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UNCOMMON GROUND.



**Sierra Vista**  
ARIZONA

**ANNUAL BUDGET  
FISCAL YEAR 2015 - 2016**



**CITY OF SIERRA VISTA, ARIZONA ANNUAL BUDGET  
For the Fiscal Year July 1, 2015 - June 30, 2016**

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**CITY OF SIERRA VISTA LEADERSHIP**

**CITY COUNCIL**

Rick Mueller, Mayor

Bob Blanchard, Mayor Pro Tem

Hank Huisking, Council Member

Rachel Gray, Council Member

Alesia Ash, Council Member

Gwen Calhoun, Council Member

Craig Mount, Council Member

**MANAGEMENT STAFF**

Charles P. Potucek, City Manager

Mary Jacobs, Assistant City Manager

Pamela Weir, Budget Officer

**SENIOR STAFF**

Tom Alinen, Police Chief

David Felix, Chief Financial Officer

Ron York, Fire Chief

Barbara Fleming,  
Chief Human Resources Officer

Scott Dooley, Public Works Director

Victoria Yarbrough, Leisure and  
Library Services Director

Abe Rubio, Chief Information Officer  
Laura Wilson, Chief Procurement Officer

Matt McLachlan, Community  
Development Director

Jill Adams, City Clerk

Nathan Williams, City Attorney

Simone McFarland,  
Economic Development Manager

Judy Hector, Marketing and  
Public Affairs Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Sierra Vista  
Arizona**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director



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The City of **Sierra Vista's Fiscal Year 2016** budget book serves as a policy document, financial plan, operations guide, and communications device. The City is proud to be a **23-time recipient of the Government Financial Officer's Association Distinguished Budget Presentation Award**. This brief guide outlines the budget book structure.

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

The Budget Summary section provides an overview of the FY 2015 budget, a description of budget development, and the budgeting principles applied to the development process. The introduction includes historical information regarding city revenue and spending and a narrative description of the forces driving both. Expenditures are divided into four major categories: personnel, operations and maintenance, capital, and debt. Personnel expenditures are related to salaries and benefits for employees of the city. Operations and maintenance expenditures are necessary to carry on the core business of the city and to preserve existing assets through a maintenance program. Capital expenses are for new equipment, software, **infrastructure, facilities and vehicles**. **Debt expenditures repay the City's long and short term debt obligations**. The section concludes with the City's Financial Policies providing the regulatory framework that guides the budget preparation.

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

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

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

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



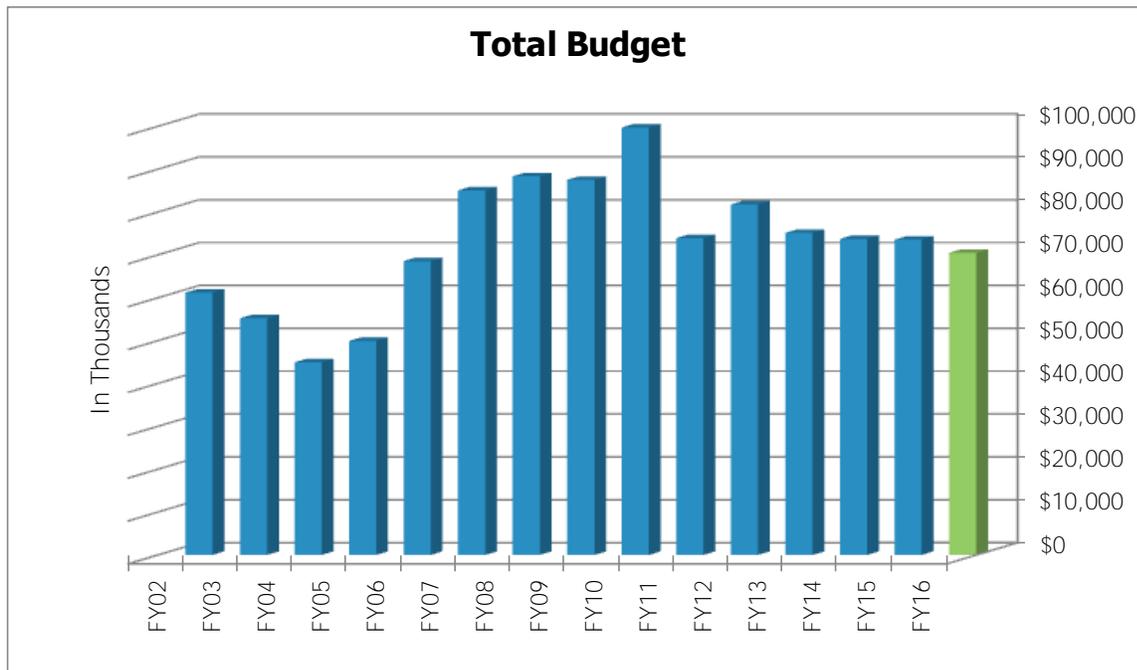
City Manager Charles P. Potucek

To The Honorable Mayor and City Council:

I am pleased to present the Fiscal Year 2015-2016 (FY16) budget of \$70,484,240. This figure represents a \$3,085,866 (4.2%) decrease from the FY15 budget. We achieved a balanced budget including a modest retail sales tax increase of .2% to maintain high quality services for our residents.

Current economic challenges, primarily relating to defense spending cuts on Fort Huachuca, continue to result in stagnant local revenue growth. In order to maintain our service levels, we must constantly identify areas to improve our productivity, particularly regarding the use of automation improvements, and rely upon the efforts of our staff despite the reduction of twenty percent of our workforce since fiscal year 2008-2009.

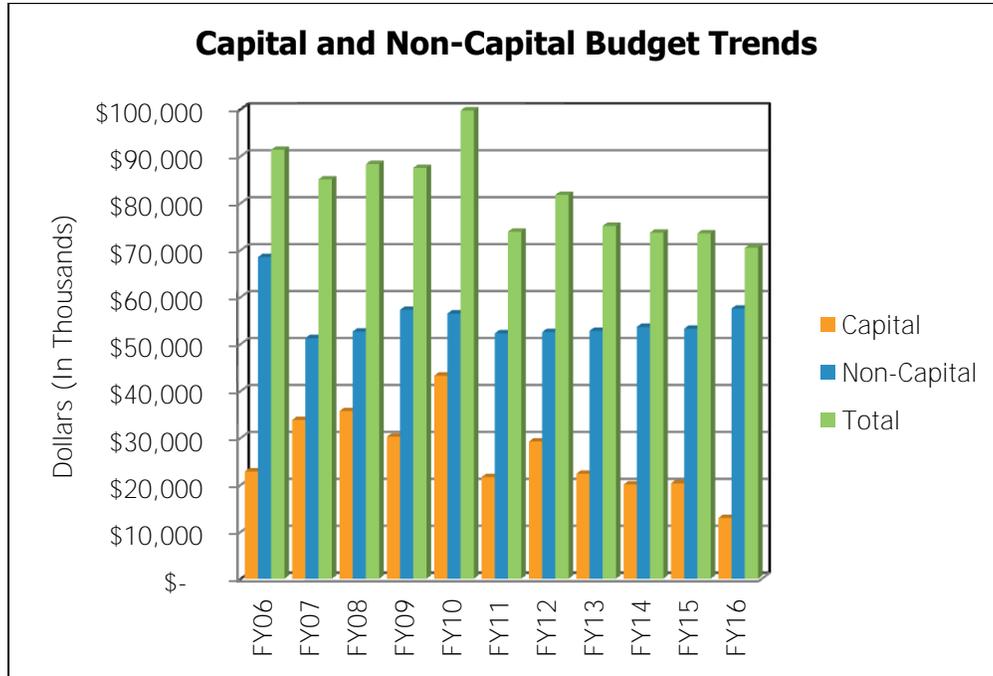
The graph below depicts the total budgets for FY02 to FY16, showing the slight downward trend over the last five fiscal years.





### Budget Transmittal Letter

This year’s budget decrease is largely attributed to a reduction in grants and capital spending. The graph below separates the budget into capital and non-capital expenditures for the last ten fiscal years. In the FY16 budget, non-capital expenditures increased roughly eight percent and capital expenditures decreased just over thirty-six percent from the FY15 budget. As you can see, the non-capital budget consisting of personnel, debt, and operations and maintenance (O&M) expenditures remained relatively stable throughout the ten-year period shown, while capital expenditures fluctuated primarily due to the availability of grant funding.



### City Council Strategic Plan

The FY16 budget reflects the Mayor and Council’s strategic plan initiatives, recently updated in May 2015. The plan, titled “Our Future Vistas,” provides short-term policy objectives that shape resource allocations in the budget process. The FY16 budget includes funds to advance or complete strategic plan objectives within the next year. In developing their plan, the Council established a framework consisting of six critical success factors:

#### Critical Success Factors

##### A. Economic Prosperity

Sierra Vista has a qualified workforce that meets the need of its diverse employers and supports the missions of Fort Huachuca. Higher education opportunities continue to grow and remain affordable, producing employees capable of working for the



community's primary employers. The City works effectively to attract new businesses, retain and grow current businesses, and promotes tourism and trade with Mexico.

### **B. Efficient and Accountable City Government**

Through a professional organization, the City provides quality and innovative services, programs and facilities that exceed expectations while embracing community engagement and fostering effective partnerships.

### **C. Environmental Leadership**

The City has a strong culture of environmental stewardship and is known as a leader in water and energy conservation efforts.

### **D. Healthy and Active Way of Life**

Sierra Vista provides diverse recreational opportunities and programs, offers multi-modal transportation options, and is a walkable community with abundant open spaces and access to natural amenities that serve all ages. Partnerships provide expanded recreational and educational opportunities that ensure our community is aware of healthy lifestyle choices. The community is engaged through a multitude of recreation choices including special events and festivals, sports options, and parks.

### **E. Safe and Welcoming Community**

Sierra Vista is an attractive, inviting community that makes a positive impression on residents and visitors, providing visible and respectful public safety services, safe and appealing neighborhoods, and opportunities for engagement.

### **F. Well-Maintained Infrastructure and Facilities**

The City maintains its infrastructure and facilities through effective resource allocation. Alternative funding sources are sought and maximized through new and existing partnerships. The City employs new technologies and analytical techniques to improve efficiencies and reduce costs.

Within that framework, Council then developed the following two-year goals and objectives:

### **Strategic Focus Area A: Economic Prosperity**

A-1. Develop and invest in a tourism marketing strategy that is based on Sierra Vista's target markets, incorporating partners to maximize economic impact.

A-2. Leverage partnerships to effectively market Sierra Vista for both business attraction and tourism.



## **Budget Transmittal Letter**

A-3. Expand lobbying efforts in support of retention and expansion on Ft. Huachuca and strengthen and create new partnerships to more effectively **demonstrate the Fort's value.**

A-4. Develop a design concept report for the future Town Center.

A-5. Establish quantifiable metrics to effectively measure the City's economic development efforts.

A-6. Identify workforce development needs with other partners that are necessary to provide quality employees to current and future employers.

A-7. Partner with K-12 schools to encourage programs that provide exploration of professional career options.

## **Strategic Focus Area B: Efficient and Accountable City Government**

B-1. Implement the Classification and Compensation Plan for City employees.

## **Strategic Focus Area C: Environmental Leadership**

C-1. Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners.

C-2. Develop and implement a marketing campaign based on the City's environmental accomplishments.

## **Strategic Focus Area D: Healthy and Active Way of Life**

D-1. **Complete relevant goals of the national Let's Move program for Sierra Vista** to improve community health and wellness while maximizing partnerships.

D-2. Develop an attainable master plan for the former Kings Court tennis center to incorporate into the small parks plan.

D-3. Develop partnerships and strategies with area wellness partners that foster a healthy, active lifestyle.

## **Strategic Focus Area E: Safe and Welcoming Community**

E-1. Develop, finance and implement a program to incentivize West End commercial property improvements.



E-2. Update and implement a plan to beautify public infrastructure that increases walk-ability and bike-ability on Fry Blvd. and North Garden Ave.

**Strategic Focus Area F: Well-Maintained Infrastructure and Facilities**

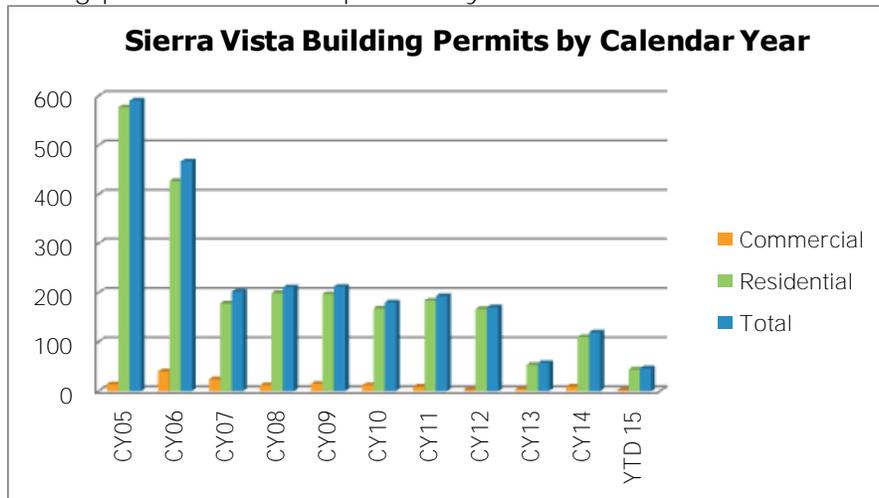
F-1. Create an asset inventory and needs assessment for all City facilities to guide future investments.

**Local Economic Conditions**

Sierra Vista’s economy continues to stagnate as a result of the aforementioned spending reductions on Fort Huachuca. These reductions manifest themselves in uncertainty regarding force reduction at Fort Huachuca, federal spending on defense contracting with resulting job losses, and privatized army lodging, hurting the local lodging industry.

The Fort’s temporary duty (TDY) policy changes have significantly impacted the City’s Privilege Tax collections in the past few years. Increasing the number of personnel in vacant barracks, instead of hotels, removes approximately 300 hotel room stays per night. In addition, a 243-bed private hotel on Fort Huachuca has been constructed that will benefit from City tax-exemptions and divert further room stays.

Commercial and residential building permits continue to be low in both number and valuation. Residential construction is limited in particular because foreclosed homes offered at lower prices continue to diminish demand for new home construction in Sierra Vista. The chart below depicts the downward trends for both commercial and residential building permits over the past ten years.



Despite the current economic environment, we see positive signs as a result of expanding economic development efforts; the completion of Canyon Vista Medical



Center, Sierra Vista's new hospital; continued strong Mexican retail business, as well as a number of new businesses starting and completing construction.

### **Economic Development**

Given local economic uncertainty and **Sierra Vista's continued** reliance on one industry (Department of Defense) to drive our financial health, we plan to continue aggressively pursue economic development opportunities in FY16. Continuing to follow the guidance of the 2013 "**Plan for Prosperity**" **economic development framework**, we will take a lead role in the community economic development efforts. The FY16 budget continues to fund and expand the economic development division in the **City Manager's Office**. Internal City initiatives this year include implementing the new City brand and expanding visitor attraction efforts. In addition, the Economic Development Manager is working with community partners to identify and recruit target industries to the city while also developing a retention program for our existing local businesses.

### **Public Safety Partnerships**

The City maintains partnerships with local safety and emergency agencies. We currently provide communication services for the Fry Fire District, Whetstone Fire, and Fort Huachuca Military Police. Our regional compatibility allows for improved communications in the event of a large scale emergency and improves the level of service to the community of day to day operations as well as the safety of our first responders. We plan to continue work with the Cochise County Sheriff to regionalize emergency communications during the coming year.

The City of Sierra Vista Fire Department and Fry Fire District continue to work in partnership for the benefit of the region. Our unique integration model with the District allows for the sharing of facilities, equipment, and personnel. This model ensures the best possible delivery of fire and medical services to the community. During FY16, the City will work to improve the partnership between the Sierra Vista Fire Department and Fry Fire District.

### **Vista 2030**

Every ten years, the State requires the City to update its general plan. Citizens of Sierra Vista voted in the November 2014 general election to approve the Vista 2030 update to the general plan with a 58 percent majority approval. City staff incorporated resident input from the "***Dream Your City***" visioning process, held in 2013, into all elements of the General Plan.



## **Refuse and Recycling**

The Residential 1&1 Refuse and Recycling Program, in which garbage and recycling are each collected one day per week, continues to benefit our refuse operations in the form of landfill diversion and improved service delivery to our customers. In FY15, the City began to offer recycling services to several commercial businesses and apartment complexes; this work will continue in FY16. The City also continues to collect bulk yard waste from residents free of charge that is then combined with biosolid waste from the wastewater treatment plant to create Class A compost for bulk sale. **Sierra Vista's** compost program continues to be the only one of its kind in the country.

## **Bond Rating**

The City maintains **Standard & Poor'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 still 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 city sales tax, a major local revenue source, comprises 20 percent of the total revenue raised by the City. The city sales tax revenue is projected to increase by just over nine percent in FY16. Sales tax has traditionally increased about seven percent per year, but **Council's approval of a .2% increase in the city sales tax rate** led to higher projections. The rate change will take effect November, 2015. While Department of Defense spending cuts and troop reductions on Fort Huachuca have impacted the **City's** revenue for several years, the City is actively working to offset these economic impacts by promoting tourism and growth in private business.

State-shared revenue continues to be a positive but diminishing influence on the revenue projections in FY16. The City estimates state-shared revenue will increase two percent over last year (\$204,292). Next fiscal year, the City will likely see a decrease in state-shared revenue as a result of mid-decade census adjustments. As other cities in



Arizona grow more rapidly than Sierra Vista, they will receive a greater share of state-shared revenues.

In FY16, the City increased fees in several categories in FY16 to cover increasing operations costs. They include: library fines, dog adoption fees, police records fees, and ambulance fees.

**Personnel**

Personnel costs continue to make up the largest expenditure category in the City budget. The City of Sierra Vista relies heavily on its personnel to deliver services. We remain committed to ensuring that we recruit and retain the best employees possible. Due to the budget challenges described above, the City continues to operate with minimal staff while maintaining a high level of performance.

The City Council voted to implement comprehensive classification and compensation plan changes in FY16, increasing the personnel budget by roughly \$1.5 million. These changes resulted in full time employee salaries adjusted to 100% of market pay for each position.

As a result of additional City sales tax revenue from the approved rate increase, Council approved the addition of four full-time positions to aid in the achievement of strategic plan goals.

**Operations and Maintenance**

Departments remain diligent in keeping operations and maintenance costs low, regularly seeking innovative solutions to accomplish this goal. For example, in FY16 the fleet services section of Public Works will be contracting out its inventory management to improve the parts purchasing process and reduce expenditures.

The City will continue to find ways to stretch 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 FY16. Some of the projects to be completed include:

- Yearly Street Maintenance \$700,000
- 7<sup>th</sup> Street and Fry Signal Upgrades \$250,000
- Airport Taxiway Reconstruction \$2,033,000
- Garden Avenue Improvements \$650,000



These capital projects are funded by a variety of sources including development fees, grants, and general fund revenue.

### **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

The objectives in the two-year Council strategic plan and input from the Citizens Advisory Commission **drove preparation of this year's budget**. 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 following Council guidance.

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

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

### **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).

The City also uses a formal encumbrance system that commits funds for later payment and ensures that we cannot overspend those appropriations. Re-categorizing money to



## Budget Transmittal Letter

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.

The City uses 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 City's basis of budgeting. Exceptions follow:

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

### **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 remains our most pressing challenge. The City Council continues to take the lead role in improving Sierra Vista's approach toward economic development



## Budget Transmittal Letter

with the hope of reducing our dependence upon the presence of Fort Huachuca. The success of City economic development efforts requires partnering with many community organizations and taking advantages of opportunities to expand tourism and bring new business into the region.

Despite creating a few new positions in FY16, **the City's** staffing level remains very low, challenging our ability to meet the community service level expectations. We will continue to invest in technology and seek out process efficiencies in order to increase the productivity of our employees.

In FY16, the contribution rates to the Public Safety Pension Retirement System (PSPRS) increased substantially and will likely continue increasing over the next several years. Deficiencies in PSPRS funding levels require additional contributions from the City in order to increase the system's funding levels and future solvency. The increased retirement system contributions negatively impacted available general fund resources to fund City operations.

Addressing the long-term water and other environmental needs of the community always presents an ongoing challenge. The City remains involved with the Gila River Adjudication with an eye towards concerns regarding the ultimate adjudicated groundwater allocations to both Fort Huachuca and the San Pedro Riparian National Conservation Area (SPRNCA).

### Conclusion

Despite **Sierra Vista's new and ongoing** challenges, the FY16 City budget continues to ensure a high level of service to the community. Our employees consistently 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.

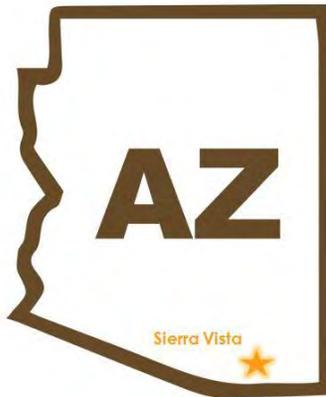
It remains a pleasure and a privilege to serve the Mayor and City Council and the wonderful community they represent.

Respectfully Submitted,

Charles P. Potucek  
City Manager



## Introduction



Sierra Vista (Spanish for "Mountain View") is a thriving community of 44,286 and serves as the regional center for southeastern Arizona. The City is approximately 70 miles southeast of Tucson, and boasts unique views of the Huachuca, Dragoon, and Mule Mountains. The San Pedro River serves as the **City's eastern border**. At an elevation of 4,623 feet, Sierra Vista enjoys a temperate year-round climate and abundant sunshine.

## History

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



The areas around Fort Huachuca were virtually unpopulated during those early years, except for a few small ranches spread along the San Pedro River and close to the mountains. A small community gradually began to grow east of the Fort. In 1956, this community was incorporated as Sierra Vista.

Fort Huachuca was annexed by the city in 1971. Since its incorporation, Sierra Vista has steadily grown to encompass more than 130 square miles.

## Activities and Attractions

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

Major annual events held in Sierra Vista include: the Cochise Cowboy Poetry and Music Gathering; the Cultural Diversity Fair; a spectacular Independence Day celebration; Oktoberfest; Art in the Park; and several Christmas events including a lighted parade, multiple bazaars, Santas in the Park, Festival of Trees, and many others. In between these event pillars, residents and visitors alike enjoy regular music and arts programs, lectures, sporting events, guided tours, and more.



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



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

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

## Governance

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

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



## Mayor Rick Mueller

After serving three terms on the Sierra Vista Council, Frederick William "Rick" Mueller was elected to serve his second term as the Mayor in November 2014.

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

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

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

Rick has been active in many service, civic, and charitable organizations since moving to Sierra Vista. He has served as Chairman of the SEAGO Executive Committee, President of the University South Foundation, President of the Sierra Vista Rotary Club, and President of the 1200 Club. He is a member of the Huachuca Museum Society, Sierra Vista 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 serving 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 student at Cochise Community College.

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 Director of the Sierra Vista Area Habitat for Humanity.

As a former 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 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 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 Montana native, Hank grew up in Tucson, Arizona. She met her husband Peter, a native Californian, in Glacier National Park, Montana where they both worked 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 Alesia Ash

Alesia was elected to the Sierra Vista City Council in 2014. She is currently the Council Liaison to the Commission on Disability Issues, Youth Commission, and Arts and Humanities Commission. One of the youngest elected officials in the state, Alesia has been committed to serving her community from early years on the Sierra Vista Youth Commission.

Prior to serving on the Council, Alesia served as Constituent Services Representative and Outreach Coordinator in the Congressional District 2 Office. In this role she was tasked with engaging key stakeholders, to include the business and Fort Huachuca communities, and helping constituents of Sierra Vista and Cochise County resolve issues with federal agencies. Her work under both Republican and Democratic leadership afforded her the opportunity to gain a deeper understanding of the issues and opportunities impacting our community.

Alesia attended Sierra Vista Public Schools and graduated from Buena High School, earning an academic scholarship to Arizona State University (ASU). While attending ASU, Alesia interned for then-Congresswoman Gabrielle Giffords. She was later employed by the Arizona State Legislature and worked as a Congressional Aide in **Downtown Phoenix. Alesia graduated from ASU with a Bachelor's of Science in Health Sciences, Health Policy.** Upon graduation from ASU, Alesia chose to return to Sierra Vista to invest her education and professional experience in the community.

Alesia is honored to have been named a Flinn-Brown Fellow by the Arizona Center for Civic Leadership for the 2015 cohort of the Flinn-Brown Leadership Academy. She was also named a 2015 Community Luminary by the State of Black Arizona, and currently serves as member of the Advisory Council for the National Alliance on Mental Illness.

Alesia looks forward to continued service to her community!



## Council Member Craig Mount

Craig Mount was elected to the City Council in 2014. Craig has been a resident of Sierra Vista since 2006 and was stationed here **while attending Fort Huachuca's US Army Intelligence School** in 2002.

Craig was born and raised in Houston, Texas, graduating from J. Frank Dobie High School in 1996. In 2001, he enlisted in the US Army following the 9/11 terrorist attacks as an active duty intelligence Soldier. He conducted Basic Training at Fort Jackson, SC, and Advanced Individual Training at Fort Huachuca, AZ. Craig was stationed at Fort Hood, TX and was assigned to the 1<sup>st</sup> Squadron, 7<sup>th</sup> United States Cavalry. In 2004, the unit deployed in support of Operation Iraqi Freedom II and conducted operations in Baghdad, Iraq, returning home in 2005. He was then assigned to Intelligence Electronic Warfare Test Directorate at Fort Huachuca, AZ. He supported the operational test and evaluation of experimental technologies, and earned a Knowlton Award for his work conducting Counter-IED experiments. Craig left the US Army honorably in 2010 with a Meritorious Service Medal, Combat Action Badge, and other awards.

While serving in the military, Craig earned a Bachelors of Science degree in Intelligence Operations and a Masters in Management from Wayland Baptist University (WBU). Since leaving, he completed a Masters in Public Administration from WBU, received Black Belt certifications in Six Sigma and LEAN Six Sigma from Villanova University, and his Project Management Professional certification from Project Management Institute. Since 2009, he has served as a project manager for ICE Inc., a locally owned Sierra Vista defense-contracting firm. Since 2012, he has served as an Adjunct Professor for Wayland Baptist University teaching management and government courses.

Craig serves as council liaison for the Sierra Vista Library Commission, the Upper San Pedro Partnership, and the Industrial Development Authority. In 2014, he was active in the Proposition 408 campaign to repeal the Red Light Cameras in Sierra Vista, which **included the one of the largest ballot initiatives in the city's history and Election Day** landslide repeal. He is a member of the Sierra Vista Chamber of Commerce, the Huachuca 50, the Veterans of Foreign Wars, the Southwest Association of Buffalo Soldiers, and The American Legion. He recently accepted a position to serve as board member for the newly formed Southeast Arizona Hospitality Association (SEAHA).

In 2006, Craig married his wife and best friend Brittney Mount, moving to Sierra Vista a week after being married to start their lives together. They attend Calvary Chapel in Sierra Vista, have four local rescue dogs (Jill, Koda, Dodge, and Tank), and are often out enjoying the local and southern Arizona life, events, wine & food, and weather.



## 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. A native of Highland, Indiana, Potucek graduated from Highland High School in 1973 and attended Indiana University on the Chick Evans Caddy Scholarship. After earning his Bachelor of Science degree in Public Affairs in May 1976, Potucek got his first taste of public administration working on a one-year university-sponsored transportation study of northwest Indiana. After completing the study, Potucek spent the next seven years working as an industrial engineering technician for Johnson and Johnson Baby Products in Illinois, and three years as a sales engineer for New Park Drilling Fluids in Colorado. Falling oil prices convinced Potucek to return to Indiana University in 1984. A member of the Pi Alpha Alpha Public Affairs National Honor Society and a recipient of the Eli Lilly Graduate Fellowship, Potucek earned his Master of Public Administration degree 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 of the Midwest, he applied for and accepted the position.

Sierra Vista has experienced dramatic growth change during **Potucek's** nearly 30 years of service to the city. His accomplishments include negotiating the agreement that brought the Mall at Sierra Vista; the Highway 90/92-Charleston Road commercial cluster; construction of the Environmental Operations Park; establishment of Sierra Vista as a founding member of the Upper San Pedro Partnership; construction of Avenida Cochise and Martin Luther King, Jr. Parkway; the development of the award-winning Sierra Vista transit system; the enhancement of the City's bond rating; and facilitation of improved citizen participation. Capital improvements accomplished during his tenure as city manager include the Sierra Vista Aquatics Facility (the Cove), Sierra Vista Public Library, the Pedro Castro Maintenance Center, 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 continuing to be 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. He is involved in several civic and religious organizations, including the Chamber of Commerce, Convention and Visitor's Bureau, Rotary Club, and Immanuel Lutheran Church. He is also a member of the International City/County Management Association 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, Jacobs served as the Assistant Town Manager of Barnstable, Massachusetts for six years. She also worked in several professional and managerial positions for Maricopa County, Arizona from 1989 - 1994.

Jacobs serves **as the organization's Chief Operations Officer** and currently supervises all three non-public safety operational departments, The wide span of functions includes the library, leisure and recreation, planning, building inspection, fleet and facility maintenance, parks and grounds maintenance, streets, engineering, capital planning, wastewater, refuse, transit, and airport. She also oversees the economic development, intergovernmental relations and public affairs functions for the City. She is also involved in special projects such as the management of the City Council's strategic plan, leading City-wide annexation efforts, **and overseeing the City's legislative agenda.**

During her six years in Massachusetts, Jacobs had a wide range of responsibilities in the Town of Barnstable, 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 was appointed by the Secretaries of Interior and Agriculture in 2011 to serve on the national Wildland Fire Executive Council as the official representative of the National League of Cities, a body established to oversee development of a national cohesive strategy on wildfire mitigation and management. Jacobs is a member of the International City/County Management Association (ICMA) and previously served on its Executive Board. In that capacity she chaired the **organization's Membership** Committee, served as the board liaison to the Task Force on Women in the Profession, and was also a member of the Government Affairs and Policy Committee. She has also been awarded the status of Credentialed Manager and Legacy Leader from ICMA. In addition, Jacobs was elected to the Board of Directors of the Arizona City/County Management Association (ACMA) from 2003 - 2008, serving as President during her tenure. In 2009, she was honored as the recipient of the prestigious ACMA Catherine Connelly Award for Outstanding Assistant City/County Manager.

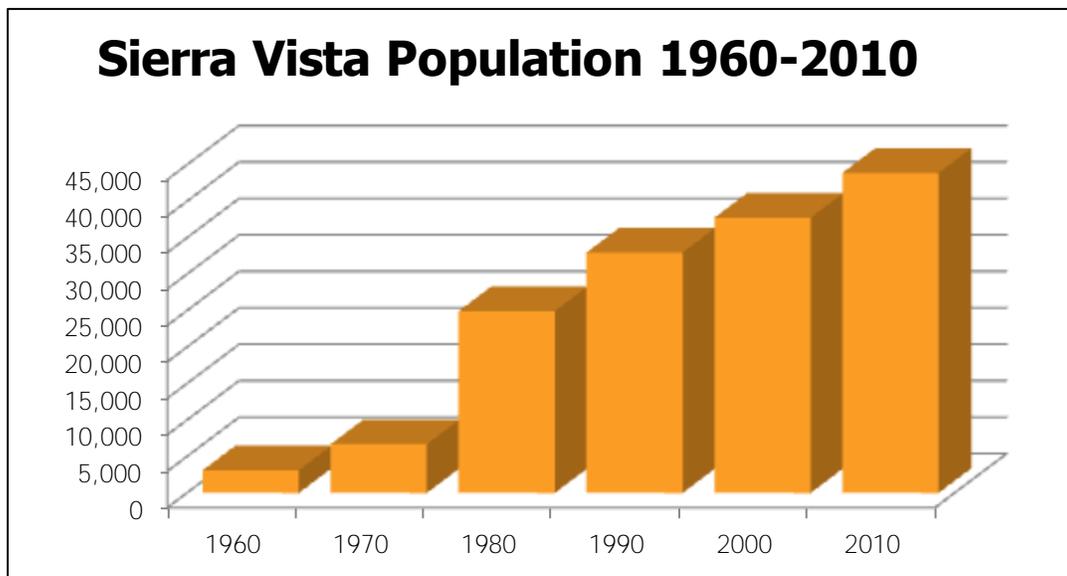
Jacobs holds a Bachelor of Arts degree in Political Science and a Master of Public Administration degree, both from the University of Arizona. Jacobs grew up in Tucson where her parents and many family members still reside. Jacobs has one daughter, Rachel, a junior in high school.



### Population

The City of Sierra Vista has been a growing community for more than 50 years. The City experienced very rapid population growth in its early years, increasing by 273% in the decade between 1970 and 1980. The City continues to expand today, providing new challenges and opportunities for local government.

Sierra Vista 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**

<b>Gender</b>	
Male	50.9%
Female	49.1 %

<b>Income (2012)<sup>1</sup></b>	
Less than \$10,000	6.9%
10,000 to \$14,999	3.5%
\$15,000 to \$24,999	7.4%
\$25,000 to \$34,999	9.4%
\$35,000 to \$49,999	16.1%
\$50,000 to \$74,999	20.7%
\$75,000 to \$99,999	14.3%
\$100,000 to \$149,999	14.8%
\$150,000 to \$199,999	4.1%
\$200,000 and more	2.9%
Median Household Income	\$56,433

<b>Racial Composition</b>	
Two or more Races	5.7%
One Race:	
White	74.5%
Black or African American	9.0%
American Indian and Alaska Native	1.1%
Asian	4.1%
Native Hawaiian/Pacific Islander	0.6%
Other	6.0%
Hispanic or Latino (of any race)	19.4%

<b>Educational Attainment</b>	
Less than 9 <sup>th</sup> grade	3.9%
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma	2.8%
HS grad	20.4%
Some College, no degree	27.3%
Associates degree	12.8%
<b>Bachelor's degree</b>	20.2%
Graduate or professional degree	12.5%

<b>Industry<sup>2</sup></b>	
Public Administration	20.8%
Educational, Health, and Social Services	18.3%
Prof, Scientific, Mgmt, Admin, & Waste Mgmt	14.1%
Arts, Recreation, Accommodation and Food Svc	14.3%
Retail trade	10.0%
Other	22.5%

<sup>1</sup> US Census 2008-2012 American Community Survey 5-Year Estimates

<sup>2</sup> US Census 2011-2013 American Community Survey 3-Year Estimates



### Cost of Living

The City of Sierra Vista’s cost of living is comparable to other cities in Arizona, as shown by 2011-2012 data from the Cost of Living Index<sup>3</sup> prepared by the Council for Community and Economic Research (C2ER). The C2ER COLI compares the cost of groceries, housing, utilities, transportation, health care and miscellaneous expenditures in various cities. The table below shows the percentage difference in the pricing index for other cities compared to Sierra Vista. The data indicates how much lower (represented by a negative number) or how much more expensive (represented by a positive number) the particular commodity group is in the comparable cities.

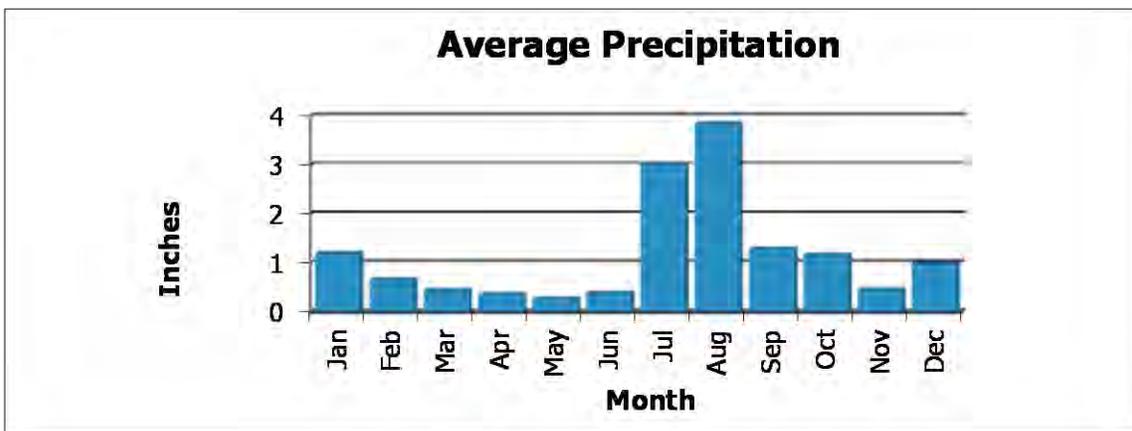
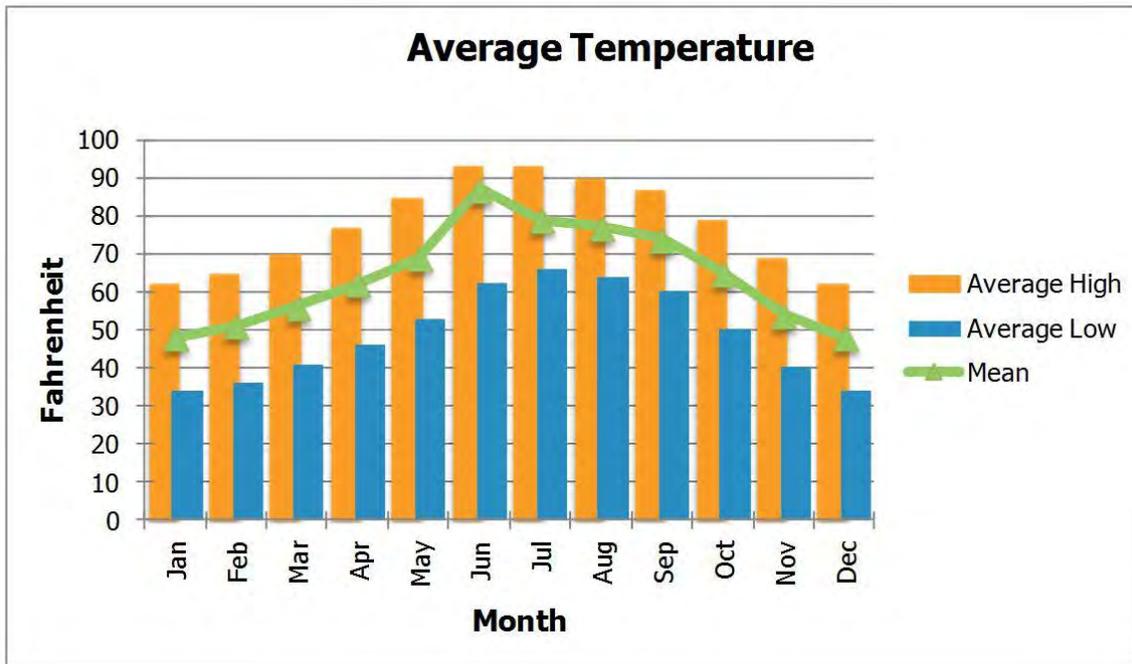
Sierra Vista To:	Phoenix	Flagstaff	Lake Havasu City	Prescott	Tucson
Groceries	2.4%	10.2%	5.4%	4.2%	0.0%
Housing	0.8%	55.9%	25.2%	4.8%	-13.8%
Utilities	-2.5%	-10.6%	-4.4%	-12.2%	-11.5%
Transportation	-3.4%	4.3%	-2.7%	-3.3%	-3.3%
Health Care	-4.1%	0.6%	5.4%	-1.6%	9.6%
Miscellaneous	-6.9%	-1.3%	-5.4%	-3.7%	3.3%
COMPOSITE	-2.6%	15.0%	4.9%	-1.1%	-3.7%

### Climate

The City of Sierra Vista is located at 4,632 feet. Residents and visitors enjoy moderate year-round temperatures.

