal website; an informative, user-friendly visitor website; and social media.

Strategic Leadership Plan Objectives

- Evaluate the value and success of City communications strategies and methods, and develop a plan to cost effectively modify or enhance.
- Identify ways in which retail, business and tourism with Mexico can help expand the City’s economic base.
- Develop and implement ways in which visitor attraction to the City of Sierra Vista can be improved.

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 production of the "City Minute" on Cherry Creek stations which airs on 3 radio stations per week.
5. Developed, designed and/or updated numerous invitations, programs, fliers, brochures, and website content to support City services to residents and visitors.
6. Developed and provided oversight of comprehensive communications plan required
7. Assisted with public input process for strategic plan objectives to include small neighborhood parksDream Your City community visioning process, and the natural drainageway maintenance plan.
8. Initiated centralized marketing oversight for all City departments, to include graphic standards, branding and brand dimensions.
9. Produced six bi-monthly City wide newsletters, Vista 411, to print in the SV Herald as well as sent to residents via email and posted on the City's website.
10. Greatly expanded e-mail delivery for the distribution of community information.

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 the Vista 2030 Master Plan.

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

	FY10/11	FY11/12	FY12/13
Avg # Visitors to www.SierraVistaAZ.gov and www.VisitSierraVista.com per month	33,982	40,375	60,671
Avg Length of Stay on www.SierraVistaAZ.gov and www.VisitSierraVista.com per month	10:55	8:48	6:88
Avg # of page views per day on www.SierraVistaAZ.gov and www.VisitSierraVista.com			4,492
Avg # of Press Releases, media pitches and social media posts produced per month for both PAO and CVB	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
Total # Collateral pieces distributed through CVB			New Measure
Avg # of Vimeo and/or YouTubeLoads per month			918
Avg # of Facebook monthly active users			385
Avg monthly Facebook reach			New Measure
Total # Requests for Visitor Information received via phone, email, online, etc.			New Measure
Annual change in accomodations tax collections			New Measure
Annual change in bar/restaurant tax collections			New Measure
Annual change in retail trade tax collections			New Measure

Public Affairs/Tourism

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 175,559	$ 185,730	$ 180,158	$ 191,365
Salaries - Part Time	66,267	43,558	74,411	49,916
Benefits	74,681	70,697	83,469	81,898
Total Personnel	**$ 316,507**	**$ 299,985**	**$ 338,038**	**$ 323,179**
Professional Services	$ 80,412	$ 59,350	$ 64,151	$ 202,151
Office Equipment Maintenance	-	-	-	-
Advertising	81,025	74,050	74,000	79,000
Printing & Binding	24,227	39,000	46,000	45,900
Professional Associations	829	1,650	1,529	1,479
Travel & Training	3,853	4,803	8,650	8,900
Office Supplies	6,362	9,000	7,170	7,550
Specialized Supplies	11,334	12,300	7,700	10,550
Total O&M	**$ 208,042**	**$ 200,153**	**$ 209,250**	**$ 355,530**
Totals	**$ 524,549**	**$ 500,138**	**$ 547,288**	**$ 678,709**
Per Capita	$ 12.34	$ 11.58	$ 12.47	$ 15.46

Economic Development Manager

Description:

The Economic Development Division is a new division for FY14. The Division will take a leadership role to redefine how the City delivers economic development for the community.

Expenditure By Fund

	Actual FY 2011	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General				$333,000
Total				**$333,000**

Performance Measures:

The division will work in FY14 to develop performance measures to track effectiveness of our economic development function.

Strategic Leadership Plan Objectives

- Assume the leadership role in developing, overseeing and implementing a collaborative strategy to coordinate economic development efforts within the community.
- Identify ways in which the City and community partners can improve effectiveness in helping to retain and expand missions on Fort Huachuca as well as other federal operations.
- Engage area employers in identifying short and long-term educational needs that would improve workforce competitiveness; then actively facilitate discussions with educational institutions for future incorporation into programs and curricula.
- Measure, evaluate and refine Sierra Vista's economic development effectiveness.
- Develop specific strategies to grow and attract quality firms and jobs in targeted sectors.

Economic Development

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ -	$ -	$ -	$ 90,000
Salaries - Part Time				
Benefits	-	-	-	-
Total Personnel	**$ -**	**$ -**	**$ -**	**$ 90,000**
Professional Services	$ -	$ -	$ -	$ 185,000
Office Equipment Maintenance				
Advertising	-	-	-	30,000
Printing & Binding	-	-	-	8,000
Professional Associations	-	-	-	3,000
Travel & Training	-	-	-	15,000
Office Supplies	-	-	-	2,000
Specialized Supplies	-	-	-	-
Total O&M	**$ -**	**$ -**	**$ -**	**$ 243,000**
Totals	**$ -**	**$ -**	**$ -**	**$ 333,000**
Per Capita	$ -	$ -	$ -	$ 7.59

Mission

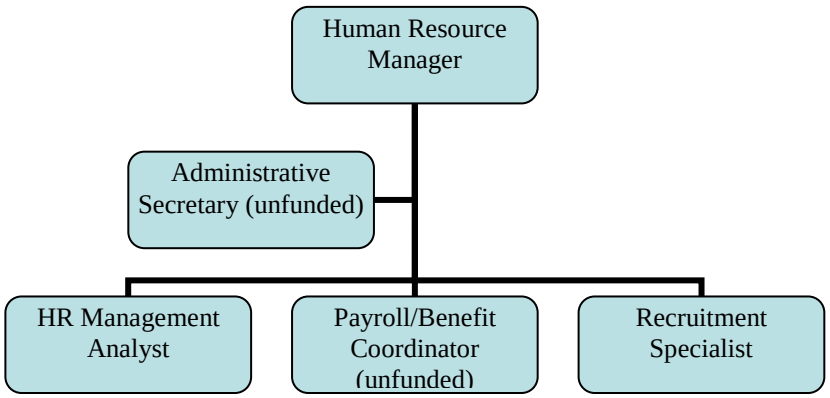
To efficiently provide quality services and support to our customers consistent with the goals of the Council while safeguarding the public trust.

Description

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

Administrative Services

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Human Resources	$ 573,752	$ 559,622	$ 600,302	$ 358,942
Procurement	256,323	260,592	264,883	264,282
Information Technology	653,853	671,233	680,100	679,137
City Clerk	278,262	235,488	269,209	250,042
Total Personnel	**$ 1,762,191**	**$ 1,726,935**	**$ 1,814,494**	**$ 1,552,403**
Human Resources	$ 45,958	$ 55,840	$ 57,040	$ 104,225
Procurement	10,098	13,195	13,195	12,100
Information Technology	1,205,087	1,392,754	1,420,533	1,433,896
City Clerk	31,910	82,650	112,550	82,550
Total O&M	**$ 1,293,054**	**$ 1,544,439**	**$ 1,603,318**	**$ 1,632,771**
Information Technology	351,686	647,000	876,800	200,000
Total Capital	**$ 351,686**	**$ 647,000**	**$ 876,800**	**$ 200,000**
Totals	**$ 3,406,931**	**$ 3,918,374**	**$ 4,294,612**	**$ 3,385,174**
Per Capita	$ 80.17	$ 90.73	$ 97.85	$ 77.13



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$487,799	$492,370	$525,874	$370,534
Sewer	61,971	61,546	65,734	46,317
Refuse	61,971	61,546	65,734	46,317
Total	**$619,711**	**$615,462**	**$657,342**	**$463,167**

Description:

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

As the City continues to manage through a protracted economic downturn the Human Resources Department's priority is to invest in our employees who are our greatest asset; however, throughout the year, we will need to continue to freeze and eliminate positions and to work as lean as possible. Our primary goal is to protect the integrity of the personnel infrastructure which we believe is the key to ensuring that the City's goals can be accomplished. This year, another goal is to complete a classification and compensation study. Hiring and retaining competent and quality employees is a high priority, however in order to accomplish this, the City needs to have an updated classification and compensation plan to support our high performance culture. Ultimately, we must continue to be proactive and forward thinking in order to succeed with this priority.

Strategic Leadership Plan Objectives

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

1. Conduct a classification and compensation study of city positions

Major Accomplishments:

1. During the Annual Service Awards Luncheon73employees were recognized for their 3, 5, 10, 15, 20, and 25 years of service. These employees represent a combined total of 672 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. In addition to individual department webinar training sessions, topics covered citywide this year included Survive 10 Conversations.
3. Human Resources contracted again with AGTS, Inc. to provide Supervisor Training for new supervisors, three supervisors participated.
4. Seventy-three employees were scheduled to attend harassment awareness training focusing on respect in the workplace.
5. Seventeen new employees participated in the City's orientation program to encourage a strong team environment among departments.
6. To promote employee wellness, the City continues to offer on-site influenza and pneumonia vaccinations, and mammograms. New this year we offered an organ screening package which included bone density/osteoporosis, thyroid, gall bladder, kidneys, and liver screenings; 126 employees participated.
7. Twelve employees participated in the City's Education Assistance Program; four completed their degree programs this fiscal year. Currently 53% 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.

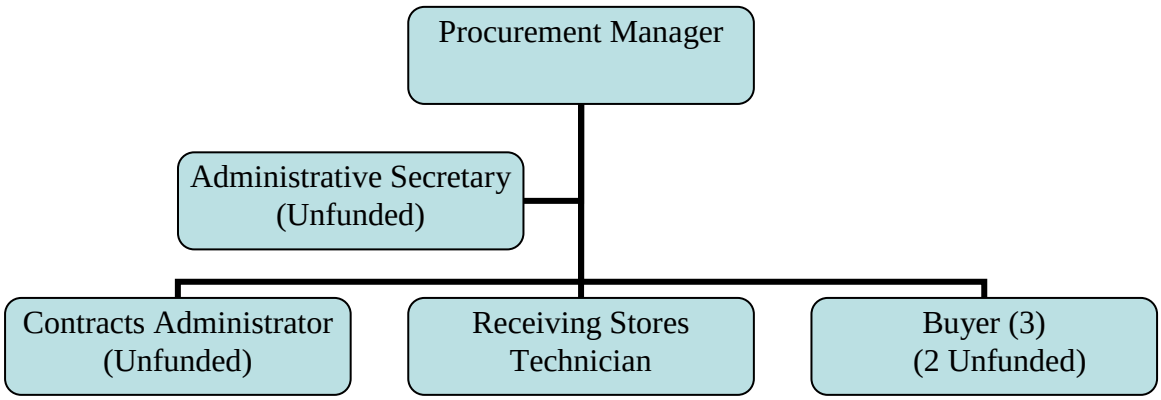
Performance Measures

	FY10/11	FY11/12	FY12/13
Average days to fill Full-time Position	46	43	54
Cost per Insured Employee for Health Care	$6720	$6720	$6720
Number of Positions Filled	42	44	45
Number of Internal Job Recruitments	24	24	32
Number of External Job Recruitments	18	20	13
Number of Applications Processed	1225	1242	1049
Percentage of minority applicants	31%	37%	35%
Percentage of minority offered positions	21%	32%	31%
Employee Turnover Rate	13.31%	8.70%	8.05%
*Without Retirements	7.74%	5.90%	3.40%
Number of Volunteers	418	519	771
Number of Volunteer Hours	30,222	29,328	22,277
Value of Volunteer Services	$355,588	$355,730	$286,880
Percentage of Employees with a AA or Higher	56%	56%	53%

Human Resources

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 385,612	$ 351,363	$ 386,515	$ 176,336
Benefits	96,390	102,509	109,237	72,556
Employee Programs	91,751	105,750	104,550	110,050
Total Personnel	**$ 573,752**	**$ 559,622**	**$ 600,302**	**$ 358,942**
Professional Services	$ 30,311	$ 32,335	$ 37,115	$ 85,000
Office Equipment Maintenance	-	1,500	1,200	1,000
Advertising	2,935	6,000	5,000	5,000
Printing & Binding	185	750	400	400
Professional Associations	1,776	2,455	1,300	1,300
Travel & Training	6,939	6,800	6,800	6,800
Office Supplies	1,799	3,000	3,000	2,500
Specialized Supplies	1,584	2,500	1,725	1,725
Books & Periodicals	430	500	500	500
Total O&M	**$ 45,958**	**$ 55,840**	**$ 57,040**	**$ 104,225**
Totals	**$ 619,711**	**$ 615,462**	**$ 657,342**	**$ 463,167**
Per Capita	$ 14.58	$ 14.25	$ 14.98	$ 10.55

The professional services line item includes a Classification and Compensation Study ($50,000). The overall Human Resources budget decreased due to payroll being transferred to finance.



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$191,778	197,127	200,216	198,996
Sewer	37,322	38,330	38,931	38,693
Refuse	37,322	38,330	38,931	38,693
Total	**$266,422**	**$273,787**	**$278,078**	**$276,382**

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.

- Pursue financially advantageous in-sourcing opportunities for contracting additional City services to other government entities.
- Establish a Qualified Vendor List to assist residents in better maintaining their homes.

Major Accomplishments

1. The amount of City dollars spent with local businesses was $6.4 million in 2012, compared to $5.5 million in 2011, which is a 16% increase in local expenditures. Most of the increase was due to increased local contracts on construction projects.
2. Established over 74 open purchase orders including 35 with local businesses to provide good and services.
3. Participated on interdepartmental project teams to facilitate project completion on the following: Coronado Widening, EOP Clarifier, Sulger Sewer, Annual Street Maintenance, Transit Security Camera System, King's Court, Temporary Youth Center, Sewer Line Protection, EOP Compost Facility, Huachuca City Effluent Transfer, and various other projects. Bid and administered more than 12 formal projects.
    a. Various FAA and ADOT funded projects.
    b. Various Buildings, Maintenance, Streets, Multi-Use Paths, Sewer, and Refuse projects.
4. Successfully expanded the use of Purchasing Cards. The City received a rebate check in the amount of $47,319 for expenditures made last year.

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.

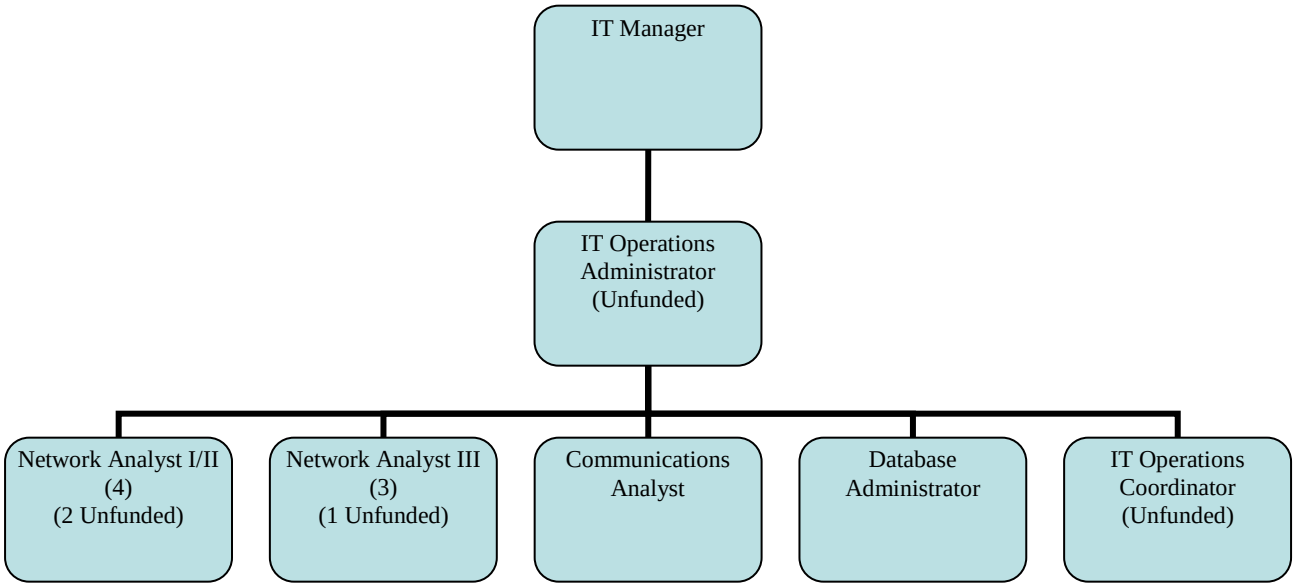
Performance Measurements

	FY10/11	FY11/12	FY12/13
Requisitions Processed Within two weeks of receipt	98%	99%	98%
Percent of Dollars spent with Local Businesses (Purchases under $50,000)	57%	63%	68%
Deliveries made of Central Stores orders within two working days	99%	100%	100%
Purchases made per FTE	$66,017	$58,681	$73,241
Dollars of Surplus Auctioned	$20,666	$115,775	$144,790
Purchasing Card Program Usage	$3.04	$3.05 million	$3.7 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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 186,354	$ 184,415	$ 187,417	$ 186,299
Part-Time	$ 14,731	$ 18,980	$ 18,980	$ 18,980
Benefits	55,238	57,197	58,486	59,003
Total Personnel	**$ 256,323**	**$ 260,592**	**$ 264,883**	**$ 264,282**
Office Equipment Maintenance	$ -	$ 200	$ 200	$ 200
Printing & Binding	-	300	400	400
Professional Associations	488	1,500	1,500	1,300
Travel & Training	6,866	7,395	6,000	6,000
Office Supplies	1,344	2,800	3,500	3,000
Specialized Supplies	1,334	800	1,300	1,000
Books & Periodicals	66	200	295	200
Total O&M	**$ 10,098**	**$ 13,195**	**$ 13,195**	**$ 12,100**
Totals	**$ 266,422**	**$ 273,787**	**$ 278,078**	**$ 276,382**
Per Capita	$ 6.27	$ 6.34	$ 6.34	$ 6.30



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$1,593,786	$2,298,191	$2,132,307	$1,609,425
CIF	245,052	0	425,000	200,000
Sewer	185,894	206,398	210,063	211,304
Refuse	185,894	206,398	210,063	211,304
Total	**$2,210,626**	**$2,710,987**	**$2,977,433**	**$2,313,033**

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. Identify automation and technology methods that would improve productivity within city departments.

Major Accomplishments

1. Collaborated with Public Works and vendors to install and implement a new IP-based Traffic Light Controller system. This allowed for a centralized point of management and configuration of all traffic light controllers, 28 total under control of the City.
2. Finalized the deployment of E-Citation. This is the electronic ticketing system the police department is using in collaboration with the courts, to ticket motorists for violations. This process has made officers more effective and efficient, while saving time and paper. Currently, 5 officers are using this system.
3. Completed full hardware refresh and redesign of network infrastructure for the entire city, in anticipation of the new Unified Communications system. This was required to implement the technology used for the new phone/collaboration system.
4. Upgraded Servers and migrated old Active Directory environment at Public Safety to City domain infrastructure. This will position the City to be able to retire the AS400 system at PD and result in an annual cost savings. Additionally, the Public Safety departments will make more efficient use of City IT resources. Resulting in greater staff productivity and more efficient customer service.

5. Migrated from outdated backup system at PD to a new Disk to Disk system with disaster recovery capabilities and cloud storage capacity if needed.
6. Managed, supported and aided consultants with hardware implementation and all the required network infrastructure install/configuration for the new ERP system.
7. Continued to work with ERP Project group to ensure Tyler Munis implementation remains on schedule, and moving forward without any major delays.
8. Worked with PD to provide Spillman Server (dispatching services) access to several government agencies. This resulted in additional revenue to the City.

Goals

Goals	Objectives
Provide increased services and customer interaction to City services via the internet.	• Work in concurrence 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 to promote more civic engagement in the community.
Continue 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.
Make use of the new Unified Communications System to improve collaboration and communication between City departments and also provide more efficient services to citizens.	• Provide user training that will allow employees to better collaborate internally and externally using this new technology. This, in turn will result in a more efficient and effective process for all parties involved.
Improve the public user services to access the Internet at the City Library, as well as centralizing management and administration for City staff.	• Work with vendor to develop and implement a solution that will replace current old desktop PC's with a new "Thin Client" or virtual desktop solution. This will enhance the public user's experience, and allow for a more capable system to handle today's internet needs and meet future expansion.

Performance Measurements

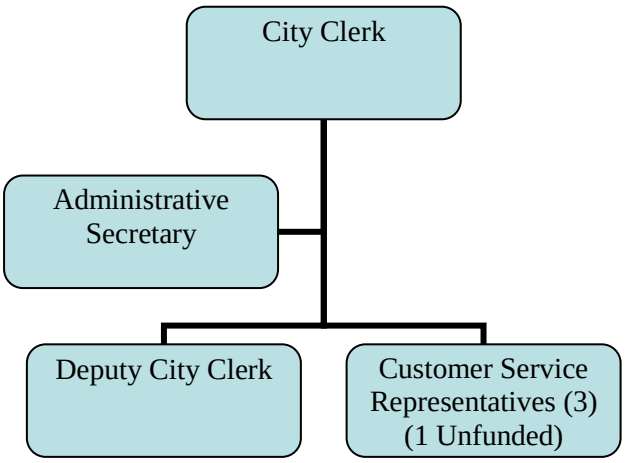
	FY09/10	FY10/11	FY11/12	FY12/13
Work Orders Processed:				
Emergency/High in nature	306	301	288	312

Above routine/routine in nature	688	625	586	582
Other requests not high in nature nor routine	56	158	66	132

Information Technology

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 509,690	$ 516,696	$ 522,376	$ 519,907
Salaries - Overtime	-	2,027	2,060	2,008
Benefits	144,163	152,510	155,664	157,222
Total Personnel	**$ 653,853**	**$ 671,233**	**$ 680,100**	**$ 679,137**
Professional Services	$ 59,013	$ 70,000	$ 70,000	$ 65,000
Office Equipment Maintenance	601,217	741,464	769,821	750,776
Professional Associations	351	500	500	500
Travel & Training	10,845	10,200	12,000	14,000
Telephone	393,297	425,000	425,000	425,000
Office Supplies	6,757	12,000	10,200	10,200
Specialized Supplies	86,588	48,000	44,800	91,950
Software	46,863	85,240	87,862	76,120
Books & Periodicals	156	350	350	350
Total O&M	**$ 1,205,087**	**$ 1,392,754**	**$ 1,420,533**	**$ 1,433,896**
Machinery & Equipment	$ 351,686	$ 647,000	$ 876,800	$ 200,000
Total Capital	**$ 351,686**	**$ 647,000**	**$ 876,800**	**$ 200,000**
Totals	**$ 2,210,626**	**$ 2,710,987**	**$ 2,977,433**	**$ 2,313,033**
Per Capita	$ 52.02	$ 62.77	$ 67.84	$ 52.70

The Information Technology division decreased in FY14 due to completion of the phone system upgrade.



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$288,453	$294,657	$355,036	$309,310
Sewer	6,205	6,709	7,635	6,652
Refuse	15,514	16,772	19,088	16,630
Total	**$310,172**	**$318,138**	**$381,759**	**$332,592**

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 objectives in the strategic leadership plan for the next two years: 1. Develop a ‘knowledge’ database of community services that is accessible to the general public.

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, utilizing the Tyler Content Management 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	75
Vehicle Accident Review Board Cases	62	21	50

City Clerk

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 176,165	$ 172,916	$ 175,731	$ 174,869
Salaries - Part Time	36,429	13,635	29,682	-
Benefits	65,668	48,937	63,796	75,173
Total Personnel	**$ 278,262**	**$ 235,488**	**$ 269,209**	**$ 250,042**
Professional Services	$ 13,185	$ 45,000	$ 95,000	$ 65,000
Advertising	$ -	$ 20,000	$ -	$ -
Office Equipment Maintenance	4,376	-	-	-
Printing & Binding	-	-	-	-
Professional Associations	1,180	900	800	800
Travel & Training	2,346	4,250	4,250	4,250
Office Supplies	5,167	5,000	5,000	5,000
Books & Periodicals	5,657	7,500	7,500	7,500
Total O&M	**$ 31,910**	**$ 82,650**	**$ 112,550**	**$ 82,550**
Totals	**$ 310,172**	**$ 318,138**	**$ 381,759**	**$ 332,592**
Per Capita	$ 7.30	$ 7.37	$ 8.70	$ 7.58

CITY OF SIERRA VISTA

ARIZONA

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 2012	Budget FY 2012	Budget FY 2013	Budget FY 2014
General	$302,476	$320,718	$337,534	$323,338
Judicial	4,319	$4,500	$4,500	$4,500
Total	**$306,795**	**$325,218**	**$342,034**	**$327,838**

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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 129,923	$ 113,145	$ 152,067	$ 132,085
Salaries - Part Time	29,600	64,047	40,035	48,000
Benefits	32,457	32,526	34,432	32,253
Total Personnel	**$ 191,980**	**$ 209,718**	**$ 226,534**	**$ 212,338**
Professional Services	$ 110,372	$ 114,500	$ 114,500	$ 114,500
Professional Associations	-	1,000	1,000	1,000
Travel & Training	124	-	-	-
Books & Periodicals	4,319	-	-	-
Total O&M	**$ 114,815**	**$ 115,500**	**$ 115,500**	**$ 115,500**
Totals	**$ 306,795**	**$ 325,218**	**$ 342,034**	**$ 327,838**
Per Capita	$ 7.22	$ 7.53	$ 7.79	$ 7.47

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 2012	Budget FY 2012	Budget FY 2013	Budget FY 2014
General	$928,118	$1,094,544	$1,166,544	$1,237,208
Sewer	146,377	136,818	145,818	154,651
Refuse	146,961	136,818	145,818	154,651
H&A	3,240,096	3,196,000	3,196,000	3,196,000
Unemployment	26,521	100,000	100,000	100,000
Self Insurance	90,581	100,000	100,000	100,000
Total	**$4,633,620**	**$4,764,180**	**$4,854,180**	**$4,942,510**

General Government

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Benefits	$ 684,409	$ 689,180	$ 759,180	$ 872,510
Total Personnel	**$ 684,409**	**$ 689,180**	**$ 759,180**	**$ 872,510**
Professional Services	$ 43,377	$ 5,000	$ 5,000	$ 5,000
Telephone	-	-	-	-
Office Equipment Maintenance	-	-	-	-
Insurance	451,549	520,000	520,000	520,000
Postage	55,776	85,000	85,000	60,000
Advertising	14,125	-	20,000	20,000
Office Supplies	10,450	8,000	8,000	8,000
Specialized Supplies	-	1,000	1,000	1,000
Bank Fees	89,089	60,000	60,000	60,000
Bad Debt Expense	40,000	-	-	-
Health & Accident Insurance	3,202,096	3,196,000	3,196,000	3,196,000
Unemployment Insurance	16,228	100,000	100,000	100,000
Self Insured Retention	26,521	100,000	100,000	100,000
Total O&M	**$ 3,949,212**	**$ 4,075,000**	**$ 4,095,000**	**$ 4,070,000**
Totals	**$ 4,633,620**	**$ 4,764,180**	**$ 4,854,180**	**$ 4,942,510**
Per Capita	$ 109.04	$ 110.32	$ 110.60	$ 112.62

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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Bond Principal	$ 1,107,020	$ 2,330,000	$ 2,425,000	$ 930,220
Bond Interest	2,330,000	1,169,929	1,074,929	2,515,000
Bond Issuance Costs	-	-	-	-
Fiscal Agent Fees	7,500	-	-	-
Other Debt Principal	181,806	853,336	1,280,392	300,127
Other Debt Interest	364,552	159,370	352,742	1,271,525
Total Debt	**$ 3,990,877**	**$ 4,512,635**	**$ 5,133,063**	**$ 5,016,872**
Per Capita	$ 93.91	$ 104.49	$ 116.96	$ 114.31

CITY OF SIERRA VISTA

ARIZONA

Description

The Sierra Vista Police Department is committed to providing the best possible service to the community. The Department consists of two divisions: Administrative Services & 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.