Month	Average High	Average Low	Average 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)

<sup>3</sup> <http://www.coli.org/compare.asp>



**Major Employers**

<u>Sierra Vista's Top 20 Employers, 2014<sup>4</sup></u>	
Employer	Fulltime Equivalent Employees*
U.S. Army Fort Huachuca	7,874
Sierra Vista Unified School District #68	690
General Dynamics Information Technology	610
Sierra Vista Regional Health Center	466
Northrop Grumman Corporation	450
City of Sierra Vista	386
ManTech International Corporation	385
Cochise College	323
Wal-Mart Stores, Inc.	264
Raytheon Intelligence, Information and Services	235
TASC, Inc.	172
Lawley Automotive Group	162
Cochise County	157
Life Care Center of Sierra Vista	115
AIRES, LLC.	95
Sulphur Springs Valley Electric Cooperative	95
Cochise Private Industry Council	88
<b>Lowe's</b> of Sierra Vista	88
KE&G Construction, Inc.	68
United States Post Office	65

\*A fulltime equivalent (FTE) employee equals one fulltime employee or two part-time employees. For employers with multiple site locations, the number of FTE employees reflects only those employees reporting to work in Sierra Vista. Note: this list includes **only those employers who responded to the CER's annual top employer survey**. Source: Cochise College Center for Economic Research.

<sup>4</sup> Cochise College Center for Economic Research 2015 Sierra Vista Economic Outlook



The Mayor and City Council adopted a Strategic Plan, “Our Future Vistas,” in 2015, directing the City’s current priorities. The Strategic Plan complements Vista 2030, the City’s voter-approved General Plan.

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

## Vision

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

Residents celebrate the addition of a new town center that marks a renaissance in the **City’s continued growth and development.** The center serves as a gathering place for families and visitors with a variety of restaurants, arts and cultural activities, retail and nightlife in a safe, walkable setting.

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

**The City’s economy is strong and diverse** with varied employment opportunities. Fort Huachuca continues to be a key regional and state economic driver, as well as an important U.S. military asset. A strong community-supported economic development program has resulted in new, quality business and industry in Sierra Vista, providing family-wage jobs that retain our youth to stay and raise families of their own.



Businesses choose Sierra Vista for our innovative and entrepreneurial spirit and because they are regarded as valued members of the community. Cultural, convention, military, and eco-tourism also strengthen our economy, drawing visitors from around the world. The success of the regional hospital has spurred the expansion of a thriving cluster of medical firms that serve communities throughout southeast Arizona. Retail activity is healthy, with a mix of independently owned and chain stores in attractive commercial districts. The West End is an appealing community gateway that invites military personnel, visitors, and residents to live, dine, shop and relax in this diverse neighborhood.

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

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

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

## Mission

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

## Organizational Values

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



## Critical Success Factors

### A. Economic Prosperity

Sierra Vista has a qualified workforce that meets the need of its diverse employers and supports the missions of Fort Huachuca. Higher education opportunities continue to grow and remain affordable, producing employees capable of working for the **community's primary employers. The City works effectively to attract new businesses, retain and grow current businesses, and promotes tourism and trade with Mexico.**

### B. Efficient and Accountable City Government

Through a professional organization, the City provides quality and innovative services, programs and facilities that exceed expectations while embracing community engagement and fostering effective partnerships.

### C. Environmental Leadership

The City has a strong culture of environmental stewardship and is known as a leader in water and energy conservation efforts.

### D. Healthy and Active Way of Life

Sierra Vista provides diverse recreational opportunities and programs, offers multi-modal transportation options, and is a walkable community with abundant open spaces and access to natural amenities that serve all ages. Partnerships provide expanded recreational and educational opportunities that ensures our community is aware of healthy lifestyle choices. The community is engaged through a multitude of recreation choices including special events and festivals, sports options, and parks.

### E. Safe and Welcoming Community

Sierra Vista is an attractive, inviting community that makes a positive impression on residents and visitors, providing visible and respectful public safety services, safe and appealing neighborhoods, and opportunities for engagement.

### F. Well-Maintained Infrastructure and Facilities

The City maintains its infrastructure and facilities through effective resource allocation. Alternative funding sources are sought and maximized through new and existing partnerships. The City employs new technologies and analytical techniques to improve efficiencies and reduce costs.



## Initiatives:

### Strategic Focus Area A: Economic Prosperity

A-1. Develop and invest in a tourism marketing strategy that is based on Sierra Vista's target markets, incorporating partners to maximize economic impact.

A-2. Leverage partnerships to effectively market Sierra Vista for both business attraction and tourism.

A-3. Expand lobbying efforts in support of retention and expansion on Ft. Huachuca and strengthen and create new partnerships to more effectively **demonstrate the Fort's value.**

A-4. Develop a design concept report for the future Town Center.

A-5. Establish quantifiable metrics to effectively measure the City's economic development efforts.

A-6. Identify workforce development needs with other partners that are necessary to provide quality employees to current and future employers.

A-7. Partner with K-12 schools to encourage programs that provide exploration of professional career options.

### Strategic Focus Area B: Efficient and Accountable City Government

B-1. Implement the Classification and Compensation Plan for City employees.

### Strategic Focus Area C: Environmental Leadership

C-1. Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners.

C-2. Develop and implement a marketing campaign based on the City's environmental accomplishments.



### **Strategic Focus Area D: Healthy and Active Way of Life**

D-1. **Complete relevant goals of the national Let's Move** program for Sierra Vista to improve community health and wellness while maximizing partnerships.

D-2. Develop an attainable master plan for the former Kings Court tennis center to incorporate into the small parks plan.

D-3. Develop partnerships and strategies with area wellness partners that foster a healthy, active lifestyle.

### **Strategic Focus Area E: Safe and Welcoming Community**

E-1. Develop, finance and implement a program to incentivize West End commercial property improvements.

E-2. Update and implement a plan to beautify public infrastructure that increases walk-ability and bike-ability on Fry Blvd. and North Garden Ave.

### **Strategic Focus Area F: Well-Maintained Infrastructure and Facilities**

F-1. Create an asset inventory and needs assessment for all City facilities to guide future investment.



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

**A general plan has guided the City since 1965. Over the years, Sierra Vista's general plan has contained the community's goals and strategies for the future in areas** like land use, environment, transportation, and public services. The plan has 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 2020, ratified by voters in May 2003, conformed to the new requirements contained in GS and GS+.

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

The following pages present VISTA 2030 and how **"Our Future Vistas"** strategic plan focus areas and initiatives relate to the VISTA 2030 goals.



<b>Vista 2030 Goal</b>	<b>Strategic Plan Focus Area</b>	<b>Strategic Plan two-year Objective</b>
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<b>Element 1: Citizen Participation</b>		
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Goal 1.1: Increase citizen participation in the governmental decision process.	Efficient and Accountable City Government	
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<b>Element 2: Land Use</b>		
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Goal 2.1: Develop a well-planned City	Safe and Welcoming Community	
Goal 2.2: Coordinate with Fort Huachuca for all future City development	Efficient and Accountable City Government	
Goal 2.3: Economic development shall be considered when planning future sites.	Economic Prosperity	
Goal 2.4: Consider environmental impacts when planning future sites.	Environmental Leadership	
Goal 2.5: Develop and implement aesthetic standards along all major roadways and gateways into the City.	Safe and Welcoming Community	
Goal 2.6: Plan appropriate development of vacant State Trust Land located within the City.	Economic Prosperity	
Goal 2.7: Annex areas that provide the most benefit to the City as stated in <b>the City's Annexation policy</b> .	Efficient and Accountable City Government	

<b>Element 3: Transportation and Circulation</b>		
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Goal 3.1: A public transportation system that incorporates and encourages all modes of transportation.	Safe and Welcoming Community	Update and implement a plan to beautify public infrastructure that increases walkability and bikeability on Fry Blvd. and North Garden Ave.
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Goal 3.2: Design roadways and circulation patterns that enable efficient movement for all modes of transportation.	Well-Maintained Infrastructure and Facilities	
Goal 3.3: Meet or exceed ADA (Americans with Disabilities Act) requirements for public infrastructure and the public transit system.	Safe and Welcoming Community	
Goal 3.4: Expand transportation choices that reduce reliance on single-occupancy vehicles.	Safe and Welcoming Community	
Goal 3.5: Ensure that VISTA Transit meets the needs of the growing community.	Efficient and Accountable City Government	
Goal 3.6: Ensure that air transit facilities are adequate for community needs.	Well-Maintained Infrastructure and Facilities	

**Element 4: Open Space**

Goal 4.1: Identify potential open space land.	Environmental Leadership	
Goal 4.2: Obtain land for open space.	Environmental Leadership	
Goal 4.3: Provide stewardship programs to protect open space land.	Environmental Leadership	

**Element 5: Growth**

Goal 5.1: Ensure growth areas are developed meeting community expectations.	Safe and Welcoming Community	
Goal 5.2: Coordinate with other government agencies when developing in the growth areas.	Efficient and Accountable City Government	
Goal 5.3: Create strategies that ensure economic diversity within the growth areas.	Economic Prosperity	Establish quantifiable metrics to effectively measure the City's economic development efforts.



<b>Element 6: Environmental Planning</b>		
Goal 6.1: Maintain a high standard of air quality.	Environmental Leadership	
Goal 6.2 Maintain a high standard of water quality.	Environmental Leadership	
Goal 6.3: Protect natural resources.	Environmental Leadership	

<b>Element 7: Cost of Development</b>		
Goal 7.1: Update the analysis determining the fiscal and capital cost-revenue impact of new development.	Efficient and Accountable City Government	

<b>Element 8: Water Resources</b>		
Goal 8.1: Participate in partnerships between local, state, and federal agencies and private water companies.	Efficient and Accountable City Government	Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners.
Goal 8.2: Purchase local, private water companies, when feasible and available.	Efficient and Accountable City Government	

<b>Element 9: Conservation</b>		
Goal 9.1: Protect and conserve natural resources.	Environmental Leadership	
Goal 9.2: Develop effective water management policy for City government.	Environmental Leadership	
Goal 9.3: Reduce water pumping from the aquifer.	Environmental Leadership	
Goal 9.4: Augment existing water supplies.	Environmental Leadership	
Goal 9.5: Establish effective partnerships with other public and private entities to advance water conservation.	Efficient and Accountable City Government	



Goal 9.6: Provide educational programs and materials	Environmental Leadership	
Goal 9.7: Mitigate development impact on areas designated as wildlife corridors and sensitive vegetation.	Environmental Leadership	

**Element 10: Parks and Recreation**

Goal 10.1: Increase designated parkland to meet City’s level of service (LOS) standard.	Healthy and Active Way of Life	
Goal 10.2: Design and develop sufficient parkland and facilities to meet the needs of the community.	Healthy and Active Way of Life	Develop an attainable master plan for the former Kings Court tennis center to incorporate into the small parks plan.
Goal 10.3: Maintain parks and facilities to City standards.	Well-Maintained Infrastructure and Facilities	
Goal 10.4: Establish facilities and programs to meet the needs of Sierra Vista residents.	Healthy and Active Way of Life	
Goal 10.5: Improve interconnectivity between the paved multi-use path system and parks.	Healthy and Active Way of Life	

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

Goal 11.1: Provide high-level of city services and high-quality facilities.	Well-Maintained Infrastructure and Facilities	Create an asset inventory and needs assessment for all City facilities to guide future investment.
Goal 11.2: Site new schools in appropriate locations.	Economic Prosperity	
Goal 11.3: Deliver high-quality customer service.	Efficient and Accountable City Government	
Goal 11.4: Advance a business friendly approach to development.	Economic Prosperity	



Goal 11.5: Incorporate the natural environment, surrounding land uses, and community design standards when locating and developing public buildings and facilities.	Environmental Leadership	
Goal 11.6: Responsibly and intentionally create a city that protects neighborhood vitality and improves community and economic development.	Economic Prosperity	
Goal 11.7: Integrate the Surface Water Plan provisions into designs and construction of improvements and modifications to washes and drainageways.	Well-Maintained Infrastructure and Facilities	
Goal 11.8: Comply with Cochise <b>County's Regional Solid Waste Management Plan.</b>	Efficient and Accountable City Government	
Goal 11.9: Maintain an economical, environmentally safe, and efficient wastewater treatment system.	Well-Maintained Infrastructure and Facilities	
Goal 11.10: Provide fire and emergency services protection that meet or exceed the National Fire Protection Association (NFPA) standards.	Safe and Welcoming Community	
Goal 11.11: Provide public safety (police) protection that meets or exceeds the Commission on Accreditation of Law Enforcement Agencies (CALEA®) standards.	Safe and Welcoming Community	
Goal 11.12: Provide quality library services.	Healthy and Active Way of Life	

**Element 12: Housing and Neighborhoods**

Goal 12.1: Promote quality affordable rental housing.	Economic Prosperity	
Goal 12.2: Promote quality affordable owner-occupied housing.	Economic Prosperity	
Goal 12.3: Improve understanding of property management and maintenance for homeowners and renters.	Safe and Welcoming Community	



Goal 12.4: Continue enforcing the Neighborhood Enhancement Property Maintenance Program to encourage the quality, safety, and livability of neighborhoods.	Safe and Welcoming Community	
Goal 12.5: Revitalize targeted areas.	Economic Prosperity	
Goal 12.6: Build strong neighborhoods.	Safe and Welcoming Community	
Goal 12.7: Safeguard the condition and quality of the housing stock in order to maintain attractive and livable neighborhoods.	Economic Prosperity	
Goal 12.8: Increase housing choices that serve all age groups and needs.	Economic Prosperity	
Goal 12.9: Develop High-Quality Housing Developments.	Economic Prosperity	

<b>Element 13: Redevelopment and Infill Development</b>		
Goal 13.1: Maintain, improve, and revitalize older areas of the community.	Economic Prosperity	Develop, finance and implement a program to incentivize West End commercial property improvements.
Goal 13.2: Promote the Infill Incentive District Policy.	Economic Prosperity	
Goal 13.3: Promote the adaptive reuse of buildings.	Economic Prosperity	

<b>Element 14: Safety</b>		
Goal 14.1: Mitigate or minimize the impacts of a disaster.	Safe and Welcoming Community	

<b>Element 15: Economic Development</b>		
Goal 15.1: Update the <i>Plan for Prosperity</i> every five years.	Economic Prosperity	



Goal 15.2: Actively promote the growth and expansion of a strong and diverse regional economic base while collaborating with employers and educational organizations to improve the quality of workforce readiness and economic development.	Economic Prosperity	Identify workforce development needs with other partners that are necessary to provide quality employees to current and future employers.
Goal 15.3: Encourage opportunities for a diverse economy.	Economic Prosperity	Leverage partnerships to effectively market Sierra Vista for both business attraction and tourism.
Goal 15.4: Make certain that private development is consistent with the <b>City's environmental goals and concerns.</b>	Environmental Leadership	
Goal 15.5: Make Sierra Vista the hub of tourist activities in southeastern Arizona.	Economic Prosperity	Develop and invest in a tourism marketing strategy that is based on Sierra Vista's target markets, incorporating partners to maximize economic impact.

<b>Element 16: Arts, Humanities, and Cultural Activities</b>		
Goal 16.1: Create a climate where arts, humanities, and cultural activities flourish.	Healthy and Active Way of Life	

<b>Element 17: Urban Design</b>		
Goal 17.1: Make Sierra Vista a city distinguished by its orderly and aesthetic-character.	Safe and Welcoming Community	
Goal 17.2: Develop a cohesive urban character that makes Sierra Vista a community unto itself.	Safe and Welcoming Community	
Goal 17.3: Provide a variety of housing types.	Economic Prosperity	
Goal 17.4: Develop a Town Center.	Economic Prosperity	Develop a design concept report for the future Town Center.



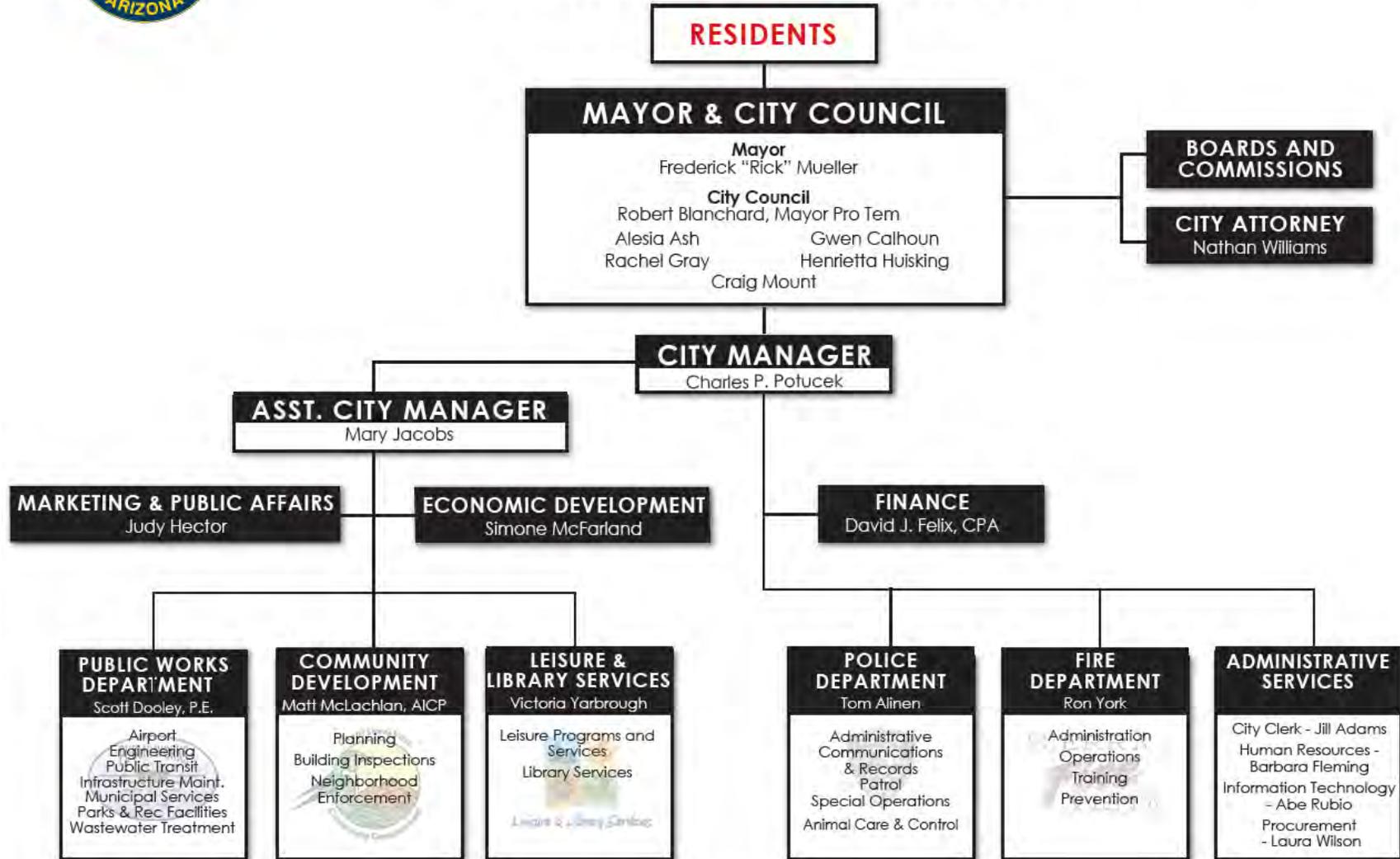
## Schedule of Budget Process and State Mandated Deadlines

Action	Deadline
City Council retreat to establish priorities and review mid-year revenue analysis	January
Budget kick-off meeting with departments heads to disseminate instructions and worksheets	Mid-February
Initial department budget submittals due to Budget Officer	Mid-March
City Manager review of budgets, meetings with departments	Late March
Revenue projections finalized and presented to Council	Early April
Recommended Tentative Budget distributed to City Council	Late May
Individual budget meetings with Council Members	Early June
City Council Tentative Budget Work Sessions	Early June
City Council Adopts Tentative Budget	On or before the first Monday in July
Tentative Budget published once per week for two consecutive weeks in newspaper, including the time and place of the budget hearing and a statement indicating where the proposed budget may be examined.	Depends on budget adoption date and newspaper publishing dates
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



# CITY OF SIERRA VISTA

## CHART OF ORGANIZATION





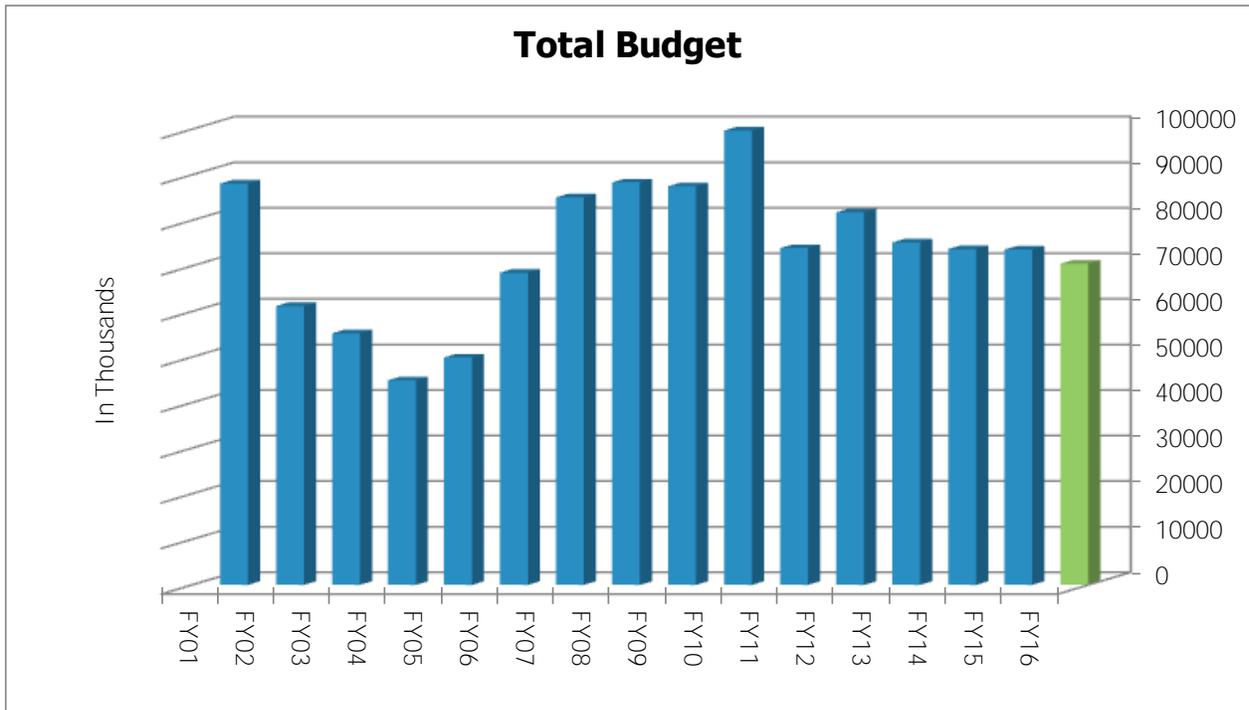
### Budget Summary

The first part of this section provides an overview of the FY16 budget along with a summary of budgeting practices and principles. It continues with a summary of different revenue sources. The second part of this section provides a summary of expenditures by major category.

### FY16 Overview

The Fiscal Year 2016 (FY16) Budget decreased 4.2% from Fiscal Year 2015 (FY15). Below is a table showing the total budget amounts for the last fifteen years, along with a graph depicting the changes over time. The City budget steadily increased from 2005 until 2008, when Sierra Vista and the rest of the United States experienced recession. Due to conservative budgeting and strict financial management, the City did not experience the same budget shortfalls that many others did around the country. Following the recession, the FY10 Budget was inflated due to one-time revenue of \$21.5 million in American Recovery and Reinvestment Act Funds. Since then, the City has continued to project revenue decreases and has budgeted accordingly. The City implemented budget reduction measures before adoption of the FY14 Budget. These measures included a hiring freeze, reorganizations, and a reduction in capital expenditures, which have continued in the years since. As a result, the FY16 budget reflects fiscal stability through conservative budgeting and ongoing efficiencies and reductions in operations and maintenance costs.

Year	Budget Amount	Change
FY01	\$ 88,080,559	
FY02	\$ 61,200,059	-31%
FY03	\$ 55,207,924	-10%
FY04	\$ 44,917,175	-19%
FY05	\$ 49,918,997	11%
FY06	\$ 68,526,036	37%
FY07	\$ 85,052,587	24%
FY08	\$ 88,330,664	4%
FY09	\$ 87,501,649	-1%
FY10	\$ 99,728,492	14%
FY11	\$ 73,919,307	-26%
FY12	\$ 81,758,371	11%
FY13	\$ 75,151,135	-8%
FY14	\$ 73,708,643	-2%
FY15	\$ 73,570,106	-0.2%
FY16	\$ 70,484,240	-4.2%



The graph above shows the total budget expenditures from FY01 to FY16. City revenues, while low, are stable as Sierra Vista recovers from difficult economic conditions. Federal defense spending reductions following the Great Recession significantly impacted local sales tax collections because of the influence of Fort **Huachuca on Sierra Vista's economy**. City revenue began to stabilize in FY14 due to an increase in State Shared Revenue (Highway User Revenue Fund, Income Tax, and Sales Tax) but stagnated overall due to a reduction in Local Sales Tax Revenue. For the upcoming fiscal year (FY16), local and state-shared revenues are projected to marginally increase. In addition, City Council voted to increase the retail sales tax rate, to take effect November 1, 2015.

During the most difficult years of the recession, the City was able to balance its budget without laying-off a single employee, nor reducing any salaries. However, the city has not been able to maintain competitive employee salaries for several years. As a result, City Council requested a classification and compensation analysis be conducted in FY15. This **year's** budget includes the implementation of salary adjustments resulting from the **City's classification and compensation plan** completed in 2015. The last such analysis that was conducted was over 15 years ago. Increased costs of the Public Safety Personnel Retirement System (PSPRS) have also contributed to the personnel budget growth.



## Developing the City's Annual Budget

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

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

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

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

## Budget Principles

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

1. Prioritize the accomplishment of **City Council's Strategic Plan** Initiatives.
2. Budget decisions will be made with long-term implications taken into account.
3. Focus on 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 management 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 of enterprise operations 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 wherever possible.
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 Plan**

The FY16 Budget continues to incorporate the City Council's Strategic Plan Framework. The City is dedicated to completing the two-year initiatives and making progress on areas identified as critical success factors. City Council updated their Strategic Plan Framework in 2015; the FY16 Budget represents the first year of the current plan.

The strategic plan is broken into six critical success factor areas, with a total of sixteen initiatives (objectives). These factors and initiatives form the priorities for the City to accomplish in a given budget year, and help to inform decisions regarding both funding and staff time.

## **Revenue by Major Category**

In order to provide services for citizens, the City must raise revenue. The City currently estimates raising \$70,484,240 in FY16. The City raises revenue through many sources including taxes (both sales and property), user fees (fees to use a service, e.g., The Cove and Refuse), State-Shared Revenue, and grants. The City applies for and receives many grants, including grants for Public Safety, Airport 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 \$558,962 in donations this year. The donation amount includes resources to many departments including the Library, Police, Parks, Leisure and Public Works. These voluntary donations assist the City in maintaining services and buildings. Previous donations helped construct the Nancy Brua Animal Care Center and the Skate and Bike Court. Not all donations consist of monetary gifts from individuals or organizations. Some very large donations are projects such as roads which are paid for by another entity and donated to the City for maintenance. The full value of these donations are recorded as assets for the purposes of accounting and tracking depreciation in accordance with generally accepted accounting principles.

The table on the next page summarizes the amount of revenue budgeted in FY16 by major category. The largest revenue generators are the City Sales Tax, State-Shared Revenue, and Grants. These three categories comprise approximately 57 percent of the total revenue generated.



	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>% Change</b>	<b>FY16 % of Total</b>
City Sales Tax	\$16,723,106	\$17,931,525	7%	25.44%
Property Tax	\$369,537	\$364,000	-1%	0.52%
State Shared Revenue	\$14,015,003	\$14,326,840	2%	20.33%
Franchise Tax	\$1,325,000	\$1,325,000	0%	1.88%
Licenses and Permits	\$577,500	\$458,875	-21%	0.65%
Grants	\$11,948,711	\$7,887,578	-34%	11.19%
User Fees	\$2,007,500	\$2,026,100	1%	2.87%
Ambulance	\$1,600,000	\$1,500,000	-6%	2.13%
Fuel Sales	\$1,739,157	\$1,735,209	0%	2.46%
Planning Revenue	\$56,500	\$121,340	115%	0.17%
Sewer Carryover	\$1,096,707	\$763,218	-30%	1.08%
Sewer	\$3,998,579	\$4,527,176	13%	6.42%
Refuse Carryover	\$0	\$1,048,052	-	1.49%
Refuse	\$4,957,623	\$4,707,193	-5%	6.68%
Development Fees c/o	\$2,099,435	\$2,297,304	9%	3.26%
Development Fees	\$500,556	\$440,556	-12%	0.63%
Employee Premiums	\$3,188,500	\$3,828,000	20%	5.43%
Donations	\$1,796,154	\$558,962	-69%	0.79%
Transit Fares	\$110,000	\$115,000	5%	0.16%
Police/ACO Revenue	\$42,000	\$182,684	335%	0.26%
CIF Carryover	\$762,384	\$860,913	296%	1.22%
Carryover	\$525,368	\$511,532	-3%	0.73%
Interest	\$18,500	\$13,500	-27%	0.02%
Notes Payable	\$1,752,300	\$1,251,000	-29%	1.77%
Sale of Fixed Assets	\$0	\$40,000	-	0.06%
Misc Revenue	\$2,359,986	\$1,662,683	-30%	2.36%
<b>Total</b>	<b>\$73,570,106</b>	<b>\$70,484,240</b>	<b>-4%</b>	<b>100.00%</b>

## City Sales Tax Package

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



The Citizens’ Advisory Commission studied the overall tax package level in FY15, FY12, and FY07. **After recommending no changes in FY12, the Commission’s** FY15 study recommended several options for changes to the City sales tax structure. The Sierra Vista City Council ultimately agreed on the modest increase to retail sales and use taxes, which will take effect on November 1, 2015.

	City	State and County	Total
Retail Privilege (Sales) Tax	1.95%*	6.10%	8.05%
Use Tax	1.95%*	5.60%	7.55%
Restaurant/Bar	2.60%	6.10%	8.70%
Hotel/Motel	5.50%	6.05%	11.55%
Construction Contracting	2.45%	6.10%	8.55%
Rental of Real Property	1.00%	0.00%	1.00%
Utilities	2.00%	6.10%	8.10%

\*Effective 11/1/2015

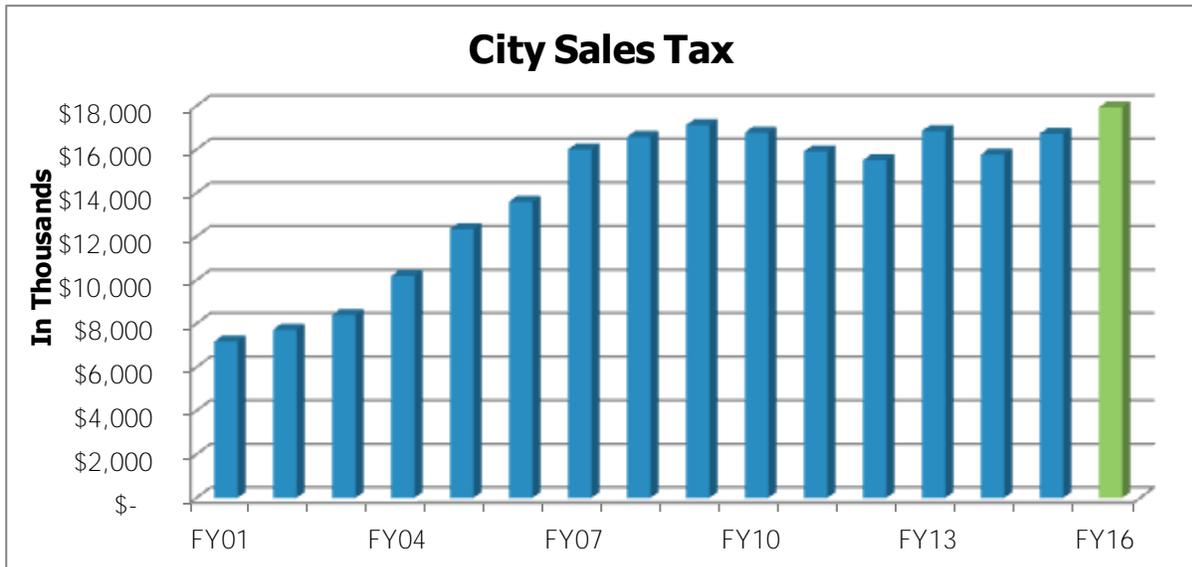
**The City’s tax package contributes about 27 percent of the City’s total revenue.** These taxes contribute about one-third of the total general fund revenue.

The City relies on a Retail Privilege (Sales) Tax for a large percentage of revenue raised through the City Sales Tax Package. The local sales tax collections appear to have recovered from a downward trend, with slight increases projected for the coming year in addition to the small rate increase. However, the City of Sierra Vista will continue to make conservative revenue projections because the long-term outlook for Department of Defense spending at Fort Huachuca remains uncertain given federal budget challenges.

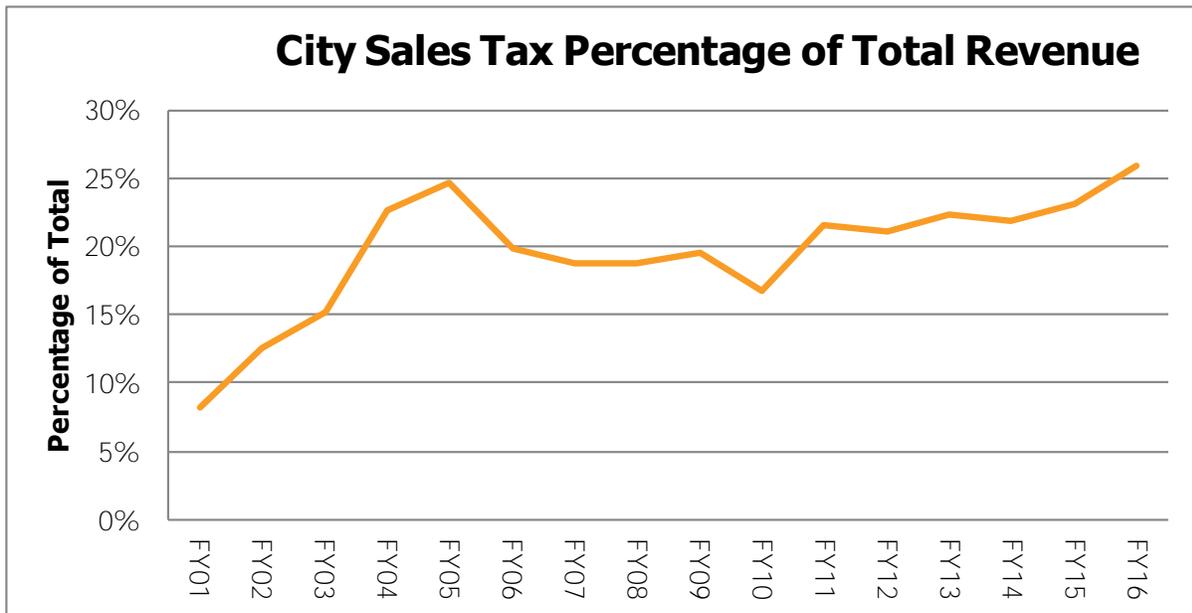
Of the total sales tax, one-half of one percent (0.5%) is designated for capital projects. This money is used for the construction and operations of major capital projects. The money is also used for major capital maintenance projects. For FY16, \$3,802,201 is projected to be set aside for these purposes.

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

The following graphs illustrate the overall revenue generated by the City Tax Package and the proportion of the City’s total revenue that the Tax Package generates for the last fourteen years, including the FY15 budget and FY16 estimate.



The City Sales Tax is not the only source of revenue for the City. The graph below depicts **the percentage of the City's revenue generated by the City Sales Tax**. With the decline in State-Shared Revenue in FY01-FY04, the percentage of revenue raised through the sales tax increased. The trend then declined from FY05 until FY10, when the City felt the impacts of the recession. Since FY10, the City Sales Tax has gradually become a larger portion of the total City revenue once again. In FY16, Sales Tax comprises roughly twenty-three percent (25%) of the overall revenue received.





### Property Tax

The City levies a property tax. The property tax makes up a very small percentage (0.53%) 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 has remained the same since FY13, while actual revenue received has decreased due to declining property assessment values.

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 Council had the option to charge a Property Tax rate of up to 0.1608 in FY15 chose to keep the levy rate at the FY13 level of \$0.1136. If the City increased the property levy to its maximum allowable, the City would collect an additional \$151,572.

### State Shared Revenue

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

	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>Change</b>
Income	\$5,310,500	\$5,284,109	\$ (26,391)
Sales	\$3,965,649	\$4,192,731	\$227,082
HURF	\$2,842,455	\$2,950,000	\$107,545
Auto Tax	\$1,896,399	\$1,900,000	\$3,601
<b>Total</b>	<b>\$14,015,003</b>	<b>\$14,326,840</b>	<b>\$311,837</b>

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



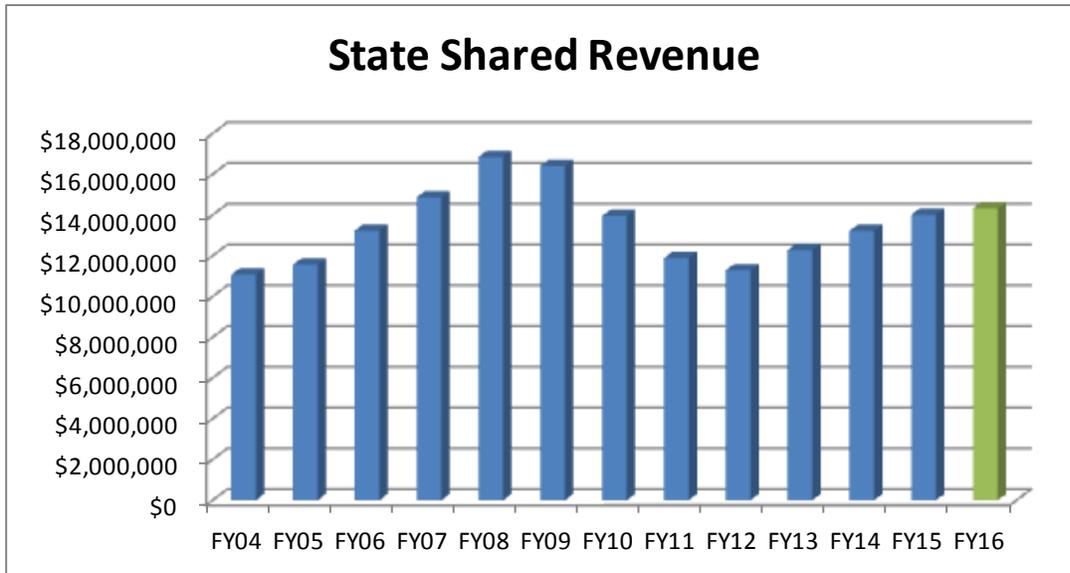
The City also receives State-Shared Sales Tax. Similar to the State Income Tax sharing, cities in Arizona share 25 percent of the overall base state sales tax collection based on a population formula.

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

In FY16, the City anticipates receiving \$311,837 more in total State Shared Revenue than in FY15. This translates to an increase of just over two percent. State Shared Revenue is the second largest revenue source to the City, contributing just over 20 percent of the total budget and just below 35 percent of the General Fund Budget.

The following chart and graph depict State-Shared Revenue from the last ten years. The City experienced a decrease in State-Shared Revenue following the 2010 census because Sierra Vista experienced a lower population growth rate than other Arizona cities. Since the revenue is distributed based on population, a change in population will affect the percentage that a City receives. State Shared Revenue collections have since increased for the past four years, but the City anticipates another decline following the next Census adjustments.

	<b>State Shared Revenue</b>	<b>% Change</b>
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%
FY15	\$14,015,003	5.7%
FY16	\$14,326,840	2.2%



## Grants

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

Grant revenue accounts for 11.19 percent of the total estimated revenue to be received in FY16. Grant-funded projects include economic development programs, fire and police equipment, airport capital improvements, and others.

## 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 \$1,251,000 in financing funds in FY16. These funds will be used to purchase fleet vehicles, a sewer vac replacement, 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 following table displays a list of the fees and forecasted revenue. Sewer and Refuse fees are user fees but presented in another section.

	<b>FY16</b>	<b>% of User Fee Revenue</b>
Labor Charges	\$ 300,000	15%
Fluids Charges	\$ 315,000	15.5%
Other GMC Revenues	\$ 30,000	1.5%
Lease Revenues	\$ 10,000	0.5%
Hangar Lease Revenue	\$ 190,000	9.4%
Hangar Electrical Revenue	\$ 5,000	0.2%
Tie Down Lease Revenue	\$ 7,500	0.4%
Office Space Rental Revenue	\$ 7,500	0.4%
Delinquent Lease Fees	\$ 1,000	0.0%
Court Fees	\$ 20,000	1.0%
Court Fines	\$ 100	0.0%
Library Fines	\$ 50,000	2.5%
Performing Arts - Rec	\$ 75,000	3.7%
Kids World	\$ 400,000	19.7%
Rentals	\$ 90,000	4.4%
Aquatics	\$ 280,000	13.8%
Sports	\$ 75,000	3.7%
Classes	\$ 75,000	3.7%
Adult Trips	\$ 15,000	0.7%
Senior Programming	\$ 15,000	0.7%
Community Events	\$ 65,000	3.2%
	\$2,026,100	100.0%

## Ambulance Fees

The City charges fees to the user of ambulance services. Expected revenue from the provision of ambulance services for FY16 is \$1,500,000. This is a slight reduction from FY15 as a result of the Fire Department no longer providing an inter-facility transfer service due to the completed construction of the Canyon Vista Medical Center. **The decrease is offset by the City's plan to raise ambulance fees** in January 2016 to be equal to those fees charged by the Fry Fire District. Funding for the program comes from users of the service. Ambulance fees are separate from other user fees as a result of their unique identity. The City will continue an approved service charge for all EMS (911 Ambulance) calls requiring extensive treatment without transport.



## **Public Works Services**

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

## **Animal Control**

The City charges a fee for adoption of animals. The adoption fees for dogs will increase in FY16 from \$50 to \$75. The new fee increase is a result of cost increases at the Nancy J. Brua Animal Care Center.

## **Lease Revenue**

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

## **Library Fines**

The City charges library patrons a fine for late books. In FY16, library fines increased from \$ .10 to \$ .20 per day.

## **Fuel Revenue**

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

## **Leisure Services**

Leisure and Library Services charges fee for activities. These fees include leisure classes, admission to The Cove, and ball field lighting.



## **Development Fees**

Development Fees are charged on new development and are intended to pay for the increase demand that new development on existing City infrastructure and services. These costs are not passed on to existing residents. The forecast for development fees is slightly lower for FY16. The City is currently conducting a development fee study, with the results expected to take effect later in the fiscal year. Development Fees contribute less than one percent of the total budget. The Development Fees will be utilized in FY16 for the continued widening of Coronado Drive from Busby to Crestwood, and Avenida Del Sol.

## **Enterprise Fees**

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

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

## **Miscellaneous Revenue**

Miscellaneous revenue includes revenue received that does not fit into one of the above mentioned categories. Some examples of this revenue include revenue received for providing dispatch services (from Fry Fire District, Whetstone Fire District, and Palominas Fire District) and refunds on insurance deposits if risk performance is kept low.



## Expenditures by Major Category

The City of Sierra Vista's budgeted expenditures total \$70,484,240 for FY16, \$3,085,866 less than the FY15 budget. The majority of the decrease is attributable to reductions in capital expenditures, grants, and other projects which have increased efficiencies and saved costs. Capital Expenditures will decrease by \$7,367,350 (36%) from FY15. Personnel expenditures will increase by roughly 10% (\$2,846,327) reflecting the implementation of the updated classification and compensation plan, which brings employee salaries to 100% of market pay, as well as the addition of a few fulltime positions. The City's Operating and Maintenance expenses will increase by eight percent (\$1,664,194), much of this is a result increases to health and accident insurance fund claims, a new refuse collection route, and equipment depreciation expenses. The debt service level for the City dipped slightly, but remains relatively level. Overall, the City budget decreased four percent in its budgeted expenditures.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>Difference</b>	<b>% Change</b>	<b>% Total</b>
Personnel	\$ 27,634,917	\$ 30,481,244	\$ 2,846,327	10%	43%
O&M	\$ 20,625,299	\$ 22,289,493	\$ 1,664,194	8%	32%
Capital	\$ 20,308,990	\$ 12,941,640	\$ (7,367,350)	-36%	18%
Debt	\$ 5,000,900	\$ 4,771,863	\$ (229,037)	-5%	7%
Total	\$ 73,570,106	\$ 70,484,240	\$ (3,085,866)	-4%	100%

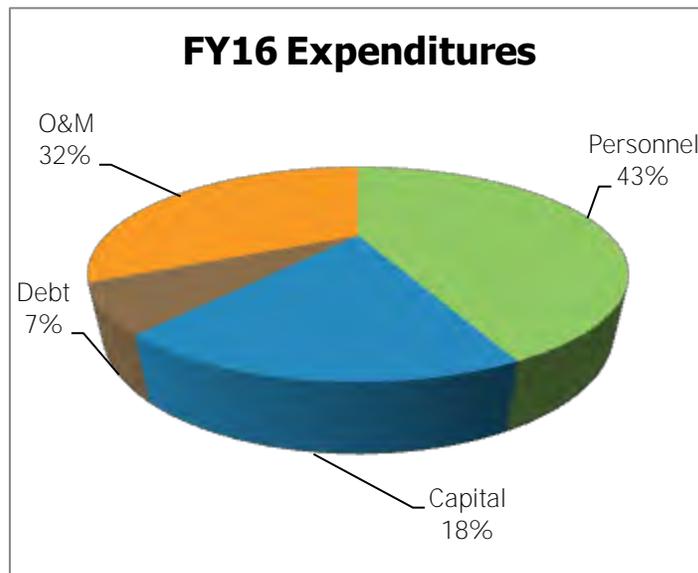
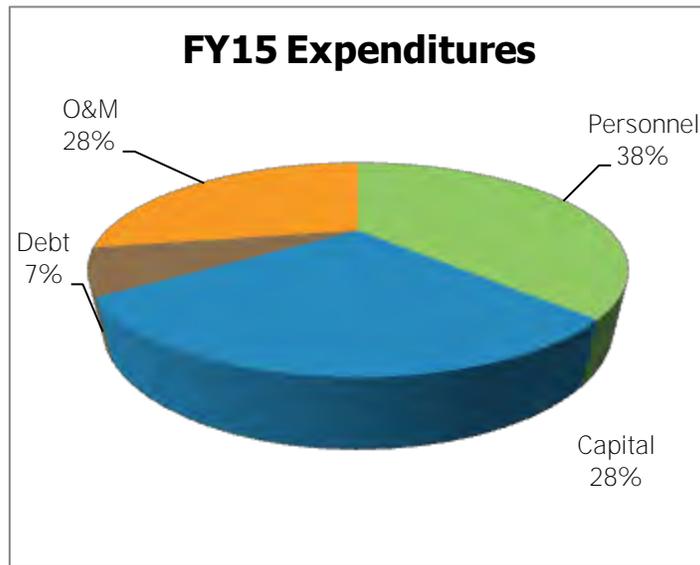
The following table provides an overview of the percentage of expenditures by category from FY07-FY16. Debt currently makes up only seven percent of the City expenditures, down from 14 percent in FY04. Capital Expenditures make up 18 percent. These are expenditures that reinvest money back into the community through construction or equipment acquisition. The percentage of the budget expended on Personnel has fluctuated since FY04 and currently comprises 43 percent of the total budget. Operations and Maintenance (O&M) comprises 32 percent of the total budget.

	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
Personnel	29%	31%	34%	30%	37%	33%	37%	36%	38%	43%
Capital	40%	40%	35%	37%	30%	36%	30%	27%	28%	18%
Debt	9%	5%	8%	8%	7%	6%	7%	7%	7%	7%
O&M	23%	23%	24%	25%	27%	26%	27%	30%	28%	32%

Percentages for each fiscal year may not add up to exactly 100% due to rounding.

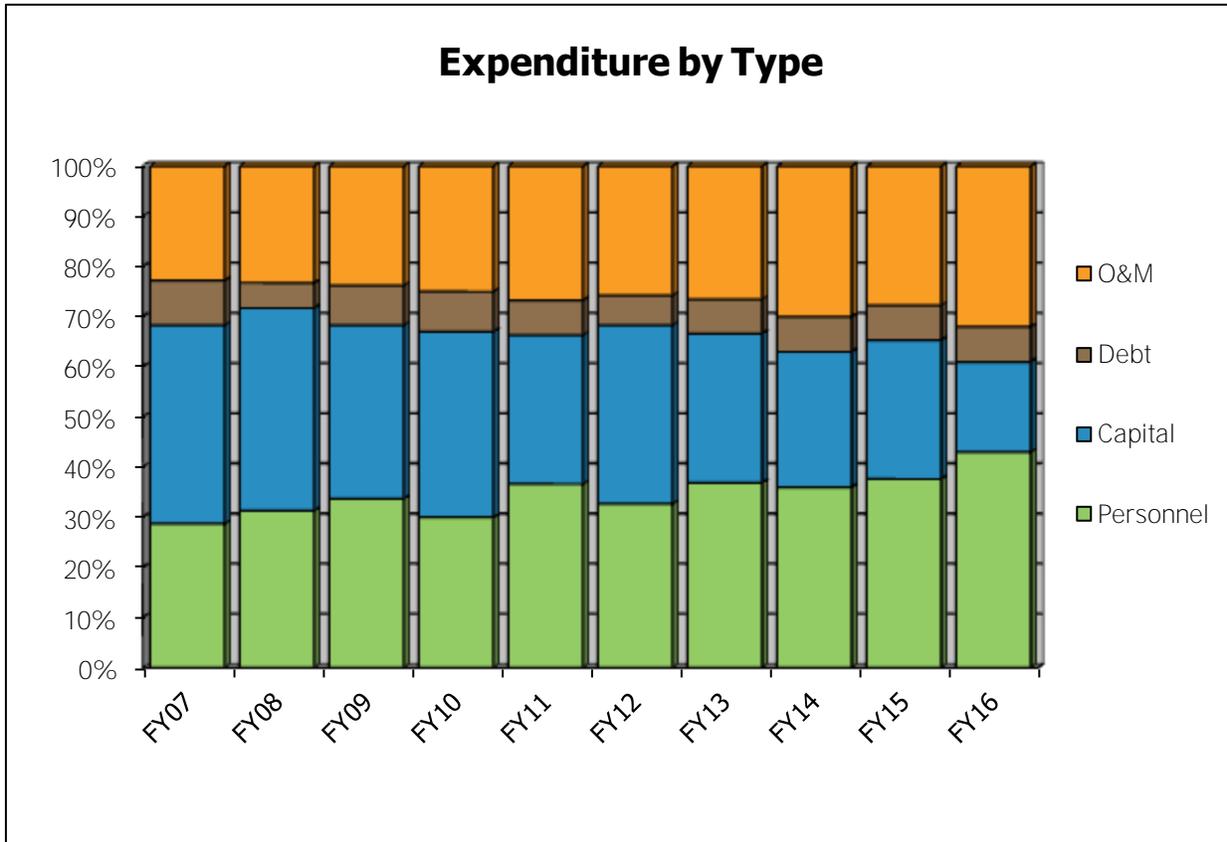


The graphs below depict the percentage of total budget, per major category, for FY15 and FY16. The shift toward higher personnel spending is largely a result of the classification and compensation plan implementation while overall City revenues decreased.





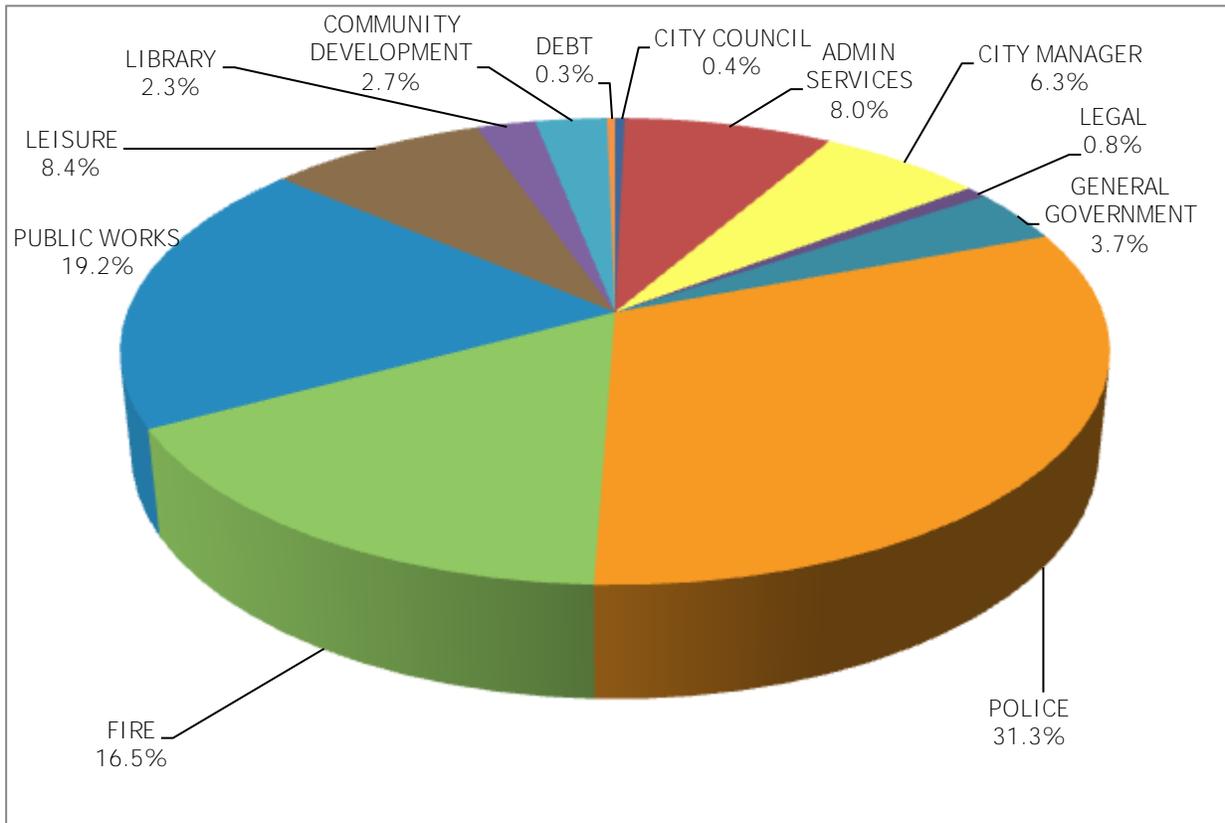
The graph below depicts the percentage of total expenditures by category for FY07-FY15.





### General Fund Expenditures

The largest and most flexible City fund is the General Fund. The General Fund provides services including Administration, Communications and Marketing, Public Works, Leisure and Library Services, and Public Safety. FY16 General Fund expenditures total \$32,617,261. The chart below illustrates the FY16 General Fund budget percentage by major category.



The largest percentage of general fund expenditures is Public Safety (Police and Fire) representing 48% of the total expenditures in the General Fund. The next largest expenditure occurs in Public Works (18.7%), followed by Administration (14.1% for City Management, Finance, Human Resources, Procurement, Information Technology, City Clerk and Public Affairs).

The chart on the next page shows the percentage of the General Fund for each department since FY10.



Percentage of General Fund Expenditures by Department

	FY10	FY11	FY12	FY13	FY14	FY15	FY16
General Admin	22%	20%	19%	21%	19%	20%	15%
Police	29%	28%	28%	29%	30%	32%	31%
Fire	15%	15%	15%	16%	15%	17%	17%
Public Works	17%	16%	21%	20%	22%	20%	19%
Leisure & Library	10%	16%	13%	12%	11%	10%	11%
Community Developer	4%	3%	3%	3%	3%	2%	3%
Debt	3%	2%	1%	1%	1%	0.4%	0.3%

\*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 in FY12.

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.

Personnel expenses increased ten percent from FY15 to FY16 largely as a result of implementation of the 2014 classification and compensation plan and large increases to the cost of the Public Safety Personnel Retirement System (PSPRS). These increases were somewhat offset by freezing seven vacant positions. In addition, the City relies heavily on volunteers and Department of Correction personnel to reduce personnel expenditures where possible.

As demonstrated by the chart on the following page, Personnel Expenses consistently grew from FY02 to FY09. The City then implemented a non public safety hiring freeze in FY09, meaning the City did not fill positions when they become open, with the exception of positions that generate revenue or are vital to basic City operations. The hiring freeze allowed the City to avoid roughly \$3 million in personnel expenses for several years. The freeze also resulted in City employees having to take on additional tasks and seek efficiencies to compensate for the loss of positions. In FY16, the City is adding four new positions funded by the Council-approved sales tax increase. These positions are located in Community Development, Economic Development, Leisure Services, and Human Resources.



	<b>Personnel Budget</b>	<b>% Change</b>
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%
FY15	\$ 27,634,917	3%
FY16	\$ 30,481,244	10%

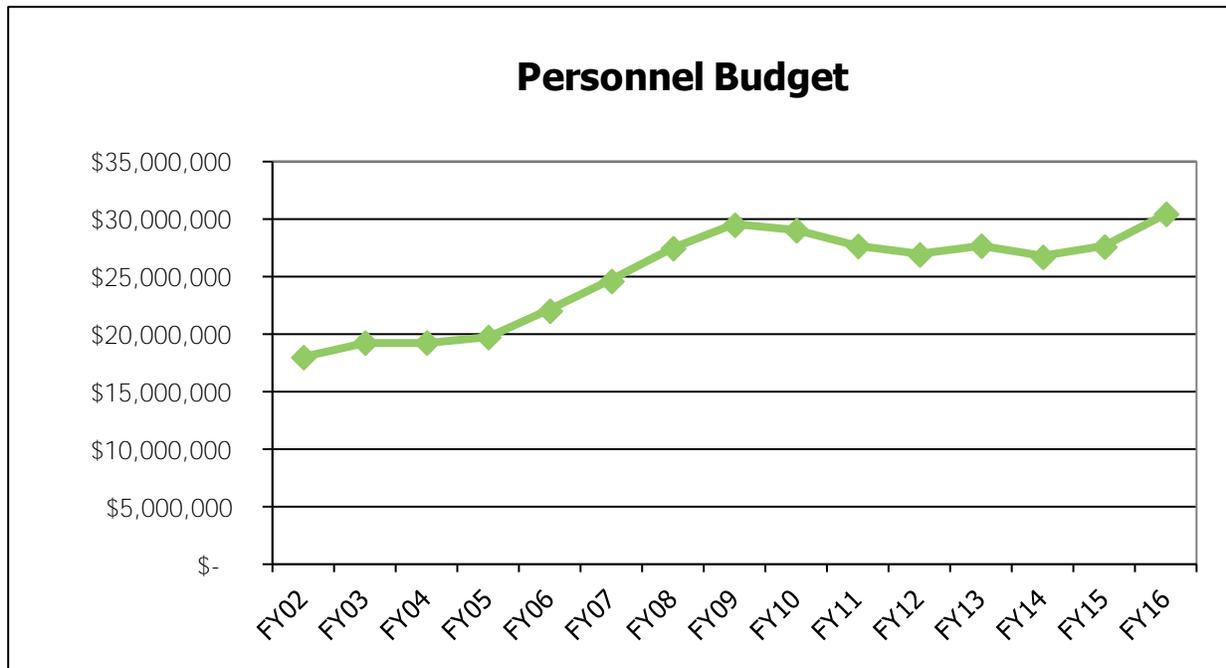
The FY16 budget includes implementation of classification and compensation adjustments that took effect in August 2015. This adjustment is intended to bring all employee salaries to 100% of the market pay for the position. This adjustment will provide relief to city employees whose wages have stagnated for many years.

In addition to the classification and compensation plan, personnel costs have grown in **FY16 as a result of increases of the City's contribution to the State's Public Safety Personnel Retirement System**. As a result of actions at the state level, the City must pay an additional more than \$600,000 per year.

Since FY08, the City has seen its self-funded health insurance program cost effectively managed through a change to a new third party administrator. The insurance takes advantage of the Blue Cross Blue Shield of Arizona network and provides an excellent level of service to employees and their families. The insurance trust fund has been healthy over the past several years, but a downward trend indicated that some premium changes needed to be made to continue to keep it that way. The administrator recommended several options, and the City implemented a modest increase in the family rate beginning July 1. The City provides all full time employees with health care at no cost to the employee. The administrator will continue to monitor and analyze participation and claims as well as new federal laws associated with the Affordable Health Care Act, recommending premium or other plan management changes as needed.



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



### Capital

Capital projects are defined as those that cost over \$5,000 and have a useful life longer than one year. The City will complete several capital projects in FY16. These include improvements to the West End region of the City, yearly street maintenance, and replacement police vehicles. A full list can be found in the capital section.

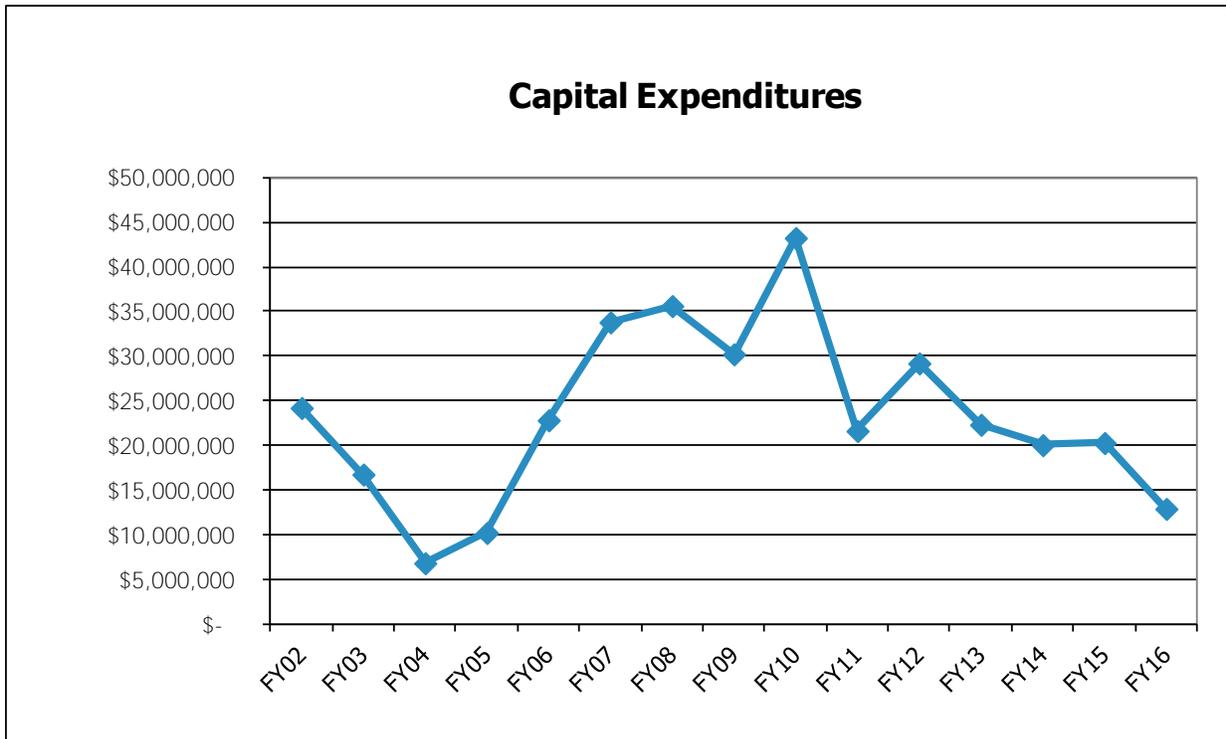
The table on the following page shows the changes in total capital expenditures for FY02-FY16. The amounts fluctuate considerably from year to year depending on potential grand funded capital projects. For example, the FY10 Budget included many possible American Recovery and Reinvestment Act (2009) funded projects. The FY16 budget decreased \$7,367,350 from the FY15 budget. Many capital requests were cut from the tentative budget in order to balance the general fund because capital grant matches were not available.



	<b>Capital Budget</b>	<b>% Change</b>
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	-24%
FY14	\$ 20,071,848	-10%
FY15	\$ 20,308,990	1%
FY16	\$ 12,941,640	-36%

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

The graph on the following page shows the fluctuation of capital expenditures since FY02.



## Debt

The City borrows money to provide a high level of service to its citizens. 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 additional 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	-2%
FY15	\$ 5,000,900	-0.3%
FY16	\$ 4,771,863	-4.9%

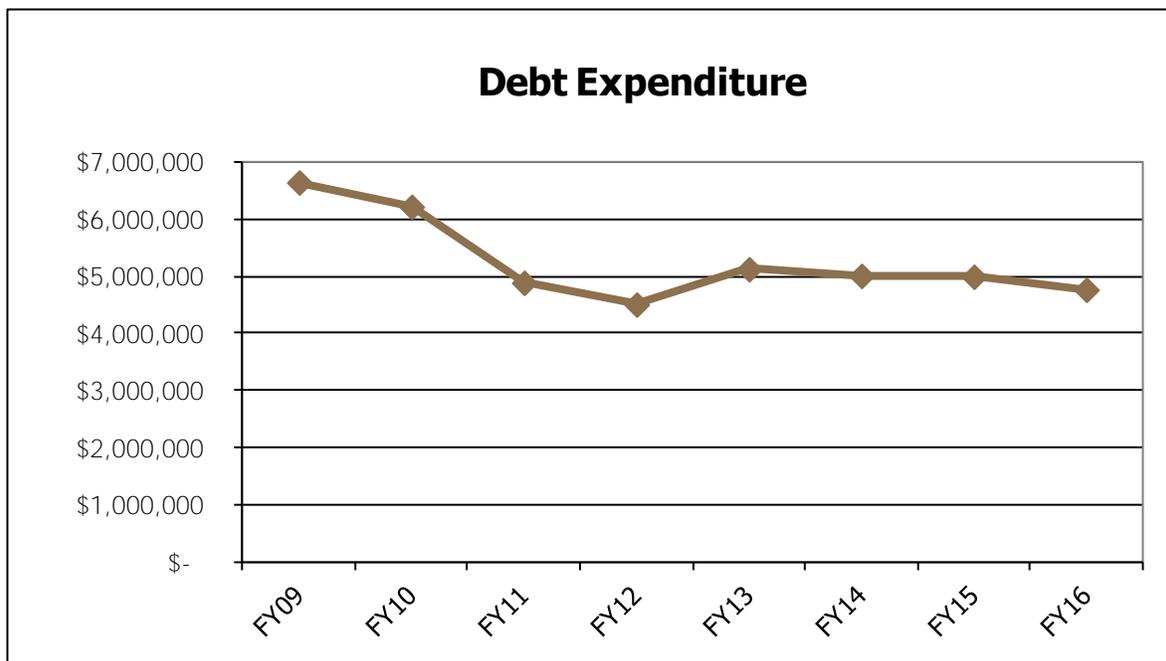


The City's current bond ratings include:

- 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-FY16.

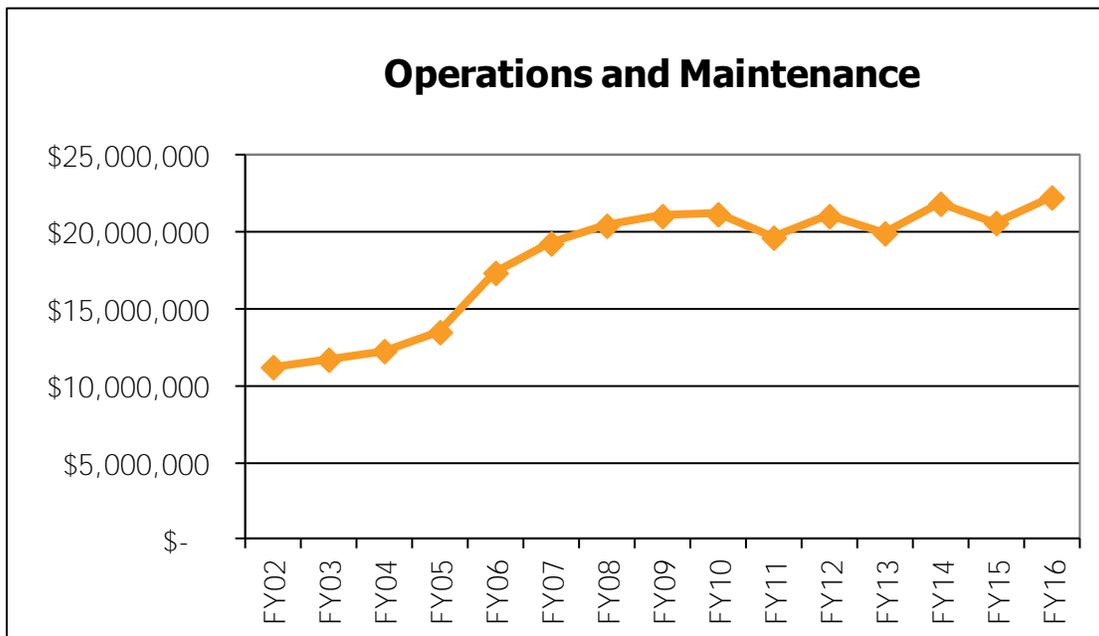


### Operations and Maintenance

Operations and Maintenance (O&M) expenses include the costs associated with operating City services, maintenance of buildings, electricity, professional services, water, telephone, etc. O&M costs can escalate quickly if not properly planned. O&M had increased from FY02 to FY10 before a decrease in FY11 and fluctuations in all subsequent years. Just as they are every year, City Departments were integral in ensuring that the City could present a balanced budget for FY16 by recommending O&M reductions where possible. The increase in O&M is largely due to greater health insurance claims costs and additional expenses in the sewer and refuse enterprise funds. The table and graph on the following page show the percent change in the O&M budget since FY02.



	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	-5%
FY14	\$ 21,878,160	10%
FY15	\$ 20,625,299	-6%
FY16	\$ 22,289,493	2%

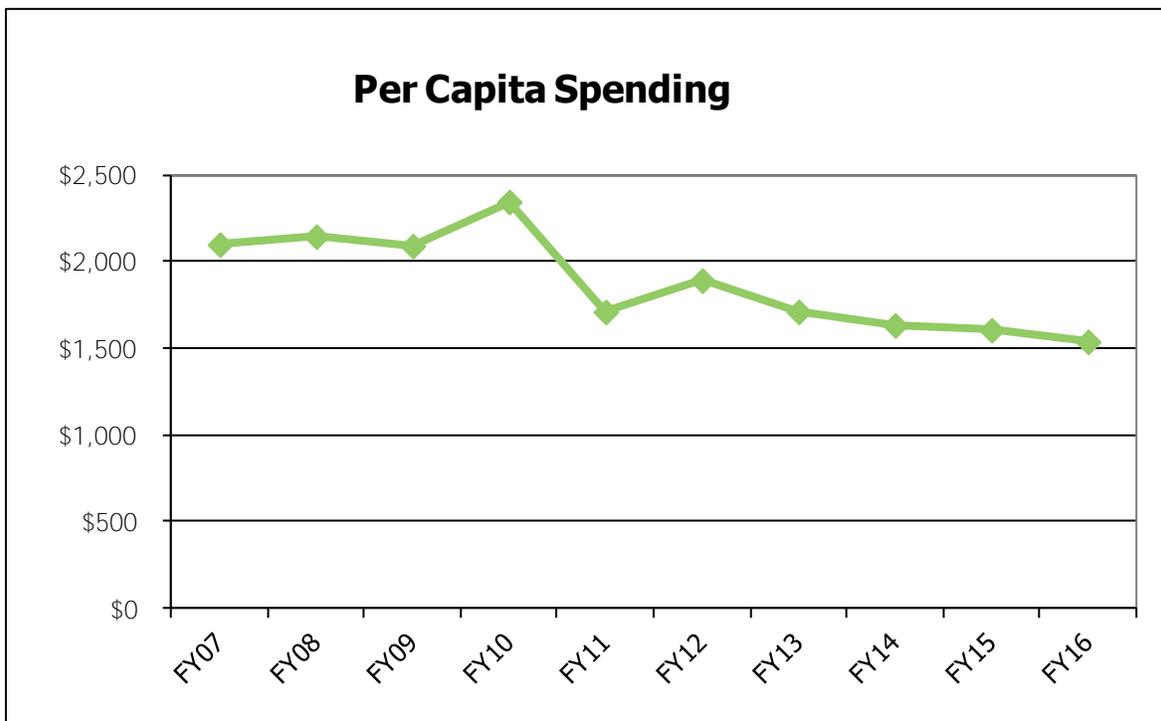




### Per Capita Spending

Per capita spending allows the City to analyze its expenditures based on its population. One expects that when population increases expenditures also increase. The trends of per capita spending show **if the City's** spending is increasing at the same rate of population. If population and total spending increase at the same rate, the per capita spending remains unchanged. A high per capita spending level can signal tapping into a lot of non-maintainable revenue sources. A low per capita spending means the City may have opportunities to find new revenue sources. Since FY12, per capita spending has decreased despite population levels remaining nearly constant. The per capita numbers decrease slightly again in FY16.