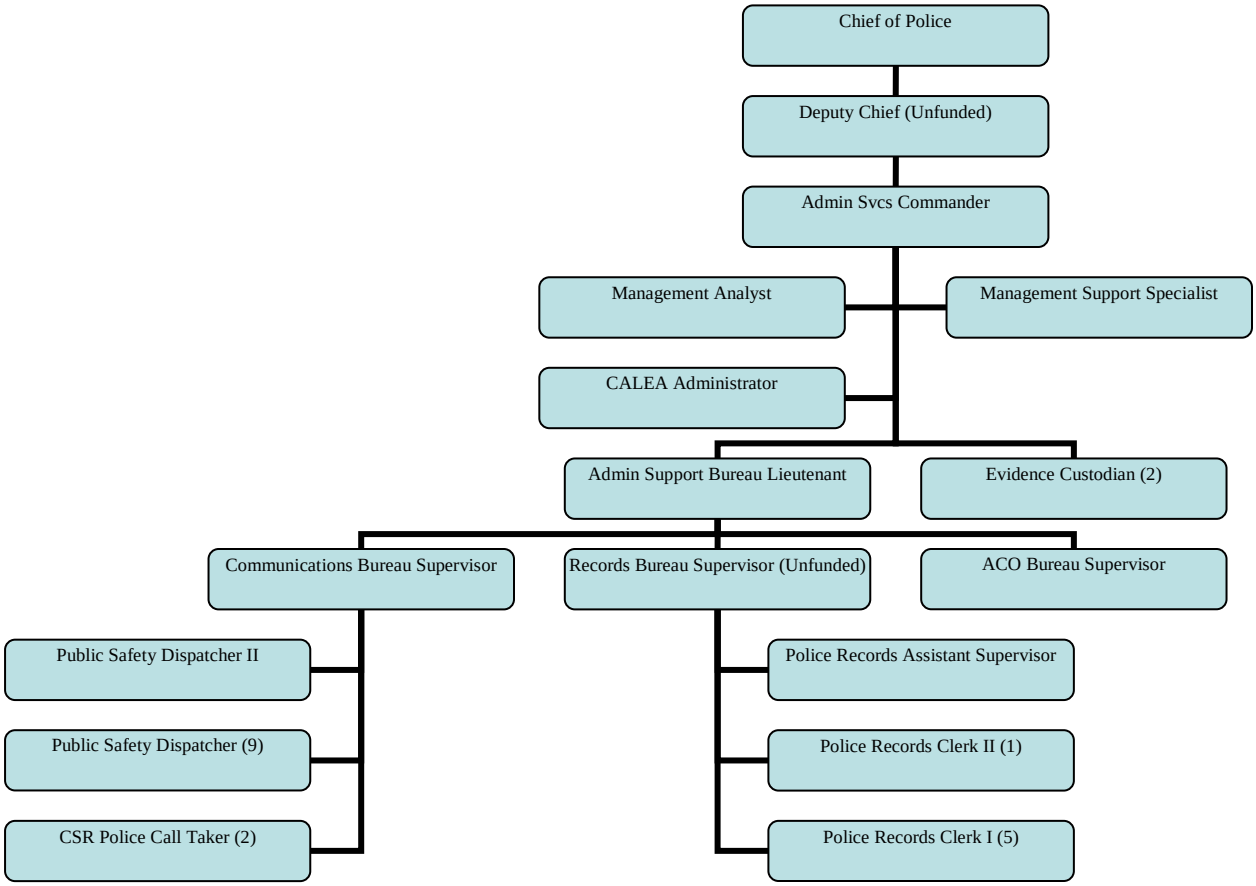
Vision

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

Police

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Administration	$ 1,798,925	$ 1,862,136	$ 1,892,045	$ 1,730,398
Police Operations	5,822,036	5,917,714	6,279,376	6,440,219
Animal Control	347,789	343,719	353,229	326,839
Total Personnel	**$ 7,968,750**	**$ 8,123,569**	**$ 8,524,650**	**$ 8,497,456**
Administration	$ 113,682	$ 129,504	$ 114,194	$ 122,274
Police Operations	317,914	485,246	396,450	732,528
Animal Control	128,627	335,475	297,803	322,996
Total O&M	**$ 560,224**	**$ 950,225**	**$ 808,447**	**$ 1,177,798**
Administration	$ -	$ -	$ -	$ 1,800,000
Police Operations	379,789	573,769	253,620	548,000
Animal Control	-	-	-	-
Total Capital	**$ 379,789**	**$ 573,769**	**$ 253,620**	**$ 2,348,000**
Totals	**$ 8,908,763**	**$ 9,647,563**	**$ 9,586,717**	**$ 12,023,254**
Per Capita	$ 209.64	$ 223.40	$ 218.44	$ 273.95

Administration



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$1,877,362	$1,969,640	$2,000,739	$3,635,292
Donations	11,506	7,000	5,500	17,380
RICO	0	0	0	0
Dev Fees	13,740	15,000	0	0
Total	**$1,912,608**	**$1,991,640**	**$2,006,239**	**$3,652,672**

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 Leadership Plan Objectives
The Fire Department will be working on the following two-year objectives: • Partner with other public safety service providers to expand regional dispatch and communications, and develop a long-term plan for full integration with Cochise County in the future. • Identify funding to establish and maintain a Civilian Emergency Response Team (CERT) for response in critical community incidents and disasters. • Expand the use of electronic citations and other efficiencies that allow police officers to spend more time on proactive policing.

Strategic Plan FY 2014 - FY 2015 - Goals

Goals	Objectives
Community Confidence Maintain the support needed by the police to fulfill the legitimate expectations and values of the community.	• Complete Tier 1 accreditation with CALEA (Commission on Accreditation of Law Enforcement Agencies).
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.
Productivity Maintain a Department FBI Uniform Crime Report (UCR) clearance rate of not less than 30% and a recovery rate for stolen property of not less than 35% by promoting activities and programs which improve efficiency.	• Research the feasibility of implementing an “intelligence-led” policing model in order to identify crime trends and better deploy resources.
Technology Provide effective and interoperable public safety communications systems.	• Complete a roadmap for the upgrade f the Department’s public safety communications system.

Major Accomplishments for 2012:

1. The CALEA project is moving along with full assessment anticipated for August 2013.
2. Continued to work on the public safety server integration project with the Cochise County Sheriff's Office.
3. Obtained $407,745 worth of grants in 2012.
4. The Records Bureau processed 10,265 Miscellaneous Offense Reports and supplements and 665 Arizona Crash Reports 2012.

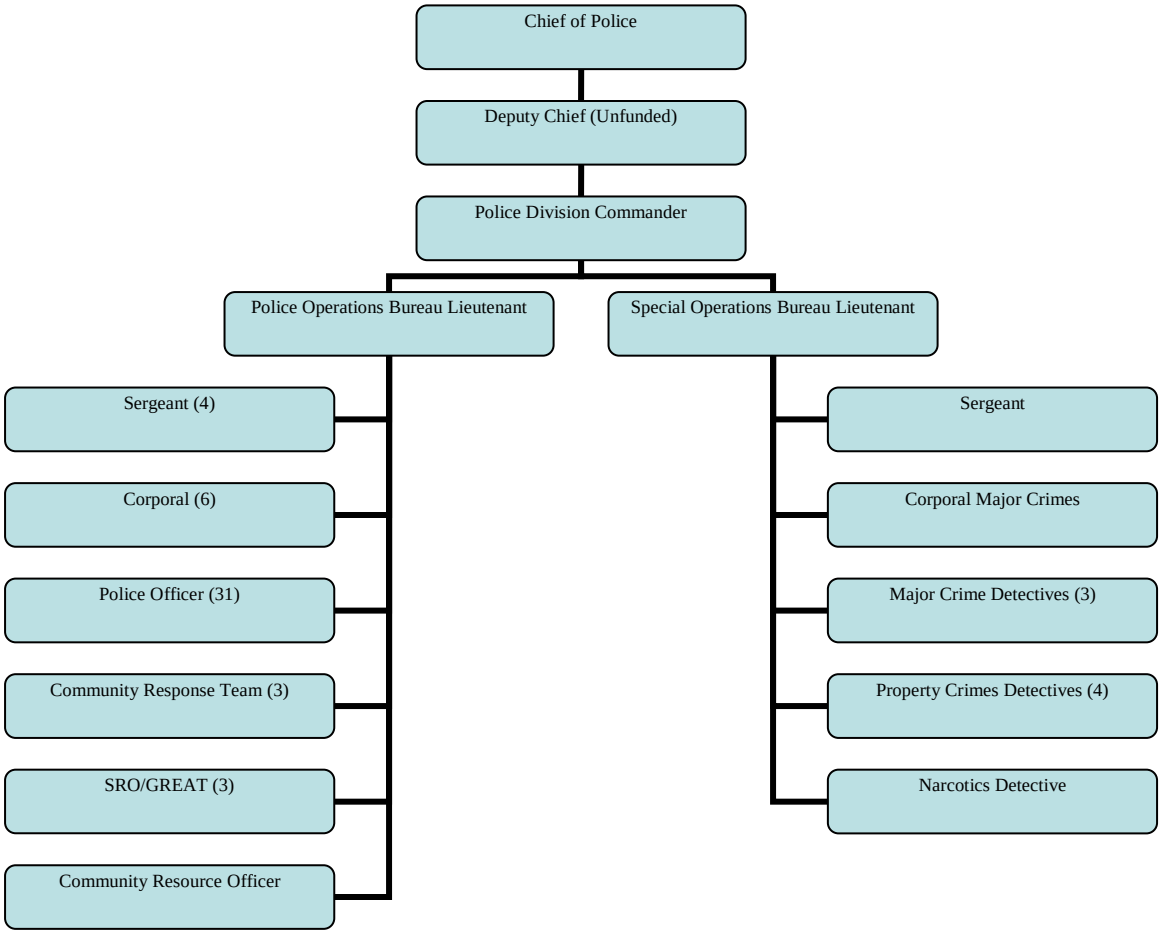
Performance Measures

	FY 12/13
Complete Tier 1 Accreditation	Mock Assessment - May 2013
Grant Funds Awarded	$407,745

Administration

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 1,301,134	$ 1,365,013	$ 1,367,579	$ 1,237,335
Salaries - Overtime	20,221	14,898	15,141	14,759
Salaries - Part Time	42,374	29,600	29,860	29,450
Benefits	435,196	452,625	479,465	448,854
Total Personnel	**$ 1,798,925**	**$ 1,862,136**	**$ 1,892,045**	**$ 1,730,398**
Professional Services	$ 23,039	$ 24,735	$ 10,035	$ 10,035
Equipment Maintenance	3,441	8,900	5,000	5,000
Professional Associations	1,248	1,844	1,844	1,844
Travel & Training	21,508	20,000	20,000	21,000
Office Supplies	-	27,080	25,000	25,000
Specialized Supplies	44,590	31,445	38,445	34,145
Books & Periodicals	8,351	8,500	8,370	7,870
DARE Program	-	2,000	-	-
Donations	11,506	5,000	5,500	17,380
Total O&M	**$ 113,682**	**$ 129,504**	**$ 114,194**	**$ 122,274**
Machinery & Equipment	$ -	$ -	$ -	$ 1,800,000
Buildings	$ -	$ -	$ -	-
Total Capital	**$ -**	**$ -**	**$ -**	**$ 1,800,000**
Totals	**$ 1,912,608**	**$ 1,991,640**	**$ 2,006,239**	**$ 3,652,672**
Per Capita	$ 45.01	$ 46.12	$ 45.71	$ 83.23

Police Operations



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$5,953,157	$6,374,951	$6,482,703	$6,664,874
PD Special	339,331	75,000	103,620	468,000
Grants	189,396	526,778	339,623	587,873
Total	**$6,519,739**	**$6,976,729**	**$6,929,446**	**$7,720,747**

Description

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

Strategic Plan FY 2014 – FY 2015 – 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% by promoting activities and programs in order to improve efficiency.	• Develop an internal information sharing network to identify problematic trends and enact collective problem solving efforts.
Productivity Reduce the impact of negative traffic behaviors on the community.	• Complete installation of the Red Light/Speed Photo Enforcement program.
Technology Optimize productivity through the acquisition and application of current and emerging technology.	• Expand the use of electronic citations and other efficiencies that allow police officers to spend more time on proactive policing.
Community Confidence Maintain the support needed by the police to fulfill the legitimate expectations and values of the community.	• Identify funding to establish and maintain a Civilian Emergency Response Team (CERT) for response in critical community incidents and disasters.

Major Accomplishments for 2012

1. The Department responded to 665 public highway accidents, up from 657 in 2011.
2. The Department investigated 1,684 Part I crimes, a 14% increase over 2011.
3. Major crimes detectives investigated 161 cases in 2012, an increase of 13 cases.
4. The Community Response Team targeted multiple drug related offenders and made 87 arrests, seized 854 lbs. of marijuana, 187 grams of methamphetamine, 68.9 grams of cocaine, and 47.9 gram of heroin.

Performance Measures

	2010	2011	2012
UCR Part I Clearance Rate	34.28%	38.12%	37.35%
Part I Recovery Rate	41.61%	28.51%	35.08%
Public Highway Accidents	742	657	665

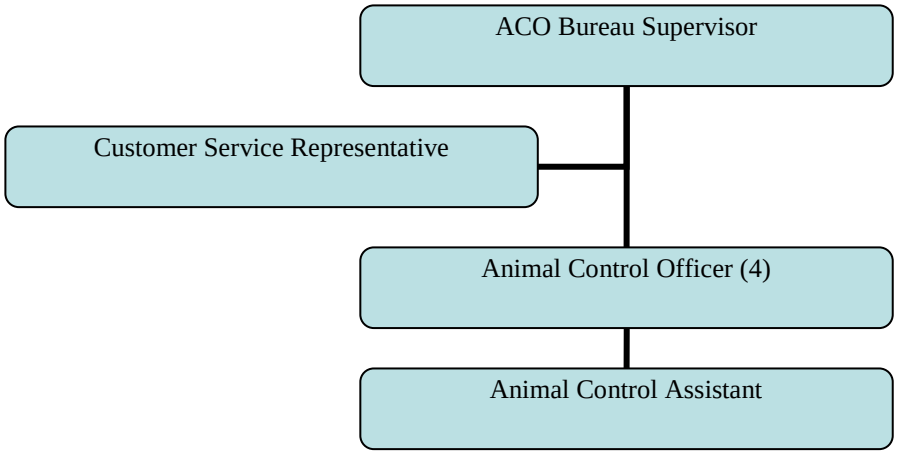
Part I crimes are reported to the FBI by law enforcement agencies. These are particular crimes uniformly identified as a baseline for activity within an agency's jurisdiction. The number of Part I Crimes is determined by adding all homicides, rapes, aggravated assaults, robberies, burglaries, thefts,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

	2010	2011	2012
Homicide	1	2	1
Forcible Rape	21	21	26
Robbery	13	13	28
Aggravated Assault	84	107	78
Burglary	212	170	248
Larceny-Theft	1126	1110	1220
Motor Vehicle Theft	53	45	78
Arson	5	9	5
Total	**1515**	**1477**	**1684**
% Change		-2.5%	+14%

Police Operations

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 3,585,032	$ 3,739,314	$ 3,798,738	$ 3,836,579
Salaries - Overtime	365,822	296,386	301,211	300,334
Salaries - Part Time	39,285	63,190	63,190	63,190
Benefits	1,831,897	1,818,824	2,116,237	2,240,116
Total Personnel	**$ 5,822,036**	**$ 5,917,714**	**$ 6,279,376**	**$ 6,440,219**
Professional Services	$ 130,421	$ 263,409	$ 137,823	$ 153,200
Professional Associations	727	1,472	1,472	2,287
Travel & Training	55,029	55,974	67,964	81,647
Specialized Supplies	130,089	162,616	187,416	493,619
Books & Periodicals	1,648	1,775	1,775	1,775
Total O&M	**$ 317,914**	**$ 485,246**	**$ 396,450**	**$ 732,528**
Machinery & Equipment	$ 102,751	$ 287,569	$ 253,620	$ 408,000
Infastructure	$ -	$ -	$ -	-
Vehicles	277,038	286,200	-	140,000
Total Capital	**$ 379,789**	**$ 573,769**	**$ 253,620**	**$ 548,000**
Totals	**$ 6,519,739**	**$ 6,976,729**	**$ 6,929,446**	**$ 7,720,747**
Per Capita	$ 153.42	$ 161.55	$ 157.89	$ 175.92



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$453,260	$459,194	$471,032	$447,835
Grants	0	5,000	0	0
Donations	23,157	215,000	180,000	202,000
Total	**$476,417**	**$679,194**	**$651,032**	**$649,835**

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 FY 2014 - FY 2015 - Goals

Goals	Objectives
Community Confidence Maintain the support needed by the police to fulfill the legitimate expectations and values of the community.	• Host at least two annual open houses at the Nancy J. Brua Center in increase animal adoptions.

Major Accomplishments for 2012

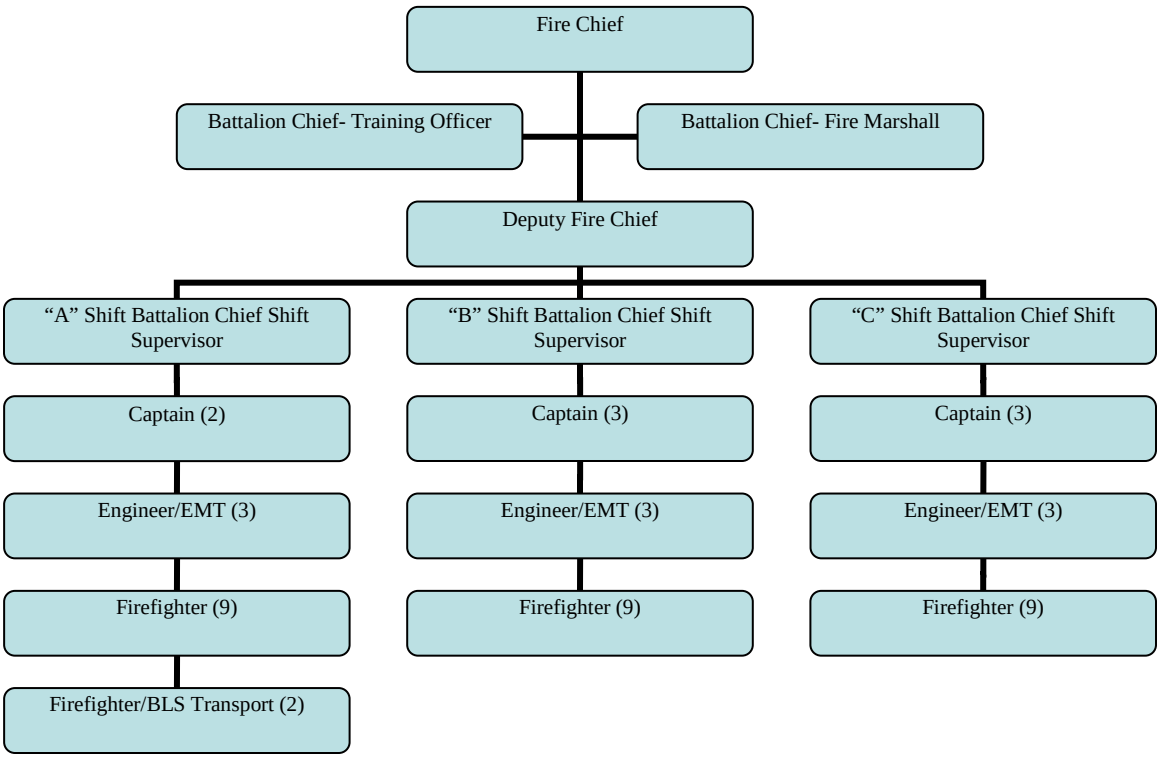
1. The Nancy J. Brua Animal Care and Control Center held several open houses throughout the year that exposed more animals to the public for adoption.
2. Redeemed 513 animals back to their owners in 2012.
3. Issued 3,311 dog licenses in 2012.

Performance Measures

	2010	2011	2012
Number of Animals Adopted	993	960	843
Calls for Service	6,023	6,416	6,405
Number of Animals Impounded	2,066	2,048	1,968
Reported animal bites	105	112	113

Animal Control

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 243,265	$ 241,283	$ 247,539	$ 224,936
Salaries - Overtime	8,529	8,108	8,240	8,032
Salaries - Part Time	-	-	-	-
Benefits	95,996	94,328	97,450	93,871
Total Personnel	**$ 347,789**	**$ 343,719**	**$ 353,229**	**$ 326,839**
Professional Services	$ 4,853	$ 12,290	$ 5,290	$ 5,290
Building Maintenance	5,239	8,206	8,866	10,556
Professional Associations	125	150	150	150
Travel & Training	7,353	8,497	8,497	10,000
Specialized Supplies	87,900	91,332	95,000	95,000
Donations	23,157	215,000	180,000	202,000
Total O&M	**$ 128,627**	**$ 335,475**	**$ 297,803**	**$ 322,996**
Buildings	$ -	$ -	$ -	$ -
Vehicles	$ -	$ -	$ -	$ -
Total Capital	**$ -**	**$ -**	**$ -**	**$ -**
Totals	**$ 476,417**	**$ 679,194**	**$ 651,032**	**$ 649,835**
Per Capita	$ 11.21	$ 15.73	$ 14.83	$ 14.81



Vision

We, the members of Sierra Vista Fire Department, will aggressively pursue new opportunities to enhance our services and exceed our community's expectations.

Expenditure By Fund

	Actual FY 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$4,647,877	$4,609,687	$4,925,775	$4,860,357
Grants	47,567	827,920	763,843	204,440
Donations	96	5,500	31,150	858,000
Development Fees	13,740	15,000	0	$0
Total	**$4,709,280**	**$5,458,107**	**$5,720,768**	**$5,922,797**

Mission Statement

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

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: • Explore partnerships and grant opportunities that would allow for the construction of all or part of a regional public safety training facility. • Develop and begin implementation of a plan that will ensure the Fire Department can be accredited by 2019. • Develop and implement a cost-effective education and prevention program targeted toward reducing the number of home health care emergency medical calls made by residents.

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 career. Completed the two year national accreditation process.
2. Department-wide reorganization into four functional divisions: Administration, Operations, Training, and Prevention. Initiate addition of Shift Battalion Chiefs that will result in Chief Officer presence 24 – 365. The departments will also have specialized trained responders, or "experts", within determined stations to support more rapid response to those low volume, yet high danger 911 requests.
   This arrangement will be evaluated every six months with our expectations of monetary savings, increase efficiencies and reduced response times.
3. Establish new dispatch procedures with defined response guidelines. This process will better support a Paramedic response model for the entire community. All Fire Engines will be full Paramedic equipped and will deliver EMS services upon initial response with ambulance follow up for any major incident and/or incident requiring transport.
4. Streamlined response areas by updating map books, and implementing a full computer aided dispatch system. Mastered quarterly map update within CAD system. Constant monitoring of district and city boundaries to support emergency response in a dynamic response arena.
5. Implemented paperless EMS documentation system, to include billing software.
6. Improved BLS transport services / division with inclusion of additional services.
7. Conducted 10th Annual Citizens Fire Academy.
8. Conducted 5th Annual C.A.D.E.T. Program designed for future fire service candidates.
9. Installed mobile data infrastructure into all fire apparatus.
10. Upgraded physical fitness facilities and programs with the implementation of NFPA 1582 Physical Fitness standard..
11. Updated existing and drafted new Standard Operating Procedures and Rules and Regulations and have made them publicly accessible on the SVFD website. Aligned all of the above with the Fry Fire District.