	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Per Capita	\$2,101	\$2,147	\$2,093	\$2,347	\$1,712	\$1,893	\$1,712	\$1,634	\$ 1,607	\$1,539



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

**Departmental Per Capita Spending**

	<b>FY14 Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>
City Council	\$ 3.70	\$ 3.63	\$ 3.87
Administrative Services	\$ 77.13	\$ 70.58	\$ 70.28
City Manager	\$ 60.53	\$ 57.05	\$ 70.03
Court and Legal	\$ 7.47	\$ 7.56	\$ 5.90
General	\$ 112.62	\$ 110.48	\$ 126.10
Debt	\$ 114.31	\$ 109.20	\$ 104.20
Police	\$ 273.95	\$ 243.12	\$ 280.72
Fire	\$ 134.95	\$ 135.41	\$ 119.26
Leisure and Library	\$ 80.46	\$ 77.12	\$ 91.41
Public Works	\$ 494.54	\$ 510.81	\$ 400.52
Sewer	\$ 149.34	\$ 100.76	\$ 86.64
Refuse	\$ 86.06	\$ 102.12	\$ 124.66
Public Transportation	\$ 33.13	\$ 109.74	\$ 34.00
Community Development	\$ 50.98	\$ 28.20	\$ 21.58
<b>Total</b>	\$1,679.17	\$1,665.78	\$ 1,539.16

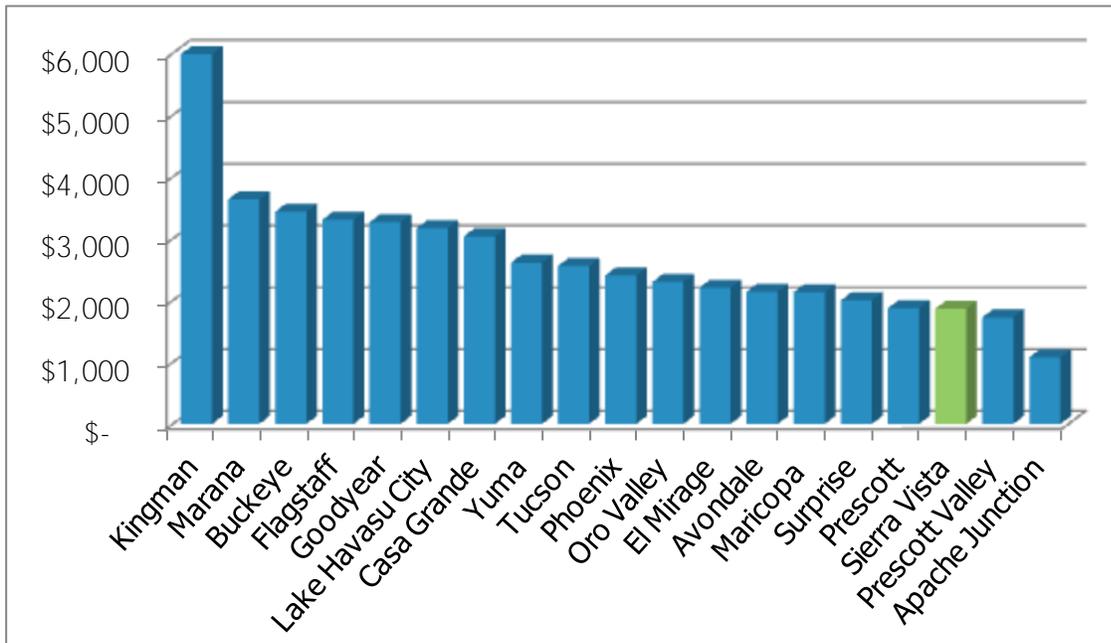
In order to compare the City's per capita spending to other cities, the list of Arizona Cities on the following page is offered for comparison from data most recently available. The City of Sierra Vista had the third lowest per capita budget in FY12 for similarly sized cities.



City	FY12 Per Capita Spending
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	\$ 2,132
Surprise	\$ 2,001
Prescott	\$ 1,874
<b>Sierra Vista</b>	<b>\$ 1,863</b>
Prescott Valley	\$ 1,724
Apache Junction	\$ 1,079

City of Sierra Vista per capita spending has decreased 17% to \$1,539 per capita since FY12.

FY12 Per Capita Spending





## **Graphs and Charts**

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

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



## Authority

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

## Basis of Accounting

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

## Basis of Budgeting

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

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

## Financial Publications

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

## Budget Timeline

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

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

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

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



## Revenue and Expenditure Estimates

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

## End-of-Year Encumbrances

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

## 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 FY15 budget, while providing a high level of service to the citizens of Sierra Vista.



## Introduction

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

## Balanced Budget Requirement

The State of Arizona requires that cities present a balanced budget. This means that the budgeted revenue must equal the budgeted expenditures for all funds. The City of Sierra Vista maintains 21 funds and the revenue budgeted equals the expenditures budgeted for all 21 funds. The City is pleased to be able to balance the FY16 budget, while providing services 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. **Prioritize the accomplishment of 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 management 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.

## Estimating City Revenues – Process

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



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

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

## Revenues Section

This section begins with an overview of the City's accounting principles. After the funds are described, there is a table displaying all sources of revenue for the General Fund. **The General Fund is 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 (FY15), and the current fiscal year (FY16).

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 FY16, \$364,000 is allocated to the General Fund. The graphs also indicate revenue estimates, from the identified source (in the example, Property Tax), for the year.

The last section illustrates revenues for the other City funds (Highway User Revenue Fund [HURF], Local Transportation Assistance Fund [LTAF], Airport Fund, etc). Comparison is provided between last fiscal year (FY15) and this fiscal year (FY16) as is an analysis of the revenue source and any current economic conditions affecting their levels.

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

## Fund Accounting

The City uses fund accounting to report on its financial position and the results of its operations. All governmental type funds (such as the General Fund and the Capital Improvements Fund) use the modified accrual basis of accounting. This means revenues are recognized only when they become measurable and available and



expenditures are recognized when the fund liability is incurred (when the money is committed to be spent). Proprietary type funds (such as the Sewer Fund and the Refuse Fund) use the full accrual basis of accounting. In this latter case, we also recognize expenditures when the fund liability is incurred, but revenues are recognized when they are obligated to the City (which can be before they are actually received).

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

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

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

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

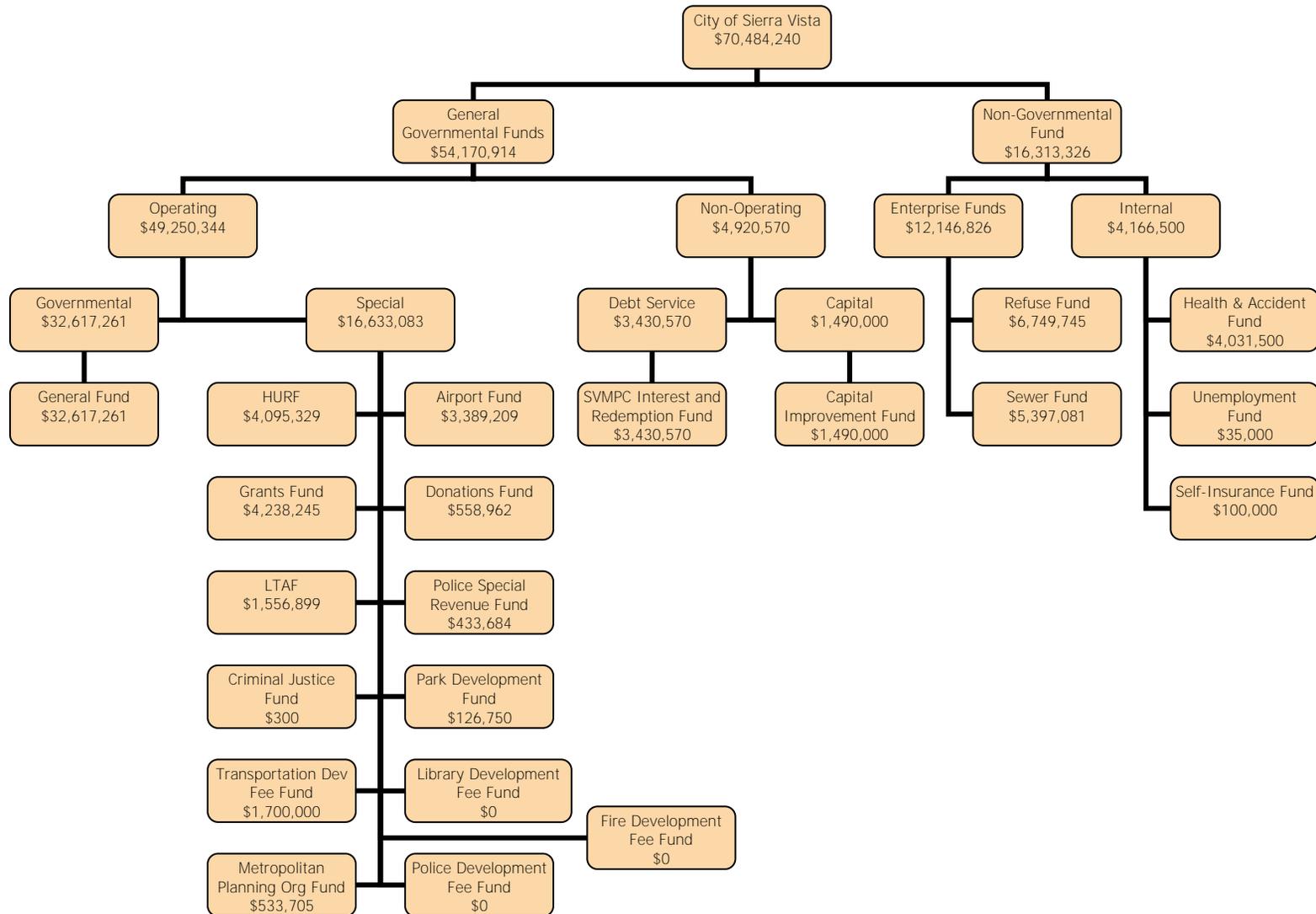
- a. Compensated absences liabilities expected to be liquidated with expendable available financial resources become accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).
- b. Principal payments on long-term debt within the Enterprise Funds get applied to the outstanding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

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



# Funds

This chart provides a visual depiction of the funds the City uses as well as the organization of these funds.



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	\$ 123,763	\$ 2,617,167	\$ 2,061,704	\$ 269,823	\$ 1,206,194	\$ 10,216,147	\$ 5,395,924	\$ 6,261,652	\$ 3,468,324	\$ 896,349	\$ 100,214	\$ 32,617,261
HURF					\$ 80,413			\$ 3,948,445			\$ 66,471	\$ 4,095,329
LTAF								\$ 1,556,899				\$ 1,556,899
Police Special Revenue						\$ 433,684						\$ 433,684
Grants			\$ 600,000			\$ 1,502,804	\$ 24,067	\$ 1,921,374	\$ 190,000			\$ 4,238,245
Judicial Enhancement				\$ 300								\$ 300
Airport								\$ 3,313,862			\$ 75,347	\$ 3,389,209
Donations	\$ 22,345		\$ 868			\$ 202,369	\$ 41,591	\$ 12,146	\$ 277,862	\$ 1,781		\$ 558,962
Park Development											\$ 126,750	\$ 126,750
Library Development												\$ -
Police Development												\$ -
Fire Development												\$ -
Transportation Development								\$ 1,700,000				\$ 1,700,000
Metropolitan Planning Org								\$ 533,705				\$ 533,705
Capital Improvement						\$ 500,000		\$ 650,000	\$ 250,000	\$ 90,000		\$ 1,490,000
SVMPC I&R											\$ 3,430,570	\$ 3,430,570
Sewer	\$ 15,471	\$ 294,831	\$ 283,859		\$ 160,826			\$ 3,967,426			\$ 674,668	\$ 5,397,081
Refuse	\$ 15,471	\$ 306,353	\$ 260,494		\$ 160,826			\$ 5,708,758			\$ 297,843	\$ 6,749,745
Health & Accident					\$ 4,031,500							\$ 4,031,500
Unemployment					\$ 35,000							\$ 35,000
Self Insured Retention					\$ 100,000							\$ 100,000
<b>Total</b>	<b>\$ 177,050</b>	<b>\$ 3,218,351</b>	<b>\$ 3,206,925</b>	<b>\$ 270,123</b>	<b>\$ 5,774,759</b>	<b>\$ 12,855,004</b>	<b>\$ 5,461,582</b>	<b>\$ 29,574,267</b>	<b>\$ 4,186,186</b>	<b>\$ 988,130</b>	<b>\$ 4,771,863</b>	<b>\$ 70,484,240</b>



## **Fund Balance Estimates, 2014-2016**

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 FY14 along with the estimated FY15 and budgeted FY16 revenue. These charts are helpful in providing the estimated funds available. When a fund has an ending balance lower than the last year, it means that they City will be utilizing the fund balance in FY16 to fund certain projects.

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

**Fund Balances**

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

(For Budgetary Purposes Only)

	<b>General Fund</b>		
	<b>2014</b>	<b>2015</b>	<b>2016</b>
	<b>Actual</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenues:</b>			
Taxes	13,313,043	13,999,509	14,493,324
Intergovernmental	11,806,945	11,621,209	11,833,440
Charges for services	3,991,305	4,039,066	4,289,715
Licenses and permits	1,855,217	1,775,419	1,835,500
Fines	25,066	22,319	50,000
Investment income	20,853	5,017	10,000
Contributions	206	102,928	1,000
Other revenues	475,597	386,730	565,500
Total estimated revenues	<u>31,488,232</u>	<u>31,952,197</u>	<u>33,078,479</u>
<b>Expenditures:</b>			
Current-			
General government	5,859,566	5,918,096	6,278,651
Public safety	14,535,538	14,031,104	15,612,071
Public works	6,382,289	5,851,298	6,261,652
Culture and recreation	2,965,408	3,303,623	3,468,324
Community development	748,109	960,412	896,349
Debt service -			
Principal retirement	274,914	114,988	96,908
Interest and fiscal charges	10,362	4,864	3,306
Total estimated expenditures	<u>30,776,186</u>	<u>30,184,385</u>	<u>32,617,261</u>
<b>Other financing sources (uses):</b>			
Operating transfers in	673,621		96,500
Operating transfers out	(1,311,685)	(1,652,914)	(557,718)
Net proceeds from sale of bonds			
Proceeds from installment purchase			
Total other financing sources (uses)	<u>(638,064)</u>	<u>(1,652,914)</u>	<u>(461,218)</u>
<b>Net increase (decrease) in fund balance</b>	<u>73,982</u>	<u>114,898</u>	<u>-</u>
<b>Fund balances, July 1</b>	<u>3,972,820</u>	<u>4,046,802</u>	<u>4,161,700</u>
<b>Fund balances, June 30</b>	<u>4,046,802</u>	<u>4,161,700</u>	<u>4,161,700</u>

The City's General fund balance is projected to increase \$114,898 from FY14 to FY15 and remain level in FY16. The FY16 budget is balanced per State law, and therefore shows a zero growth in the fund balance. The City working to achieve the fund balance of approximately \$6 million listed in its Financial Policy.



**Fund Balances**

The City of Sierra Vista maintains 12 Special Funds. These funds are used to track revenues the City receives that are legally restricted for certain specified uses. A summary of the 12 Special Funds balance is shown below.

(For Budgetary Purposes Only)

	Special Revenue Funds		
	2014 Actual	2015 Estimated	2016 Budget
<b>Revenues:</b>			
Taxes			
Intergovernmental	5,104,917	5,014,158	8,361,495
Charges for services	1,611,285	1,369,011	1,691,765
Licenses and permits			
Fines			100
Investment income	1,938	1,429	
Contributions	1,670,502	1,527,276	2,935,350
Other revenues	171,517	179,589	50,000
Total estimated revenues	<u>8,560,159</u>	<u>8,091,463</u>	<u>13,038,710</u>
<b>Expenditures:</b>			
Current-			
General government	71,926	71,115	703,926
Public safety	562,316	585,391	2,204,515
Public works	7,608,159	7,597,319	11,286,431
Culture and recreation	203,491	84,581	467,862
Community development	1,065,376	486,485	1,701,781
Debt service -			
Principal retirement	259,749	233,532	235,795
Interest and fiscal charges	39,061	34,913	32,773
Total estimated expenditures	<u>9,810,078</u>	<u>9,093,336</u>	<u>16,633,083</u>
<b>Other financing sources (uses):</b>			
Operating transfers in	1,334,129	1,652,914	1,333,203
Operating transfers out	(1,091,695)	(496,759)	(1,004,628)
Net proceeds from sale of bonds			
Proceeds from installment purchase			
Total other financing sources (uses)	<u>242,434</u>	<u>1,156,155</u>	<u>328,575</u>
<b>Net increase (decrease) in fund balance</b>	<u>(1,007,485)</u>	<u>154,282</u>	<u>(3,265,798)</u>
<b>Fund balances, July 1</b>	<u>213,407</u>	<u>(794,078)</u>	<u>(639,796)</u>
<b>Fund balances, June 30</b>	<u>(794,078)</u>	<u>(639,796)</u>	<u>(3,905,594)</u>

The special revenue funds' fund balances are projected to increase in FY16. It is estimated that the special funds will increase by \$154,282 in FY16 to an ending balance of \$(639,796).



**Fund Balances**

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

(For Budgetary Purposes Only)	Capital Projects Funds		
	2014 Actual	2015 Estimate	2016 Budget
Revenues:			
Taxes	3,442,136	3,927,153	3,802,201
Intergovernmental			
Charges for services			
Licenses and permits			
Fines			
Investment income			
Contributions			
Other revenues		249,488	
Total estimated revenues	<u>3,442,136</u>	<u>4,176,641</u>	<u>3,802,201</u>
Expenditures:			
Current-			
General government	220,748		
Public safety			500,000
Public works	13,845	334,718	650,000
Culture and recreation			250,000
Community development			90,000
Debt service -			
Principal retirement			
Interest and fiscal charges			
Total estimated expenditures	<u>234,593</u>	<u>334,718</u>	<u>1,490,000</u>
Other financing sources (uses):			
Operating transfers in	3,168		10,000
Operating transfers out	(2,965,246)	(2,918,371)	(3,183,114)
Net proceeds from sale of bonds			
Proceeds from installment purchase	-		
Total other financing sources (uses)	<u>(2,962,078)</u>	<u>(2,918,371)</u>	<u>(3,173,114)</u>
Net increase (decrease) in fund balance	<u>245,465</u>	<u>923,552</u>	<u>(860,913)</u>
Fund balances, July 1	<u>842,466</u>	<u>1,087,931</u>	<u>2,011,483</u>
Fund balances, June 30	<u>1,087,931</u>	<u>2,011,483</u>	<u>1,150,570</u>

The City's Capital Improvement Fund, funded with 0.5 percent of the City Sales Tax, is financially stable and able to pay for several projects in FY16. The estimated net decrease in the fund balance is a result of capital investment using carryover funds from FY15.

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



**Fund Balances**

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

(For Budgetary Purposes Only)

	Debt Service Funds		
	2014 Actual	2015 Estimate	2016 Budget
<b>Revenues:</b>			
Taxes			
Intergovernmental			
Charges for services			
Licenses and permits			
Fines			
Investment income	28	32	
Contributions			
Other revenues			
Total estimated revenues	<u>28</u>	<u>32</u>	<u>-</u>
<b>Expenditures:</b>			
<b>Current-</b>			
General government			
Public safety			
Public works			
Culture and recreation			
Community development			
<b>Debt service -</b>			
Principal retirement	2,515,000	2,600,000	2,690,000
Interest and fiscal charges	935,220	841,845	740,570
Total estimated expenditures	<u>3,450,220</u>	<u>3,441,845</u>	<u>3,430,570</u>
<b>Other financing sources (uses):</b>			
Operating transfers in	3,507,520	3,445,400	3,430,570
Operating transfers out			
Net proceeds from sale of bonds			
Proceeds from installment purchase	-		
Total other financing sources (uses)	<u>3,507,520</u>	<u>3,445,400</u>	<u>3,430,570</u>
<b>Net increase (decrease) in fund balance</b>	<u>57,328</u>	<u>3,587</u>	<u>-</u>
<b>Fund balances, July 1</b>	<u>1,298,484</u>	<u>1,355,812</u>	<u>1,359,399</u>
	-	-	-
<b>Fund balances, June 30</b>	<u>1,355,812</u>	<u>1,359,399</u>	<u>1,359,399</u>

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 FY16.

There are a total of 15 governmental funds, as summarized by the chart below. The charts in the previous pages provide a more detail analysis of the different fund types. In total, the governmental funds have a net decrease of \$4,126,711. This decrease is



**Fund Balances**

largely the result of using carryover revenue from FY15 for FY16 expenditures, decreasing the ending fund balance.

(For Budgetary Purposes Only)

	<b>Total Governmental Funds</b>		
	<b>2014 Actual</b>	<b>2015 Estimate</b>	<b>2016 Budget</b>
<b>Revenues:</b>			
Taxes	16,755,179	17,926,662	18,295,525
Intergovernmental	16,911,862	16,635,367	20,194,935
Charges for services	5,602,590	5,408,077	5,981,480
Licenses and permits	1,855,217	1,775,419	1,835,500
Fines	25,066	22,319	50,100
Investment income	22,819	6,478	10,000
Contributions	1,670,708	1,630,204	2,936,350
Other revenues	647,114	815,807	615,500
Total estimated revenues	<u>43,490,555</u>	<u>44,220,333</u>	<u>49,919,390</u>
<b>Expenditures:</b>			
<b>Current-</b>			
General government	6,152,240	5,989,211	6,982,577
Public safety	15,097,854	14,616,495	18,316,586
Public works	14,004,293	13,783,335	18,198,083
Culture and recreation	3,168,899	3,388,204	4,186,186
Community development	1,813,485	1,446,897	2,688,130
<b>Debt service -</b>			
Principal retirement	3,049,663	2,948,520	3,022,703
Interest and fiscal charges	984,643	881,622	776,649
Total estimated expenditures	<u>44,271,077</u>	<u>43,054,284</u>	<u>54,170,914</u>
<b>Other financing sources (uses):</b>			
Operating transfers in	5,518,438	5,098,314	4,870,273
Operating transfers out	(5,368,626)	(5,068,044)	(4,745,460)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>149,812</u>	<u>30,270</u>	<u>124,813</u>
<b>Net increase (decrease) in fund balance</b>	<u>(630,710)</u>	<u>1,196,319</u>	<u>(4,126,711)</u>
<b>Fund balances, July 1</b>	<u>6,327,177</u>	<u>5,696,467</u>	<u>6,892,786</u>
	-	-	-
<b>Fund balances, June 30</b>	<u>5,696,467</u>	<u>6,892,786</u>	<u>2,766,075</u>



**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		
	2014 Actual	2015 Estimated	2016 Budget
Operating revenues:			
Charges for sales and services	8,211,485	7,940,929	8,259,369
Contributions			
Other income	127,547	95,888	123,500
Total operating revenues	<u>8,339,032</u>	<u>8,036,817</u>	<u>8,382,869</u>
Operating expenses:			
Salaries, wages and related expenses	3,136,484	2,865,217	3,421,794
Operations and maintenance	3,517,041	3,366,459	4,368,521
Depreciation	1,377,029	870,000	1,450,000
Benefits paid			
Premiums paid			
Total operating expenses	<u>8,030,554</u>	<u>7,101,676</u>	<u>9,240,315</u>
Operating income (loss)	<u>308,478</u>	<u>935,141</u>	<u>(857,446)</u>
Nonoperating revenues (expenses):			
Connection income	374,342	286,614	350,500
Gain on Sale of Fixed Assets	9,274	10,316	
Investment income			1,000
Interest expense	(233,881)	(240,137)	(207,550)
Total nonoperating revenues	<u>149,735</u>	<u>56,793</u>	<u>143,950</u>
Income before operating transfers	458,213	991,934	(713,496)
Operating transfers:			
Operating transfers in			
Operating transfers out	(149,813)	(149,813)	(149,813)
Total operating transfers	<u>(149,813)</u>	<u>(149,813)</u>	<u>(149,813)</u>
Net Income (loss)	<u>308,400</u>	<u>1,141,747</u>	<u>(863,309)</u>
Capital Contributions	2,060,847	293,936	500,000
Retained earnings, July 1	<u>32,705,791</u>	<u>35,075,038</u>	<u>36,216,785</u>
	-	-	-
Retained earnings, June 30	<u>\$ 35,075,038</u>	<u>36,216,785</u>	<u>35,353,476</u>

The Enterprise funds show a net projected decrease of \$863,309 in FY16. This is attributable to the use of carryover revenue from FY15 in FY16 for capital expenditures.



**Fund Balances**

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

(For Budgetary Purposes Only)	Internal Service Funds		
	2014 Actual	2015 Estimated	2016 Budget
Operating revenues:			
Charges for sales and services			
Contributions	3,692,228	3,510,660	3,828,000
Other income	558,605	352,525	300,000
Total operating revenues	<u>4,250,833</u>	<u>3,863,185</u>	<u>4,128,000</u>
Operating expenses:			
Salaries, wages and related expenses			
Operations and maintenance	238,683	297,717	251,500
Depreciation			
Benefits paid	3,504,093	3,350,761	3,555,000
Premiums paid	327,389	393,722	360,000
Total operating expenses	<u>4,070,165</u>	<u>4,042,200</u>	<u>4,166,500</u>
Operating income (loss)	<u>180,668</u>	<u>(179,015)</u>	<u>(38,500)</u>
Nonoperating revenues (expenses):			
Connection income			
Gain on Sale of Fixed Assets			
Investment income	3,898	4,020	3,500
Interest expense			
Total nonoperating revenues	<u>3,898</u>	<u>4,020</u>	<u>3,500</u>
Income before operating transfers	184,566	(174,995)	(35,000)
Operating transfers:			
Operating transfers in			25,000
Operating transfers out			
Total operating transfers	<u>-</u>	<u>-</u>	<u>25,000</u>
Net Income (loss)	<u>184,566</u>	<u>(174,995)</u>	<u>(10,000)</u>
Capital Contributions			
Retained earnings, July 1	<u>4,768,806</u>	<u>4,953,372</u>	<u>4,778,377</u>
	-	-	-
Retained earnings, June 30	<u>4,953,372</u>	<u>4,778,377</u>	<u>4,768,377</u>

The three internal service funds continue to have a strong financial position. The expected FY16 ending fund balance is \$4,768,377.



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

(For Budgetary Purposes Only)	Non-Governmental Funds		
	2014 Actual	2015 Estimated	2016 Budget
Operating revenues:			
Charges for sales and services	8,211,485	7,940,929	8,259,369
Contributions	3,692,228	3,510,660	3,828,000
Other income	686,152	448,413	423,500
Total operating revenues	<u>12,589,865</u>	<u>11,900,002</u>	<u>12,510,869</u>
Operating expenses:			
Salaries, wages and related expenses	3,136,484	2,865,217	3,421,794
Operations and maintenance	3,755,724	3,664,176	4,620,021
Depreciation	1,377,029	870,000	1,450,000
Benefits paid	3,504,093	3,350,761	3,555,000
Premiums paid	327,389	393,722	360,000
Total operating expenses	<u>12,100,719</u>	<u>11,143,876</u>	<u>13,406,815</u>
Operating income (loss)	<u>489,146</u>	<u>756,126</u>	<u>(895,946)</u>
Nonoperating revenues (expenses):			
Connection income	374,342	286,614	350,500
Gain on Sale of Fixed Assets	9,274	10,316	-
Investment income	3,898	4,020	4,500
Interest expense	(233,881)	(240,137)	(207,550)
Total nonoperating revenues	<u>153,633</u>	<u>60,813</u>	<u>147,450</u>
Income before operating transfers	<u>642,779</u>	<u>816,939</u>	<u>(748,496)</u>
Operating transfers:			
Operating transfers in	-	-	25,000
Operating transfers out	(149,813)	(149,813)	(149,813)
Total operating transfers	<u>(149,813)</u>	<u>(149,813)</u>	<u>(124,813)</u>
Net Income (loss)	<u>492,966</u>	<u>966,752</u>	<u>(873,309)</u>
Capital Contributions			
Retained earnings, July 1	<u>37,474,597</u>	<u>40,028,410</u>	<u>40,995,162</u>
Retained earnings, June 30	<u>40,028,410</u>	<u>40,995,162</u>	<u>40,121,853</u>



## **General Fund Revenue**

The largest fund of the City, the General Fund, comprises 46 percent (or \$32,617,261) of the proposed FY16 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.

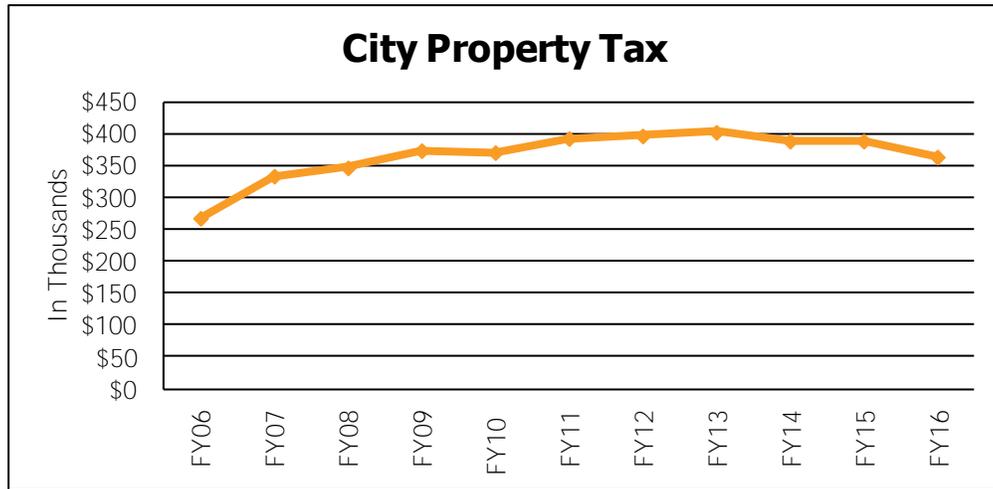
The chart on the next page provides a summary of revenue sources for the General Fund along with the expected change.

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

General Fund Revenue				
Revenue	FY15	FY16	% Change	% of GF
<b>Local Taxes</b>				
Property	\$ 369,537	\$ 364,000	-1.5%	1.1%
Sales	\$ 12,949,209	\$ 14,129,324	9.1%	43.3%
<b>Total Local Taxes</b>	<b>\$ 13,318,746</b>	<b>\$ 14,493,324</b>	<b>8.8%</b>	<b>44.4%</b>
<b>Fees</b>				
Ambulance	\$ 1,600,000	\$ 1,500,000	-6.3%	4.6%
Development	\$ 56,500	\$ 19,740	-65.1%	0.1%
Public Safety	\$ 42,000	\$ 140,000	233.3%	0.4%
Public Works	\$ 1,461,500	\$ 1,455,000	-0.4%	4.5%
Leisure	\$ 1,082,500	\$ 1,090,000	0.7%	0.0%
Cove	\$ 280,000	\$ 280,000		
Recreational Classes	\$ 802,500	\$ 810,000		
Library	\$ 25,000	\$ 50,000	100.0%	0.0%
Impact Fees	\$ (93,518)	\$ 100,000	-206.9%	0.3%
<b>Total Local Fees</b>	<b>\$ 4,173,982</b>	<b>\$ 4,354,740</b>	<b>4.3%</b>	<b>13.4%</b>
<b>Licenses</b>				
Bldg. Permits	\$ 375,000	\$ 334,975	-10.7%	1.0%
Franchise	\$ 1,325,000	\$ 1,325,000	0.0%	4.1%
Business	\$ 127,500	\$ 125,500	-1.6%	0.4%
Other	\$ 137,500	\$ 250,000	81.8%	0.8%
<b>Total Local Licenses</b>	<b>\$ 1,965,000</b>	<b>\$ 2,035,475</b>	<b>3.6%</b>	<b>6.2%</b>
<b>Total Local</b>	<b>\$ 19,457,728</b>	<b>\$ 20,883,539</b>	<b>7.3%</b>	<b>64.0%</b>
<b>Other</b>				
Transfers Out	\$ (1,240,038)	\$ (557,718)	-55.0%	-1.7%
LTAF	\$ (433,099)	\$ (430,000)		
MPO	\$ -	\$ (9,200)		
HURF	\$ (806,939)	\$ -	-100.0%	0.0%
Dev Fees		\$ (93,518)		
Unemployment		\$ (25,000)		
Transfers In	\$ 862,046	\$ 96,500	-88.8%	0.3%
CIF	\$ 827,046	\$ 96,500		
Grants	\$ 35,000	\$ -		
Note Proceeds	\$ 274,500	\$ -	-100.0%	0.0%
Interest	\$ 10,000	\$ 10,000	0.0%	0.0%
Contributions	\$ 1,000	\$ 1,000	0.0%	0.0%
Misc. Revenue	\$ 515,500	\$ 654,500	27.0%	2.0%
<b>Total Other</b>	<b>\$ 423,008</b>	<b>\$ 204,282</b>	<b>-51.7%</b>	<b>0.6%</b>
<b>State Taxes</b>				
Sales	\$ 3,965,649	\$ 4,192,731	5.7%	12.9%
Income	\$ 5,310,500	\$ 5,284,109	-0.5%	16.2%
Auto	\$ 1,896,399	\$ 1,900,000	0.2%	5.8%
<b>Total State Taxes</b>	<b>\$ 11,172,548</b>	<b>\$ 11,376,840</b>	<b>1.8%</b>	<b>34.9%</b>
<b>Grants</b>				
Grants	<b>\$ 1,536,236</b>	<b>\$ 152,600</b>	<b>-90.1%</b>	<b>0.5%</b>
<b>Total G.F. Rev.</b>	<b>\$ 32,589,520</b>	<b>\$ 32,617,261</b>	<b>0.1%</b>	<b>100.0%</b>



### 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 2016, the maximum levy increased to \$515,572. The City has chosen to keep the property tax levy from FY15 resulting in a total levy amount of \$364,000; or 29 percent lower than the maximum levy amount. The FY16 property tax levy amount corresponds to a tax rate of \$0.1136 per \$100 of assessed value, unchanged from the FY15 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 FY16 budget, the tax levied has decreased due to the assessed valuation of property in Sierra Vista decreasing. The tax levy for FY16 is \$364,000.

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: \$364,000**



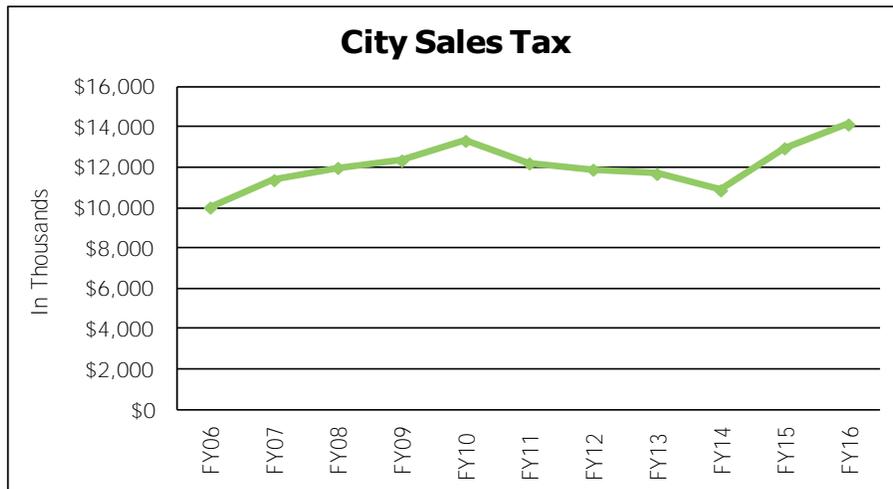
### Example of Property Tax

<b>Market Value</b>	<b>Assessed Value (10% of Market Value)</b>	<b>Tax Rate \$0.1136 per \$100 Assessed Value</b>
\$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.

In FY16 the tax rate for the primary property tax is 0.1136. This City primary property tax rate is the lowest level of any municipality in of Cochise County. For comparison purposes the property tax rate for other municipalities in Cochise County is displayed below.

<b>2015 Property Tax Levy</b>		
	<b>Primary</b>	<b>Secondary</b>
Cochise County	2.6276	
Bisbee	2.4845	
Douglas	1.1762	
Tombstone	0.8939	0.8823
Huachuca City	0.7562	
Benson	0.5838	
Willcox	0.3892	0.8200
<b>Sierra Vista</b>	<b>0.1136</b>	



### 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 CAC again analyzed the City’s sales tax structure in FY15 and presented recommended changes to the City Council.** The City Council voted to increase the sales tax rate in FY16 from 1.75% to 1.95%, effective November 1, 2015.

National, state, and local economic conditions have affected the City. The City budgets a slight increase in the expected year-end City sales tax figures in FY16 over FY15. The increase in the projection is a combined result of the retail sales tax rate increase, and **positive revenue performance in FY15.** **The City’s projections remain** very conservative, however, because FY15 revenues benefited from a one-time influx of construction tax dollars due to the construction of the Canyon Vista Medical Center that will not continue in FY16. **The City’s sales tax collections have been** increasing since FY14.

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

**General Fund Contribution- \$14,129,324**  
**Capital Improvement Fund Contribution- \$3,802,201**



### City Sales Tax Rates

	City	State and County	Total
Retail Privilege (Sales) Tax	1.95%*	6.10%	8.05%
Use Tax	1.95%*	5.60%	7.55%
Restaurant/Bar	2.60%	6.10%	8.70%
Hotel/Motel	5.50%	6.05%	11.55%
Construction Contracting	2.45%	6.10%	8.55%
Rental of Real Property	1.00%	0.00%	1.00%
Utilities	2.00%	6.10%	8.10%

\*Takes effect November 1, 2015

### Transaction Privilege (Sales) Tax Authorization

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

#### Retail Sales

Section \_A-460. The retail classification is comprised of the business activity upon every person engaging or continuing in the business of selling tangible personal property at **retail**. The City's total rate for FY16 is 1.95 percent, a change from the 1.75 percent rate in FY15.

#### 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 FY16 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 FY16 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 FY16 is 2.45 percent, unchanged from FY12.

## Restaurant/Bar

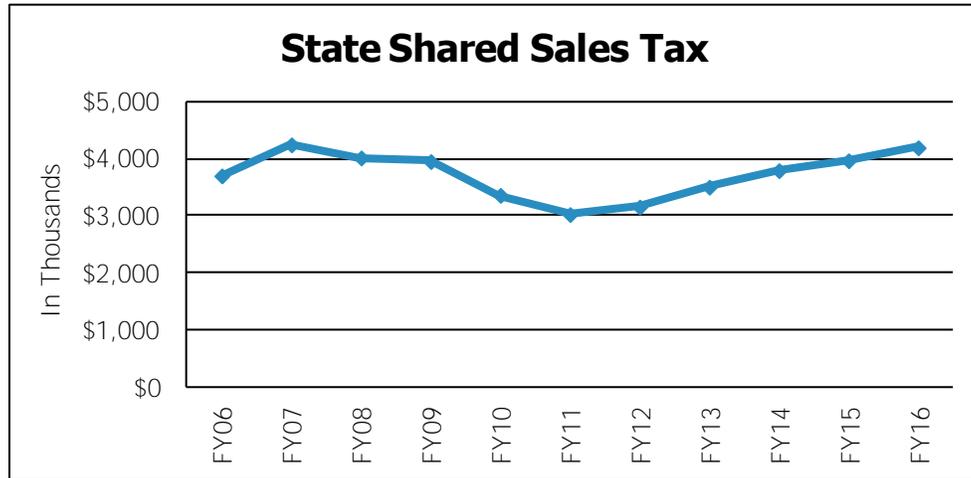
Section \_A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served 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 FY16 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 FY16 is 5.50 percent, unchanged from FY12.

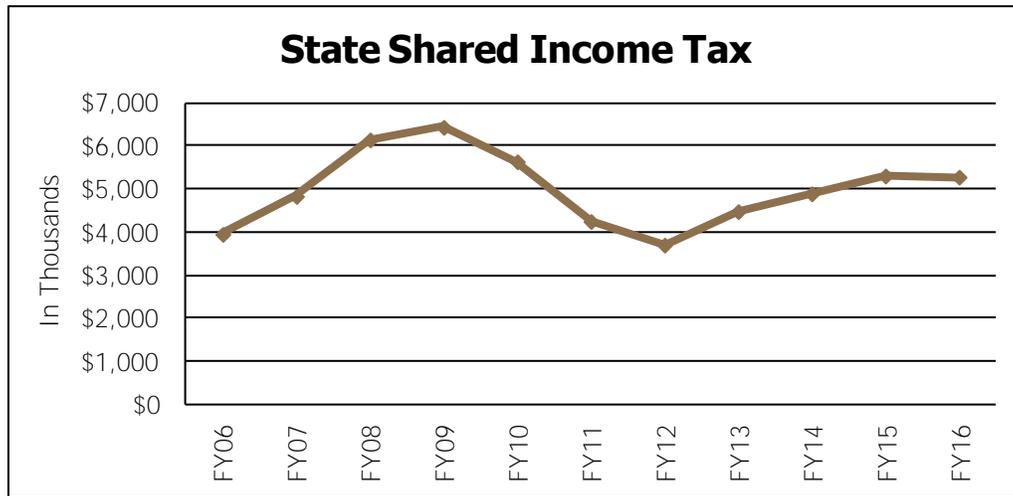


## Description

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

The City receives the State Sales Tax estimates from the League of Arizona Cities. These **estimates are used to compare the City's own budget projections. In the past,** the State estimates have been higher than the City's **actual** collection. The City's conservative revenue projection process uses historical analysis to more closely predict the expected revenue.

**General Fund Contribution: \$4,162,731**



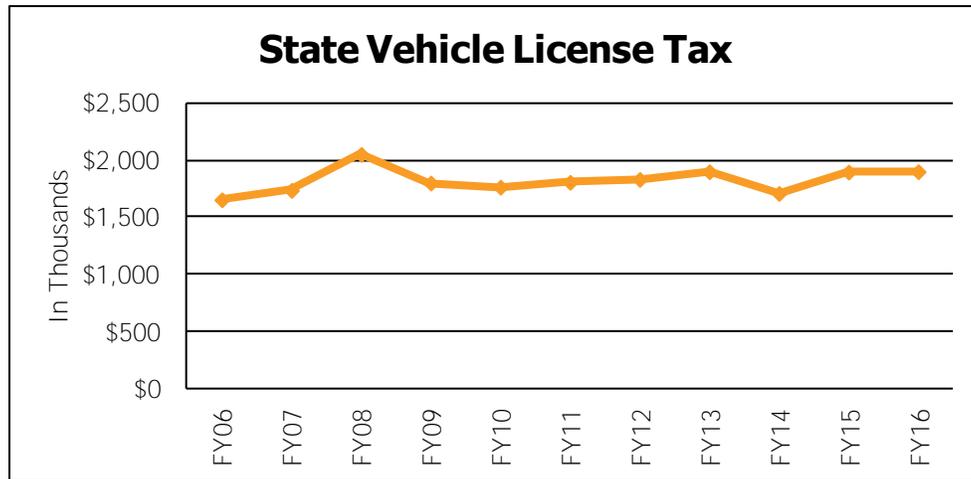
## Description

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 2014 income taxes in FY16.

The City's share of income tax revenues has stabilized as a result of the economic recovery experienced throughout the State, but is not experiencing significant growth. The State provides an estimate for the expected revenue to the City, which is almost 100 percent accurate. The FY16 Budget for income tax revenues decreases .5 percent from FY15.

**General Fund Contribution: \$5,284,109**

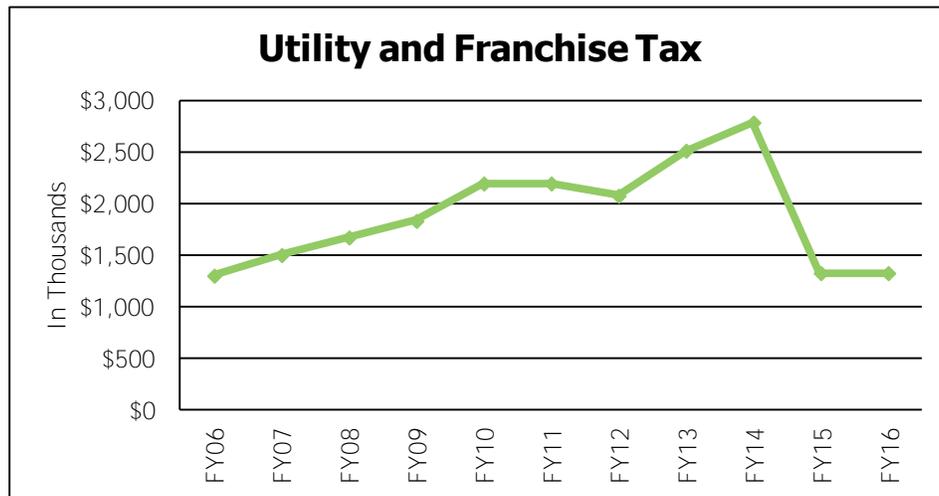


## Description

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 State of Arizona provides an estimate for the expected Vehicle Licensing Tax the City will receive. However, the City uses its own estimate based on historical trend **analysis, because the State's estimate is often too optimistic.** The City estimate is roughly ten percent lower than the **State's estimate.** In FY16, the City projects stable levels from FY15.

**General Fund Contribution: \$1,900,000**



### 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 was originally established separately from the City’s privilege tax, it has been tracked separately. Beginning in FY15, the Utility Tax began being tracked and accounted for with the Transaction Privilege Tax, so the total revenue in this section appears lower for FY 15, but is in fact relatively flat as a combined rate.

The Franchise Tax revenue is projected to be \$1,325,000 in FY16.

The residents of Sierra Vista approved the franchise agreement with Southwest Gas in 2008. The franchise agreement included a two percent franchise fee, transaction privilege sales tax, and a one percent reimbursement fee.

The residents of Sierra Vista approved the franchise agreement with Sulphur Springs Valley Electrical Cooperative franchise agreement in 2012. The franchise agreement included a two percent transaction privilege tax and a two percent franchise fee. All of the estimated revenue from the franchise agreement (\$700,000) is transferred to fund street maintenance in the FY16 Budget.

### General Fund Contribution: \$1,325,000

#### Current rates

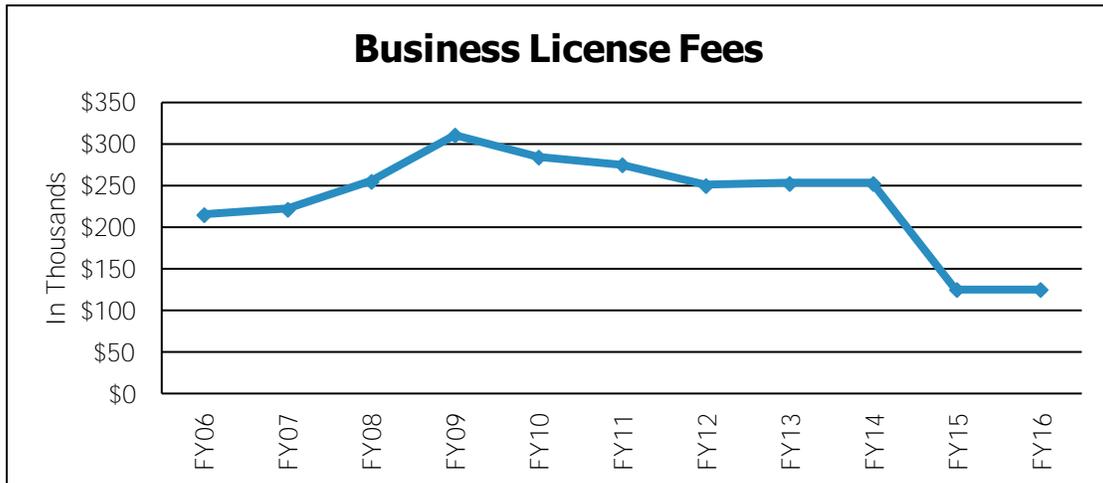
SSVEC- 4% Franchise (2% Transaction Privilege Tax, 2% Franchise)

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

Water- 2% Utility

Phone- 2% Utility

Cox- 5% License

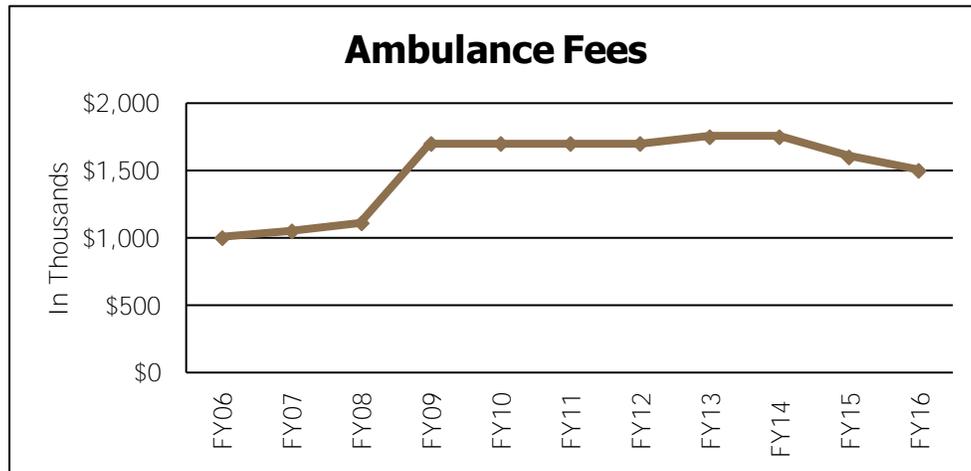


### Description

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

The estimate uses historical trend analysis. With fewer businesses in town, the amount collected for business licenses decreased over the last several years and stabilized in FY15. The City projects no change to this revenue in FY16.

**General Fund Contribution: \$125,000**



### Description

The City charges for ambulance services. The revenue received over the last several years has remained level. As a result of the completed construction of the Canyon Vista Medical Center in FY15, the City will see a reduction in the inter-facility transport program. This program transported patients between medical facilities in Sierra Vista.

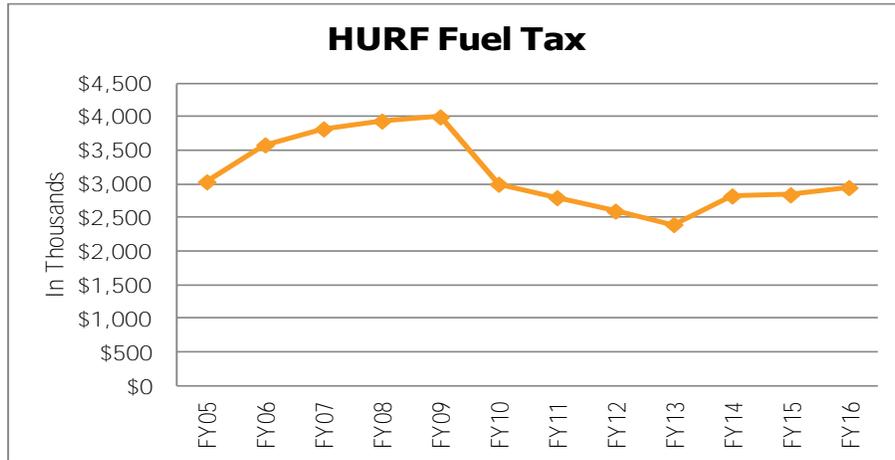
In FY12, the City implemented an approved service charge for all EMS (911 Ambulance) calls requiring treatment without transport, which has increased revenue received from ambulance fees. Only patients with extensive treatment are billed for these services.

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 roughly 90 percent of all billed services. The FY16 budgeted revenues are slightly decreased due to the reduction of inter-facility transports. The decrease is slightly mitigated due to the City's plans to increase the ambulance fee rate to match that of the Fry Fire District.

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



### Highway User Revenue Fund (HURF) Revenue



Estimated HURF revenues total \$5,480,329 in the FY16 budget. State statutes mandate that the HURF fund is established and maintained as a special revenue fund for the purpose of using State-Shared Fuel Tax dollars for street and transportation-related expenditures. The State distributes 27.5 percent of total fuel tax revenues to Arizona cities and towns using a formula which:

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

The majority of HURF revenues derive from the fuel tax, grants, and contributions. The HURF fund has decreased this year from FY15 as a result of grant funding that is no longer available. The following table compares budgeted FY15 and FY16 HURF revenues.

The transfer-in from the capital fund is the anticipated franchise fee agreement revenue. The franchise fee amount will be transferred to HURF for street maintenance in FY16 in the anticipated amount of \$700,000.

	FY15 Budget	FY16 Budget
Fuel Tax	\$ 2,842,455	\$ 2,950,000
Grants	\$ 2,291,406	\$ -
Contributions	\$ 1,400,000	\$ -
Note Proceeds	\$ 244,800	\$ -
Transfers In -		\$ 700,000
Transfers In -GF	\$ 700,000	
Miscellaneous		\$ 15,000
Carryover	\$ 292,987	\$ 430,329
<b>Total</b>	<b>\$ 7,771,648</b>	<b>\$ 4,095,329</b>



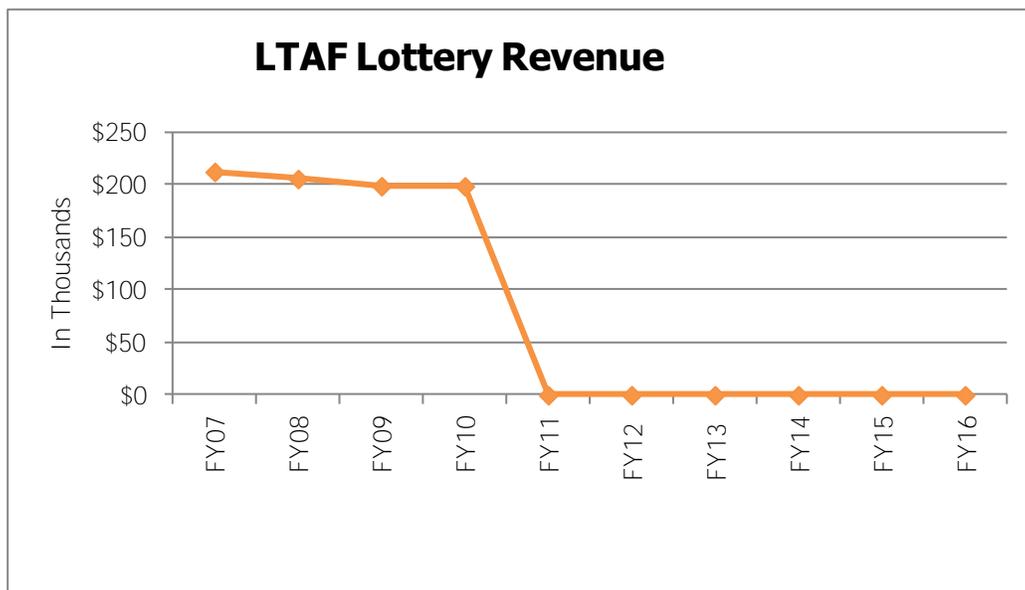
## Local Transportation Assistance Fund Revenue

The Local Transportation Assistance Fund (LTAF) represented a state-shared special revenue fund generated by proceeds from the lottery. The State distributed these proceeds to cities and towns using a population-based formula. Cities then used the revenue for public transportation purposes. During the economic downturn in 2008, the State ceased sharing this revenue with the Cities, forcing the City to use General Fund revenues to make up the lost revenue. The City maintains this fund to track the grants it receives to help operate the transit operations.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
Carryover	\$ 90,050	\$ 71,003
State Lottery	\$ -	\$ -
Grants	\$ 1,189,647	\$ 935,896
Bus Fares	\$ 110,000	\$ 115,000
<b>Transfers In – CIF</b>	\$ 30,864	\$ -
<b>Transfers In – General Fund</b>	\$ 433,099	\$ 430,000
Misc. Revenue	\$ 5,000	\$ 5,000
<b>Total</b>	<b>\$ 1,858,660</b>	<b>\$ 1,556,899</b>

The City receives grant and operational revenue associated with Vista Transit. This fiscal year, \$935,896 in grants funding (for regular administration, operation, and capital) plus \$115,000 in fare box revenue receipts is anticipated.

The \$430,000 General Fund transfer-in is to fund shortfalls in Transit revenues needed to operate the City's transit system.





## Sewer Enterprise Fund Revenue

For FY16, total budgeted revenues for the Sewer Enterprise Fund are \$5,397,081, a decrease of \$1,048,392 from last year's budget of \$6,445,473. This decrease is largely due to grants that are no longer available.

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 FY16.

The revenue projections for this fund depend on the size of the customer base and the planned expenditures for FY16.

The following table displays the FY15 and FY16 budgeted revenues. The revenue for this fund decreased 16 percent from last year.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
Carryover	\$ 1,096,707	\$ 743,218
Grants	\$ 1,500,000	\$ -
Sewer Service Charges	\$ 1,435,026	\$ 1,338,791
Capital Service Charges	\$ 924,327	\$ 1,272,572
Sewer Usage Charges	\$ 1,258,726	\$ 930,313
Sewer Connection Fees	\$ 350,000	\$ 350,000
Delinquencies	\$ 30,000	\$ 35,000
Miscellaneous	\$ -	\$ 100,000
Capital Contributed by Developers	\$ -	\$ 500,000
Notes Payable	\$ -	\$ 256,500
Capital Reimbursement	\$ 500	\$ 500
Transfer Out- SVMPC	\$ (149,813)	\$ (149,813)
<b>Total</b>	<b>\$ 6,445,473</b>	<b>\$ 5,377,081</b>



## Refuse Enterprise Fund Revenue

For FY16, revenues for the Refuse Enterprise Fund total \$6,749,745, an increase of \$554,622 from the FY15 budgeted total of \$6,195,123. The bulk of this increase is due to carryover funds that will help support an additional collection route.

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 FY16 Budget reflects the same rate structure as FY15 while the department completes its rate study.

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 and recycling each one day per week. 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.

Responding to an increasing regulatory environment and its associated expenses in a cost-effective manner is the largest challenge facing refuse operations.

The following table displays the FY15 and FY16 budgeted revenues for the Refuse Enterprise Fund.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
Carryover	\$ -	\$ 738,052
Refuse Capital Charges	\$ 150,000	\$ 150,000
Refuse Disposal Charges	\$ 1,176,292	\$ 1,176,292
Refuse Collection Charges		
	\$ 1,150,210	\$ 1,150,210
Residential Charges	\$ 1,923,491	\$ 1,823,491
Delinquency Charges	\$ 37,000	\$ 37,000
Recycling Fees	\$ 174,930	\$ -
Interest	\$ 1,000	\$ 1,000
Dumpster Leases	\$ 245,700	\$ 245,700
Note Proceeds	\$ 1,233,000	\$ 994,500
Grants	\$ -	\$ -
Compost	\$ 100,000	\$ 100,000
Miscellaneous	\$ 3,500	\$ 23,500
<b>Total</b>	<b>\$ 6,195,123</b>	<b>\$ 6,439,745</b>



## Airport Fund Revenue



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 FY15 and FY16 budgeted revenues for this fund. The Airport Fund decreased \$156,748, or 4%. The decrease is due to a small reduction in grant funding and capital match.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
FAA/ADOT Grants	\$ 2,281,257	\$ 2,147,515
Gas & Oil Revenues	\$ 929,157	\$ 925,209
Leases	\$ 211,000	\$ 211,000
Transfer In-CIF	\$ 119,543	\$ 100,485
Misc Revenue	\$ 5,000	\$ 5,000
<b>Total</b>	<b>\$ 3,545,957</b>	<b>\$ 3,389,209</b>



## Police Special Revenue Fund

The Police Special Revenue Fund receives its revenues from the Police Department's operations against illicit drug activities and vehicle impounds. The funds can only use these revenues for specific purposes. The FY16 Budget includes \$433,684 in revenues.

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

	FY15	FY16
Police Special Revenue	\$ 100,250	\$ 391,000
<b>Total</b>	<b>\$ 100,250</b>	<b>\$ 391,000</b>

## Grants Fund

The Grants Fund includes grants for Community Development Block Grants (CDBG), Public Safety, Tourism and Leisure and Library Services. The grants fund has increased \$452,641 from FY15. The grants fund fluctuates between years due to the grants that are awarded to the City. The City also budgets grant funds in the General Fund, HURF, LTAF, Airport, Sewer, and Refuse funds.

	FY15	FY16
Carryover	\$ 7,331	\$ 6,804
Federal Grants	\$ 1,801,401	\$ 1,053,895
State Grants	\$ 20,000	\$ 251,000
Organizational Grants	\$ 1,830,000	\$ 2,866,613
Misc Revenue		\$ 40,000
Transfer-In GF	\$ 106,939	\$ -
<b>Total</b>	<b>\$ 3,765,671</b>	<b>\$ 4,218,312</b>

## Donation Fund

The Donation Fund includes voluntary contributions from private citizens. Several departments benefit from these contributions, with the majority going to the Department of Leisure and Library Services and Animal Control. The Donation Fund budgeted revenues for FY15 is \$558,962, an increase from \$395,154 in FY15. The City budgets the full account balances in FY16 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 anticipates revenue of \$300 in FY16.



## 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 changes to the employee contributions for FY16 as a result of the implementation of the classification and compensation plan as well as a rate adjustment for family insurance coverage.

	<b>FY15</b>	<b>FY16</b>
Employees	\$ 3,000,000	\$ 3,641,000
COBRA Premiums	\$ 3,500	\$ 11,000
Recovery Income	\$ -	\$ 200,000
Dental	\$ 185,000	\$ 176,000
Interests	\$ 7,500	\$ 3,500
<b>Total</b>	<b>\$ 3,196,000</b>	<b>\$ 4,031,500</b>

## Unemployment Fund

The City of Sierra Vista maintains an unemployment fund. The fund is funded with \$10,000 in carryover monies and a \$25,000 transfer in from the General Fund. FY16 total is \$35,000.

## 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.



## Capital Improvements and Debt Service Funds

The City maintains one capital improvements fund and one debt service fund during FY16. 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 FY15 and FY16 budgeted CIF revenues.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
Carryover	\$ 762,384	\$ 784,413
City Sales Tax	\$ 3,773,897	\$ 3,802,201
Sale of Fixed Assests	\$ -	\$ -
Misc. Revenue	\$ 100,000	\$ -
Transfer Out-General	\$ (827,046)	\$ (20,000)
Transfer Out-LTAF	\$ (30,864)	\$ -
Transfer Out-Airport	\$ (119,543)	\$ (100,485)
Transfer Out-HURF	\$ -	\$ (700,000)
Transfer Out-SVMPC-I&R	\$ (2,798,828)	\$ (2,286,129)
Transfer In-Impact Fees	\$ 10,000	\$ 10,000
<b>Total</b>	<b>\$ 870,000</b>	<b>\$ 1,490,000</b>

The transfer out to General Fund is to cover major operating capital projects. The transfer out to the HURF fund is to cover yearly street maintenance and is the amount of the franchise fee revenue. The transfer to SVMPC I&R covers outstanding Municipal Property Corporation debt payments.

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

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

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
Transfer In-CIF	\$ 2,798,828	\$ 2,286,129
Transfer In-Sewer	\$ 149,813	\$ 149,813
Transfer In-Park Development Fees	\$ 23,250	\$ 521,119
Transfer In-Police Development Fees	\$ 212,043	\$ 212,043
Transfer in- Fire Development Fees	\$ 261,466	\$ 261,466
<b>Total</b>	<b>\$ 3,445,400</b>	<b>\$ 3,430,570</b>



### 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 FY16, the revenue estimates break down as follows:

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
Carryover*	\$ -	\$ 497,869
Planning Revenue	\$ 162,000	\$ 150,000
Notes Payable Revenue		
Transfer Out - SVMPC I & R	\$ (23,250)	\$ (521,119)
<b>Total</b>	<b>\$ 138,750</b>	<b>\$ 126,750</b>

### 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.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
Carryover*	\$ -	\$ -
Planning Revenue	\$ 22,000	\$ 10,000
Transfer Out- CIF	\$ (10,000)	\$ (10,000)
<b>Total</b>	<b>\$ 12,000</b>	<b>\$ -</b>

### Police Development Impact Fee Fund

The Police Development Impact Fee Fund revenue is presented below.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
Carryover*	\$ 156,118	\$ 156,118
Planning Revenue	\$ 53,944	\$ 41,944
Transfer In- General Fund	\$ 13,981	\$ 13,981
Transfer Out- SVMPC I&R	\$ (212,043)	\$ (212,043)
<b>Total</b>	<b>\$ 12,000</b>	<b>\$ -</b>



## Transportation Development Impact Fee

The Transportation Development Impact Fee revenue is presented below.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
Carryover*	\$ 1,747,707	\$ 1,447,707
Planning Revenue	\$ 201,220	\$ 189,220
Transfer In- General Fund	\$ 63,073	\$ 63,073
<b>Total</b>	<b>\$ 2,012,000</b>	<b>\$ 1,700,000</b>

## Fire Development Impact Fee

The Fire Development Impact Fee revenue is presented below.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>
Carryover*	\$ 195,610	\$ 195,610
Planning Revenue	\$ 61,392	\$ 49,392
Transfer In- General Fund	\$ 16,464	\$ 16,464
Transfer Out- SVMPC I&R	\$ (261,466)	\$ (261,466)
<b>Total</b>	<b>\$ 12,000</b>	<b>\$ -</b>

\*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.



## Internal Service Funds

A recap of the projected FY16 revenues by fund compared to FY15 follows:

<b>Revenue Summary by Fund</b>					
	<b><u>FY15</u></b>	<b><u>FY16</u></b>	<b><u>% of Whole</u></b>	<b><u>Change</u></b>	
<b>General</b>	\$ 32,589,520	\$ 32,617,261	46.28%	0.09%	
<b>Special Revenue</b>					
Highway User Revenue Fund	\$ 7,771,648	\$ 4,095,329	5.81%	-47.30%	
Local Transportation Fund	\$ 1,858,660	\$ 1,556,899	2.21%	-16.24%	
Airport	\$ 3,545,957	\$ 3,389,209	4.81%	-4.42%	
Police Special Revenue	\$ 100,250	\$ 433,684	0.62%	332.60%	
Grants	\$ 4,765,671	\$ 4,238,245	6.01%	-11.07%	
Criminal Justice Enhancement	\$ 4,500	\$ 300	0.00%	-93.33%	
Donation	\$ 395,154	\$ 558,962	0.79%	41.45%	
Park Development Impact Fee	\$ 138,750	\$ 126,750	0.18%	-8.65%	
Library Impact Fee	\$ 12,000	\$ -	0.00%	-100.00%	
Police Impact Fee	\$ 12,000	\$ -	0.00%	-100.00%	
Transportation Impact Fee	\$ 2,012,000	\$ 1,700,000	2.41%	-15.51%	
Fire Impact Fee	\$ 12,000	\$ -	0.00%	-100.00%	
Metropolitan Planning Org	\$ -	\$ 533,705	0.76%		
<b>Capital</b>					
Capital Improvement Fund	\$ 870,000	\$ 1,490,000	2.11%	71.26%	
<b>Debt Service</b>					
SVMPC I&R	\$ 3,445,400	\$ 3,430,570	4.87%	-0.43%	
<b>Internal Services</b>					
Health and Accident	\$ 3,196,000	\$ 4,031,500	5.72%	26.14%	
Unemployment	\$ 100,000	\$ 35,000	0.05%	-65.00%	
Self Insured Retention	\$ 100,000	\$ 100,000	0.14%	0.00%	
<b>Enterprise</b>					
Sewer	\$ 6,445,473	\$ 5,397,081	7.66%	-16.27%	
Refuse	\$ 6,195,123	\$ 6,749,745	9.58%	8.95%	
<b>Total All Funds</b>	<b>\$ 73,570,106</b>	<b>\$ 70,484,240</b>	<b>100%</b>	<b>-4%</b>	



## Introduction

The following section contains detailed information regarding City expenditures. It is subdivided into four major categories: 1) Capital, 2) Personnel, 3) Debt Service, and 4) Operations & Maintenance (O&M). Individual project information is included in each category.

State law requires that cities operate balanced budgets every year, meaning that total city budget expenditures must equal revenues. After each major category, a subtraction table depicting the reduction in each fund is presented. When all categories are subtracted from the fund balance, the ending fund balance will equal zero. The zero balance means that expenditures equal revenues, making the budget balanced.

## Expenditure Table

The table below contains total expenditures by category. The table includes the difference between FY15 and FY16 figures, and the percent change between the two years. The most significant change in the FY16 budget is the reduction in capital spending as a result of shifting Council priorities and availability of grant funding for capital projects. The fund balance in this table will be used in the subtraction tables after each category.

	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>Difference</b>	<b>% Change</b>	<b>% Total</b>
Personnel	\$ 27,634,917	\$ 30,481,244	\$ 2,846,327	10%	43%
O&M	\$ 20,625,299	\$ 22,289,493	\$ 1,664,194	8%	32%
Capital	\$ 20,308,990	\$ 12,941,640	\$ (7,367,350)	-36%	18%
Debt	\$ 5,000,900	\$ 4,771,863	\$ (229,037)	-5%	7%
Total	\$ 73,570,106	\$ 70,484,240	\$ (3,085,866)	-4%	100%



## Department Budget Summary

The table below summarizes the City's proposed departmental expenditures broken down by personnel, operations and maintenance (O&M), and capital expenditures, with debt service costs included in the capital column. Personnel costs continue to make up the largest portion of City expenditures, followed by O&M.

### Departmental Budget Summary - FY 2016

Department	Personnel	O & M	Capital	Total	% of Total
Mayor/Council	\$ 67,155	\$ 109,895	\$ -	\$ 177,050	0.3%
City Manager	1,782,882	1,424,043	-	3,206,925	4.5%
Administrative Services	1,759,282	1,426,669	32,400	3,218,351	4.6%
Court/Legal	169,823	100,300	-	270,123	0.4%
General Government	909,259	4,865,500	-	5,774,759	8.2%
Police	9,776,262	869,670	2,209,139	12,855,071	18.2%
Fire	5,023,051	361,964	76,500	5,461,515	7.7%
Public Works	7,234,145	11,652,816	10,153,601	29,040,562	41.2%
Leisure & Library	2,866,724	969,462	350,000	4,186,186	5.9%
Community Development	797,263	100,867	90,000	988,130	1.4%
Debt Service	-	-	4,771,863	4,771,863	6.8%
MPO	95,398	408,307	30,000	533,705	0.8%
<b>Totals</b>	<b>\$30,481,244</b>	<b>\$22,289,493</b>	<b>\$17,713,503</b>	<b>\$ 70,484,240</b>	
<b>% of Total</b>	<b>43.25%</b>	<b>31.62%</b>	<b>25.13%</b>	<b>100.00%</b>	

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

### 1) Capital

The Capital section identifies each project title, the fund used to pay for the project, the department in which the project is budgeted, the estimated cost of the project, and the means by which it will be financed.

### 2) Personnel

The Personnel section contains a table of expenditures by fund for this year (FY16) and the previous budget year (FY15). The personnel section also includes the personnel expense by department for FY16 and a current roster of personnel.



### **3) Debt Service**

The Debt Service section contains information on the City's debt payments (principal and interest). As with the other sections, payments are identified by the fund from which they are drawn. Debt payments are also divided into three schedules (Schedule A, B and C), "A" identifying debt service by fund, "B" bonded debt and "C" lease purchase debt. Lease purchase debt is comprised of bank loans and is relatively short-term. Bonded debt contains City bond issues and is long-term debt.

### **4) Operations and Maintenance**

The last section contains a table of expenditures by fund for this year (FY16) and the previous budget year (FY15). A table of O&M expenses per department is also included in this section.