12. Implemented a mentorship program where all employees learn from and teach others.
13. Responded to 6,500 emergency calls and 3,800 non-emergency calls.
14. Designed a widespread data collection process, including fire prevention, to begin preparation for pursuing departmental accreditation by the Commission on Fire Accreditation International (CFAI).
15. Established a departmental goal of initiating a minimum number of customer contacts in the areas of fire prevention and public education that is equal to twice our annual responses to 911 emergencies.
16. Awarded Mann Scholarship Awards to as many qualified recipients as possible.
17. Conducted over 2000 business and residential fire inspections.
18. Completed paramedic training for two SVFD students and 15 students from outside agencies.

Goals

HUMAN RESOURCES

Goals	Objectives
Continue ongoing vigilance in recruiting and maintaining fire service professionals.	• Maintain existing department members setting a higher standard for those who wish to become members. • Review response data and staff stations and apparatus for increased efficiency and more effective use of personnel skills.

PHYSICAL RESOURCES

Goals	Objectives
Research and develop a plan to implement the building of a public safety training facility in separate stages, so as to lessen the impact on the budget, yet meet the needs of the department over time.	• Continue to work with local governmental agencies, utility companies and private industry to begin implementation of the initial phases of the facility. • Search for outside funding from all partners in order to create many avenues of financial support for this ongoing project.

MARKETING AND PUBLICITY

Goals	Objectives
Saturate chosen residential developments with Knox-Box key safes.	• Establish relationships with key homeowner groups to establish target neighborhoods. • Further our current partnership with Knox-Box to establish discounted pricing for end users of this program. • Partner and train local contractors to install boxes at no charge.

TECHNOLOGY

Goals	Objectives
To improve our data research capabilities to ensure that we stay ahead of response and delivery trends, and to begin preparation for department accreditation, which is heavily data driven.	• Implement a policy that supports the Fire service the ability to access FD data. • Align data with the needs for state and national reporting requirements and the core components within the accreditation process.

INNOVATION

Goals	Objectives
Develop EMS prevention programs that will enable us to reduce the number of repeat customers, lift assists, and fall injuries.	• Establish further relationships with the existing assisted and no-assist care facilities enabling on-going fall prevention education • Carry over fall prevention education within our operational response model. Training not only those within facilities, but target any frequent-use patients for education as well.

PARTNERSHIPS

Goals	Objectives
Work with Police and Fire Communications to develop priority dispatching.	• Establish joint/integrated model with the Fry Fire District. • Use this response model to define priority dispatch needs. • Implement training within the dispatch system to support priority dispatching.

Performance Measures

The City continues improvement in performance measures. The Fire Department will continue to use these measures in the future5

	FY10	FY11	FY12
Total Calls for Service	5751	5941	6210
Response Time*	Not Available	Not available	Not Available
Determine Cause of Fire	5 Investigations 4 convictions	9 Investigations 4 convictions	8 Investigations 5 convictions
ISO Rating	5	4	4

Number of Fire Service and Emergency Medical Coursework Taught	31907	25964	24235
Number of Safety Presentation	3680	3622	3354
Grant and Federal Fund Acquisition	56500	190,028	35000

*Not available on current software system. Fire Department will be purchasing new software to track response time accurately.

Fire

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 3,231,533	$ 3,186,646	$ 3,299,469	$ 3,123,999
Salaries - Overtime	119,566	101,202	100,200	100,200
Salaries - Part Time	-	14,310	-	-
Benefits	1,016,172	1,030,304	1,206,381	1,323,208
Total Personnel	**$ 4,367,271**	**$ 4,332,462**	**$ 4,606,050**	**$ 4,547,407**
Professional Services	$ 13,997	$ 266,500	$ 251,500	$ 50,000
Office Equipment Maintenance	723	8,000	8,000	14,000
Building Maintenance	9,943	10,000	10,000	15,000
Vehicle & Equipment Maint	3,302	5,000	14,500	13,500
Printing & Binding	1,039	2,000	2,000	2,000
Professional Associations	3,030	2,075	2,075	2,075
Travel & Training	52,993	51,750	51,750	51,750
Office Supplies	9,625	8,000	8,000	6,500
Specialized Supplies	201,219	289,900	230,600	257,125
Books & Periodicals	376	4,000	4,000	4,000
Fire X-Mas Drive	96	-	-	204,440
Fire Donations	-	5,500	31,150	-
Total O&M	**$ 296,343**	**$ 652,725**	**$ 613,575**	**$ 620,390**
Buildings	-	-	-	-
Machinery & Equipment	$ 21,175	$ 472,920	$ 501,143	755,000
Vehicles	$ 24,491	$ -	$ -	-
Furniture & Fixtures	-	-	-	-
Total Capital	**$ 45,666**	**$ 472,920**	**$ 501,143**	**$ 755,000**
Totals	**$ 4,709,280**	**$ 5,458,107**	**$ 5,720,768**	**$ 5,922,797**
Per Capita	$ 110.82	$ 126.39	$ 130.35	$ 134.95

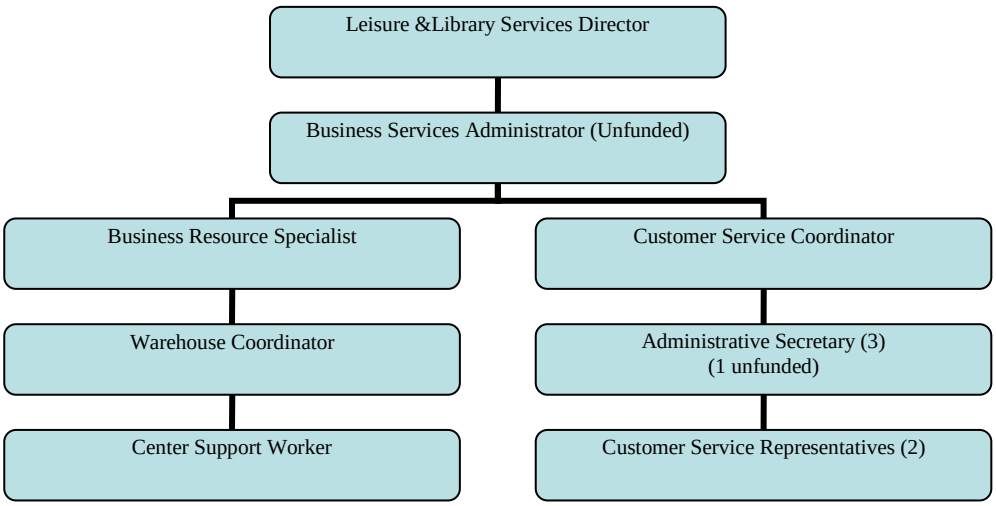
Description

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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Administration	$ 546,504	$ 566,699	$ 515,569	$ 518,304
Leisure	845,762	904,236	870,475	882,455
Cultural	234,446	268,413	154,487	153,428
Aquatics	441,011	458,019	468,125	371,622
Museum	49,899	49,814	50,653	50,865
Library	505,508	589,458	594,330	563,032
Total Personnel	**$ 2,623,130**	**$ 2,836,639**	**$ 2,653,639**	**$ 2,539,706**
Administration	$ 71,650	$ 135,950	$ 146,520	$ 153,900
Leisure	218,991	287,350	554,300	272,800
Cultural	8,675	14,000	9,000	9,000
Aquatics	44,873	70,800	70,800	77,300
Museum	13,726	13,800	13,800	13,800
Library	263,063	399,475	339,375	315,900
Total O&M	**$ 620,978**	**$ 921,375**	**$ 1,133,795**	**$ 842,700**
Administration	$ -	$ 50,000	$ -	$ -
Cultural	-	-	-	-
Aquatics	-	-	-	-
Totals	**$ 3,244,108**	**$ 3,808,014**	**$ 3,787,434**	**$ 3,544,406**
Per Capita	$ 76.34	$ 88.18	$ 86.30	$ 80.76



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$608,556	$625,149	$576,919	$564,154
Donations	9,598	127,500	85,170	108,050
Total	**$772,676**	**$752,649**	**$662,089**	**$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 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. Seek alternative funding sources to construct additional improvements in Garden Canyon Park. 2. Pursue funding for implementation of the Fry Cemetery Master Plan. 3. Evaluate current city recreational, cultural and sports programs to identify ways in which offerings can be changed or improved to fill unmet community needs. 4. Investigate partnerships with other organizations to cost effectively expand programs to the community.

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, Senior Wellness as well as candidate and community forums.
4. Processed around $1.266 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 $65,000 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 220 children daily and 317 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. • 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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 416,238	$ 434,785	$ 395,052	$ 396,050
Salaries - Part Time	-	-	-	$ -
Benefits	130,265	131,914	120,517	$ 122,254
Total Personnel	**$ 546,504**	**$ 566,699**	**$ 515,569**	**$ 518,304**
Professional Services	$ 6,886	$ 7,100	$ 7,100	$ 1,600
Office Equipment Maintenance	-	-	-	-
Vehicle & Equipment Maint	-	-	-	-
Equipment Rentals	-	1,000	1,000	1,000
Advertising	4,794	7,500	6,500	6,000
Postage	5,331	5,000	5,000	5,000
Printing & Binding	1,716	5,000	2,000	1,000
Professional Associations	1,855	3,500	2,100	2,100
Rentals	-	-	-	-
Travel & Training	8,891	2,600	5,900	5,900
Office Supplies	15,419	16,000	16,000	12,500
Recreation Supplies	14,330	10,000	15,000	10,000
Specialized Supplies	2,830	750	1,420	750
Books & Periodicals	-	-	-	-
Donations	9,598	77,500	84,500	108,050
Total O&M	**$ 71,650**	**$ 135,950**	**$ 146,520**	**$ 153,900**
Improvements	-	50,000	-	$ -
Total Capital	**$ -**	**$ 50,000**	**$ -**	**$ -**
Totals	**$ 618,154**	**$ 752,649**	**$ 662,089**	**$ 672,204**
Per Capita	$ 14.55	$ 17.43	$ 15.09	$ 15.32

The Leisure Division supports several commissions including Sister Cities, Youth Commission, Parks and Recreation, 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

Mayor's Awards	Expenses	Labor*	Exp-Rev
	$1,100	$1,568	$1,308

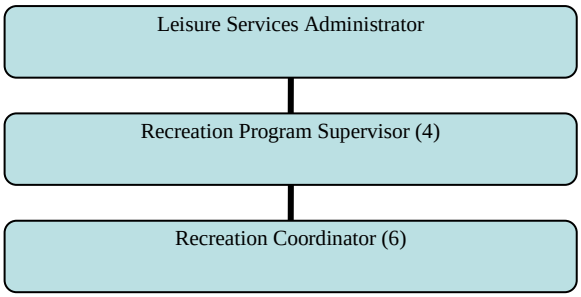
Commission on Cultural Diversity

Cultural Diversity Fair	Expenses	Labor*	Exp-Rev
	$1,684	$6,252	$1,936

Sister Cities

Student Exchange	Expenses	Labor
	$843	$103

(*)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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	1,064,753	1,186,986	1,271,975	1,317255
Arts & Humanities	0	1,800	0	0
Grants	0	0	150,000	0
Donations	0	2,800	52,800	0
Total	**$1,064,753**	**$1,191,586**	**$1,424,775**	**$1,317,255**

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. A variety of youth and adult sports programming, as well as school based recreation and training programs, including before and after school recreation programs, half-day arts and recreation programs, and fall, winter, and spring break programs. We take pride in offering programs that keep children safe. 2012/13 Community events supported included the 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 the Cultural Diversity Fair.

Strategic Leadership Plan Objectives
Leisure staff will assist the Administrative Division in completing two-year objectives.

Major Accomplishments:

Leisure

1. Presented local talent (62nd Army Band and Community Talent Show) in a series of performance events held at the Ethel Berger Center during 2012/13.
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 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.
8. Conducted public process for the Small Neighborhood Parks Plan and open house on the Kings Court Tennis Club.

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. 82% 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.

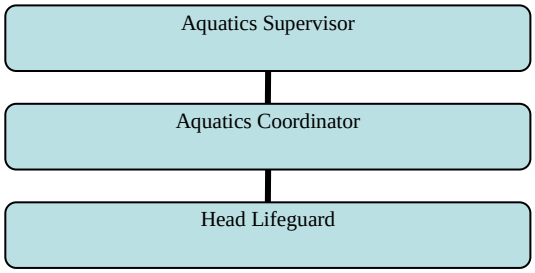
Performance Measures

	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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 320,453	$ 344,133	$ 359,935	$ 357,297
Salaries - Overtime	2,124	5,068	5,150	5,020
Salaries - Part Time	355,274	368,550	327,171	338,721
Benefits	167,911	186,485	178,219	181,417
Total Personnel	**$ 845,762**	**$ 904,236**	**$ 870,475**	**$ 882,455**
Professional Services	$ 1,678	$ 11,800	$ 108,000	$ 3,000
Land & Building Rental	48,578	66,000	66,000	77,300
Equipment Rental	3,791	16,000	14,000	-
Advertising	31,440	32,000	32,000	22,000
Printing & Binding	-	11,000	-	-
Travel & Training	6,667	6,750	5,500	5,500
Office Supplies	2,893	4,000	4,000	4,000
Recreation Supplies	122,676	130,000	225,000	110,000
Event Supplies	-	-	40,000	44,000
Bank Charges	1,269	7,000	7,000	7,000
Books & Periodicals	-	-	-	-
Donations	-	2,800	52,800	-
Total O&M	**$ 218,991**	**$ 287,350**	**$ 554,300**	**$ 272,800**
Furniture and Fixtures	-	-	-	162,000
Totals	**$ 1,064,753**	**$ 1,191,586**	**$ 1,424,775**	**$ 1,317,255**
Per Capita	$ 25.06	$ 27.59	$ 32.46	$ 30.01



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$485,884	$528,819	$538,925	$448,922
Total	**$485,884**	**$528,819**	**$538,925**	**$448,922**

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 1,400 children how to swim and handled over 154,023 customer transactions at the Cove.
2. Obtained community support and sponsorship for families that face economic and social challenges.
3. Provided 2 Tsunami Nights in addition to normal daily operations.
4. Provided 25 weekly Home School swim time sessions during 2012/2013.

Goals

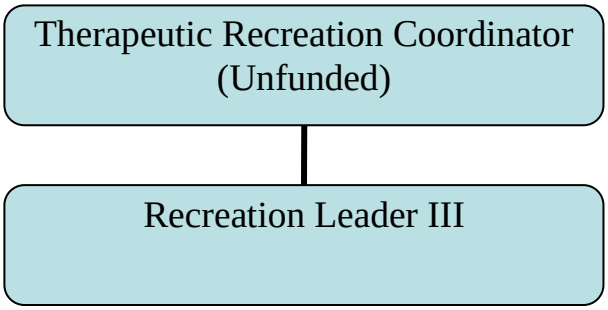
Goals	Objectives
Provide a variety of quality water related activities.	• Program events for a variety of age groups. • Support High School competitive swimmers and divers. • Insure repeat recreational customers. • Offer private rental opportunities.
Provide a safe environment.	• Require all lifeguards 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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 124,396	$ 126,464	$ 131,776	$ 94,662
Salaries - Overtime	7,345	4,561	4,635	4,518
Salaries - Part-Time	233,156	242,164	244,148	198,280
Benefits	76,114	84,830	87,566	74,162
Total Personnel	**$ 441,011**	**$ 458,019**	**$ 468,125**	**$ 371,622**
Professional Services	$ 5,615	$ 4,000	$ 4,000	$ 3,500
Electricity	$ -	$ -	$ -	-
Office Equipment Maintenance	8	2,200	2,200	2,200
Building Maintenance	-	-	-	-
Equipment Maintenance	35	3,000	3,000	3,000
Advertising	3,276	9,000	9,000	8,000
Printing & Binding	1,178	2,500	2,500	15,000
Professional Associations	-	-	-	-
Books & Periodicals	-	1,500	1,500	1,000
Travel & Training	6,221	9,600	9,600	9,600
Office Supplies	46	-	-	-
Recreation Supplies	28,494	39,000	39,000	35,000
Total O&M	**$ 44,873**	**$ 70,800**	**$ 70,800**	**$ 77,300**
Totals	**$ 485,884**	**$ 528,819**	**$ 538,925**	**$ 448,922**
Per Capita	$ 11.43	$ 12.25	$ 12.28	$ 10.23



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$243,121	$282,413	$163,487	$162,428
Total	**$243,121**	**$282,413**	**$163,487**	**$162,428**

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 37 adults 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 37 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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 78,852	$ 79,129	$ 30,885	$ 30,924
Salaries - Part Time	112,297	139,945	96,425	95,190
Salaries - Overtime	4	-	-	-
Benefits	43,294	49,339	27,177	27,314
Total Personnel	**$ 234,446**	**$ 268,413**	**$ 154,487**	**$ 153,428**
Recreation Supplies	$ 8,675	$ 14,000	$ 9,000	$ 9,000
Total O&M	**$ 8,675**	**$ 14,000**	**$ 9,000**	**$ 9,000**
Totals	**$ 243,121**	**$ 282,413**	**$ 163,487**	**$ 162,428**
Per Capita	$ 5.72	$ 6.54	$ 3.73	$ 3.70

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	$63,625	$63,614	$64,453	$64,665
Total	**$63,625**	**$63,614**	**$64,453**	**$64,665**

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

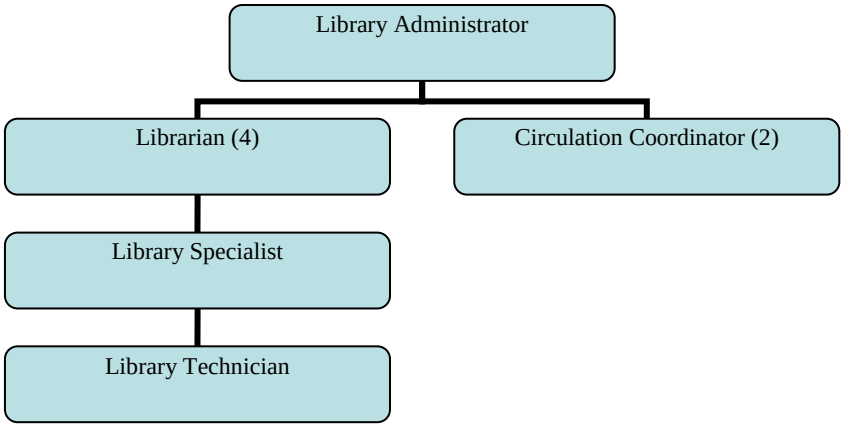
Goals	Objectives
Collection Management	• Contact community members to explain the mission and goals of the museum. • Review potential artifacts for the collection. • Go through an orderly accession/de-accession process consistent with accepted policies and procedures. • Properly maintain donor files 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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 36,295	$ 35,952	$ 36,537	$ 36,595
Benefits	13,604	13,862	14,116	14,270
Total Personnel	**$ 49,899**	**$ 49,814**	**$ 50,653**	**$ 50,865**
Professional Services	$ 5,943	$ 5,000	$ 5,000	$ 5,000
Professional Associations	114	300	300	300
Travel & Training	-	-	-	-
Office Supplies	2,895	3,500	3,500	3,500
Specialized Supplies	4,774	5,000	5,000	5,000
Total O&M	**$ 13,726**	**$ 13,800**	**$ 13,800**	**$ 13,800**
Totals	**$ 63,625**	**$ 63,614**	**$ 64,453**	**$ 64,665**
Per Capita	$ 1.50	$ 1.47	$ 1.47	$ 1.47



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$726,119	808,933	818,705	756,932
Grants	0	50,000	0	0
Donations	28,712	115,000	115,000	122,000
Development Fees	13,740	15,000	0	0
Total	**$768,571**	**$988,933**	**$933,705**	**$878,932**

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. Collaborative programming with the Henry F. Hauser Museum has greatly increased program attendance.
2. Basic Computer Classes have returned and are well attended thanks to volunteer instructors.
3. In response to community demand, the eBook collection has more than doubled in size.
4. A thorough review and update of the entire collection was completed with significant weeding of old and outdated material.
5. Relocation of key collections was completed to more efficiently utilize existing shelf space and allow room for the future growth of popular collections.
6. E-rate funding to assist in telecommunications costs was applied for and received for the first time.

Goals

Goals	Objectives
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 2014 the library's annual circulation of its collection will increase 1% over the previous year.
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 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, **A**HC programs, Movie Matinee, for example) will stay within 25% of current figures over the next five years.

Performance Measures

	FY10/11	FY 11/12	FY 12/13
Number of items circulated	282,943	297,947	350,000
Percentage increase in items circulated	-13.50%	5.30%	17.47%
Circulation Per Capita	6.43	6.77	7.95
Library Materials per capita	2.47	2.48	2.05
New Library Cards Issued Per Year	7,567	5,000	5,000

Library

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 268,164	$ 268,675	$ 268,385	$ 268,780
Salaries - Part Time	120,328	183,450	186,436	158,335
Benefits	117,016	137,333	139,509	135,917
Total Personnel	**$ 505,508**	**$ 589,458**	**$ 594,330**	**$ 563,032**
Professional Services	$ 13,740	$ 15,000	$ -	$ -
Office Equipment Maintenance	18,709	15,000	19,900	19,900
Postage	7,000	7,000	7,000	10,000
Professional Associations	-	-	-	-
Travel & Training	-	-	-	-
Office Supplies	57,951	24,000	24,000	24,000
Books & Periodicals	136,951	173,475	173,475	140,000
Miscellaneous	-	50,000	-	-
Donations	28,712	115,000	115,000	122,000
Total O&M	**$ 263,063**	**$ 399,475**	**$ 339,375**	**$ 315,900**
Totals	**$ 768,571**	**$ 988,933**	**$ 933,705**	**$ 878,932**
Per Capita	$ 18.09	$ 22.90	$ 21.27	$ 20.03

CITY OF SIERRA VISTA

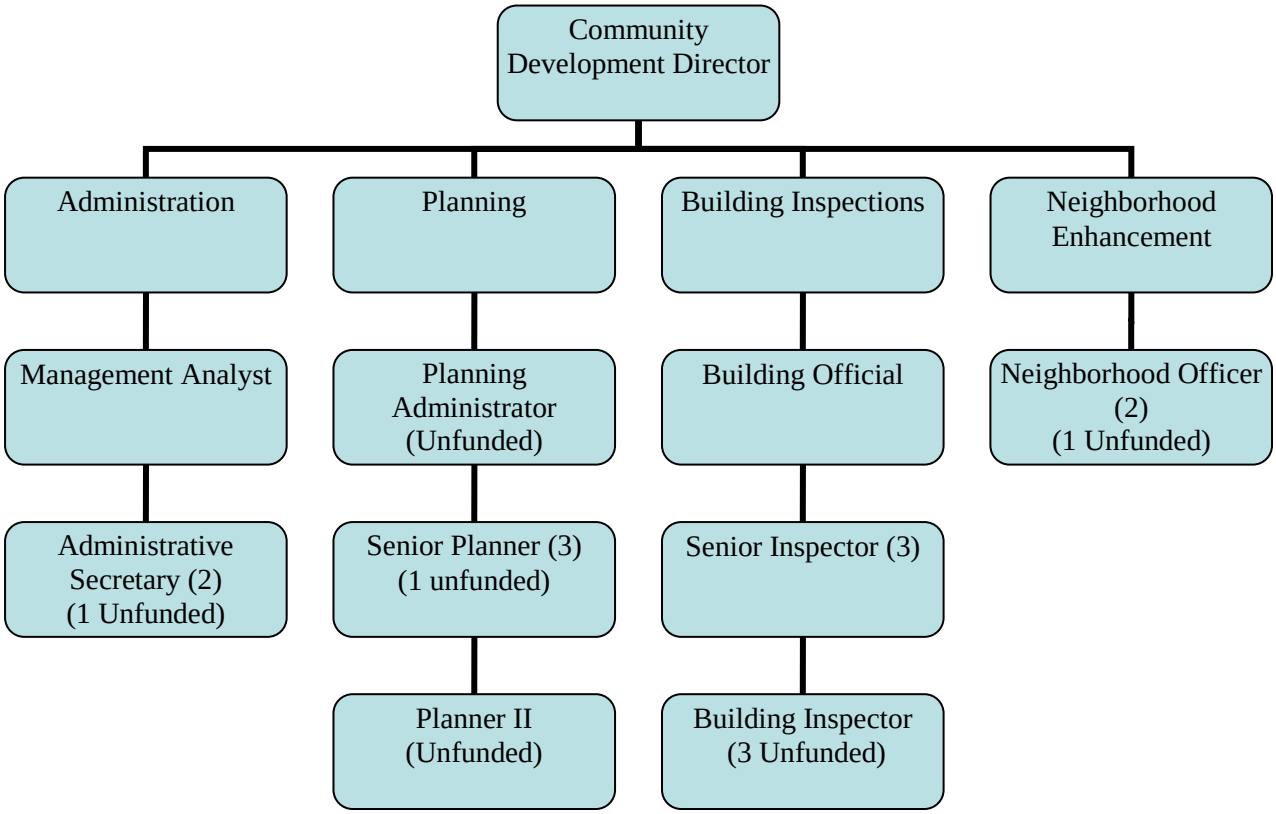
ARIZONA

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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Planning	$ 579,951	$ 610,260	$ 539,673	$ 474,992
Inspections	290,725	284,593	290,689	171,949
Total Personnel	**$ 870,676**	**$ 894,853**	**$ 830,362**	**$ 646,941**
Planning	$ 32,876	$ 44,706	$ 83,349	$ 61,860
Inspections	18,738	8,488	14,860	13,015
Neighborhood Enhancement	125,500	341,850	33,980	891,865
Total O&M	**$ 177,114**	**$ 395,044**	**$ 132,189**	**$ 966,740**
Planning	$ -	$ -	$ -	$ -
Total Capital	**$ -**	**$ -**	**$ -**	**$ 623,653**
Totals	**$ 1,047,790**	**$ 1,289,897**	**$ 962,551**	**$ 2,237,334**
Per Capita	$ 24.66	$ 29.87	$ 21.93	$ 50.98



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 2012	Budgeted FY 2012	Budgeted FY 2012	Budgeted FY 2014
General	$612,827	$654,966	$622,922	$536,752
Donation	0	0	100	100
Total	**$612,827**	**$654,966**	**$623,022**	**$536,852**

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. The Department began the visioning portion for developing the new General Plan, VISTA 2030. The visioning process, dubbed "Dream Your City," included public meetings, presence at fairs and meetings, and an on-line, interactive program for citizens to submit their dreams and ideas. The Department purchased Mind Mixer software as the software for the interactive participation. Staff held four formal, public meetings, as well as presented "Dream Your City" at the SACA home show, the Thursday's Farmers' Market, the Chamber's Health and Life Style Fair, various community groups, and City Commission meetings. The Sierra Vista School District also participated by having classroom "Dream Your City" in The Classroom.
2. Adopted new water conservation codes that adopted EPA Water Sense Requirements and provided for the energy efficient delivery of water.
3. Staff completed the Traffic Circulation Plan and the adoption of the plan will occur with the approval of the new general plan, VISTA 2030, in 2014. The Traffic Circulation Plan was completed using current modeling software; staff researched current software modeling program, and found them cost prohibitive.
4. The Watershed Management Group worked with staff and volunteers in building a second Green Infrastructure project; built at E. Fry Blvd., and N. 1st Avenue.
5. Staff made a concerted effort to increase public outreach by participating in meetings and shows such as monthly SACA meetings, the SACA home show, the Chamber's Health and Life Style Fair, Rotary clubs, .Sierra VisAbility Day, the Water Expo, and West End Fair.
6. The 2013 CDBG public meetings, project identification, and application were completed.
7. The City presented the North Garden Avenue Plan concept to the public at public meetings and workshops.
8. Staff continued to talk with various property owners in the southeastern portion of Fry Townsite. The City received several Pre-Annexation Agreements, but those property owners agreeing to annex falls short of the required 50 percent, plus 1.
9. Staff researched how to enforce the clean up and removal of dilapidated buildings and substandard mobile homes in the community. Staff presented the findings and suggestions to the City Council.
10. Staff began the preliminary work for the new Tyler software system that will be used for building permits, property maintenance code enforcement, and project planning.