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

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



## Expenditures

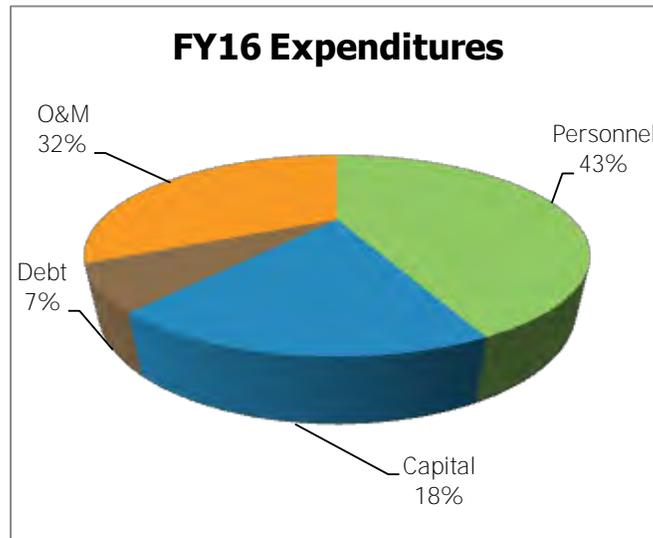
### FY 16 Expenditure Summary by Fund

	Capital	Personnel	Debt	O&M	Total
General	\$ 434,041	\$ 24,577,851	\$ 100,214	\$ 7,505,155	\$ 32,617,261
<b>Special Revenue</b>					
Highway User Revenue Fund	\$ 1,175,000	\$ 1,468,066	\$ 66,471	\$ 1,385,792	\$ 4,095,329
Local Transportation Fund	\$ 300,086	\$ 798,473	\$ -	\$ 458,340	\$ 1,556,899
Airport	\$ 2,148,000	\$ 119,662	\$ 75,347	\$ 1,046,200	\$ 3,389,209
Police Special Revenue	\$ 255,500	\$ -	\$ -	\$ 178,184	\$ 433,684
Grants	\$ 3,475,013	\$ -	\$ -	\$ 763,232	\$ 4,238,245
Criminal Justice Enhancement	\$ -	\$ -	\$ -	\$ 300	\$ 300
Donation	\$ -	\$ -	\$ -	\$ 558,962	\$ 558,962
Park Development Impact Fee	\$ -	\$ -	\$ 126,750	\$ -	\$ 126,750
Library Impact Fee	\$ -	\$ -	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ 1,700,000	\$ -	\$ -	\$ -	\$ 1,700,000
Fire Impact Fee	\$ -	\$ -	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 30,000	\$ 95,398	\$ -	\$ 408,307	\$ 533,705
<b>Capital</b>					
Capital Improvement Fund	\$ 1,490,000	\$ -	\$ -	\$ -	\$ 1,490,000
<b>Debt Service</b>					
SVMPC I&R	\$ -	\$ -	\$ 3,430,570	\$ -	\$ 3,430,570
<b>Internal Services</b>					
Health and Accident	\$ -	\$ -	\$ -	\$ 4,031,500	\$ 4,031,500
Unemployment	\$ -	\$ -	\$ -	\$ 35,000	\$ 35,000
Self Insured Retention	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
<b>Enterprise</b>					
Sewer	\$ 519,000	\$ 1,578,817	\$ 674,668	\$ 2,624,596	\$ 5,397,081
Refuse	\$ 1,415,000	\$ 1,842,977	\$ 297,843	\$ 3,193,925	\$ 6,749,745
<b>Total All Funds</b>	<b>\$12,941,640</b>	<b>\$30,481,244</b>	<b>\$4,771,863</b>	<b>\$22,289,493</b>	<b>\$70,484,240</b>

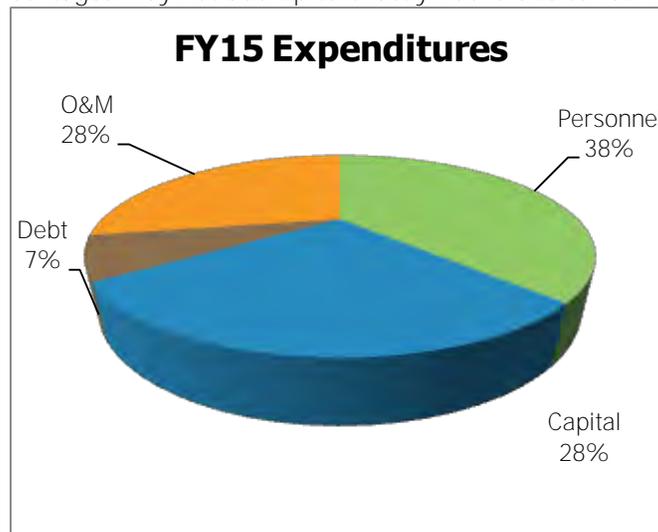


## Expenditure Graph

The below graphs depict the four categorical groups as a percent of total City expenditures. Figures are provided for the current year (FY16) and the previous year (FY15). Personnel expenditure (43 percent) comprises the largest percentage of expenditures in FY16, followed by Operations & Maintenance (32 percent) and Capital (18 percent). The smallest percentage of the total budget is Debt, comprising only seven percent. These figures remain relatively consistent year over year. In FY16, the City is spending a smaller proportion of the budget on capital expenditures.



Percentages may not add up to exactly 100% due to rounding.

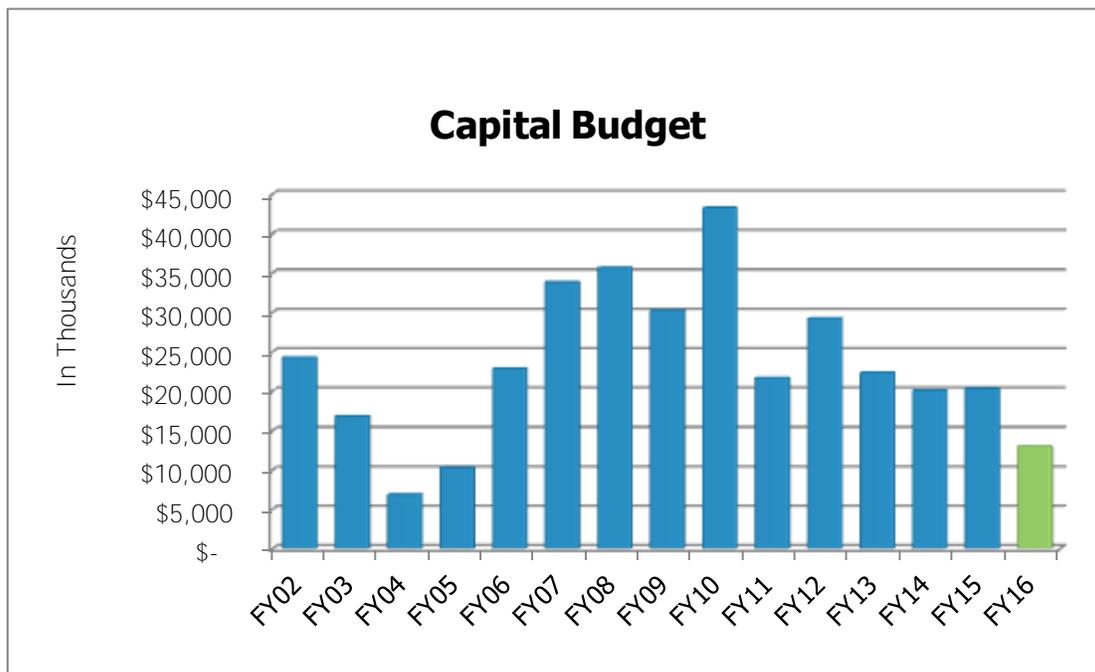




### Capital Expenditures

The FY16 recommended capital budget equals \$12,941,640; a decrease of \$7,367,350 (or 36%) from the FY15 total of \$20,308,990.

Capital Projects represent generally include buildings, roads, major equipment systems and other infrastructure improvements such as detention basins.



The City of Sierra Vista is planning to complete \$12,941,640 in Capital Improvement Projects in FY16. 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 FY16 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), LTAF, Grants, Airport, and Enterprise Funds (Sewer, Refuse).

The summary of FY16 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.



**FY 16 Capital Summary**

<b>Item/Project</b>	<b>Fund</b>	<b>Department</b>	<b>Budgeted Cost</b>	<b>Payment Method</b>
Tyler Content Management Scanners	General	IT	\$ 9,600	Cash
Transit LED Displays	General	IT	\$ 2,800	Cash
Facilities Capital Maintenance	General	Public Works	\$ 325,141	Cash
Security Appliance Upgrade for City Internet	General	IT	\$ 20,000	Cash-CIF
Ford Vehicle Replacements	General	Police	\$ 500,000	Cash-CIF
Community Paramedic Vehicle	General	Fire	\$ 76,500	Cash-CIF Carryover
Cove Building Repairs	General	Public Works	\$ 250,000	Cash-CIF
Annual Capital Maintenance	HURF	Public Works	\$ 700,000	HURF
Fry Blvd / 7th St Signal Phase 2	HURF	Public Works	\$ 250,000	HURF
7th St Pedestrian Crossing	HURF	Public Works	\$ 225,000	HURF
Bus Equipment & Facilities	LTAf	Public Works	\$ 98,086	Grant
Fuel Software Replacement	LTAf	Public Works	\$ 202,000	Grant
Possible Police Grants	PD SR	Police	\$ 255,000	Special Revenue
Possible Police Grants	Grant	Police	\$ 1,453,639	Grant
Possible Ballfield and Parks Grants	Grant	Public Works	\$ 1,921,374	Grant
Possible Leisure Grants	Grant	Leisure	\$ 100,000	Grant
LED Taxiway and Runway Retrofit	Airport	Public Works	\$ 115,000	Grant
Taxiway J & G Reconstruction	Airport	Public Works	\$ 2,033,000	Grant



Avenida del Sol Widening	Dev. Fees	Public Works	\$ 500,000	Development Fees
Coronado Drive Widening	Dev. Fees	Public Works	\$ 1,200,000	Development Fees
West End Property Cleanup	CIF	Public Works	\$ 90,000	CIF
Sewer Line Repair System	Sewer	Public Works	\$ 19,000	Sewer
Sewer Line Capital Maintenance	Sewer	Public Works	\$ 215,000	Sewer
Refuse Truck	Refuse	Public Works	\$ 310,000	Refuse Carryover
Refuse Trucks (2)	Refuse	Public Works	\$ 620,000	Finance
4-Wheel Loader	Refuse	Public Works	\$ 175,000	Finance

**Capital By Fund**

General	\$ 434,041
HURF	\$ 1,175,000
Transportation Impact Fee	\$ 1,700,000
Capital Improvements	\$ 1,490,000
Sewer	\$ 519,000
Refuse	\$ 1,415,000
LTAF	\$ 300,086
Police Special Revenue	\$ 255,500
Metropolitan Planning Organization	\$ 30,000
Airport	\$ 2,148,000
Grants	\$ 3,475,013
<b>Total</b>	<b>\$ 12,941,640</b>



**Expenditure Summary by Fund**

	FY16 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
<b>General</b>	\$ 32,617,261	\$ 434,041	\$ 32,183,220
		\$ -	
<b>Special Revenue</b>		\$ -	
Highway User Revenue Fund	\$ 4,095,329	\$ 1,175,000	\$ 2,920,329
Local Transportation Fund	\$ 1,556,899	\$ 300,086	\$ 1,256,813
Airport	\$ 3,389,209	\$ 2,148,000	\$ 1,241,209
Police Special Revenue	\$ 433,684	\$ 255,500	\$ 178,184
Grants	\$ 4,238,245	\$ 3,475,013	\$ 763,232
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 558,962	\$ -	\$ 558,962
Park Development Impact Fee	\$ 126,750	\$ -	\$ 126,750
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ 1,700,000	\$ 1,700,000	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 533,705	\$ 30,000	\$ 503,705
		\$ -	
<b>Capital</b>		\$ -	
Capital Improvement Fund	\$ 1,490,000	\$ 1,490,000	\$ -
		\$ -	
<b>Debt Service</b>		\$ -	
SVMPC I&R	\$ 3,430,570	\$ -	\$ 3,430,570
		\$ -	
<b>Internal Services</b>		\$ -	
Health and Accident	\$ 4,031,500	\$ -	\$ 4,031,500
Unemployment	\$ 35,000	\$ -	\$ 35,000
Self Insured Retention	\$ 100,000	\$ -	\$ 100,000
		\$ -	\$ -
<b>Enterprise</b>		\$ -	
Sewer	\$ 5,397,081	\$ 519,000	\$ 4,878,081
Refuse	\$ 6,749,745	\$ 1,415,000	\$ 5,334,745
<b>Total All Funds</b>	<b>\$70,484,240</b>	<b>\$ 12,941,640</b>	<b>\$ 57,542,600</b>

After capital expenditures are subtracted from the total City budget, \$57,542,600 remains for personnel, debt, and operations and maintenance expenditures.



### Personnel Expenditures

People represent the heart of any service organization and a significant investment of financial resources. FY16 expenditures on personnel (including benefits) total \$30,481,244 (43%) of the proposed FY16 budget, an increase of \$2,846,327 (8.7%) above the FY15 personnel budget total of \$27,634,917. The increase is primarily due to the implementation of the classification and compensation plan and a significant increase in **the City's contribution to the state Public Safety Personnel Retirement System**. In addition, the City Council approved the addition of four new full time positions in FY16.

Benefits are projected to be \$9,717,420 and represent 32 percent of the total personnel budget. **Benefits include social security, worker's compensation, insurance, retirement, employee recognition, and educational assistance.**

The following table compares our FY15 and FY16 personnel budgets by fund.

	<b>FY15</b>	<b>FY16</b>	<b>Change</b>
General	\$ 24,257,714	\$ 24,577,851	\$ 320,137
HURF	\$ 932,379	\$ 1,468,066	\$ 535,687
LTAf	\$ 809,660	\$ 798,473	\$ (11,187)
Airport	\$ 111,357	\$ 119,662	\$ 8,305
Metropolitan Planning Org	\$ -	\$ 95,398	\$ 95,398
Sewer	\$ 635,426	\$ 1,578,817	\$ 943,391
Refuse	\$ 888,381	\$ 1,842,977	\$ 954,596
<b>Total</b>	<b>\$ 27,634,917</b>	<b>\$ 30,481,244</b>	<b>\$ 2,846,327</b>

As the table above indicates, the general fund pays for the majority of **the City's** personnel costs, approximately 80 percent.



The table below separates the personnel expenses into the categories of salaries and benefits. Salaries account for 68 percent of the total personnel expense while benefits account for the other 32 percent of personnel expense.

	FY15	FY16	% of Total	Change	% Change
<b>Salaries</b>					
Salaries-Regular	\$ 17,063,747	\$ 18,353,870	60%	\$ 1,290,123	7.6%
Salaries-Overtime	\$ 514,052	\$ 568,992	2%	\$ 54,940	10.7%
Salaries-Part-Time	\$ 1,532,005	\$ 1,840,962	6%	\$ 308,957	20.2%
<b>Total Salaries</b>	<b>\$ 19,109,804</b>	<b>\$ 20,763,824</b>	<b>68%</b>	<b>\$ 1,654,020</b>	<b>8.7%</b>
<b>Benefits</b>					
Health	\$ 2,097,500	\$ 2,177,849	7%	\$ 80,349	3.8%
Dental	\$ 115,320	\$ 176,225	1%	\$ 60,905	52.8%
FICA/MICA	\$ 1,334,842	\$ 1,326,939	4%	\$ (7,903)	-0.6%
State Retirement	\$ 1,231,199	\$ 1,267,717	4%	\$ 36,518	3.0%
Public Safety Retirement	\$ 2,133,217	\$ 3,007,501	10%	\$ 874,284	41.0%
Workers Comp	\$ 307,385	\$ 386,530	1%	\$ 79,145	25.7%
Uniforms	\$ 231,190	\$ 233,400	1%	\$ 2,210	1.0%
Education	\$ 42,700	\$ 25,000	0%	\$ (17,700)	-41.5%
Flexible Benefits Admin	\$ 6,018	\$ 8,130	0%	\$ 2,112	35.1%
Employee Recognition	\$ 67,350	\$ 50,000	0%	\$ (17,350)	-25.8%
Retiree Health Insurance	\$ 958,392	\$ 1,058,129	3%	\$ 99,737	10.4%
<b>Total Benefits</b>	<b>\$ 8,525,113</b>	<b>\$ 9,717,420</b>	<b>32%</b>	<b>\$ 1,192,307</b>	<b>14.0%</b>
<b>Total Personnel</b>	<b>\$ 27,634,917</b>	<b>\$ 30,481,244</b>	<b>100%</b>	<b>\$ 2,846,327</b>	<b>10.3%</b>

The City of Sierra Vista has 336 full-time employee positions, four of which are frozen in FY16. A list of all positions is presented on the following pages.

At its peak several years ago, the City had 397 full-time positions. Since then, positions have been cut through attrition in order to reduce costs to the City.



POSITIONS	2013/2014	2014/2015	2015/2016		
	Authorized	Authorized	Authorized	Frozen	Funded
<b>CITY MANAGER'S OFFICE</b>					
<b>City Manager</b>					
City Manager	1	1	1		1
Assistant City Manager	1	1	1		1
Assistant to the City Manager	1	0	0		0
Management Analyst	1	1	1		1
Executive Secretary	1	1	1		1
Management Support Specialist	1	1	1		1
<b>Economic Development</b>					
Economic Development Manager	1	1	1		1
Management Analyst	0	0	1		1
<b>Public Affairs and Marketing</b>					
Public Affairs Manager	1	1	1		1
Management Analyst	1	1	0		0
Marketing Specialist	1	0	0		0
Management Support Specialist	1	1	2		2
Administrative Secretary	1	1	1		1
Customer Service Representative	1	1	1		1
<b>Finance</b>					
Finance Manager	1	1	1		1
Grant Administrator/Senior Accountant	1	1	1		1
Accountant	3	2	2		2
Junior Accountant	4	3	3		3
Administrative Secretary	1	1	0		0
Account Clerk	1	0	1		1
<b>Total City Manager's Office</b>	<b>24</b>	<b>19</b>	<b>20</b>	<b>0</b>	<b>20</b>



POSITIONS	2013/2014	2014/2015	2015/2016		
	Authorized	Authorized	Authorized	Frozen	Funded
<b>ADMINISTRATIVE SERVICES</b>					
Director	1	0	0		0
<b>City Clerk</b>					
City Clerk	1	1	1		1
Deputy City Clerk	1	1	1		1
Administrative Secretary	1	1	1		1
Customer Service Representative	3	2	2		2
<b>Human Resources</b>					
Human Resources Manager	1	1	1		1
Management Analyst	1	1	2		2
Payroll/Benefits Coordinator	1	0	1		1
Recruitment Specialist	1	1	1		1
Administrative Secretary	1	0	0		0
<b>Information Technology</b>					
IT Manager	1	1	1		1
Database Administrator	1	1	1		1
Network Administrator III	2	2	2		2
Network Administrator I/II	5	4	4		4
Communications Analyst	1	0	0		0
IT Operations Specialist	1	0	0		0
<b>Procurement</b>					
Procurement Manager	1	1	1		1
Contract Administrator	1	0	0		0
Buyer	3	2	2		2
Administrative Secretary	1	0	0		0
Receiving/Inventory Specialist	1	0	0		0
<b>Total Administrative Services</b>	<b>30</b>	<b>19</b>	<b>21</b>	<b>0</b>	<b>21</b>
<b>CITY ATTORNEY</b>					
City Attorney	1	1	1		1
<b>Total City Attorney</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>



POSITIONS	2013/2014	2014/2015	2015/2016		
	Authorized	Authorized	Authorized	Frozen	Funded
<b>COMMUNITY DEVELOPMENT</b>					
<b>Planning</b>					
Director	1	1	1		1
Planning Administrator	1	0	0		0
Management Analyst	1	1	1		1
Senior Planner	3	1	1		1
Planner	1	1	1		1
Neighborhood Enforcement Officer	2	1	2		2
Administrative Secretary	1	1	2		2
<b>Building</b>					
Building Administrator	1	1	1		1
Senior Building Inspector	1	2	3		3
Building Inspector	5	0	0		0
Administrative Secretary	1	0	0		0
<b>Total Community Development</b>	<b>18</b>	<b>9</b>	<b>12</b>	<b>0</b>	<b>12</b>
<b>FIRE DEPARTMENT</b>					
Chief	1	1	1		1
Deputy Chief	1	1	1	1	0
Battalion Chief	2	4	3		3
Captain	9	7	7		7
Fire Marshal	1	1	1		1
Inspector	1	1	1		1
Engineer/EMT	9	9	6		6
Firefighter	29	29	33	2	31
EMA Transport Specialist	6	0	0		0
Administrative Secretary	2	2	2		2
<b>Total Fire Department</b>	<b>61</b>	<b>55</b>	<b>55</b>	<b>3</b>	<b>52</b>



POSITIONS	2013/2014	2014/2015	2015/2016		
	Authorized	Authorized	Authorized	Frozen	Funded
<b>POLICE DEPARTMENT</b>					
<b>Administration</b>					
Chief	1	1	1		1
Deputy Chief	1	1	1		1
Commander	1	1	2		2
Lieutenant	1	1	0		0
Management Analyst	1	1	0		0
CALEA Administrator (Management Analyst)	1	1	1		1
Emergency Planner	1	0	0		0
Records Supervisor	1	0	0		0
Police Resource Specialist	1	1	1		1
Management Support Specialist	1	1	1		1
Communications & Records Administrator	0	0	1		1
Senior Records Clerk	1	1	1		1
Records Clerk	6	5	5		5
Communications Supervisor	1	0	0		0
Public Safety Dispatcher	11	11	11		11
CSR Police Call Taker	1	1	1		1
<b>Operations</b>					
Lieutenant	2	2	3		3
Sergeant	5	5	5		5
Corporal	9	9	9		9
Detective	11	10	0		0
Police Officer	35	37	45		45
Evidence Custodian	2	1	1		1
<b>Animal Control</b>					
Animal Control Supervisor	1	1	1		1
Animal Control Officer I/II	4	4	4	1	3
Animal Control Assistant	1	0	0		0
Customer Service Representative	1	1	1		1
<b>Total Police Department</b>	<b>101</b>	<b>96</b>	<b>95</b>	<b>1</b>	<b>94</b>



POSITIONS	2013/2014	2014/2015	2015/2016		
	Authorized	Authorized	Authorized	Frozen	Funded
<b>DEPARTMENT OF PUBLIC WORKS</b>					
<b>Administration</b>					
Director	1	1	1		1
City Engineer	1	1	1		1
Operations Manager	1	1	1		1
PW Administrator	0	0	4		4
Superintendent	4	1	0		0
Management Analyst	1	1	1		1
Public Works Support Specialist	1	1	1		1
Administrative Secretary	4	3	3		3
Customer Service Representative	1	0	1		1
<b>Airport</b>					
Airport Supervisor	1	0	0		0
Airport Technician	0	1	1		1
<b>Engineering</b>					
Senior Civil Engineer	4	2	2		2
Civil Engineer	1	1	1		1
Engineering Technician	1	1	1		1
Construction Inspector	2	2	2		2
Drafting Technician	2	1	1		1
<b>Street Maintenance</b>					
Transportation Supervisor	1	1	1		1
Streets Technician	3	3	2		2
Streets Worker	9	10	12		12
Roadside/Drainage Way Maintenance Tech	1	1	0		0
Roadside/Drainage Way Maintenance Worker	6	6	5		5
<b>Sewer Maintenance</b>					
Water/Sewer Supervisor	1	1	1		1
Water/Sewer Technician I/II	3	3	3		3
Water/Sewer Worker	8	8	8		8



POSITIONS	2013/2014 Authorized	2014/2015 Authorized	2015/2016		
			Authorized	Frozen	Funded
<b>Facilities Maintenance</b>					
Facilities Supervisor	1	1	1		1
Facilities Technician	2	2	2		2
Facilities Worker	3	2	2		2
Lead Custodian	1	1	1		1
Custodian	7	7	7		7
<b>Fleet Maintenance</b>					
Fleet Supervisor	1	1	0		0
Fleet Service Coordinator	1	1	1		1
Fleet Mechanic	6	6	6		6
Fleet Worker	2	1	1		1
<b>Park Maintenance</b>					
Park Maintenance Supervisor	3	2	1		1
Park Maintenance Technician	3	2	2		2
Park Maintenance Worker	8	8	8		8
<b>Refuse Operations</b>					
Refuse Supervisor	1	1	1		1
Refuse Technician	1	1	1		1
Refuse Worker	12	12	12		12
<b>Transit</b>					
Transit Supervisor	1	0	0		0
Transit Management Analyst	1	1	0		0
Transit Dispatcher	2	2	2		2
Transit Driver	7	7	7		7
Transit Department Specialist	0	1	1		1
<b>Total Public Works</b>	<b>120</b>	<b>109</b>	<b>109</b>	<b>0</b>	<b>109</b>



POSITIONS	2013/2014	2014/2015	2015/2016		
	Authorized	Authorized	Authorized	Frozen	Funded
<b>LEISURE &amp; LIBRARY SERVICES</b>					
<b>Administration</b>					
Director	1	1	1		1
Leisure Services Manager	1	1	1		1
Business Services Administrator	1	0	0		0
Customer Service Coordinator	1	1	1		1
Business Resources Specialist	1	1	1		1
Administrative Secretary	2	2	2		2
Customer Service Representative	2	1	0		0
Warehouse Coordinator	1	0	0		0
<b>Museum</b>					
Museum Curator	1	1	1		1
<b>Leisure Services</b>					
Recreation Program Supervisor	4	2	3		3
Recreation Coordinator	6	4	3		3
Recreation Leader	1	1	0		0
Center Support/Maintenance Worker	1	0	0		0
<b>Aquatics</b>					
Aquatics Coordinator	1	1	1		1
Administrative Secretary	1	0	0		0
Customer Service Representative	1	1	2		2
Head Lifeguard	1	1	1		1
Lifeguard	2	0	0		0
<b>Library</b>					
Library Manager	1	1	1		1
Librarian	3	2	2		2
Library Specialist	1	1	1		1
Library Technician	1	1	1		1
Circulation Coordinator	2	2	1		1
<b>Total Leisure &amp; Library Services</b>	<b>37</b>	<b>25</b>	<b>23</b>	<b>0</b>	<b>23</b>
<b>TOTAL NUMBER OF POSITIONS</b>	<b>392</b>	<b>333</b>	<b>336</b>	<b>4</b>	<b>332</b>



## Expenditures

### Personnel

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

<b>Expenditure Summary by Fund</b>			
	<u>Subtotal Balance</u>		<u>Subtotal Balance</u>
	<u>After Capital</u>		<u>after Capital &amp;</u>
	<u>Deducted</u>	<u>Personnel Expenditure</u>	<u>Personnel</u>
			<u>Deducted</u>
<b>General</b>	\$ 32,183,220	\$ 24,577,851	\$ 7,605,369
<b>Special Revenue</b>			
Highway User Revenue Fund	\$ 2,920,329	\$ 1,468,066	\$ 1,452,263
Local Transportation Fund	\$ 1,256,813	\$ 798,473	\$ 458,340
Airport	\$ 1,241,209	\$ 119,662	\$ 1,121,547
Police Special Revenue	\$ 178,184	\$ -	\$ 178,184
Grants	\$ 763,232	\$ -	\$ 763,232
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 558,962	\$ -	\$ 558,962
Park Development Impact Fee	\$ 126,750	\$ -	\$ 126,750
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 503,705	\$ 95,398	\$ 408,307
<b>Capital</b>			
Capital Improvement Fund	\$ -	\$ -	\$ -
<b>Debt Service</b>			
SVMPC I&R	\$ 3,430,570	\$ -	\$ 3,430,570
<b>Internal Services</b>			
Health and Accident	\$ 4,031,500	\$ -	\$ 4,031,500
Unemployment	\$ 35,000	\$ -	\$ 35,000
Self Insured Retention	\$ 100,000	\$ -	\$ 100,000
<b>Enterprise</b>			
Sewer	\$ 4,878,081	\$ 1,578,817	\$ 3,299,264
Refuse	\$ 5,334,745	\$ 1,842,977	\$ 3,491,768
<b>Total All Funds</b>	<b>\$ 57,542,600</b>	<b>\$ 30,481,244</b>	<b>\$ 27,061,356</b>



## Debt Expenditures

Just like the average household, the City must borrow in order to accomplish goals and provide services, and also needs to maintain a good credit rating. This fiscal year's debt service budget amounts to \$4,771,863 or seven percent of the total budgetary expenditures. This is a decrease of \$229,037 over FY15 due to notes having reduced principal due to prior year payments.

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.

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 FY15 and the budgeted FY16 principal and interest payments. The payments are broken out by note or bond.

### Outstanding Debt:

Outstanding Debt as of June 30, 2015:	\$ 27,735,761
Estimated Debt Principal Payments in FY16 Budget:	\$ (3,806,213)
Estimated new Debt FY16:	<u>\$ 1,251,000</u>
Estimated Outstanding Debt as of June 30, 2016:	\$25,180,548

**Schedule A – Lease Purchase Debt**

Lease purchase debt is essentially loans from a bank. They are of shorter duration than bonded debt. The table below provides the total FY16 debt service budget by fund, as well as columns showing principle and interest payments separately.

<b>Schedule A</b>					
<b>Debt Service Budget by Fund</b>					
<b>Fund</b>	<b>Interest rate- Due Date</b>	<b>FY15 Total</b>	<b>FY16 Principal</b>	<b>FY16 Interest</b>	<b>FY16 Total</b>
Airport	1. 2.06%- 6/23	\$ 75,347	\$ 64,617	\$ 10,730	\$ 75,347
<b>Airport Total</b>		<b>\$ 75,347</b>	<b>\$ 64,617</b>	<b>\$ 10,730</b>	<b>\$ 75,347</b>
General	1. 1.28%- 6/18	\$ 100,214	\$ 96,908	\$ 3,306	\$ 100,214
<b>General Total</b>		<b>\$ 100,214</b>	<b>\$ 96,908</b>	<b>\$ 3,306</b>	<b>\$ 100,214</b>
HURF	1. 1.48%- 6/17	\$ 43,214	\$ 42,189	\$ 1,025	\$ 43,214
	2. 1.28%- 6/18	\$ 23,257	\$ 22,489	\$ 768	\$ 23,257
<b>HURF Total</b>		<b>\$ 66,471</b>	<b>\$ 64,678</b>	<b>\$ 1,793</b>	<b>\$ 66,471</b>
Park Dev	1. 2.06%- 6/23	\$ 126,750	\$ 106,500	\$ 20,250	\$ 126,750
<b>Park Dev Total</b>		<b>\$ 126,750</b>	<b>\$ 106,500</b>	<b>\$ 20,250</b>	<b>\$ 126,750</b>
Refuse	1. 1.48% 6/17	\$ 171,685	\$ 167,614	\$ 4,071	\$ 171,685
	2. 1.28% 6/18	\$ 24,913	\$ 24,091	\$ 822	\$ 24,913
	3. 2.02% 6/23	\$ 101,245	\$ 97,905	\$ 3,340	\$ 101,245
<b>Refuse Total</b>		<b>\$ 297,843</b>	<b>\$ 289,610</b>	<b>\$ 8,233</b>	<b>\$ 297,843</b>
Sewer	1. 2.66% 6/27	\$ 672,168	\$ 493,900	\$ 178,268	\$ 672,168
<b>Sewer Total</b>		<b>\$ 672,168</b>	<b>\$ 493,900</b>	<b>\$ 178,268</b>	<b>\$ 672,168</b>
<b>Grand Total</b>		<b>\$1,338,793</b>	<b>\$1,116,213</b>	<b>\$ 222,580</b>	<b>\$1,338,793</b>



**Schedule B – Bonded Indebtedness**

Debt in this section is for bonds issued by the City. This debt tends to be more long-term than the lease-purchase debt above. A City can use bonds through several mechanisms. The 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 Series 2008 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. The second component of this fund involves the debt service on the aquatic facility and the government maintenance center that was refinanced in 2010. Schedule B breaks down the FY16 payments associated with each of the items comprising the total debt service of the fund \$3,425,570.

The City also pays \$5,000 in fiscal agent fees to the bond trustee to make the principal and interest payments to the bond holders.

<b>Schedule B Bonded Indebtedness</b>					
<b>Fund</b>	<b>Bond Series</b>	<b>FY15 Total</b>	<b>FY16 Principal</b>	<b>FY16 Interest Payment</b>	<b>FY16 Total</b>
SVMPC I&R	2008 MFRBs	\$ 2,271,270	\$ 1,760,000	\$ 507,170	\$ 2,267,170
	2010 MFRBs	\$ 1,165,575	\$ 930,000	\$ 228,400	\$ 1,158,400
<b>Total</b>		<b>\$ 3,436,845</b>	<b>\$ 2,690,000</b>	<b>\$ 735,570</b>	<b>\$ 3,425,570</b>



**Schedule C – Lease Purchase Financing**

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

**Schedule C  
FY16- Lease Purchase Financing**

**1. Sewer Fund**

Sewer Vac	\$ 285,000
Down Payment	\$ 28,500
<b>Finance Amount- General Fund</b>	<b>\$ 256,500</b>

**Total Sewer Fund Finance Revenue \$ 256,500**

**2. Refuse**

Refuse Truck (3)	\$ 930,000
Down Payment	\$ 93,000
<b>Finance Amount-Refuse</b>	<b>\$ 837,000</b>

Loader truck	\$ 175,000
Down Payment	\$ 17,500
<b>Finance Amount-Refuse</b>	<b>\$ 157,500</b>

**Total Refuse Fund Finance Revenue \$ 994,500**

**Total Lease Purchase Finance Amount \$1,251,000**

On the following page is a summary of the debt expenditure by fund and the remaining balance of the FY16 once debt, personnel, and capital expenditures have been subtracted.



<b>Expenditure Summary by Fund</b>			
	<u>Subtotal Balance after Capital &amp; Personnel Deducted</u>	<u>Debt Expenditure</u>	<u>Subtotal Balance after Capital, Personnel &amp; Debt Deducted</u>
<b>General</b>	\$ 7,605,369	\$ 100,214	\$ 7,505,155
<b>Special Revenue</b>			
Highway User Revenue Fund	\$ 1,452,263	\$ 66,471	\$ 1,385,792
Local Transportation Fund	\$ 458,340		\$ 458,340
Airport	\$ 1,121,547	\$ 75,347	\$ 1,046,200
Police Special Revenue	\$ 178,184	\$ -	\$ 178,184
Grants	\$ 763,232	\$ -	\$ 763,232
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 558,962	\$ -	\$ 558,962
Park Development Impact Fee	\$ 126,750	\$ 126,750	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 408,307	\$ -	\$ 408,307
<b>Capital</b>			
Capital Improvement Fund	\$ -	\$ -	\$ -
<b>Debt Service</b>			
SVMPC I&R	\$ 3,430,570	\$ 3,430,570	\$ -
<b>Internal Services</b>			
Health and Accident	\$ 4,031,500	\$ -	\$ 4,031,500
Unemployment	\$ 35,000	\$ -	\$ 35,000
Self Insured Retention	\$ 100,000	\$ -	\$ 100,000
<b>Enterprise</b>			
Sewer	\$ 3,299,264	\$ 674,668	\$ 2,624,596
Refuse	\$ 3,491,768	\$ 297,843	\$ 3,193,925
<b>Total All Funds</b>	<b>\$ 27,061,356</b>	<b>\$ 4,771,863</b>	<b>\$ 22,289,493</b>

**Operations and Maintenance Expenditures**

Operations and Maintenance (O&M) costs account for 32 percent of the total budget expenditure. O&M expenses include items such as paper, fuel, studies and designs, professional services, utilities, and training.

O&M expenses have increased eight percent from the FY15 budget predominantly as a result of increased investment in economic development, and possible grant funding in a number of areas. The current O&M expenditure is \$22,289,493.

Below is a summary of O&M Expenditures by department and the difference from the FY15 Budget.

<b>Department</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>Difference</b>	<b>% Change</b>
Mayor/Council	\$ 99,050	\$ 109,895	\$ 10,845	10.9%
City Manager	\$ 901,180	\$ 1,424,043	\$ 522,863	58.0%
Administrative Services	\$ 1,577,462	\$ 1,426,669	\$ (150,793)	-9.6%
Court/Legal	\$ 125,500	\$ 100,300	\$ (25,200)	-20.1%
General Government	\$ 4,095,000	\$ 4,865,500	\$ 770,500	18.8%
Police	\$ 1,095,394	\$ 869,670	\$ (225,724)	-20.6%
Fire	\$ 441,452	\$ 361,964	\$ (79,488)	-18.0%
Public Works	\$ 6,003,415	\$ 6,519,458	\$ 516,043	8.6%
Sewer	\$ 1,899,930	\$ 2,245,200	\$ 345,270	18.2%
Refuse	\$ 2,418,225	\$ 2,838,125	\$ 419,900	17.4%
Transportation	\$ 458,788	\$ 458,340	\$ (448)	-0.1%
Leisure & Library	\$ 794,625	\$ 969,462	\$ 174,837	22.0%
Community Development	\$ 715,278	\$ 100,867	\$ (614,411)	-85.9%
<b>Totals</b>	<b>\$ 20,625,299</b>	<b>\$ 22,289,493</b>	<b>\$ 1,664,194</b>	<b>8.1%</b>

Finally, when O&M funds are subtracted from the remaining budget balance, there is zero left in each fund, as shown on the following page. This indicates a balanced FY16 budget.



<b>Expenditure Summary by Fund</b>				
	<u>Subtotal Balance after Capital, Personnel &amp; Debt Deducted</u>		<u>O&amp;M Expenditure</u>	<u>Subtotal Balance after Capital, Personnel, Debt &amp; O&amp;M Deducted</u>
<b>General</b>	\$	7,505,155	\$ 7,505,155	\$ -
			\$ -	
<b>Special Revenue</b>			\$ -	
Highway User Revenue Fund	\$	1,385,792	\$ 1,385,792	\$ -
Local Transportation Fund	\$	458,340	\$ 458,340	\$ -
Airport	\$	1,046,200	\$ 1,046,200	\$ -
Police Special Revenue	\$	178,184	\$ 178,184	\$ -
Grants	\$	763,232	\$ 763,232	\$ -
Criminal Justice Enhancement	\$	300	\$ 300	\$ -
Donation	\$	558,962	\$ 558,962	\$ -
Park Development Impact Fee	\$	-	\$ -	\$ -
Library Impact Fee	\$	-	\$ -	\$ -
Police Impact Fee	\$	-	\$ -	\$ -
Transportation Impact Fee	\$	-	\$ -	\$ -
Fire Impact Fee	\$	-	\$ -	\$ -
Metropolitan Planning Org	\$	408,307	\$ 408,307	\$ -
<b>Capital</b>				
Capital Improvement Fund	\$	-	\$ -	\$ -
<b>Debt Service</b>				
SVMPC I&R	\$	-	\$ -	\$ -
<b>Internal Services</b>				
Health and Accident	\$	4,031,500	\$ 4,031,500	\$ -
Unemployment	\$	35,000	\$ 35,000	\$ -
Self Insured Retention	\$	100,000	\$ 100,000	\$ -
	\$	-	\$ -	\$ -
<b>Enterprise</b>	\$	-	\$ -	\$ -
Sewer	\$	2,624,596	\$ 2,624,596	\$ -
Refuse	\$	3,193,925	\$ 3,193,925	\$ -
<b>Total All Funds</b>		<b>\$ 22,289,493</b>	<b>\$ 22,289,493</b>	<b>\$ -</b>



## Mission Statement

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

Expenditure By Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$116,126	\$140,215	\$133,027	\$123,763
Sewer	14,516	17,527	16,629	15,471
Refuse	14,516	17,527	16,629	15,471
Donations	17,085	356	0	22,345
<b>Total</b>	<b>\$162,243</b>	<b>\$175,625</b>	<b>\$166,285</b>	<b>\$177,050</b>

## Description:

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

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

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



## City Council Strategic Plan

In May 2015, the Mayor and City Council adopted a two-year Strategic Plan Framework, which provides the overall direction and specific initiatives to be achieved during the planning period. The Strategic Plan takes into consideration the priorities and expectations contained in the City's new general plan, Vista 2030, which was ratified by voters in November 2014.