11. Working with the Fire Department for creating a mobile GIS system.
12. Staff conducted research, participated in meetings, and wrote the initial framework papers on the establishment of Metropolitan Planning Organization (MPO).

Strategic Leadership Plan Objectives
• Pursue annexation of county enclaves with greater emphasis on education to property owners. • Complete the update of the City's General Plan, Vista 2020, to conclude with a November 2014 vote of Sierra Vista residents. • Implement a plan to address the external appearance of unoccupied, neglected commercial buildings. • Explore ways in which a future "Town Center" could be created and sustained within the community. • Implement City policy on condemnation and removal of dilapidated mobile homes. • Analyze options to incentivize private sector housing opportunities for convicted felons and others formerly incarcerated. • Explore feasibility of adopting City code changes that would require future developments to set aside space for recreational amenities. • Reevaluate and update current general plan standards for future recreational amenities.

Superior Customer Service and Partnerships

Goal: Assure excellent customer service and a positive reputation of Planning, Building, and Neighborhood Officials within the Community.	
Objectives:	
✔	Conduct survey for customers and develop a plan to address deficiencies and improve consistency.
✔	Pursue financially advantageous in-sourcing opportunity for contracting additional City services to other government entities.* (participate)

Balanced Enforcement

Goal: Ensure building safety, neighborhood enforcement, and planning reviews are appropriately balanced with economic development and other community needs.	
Objectives:	
✔	Evaluate the building code for potential changes that would help make redevelopment more affordable.

Technology

Goal: Maximize the use of technology for internal staff efficiency and external access to information.	
Objectives:	
✔	Review and update department's web presence.
✔	Fully implement Tyler technology resources internally and externally.
✔	Analyze and pursue improvements to use technology in the field.
✔	Development a written procedure to insure most efficient internal use of software.
✔	Identify automation and technology methods that would improve productivity within city departments.*(participate)

Neighborhood Improvement

Goal: Encourage residents and property owners to improve and maintain their properties and neighborhoods	
Objectives:	
✔	Evaluate and submit to City Council recommended changes to property maintenance codes that will better facilitate compliance.
✔	Implement a plan to address the external appearance of unoccupied, neglected commercial buildings.*
✔	Implement City policy on condemnation and removal of dilapidated mobile homes.*

Effective Planning

Goal: Support planning resources that promote the sustainability, growth, and expension of the region's economic base.	
Objectives:	
✔	Proactively identify and encourage planning of large tract land to be developed for industrial uses.
✔	Develop and begin implementation of ADA transition plans as required by the U.S. Department of Justice.
✔	Pursue annexation of areas consistent with City Council policy with greater emphasis on education to property owners.*
✔	Complete the update of the City's General Plan, Vista 2020, to conclude with a November 2014 vote of Sierra Vista residents.*
✔	Explore ways in which a future "Town Centre" could be created and sustained within the community.*
✔	Analyze options to incentivize private sector housing opportunities for convicted felons and others formerly incarcerated.*
✔	Explore feasibility of adopting City code changes that would require future developments to set aside space for recreational amenities.* (participate)
✔	Analyze transportation impacts of the planned new regional hospital and develop a plan to coincide needed road improvements with the facility's completion.*(participate)
✔	Partner with Cochise County on developing options and analyzing feasibility of a future East-West connector road from SR92 to Moson Road.*(participate)

*Denotes City Council Strategic Objective

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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 458,461	$ 480,854	$ 412,973	$ 363,994
Salaries - Part Time	$ -	$ -	$ -	-
Benefits	121,490	129,406	126,700	110,998
Total Personnel	**$ 579,951**	**$ 610,260**	**$ 539,673**	**$ 474,992**
Professional Services	$ 4,451	$ 9,100	$ 29,000	$ 15,185
Office Equipment Maintenance	-	300	300	300
Equipment Rentals	643	2,400	-	-
Printing & Binding	115	1,000	1,000	1,000
Professional Associations	2,078	2,570	2,215	2,408
Travel & Training	6,041	7,926	18,076	17,970
Postage	(9)	-	-	-
Advertising	5,520	8,000	16,100	11,800
Office Supplies	7,546	7,500	7,500	7,500
Specialized Supplies	6,490	5,810	9,010	5,547
Books & Periodicals	-	100	48	50
Donations	-	-	100	100
Total O&M	**$ 32,876**	**$ 44,706**	**$ 83,349**	**$ 61,860**
Intangibles	**$ -**	**$ -**	**$ -**	-
Total Capital	**$ -**	**$ -**	**$ -**	**$ -**
Totals	**$ 612,827**	**$ 654,966**	**$ 623,022**	**$ 536,852**
Per Capita	$ 14.42	$ 15.17	$ 14.20	$ 12.23

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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$309,463	$293,081	$305,549	$184,964
Total	**$309,463**	**$293,081**	**$305,549**	**$184,964**

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. Staff presented the 2012 ICC codes to Council for adoption. Staff thoroughly researched the codes and local amendments were included in the package presented to Council. Staff also undertook a major public outreach campaign by sending the information to contractors, holding meetings and training sessions for the contractors, and working with SACA.
2. Staff worked to ensure consistency in the application of the 2012 ICC codes through internal training efforts.
3. Staff received initial training on enforcing both the MS4 stormwater codes and property maintenance codes.
4. Staff worked with local businesses redeveloping sites that had existing kitchens to ensure compliance with current codes. Staff also worked with business redeveloping sites to encourage improvement energy efficiencies.
5. Staff continued working to ensure that businesses were both addressed properly and that any numbering on the buildings met current code requirements for numbering size.

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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 209,914	$ 213,889	$ 218,440	$ 98,778
Salaries - Part-Time	11,700	-	-	-
Salaries - Overtime	450	-	-	-
Benefits	68,661	70,704	72,249	73,171
Total Personnel	**$ 290,725**	**$ 284,593**	**$ 290,689**	**$ 171,949**
Professional Services	$ 8,223	$ 500	$ 500	$ 500
Printing & Binding	16	500	500	500
Professional Associations	145	20	20	145
Travel & Training	7,828	5,468	10,840	9,870
Books & Periodicals	2,526	2,000	3,000	2,000
Total O&M	**$ 18,738**	**$ 8,488**	**$ 14,860**	**$ 13,015**
Totals	**$ 309,463**	**$ 293,081**	**$ 305,549**	**$ 184,964**
Per Capita	$ 7.28	$ 6.79	$ 6.96	$ 4.21

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 2012	Budgeted FY 2013	Budgeted FY 2013
General	$9,332	$21,850	$33,980	$26,865
Grants	116,168	$320,000	$0	$1,488,788
Total	**$125,500**	**$341,850**	**$33,980**	**$1,515,518**

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. The City and SEAGO continued implementing the HOME Grant.
2. The City continued homeless awareness by giving 2013 CDBG funding to the Good Neighbor Alliance to complete site renovations. City staff also participated in the 2013 HUD Homeless Count. The City continues to support, by having a staff member attend, the Governor's Commission on Homelessness and Housing.
3. The City continued supporting the Southwest Sierra Vista Residents Association by providing printing of the newsletter, printing of labels, and purchasing food, etc., for the annual meeting.
4. The City provided administrative and financial support for the West End Clean Up.
5. The City provided administrative and in-kind financial support for the West End Fair.

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 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Professional Services	$ 123,440	$ 336,000	$ 28,050	$ 881,800
Advertising	390	3,500	3,480	500
Printing & Binding	505	1,400	1,500	4,360
Professional Associations	(125)	-	-	-
Travel & Training	-	-	-	-
Specialized Supplies	1,291	950	950	5,205
Total O&M	**$ 125,500**	**$ 341,850**	**$ 33,980**	**$ 891,865**
Totals	**$ 125,500**	**$ 341,850**	**$ 33,980**	**$ 1,515,518**
Per Capita	$ 2.95	$ 7.92	$ 0.77	$ 34.53

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 117 fulltime (14 vacant) and 42 part-time (18 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. In addition, the Public Works Department provides staff liaison services to the Airport Commission, the Transit Advisory Committee, and the Traffic Safety Committee.

2. The Engineering Division includes three primary sections: Engineering Services, Transportation Maintenance and Water/Wastewater. The **Engineering Services Section** is responsible for overseeing the planning, design, and construction of the City's streets, sewers, drainage ways, and public buildings/facilities. This section reviews all private developments and subdivisions to make sure that public infrastructure improvements comply with City development codes. The **Transportation Maintenance Section** is responsible for the maintenance of the City's street system, traffic signals, and roadside/drainage way maintenance activities, as well as the operations of the Sierra Vista Municipal Airport. The **Water/Wastewater Section** is responsible for the maintenance of the City's sewer collection system, wastewater treatment facility at the Environmental Operations Park (EOP), and also 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, 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 for refuse collection and disposal activities.

The Public Works Department is supported by six (6) different funding sources: 1) **General Fund** (approximately 32% 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 11% 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 16% of Public Works total budget) funds the Water/Wastewater Services Section of the Engineering Services Division; 5) **Federal Transit Administration** (approximately 4% 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 22% of

Public Works total budget) funds the Refuse 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

Imagine in 20 Years: The Sierra Vista Department of Public Works is recognized by the community as a trustworthy and effective steward where:

- Unique and recognizable public facilities and infrastructure are thoughtfully constructed and well maintained.
- Attractively landscaped roads, parks, sports fields and city buildings contribute to a vibrant and visually appealing community.
- Critical community services are provided seamlessly and efficiently.
- Residents are well informed about all Public Works programs and services available, and demonstrate that knowledge through full participation.
- Superior customer service is recognized as the hallmark of department programs and activities.
- Staff work cooperatively together to exceed resident expectations, taking pride in all work performed within the community.

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.

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 us, 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.

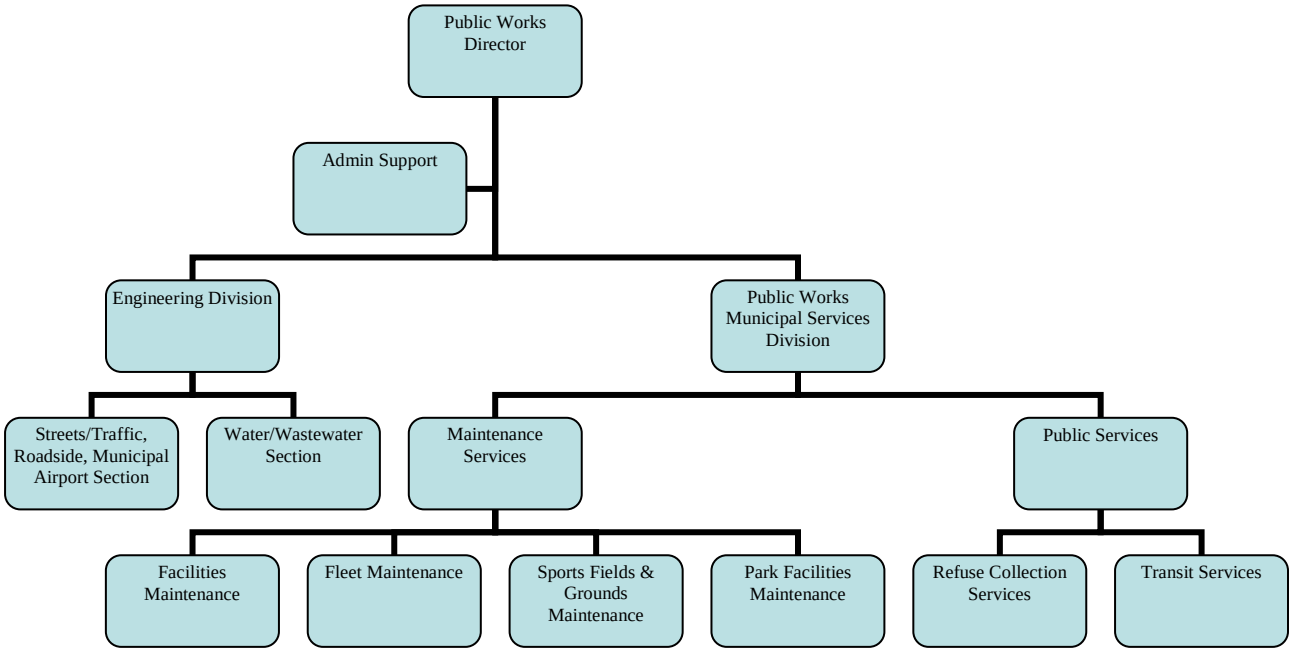
- **I**ntegrity: Our most important core value. We acknowledge that we are accountable for our own actions and honor our commitment to meeting our customers' needs.

- **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.

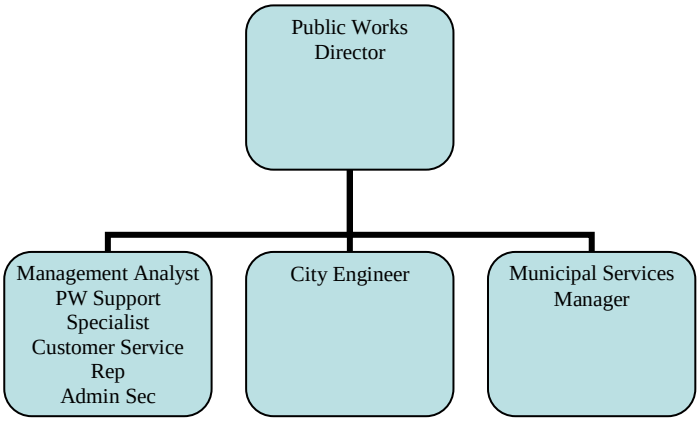
The Public Works employees endorse a work ethic that integrates the values of **P**ride, **R**espect, **I**ntegrity, **D**ependability, and **E**xcellence. These values are communicated through the Department's motto, **"Pride in Service."**

Administrative Services Division



Public Works

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Administration Division	$ 1,004,319	$ 930,072	$ 959,208	$ 708,745
Engineering Division	1,600,882	1,617,650	1,641,079	1,467,301
Municipal Servicess Division	3,470,358	3,375,967	3,405,146	3,417,486
Total Personnel	**$ 6,075,559**	**$ 5,923,689**	**$ 6,005,433**	**$ 5,593,532**
Administration Division	$ 800,216	$ 1,180,700	$ 1,143,250	$ 1,856,815
Engineering Division	1,050,691	1,217,695	1,212,130	1,230,005
Municipal Servicess Division	7,804,993	8,930,012	7,973,937	7,903,501
Total O&M	**$ 9,655,900**	**$ 11,328,407**	**$ 10,329,317**	**$ 10,990,321**
Administration Division	$ 330,645	$ 1,450,000	$ 2,209,465	$ 1,250,000
Engineering Division	4,414,987	11,236,000	5,999,186	8,641,695
Municipal Servicess Division	44,903	13,883,600	10,252,700	5,752,500
Total Capital	**$ 4,790,534**	**$ 26,569,600**	**$ 18,461,351**	**$ 15,644,195**
Totals	**$ 20,521,994**	**$ 43,821,696**	**$ 34,796,101**	**$ 32,228,048**
Per Capita	$ 482.93	$ 1,014.72	$ 792.84	$ 734.32



Vision

Provide the highest quality customer service and team support to Public Works Department employees, other City departments, and the community.

Mission Statement

Consistent with the department's overall mission, the Administrative Support 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 Leadership Plan goals and objectives.

Expenditure By Type

	Actual FY 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2013
General	$344,423	$326,639	$317,229	$268,782
HURF	163,052	169,212	174,823	127,955
Donations	0	1,400	1,500	25,815
Grants	0	650,000	0	0
Sewer	234,140	247,103	250,067	190,157
Refuse	234,140	247,103	250,067	190,157
Development Fees	13,740	15,000	0	0
Total	**$949,849**	**$1,584,927**	**$930,610**	**$742,440**

Description:

The Administrative Support Division oversees the department's financial and human resources activities, implements the department's Five-Year Strategic Plan, and coordinates with other City departments in accomplishing City Council Strategic Leadership 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, supply purchases; and promotion of employee development, training, and recognition programs.

Strategic Leadership Plan Objectives
The Public Works Department is responsible for supporting a vast number of the two-year Strategic Plan objectives. 1. Explore requirements for future Public Works accreditation. 2. Review and update the Five-year Capital Maintenance and Replacement Plan. 3. Identify needs, develop and begin implementation of a program to train the Public Works Management Team.

Major Accomplishments

1. Developed and implemented a comprehensive training database that tracks all professional and safety training within the department. This database also tracks employee professional and technical certifications. It provides the department the ability to record and report training.
2. The Public Works Employee Development Committee (PWEDC) researched, developed and made recommendations for a variety of employee morale building activities under a department strategic objective.
3. Successfully applied and received grant-funding from a variety of state and local entities to pursue our mission of providing and maintaining quality services and sustainable infrastructure to meet our community's needs.

Goals

Goals	Objectives
Provide administrative and managerial support to all Public Works employees.	• Continue to review departmental administrative procedures and policies to improve efficiencies and worker safety. • Continue to develop new ideas to increase employee morale and productivity. •
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. • Train all department employees in NIMS. • 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,	• Review and update the department's website at least quarterly to keep information current and improve communications with the public.

marketing, and communication objectives.	• Continue to promote programs and services cost effectively and provide accurate and timely information to our customers.

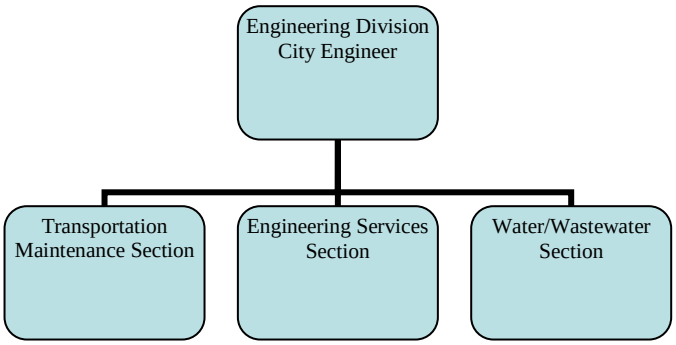
Performance Measures

	FY10/11	FY11/12	FY 12/13
Number of safety related training classes completed	12	640	760
Number of safety related incidences reported	8	16	8
Accident review proceedings (citywide Vehicle Accident Review Board)	8	8	7
Preventable vehicular accidents	6	8	7
Non-preventable vehicular accidents	2	0	2
Number of employees attending training seminars	55	37	12

Administration Division

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	677,119	603,000	623,615	453,654
Salaries - Part Time	-	-	-	-
Salaries- Over Time	285	1,520	1,545	1,506
Benefits	180,764	196,657	202,800	160,615
Total Personnel	**858,168**	**801,177**	**827,960**	**615,775**
Professional Services	26,265	31,200	16,200	16,200
Office Equipment Maintenance	-	2,700	1,500	1,500
Printing & Binding	5,928	7,300	5,000	4,000
Professional Associations	7,563	10,000	10,000	10,000
Travel & Training	25,256	36,450	36,450	39,650
Office Supplies	13,979	20,000	12,500	12,500
Specialized Supplies	12,317	22,700	17,500	16,000
Books & Periodicals	372	2,000	2,000	1,000
Earth Day	-	1,400	1,500	-
Admin Donation	-	-	-	25,815
Total O&M	**91,681**	**133,750**	**102,650**	**126,665**
Infastrucutre	$ -	$ 650,000	$ -	-
Total Capital	**-**	**650,000**	**-**	**-**
Totals	**949,849**	**1,584,927**	**930,610**	**742,440**
Per Capita	$ 22.35	$ 36.70	$ 21.20	$ 16.92

Professional Services includes: Department of Corrections labor for Facilities and Fleet Sections.



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

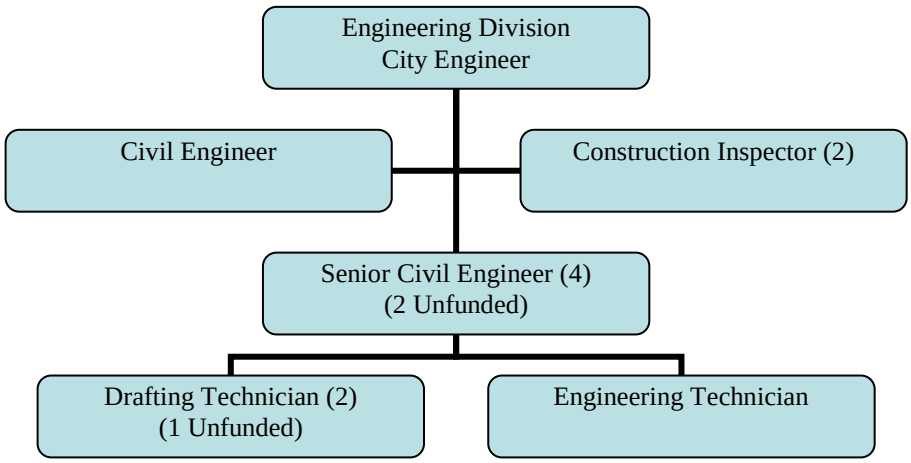
Ensure that all public improvements constructed by public funds or private developers are properly planned, designed, constructed, inspected and maintained in order to provide for safe, functional, and economical systems for the citizens of Sierra Vista. Efficiently and effectively maintain public streets, traffic control devices, dedicated street rights-of-way, and sewer and storm water conveyance systems in a manner that provides a safe and functional infrastructure for use by multimode transportation.

Description:

The Engineering Division of the Department of Public Works consists of the Transportation Maintenance, Water/Wastewater and the Engineering Services Sections. The Division is responsible for providing professional civil engineering design and construction management services for the Sierra Vista Municipal Airport and the City's Capital Improvement Program, as well as infrastructure maintenance of the public right-of-way, drainage ways, water/wastewater facilities, and traffic signals.

Engineering Division

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Engineering Services Section	$ 655,649	$ 645,771	$ 654,617	$ 554,885
Transportation Maintenance Section	945,233	971,879	986,462	912,416
Wastewater Services Section	676,324	615,778	625,458	623,943
Total Personnel	**$ 2,277,206**	**$ 2,233,428**	**$ 2,266,537**	**$ 2,091,244**
Engineering Services Section	$ 15,798	$ 88,250	$ 53,500	$ 48,500
Transportation Maintenance Section	$ 1,034,894	$ 1,129,445	$ 1,158,630	$ 1,181,505
Wastewater Services Section	$ 1,864,048	$ 2,532,350	$ 1,796,800	$ 1,813,200
Total O&M	**$ 2,914,739**	**$ 3,750,045**	**$ 3,008,930**	**$ 3,043,205**
Engineering Services Section	-	20,000	-	$ -
Transportation Maintenance Section	$ 4,414,987	$ 11,216,000	$ 5,999,186	$ 8,641,695
Wastewater Services Section	$ -	$ 11,210,000	$ 8,123,000	$ 4,117,000
Total Capital	**$ 4,414,987**	**$ 22,446,000**	**$ 14,122,186**	**$ 12,758,695**
Totals	**$ 9,606,931**	**$ 28,429,473**	**$ 19,397,653**	**$ 17,893,144**
Per Capita	$ 226.07	$ 658.31	$ 441.98	$ 407.70



Description:

Engineering is primarily funded by the General Fund and responsible for providing professional civil engineering design and project management support services, in addition to drafting/ mapping services to all City departments. It also provides technical engineering advice/analyses, engineering designs, 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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$355,865	$409,031	375,301	319,794
HURF	167,862	183,506	177,090	150,846
Sewer	134,290	146,804	141,624	120,677
Refuse	13,429	14,680	14,162	12,068
Total	**$671,446**	**$754,021**	**$708,117**	**$603,385**

Strategic Leadership Plan Objectives

The Engineering Services Section will be responsible for the following two-year Strategic Leadership Plan Objectives:

1. Conduct a study to identify soil conditions that maximize ground water infiltration within the City's wash corridors.
2. Explore feasibility, cost and options regarding future diversion of storm water runoff to public or private recharge basins near the San Pedro River.
3. Update the City's Surface Water Plan.
4. Achieve a 2% reduction in the City's GPCD over two years.

5. Identify infrastructure improvements that could position the City more advantageously for future business attraction and expansion.
6. Continue to pursue funding through federal and state sources for implementing

construction of multi-use paths identified in the City's Safe Bicycle and Pedestrian Routes Plan.

7. Pursue federal and state funding through the City's regional planning organization and other applicable sources for reconstructing arterial streets in poor condition.
8. Complete the construction of Coronado Drive between Busby and Golf Links as transportation development fees become available.
9. Analyze transportation impacts of the planned new regional hospital and develop a plan to coincide needed road improvements with the facility's completion.
10. Partner with Cochise County on developing options and analyzing the feasibility of a future East-West connector road from SR92 to Moson Road.

Major Accomplishments:

1. Design Projects – Initiated and/or completed design of the following Projects: Path to Higher Learning Multi-Use Path; Buffalo Solider Trail Multi-Use Path; Coronado from Busby to Golf Links Roadway Expansion; Sulger Sewer Installation; Busby Widening; Connectivity Multi-Use Path; Wilcox Resurfacing; Seventh Street Overlay; Taxiway "P" Lighting; Coronado Widening from Carmelita to SR90; Negotiation of State Land for the Domingo Paiz Complex; Golden Acres Drive Realignment; Signal Communications Hardware/Software Upgrades; State Route 92 Multi-Use Path Repairs; Development of a Wash Maintenance Plan; HSIP Sign Replacement; Golden Acres Sewer Realignment; Annual Street Maintenance; and North Garden Traffic Calming.

2. Construction Projects – Initiated and/or completed construction on the following Projects: Annual Street Maintenance; State Route 92 Multi-Use Path Repairs: Environmental Operations Park Biosolids Handling; Compost Building; Wilcox Resurfacing; Seventh Street Overlay; Coronado Widening from Carmelita to State Route 90; and Signal Communications Hardware/Software Upgrades.

Goals

Goals	Objectives
Research, investigate, and respond to citizen and City Council inquiries.	• 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 on 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 of receipt.
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, and testing for all 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 to other City departments and current maps of Sierra Vista's infrastructure to the 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.

Performance Measures

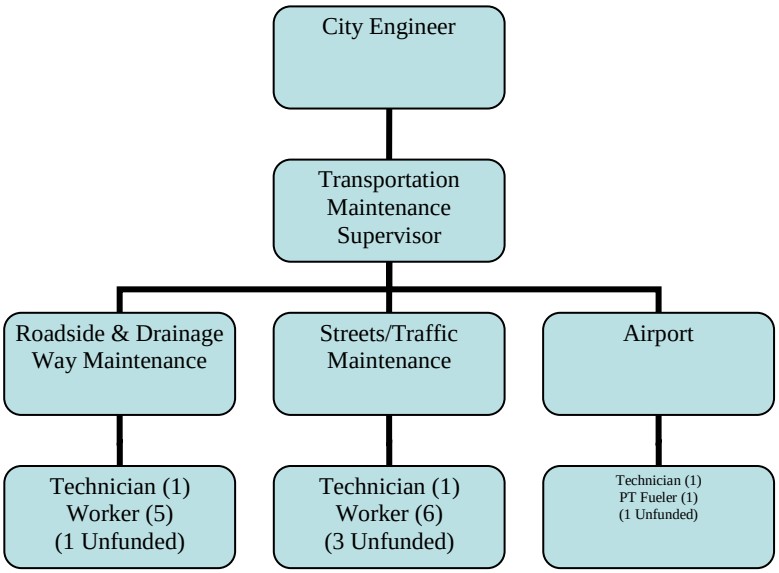
	FY10/11	FY11/12	FY12/13
Review and issue right-of-way permits within two working days.	100%	100%	100%
Complete right-of-way inspections within 24 hours of inspection request.	100%	100%	100%
Complete reviews of private water and sewer plan submittals for ADEQ compliance within 15 working days of receipt of submittal.	95%	90%	90%
Complete reviews of private site plans within 10 working days from date of receipt.	95%	90%	90%
Provide computer aided drafting and reproduction services within 5 working days or	85%	85%	80%

other agreed upon completion date.			
Capital Improvement construction projects completed within 10% of construction budget.	100%	100%	100%
Capital Improvement construction projects substantially completed within 60 days of contract completion date.	90%	100%	100%
Miles of multi-use path constructed.	1/2	½	0
Miles of multi-use path under design	2 ¾	2 ¼	2 ¼

Engineering Services Section

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 498,159	$ 492,720	$ 498,811	$ 420,292
Benefits	149,924	153,051	155,806	134,593
Total Personnel	**$ 655,649**	**$ 645,771**	**$ 654,617**	**$ 554,885**
Professional Services	$ 10,180	$ 74,750	$ 40,000	$ 35,000
Specialized Supplies	5,618	13,500	13,500	13,500
Total O&M	**$ 15,798**	**$ 88,250**	**$ 53,500**	**$ 48,500**
Infastructure	-	20,000	-	-
Total Capital	**$ -**	**$ 20,000**	**$ -**	**$ -**
Totals	**$ 671,446**	**$ 754,021**	**$ 708,117**	**$ 603,385**
Per Capita	$ 15.80	$ 17.46	$ 16.13	$ 13.75

Professional Services include: Blueprint, and Testing services; and Miscellaneous Contracted Engineering Services.



Description:

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
Airport	1,185,331	1,975,845	3,381,313	3,073,120
Development Fees	466,220	800,000	1,215,000	800,000
Total	**$4,231,327**	**$12,573,972**	**$16,698,637**	**$11,217,398**

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

The Airport section is supported by the Airport Fund and is responsible for overseeing the operations at the Sierra Vista Municipal Airport. The Airport section maintains the general aviation hangars, tie-down areas, fueling areas, aviation ground services hangar, taxiways, aircraft apron areas, and lighting systems associated with the Airport. They also fuel aircraft and provide support for the Forest Service aircraft fire fighting units.

Strategic Leadership Plan Objectives
The Transportation Maintenance Section will assist the Department on the following two-year Strategic Plan Objective: 1. Develop a multi-year plan that would bring all city streets up to minimum standards. 2. Evaluate and implement ways in which streets in the West End can be beautified, while improving safety for the traveling public and City employees. 3. Analyze staffing needs and identify and implement a plan to cross-train Streets/Traffic and Airport employees for the most critical services. 4. Update and advance the current GIS street inventory system.

Major Accomplishments:

1. Removed and replaced over 7,000 linear feet of damaged sidewalks that had become a trip hazard for pedestrian traffic.
2. Cleaned, trimmed, and mowed over 210 acres of public rights–of-way and 318 acres of public drainage ways.
3. Cleaned, trimmed, and mowed public alleys throughout the City. Installed Uninterrupted Power Supply (UPS) for traffic signals at almost all City intersections.
4. Performed preventive maintenance and on-call service to over 50 signalized intersections. Continued to update information contained within the GIS system.
5. Successfully abated approximately 7,000 square feet of graffiti within the City.
6. Routed and crack sealed over 2,000,000 square feet of pavement within the City.
7. Replaced parking lot lights at the Library with new, energy efficient LED fixtures.
8. Striped 650,000 linear feet of City-owned streets and crosswalks.
9. Installed twenty new traffic signal controllers and new traffic signal management software.
10. Hosted the 19Th Annual Airport Open House.
11. Coordinated Fly-In event with the Experimental Airport Association and provided first flights to more than 388 children under the age of 17.
12. Worked with the Engineering Division on the following Airport Capital Improvement Projects: Taxiway “P” Lighting Design and the Taxiway “G” Spur Construction.
13. Completed an update to the Airport Master Plan.
14. Provided Career Day Tours to local school groups.
15. Successfully supported air operations for the U.S. Forest Service and Parks Service by providing fueling services to aircraft and helicopters during various fire incidents.
16. Life Net is now operating out of the Sierra Vista Municipal Airport.

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 pavement condition within two months of 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 program. • Respond to emergency calls within 30 minutes of call-out and make final corrective repairs within ten working days.
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 drainage easements.
Ensure all City streets are free of debris, trash, and graffiti.	• Provide street sweeping to 585 lane miles of streets once every 10 to 13 weeks. • Provide street sweeping to commercial areas bi-weekly. • Provide emergency street sweeping 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 square yards of landscaped traffic islands. • Provide weed control annually to 79,113 square yards of landscaped multi-use paths. • Provide and maintain irrigation for 531,800 square yards 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, in addition to signals maintained by the City under contract. • 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.
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.
Maintain preventive and scheduled maintenance programs for the Airport.	• 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 Action. • Inspect all Airport pavements semiannually per ADOT APMS Program. • Inspect all tie-down areas daily to ensure tie-down chains and anchors are secure. • Perform sweeping at least monthly to remove debris from the joint use area.
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. • Improve vacancy rates.
Assist with scheduled construction projects.	• Taxiway "P" Lighting Improvement construction. • Airport sweeper procurement.
Maintain a high level of support for Forest Service operations.	• Explore additional opportunities to enhance services or wildlife hazard assessment operations. • Maintain daily contact with key representatives to respond promptly to any needs.

Performance Measures

	FY10/11	FY11/12	FY12/13
Complete annual mowing of all public drainage ways.	100%	100%	100%
Complete street sweeping of all major commercial streets every two weeks.	95%	98%	95%
Complete street sweeping of all residential streets on a quarterly basis.	100%	100%	100%
Repair all reported sidewalk problems within 15 working days after being reported.	90%	95%	85%
Graffiti removal requests completed within 24 hours of notification.	99%	99%	99%
Linear feet of sidewalks repaired.	3,000	6,500	6,000
Square feet of asphalt chip or acrylic sealed applied.	2,859,420	0	1,100,000
Linear feet of street striping completed.	550,000	800,000	650,000
Square feet of City streets routed and crack sealed.	2,778,638	2,316,020	2,000,000
Complete Airport 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	90%	90%	100%

days of scheduled dates.			
Complete FAA pavement inventory update.	90%	90%	100%
Total number of tie-downs and hangar customers	67	65	56

Fueling Service FY 12/13

1. **Aviation Gasoline:**
   - 42,600 gallons sold
   - 214 fuel transactions
   - 244 sales to based aircraft
   - 121 sales to transient aircraft
   - 65 sales to the Forest Service
   - 254 corporate transaction sales
   - Average 199.07 gallons per sale

2. **Jet Fuel:**
   - 65,061 gallons sold
   - 283 fuel transactions
   - 133 sales to based aircraft
   - 197 sales to transient aircraft
   - 47 sales to the Forest Service
   - 325 sales corporate transaction sales
   - Average 229.90 gallons per sale

3. **Self-Serve:** 21,154 gallons sold

4. **Totals:**
   - 128,815 gallons sold
   - 550 total transactions averaging 234.10 gallons per transaction

AGS Service

- Inspecting and overseeing 10 tie-down customers.
- Inspecting and overseeing 46 general aviation aircraft hangar customers.
- Assisting over 318 transient aircraft which visit Sierra Vista Municipal Airport.
- Responding to approximately 200 inquires from pilots annually.

Engineering Services Section

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 498,159	$ 492,720	$ 498,811	$ 420,292
Benefits	149,924	153,051	155,806	134,593
Total Personnel	**$ 655,649**	**$ 645,771**	**$ 654,617**	**$ 554,885**
Professional Services	$ 10,180	$ 74,750	$ 40,000	$ 35,000
Specialized Supplies	5,618	13,500	13,500	13,500
Total O&M	**$ 15,798**	**$ 88,250**	**$ 53,500**	**$ 48,500**
Infastructure	-	20,000	-	-
Total Capital	**$ -**	**$ 20,000**	**$ -**	**$ -**
Totals	**$ 671,446**	**$ 754,021**	**$ 708,117**	**$ 603,385**
Per Capita	$ 15.80	$ 17.46	$ 16.13	$ 13.75

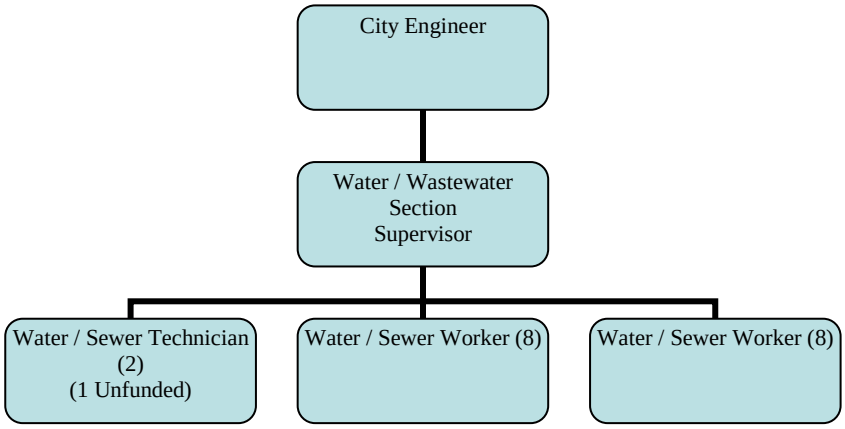
Professional Services include: Streets/Traffic DOC Labor and Traffic Signal Consultant.

Transportation Maintenance- Airport

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 71,012	$ 78,423	$ 79,584	$ 42,586
Salaries - Overtime	2,831	5,068	5,150	5,020
Salaries - Part Time	49,010	22,528	22,895	22,317
Benefits	23,297	22,876	23,619	23,047
Total Personnel	**$ 146,151**	**$ 128,895**	**$ 131,248**	**$ 92,970**
Professional Services	$ 1,975	$ 17,900	$ 17,400	$ 707,200
Electricity	40,092	40,950	40,950	40,950
Telephone	-	4,000	4,000	4,000
Natural Gas	2,927	4,000	4,000	4,000
Building Maintenance	7	-	-	4,700
Infrastructure Maintenance	2,183	15,600	13,100	8,100
Equipment Rentals	26,400	40,000	40,000	38,000
Advertising	3,790	5,000	5,000	7,500
Specialized Supplies	5,665	15,000	12,000	12,000
Travel & Training	601	2,500	2,500	3,700
Fuel	602,883	900,000	900,000	900,000
Other	22,015	-	-	-
Donations	-	2,000	1,650	-
Total O&M	**$ 708,535**	**$ 1,046,950**	**$ 1,040,600**	**$ 1,730,150**
Buildings	$ -	$ -	$ -	$ -
Infastrucure	330,645	800,000	2,209,465	1,250,000
Machinery & Equipment	-	-	-	-
Total Capital	**$ 330,645**	**$ 800,000**	**$ 2,209,465**	**$ 1,250,000**
Totals	**$ 1,185,331**	**$ 1,975,845**	**$ 3,381,313**	**$ 3,073,120**
Per Capita	$ 27.89	$ 45.75	$ 77.04	$ 70.02

Professional Services include: Alarm services contract, used oil removal service, fuel pumping service, and Roto Rooter service.

Commission Budgetary Impact:
Airport Fly-In $1,000



Description:

The Water / Wastewater Section is funded by the Sewer Enterprise Fund and is 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 Environmental Operations Park (EOP). This section is also responsible for the operation and maintenance of the City's four potable water well systems.

Expenditure by Type

	Actual FY 2011	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013
Sewer	$2,543,372	$14,358,128	$10,515,258	$6,554,143
Total	**$2,543,372**	**$14,358,128**	**$10,515,258**	**$6,554,143**

Strategic Leadership Plan Objectives

The Water/Wastewater Section will assist the Department on the following two-year Department Strategic Plan Objectives:

1. Evaluate partnerships with other Water/Wastewater utilities in order to be better prepared to respond to a future emergency.
2. Evaluate the impact of septic hauler handling on the wastewater treatment process and develop recommendations for mitigation if needed.

Major Accomplishments:

1. Treated and recharged 2,544 acre feet of effluent for a yearly total of 828 million gallons.
2. Continued 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.

3. Inspected and treated over 1,300 manholes for pests.
4. Conducted 400 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.
5. Continued to integrate the city's sewer collection system into the geographic information system (GIS) database, Map Vista, to facilitate short term and long term compliance with ADEQ and EPA regulations.
6. Conducted 13 sewer point repairs of the sanitary sewer collection system.
7. Maintained and cleaned over 200 miles of the sewer collection system, further reducing emergency call-outs and property damage claims.
8. Conducted video inspections of approximately 75 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. • Maintain 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 the 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.

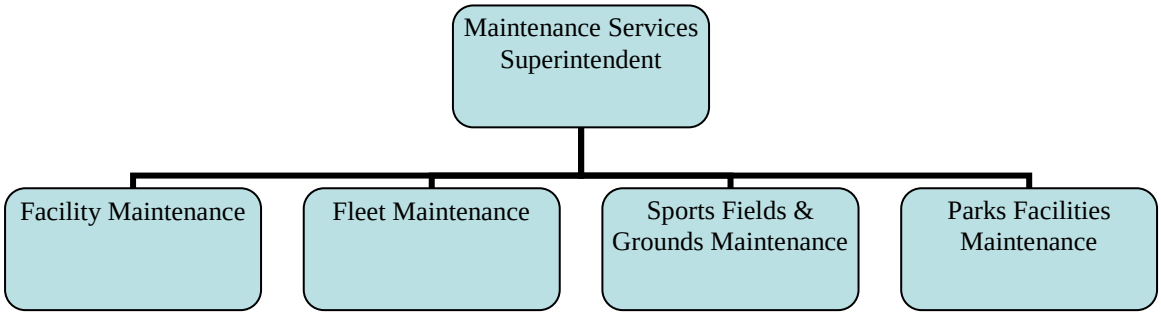
Performance Measures

	FY10/11	FY11/12	FY12/13
Blue Stake requests completed within 48 hours	1,884	2,000	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	3,300	3,300	3,300
Approximate acre-feet of treated wastewater recharged	2,316	2,400	2,544
Number of Emergency call-outs	N/A	N/A	30

Water/Wastewater Section

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 392,103	$ 394,324	$ 400,306	$ 398,369
Salaries - Overtime	2,982	4,054	4,120	4,016
Salaries - Part Time	43,302	42,616	42,965	42,415
Benefits	237,936	174,784	178,067	179,143
Total Personnel	**$ 676,324**	**$ 615,778**	**$ 625,458**	**$ 623,943**
Depreciation Expense	$ 786,073	$ 820,000	$ 500,000	$ 500,000
Professional Services	69,146	430,600	295,000	359,200
Electricity	406,698	556,500	420,000	300,000
Water	4,448	6,700	6,700	12,000
Vehicle Maintenance	50,333	55,500	61,050	50,200
Infrastructure Maintenance	362,172	445,000	305,000	315,000
Equipment Rentals	449	4,000	4,000	4,000
Advertising	3,301	3,500	6,000	13,000
Professional Associations	115	2,000	2,000	2,000
Travel & Training	8,873	9,500	9,500	8,500
Specialized Supplies	131,774	135,550	135,550	202,050
Software	4,806	21,500	7,000	-
Fuel	35,860	42,000	45,000	47,250
Total O&M	**$ 1,864,048**	**$ 2,532,350**	**$ 1,796,800**	**$ 1,813,200**
Infastructure	$ -	$ 11,180,000	$ 8,123,000	$ 4,070,000
Vehicles	$ -	$ 30,000	$ -	$ 38,000
Machinery & Equipment	-	-	-	9,000
Total Capital	**$ -**	**$ 11,210,000**	**$ 8,123,000**	**$ 4,117,000**
Totals	**$ 2,540,372**	**$ 14,358,128**	**$ 10,545,258**	**$ 6,554,143**
Per Capita	$ 59.78	$ 332.47	$ 240.28	$ 149.34

Professional Services include: Sewer Connection Fee Study, ADEQ permitting, pre-acceptance video contract, certified laboratory reporting, and water well testing.



Vision

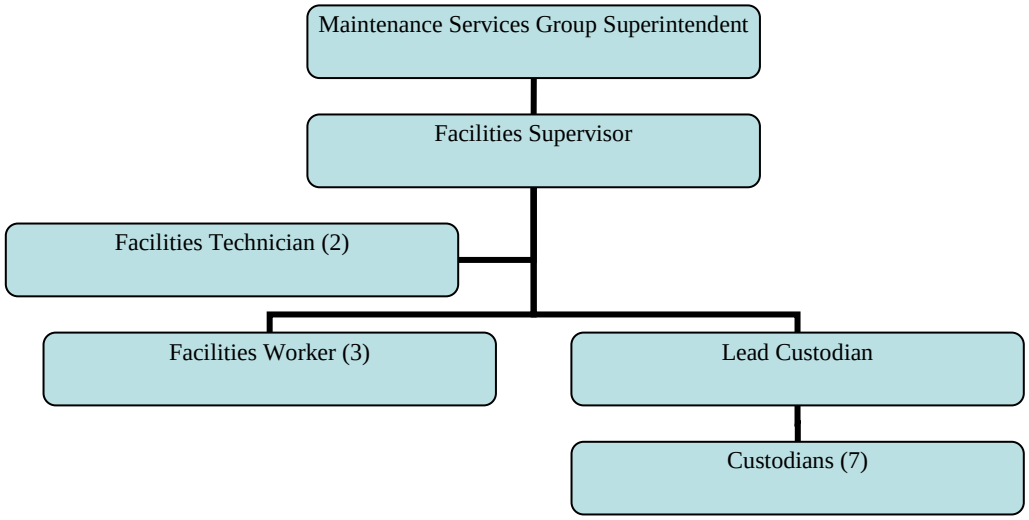
Develop and maintain professional staffing and expertise that can provide expedient and accurate maintenance and public services that exceed the expectations of our residents and overall community.

Mission Statement

Efficiently and effectively maintain City buildings, fleet, parks and sport fields in order to provide for safe, functional, and efficient facilities for the citizens and employees of the City of Sierra Vista.

Description:

The Maintenance Services Group of Public Works consists of the Facility Maintenance, Fleet Maintenance, Sports Fields and Grounds Maintenance, and Parks Facilities Maintenance. These sections are responsible for maintaining the City's buildings, sports fields and grounds, park facilities and the City's fleet and equipment



Vision

It is the vision of the Facilities Maintenance Section to become a model of facilities management through continuous innovation and conscientious preservation of assets.

Expenditure By Type

	Actual FY 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$1,999,064	$1,889,161	$2,164,736	$2,037,683
Sewer	41,170	37,899	38,234	38,931
Refuse	41,170	37,899	38,234	38,931
Total	**$2,081,404**	**$1,964,959**	**$2,241,204**	**$2,115,545**

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 Maintenance Section will assist department staff in completing two-year Strategic Leadership Plan Objectives to assure energy efficient and well maintained public buildings and grounds.

1. Conduct an energy efficiency analysis of City facilities and develop a plan to reduce energy use and utility costs.

Major Accomplishments:

- Demolished old Youth Center.
- Completed the Fire Panel Upgrade at City Hall.
- Completed installation of two new HVAC units at City Hall and EBC.
- Completed Roof Recoating and Roof Drainage Modifications at OYCC.
- Completed I.T. Electrical Panel Upgrade at City Hall.
- Completed installation of new floor tile, shower tile, and shower faucets in all shower/locker rooms at the Cove.
- Completed exterior painting of the Wave wall and fascia at the Cove.
- Completed Phase II of the Cove Rust Structural Evaluation/Prevention Project.
- Started remodeling of leased SVSD building for new Teen Center.
- Completed 316 facility work orders.