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

- A. Economic Prosperity
- B. Efficient and Accountable City Government
- C. Environmental Leadership
- D. Healthy and Active Way of Life
- E. Safe and Welcoming Community
- F. Well Maintained Infrastructure and Facilities

Within these critical success factor areas, the City Council then developed a series of sixteen specific initiatives they have directed the City Manager to complete over the next two fiscal years. Those initiatives are specifically called out within the department budget summaries based upon where they have been assigned.

## Major Accomplishments

1. Approved and placed on the ballot a new ten-year general plan, Vista 2030, that was ratified by the voters in November 2014.
2. Completed a new strategic plan framework for the organization that will guide priorities and resources for the 2015-16 and 2016-17 fiscal years.
3. Continued the partnership with Cochise County and the private Huachuca 50 organization to fund a consultant to target retention and expansion of missions on Fort Huachuca; led a delegation of partner representatives to Washington, D.C. to advocate for the Fort.
4. Led a community leadership group to effectively coordinate multi-faceted input on the Department of the Army's Supplemental Programmatic Environmental Assessment analyzing impacts to the community if maximum potential reductions occurred on Fort Huachuca.



5. Continued to pursue and approve City ordinance changes targeted toward assisting local businesses, including lowering business license fees; allowing appropriate digital signage; and simplifying alarm reporting requirements.
6. Conducted a joint work session with the Cochise County Board of Supervisors supporting a partnership to target dilapidated properties in Fry Townsite.

### City Council

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Part Time	\$ 66,000	\$ 66,000	\$ 66,000
Benefits	1,158	1,235	1,155
<b>Total Personnel</b>	<b>\$ 67,158</b>	<b>\$ 67,235</b>	<b>\$ 67,155</b>
Community Relations	\$ 15,000	\$ 25,000	\$ 15,000
Professional Associations	45,000	45,000	45,000
Travel & Training	15,000	24,550	24,550
Office Supplies	2,500	2,500	2,500
Specialized Supplies	500	2,000	500
City Council Donations	17,085	-	22,345
<b>Total O&amp;M</b>	<b>\$ 95,085</b>	<b>\$ 99,050</b>	<b>\$ 109,895</b>
<b>Totals</b>	<b>\$ 162,243</b>	<b>\$ 166,285</b>	<b>\$ 177,050</b>

### Comments

Community relations budget includes expenditures for programs and activities supported by the Council through its boards and commissions and participation in local and state events. It includes costs associated with: tours and meals with visiting dignitaries, Sierra Vista Ability Day, Mayor's Arts Awards, historic programs, Cultural Diversity Fair, AZ League of Cities and Towns conference programs, and others.

The professional Associations account includes memberships in the National League of Cities, the Arizona League of Cities, SouthEastern Arizona Governments Organization, U.S. Conference of Mayors, **and the City's Sierra Vista Chamber of Commerce Sponsorship.**

City Council Donations include money for advertising community events.



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

**Vision**

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

<b>Expenditure By Fund</b>				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$857,181	\$684,798	\$627,281	\$656,523
Sewer	114,818	108,125	122,255	103,933
Refuse	114,818	108,125	122,255	103,933
<b>Total</b>	<b>\$1,086,817</b>	<b>\$901,048</b>	<b>\$871,791</b>	<b>\$864,389</b>

**Mission Statement**

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

**Description:**

The City Manager is the chief executive officer for the City and serves at the pleasure of the City Council. By ordinance, the City Manager is responsible for the administration of all affairs of the City, and for the oversight of all City personnel except the City Attorney, who is directly appointed by the Council. He and his staff administer policies and goals established by the City Council; supervise management of day-to-day city operations and personnel; oversee budgetary and administrative planning and control; support and participate in community and governmental partnerships; and provide support to the City Council. The City Manager annually presents a recommended budget to the Mayor and City Council which takes into consideration implementation of the **Council’s strategic** plan, as well as other short and long range plans of the organization. He then insures the budget is implemented in accordance with Council direction. The



City Manager also relies on a highly skilled senior management team, consisting of the Assistant City Manager, department directors, division managers, and other professional staff to oversee various departments and functions.

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

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

- Expand lobbying efforts in support of retention and expansion on Ft. Huachuca and strengthen and create **new partnerships to more effectively demonstrate the Fort's value.**

### **Major Accomplishments:**

1. Coordinated and advised the Citizens Advisory Commission in their 14 week, long-term review of city priorities and revenues.
2. Worked with Cochise County to develop and begin implementation of a creative strategy to acquire, clean up and redevelop dilapidated parcels in the unincorporated areas of Fry Townsite.
3. Provided leadership in the development of a tactical economic development strategy to implement the City Council approved Plan for Prosperity.
4. Coordinated and prepared a consolidated community response, both in writing and for the public meeting, to the Department of the Army's Supplemental Programmatic Environmental Assessment identifying potential impacts to the community if Fort Huachuca experienced the maximum proposed cuts by the Department of Defense to meet sequestration requirements.
5. Provided leadership in developing and beginning implementation of regional communication system with partner Cochise County.
6. Led the organization's efforts in financial oversight and management, resulting an **increase to the City's reserves of \$19,929** in the midst of a challenging FY2013-14 budget year and multiple financial awards from the Governmental Finance Officers Association.
7. Led the completion and implementation of a classification and compensation study for City employees to ensure retention and attraction of quality personnel.
8. On behalf of partner organizations Cochise County and the Fort Huachuca 50, coordinated lobbyist work retained to help the community take steps to maintain and expand missions on Fort Huachuca.
9. Operational oversight and leadership minimized legal risk demonstrated by few claims filed against the City, and none related to employment.
10. Provided monitoring and oversight of the Mayor and City Council's **current** strategic leadership plan, insuring that objectives are targeted for completion by June 30, 2015.



## Goals

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



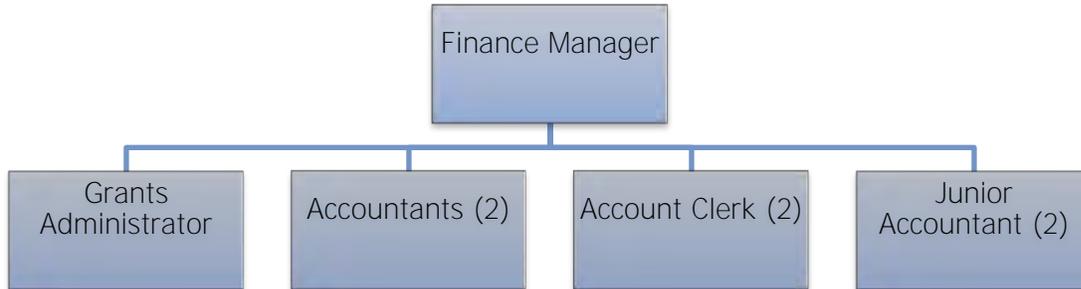
### City Manager's Office

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 448,773	\$ 457,758	430,561
Salaries - Part Time	-	-	-
Benefits	131,044	124,033	125,828
<b>Total Personnel</b>	<b>\$ 579,817</b>	<b>\$ 581,791</b>	<b>\$ 556,389</b>
Professional Services	356,000	254,000	264,000
Office Equipment Maintenance	1,500	1,500	-
Printing & Binding	1,000	1,000	1,000
Professional Associations	5,000	5,000	6,000
Travel & Training	8,500	13,500	21,500
Office Supplies	4,000	14,000	15,000
Books & Periodicals	1,000	1,000	500
<b>Total O&amp;M</b>	<b>\$ 377,000</b>	<b>\$ 290,000</b>	<b>\$ 308,000</b>
<b>Totals</b>	<b>\$ 956,817</b>	<b>\$ 871,791</b>	<b>\$ 864,389</b>

### Comments

Professional services include USPP administrative support (\$15,000), WaterWise program support (\$46,000), environmental and other lobbying services (\$68,000 and \$110,000), and conducting a statistically valid citizen survey (\$25,000).

Professional Association memberships include the International City/County Management Association, the Arizona City/County Management Association, and the City Manager's Rotary Club dues.



**Vision**

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

**Mission Statement**

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

<b>Expenditure By Fund</b>				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$454,110	\$451,513	\$461,818	\$505,132
Sewer	116,967	117,517	118,953	150,720
Refuse	116,967	116,922	118,953	150,702
<b>Total</b>	<b>\$688,044</b>	<b>\$685,952</b>	<b>\$699,724</b>	<b>\$806,572</b>

**Description:**

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

**City Council Strategic Plan Initiatives**

The Finance Division has no specific initiatives assigned for the current plan, but will work with all departments in assisting in the completion of others.



**Major Accomplishments:**

1. Won the distinguished Budget Presentation Award for FY 15.
2. Won the distinguished Comprehensive Annual Financial Report (CAFR) award for FY 13, for the twenty-sixth consecutive year.
3. Implemented **the utility billing module of the city's** new financial ERP system.

**Goals**

<b>Goals</b>	<b>Objectives</b>
Enhance the usage of the <b>City's new</b> financial ERP system.	<ul style="list-style-type: none"> <li>• Set up fleet billing module in new financial ERP system.</li> <li>• Implement employee reimbursement module.</li> <li>• Train users on running system inquiries and reports.</li> </ul>
Document the ERP's critical operations	<ul style="list-style-type: none"> <li>• Complete standard operating procedures documentation for the key finance functions in the new ERP system.</li> </ul>

**Performance Measures**

	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY 13/14</b>	<b>FY14/15</b>
Bond Rating- Standard and Poore	AA	AA	AA	AA



## Finance

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 467,994	\$ 477,364	\$ 476,481
Benefits	146,750	149,260	159,988
<b>Total Personnel</b>	<b>\$ 614,744</b>	<b>\$ 626,624</b>	<b>\$ 636,469</b>
Professional Services	\$ 47,000	\$ 47,000	\$ 144,053
Printing & Binding	5,000	5,000	5,000
Professional Associations	2,825	2,825	2,525
Travel & Training	4,675	4,675	4,675
Office Supplies	6,500	6,500	6,500
Specialized Equipment	2,500	2,500	2,500
Software	3,500	3,600	3,850
Books & Periodicals	1,300	1,000	1,000
<b>Total O&amp;M</b>	<b>\$ 73,300</b>	<b>\$ 73,100</b>	<b>\$ 170,103</b>
<b>Totals</b>	<b>\$ 688,044</b>	<b>\$ 699,724</b>	<b>\$ 806,572</b>

### Comments

Professional Services include a state-mandated payment to the Arizona Department of Revenue for sales tax administration, annual auditing, credit checks for sewer and refuse customers, and budget and CAFR awards programs.



### Vision

Strengthen the Sierra Vista economy by providing leadership and implementing programs and partnerships that help in the creation, retention and expansion of businesses and in turn fostering job growth, providing general fund revenue, supporting a vibrant commercial district, and encouraging entrepreneurship.

### Mission Statement

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

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

Expenditure By Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$333,000	\$183,923	\$381,976	\$325,977
Grants	0	0	0	600,000
<b>Total</b>	<b>\$333,000</b>	<b>\$183,293</b>	<b>\$381,976</b>	<b>\$925,977</b>

### Description:

The Economic Development Division was created in FY14 as a result of the City Council’s adoption of a new framework, the Plan for Prosperity. The plan was created to identify a strategy for enhancing the City’s role in growing and diversifying the local economy. More recently, the City Council established the 2015-2017 Strategic Plan Framework. In February 2015, the city hired a new economic development manager and in May of the same year, the City Council was presented with an Economic Development Strategy that will guide us during the next two years.

The Economic Development Strategy builds on the structure provided in the Plan for Prosperity and the City’s current overall Strategic Plan Framework. It incorporates a multi-pronged approach to economic development providing strategies for attraction, retention and expansion of business as well as growing our own businesses by providing programs that support and enhance entrepreneurship. Education, medicine and federal growth are still targeted sectors for attraction along with creating



expansion in the private business sector to diversify Sierra Vista's economy. Mexico tourism has also been added as a component to the plan and the division will work with the Marketing and Public Affairs Division who has responsibility for tourism.

Support of Fort Huachuca continues to be a high priority. Retaining and increasing missions are a focus as well as educating elected and military staff to the importance the Fort plays in American security. The City will continue to look for and apply for grants that relate to increasing our ability to support and grow business. In all areas, the City will continue to leverage our economic development partnerships, working with local, regional, statewide and national organizations.

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

- Establish quantifiable metrics to effectively measure the City's economic development efforts.
- Identify workforce development needs with other partners that are necessary to provide quality employees to current and future employers.
- Partner with K-12 schools to encourage programs that provide exploration of professional career options.
- Develop, finance and implement a program to incentivize West End commercial property improvements.

### **Major Accomplishments:**

1. Hired new economic development manger.
2. Produced initial collateral pieces including Community Overview, Developable Land and Commercial Property Opportunities.
3. Creation of economic development website (Phase I).
4. Economic development strategy developed.
5. Creation of a bi-national Economic Development Team.
6. Development of a Cyber Security Adhoc Committee.
7. Applied for three grants; 1 designation grant/2 entrepreneurial grants.
8. Worked with regional partners to beginning creating a Southern Arizona Manufacturing strategy that focuses on research and development (R&D).



**Goals**

Goal	Objectives
<b>Elevate Sierra Vista’s economic</b> development competitiveness.	<ul style="list-style-type: none"> <li>• Develop and convene a community-based Economic Development Leadership Council.</li> <li>• Establish Adhoc Working Groups based on a specific need or challenges identified.</li> </ul>
<b>Retain and grow the City’s</b> existing economic cluster industries.	<ul style="list-style-type: none"> <li>• Meet regularly with existing defense contractors to insure retention and to seize potential expansion opportunities.</li> </ul>
<b>Capitalize on Sierra Vista’s</b> business, cultural, retail and natural attractions and its proximity to the Arizona-Mexico border.	<ul style="list-style-type: none"> <li>• Strengthen and expand relationships with Cananea, Agua Prieta and Naco to encourage additional trade.</li> </ul>
Develop specific strategies to retain/expand, attract and grow firms in sectors that will benefit <b>from and strengthen Sierra Vista’s</b> existing assets and advantages.	<ul style="list-style-type: none"> <li>• Develop a new economic development website using the branding and incorporating a GIS mapping component.</li> </ul>
Adopt metrics to assess the <b>economic development division’s</b> progress.	<ul style="list-style-type: none"> <li>• Create a system of tracking and reporting progress.</li> <li>• Institutionalize the performance accountability system.</li> </ul>

**Performance Measures**

	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
Website Visits				New Measure
Attraction Inquiries				New Measure
Visits to local businesses	No program or measures for this fiscal year	Limited program, measures for this fiscal year	No program or measures for this fiscal year	
Customer Service Scores				New Measure
New Jobs				New Measure
Capital Investment Announced				New Measure
Number of grants secured for economic development	0	0	0	

**Economic Development**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 90,000	\$ 111,228	\$ 167,566
Benefits	-	27,748	26,769
<b>Total Personnel</b>	<b>\$ 90,000</b>	<b>\$ 138,976</b>	<b>\$ 194,335</b>
Professional Services	\$ 25,000	\$ 25,000	\$ 624,500
Economic Development	160,000	160,000	55,500
Advertising	30,000	30,000	19,000
Printing & Binding	8,000	8,000	8,000
Professional Associations	3,000	3,000	4,063
Travel & Training	15,000	15,000	18,110
Office Supplies	2,000	1,000	2,000
Books & Periodicals	-	1,000	469
<b>Total O&amp;M</b>	<b>\$ 243,000</b>	<b>\$ 243,000</b>	<b>\$ 731,642</b>
<b>Totals</b>	<b>\$ 333,000</b>	<b>\$ 381,976</b>	<b>\$ 925,977</b>

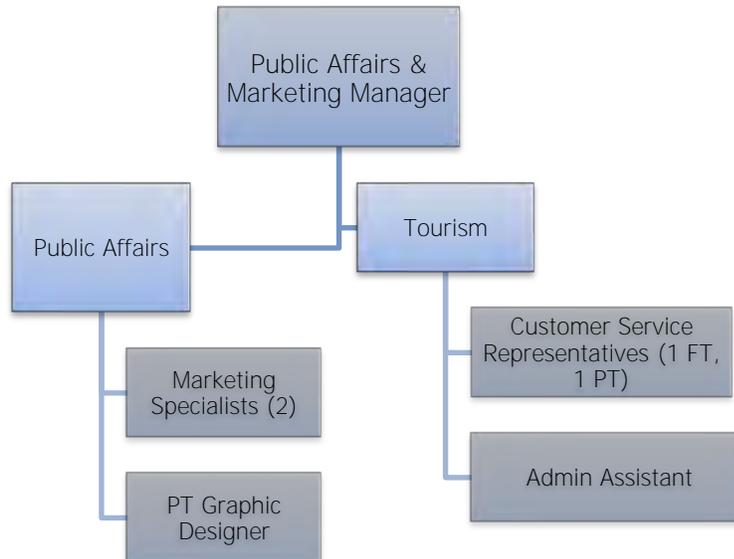
**Comments**

Professional Services include all potential grant opportunities and data collection services.

The Economic Development account line includes website costs and business attraction efforts.



Public Affairs and Marketing Division



**Vision**

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

**Mission Statement**

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

**Description**

The Public Affairs Office provides strategic marketing and communications planning and implementation for all City departments. This includes but is not limited to: copy writing, graphic design, media and public relations, crisis and issues management, emergency communications, public participation and education programs, marketing and advertising campaigns, tourism marketing, and promotions. The department develops, manages, and employs marketing communications tools, such as print collateral, social media, video, scripts for broadcast media, Channel 12 programming, and integrated websites for both the municipality and the visitor center.

Expenditure By Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$485,226	\$581,129	\$544,212	\$574,072
Grants	155,600	0	80,000	0
Sewer	31,569	30,911	28,948	29,206
Refuse	6,314	6,182	5,790	5,841
Donations	600	0	0	868
<b>Total</b>	<b>\$708,709</b>	<b>\$618,222</b>	<b>\$658,950</b>	<b>\$609,987</b>



### City Council Strategic Plan Initiatives

- Develop and invest in a tourism marketing strategy that is based on Sierra Vista's target markets, incorporating partners to maximize economic impact.
- Leverage partnerships to effectively promote Sierra Vista for both business attraction and tourism.
- Establish quantifiable metrics to effectively measure the City's tourism marketing efforts.

### Major Accomplishments

1. Analyzed tourism marketing messaging, demographics, and language; relaunched tourism marketing campaign to target specific audiences and popular visitor activities based on industry research, local data analysis, and SWOT analysis.
2. Targeted advertising to reach five specific tourism niches that surfaced through industry and local research (motorcycle, bicycle, winery/culinary, bird watching, and hiking).
3. Developed and printed a Bicycling and Multi-Use Path pocket map, with distribution coinciding with National Ride Your Bike to Work Week. Started development of a Mountain Bike and Hiking Trails pocket map with estimated completion early FY15-16.
4. Developed and printed a Birding Guide for visitors and distributed them through local hoteliers and the Visitor Center.
5. Expanded distribution of Spanish language Official Visitor Guide in Mexico and expanded relationships with cross-border communities and Visit Tucson.
6. Partnered with external organizations, including Cochise County Tourism Council, Arizona Office of Tourism, PR Roundtable, South East Arizona Hospitality Association, Water Wise, Sierra Vista Area Chamber of Commerce, Fort Huachuca, Cochise Bicycle Advocates, and local businesses among others.
7. Created and produced comprehensive promotional and marketing materials for a variety of city programs, such as: multi-family housing recycling; large commercial recycling program; dog licensing; Destiny's Playground grand opening; Spotlight Breakfast; Arizona League of Cities and Towns showcase; voter education for Vista 2030; economic development collateral; Airport fly-in; fire safety; composting and others.
8. Developed central themes for the six issues of the bimonthly City-wide newsletter, *Vista 411*, then coordinated content with Council's Meet & Greet events. *Vista 411* is also inserted in the *Sierra Vista Herald* and distributed through several public and private locations throughout the City.
9. Developed and produced four-page collateral piece, *Fort Huachuca Arizona: Vital to National Defense – C4ISR*, for Council and Staff to use to engage national leaders for support and funding of Fort Huachuca.
10. Developed and launched weekly City of Sierra Vista eNewsletter.



- 11. Implemented *My Sierra Vista* app to enhance citizen engagement.
- 12. Significantly expanded social media use by frequently updating content, using more photos, following key users and reposting relevant content. Developed and launched social media advertising campaigns for Leisure & Library Services and Public Works.
- 13. Coordinated data collection and visitation for North Star Destination Strategies, which is developing the Sierra Vista brand.
- 14. Scrubbed Municipal Government website to improve navigation and visual appeal.

**Goals**

<b>Goals</b>	<b>Objectives</b>
Develop an effective, measurable tourism marketing strategy that is based on Sierra Vista’s target markets, incorporating partners to maximize economic impact.	<ul style="list-style-type: none"> <li>• Identify media outlets that will reach the largest strategic markets, matching media consumers with strategic targets.</li> <li>• Work closely with Economic Development division to impact markets that coincide with ED work.</li> <li>• <b>Incorporate the City’s brand across all tourism</b> marketing and promotions.</li> <li>• Explore development of cooperative marketing campaigns with area partners.</li> <li>• Research metrics used by other destination marketing organizations and incorporate as appropriate.</li> </ul>
Develop and implement a comprehensive program to incorporate City's new brand into both internal and external communications and marketing efforts.	<ul style="list-style-type: none"> <li>• Design new collateral materials and incorporate design into existing marketing efforts.</li> <li>• Develop an outreach effort to inform local organizations and businesses how they can partner with the City in elevating the City's brand.</li> </ul>
Enhance communication efforts with Sierra Vista residents to increase awareness of city programs and services.	<ul style="list-style-type: none"> <li>• Expand use of social media.</li> <li>• Develop strategies to increase subscription to weekly e-newsletter.</li> <li>• Identify ways in which city can more effectively partner with local media outlets.</li> </ul>



**Performance Measures**

	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
Internal Customer Satisfaction Survey				80%
Total page views, SierraVistaAZ.gov		18,445	372,860*	1,196,293
Total page views, VisitSierraVista.com				672,270
Facebook Total Impressions, City of SV		169,581	391,424	1,282,627
Facebook Total Impressions, Visit SV				942,187
OVG distribution (print and electronic)				35,382
Hospitality tax revenue : Tourism investment				22.7 : 1

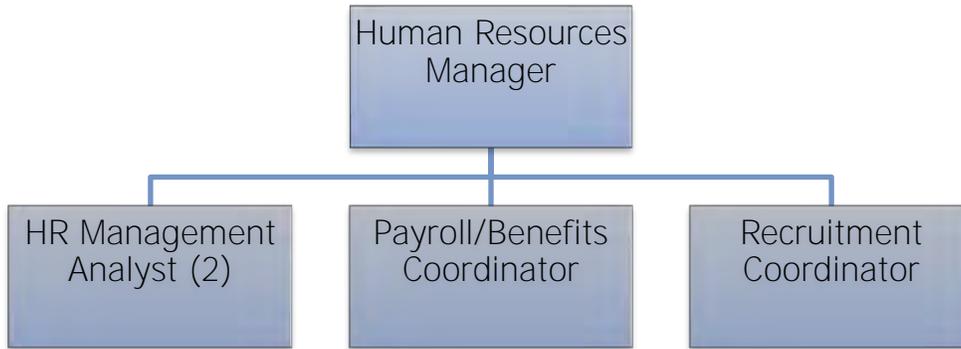
\*The City changed its analytics software between FY12/13 and FY13/14, so tracking criteria was different.

**Public Affairs/Tourism**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 191,365	\$ 223,714	\$ 239,539
Salaries - Part Time	49,916	50,925	65,873
Benefits	81,898	89,231	90,277
<b>Total Personnel</b>	<b>\$ 323,179</b>	<b>\$ 363,870</b>	<b>\$ 395,689</b>
Professional Services	\$ 202,151	\$ 99,400	\$ 28,400
Office Equipment Maintenance	28,000	-	-
Advertising	61,400	106,831	86,095
Printing & Binding	35,850	47,100	50,610
Professional Associations	4,079	21,179	21,180
Travel & Training	6,950	9,400	4,975
Office Supplies	11,150	4,500	4,368
Specialized Supplies	5,950	6,670	18,670
<b>Total O&amp;M</b>	<b>\$ 355,530</b>	<b>\$ 295,080</b>	<b>\$ 214,298</b>
<b>Totals</b>	<b>\$ 678,709</b>	<b>\$ 658,950</b>	<b>\$ 609,987</b>

**Comments**

Advertising includes Vista 411, social media advertisements, tourism magazines and media, sponsorships, and outreach events. The City Page was cut in FY16.



### 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				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$370,534	\$334,507	\$339,987	\$452,215
Sewer	46,317	41,813	40,624	49,608
Refuse	46,317	41,813	40,624	49,608
<b>Total</b>	<b>\$463,167</b>	<b>\$418,133</b>	<b>\$421,235</b>	<b>\$551,431</b>

### Description:

The Division is responsible for administration and development of the Personnel Rules and Regulations, legislative compliance, fair and impartial employment services, employee relations, training and development, management of the classification and compensation plan, 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. 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, the City Council has included in its new Strategic Plan Framework the initiative to implement the classification and compensation study, which will be a key responsibility for Human Resources. Hiring and retaining competent and quality employees remains a high priority in maintaining our high performance culture.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> <li>Implement the Classification and Compensation Plan for City employees.</li> </ul>



## Major Accomplishments:

1. During the Annual Service Awards Luncheon, 52 employees were recognized for their 3, 5, 10, 15, 20, 25, and 30 years of service. These employees represent a combined total of 446 years of City service.
2. **In support of the City's continued green initiatives**, Human Resources continues to support web-based (webinar) training opportunities to include individual department training sessions. Webinars not only save the City money for travel, **but also reduce the City's carbon footprint.**
3. Human Resources branded a new internal training program as SV Connect Academy. The City held the following training sessions in FY 15:
  - FLSA-Fair Labor Standards Act/Wage & Hour Law. This was for supervisors and covered the guidelines in dealing with FLSA issues regarding employees.
  - Effective Communication. This was a refresher course on the fundamentals of communication as public servants.
  - Basics of Estate Planning. Employees were invited to learn from an estate attorney about managing personal finances.
  - Ethics Matter! This mandatory training reviewed the importance of applying laws, rules, and policies to behavior and how to apply ethics to the gray areas.
  - FMLA-Family and Medical Leave Act. **This identified the "do's" and "don'ts"** for supervisors in dealing with FMLA issues.
  - With All Due Respect (Harassment Training). This mandatory training taught the importance of promoting a respectful workplace.
  - A Policy is Not Enough (Harassment Training). This mandatory training for supervisors focused on an additional level of training on creating a respectful organizational culture.
  - Avoiding Litigation Landmines. This session for managers, team leaders, and supervisors focused on what can cause costly claims.
  - Drug & Alcohol Policies and Education. This mandatory for CDL Drivers and Safety Sensitive Employees session focused on the importance of keeping the City of Sierra Vista a drug and alcohol free workplace.
4. To promote employee wellness, the City continues to offer on-site influenza vaccinations and mammograms. Again this year we offered an organ screening package that this time focused on the thyroid, gall bladder, kidneys, and liver; 93 participated.
5. Ten employees participated in the **City's Education Assistance Program**. Two completed his/her degree programs this fiscal year. Currently, 56% of the City employees possess an Associate, Bachelor, **or Master's degree.**



**Goals**

<b>Goals</b>	<b>Objectives</b>
Recruit qualified personnel through advertisement, applicant screening, testing, and interviewing.	<ul style="list-style-type: none"> <li>• Fill vacant positions by public announcement within 60 days of department request.</li> <li>• Maintain a ratio of minority applicants reflective of the area population by advertising in targeted publications.</li> <li>• Seek new advertising resources to increase number of qualified applicants.</li> </ul>
Provide a work environment that promotes employee job satisfaction.	<ul style="list-style-type: none"> <li>• Conduct internal citywide training.</li> <li>• Review and revise performance appraisal document.</li> </ul>
Provide a structure for employees to plan for benefit, career, and retirement options.	<ul style="list-style-type: none"> <li>• Communicate education requirements for career advancement; promote the City's Education Assistance Program.</li> </ul>

**Performance Measures**

	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
Average days to fill Full-time Position	43	54	49	48
Cost per Insured Employee for Health Care	\$6720	\$6720	\$6720	\$6518
Number of Full Time Positions Filled	44	45	30	42
Number of Part Time Positions Filled			77	51
Number of Internal FT Job Recruitments	24	32	18	17
Number of External FT Job Recruitments	20	13	24	39
Number of Applications Processed	1242	1049	1920	2550
Percentage of minority applicants	37%	35%	39%	38%
Percentage of minority offered Full Time positions	32%	31%	30%	17%
Employee Full Time Turnover Rate	8.70%	8.05%	5.31%	11.3%
*Without Retirements	5.90%	3.40%	4.69%	10.1%
Employee Part Time Turnover Rate			41.0%	34.2%
Number of Volunteers	519	771	545	424
Number of Volunteer Hours	29,328	22,277	30,549	26,595
Value of Volunteer Services	\$355,730	\$286,880	\$397,140	\$345,735
Percentage of Full Time Employees with a AA or Higher	56%	53%	54%	56%

**Human Resources**

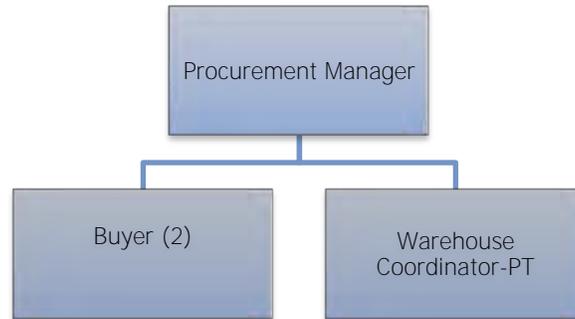
<b>Expenditures</b>	<b>FY 2013/2014</b>	<b>FY 2014/2015</b>	<b>FY 2015/2016</b>
	<b>Budgeted</b>	<b>Budgeted</b>	<b>Budgeted</b>
Salaries - Regular	\$ 176,336	\$ 179,873	\$ 331,122
Salaries - Part-Time	-	10,000	7,793
Benefits	15,336	58,092	77,491
Employee Programs	20,349	110,050	75,000
<b>Total Personnel</b>	<b>\$ 212,021</b>	<b>\$ 358,015</b>	<b>\$ 491,406</b>
Professional Services	\$ 85,000	\$ 35,000	\$ 34,305
Office Equipment Maintenance	1,000	1,000	500
Advertising	5,000	7,500	7,500
Printing & Binding	400	400	400
Professional Associations	1,300	2,100	2,100
Travel & Training	6,800	12,495	12,495
Office Supplies	2,500	2,500	1,200
Specialized Supplies	1,725	1,725	1,025
Books & Periodicals	500	500	500
<b>Total O&amp;M</b>	<b>\$ 104,225</b>	<b>\$ 63,220</b>	<b>\$ 60,025</b>
<b>Totals</b>	<b>\$ 316,246</b>	<b>\$ 421,235</b>	<b>\$ 551,431</b>

**Comments**

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

The Professional Services account includes pre-employment screening services.

Travel and Training includes departmental and recruitment travel.



### Vision

The vision of the Procurement Division for the City of Sierra Vista is to deliver quality goods to internal customers while providing the best value for the tax payer. We aim to exceed the expectations of all policies and state laws while providing transparent, fair, and ethical service to all.

Expenditure By Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$198,996	\$191,457	\$198,516	\$177,440
Sewer	38,693	37,228	42,731	34,502
Refuse	38,693	37,228	42,731	34,502
<b>Total</b>	<b>\$276,382</b>	<b>\$265,913</b>	<b>\$283,978</b>	<b>\$246,444</b>

### Mission Statement

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

### Description

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

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



### Major Accomplishments

1. Began implementation of e-procurement processes in order to streamline processes utilizing electronic efficiencies. The first element of this process will be utilizing the Vendor Self Serve module. This module will allow vendors to register their businesses online with the City of Sierra Vista, edit their information, upload W-9 and insurance information. As more Contract Modules are implemented, they will **also be able to respond to bids and RFP's and submit their invoices for payment electronically.**
2. **Developed and implemented plan to expand the City's use of the Purchasing Card Program (P-Card)** for regular major expenditures, such as recurring utility costs, bulk fuel purchases, and major suppliers, improving efficiencies and increasing anticipated rebate.
3. Began development of **the City of Sierra Vista's Disadvantaged Business Enterprise (DBE) Program.** Once adopted, the City of Sierra Vista will be in compliance with the regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 26. DOT DBE regulations require state and local transportation agencies that receive DOT financial assistance, to establish goals for the participation of DBEs. The main objectives of the DBE Program are to ensure that small disadvantaged business enterprises can compete fairly for federally funded transportation-related projects.

### Goals

Goals	Objectives
Increase efficiencies in the bidding of projects and services.	<ul style="list-style-type: none"> <li>• Utilize technology and e-procurement strategies in order to market bidding opportunities to a larger vendor base.</li> <li>• Expand use of on-line auction disposal of surplus.</li> </ul>
Actively engage local vendors in an effort to increase the procurement of local goods and services.	<ul style="list-style-type: none"> <li>• Attend Chamber of Commerce and other business development fairs to provide education to local business owners/operators on how to work together for the benefit of the tax payers.</li> <li>• Educate local businesses on how to participate on state, federal, and other municipal contracting opportunities as well as Disadvantaged Business Enterprise (DBE) certification.</li> <li>• Provide the Chamber of Commerce with copies/notices of all formal project solicitations.</li> </ul>



Efficiently provide materials to departments and divisions.	<ul style="list-style-type: none"> <li>Effectively process requisitions for supplies and equipment.</li> <li>Deliver Central Stores orders to departments.</li> <li>Continue to utilize existing Cooperative Purchasing Agreements with other government entities while continually pursuing new cost saving partnerships.</li> </ul>
Administer the Purchasing Card Program.	<ul style="list-style-type: none"> <li>Continue to reduce the use of open Purchase Orders (PO's) by expanding the use of the Purchasing Card Program.</li> <li>Provide oversight and internal auditing in order to ensure proper use of program.</li> <li>Provide training and materials to using departments in order to ensure cost-saving partnerships interdepartmentally.</li> </ul>

**Procurement**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 186,299	\$ 190,035	\$ 167,628
Salaries - Part-Time	\$ 18,980	\$ 19,370	\$ 13,902
Benefits	59,003	62,473	55,764
<b>Total Personnel</b>	<b>\$ 264,282</b>	<b>\$ 271,878</b>	<b>\$ 237,294</b>
Office Equipment Maintena	\$ 200	\$ 200	\$ -
Printing & Binding	400	400	-
Professional Associations	1,300	1,100	950
Travel & Training	6,000	7,200	5,000
Office Supplies	3,000	2,000	2,000
Specialized Supplies	1,000	1,000	1,000
Books & Periodicals	200	200	200
<b>Total O&amp;M</b>	<b>\$ 12,100</b>	<b>\$ 12,100</b>	<b>\$ 9,150</b>
<b>Totals</b>	<b>\$ 276,382</b>	<b>\$ 283,978</b>	<b>\$ 246,444</b>



### Vision

To be a customer-focused, cost effective, I.T. organization that is committed to providing the City with the required technology tools necessary to provide exceptional support to the City of Sierra Vista and its citizens.

Expenditure by Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$1,609,425	\$1,520,641	\$1,671,501	\$1,630,315
CIF	200,000	220,748	0	0
Sewer	211,304	180,888	203,806	203,039
Refuse	211,304	180,888	203,806	203,039
<b>Total</b>	<b>\$2,313,033</b>	<b>\$2,103,165</b>	<b>\$2,079,113</b>	<b>\$2,036,393</b>

### Mission Statement

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

### Description

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

1. **E-Services**

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

2. **Application Management and Support**

These services deliver technology solutions to the organization and are structured around the City's communities of interest (COI's). Delivery of



### Information Technology Division

technology solutions includes consulting, process review, design and architecture, project management, implementation, integration, and ongoing maintenance.

#### 3. **End User Support Services**

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

#### 4. **Network Infrastructure Services & Support**

These services implement upgrade and support the infrastructure necessary to deploy, operate, and maintain the organization's communications and information systems. The tasks performed include design, ordering, installation, configuration, deployment, ongoing maintenance and repair, as well as providing adequate security methods to ensure network integrity.

#### 5. **Business Integration & Enterprise Support**

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

### City Council Strategic Plan Initiatives

The Information Technology Division was not assigned any City Council strategic plan initiatives from the current plan but will assist all departments as needed.