Goals

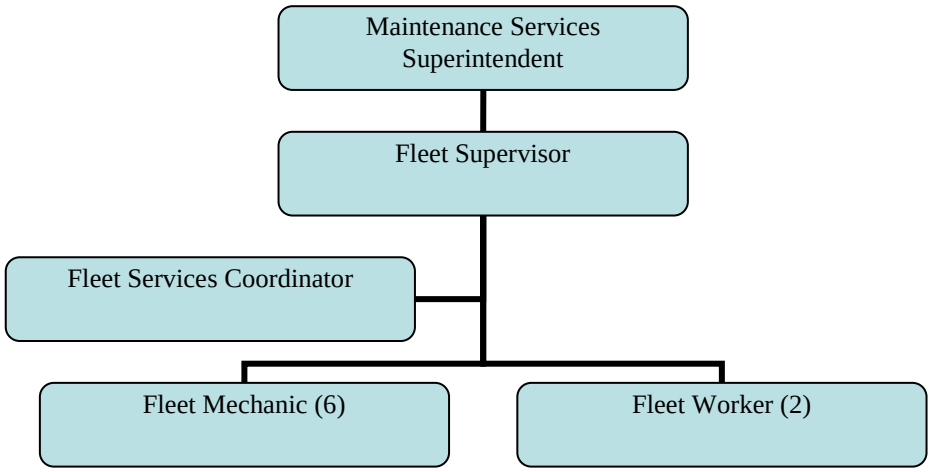
Goals	Objectives
Continue to maintain all building systems through a comprehensive preventive maintenance program.	• Implement preventive maintenance program for all city building systems. • Inspect all building systems annually.
Provide prompt, friendly customer service in responding to all city facilities 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

	FY10/11	FY11/12	FY12/13
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 square feet of buildings maintained *includes King's Court & Compost Office	410,934	416,200	424,160*
Total cost per square foot to provide maintenance services	$4.64	$4.58	$4.50

Facilities

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 439,254	$ 441,423	$ 442,351	$ 433,843
Salaries - Overtime	10,506	7,601	7,725	7,530
Salaries - Part Time	2,909	-	-	-
Benefits	166,018	174,200	175,893	182,937
Total Personnel	**$ 618,688**	**$ 623,224**	**$ 625,969**	**$ 624,310**
Professional Services	$ 76,671	$ 116,500	$ 122,500	$ 143,500
Electricity	768,103	574,035	574,035	578,635
Water	239,863	150,000	150,000	153,400
Natural Gas	148,577	220,000	220,000	231,900
Office Equipment Maintenance	1,859	4,400	5,900	1,000
Equipment Maintenance	40,792	39,300	43,500	38,000
Building Maintenance	38,004	43,400	72,700	73,200
Infrastructure Maintenance	75,222	38,600	40,600	43,600
Specialized Supplies	50,658	85,500	56,500	59,000
Total O&M	**$ 1,439,748**	**$ 1,271,735**	**$ 1,285,735**	**$ 1,322,235**
Buildings	22,968	70,000	-	-
Infastructure	-	-	324,000	169,000
Machinery & Equipment	-	-	5,500	-
Total Capital	**$ 22,968**	**$ 70,000**	**$ 329,500**	**$ 169,000**
Totals	**$ 2,081,404**	**$ 1,964,959**	**$ 2,241,204**	**$ 2,115,545**
Per Capita	$ 48.98	$ 45.50	$ 51.07	$ 48.20



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$2,395,895	$2,052,465	$2,052,465	$3,172,800
Total	**$2,395,895**	**$2,052,465**	**$2,318,791**	**$3,172,800**

Mission Statement

Maintain the City's vehicle fleet and 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:

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 fuel and maintenance to 22 outside government agencies and fueling services to 7 additional entities through Inter Governmental Agreements (IGAs).

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.

1. Research and identify technology that would improve fleet and fuel efficiencies and make a business case for future implementation.

Major Accomplishments:

1. Developed specifications, ordered and delivered three new Ford Fusions to be used as the new Administrative vehicles.
2. Developed specifications, ordered and delivered two new Mack dump trucks, one to the Streets section, and one to the Refuse section.
3. Developed specifications, ordered and delivered a new front loading refuse truck to the Refuse section.
4. Developed specifications, ordered, outfitted and delivered a new Ford F150 to Animal Control.
5. Developed specifications, ordered and delivered new John Deere Gator to Parks Facilities section.
6. Assisted the Procurement section with online surplus auctions.
7. Completed repairs on 2,814 work orders that included 3,464 job lines for internal customers for 6,755 billed hours and 546 job lines for IGA customers for 1,479 billed hours.
8. Maintained fueling facility and dispensed 194,866 gallons unleaded, 73,022 gallons diesel, 5,162 gallons E85, and 76,253 gallons biodiesel for a total 349,303 gallons dispensed.
9. Updated the Five Year Capital Maintenance and Replacement Plan based on revised criteria that better establishes fleet rotation priorities.

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.
Update the vehicle and equipment rotation and replacement plan for all city vehicles and equipment.	• Determine the quantity and types of vehicles and equipment that require replacement as per the Five Year Capital Maintenance and Replacement Plan. • 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.	• Distribute fuel consumption and mileage reports to each customer on a quarterly basis. • Continue to develop and distribute fuel conservation measures to customers.

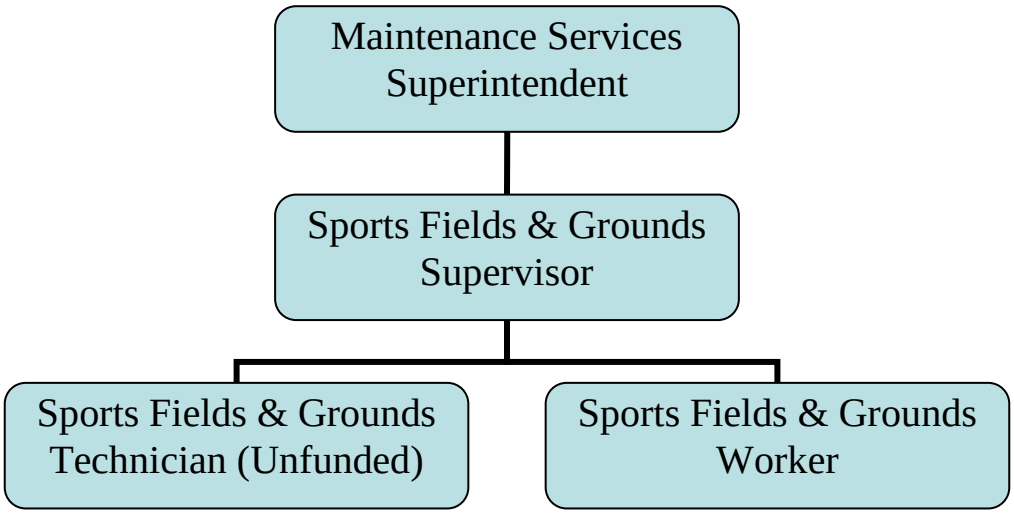
Performance Measures

	FY10/11	FY11/12	FY12/13
Percentage of survey respondents satisfied with quality of maintenance or repair work.	N/A	N/A	66%
Percentage of survey respondents satisfied with repair turn-around time.	N/A	N/A	47%
Percentage of survey respondents satisfied with City's fuel distribution facility.	N/A	N/A	82%
Percentage of survey respondents satisfied with courtesy and professionalism of Fleet personnel.	N/A	N/A	73%
Percentage of survey respondents satisfied with level of communication regarding repairs.	N/A	N/A	58%
Total number of service requests.	4,850	3,703	3,455
Service requests for outside agencies.	475	541	394

Fleet

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 417,818	$ 418,654	$ 421,537	$ 401,733
Salaries - Overtime	9,994	7,601	7,725	7,530
Salaries - Part Time	-	-	-	-
Benefits	135,267	139,210	141,829	146,537
Total Personnel	**$ 563,079**	**$ 565,465**	**$ 571,091**	**$ 555,800**
Professional Services	$ 13,374	$ 17,000	$ 52,000	$ 40,100
Vehicle Maintenance	647,241	580,000	612,200	690,600
Specialized Supplies	21,697	37,100	36,500	45,300
Software	-	-	-	-
Fuel	1,144,656	840,000	900,000	1,179,000
Total O&M	**$ 1,826,969**	**$ 1,474,100**	**$ 1,600,700**	**$ 1,955,000**
Vehicles	-	-	114,000	546,000
Machinery & Equipment	$ 5,848	$ 12,900	$ 33,000	$ 116,000
Total Capital	**$ 5,848**	**$ 12,900**	**$ 147,000**	**$ 662,000**
Totals	**$ 2,395,895**	**$ 2,052,465**	**$ 2,318,791**	**$ 3,172,800**
Per Capita	$ 56.38	$ 47.53	$ 52.83	$ 72.29

Professional Services Includes: Fuel Force Support and Fuel Farm Maintenance.



Vision

Expenditure by Fund				
	Actual FY 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	$686,403	$1,385,348	$428,945	$350,915
Total	**$686,403**	**$1,385,348**	**$428,945**	**$350,915**

The Sports Fields & Grounds Maintenance Section of the Public Works Department is dedicated to providing service to ensure that the City's sports fields and grounds 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.

Mission Statement

Promote and provide quality recreational areas and public spaces for our community to access and enjoy. Professionally maintain City sports fields and grounds by furnishing the highest level of service to keep areas safe, clean, aesthetically pleasing, and ready for our customers; through continuous training 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 maintain 33 acres of sports facilities, 33 acres of adjacent sports field areas, and 33 acres of municipal landscaping.. Maintenance at these sites includes: 27 acres of turf, 5 softball fields, 6 baseball fields, 20 soccer fields, 7 youth football practice fields, 2 tennis courts, 2 shuffle board courts, 4 horseshoe pits, and a 2.5 acre skate and bike court. The Sports Fields and Grounds maintenance staff utilizes the Rainbird Maxicom central control irrigation system for 9 sites and maintains 10 other sites with non-central control irrigation systems. This section is also responsible for 11 fields or courts that utilize the Musco sports field lighting systems. The Sports Field

maintenance staff maintains the landscaping around all City buildings as well as sites such as Kings Court and the Teen Center. Maintenance tasks include care of turf, trees and shrubs, weed control, walkways and parking lot medians. The staff provides maintenance for numerous events at City facilities as well as sports fields' reservations and preparations. Special events include the 2013 Arizona State Juniors Little League Tournament, the Rotary 4th of July fireworks, the annual Day of Prayer event, SVKC Dog Shows, and support for other events, concerts and parades.

Strategic Leadership Plan Objectives
The Sports Fields & Grounds Section worked towards completing the Council two-year strategic goals: 1. Identify a plan that would allow for completing the input of City asset information into the GIS system.

Major Accomplishments:

1. 2,820 Sports Field reservations in FY12.
2. 2,585 Sports Field reservations in FY13.
3. Major renovation of two Stone Sports Complex baseball infields by adding new infield mix, built two new pitching mounds, installed ProBrick in the batters' boxes and installed new pitching rubbers and bases.
4. Completed major renovation of two softball infields at the Domingo Paiz Complex. The project involved adding new infield mix and significant repairs to playing surfaces.
5. Worked with the Sierra Vista Little League to host the 2013 Arizona Little League Juniors Tournament held at Cole and Arbenze fields.
6. Participated in the development of plans with Community Development and the Watershed Management Group to install a 12,000 gallon water harvesting system between City Hall and the Police Department that will be used to water City landscaping.
7. Cooperated with the Arizona Native Plant Society and Leisure and Library Services to re-establish and maintain native or desert adapted plants within the Sarah Gibbs Botanical Garden at the Library that were damaged or did not survive the freeze in 2011.
8. Worked with Community Development to renovate the landscaping surrounding the main entrance of City Hall.

Goals

Goals	Objectives
Make effective use of materials, manpower and resources to maintain sports fields and municipal grounds.	• Promote and utilize materials and resource allocation plan. Maximize our resources through our maintenance plan that allows for "A, B, and C" level maintenance that increases 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. Continue maintenance practices that reduce the risk of sports

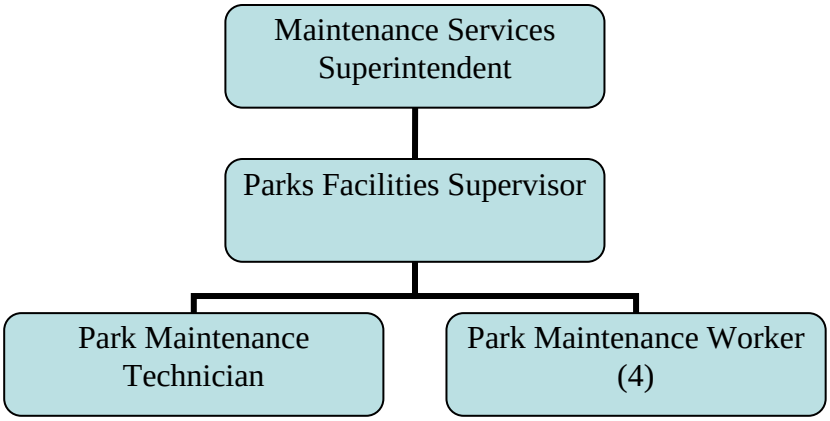
	related injuries. • Prioritize maintenance to ensure that highly used public spaces are safe and attractive.
Improve the quality of existing sites; expand sports facilities to meet community growth needs and provide quality landscaping around public buildings.	• Participate fully in the sport facilities and building grounds design and development process. Review all plans during the design process. • Work collaboratively with City management and the Parks and Recreation Commission to continue to meet the changing needs of the community. • Revise and update existing sites to improve public access, as well as amenities offered. • Actively solicit public input.
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. • Manage the open spaces under city maintenance as resources permit.
Allocate 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.
Insure that all staff are properly trained and fully certified to safely perform their job duties.	• Manage, track, and maintain the various certifications of staff. • Assure that safety training requirements are provided within budgetary limitations. • Perform regular and timely in-service training on safety related issues for all staff.

Performance Measures

	FY10/11	FY11/12	FY12/13
Sq feet of Sports Fields maintained.	1,567,961	1,567,961	1,659,861
Sq feet of Public Grounds maintained.	1,450,102	1,450,102	1,491,948
Vandalized areas repaired within five working days.	90%	85%	75%
% Sports Fields Maintained at “A” level.	90%	80%	75%
% Building Grounds Maintained at “A” level.	75%	70%	60%

Sports Fields & Ground Maintenance Services

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 214,500	$ 210,176	$ 213,597	$ 158,733
Salaries - Overtime	1,499	2,196	6,695	6,526
Salaries - Part Time	-	-	-	-
Benefits	75,456	77,651	79,478	62,031
Total Personnel	**$ 291,455**	**$ 290,023**	**$ 299,770**	**$ 227,290**
Professional Services	$ 88,652	$ 92,050	$ 23,000	$ 26,000
Building Maintenance	-	-	-	-
Vehicle & Equipment Maint	5,560	6,075	6,075	-
Infrastructure Maintenance	53,055	51,200	53,200	54,050
Travel & Training	-	-	-	-
Office Supplies	-	-	-	-
Specialized Supplies	35,754	37,500	37,500	43,575
Tree Donations	-	-	400	-
Total O&M	**$ 183,021**	**$ 186,825**	**$ 120,175**	**$ 123,625**
Improvements Other Than Bldgs	$ 16,400	$ 750,000	$ 1,300,000	$ -
Vehicles	$ 8,901	$ 8,500	$ 9,000	-
Buildings	$ -	$ -	$ -	-
Machinery & Equipment	186,625	150,000	-	-
Total Capital	**$ 211,926**	**$ 908,500**	**$ 1,309,000**	**$ -**
Totals	**$ 686,403**	**$ 1,385,348**	**$ 1,728,945**	**$ 350,915**
Per Capita	$ 16.15	$ 32.08	$ 39.39	$ 8.00



Vision

The Parks Facilities Maintenance 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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
General	538,463	$543,305	$588,483	$910,682
CIF	23,574	0	900,000	0
Donations	26,684	0	25,000	0
Development Fees	13,740	15,000	0	0
Total	**602,461**	**$558,305**	**$1,513,483**	**$910,682**

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 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 an 8,700 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. Seek alternative funding sources to construct additional improvements in Garden Canyon Park.

Major Accomplishments:

1. Completed installation of Ciaramitaro shade structure.
2. Completed Summit Park wall project.
3. Installed new irrigation and turf at the Tompkins Park dog runs.
4. Rebuilt irrigation at Tompkins Park.
5. Replaced the wallcano play feature at Tompkins Park
6. Installed new irrigation clock and wiring at Veteran's Park.
7. Installed new lighting at all restrooms at Veteran's Park.
8. Installed a new Merry-go-round at Veteran's Park.
9. Planted eight Earth Day trees and drip irrigation at Veteran's Park.
10. Installed A.M. irrigation booster pump at Country Club Park.
11. Installed a new wave generating machine controller at the Cove.
12. Installed new wave machine duct work at the Cove.
13. Resurfaced the lane line starting blocks at the Cove.
14. Assisted in completing Phase 1 of the Cove structural project.
15. Upgraded the wiring to the wave machine electric motors at the Cove.
16. Installed new drip irrigation clock for the parking lot area at the Cove.
17. Installed drinking fountain at Purple Heart Park.
18. Installed bollards at Nancy Hakes Park.
19. Installed five donated park benches at Len Roberts Park.

Goals

Goals	Objectives
Make effective use of materials, manpower, and resources to maintain safe parks and the Aquatics Center.	• Maximize resources to maintain facilities at "A, B, and C" level maintenance to increase the usefulness of facilities 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.
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 will review all plans during the park development process. • Work with City management to develop new and improved alternatives that meet the changing needs of the community.

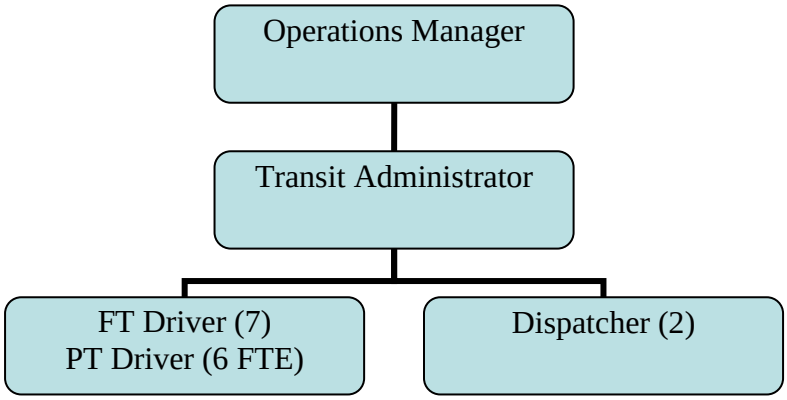
	• Revise and update existing parks to improve public access as well as amenities offered. • Actively solicit public input.
Maintain existing parks, open space, and amenities in a clean and attractive manner.	• Closely monitor public recreation areas so they remain safe for public use. • Maintain safe playing surfaces at all City-owned play grounds and courts. • Keep park sites litter free and neatly groomed. • Maintain Aquatics Center pool operating systems to ensure the health and safety of the public.
Efficiently utilize 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 and pool maintenance. • Track usage trends for pre and post emergent herbicides and related chemicals. • Utilize workers in a cost efficient manner.

Performance Measures

	FY10/11	FY11/12	FY12/13
Square feet of developed parkland maintained	5,767,344	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	42,240	42,240	42,240
Vandalized areas repaired within five working days	85%	85%	80%
Percent of public Parks maintained to the "A" or "B" level	70%	70%	70%

Parks Facilities Maintenance Services

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 264,940	$ 259,100	$ 265,304	$ 265,671
Overtime	$ 3,860	$ 4,392	$ 6,695	6,526
Benefits	100,102	100,063	103,984	105,085
Total Personnel	**$ 368,902**	**$ 363,555**	**$ 375,983**	**$ 377,282**
Professional Services	$ 17,980	$ 20,450	$ 6,300	$ 6,500
Building Maintenance	15,443	19,000	18,000	18,500
Vehicle & Equipment Maint	6,661	6,075	6,000	-
Infrastructure Maintenance	47,387	50,225	51,200	53,400
Travel & Training				
Office Supplies	57,847	57,500	65,500	67,500
Recreation Supplies	37,983	41,500	41,500	48,500
Total O&M	**$ 183,301**	**$ 194,750**	**$ 188,500**	**$ 194,400**
Improvements Other Than Bldgs	**$ 50,258**	**$ -**	**$ 925,000**	$ -
Land	**-**	**-**	**-**	-
Machinery & Equipment	**-**	**-**	**24,000.00**	339,000
Total Capital	**$ 50,258**	**$ -**	**$ 949,000**	**$ 339,000**
Totals	**$ 602,461**	**$ 558,305**	**$ 1,513,483**	**$ 910,682**
Per Capita	$ 14.18	$ 12.93	$ 34.49	$ 20.75



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 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
LTAF	$181,932	$244,018	$224,606	$232,524
Total	**$181,932**	**$244,018**	**$224,606**	**$232,524**

Operations Expenditure By Type

	Actual FY 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
LTAF	$856,836	$1,112,270	$1,302,299	$1,221,468
Total	**$856,836**	**$1,112,270**	**$1,302,299**	**$1,221,468**

Strategic Leadership Plan Objectives

The Transit Services Section will:

1. Evaluate opportunities for implementing actions in the City's 2013 Transportation Efficiency Study.
2. Expand Vista Transit marketing efforts to increase ridership.
3. Identify and implement sustainable public and private sector alternative funding resources to help sustain Vista Transit operations.

Major Accomplishments:

1. Applied for and received a Planning Assistance for Rural Areas (PARA) grant to update Vista Transit's Five Year Regional Master Plan.
2. Purchased two new buses to increase operating efficiencies and reduce maintenance costs.
3. Revised the Vista Transit Driver's Handbook based on new ADOT and FTA rules and regulations.

4. Assisted in the development of the Sierra Vista Transportation Efficiency Study which recommended options to reduce single occupancy vehicle trips.
5. Completed Vista Transit's Fixed Route Service with ADA Complimentary Para-transit Standards and Requirements policy manual per ADOT specifications.
6. Successfully passed ADOT and FTA on site inspections setting the standard for other Section 5311 transit systems.
7. Collaborated with SEAGO in a regional transit coordination and training plan.
8. Successfully implemented a Vista Transit public outreach program to local clubs, organizations, low income, elderly and assisted living facilities.
9. Successfully implemented a marketing campaign targeting Vista Transit's Saturday military route and increased ridership by 50%.

G45 Performance Measures

- Passenger Trips: 158,711
- Project Miles: 236,559
- Vehicle Service Hours: 16,023 annual
- Vehicle Service Hours: 43.90 per day
- Cost per passenger trip: $6.87
- Cost per mile: $4.61
- Cost per service hour: $68.09
- 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

Transit's FY runs from October 1 through September 20 each year.

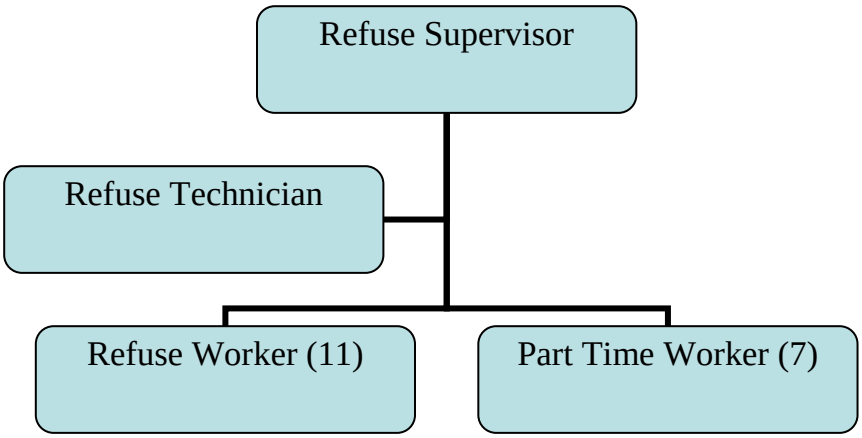
	FY11	FY12	**FY13**
Total number of passengers.	186,867	163,005	158,711
Annual vehicle revenue miles.	251,362	234,388	236, 559
Annual vehicle revenue hours.	15,328	14,452	16,023
Operational cost per passenger trip.	$5.22	$6.17	$6.87
Operational cost per vehicle revenue mile.	$3.72	$4.29	$4.61
Operational cost per vehicle revenue hour.	$61.25	$69.58	$68.09
Total number of passengers.	186,867	163,005	158,711

Transit Administration

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 61,318	$ 57,616	$ 63,378	$ 107,672
Salaries - Overtime	-	1,662	-	-
Benefits	18,019	20,021	21,132	39,111
Total Personnel	**$ 79,337**	**$ 79,299**	**$ 84,510**	**$ 146,783**
Professional Services	$ 60,714	$ 107,719	$ 79,796	$ 20,741
Electricity	7,965	5,000	5,000	8,000
Water	1,143	2,000	2,000	1,200
Telphone	-	5,000	5,000	5,000
Natural Gas	2,230	3,000	3,000	2,000
Equipment Maintenance	-	2,000	3,500	3,500
Printing & Binding	4,883	12,000	12,000	9,000
Travel & Training	4,138	6,000	6,300	6,300
Office Supplies	2,143	2,000	3,500	3,500
Advertising	19,379	20,000	20,000	23,000
Software	-	-	-	-
Specialized Supplies	-	-	-	3,500
Total O&M	**$ 102,594**	**$ 164,719**	**$ 140,096**	**$ 85,741**
Totals	**$ 181,932**	**$ 244,018**	**$ 224,606**	**$ 232,524**
Per Capita	$ 4.28	$ 5.65	$ 5.12	$ 5.30

Transit Operations

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 260,441	$ 267,662	$ 272,909	$ 274,562
Salaries - Overtime	5,448	-	4,586	4,721
Salaries - Part Time	149,283	167,526	142,914	170,469
Benefits	135,887	151,536	150,484	151,116
Total Personnel	**$ 551,058**	**$ 586,724**	**$ 570,893**	**$ 600,868**
Professional Services	$ 254	$ 1,000	$ 100	$ 100
Electricity	-	-	-	-
Water	-	-	-	-
Natural Gas	-	-	-	-
Telephone	4,895	8,100	6,100	3,000
Vehicle Maintenance	99,648	100,000	95,000	100,000
Equipment Maintenance	-	-	-	-
Infrastructure Maintenance	3,000	8,700	4,500	7,500
Building Rentals	-	-	-	-
Equipment Rentals	-	-	-	-
Insurance	37,597	45,000	45,000	45,000
Printing & Binding	-	-	-	-
Travel & Training	-	-	-	-
Advertising	-	-	-	-
Software	-	-	-	-
Specialized Supplies	3,719	22,046	18,506	10,500
Fuel	149,577	150,000	145,000	152,000
Total O&M	**$ 298,690**	**$ 334,846**	**$ 314,206**	**$ 318,100**
Buldings	81,736	-	-	-
Improvements Other Than Bldgs	$ 8,387	$ 101,000	$ 84,500	$ 22,500
Machinery and Equipment	$ 7,700	$ 89,700	$ 52,700	$ -
Vehicles	-	-	280,000	280,000
Total Capital	**$ 16,087**	**$ 190,700**	**$ 417,200**	**$ 302,500**
Totals	**$ 865,836**	**$ 1,112,270**	**$ 1,302,299**	**$ 1,221,468**
Per Capita	$ 20.38	$ 25.76	$ 29.67	$ 27.83



Description:

The Refuse Services 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 composting operations at the City's Compost Facility located at the Environmental Operations Park (EOP).

Expenditure By Type				
	Actual FY 2012	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014
Refuse	$3,254,816	$6,457,739	$4,999,625	$3,737,007
Total	**$3,254,816**	**$6,457,739**	**$4,999,625**	**$3,737,007**

Strategic Leadership Plan Objectives

The Refuse Division work towards the following two-year objectives:

1. Implement a recycling program for multi-family housing and commercial customers who are not currently recycling.
2. Evaluate options for reducing the prevalence of plastic bag litter in the community.

Major Accomplishments:

1. Retained the Fort Huachuca Residential Trash/Recycling contract.
2. Supported/Hosted special community events, including annual Customer Appreciation Day, Public Works Open House, West End Fair, Fourth of July Celebration, Festival of the Southwest, October Fest.
3. Implemented Compost Facility Expansion Plan, to include building, design & layout, and incorporating biosolids into compost mix generating Class A biosolids to increase diversion savings.
4. Provided over 500 tons of compost to all major City sports fields and parks.
5. Implemented the 1 and 1 Trash/Recycling Program to all City residential customers.
6. Completed sustainable financial feasibility study of Refuse Services.
7. Developed a plan for small commercial 1 and 1 Trash & Recycling Expansion Program to include rate reduction and savings.

Goals

Goals	Objectives
Provide cost effective solid waste services.	• Evaluate new technologies that are feasible to incorporate and that will enhance and improve Refuse operations. • Improve operating efficiencies and costs.
Provide efficient and convenient Refuse services to the City's Refuse customers.	• Respond to customer inquiries within two working days. • Respond to new service orders within three working days. • Monitor customer satisfaction with Refuse services through an annual customer survey.
Host special annual events and opportunities that encourage community involvement and that promotes and educates the public on City Refuse services and programs.	• Promote and educate our Refuse customers at our annual Refuse and Public Works events and seek out community hosted events where Refuse services can participate.
Monitor solid waste trends in order to capitalize on feasible opportunities that provide City Refuse customers' additional options to reduce reuse and recycle.	• Increase citizen participation in the City's Residential Curbside Recycling Program through ongoing marketing and outreach efforts. • Evaluate opportunities to reduce, reuse and recycle materials and work in collaboration with Cochise County and other partners.

Performance Measures

	FY10/11	FY11/12	FY12/13
Tons of recyclable materials collected.	700	1030	984
Work orders received and processed.	7,000	5,687	5,654
Percentage of Refuse customers registered for Recycling.	55%	63%	77%

Refuse

Expenditures	FY 2011/2012 Actuals	FY 2011/2012 Budgeted	FY 2012/2013 Budgeted	FY 2013/2014 Budget
Salaries - Regular	$ 537,042	$ 567,064	$ 553,553	$ 504,093
Salaries - Overtime	13,496	18,750	18,750	18,750
Salaries - Part Time	123,971	98,752	100,360	97,827
Benefits	307,363	220,911	254,562	245,112
Total Personnel	**$ 981,872**	**$ 905,477**	**$ 927,225**	**$ 865,782**
Depreciation Expense	$ 294,351	$ 370,000	$ 370,000	$ 370,000
Professional Services	19,950	282,750	56,500	62,000
Intergovernmental Contracts	1,211,250	1,363,637	1,364,000	1,050,000
Water	5,917	9,000	9,000	9,000
Vehicles & Equipment Maint	315,607	275,000	302,500	347,900
Infrastructure Maintenance	-	15,000	23,000	20,000
Professional Associations	898	2,000	2,000	1,500
Rentals	-	7,500	5,000	5,000
Travel & Training	3,260	7,200	7,200	7,200
Printing & Binding	7,325	21,000	21,000	19,000
Postage	-	5,800	5,800	-
Advertising	9,167	56,000	58,000	52,000
Supplies	1,057	2,400	2,400	2,400
Specialized Supplies	188,788	476,975	347,500	187,600
Fuel	215,373	258,000	262,500	275,625
Total O&M	**$ 2,272,944**	**$ 3,152,262**	**$ 2,836,400**	**$ 2,409,225**
Machinery & Equipment	$ -	$ -	$ 19,000	$ 10,000
Infastructure	-	1,250,000	-	75,000
Buildings	-	-	650,000	-
Vehicles	-	1,150,000	567,000	417,000
Total Capital	**$ -**	**$ 2,400,000**	**$ 1,236,000**	**$ 502,000**
Totals	**$ 3,254,816**	**$ 6,457,739**	**$ 4,999,625**	**$ 3,777,007**
Per Capita	$ 76.59	$ 149.53	$ 113.92	$ 86.06

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, 2011 and again in 2013.

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/Capital Improvement Fund

The City of Sierra Vista has different funding sources for different projects. Some projects will be funded by more than one funding source. They appear in the larger funding source section. The description of each project later in this document displays the funding source breakdown for each project. The major category of funding is the General Fund/Capital Improvement Fund. 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	FY14	FY15	FY16	FY17	FY18	Total
Financal Software Package	$200,000					$ 200,000
Youth Center	$162,000					$ 162,000
City Storage Facility			$100,000	$ 650,000		$ 750,000
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	**$362,000**	**$-**	**$100,000**	**$2,600,000**	**$6,250,000**	**$9,312,000**

Local Transportation Assistance Fund (LTAF)

There are three proposed project to be funded by LTAF in FY14-FY18. LTAF funds are used for local transportation.

Project	FY14	FY15	FY16	FY17	FY18	Total
Vista Transit Bus Canopy Installation Project		$ 400,000	$ 100,000			
Vista Transit Fry Boulevard Bus Pull-outs Project		$ 250,000	$ 250,000			
Total	**$-**	**$ 650,000**	**$ 350,000**	**$-**	**$-**	**$ -**

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	FY14	FY15	FY16	FY17	FY18	Total
Coronado Drive Widening Project (Busby to Golf Links)	$1,250,000					$1,250,000
Coronado Drive Widening Project (Carmelita to SR90)c/o	$ 800,000					$ 800,000
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	**$2,050,000**	**$ 674,000**	**$ 150,000**	**$150,000**	**$150,000**	**$3,174,000**

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	FY14	FY15	FY16	FY17	FY18	Total
Sulger Septic Replacement Project	$ 3,500,000					$ 3,500,000
EOP Solar Farm Project				$250,000	$10,000,000	$10,250,000
Total	**$ 3,500,000**	**$-**	**$-**	**$250,000**	**$10,000,000**	**$13,750,000**

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	FY14	FY15	FY16	FY17	FY18	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)	$ 575,675					$ 575,675
Street Reconstruction Carryover	$ 320,000					$ 320,000
North Garden Ave	$ 15,000					$ 15,000
Snyder Traffic Signal	$ 15,000					$ 15,000
Avenida Del Sol Widening	$ 15,000			$ 750,000	$ 375,000	$ 1,140,000
Oakmont Extension Design	$ 15,000					$ 15,000
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
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

Airport Fund

The Airport Fund will fund a portion of capital improvement projects. The list is presented below.

Project	FY14	FY15	FY16	FY17	FY18	Total
Taxiway "P" Signage and Lightning Project	$ 800,000		$ 500,000			$ 1,300,000
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
RWY 03/21 Overlay Project				$1,000,000	$1,000,000	$ 2,000,000
Total	**$ 800,000**	**$ -**	**$1,800,000**	**$5,500,000**	**$1,750,000**	**$ 9,850,000**

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	FY14	FY15	FY16	FY17	FY18	Total
Pedestrian Connection Fry Blvd. To N. Carmichael		$ 15,000	$ 315,000			$ 330,000
Drainage Problems in Southwest Sierra Vista Residential Area		$ 150,000				$ 150,000
Seventh Street Pedestrian Construction			$ 225,000			$ 225,000
Total	**$ -**	**$ 150,000**	**$ 225,000**	**$ -**	**$ -**	**$ 375,000**

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 2014
Capital Improvement Plan

FY14 Capital Improvement Projects

General/Capital Improvement Fund

1. Finance Software Package
2. Youth Center

Highway User Revenue Fund (HURF Projects)

3. Path to Higher Learning Multi-Use Path
4. Buffalo Soldier Trail Multi-Use Path from 7th Street to Golf Links
5. Colombo/Guilo Cesare/Coronado Multi-Use Path Connectivity
6. Street Maintenance Carryover
7. North Garden Ave
8. Snyder/SR92 Signal
9. Avenida Del Sol Widening
10. Oakmont Extension

Airport Fund

11. Taxiway "P" Signage and Lighting Project

Enterprise Funds

12. Sulger Sewer Replacement Project

Development Fees

13. Coronado Drive Widening (Busby to Golf Links)
14. Coronado Drive Widening (Carmelita to SR90)

1. Finance Software Package

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

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
CIF	$200,000					$200,000
O&M		$60,000	$60,000	$60,000	$60,000	$60,000
Total	**$200,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$260,000**

2. Youth Center

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

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
CIF	$100,000					$100,000
Grant	$62,000					$62,000
Total	**$162,000**					**$162,000**

3. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant	$443,000					$443,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
O&M				$4,000	$4,000	$8,000

4. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant	$530,370					$530,370

5. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant	$575,675					$575,675

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
O&M				$2,500	$2,500	$5,000

6. Street Maintenance Carryover

This project will be used for major street reconstruction on South Moson Road, Colombo, Snyder, Campus, Kachina Trail.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF	$320,000					$320,000

7. North 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

	FY14	FY15	FY16	FY17	FY18	Total
HURF	$15,000					$15,000

8. Snyder/SR92 Traffic Signal

This project will design and eventually construct a traffic signal on State Route 92 at Snyder Boulevard.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF	$15,000					$15,000

9. Avenida Del Sol Widening

This project will design and eventually construct the widening of Avenida Del Sol south of State Route 90.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF	$15,000			$750,000	$375,000	$1,140,000

10. Oakmont Extension

The project is for the design of the Oakmont Extension to Greenbriar.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF	$15,000					$15,000

11. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant	$800,000					$800,000

12. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant	$3,500,000					$3,500,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
New Revenue		$18,254	$18,254	$18,254	$18,254	$78,657
O&M		$18,254	$18,254	$18,254	$18,254	$78,657

13. 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 traffic signals at Busby and Golf Links

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
Dev Fees	$1,250,000					$1,250,000

1. Coronado Drive Widening Project (Carmelita to SR90 Bypass) Carryover

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.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
Dev Fees	$800,000					$1,250,000

City of Sierra Vista
Arizona

FY 2014 Capital Improvement Plan

Project	FY14	FY15	FY16	FY17	FY18	Total
Financal Software Package						
Project Costs	$ 200,000					$ 200,000
O&M		$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 240,000
Total	**200,000**	**60,000**	**60,000**	**60,000**	**60,000**	**440,000**
Youth Center						
Project Costs	$ 162,000					$ 162,000
Total	**162,000**	**-**	**-**	**-**	**-**	**162,000**
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	$ 575,675					$ 575,675
O&M				$ 2,500	$ 2,500	$ 5,000
Total	**575,675**	**-**	**-**	**2,500**	**2,500**	**605,000**
Street Reconstruction						
Project Costs	$ 320,000					$ 320,000
Total	**320,000**	**-**	**-**	**-**	**-**	**320,000**
North Garden Ave						
Project Costs	$ 15,000					$ 15,000
O&M	$ -	$ -	$ -	$ -	$ 5,000	$ 5,000
Total	**15,000**	**-**	**-**	**-**	**5,000**	**20,000**
Snyder/SR92 Traffic Signal						
Project Costs	$ 15,000					$ 15,000
Total	**15,000**	**-**	**-**	**-**	**-**	**15,000**
Avenida Del Sol Widening						
Project Costs	$ 15,000			$ 750,000	$ 375,000	$ 1,140,000
Total	**15,000**	**-**	**-**	**-**	**375,000**	**1,140,000**
Oakmont Extension						
Project Costs	$ 15,000					$ 15,000
Total	**15,000**	**-**	**-**	**-**	**-**	**15,000**
Taxiway "P" Signage and Lighting Project Ph I						
Project Costs	$ 800,000					$ 800,000
Total	**800,000**	**-**	**-**	**-**	**-**	**800,000**

FY 2014 Capital Improvement Plan

Project	FY14	FY15	FY16	FY17	FY18	Total
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**	**-**	**-**	**-**	**-**	**3,500,000**
Coronado Drive Widening Project(Busby to Golf Links)						
Project Costs	$ 1,250,000					$ 1,250,000
Total	**1,250,000**	**-**	**-**	**-**	**-**	**1,250,000**
Coronado Drive Widening Project(Carmelita to SR90) c/o						
Project Costs	$ 800,000					$ 800,000
Total	**800,000**	**-**	**-**	**-**	**-**	**800,000**
Total	**8,641,045**	**60,000**	**68,000**	**74,500**	**454,500**	**9,272,370**

The table below summarized major capital expenditures by fund.

Major Capital Expenditure by Fund FY14

General Fund	$ 162,000
Capital Improvement	$ 200,000
HURF	$ 1,929,045
Airport	$ 800,000
Sewer	$ 3,500,000
Dev Fees	$ 2,050,000
Total	**$ 8,641,045**

FY 2015
Capital Improvement Plan

FY 2015 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 FY15, 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 $1,849,000 in new capital projects in FY15, with a total of $1,954,000 in capital projects. The difference is caused by the completion/O&M of projects stated in FY14.

The Table on the next page summarizes the FY15 Capital Projects.

FY 2015 Capital Improvement Plan

Project	FY14	FY15	FY16	FY17	FY18	Total
Seventh Street/Fry Blvd. Traffic Signal Improvement Project						
Project Costs		$ 225,000	$ 225,000			$ 450,000
Total	**-**	**$ 225,000**	**$ 225,000**	**$ -**	**$ -**	**$ 450,000**
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**
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**
Drainage Problems in Southwest Sierra Vista Residential Area						
Project Costs		$ 150,000	**$ -**	**$ -**	**$ -**	$ 150,000
Total	**-**	**150,000**	**-**	**-**	**-**	**150,000**
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
Total	**-**	**1,894,000**	**1,374,000**	**849,500**	**104,000**	**4,221,500**
Total Capital Cost for FY15		1,954,000				

FY15 Capital Improvement Projects

Highway User Revenue Fund (HURF Projects)

1. El Camino Real/Wilcox Signal
2. Charleston Road Block Wall
3. Seventh Street/Fry Blvd Traffic Signal Improvements
4. Campus Drive/Colombo Ave. Signal Improvements

Special Revenue Funds

5. Bus Canopies
6. Vista Transit Bus Pull-Out Fry Boulevard

Grants

7. Pedestrian Connection Fry Blvd. To N. Carmichael
8. Drainage Problems in Southwest Sierra Vista Residential Area

Development Fees

9. Garden Canyon Linear Park

1. El Camino / Wilcox Drive Signal Improvement Project

New signal installation to include controller, signal poles, mast arms, heads, utilities and median work.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF		$200,000	$200,000			$400,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
O&M				$5,500	$5,500	$11,000

2. Charleston Block Wall

Construct a noise wall on Charleston Road.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF		$200,000				$400,000

3. 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

	FY14	FY15	FY16	FY17	FY18	Total
HURF		$225,000	$225,000			$450,000

4. Campus Drive/Colombo Ave. Signal Improvement Project

New signal installation to include controller, signal poles, mast arms, heads, and utility work.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF		$50,000	$50,000	$350,000		$450,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
O&M				$4,000	$4,000	$8,000
Total				$4,000	$4,000	$8,000

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

	FY14	FY15	FY16	FY17	FY18	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

	FY14	FY15	FY16	FY17	FY18	Total
LTAF		$250,000	$250,000	$250,000		$750,000

7. 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

	FY14	FY15	FY16	FY17	FY18	Total
Grant		$15,000	$315,000			$330,000

8. 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

	FY14	FY15	FY16	FY17	FY18	Total
CDBG		$150,000				$150,000

9. 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

	FY14	FY15	FY16	FY17	FY18	Total
Dev Fees		$324,000	$150,000	$150,000	$150,000	$774,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
Personnel		$80,000	$84,000	$90,000	$94,500	$348,500

FY2016
Capital Improvement Plan

FY 2016 Capital Improvement Plan

The City of Sierra Vista has planned for $4,617,000 in capital improvement projects for FY2016. Of the $3 million, $3,175,000 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 FY14 and FY15 to be completed in FY16.

The list below shows the capital projects to begin in FY16.

Project	FY14	FY15	FY16	FY17	FY18	Total
City Storage Facility						
Project Costs			$ 100,000	$ 650,000		$ 750,000
O&M				$ 10,000	$ 10,000	$ 20,000
Total	**-**	**-**	**100,000**	**660,000**	**10,000**	**770,000**
Taxiway "J" Phase IV						
Project Costs			$ 800,000	$3,000,000		$ 3,800,000
Total	**-**	**-**	**800,000**	**3,000,000**		**3,800,000**
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**
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	**-**	**-**	**3,175,000**	**5,115,500**	**2,016,000**	**10,306,500**
Total Capital Cost for FY15			4,617,000			

FY16 Capital Improvement Projects

General Fund

1. Citywide Storage Facility

Highway User Revenue Fund (HURF Projects)

2. Charleston/Walmart Signal
3. Fry/Seventh Street Traffic Signal Installation
4. Avenida Escuela Bridge Construction
5. Seventh Street/Golf Links Signal

Special Revenue Funds

6. Taxiway "J" Phase IV
7. Runway 03/21 Overlay

Grants

8. Seventh Street Pedestrian Crossing

1. City Storage Facility

Construction of a 10,000 SF City Storage Facility at the PCC.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
CIF			$100,000	$650,000		$750,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
O&M				$10,000	$10,000	$20,000

2. Charleston/Wal-Mart Signal Installation Project

New traffic signal installation to include controller, signal poles, mast arms and heads.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
HURF			$250,000			$250,000
Developer			$100,000			$100,000
Total			$350,000			$350,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
O&M				$5,500	$6,000	$11,500

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

	FY14	FY15	FY16	FY17	FY18	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

	FY14	FY15	FY16	FY17	FY18	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 / 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

	FY14	FY15	FY16	FY17	FY18	Total
Dev Fees			$350,000			$350,000

6. 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

	FY14	FY15	FY16	FY17	FY18	Total
Airport			$800,000	$3,000,000		$3,800,000

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

	FY14	FY15	FY16	FY17	FY18	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 Pedestrian Crossing

Installation of a pedestrian crosswalk, median refuge area, handicap ramps, and a lighted warning signal.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
Grant			$225,000			$225,000

FY 2017
Capital Improvement Plan

FY 2017 Capital Improvement Plan

The city's capital improvement plan budget for FY17 is $9,627,500. The $9 million includes $3,588,000 of new projects.

Below is a summary of FY17 Capital Projects.

Project	FY14	FY15	FY16	FY17	FY18	Total
EOP Solar Farm Project						
Project Costs				$ 250,000	$ 10,000,000	$ 10,250,000
Total				**250,000**	**10,000,000**	**10,250,000**
Domingo Paiz Sports Fields						
Project Costs				$ 1,750,000	$ 1,750,000	$ -
New Revenue					$ 80,000	$ 80,000
Personnel					$ 39,000	$ 39,000
O&M					$ 88,000	$ 88,000
Total				**1,750,000**	**1,797,000**	**47,000**
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**	**2,610,000**	**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				**238,000**	**2,138,000**	**2,376,000**
Buffalo Soldier Trail/Golf Links Signal Improvement Project						
Project Costs				$ 350,000		$ 350,000
Total				**350,000**	**-**	**350,000**
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**
Total	**-**	**-**	**-**	**3,588,000**	**19,195,000**	**19,283,000**
Total Capital Costs for FY16				9,627,500		

FY17 Capital Improvement Projects

Capital Improvement Fund Projects

1. EOP Solar Farm
2. Doningo Paiz Sports Fields
3. Roadrunner Park
4. AV Anderson Park

Highway User Revenue Funds

5. BST/Golf Links Signal
6. Bella Vista Wash Stabilization
7. Regional Stormwater Recharge Basins

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

	FY14	FY15	FY16	FY17	FY18	Total
CIF				$250,000	$10,000,000	$10,250,000

2. 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

	FY14	FY15	FY16	FY17	FY18	Total
Dev				$1,750,000	$1,750,000	$3,500,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	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

3. Roadrunner Park

Construct a traditional 14 acre community park with amenities consistent with other similarly sized community parks.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
Dev Fees				$100,000	$2,500,000	$2,600,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
Revenue					$5,000	$5,000
Personnel					$35,000	$35,000
O&M					$80,000	$80,000
Total					$120,000	$120,000

4. 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

	FY14	FY15	FY16	FY17	FY18	Total
Dev Fees				$100,000	$2,000,000	$2,100,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	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

5. Buffalo Soldier Trail/Golf Links Signal Improvement

New signal installation to include controller, signal poles, mast arms, and heads.

Project Costs

	FY14	FY15	FY16	FY17	FY18	Total
Dev Fees				$350,000		$350,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
O&M					$5,000	$5,000

6. 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

	FY14	FY15	FY16	FY17	FY18	Total
General				$400,000	$2,300,000	$2,400,000

7. 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

	FY14	FY15	FY16	FY17	FY18	Total
General				$500,000	$650,000	$1,150,000

Operating Impact

	FY14	FY15	FY16	FY17	FY18	Total
Personnel					$2,700	$2,700
O&M					$6,650	$6,650
Total					$9,350	$9,350

FY2018
Capital Improvement Plan

The final year of the five-year capital improvement plan is Fiscal Year 2018. The City of Sierra Vista is planning to start no new projects but complete a total of $21,769,500 for the completion of existing projects. Since no new projects are started in FY18 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 $801,500. 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 FY14 followed by $80,000 in FY15. The operating impact on the general fund grows to $84,000 in FY16, $238,000 in FY17, and $399,500 in FY18.

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.

General Fund Operating Impact

Project	FY14	FY15	FY16	FY17	FY18	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**
City Storage Facility						
O&M				$ 10,000	$ 10,000	$ 20,000
Total	**-**	**-**	**-**	**10,000**	**10,000**	**20,000**
Domingo Paiz Sports Fields						
New Revenue					$ 80,000	$ 80,000
Personnel					$ 39,000	$ 39,000
O&M					$ 88,000	$ 88,000
Total					**47,000**	**47,000**
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**
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**
Total General Fund Operating Expenses	**-**	**80,000**	**84,000**	**238,000**	**399,500**	**801,500**

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	FY14	FY15	FY16	FY17	FY18	Total
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**	**605,000**
North Garden Ave						
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 Expenses	**-**	**-**	**8,000**	**29,500**	**35,000**	**672,500**

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	FY14	FY15	FY16	FY17	FY18	Total
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 Expenses	**-**	**-**	**-**	**-**	**-**	**-**

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***	

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Public Works Five Year Capital Maintenance and Replacement Plan
Fiscal Years 2014 - 2018

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 the 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 2014 - 2018

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 2014 - 2018

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 2014-2018

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**

FY 2018							
VEHICLE	**PRIORITY**	**DESCRIPTION**	**DEPT**	**YEAR**	**MILES**	**SCORE**	**COST**
1011	1	AUTO, CROWN VICTORIA	PSOPS	2003	67,500	30	$30,000
1043	2	AUTO, CROWN VICTORIA	PSOPS	2006	118,000	29	$30,000
2039	3	PICKUP, ¾ TON	PWADM	2005	74,200	34	$35,000
Total							**$95,000**

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	

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	8	$100,000
312	2	DUMP TRUCK 6YD	STREETS	1999	38,040	8	$105,000
336	3	WATER TRUCK 1500	STREETS	2000	16,076	7	$125,000
196	4	BRUSH TRUCK 1.5 TON	FIRE DEPT	2000	12,365	7	$150,000
2032	5	AMBULANCE	FIRE DEPT	2003	43,449	7	$200,000
339	6	REFUSE, FRONT LOAD	REFUSE	2004	96,831	7	$350,000
Total							**$1,030,000**

FY2018							
VEHICLE	**PRIORITY**	**DESCRIPTION**	**DEPT**	**YEAR**	**MILES**	**SCORE**	**COST**
344	1	TRUCK, RAPID RAIL	REFUSE	2005	86,240	6	$275,000
312	2	DUMP TRUCK 6YD	STREETS	1999	42,990	6	$105,000
Total							**$380,000**

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 street 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 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

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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 retaining 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
							$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 2014-2018			
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 Aerotek 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 2014-2018

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**

FISCAL YEAR 2018					
LOCATION	ASSET	YR BUILT	PRIORITY	RATING	COST
Total					**$**

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**

CITY OF SIERRA VISTA

ARIZONA

RESOLUTION 2013-069

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; ADOPTING THE FY 2013/2014 OPERATING BUDGET; HOLDING A PUBLIC HEARING FOR TAXPAYERS ON THE ESTIMATED EXPENDITURES AND REVENUES FOR FISCAL YEAR 2013/2014; GIVING NOTICE OF THE COUNCIL MEETING TO MAKE FY 2013/2014 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 2013/2014; and

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

WHEREAS, following due public notice, the Mayor and Council have met on this 25th day of July, 2013 at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the estimated expenditures; and

WHEREAS, publication has been duly made, and required by law of said estimates and allocations together with a notice that the Mayor and Council would meet on the 8th day of August 2013, 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 2013/2014.

SECTION 2

That the public notice, publication and public hearing, as required by Law have been duly made and notice that the City Council shall meet for the purpose of making tax levies on the 8th day of August, 2013, 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 25th DAY OF JULY, 2013.

FREDERICK W. MUELLER, II
Mayor

ATTEST:

JILL ADAMS
City Clerk

APPROVED AS TO FORM:

STUART L. FAUVER
City Attorney

PREPARED BY:
Mark C. Welch, Assistant to the City Manager

RESOLUTION 2013-069
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CITY/TOWN OF _____Sierra Vista___

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Schedule E—Expenditures/Expenses by Fund

Schedule F—Expenditures/Expenses by Department

Schedule G—Full-Time Employees and Personnel Compensation

CITY/TOWN OF ____Sierra Vista___
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2014

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2013	ACTUAL EXPENDITURES/ EXPENSES** 2013	FUND BALANCE/ NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/ EXPENSES 2014
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 31,263,496	$ 27,756,027	$	Primary: $ 388,958	$ 32,275,925	$ 716,400	$	$ 881,564	$ 1,162,073	$ 33,100,774	$ 33,100,774
2. Special Revenue Funds	16,729,830	6,494,804	2,823,061	Secondary:	16,942,544	46,800		1,278,813	1,054,575	20,036,643	20,036,643
3. Debt Service Funds Available	3,499,929	3,499,929						3,445,220		3,445,220	3,445,220
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	3,499,929	3,499,929						3,445,220		3,445,220	3,445,220
6. Capital Projects Funds	1,325,000	333,472	(253,000)		3,692,136			59,947	3,299,083	200,000	200,000
7. Permanent Funds											
8. Enterprise Funds Available	18,936,880	8,456,026	90,000		13,216,319	373,500			149,813	13,530,006	13,530,006
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	18,936,880	8,456,026	90,000		13,216,319	373,500			149,813	13,530,006	13,530,006
11. Internal Service Funds	3,396,000	2,854,333	100,000		3,296,000					3,396,000	3,396,000
12. TOTAL ALL FUNDS	$ 75,151,135	$ 49,394,591	$ 2,760,061	$ 388,958	$ 69,422,924	$ 1,136,700	$	$ 5,665,544	$ 5,665,544	$ 73,708,643	$ 73,708,643

EXPENDITURE LIMITATION COMPARISON	2013	2014
1. Budgeted expenditures/expenses	$ 75,151,135	$ 73,708,643
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	75,151,135	73,708,643
4. Less: estimated exclusions	22,884,096	20,420,446
5. Amount subject to the expenditure limitation	$ 52,267,039	$ 53,288,197
6. EEC or voter-approved alternative expenditure limitation	$ 52,897,282	$ 54,621,725

☐ 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 Position 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___
Tax Levy and Tax Rate Information
Fiscal Year 2014

	2013	2014
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 457,758	$ 479,827
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	$ 402,798	$ 388,958
B. Secondary property taxes		
C. Total property tax levy amounts	$ 402,798	$ 388,958
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 398,770	
(2) Prior years' levies	300	
(3) Total primary property taxes	$ 399,070	
B. Secondary property taxes		
(1) **Current** year's levy	$	
(2) Prior years' levies		
(3) Total secondary property taxes	$	
C. Total property taxes collected	$ 399,070	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.1136	0.1136
(2) Secondary property tax rate		
(3) Total city/town tax rate	0.1136	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___
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
GENERAL FUND			
Local taxes			
Transaction Privilige Tax	$ 13,142,300	$ 12,748,031	$ 12,323,159
Franchise Tax	1,046,460	920,885	1,325,000
Licenses and permits			
Business License	252,500	245,957	252,500
Building Permits	700,000	332,835	350,000
Animal Control Permits	45,000	40,101	45,000
Right-of-Way Permits	40,000	29,957	30,000
Intergovernmental			
Grants	91,400	1,409	214,900
State Shared Sales	3,503,084	3,573,067	3,792,255
Auto Lieu	1,899,211	1,769,186	1,709,290
Urban Revenue Sharing	4,482,658	4,482,658	4,896,362
Local Government Payments	453,250	378,952	2,000,000
Charges for services			
Planning Revenue	43,000	44,096	36,500
Public Safety	1,796,500	1,776,900	1,829,150
Public Works	1,362,500	1,382,895	1,511,288
Recreation	1,282,000	867,259	1,123,521
Fines and forfeits			
Library	32,000	29,619	36,000
Interest on investments			
Interest	6,000	10,140	5,000
Contributions			
Voluntary contributions	5,000	268	5,000
Miscellaneous			
Misc. Revenue	606,000	663,014	691,000
Sale of Fixed Assets	60,000	25,000	65,000
Lease Revenue	45,000	34,369	35,000
Total General Fund	$ 30,893,863	$ 29,356,598	$ 32,275,925

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

CITY/TOWN OF _____Sierra Vista___
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
SPECIAL REVENUE FUNDS			
Higway User Revenue Fund			
State HURF Revenue	$ 2,400,000	$ 2,450,000	$ 2,825,000
Grants	3,897,910	2,923,433	2,518,399
Misc	244,000	244,000	177,465
Contributions			2,500,000
	$ 6,541,910	$ 5,617,433	$ 8,020,864
Local Transportation Assistance Fund			
Grants	$ 966,485	$ 966,485	$ 915,303
Fares	120,000	120,000	115,000
Misc	10,000	10,000	34,114
State LTAF			
	$ 1,096,485	$ 1,096,485	$ 1,064,417
Police Special Revenue			
Police Service Revenue	$ 103,620	$ 103,620	$ 468,000
	$ 103,620	$ 103,620	$ 468,000
Grants			
Grants	$ 1,147,251	$ 688,351	$ 3,066,195
	$ 1,147,251	$ 688,351	$ 3,066,195
Airport			
Grants	$ 2,190,716	$ 1,940,716	$ 2,162,835
Fuel Sales	1,066,568	1,066,568	740,491
Lease Revenue	211,000	208,890	190,000
Misc	5,000	5,000	5,000
	$ 3,473,284	$ 3,221,174	$ 3,098,326
Judicial Enhancement			
Fines	$ 100	$ 100	$ 100
	$ 100	$ 100	$ 100
Donations			
Contributions	$ 512,620	$ 512,620	$ 697,470
	$ 512,620	$ 512,620	$ 697,470
Park Development Fee			
Development Fee	$ 236,670	$ 284,004	$ 236,670
	$ 236,670	$ 284,004	$ 236,670
Library Development Fee			
Development Fee	$ 9,947	$ 11,439	$ 9,947
	$ 9,947	$ 11,439	$ 9,947
Police Development Fee			
Development Fee	$ 41,944	$ 50,333	$ 41,943
	$ 41,944	$ 50,333	$ 41,943
Infastructure Development Fee			
Development Fee	$ 189,220	$ 227,064	$ 189,220
	$ 189,220	$ 227,064	$ 189,220
Fire Development Fee			
Development Fee	$ 49,392	$ 59,270	$ 49,392
	$ 49,392	$ 59,270	$ 49,392
Total Special Revenue Funds	$ 13,402,443	$ 11,871,892	$ 16,942,544

CITY/TOWN OF _____Sierra Vista___
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014

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

CITY/TOWN OF _____Sierra Vista___
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
DEBT SERVICE FUNDS			
SVMPC I&R			
SVMPC I&R	$	$	$
Total Debt Service Funds	$	$	$
CAPITAL PROJECTS FUNDS			
Capital Improvement Fund			
Transaction Privilige Tax	$ 3,699,899	$ 3,662,900	$ 3,442,136
Misc Revenue	250,000		250,000
	$ 3,949,899	$ 3,662,900	$ 3,692,136
Total Capital Projects Funds	$ 3,949,899	$ 3,662,900	$ 3,692,136

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

CITY/TOWN OF _____Sierra Vista___
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
PERMANENT FUNDS			
Total Permanent Funds	$	$	$
ENTERPRISE FUNDS			
Sewer			
Charges for Services	$ 3,968,079	$ 3,908,558	$ 4,027,176
Grants	3,500,000		3,750,000
Capital Constributions	500,000	500,000	500,000
Misc	130,500	195,750	100,000
	$ 8,098,579	$ 4,604,308	$ 8,377,176
Refuse			
Charges for Service	$ 4,855,303	$ 4,661,091	$ 4,784,643
Grants			
Interest	1,000	1,000	1,000
Misc	163,500	163,500	53,500
	$ 5,019,803	$ 4,825,591	$ 4,839,143
Total Enterprise Funds	$ 13,118,382	$ 9,429,899	$ 13,216,319

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

CITY/TOWN OF Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
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	$ 64,660,587	$ 57,617,289	$ 69,422,924

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

CITY/TOWN OF _____Sierra Vista___
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2014

FUND	OTHER FINANCING 2014 SOURCES	OTHER FINANCING 2014 <USES>	INTERFUND TRANSFERS 2014 IN	INTERFUND TRANSFERS 2014 <OUT>
GENERAL FUND				
Notes Payable	$ 716,400	$	$	$
Interfund Transfer			881,564	1,162,073
Total General Fund	$ 716,400	$	$ 881,564	$ 1,162,073
SPECIAL REVENUE FUNDS				
HURF	$ 46,800	$	$ 700,000	$
LTAF			389,575	
Airport			87,165	
Grants			5,000	
Park Development				521,119
Library Development				59,947
Police Development			14,000	212,043
Infastructure Development			63,073	
Fire Development			20,000	261,466
Total Special Revenue Funds	$ 46,800	$	$ 1,278,813	$ 1,054,575
DEBT SERVICE FUNDS				
SVMPC I&R	$	$	$ 3,445,220	$
Total Debt Service Funds	$	$	$ 3,445,220	$
CAPITAL PROJECTS FUNDS				
Capital Improvement	$	$	$ 59,947	$ 3,299,083
Total Capital Projects Funds	$	$	$ 59,947	$ 3,299,083
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Sewer	$ 34,200	$	$	$ 149,813
Refuse	339,300			
Total Enterprise Funds	$ 373,500	$	$	$ 149,813
INTERNAL SERVICE FUNDS				
	$	$	$	$
Total Internal Service Funds	$	$	$	$
TOTAL ALL FUNDS	$ 1,136,700	$	$ 5,665,544	$ 5,665,544

CITY/TOWN OF _____Sierra Vista___
Expenditures/Expenses by Fund
Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
GENERAL FUND				
City Council	$ 119,766	$	$ 116,126	$ 116,126
Administrative Services	3,213,433		3,022,356	2,569,265
City Manager	1,475,490		1,751,572	1,999,517
Legal	337,534		303,853	323,338
General Government	1,166,544		1,126,377	1,237,208
Police	8,954,474		7,434,850	10,748,001
Fire	4,925,775		3,986,367	4,860,357
Public Works	6,104,779		6,178,982	6,976,061
Leisure & Library Services	3,607,041		2,799,350	3,314,356
Community Development	962,451		688,386	748,581
Debt	266,209		217,808	207,964
Economic Development	130,000		130,000	
Total General Fund	$ 31,263,496	$	$ 27,756,027	$ 33,100,774
SPECIAL REVENUE FUNDS				
HURF	$ 7,786,685	$	$ 2,396,443	$ 9,087,664
LTAF	1,526,905		1,027,935	1,453,992
Police Special Revenue	103,620		69,992	468,000
Grants	1,203,466		271,802	3,089,526
Judicial Enhancement	4,500			4,500
Airport	3,492,034		1,199,095	3,185,491
Donations	512,620		142,252	697,470
Park Development	1,300,000		1,387,285	
Library Development				
Police Development				
Infastructure Development	800,000			2,050,000
Fire Development				
Total Special Revenue Funds	$ 16,729,830	$	$ 6,494,804	$ 20,036,643
DEBT SERVICE FUNDS				
SVMPC I&R	$ 3,499,929	$	$ 3,499,929	$ 3,445,220
Total Debt Service Funds	$ 3,499,929	$	$ 3,499,929	$ 3,445,220
CAPITAL PROJECTS FUNDS				
Capital Improvements	$ 1,325,000	$	$ 333,472	$ 200,000
Total Capital Projects Funds	$ 1,325,000	$	$ 333,472	$ 200,000
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Sewer	$ 12,408,766	$	$ 4,729,419	$ 8,311,563
Refuse	6,528,114		3,726,607	5,218,443
Total Enterprise Funds	$ 18,936,880	$	$ 8,456,026	$ 13,530,006
INTERNAL SERVICE FUNDS				
Health & Accident	$ 3,196,000	$	$ 2,796,000	$ 3,196,000
Unemployment	100,000		4,755	100,000
Self Insured Retention	100,000		53,578	100,000
Total Internal Service Funds	$ 3,396,000	$	$ 2,854,333	$ 3,396,000
TOTAL ALL FUNDS	$ 75,151,135	$	$ 49,394,591	$ 73,708,643

* 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___
Expenditures/Expenses by Department
Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
City Council				
General Fund	$ 119,766	$	$ 116,126	116,128
Sewer	14,971		13,474	14,516
Refuse	14,971		13,474	14,516
Donations	10,800		9,720	17,085
Department Total	$ 160,508	$	$ 152,794	162,243
List Department:				
Administrative Services				
General Fund	$ 3,213,433	$	$ 3,022,358	2,569,265
Capital Improvements	425,000		333,472	200,000
Sewer	322,363		290,127	302,966
Refuse	333,816		300,434	312,943
Department Total	$ 4,294,612	$	$ 3,946,389	3,385,174
List Department:				
City Manager				
General Fund	$ 1,605,490	$	$ 1,881,572	1,999,517
Donations				600
Grants				155,000
Sewer	257,282		231,554	263,354
Refuse	235,340		211,806	238,099
Department Total	$ 2,098,112	$	$ 2,324,932	2,656,570
Legal				
General Fund	$ 337,534	$	$ 303,853	323,338
Judicial Enhancement	4,500			4,500
Department Total	$ 342,034	$	$ 303,853	327,838
General Government				
General Fund	$ 1,166,544	$	$ 1,126,377	1,237,208
Sewer	145,818		131,236	154,651
Refuse	145,818		131,236	154,651
Health & Accident	3,196,000		2,796,000	3,196,000
Unemployment	100,000		4,755	100,000
Self Insured Retention	100,000		53,578	100,000
Department Total	$ 4,854,180	$	$ 4,243,182	4,942,510
Police				
General Fund	$ 8,954,474	$	$ 7,434,850	10,748,001
Police Special Revenue	103,620		69,992	468,000
Grants	339,623		5,670	587,873
Donations	189,000		25,000	219,380
Police Development Fee				
Department Total	$ 9,586,717	$	$ 7,535,512	12,023,254
Fire				
General Fund	$ 4,925,775	$	$ 3,986,367	4,860,357
Grants	763,843		251,132	858,000
Donations	31,150		31,150	204,440
Fire Development Fee				
Department Total	$ 5,720,768	$	$ 4,268,649	5,922,797
Public Works				
General Fund	$ 6,104,779	$	$ 6,178,982	6,976,061
HURF	7,721,361		2,331,119	8,988,585
LTAF	1,626,905		1,027,935	1,453,992
Grants				
Airport	3,379,863		1,086,724	3,073,120
Capital Improvements	900,000			
Sewer	10,975,183		3,369,879	6,903,908
Refuse	5,302,088		2,573,576	4,018,183
Donations	28,150		28,150	25,915
Park Development	1,300,000		1,387,285	
Infastructure Development	800,000			2,050,000
Department Total	$ 38,038,129	$	$ 17,983,650	33,489,645
Leisure & Library				
General Fund	$ 3,607,041	$	$ 2,799,350	3,314,356
Grants	100,000		15,000	
Arts & Hummanities				
SVMPC Construction				
Donations	253,420		48,232	230,050
Library Development				
Department Total	$ 3,960,461	$	$ 2,862,582	3,544,406
Community Development				
General Fund	$ 962,451	$	$ 688,386	748,581
Grants				1,488,653
Donations	100			100
Department Total	$ 962,551	$	$ 688,386	2,237,334
Debt				
General Fund	$ 266,209	$	$ 217,808	207,954
HURF	65,324		65,324	99,078
Airport	112,371		112,371	112,371
SVMPC I&R	3,499,929		3,499,929	3,445,220
Sewer	693,149		693,149	672,168
Refuse	496,081		496,081	480,071
Department Total	$ 5,133,063	$	$ 5,084,662	5,016,872
Total	$ 75,151,135	$	$ 48,394,581	73,708,643

* 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___
Full-Time Employees and Personnel Compensation
Fiscal Year 2014

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014		Total Estimated Personnel Compensation 2014
GENERAL FUND	337	$ 16,122,034	$ 3,027,225	$ 2,709,760	$ 1,639,982	=	$ 23,499,001
SPECIAL REVENUE FUNDS							
HURF	20	$ 635,136	$ 73,295	$ 120,360	$ 83,625	=	$ 912,416
LTAF	11	557,424	52,623	83,565	54,039		747,651
Airport	1	69,923	8,069	7,080	7,898		92,970
Total Special Revenue Funds	32	$ 1,262,483	$ 133,987	$ 211,005	$ 145,562	=	$ 1,753,037
DEBT SERVICE FUNDS							
		$	$	$	$	=	$
Total Debt Service Funds		$	$	$	$	=	$
CAPITAL PROJECTS FUNDS							
		$	$	$	$	=	$
Total Capital Projects Funds		$	$	$	$	=	$
PERMANENT FUNDS							
		$	$	$	$	=	$
Total Permanent Funds		$	$	$	$	=	$
ENTERPRISE FUNDS							
Sewer	12	$ 444,800	$ 46,435	$ 77,880	$ 54,828	=	$ 623,943
Refuse	14	620,670	71,625	99,120	74,367		$ 865,782
Total Enterprise Funds	26	$ 1,065,470	$ 118,060	$ 177,000	$ 129,195	=	$ 1,489,725
TOTAL ALL FUNDS	395	$ 18,449,987	$ 3,279,272	$ 3,097,765	$ 1,914,739	=	$ 26,741,763

ORDINANCE 2013-003

AN ORDINANCE OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF SIERRA VISTA SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS ($100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM FINES, LICENSES, AND OTHER SOURCES OF REVENUE; PROVIDING A GENERAL FUND FOR GENERAL MUNICIPAL EXPENSES ALL FOR THE FISCAL YEAR ENDING JUNE 30, 2014; REPEALING ALL ORDINANCES OR CODE PROVISIONS IN CONFLICT HEREWITH AND PROVIDING FOR SEVERABILITY.

WHEREAS, by the provisions of the state law, the ordinance levying taxes for the Fiscal Year 2013/2014 is required to be adopted not later than the third Monday in August; and

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

WHEREAS, it is settled policy of the City Council, most recently affirmed by Ordinance 2006-020, to adopt the ordinance levying taxes for the fiscal year not later than the third Monday in August.

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

SECTION 1

There is hereby levied on each One Hundred Dollars ($100) of assessed value of all property, both real and personal, within the corporate limits of the City of Sierra Vista, except such property as may be by law exempt from taxation, a tax rate sufficient to raise the sum of Three Hundred and Eighty Eight Thousand Nine Hundred Fifty Eight Dollars ($388,958) for the purpose of providing the City of Sierra Vista for the fiscal year ending on the 30th day of June, 2014, but not to exceed the $0.1136 per each One Hundred Dollars ($100) of the assessed valuation of all real and personal property in the City of Sierra Vista subject to taxation.

SECTION 2

There is no secondary tax levied upon the property within the corporate limits of the City of Sierra Vista for the fiscal year ending June 30, 2014.

SECTION 3

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

SECTION 4

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

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 8th DAY OF AUGUST, 2013.

FREDERICK W. MUELLER, II
Mayor

ATTEST:

JILL ADAMS
City Clerk

APPROVED AS TO FORM:

NATHAN J. WILLIAMS
Assistant City Attorney

PREPARED BY:
Mark C. Welch
Assistant to the City Manager

ORDINANCE 2013-003
PAGE TWO OF TWO

Cost of Living:

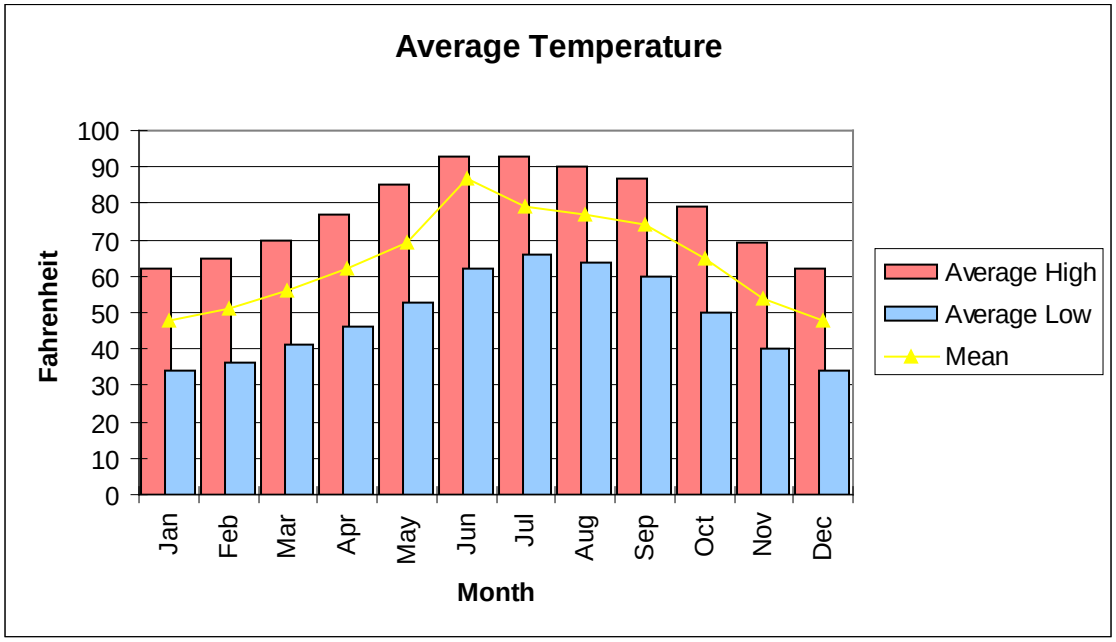
The City of Sierra Vista has a lower cost of living than other cities in the State of Arizona. In order to complete the cost of living comparison, the ACCRA data was used. The data shows an average for the last four quarters ending with the first quarter of 2007. The ACCRA uses the cost of groceries, 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.

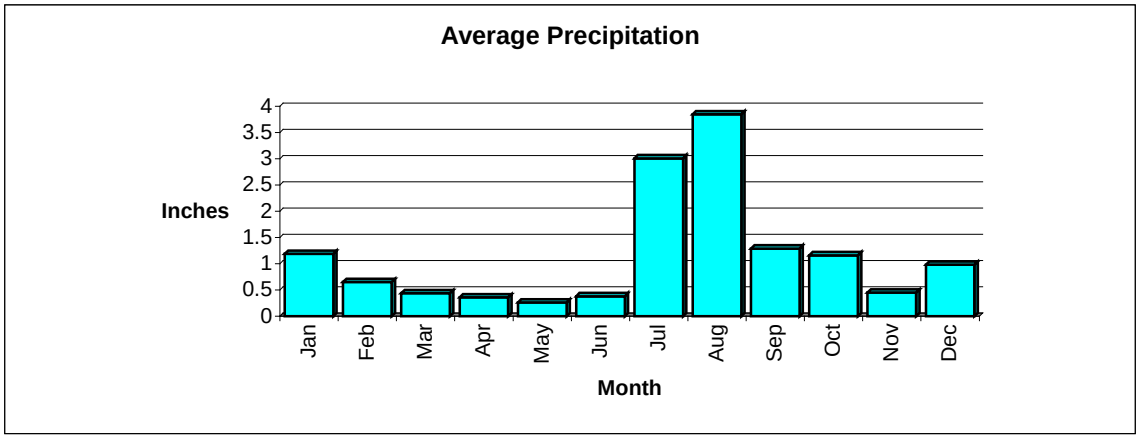
Sierra Vista To:	Phoenix	Flagstaff	Lake Havasu City	Prescott	Tucson
Groceries	-4.7%	3.4%	14.7%	-5.0%	-3.5%
Housing	15.8%	61.5%	50.2%	35.5%	6.5%
Utilities	-7.6%	4.2%	-6.3%	-9.7%	-7.1%
Transportation	2.4%	5.5%	0.6%	1.4%	1.5%
Health Care	6.5%	9.7%	5.0%	6.7%	6.9%

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, 2012	
Fort Huachuca	9,369
General Dynamics Information Technology (GDIT)	855
Sierra Vista Unified School District #68	685
Sierra Vista Regional Health Center	611
ManTech International Corporation	560
Aegis Communications Group, Inc.	531
Northrop Grumman Corporation	460
City of Sierra Vista	380
Raytheon Technical Services Company	315
Science Applications International Corp. (SAIC)	300
TASC, Inc.	293
Wal-Mart	290
Cochise College	276
NCI Information Systems Inc.	269
McDonald's	191
Cochise County	154
Lawley Automotive Group	152
Engility (formerly L3 C2S2)	151
Cochise Private Industry Council	139
Life Care Center of Sierra Vista	139
Fort Huachuca Accommodation School District	135
Sulphur Springs Valley Electric Cooperative	105
All Star Technical Services	103
Lowe's	99
AIRES, LLC.	85

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