## Major Accomplishments

1. Upgraded both hardware and software on the GIS system to increase functionality and compatibility with future planned GIS enhancements. These improvements will serve the City's **GIS needs for the next 5 years** as we continue providing service for internal as well as external City customers.
2. Worked with City Clerk and City Manager departments to develop and implement an online solution for council packets and all associated documents. Created council E-Reading Room to eliminate paper.
3. **Added a second pool of VDI terminals "thin clients" to the existing Library VDI system, leveraging technology to meet the demands of customers and significantly enhance the library's service offerings to patrons.**



4. Continued to improve and implement appropriate upgrades in the Public Safety departments. Network and security operations were revamped to increase application and communications systems efficiency. Field units were deployed with technology (VPN) that significantly enhanced connectivity/security issues that were required to connect to Spillman/ ACJIS applications.
5. Migrated the Public Safety CAD (computer aided dispatch) system, Spillman from a proprietary hardware /software platform to an open source system (Linux), resulting in significant onetime cost savings on the hardware side, as well meaningful savings on annual maintenance costs. Additionally, the new server infrastructure has increased capabilities for future expansion and will support a planned CAD connection with Cochise County for emergency purposes.
6. Continued to utilize virtualization technology to increase performance and reduce maintenance costs when applicable. Decommissioned several servers, streamlined operations, and utilized technology to grow the overall infrastructure, using cloud based technology where appropriate.
7. Continue to provide project management and engage other departments to ensure Tyler Munis continues to grow and departments utilize the system to its full potential. Went live with Self Service, Citizen Self Service and Vendor Self Service, encouraging residents and employees to utilize these Web Portals to conduct business with the City.

## Goals

Goals	Objectives
Provide citizens with increased services for transparency and access to more information while promoting efficient service delivery and remaining cost-effective.	<ul style="list-style-type: none"> <li>• Continue collaborating with departments and vendors to develop and customize applications and implement technology solutions to better meet the needs of the community and staff, with the overall goal being to facilitate the sharing of information both internally and externally.</li> </ul>
Keep promoting technology solutions that encourage citizen engagement and improve municipal services to the community, while maintaining a secure and sustainable IT infrastructure.	<ul style="list-style-type: none"> <li>• Team with other City departments to offer more online services and internal/external portals to eServices in order to make customer interaction with City Hall more transparent.</li> <li>• Work with departments to evaluate and implement mobile apps to encourage civic involvement.</li> </ul>



**Information Technology Division**

Continue utilizing and analyzing Tyler Munis modules to assess which ones bring more value to the City.	<ul style="list-style-type: none"> <li>Continue to provide project management and evaluate several other Tyler applications to determine their feasibility and value to the City.</li> </ul>
Leverage all features available in the Unified Communications System, promoting collaboration and communication between City departments and external agencies and providing more efficient services to citizens.	<ul style="list-style-type: none"> <li>Develop and provide training that will allow employees to better collaborate internally and externally using the communication technology.</li> </ul>
Pursue the feasibility of collaborating with other government agencies to improve efficiencies and technologies, and remain cost effective.	<ul style="list-style-type: none"> <li>Continue to work with Cochise County to improve communications and combine resources to provide a more efficient and stable network for public safety.</li> </ul>

**Performance Measures**

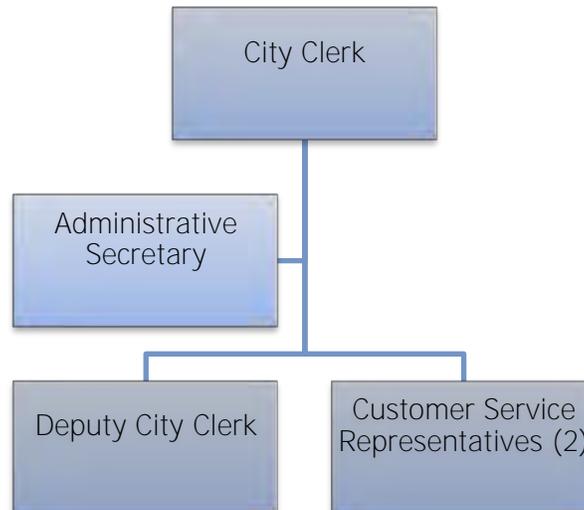
	<b>FY10/11</b>	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY13/14</b>	<b>FY14/15</b>
Work Orders Processed:					
Emergency/High in nature	301	288	312	139	395
Above routine/routine in nature	625	586	582	875	1410
Other requests not high in nature nor routine	158	66	132	93	133

**Information Technology**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 519,907	\$ 530,315	\$ 528,818
Salaries - Overtime	2,008	2,059	6,000
Benefits	157,222	159,887	171,766
<b>Total Personnel</b>	<b>\$ 679,137</b>	<b>\$ 692,261</b>	<b>\$ 706,584</b>
Professional Services	\$ 65,000	\$ 60,000	\$ 60,000
Office Equipment Maintenance	750,776	699,997	696,184
Professional Associations	500	400	400
Travel & Training	14,000	14,000	16,000
Telephone	425,000	410,000	410,000
Office Supplies	10,200	9,200	9,200
Specialized Supplies	91,950	84,100	49,600
Software	76,120	60,295	55,675
Books & Periodicals	350	350	350
<b>Total O&amp;M</b>	<b>\$ 1,433,896</b>	<b>\$ 1,338,342</b>	<b>\$ 1,297,409</b>
Machinery & Equipment	\$ 200,000	\$ 48,510	\$ 32,400
<b>Total Capital</b>	<b>\$ 200,000</b>	<b>\$ 48,510</b>	<b>\$ 32,400</b>
<b>Totals</b>	<b>\$ 2,313,033</b>	<b>\$ 2,079,113</b>	<b>\$ 2,036,393</b>

**Comments**

The Office Equipment Maintenance account includes software and hardware maintenance contracts for the entire City organization.



### Vision

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

Expenditure By Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$309,310	\$322,086	\$416,582	\$357,197
Sewer	6,652	6,946	8,959	7,682
Refuse	16,630	17,362	22,397	19,204
<b>Total</b>	<b>\$332,592</b>	<b>\$346,394</b>	<b>\$447,938</b>	<b>\$384,083</b>

### Mission Statement

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

### Description

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

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



### Major Accomplishments

1. Continued conversion, development, and implementation of a citywide electronic records management program.
2. **Successfully transitioned, in conjunction with the staff of the City Manager's Office,** to an electronic delivery system for council packets, inquiries, and other documents.
3. Maintained professional, timely and exceptional customer service in spite of unforeseen staff shortages in FY 14-15.

### Goals

Goals	Objectives
Records Management	<ul style="list-style-type: none"> <li>• Develop a City wide records management policy.</li> <li>• Continue education program for City employees relating to records management, retention, and storage.</li> <li>• Continue expansion of document imaging program, utilizing the Tyler Content Management Program, to other departments in City Hall while evaluating other departments for future implementation.</li> </ul>
Provide the City with quality Risk Management Services.	<ul style="list-style-type: none"> <li>• Create a City Accident Review Committee to review all non-vehicular employee accidents to insure proper claim management and address employee safety issues.</li> <li>• Provide training opportunities designed to address issues faced by current and future employees.</li> </ul>
Continue improving the level of customer service provided by the department in all aspects of our duties.	<ul style="list-style-type: none"> <li>• Continue to provide training opportunities for staff to improve the level of services provided.</li> <li>• Work with various departments to obtain input and suggestions regarding procedures to ensure we achieve the highest level of service possible.</li> <li>• Cross train department members in duties of other divisions to provide back up when necessary</li> </ul>

**Performance Measurements**

	<b>FY 14/15</b>	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY13/14</b>
Documents Input into Document Imaging System (pages)	0*	34,776	35,000	0*
New Business Licenses Issued	319	342	384	332
Liquor Licenses Issued	32	25	20	31
Number of Requests for Documents	210	205	194	200
Claims or Potential Claims	59	110	75	55
Vehicle Accident Review Board Cases	65	21	50	46

\* Due to the ongoing conversion from the City's previous imaging system to Tyler Content Management, documents have been stored but not entered and indexed.

**City Clerk**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 174,869	\$ 178,376	\$ 240,728
Salaries - Part Time	-	29,682	1,932
Benefits	75,173	76,080	81,338
<b>Total Personnel</b>	<b>\$ 250,042</b>	<b>\$ 284,138</b>	<b>\$ 323,998</b>
Professional Services	\$ 65,000	\$ 145,000	\$ 40,000
Professional Associations	800	800	2,085
Travel & Training	4,250	5,500	5,500
Office Supplies	5,000	5,000	5,000
Books & Periodicals	7,500	7,500	7,500
<b>Total O&amp;M</b>	<b>\$ 82,550</b>	<b>\$ 163,800</b>	<b>\$ 60,085</b>
<b>Totals</b>	<b>\$ 332,592</b>	<b>\$ 447,938</b>	<b>\$ 384,083</b>

**Comments**

Professional Services include insurance broker costs.



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				
	Budget FY 2014	Actual FY 2014	Budget FY 2015	Budget FY 2016
General	\$323,338	\$326,239	\$341,887	\$269,823
Judicial	4,500	0	4,500	300
<b>Total</b>	<b>\$327,838</b>	<b>\$326,239</b>	<b>\$346,387</b>	<b>\$270,123</b>

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

## Magistrate Court

### Description

The Sierra Vista Magistrate Court provides all administrative and judicial support required by law to operate a non-record court in Arizona, including the processing and adjudication of criminal traffic, civil traffic, juvenile traffic, misdemeanors, city ordinances, juvenile alcohol offenses, orders of protection, injunctions prohibiting harassment, collection of fines and bonds, scheduling of trials (jury, non-jury), and scheduling of civil hearings. The court is also responsible for issuing warrants, 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, and releasing information to the public, armed forces, police agencies, and other courts.

This service is currently provided through an intergovernmental agreement with Cochise County. The Justice of the Peace also serves as the City's magistrate or hearing officer.

The City also utilizes the Superior Court for jury trials.

**Court & Legal**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 132,085	\$ 134,737	\$ 104,000
Salaries - Part Time	48,000	48,970	28,000
Benefits	32,253	37,180	37,823
<b>Total Personnel</b>	<b>\$ 212,338</b>	<b>\$ 220,887</b>	<b>\$ 169,823</b>
Professional Services	\$ 114,500	\$ 124,500	\$ 100,300
Professional Associations	1,000	1,000	-
<b>Total O&amp;M</b>	<b>\$ 115,500</b>	<b>\$ 125,500</b>	<b>\$ 100,300</b>
<b>Totals</b>	<b>\$ 327,838</b>	<b>\$ 346,387</b>	<b>\$ 270,123</b>

**Comments**

The Professional Services account includes the County court agreement described on the previous page.



## Description- Debt Service

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

### Debt Service

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Bond Principal	\$ 2,515,000	\$ 2,600,000	\$ 2,690,000
Bond Interest	930,220	836,900	735,570
Fiscal Agent Fees	-	8,500	7,500
Other Debt Principal	1,271,525	1,307,850	1,116,213
Other Debt Interest	300,127	247,650	222,580
<b>Total Debt</b>	<b>\$ 5,016,872</b>	<b>\$ 5,000,900</b>	<b>\$ 4,771,863</b>

## Description- General Government

The General Government 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.

<b>Expenditure By Fund</b>				
	Budget FY 2014	Actual FY 2014	Budget FY 2015	Budget FY 2016
General	\$1,237,208	\$1,123,055	\$1,127,557	\$1,206,194
Sewer	154,651	183,140	166,341	160,826
Refuse	154,651	183,140	166,341	160,826
HURF	0	71,570	83,171	80,413
H&A	3,196,000	3,957,486	3,196,000	4,031,500
Unemployment	100,000	8,552	100,000	35,000
Self Insurance	100,000	104,127	100,000	100,000
<b>Total</b>	<b>\$4,942,510</b>	<b>\$5,631,070</b>	<b>\$5,059,410</b>	<b>\$5,774,759</b>



**General Government**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Benefits	\$ 872,510	\$ 964,410	\$ 909,259
<b>Total Personnel</b>	<b>\$ 872,510</b>	<b>\$ 964,410</b>	<b>\$ 909,259</b>
Professional Services	\$ 5,000	\$ 5,000	\$ 46,500
Insurance	520,000	620,000	520,000
Postage	60,000	85,000	85,000
Advertising	20,000	20,000	20,000
Office Supplies	8,000	8,000	8,000
Specialized Supplies	1,000	1,000	1,000
Bank Fees	60,000	60,000	60,000
Health & Accident Insurance	3,196,000	3,196,000	3,990,000
Unemployment Insurance	100,000	-	100,000
Self Insured Retention	100,000	100,000	35,000
<b>Total O&amp;M</b>	<b>\$ 4,070,000</b>	<b>\$ 4,095,000</b>	<b>\$ 4,865,500</b>
<b>Totals</b>	<b>\$ 4,942,510</b>	<b>\$ 5,059,410</b>	<b>\$ 5,774,759</b>

**Comments**

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

The Benefits account line includes retired employee benefits.

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



### Description

The Sierra Vista Police Department is committed to providing the best possible service to the community. The Department consists of two divisions: Administrative Services and Police Operations. The Administrative Services Division consists of the Administrative Support Bureau (Records, 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 sets the standard for professional law enforcement agencies through exceptional performance and quality community services.

<b>City Council Strategic Plan Initiatives</b>
The Police Department was not assigned initiatives from the City Council's current strategic plan. However, the department will work to implement its own strategic objectives consistent with the Council's strategic direction and support other departmental strategic plan work.

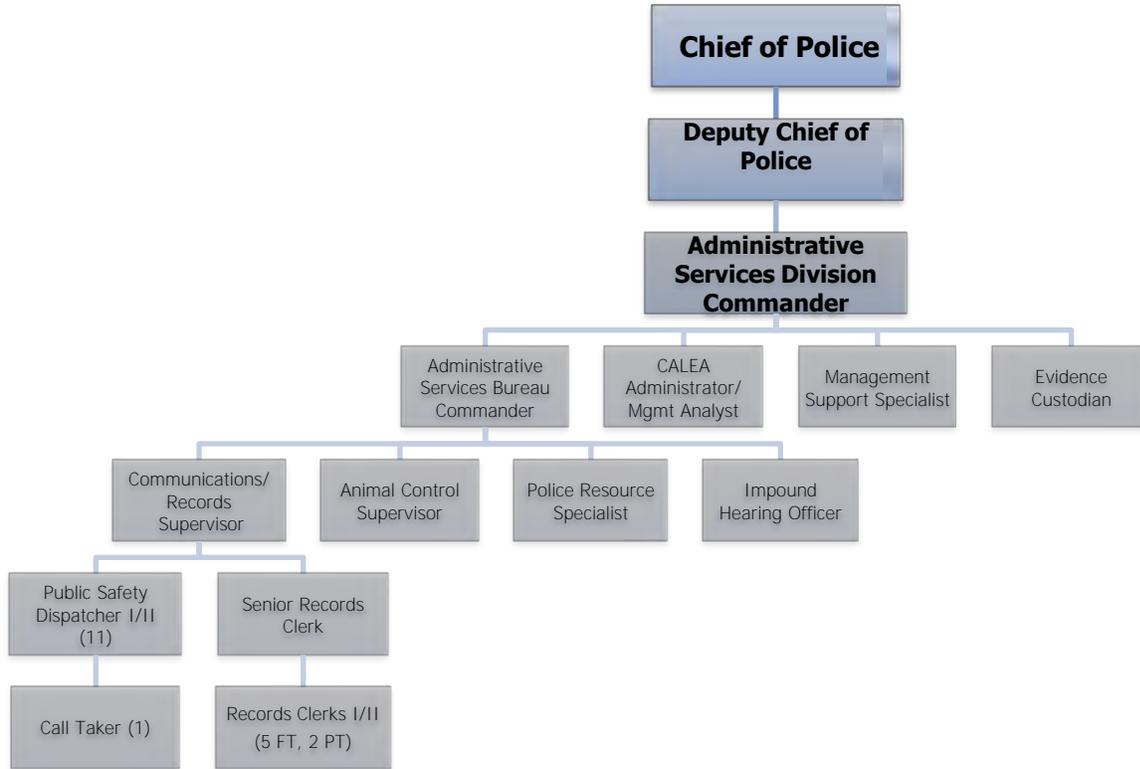


**Police**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Administration	\$ 1,730,398	\$ 1,762,854	\$ 2,037,958
Police Operations	6,440,219	6,561,316	7,428,620
Animal Control	326,839	332,658	309,684
<b>Total Personnel</b>	<b>\$ 8,497,456</b>	<b>\$ 8,656,828</b>	<b>\$ 9,776,262</b>
Administration	\$ 122,274	\$ 133,929	\$ 109,587
Police Operations	732,528	639,025	441,522
Animal Control	322,996	314,440	318,561
<b>Total O&amp;M</b>	<b>\$ 1,177,798</b>	<b>\$ 1,087,394</b>	<b>\$ 869,670</b>
Administration	\$ 1,800,000	\$ 601,236	\$ -
Police Operations	548,000	1,800,000	2,209,139
Animal Control	-	-	-
<b>Total Capital</b>	<b>\$ 2,348,000</b>	<b>\$ 2,401,236</b>	<b>\$ 2,209,139</b>
<b>Totals</b>	<b>\$ 12,023,254</b>	<b>\$ 12,145,458</b>	<b>\$ 12,855,071</b>



**Administrative Services**



**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.

Expenditure By Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$2,435,292	\$2,839,257	\$2,469,139	\$2,137,741
Donations	17,380	530	16,880	9,804
Dev Fees	0	0	12,000	0
<b>Total</b>	<b>\$2,452,672</b>	<b>\$2,839,787</b>	<b>\$2,498,019</b>	<b>\$2,147,545</b>

**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.



Goals

Goals	Objectives
<p><b>Community Confidence &amp; Partnerships</b>            Increase the community confidence in, and maintain the support of, the Police Department in order to fulfill the legitimate expectations and values of the community.</p>	<ul style="list-style-type: none"> <li>• Increase Department participation in events that foster positive relationships with members of the community.</li> <li>• Implement various public awareness campaigns that foster increased interaction between the Department and community.</li> <li>• Participate with community partners in the development of a Family Advocacy Center in Cochise County.</li> </ul>
<p><b>Human Resources</b>            Maintain the highest standards in the recruitment, selection, and retention of Police Department personnel while also providing for the highest level of police services.</p>	<ul style="list-style-type: none"> <li>• Develop and implement a Department-wide cross-training program to ensure continuity of operations as positions become vacant.</li> </ul>
<p><b>Productivity</b>            Maintain a Department FBI Uniform Crime Report (UCR) clearance rate of not less than 30% and a recovery rate for stolen property of not less than 35% by promoting activities and programs which improve efficiency.</p>	<ul style="list-style-type: none"> <li>• Develop and implement a formal investigations training program for all officers that focuses on crime scene investigation, follow-up investigation techniques, and case management.</li> </ul>
<p><b>Physical Resources &amp; Technology</b>            Increase efficiency by promoting the timely development/ acquisition of police equipment and technology.</p>	<ul style="list-style-type: none"> <li>• Prepare a report on emerging technology and equipment that will assist the Department in providing efficient and innovative police services to the community, specifying efficiencies that would be gained and the subsequent costs for the technology and equipment.</li> </ul>

Major Accomplishments

1. Successfully obtained grants from the Governor’s Office of Highway Safety (GOHS) to purchase a traffic motorcycle, traffic vehicle with ghost markings, DUI Van, radar units, and portable breath testers.
2. Successfully obtained grants from the Department of Homeland Security to purchase radios and repeaters.



**Police Administration**

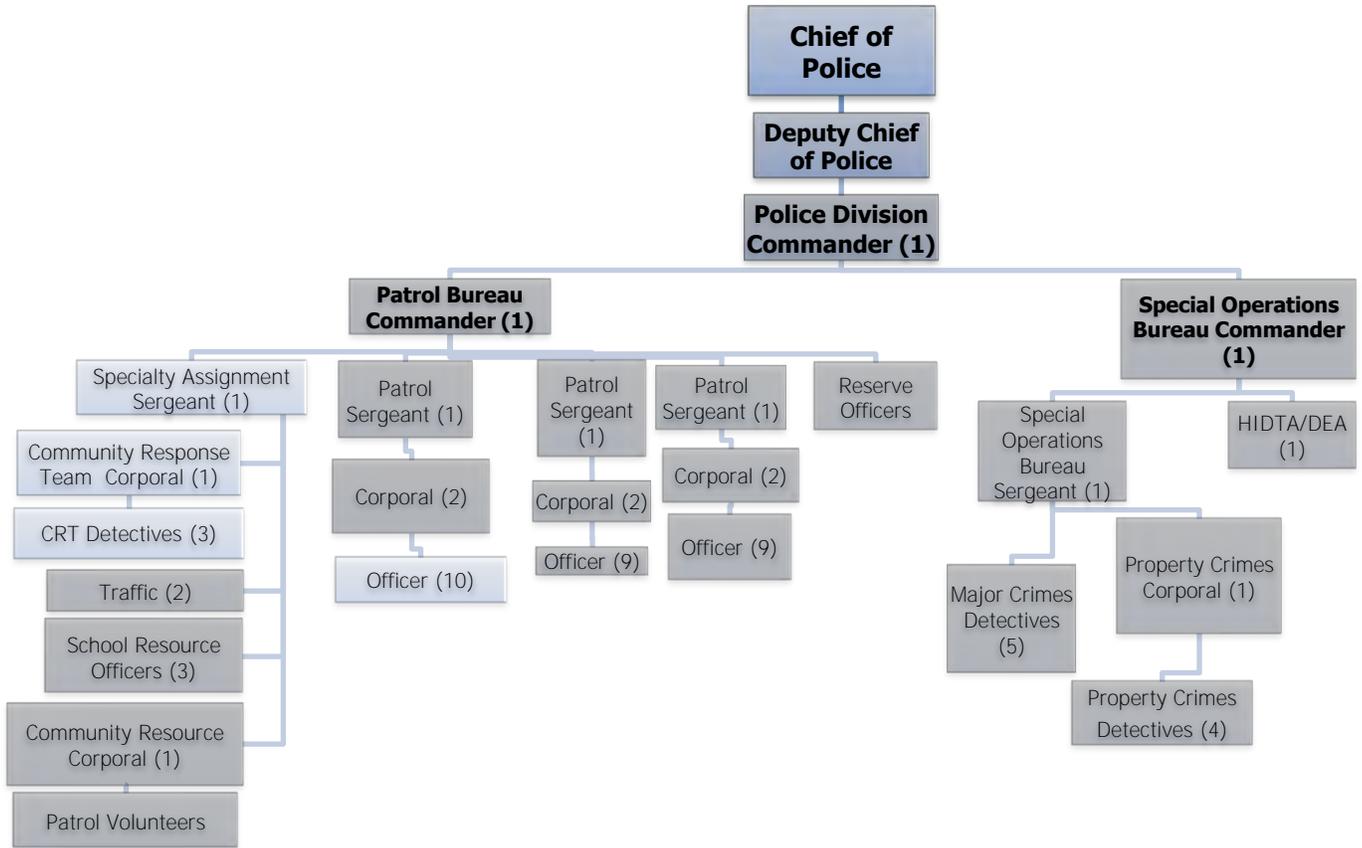
3. Continued to provide leadership in moving forward the goal of regional **communications with the Cochise County Sheriff's Office.** Upgraded VHF backbone and purchased the 700/800 MHz system.
4. The Chief participated in several community forums including the NAACP forum on the militarization of the police and the Washington Fellowship of Young African Leaders forum on border security.
5. Purchased and installed the CAD-to-CAD software to link the Cochise County **Sheriff's Office and Sierra Vista Police Department public safety servers.**
6. Assisted in **upgrading the microwave links between the Cochise County Sheriff's Office and Sierra Vista Police Department** through Department of Homeland Security grant funds.

**Administration**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 1,237,335	\$ 1,262,092	\$ 1,432,512
Salaries - Overtime	14,759	15,065	16,572
Salaries - Part Time	29,450	30,949	41,373
Benefits	448,854	454,748	547,501
<b>Total Personnel</b>	<b>\$ 1,730,398</b>	<b>\$ 1,762,854</b>	<b>\$ 2,037,958</b>
Professional Services	\$ 10,035	\$ 22,035	\$ 9,740
Equipment Maintenance	5,000	5,000	4,800
Professional Associations	1,844	1,874	1,614
Travel & Training	21,000	21,000	21,000
Office Supplies	25,000	25,000	25,000
Specialized Supplies	34,145	34,145	29,950
Books & Periodicals	7,870	7,995	7,679
Donations	17,380	16,880	9,804
<b>Total O&amp;M</b>	<b>\$ 122,274</b>	<b>\$ 133,929</b>	<b>\$ 109,587</b>
Machinery & Equipment	\$ 1,800,000	\$ 601,236	\$ -
<b>Total Capital</b>	<b>\$ 1,800,000</b>	<b>\$ 601,236</b>	<b>\$ -</b>
<b>Totals</b>	<b>\$ 3,652,672</b>	<b>\$ 2,498,019</b>	<b>\$ 2,147,545</b>



**Operations Division**



**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.

<b>Expenditure By Fund</b>				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$6,664,874	\$6,491,201	\$7,356,010	\$7,647,726
PD Special	468,000	163,787	100,000	428,684
Grants	587,873	355,880	1,614,331	1,502,871
Capital	0	0	0	500,000
<b>Total</b>	<b>\$7,720,747</b>	<b>\$7,010,868</b>	<b>\$9,070,341</b>	<b>\$10,079,281</b>

**Description**

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



### Goals

Goals	Objectives
<p><b>Productivity</b></p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Implement a formal case review process to ensure cases are fully investigated, cleared properly, and recovered property is documented properly.</li> </ul>
<p><b>Productivity</b></p> <p>Reduce the impact of negative traffic behaviors on the community.</p>	<ul style="list-style-type: none"> <li>• Develop and implement an integrated traffic safety campaign to educate the community regarding traffic safety and enforce traffic law regarding behaviors that cause the most accidents in the community.</li> </ul>
<p><b>Physical Resources &amp; Technology</b></p> <p>Increase efficiency by promoting the timely development/ acquisition of police equipment and technology.</p>	<ul style="list-style-type: none"> <li>• Research and implement a Department-wide body camera program by December 31, 2016.</li> </ul>
<p><b>Community Confidence &amp; Partnerships</b></p> <p>Enter into mutually beneficial partnerships which are designed to increase public safety and enhance the quality of life of the community.</p>	<ul style="list-style-type: none"> <li>• Partner with the Cochise County Sheriff's Office and area schools to provide active threat training throughout Sierra Vista and Cochise County.</li> <li>• Identify and implement options for further partnerships with the Cochise County Sheriff's Office and other area organizations to provide the most efficient use of resources.</li> </ul>

### Major Accomplishments

1. The Department had a clearance rate of 33.9% and a recovery rate of 38.4% for UCR Part I offenses.
2. Eleven (11) new Ford police SUVs were purchased and deployed.
3. **The Sierra Vista Police Department partnered with the Cochise County Sheriff's Office to deploy Cochise Air, the county's first law enforcement helicopter**



**Police Operations**

program. Sierra Vista PD provided law enforcement officer observer support in order to utilize the helicopter as needed. There were multiple successful missions prior to the suspension of the program after a fatal crash. After a thorough review of the program, both agencies are committed to reinstating the program. The costs of the program are paid by the Howard Buffet Foundation.

4. Through seized funds, two LiveScan fingerprinting stations were purchased and installed to improve the process of sending booking fingerprints to the Arizona state system and provide public fingerprinting services.

**Performance Measures\***

	<b>CY 2011</b>	<b>CY 2012</b>	<b>CY 2013</b>	<b>CY 2014</b>
UCR Part I Clearance Rate	38.12%	37.35%	34.88%	33.9%
Part I Recovery Rate	28.51%	35.08%	30.28%	38.4%
Public Highway Accidents	657	665	550	570

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

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

**UCR Crime Statistics\***

	<b>CY 2011</b>	<b>CY 2012</b>	<b>CY 2013</b>	<b>CY 2014</b>
Homicide	2	1	2	2
Forcible Rape	21	26	20	9
Robbery	13	28	11	19
Aggravated Assault	107	78	89	49
Burglary	170	248	294	242
Larceny-Theft	1110	1220	1122	1026
Motor Vehicle Theft	45	78	57	51
Arson	9	5	27	16
<b>Total</b>	<b>1477</b>	<b>1684</b>	<b>1622</b>	<b>1414</b>
% Change		+14%	-3%	-13%

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

**Police Operations**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 3,836,579	\$ 3,929,667	\$ 4,237,034
Salaries - Overtime	300,334	300,334	343,582
Salaries - Part Time	63,190	64,464	17,289
Benefits	2,240,116	2,266,851	2,830,715
<b>Total Personnel</b>	<b>\$ 6,440,219</b>	<b>\$ 6,561,316</b>	<b>\$ 7,428,620</b>
Professional Services	\$ 153,200	\$ 120,200	\$ 25,200
Professional Associations	2,287	2,326	2,286
Travel & Training	81,647	81,647	124,331
Specialized Supplies	493,619	433,077	287,930
Books & Periodicals	1,775	1,775	1,775
<b>Total O&amp;M</b>	<b>\$ 732,528</b>	<b>\$ 639,025</b>	<b>\$ 441,522</b>
Machinery & Equipment	\$ 408,000	\$ 1,300,000	\$ 1,609,139
Vehicles	140,000	500,000	600,000
<b>Total Capital</b>	<b>\$ 548,000</b>	<b>\$ 1,800,000</b>	<b>\$ 2,209,139</b>
<b>Totals</b>	<b>\$ 7,720,747</b>	<b>\$ 9,000,341</b>	<b>\$ 10,079,281</b>

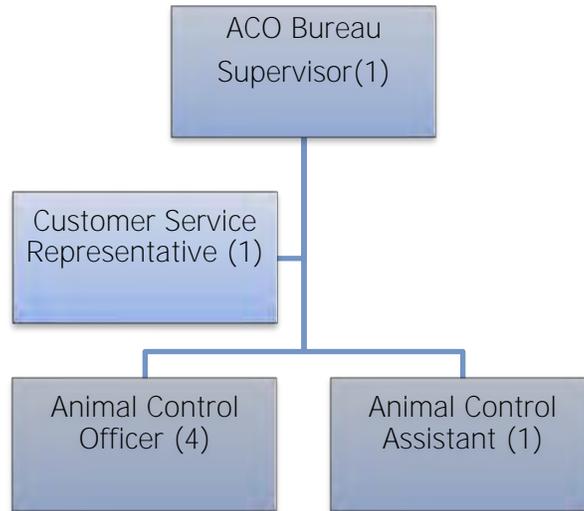
**Comments**

Machinery and Equipment contains possible RICO and grant funds.

One half of the Specialized Supplies account is funded by grants and police special revenue.



### Animal Control



### 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				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$447,835	\$433,161	\$453,654	\$430,680
PD Special	0	2,694	250	5,000
Donations	202,000	20,866	193,194	192,565
<b>Total</b>	<b>\$649,835</b>	<b>\$456,721</b>	<b>\$647,098</b>	<b>\$628,245</b>

### Description

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



**Goals**

Goals	Objectives
<p><b>Community Confidence &amp; Partnerships</b>            Increase the community confidence in, and maintain the support of, the Police Department in order to fulfill the legitimate expectations and values of the community.</p>	<ul style="list-style-type: none"> <li>• Increase Department participation in events that foster positive relationships with members of the community.</li> <li>• Implement various public awareness campaigns that foster increased interaction between the Department and community.</li> </ul>

**Major Accomplishments**

1. **Destiny’s Playground, an exercise area for shelter dogs, was constructed with the assistance of generous donations.**
2. 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.
3. Redeemed 400 animals back to their owners in 2014.
4. Issued 3,640 dog licenses in 2014.

**Performance Measures\***

	CY 2011	CY 2012	CY 2013	CY 2014
Number of Animals Adopted	960	843	728	731
Calls for Service	6,416	6,405	5,469	4,413
Number of Animals Impounded	2,048	1,968	1,629	1,619

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

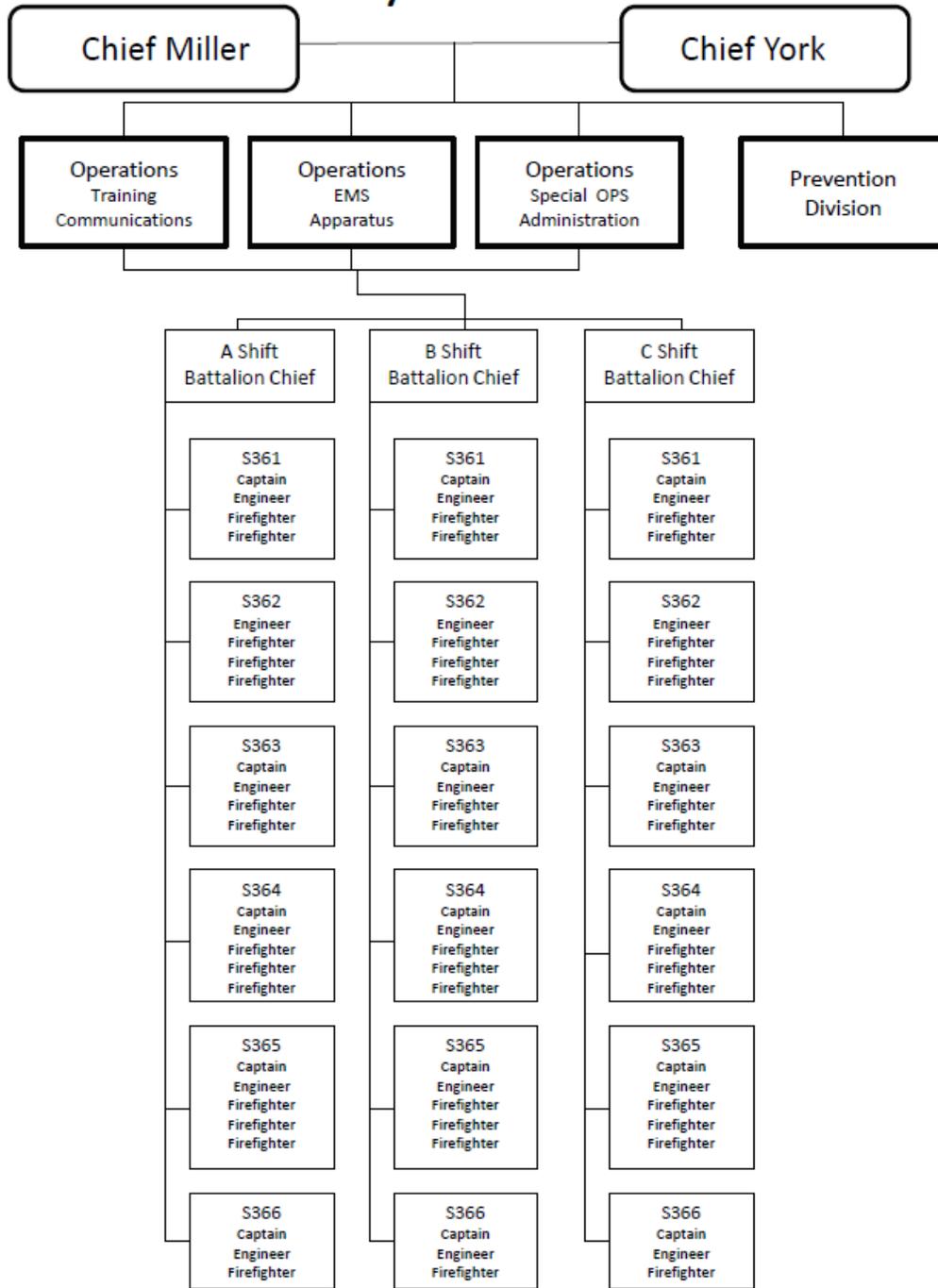


**Animal Control**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 224,936	\$ 229,445	\$ 207,095
Salaries - Overtime	8,032	8,032	8,835
Salaries - Part Time			12,259
Benefits	93,871	95,181	81,495
<b>Total Personnel</b>	<b>\$ 326,839</b>	<b>\$ 332,658</b>	<b>\$ 309,684</b>
Professional Services	\$ 5,290	\$ 5,290	\$ 5,290
Building Maintenance	10,556	10,556	10,556
Professional Associations	150	150	150
Travel & Training	10,000	10,000	10,000
Specialized Supplies	95,000	95,250	100,000
Donations	202,000	193,194	192,565
<b>Total O&amp;M</b>	<b>\$ 322,996</b>	<b>\$ 314,440</b>	<b>\$ 318,561</b>
<b>Totals</b>	<b>\$ 649,835</b>	<b>\$ 647,098</b>	<b>\$ 628,245</b>



# SVFD/FFD 2015



\*This organization chart reflects the combined, integrated operation of the Sierra Vista Fire Department and the Fry Fire District. The budget and goals on the following pages reflect only those assigned to the City's Fire Department.



**Vision**

We, the members of Sierra Vista Fire Department, will aggressively pursue new opportunities to enhance our

services and exceed our community's expectations.

<b>Expenditure By Fund</b>				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$4,860,357	\$4,771,919	\$5,363,191	\$5,395,924
Grants	204,440	16,283	858,000	24,000
Donations	858,000	2,276	0	41,591
Development Fees	0	0	12,000	0
<b>Total</b>	<b>\$5,922,797</b>	<b>\$4,790,477</b>	<b>\$6,233,191</b>	<b>\$5,461,515</b>

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

<b>City Council Strategic Plan Initiatives</b>
The Fire Department was not assigned initiatives from the City Council's current strategic plan, but will work with other departments to assist as needed.

**Major Accomplishments:**

1. Finalized plans to implement the Community Awareness, Response, and Education (CARE) program targeted toward reducing the number of home health care emergency medical calls made by residents.
2. Continued adjustments to dispatching procedures. Prepared apparatus, staff, and dispatch for increasingly efficient dispatch software and procedures.
3. Assigned battalion chiefs to head specific areas of operations (training, communications, apparatus, EMS, special operations, staffing, and administration) to fill the duties of the deputy chief.
4. Integrated fire prevention staff among the City and Fry Fire District, housing all members at fire station 362. This encourages collaboration, enhancing fire prevention services to the community.



## Goals

### Human Resources

Goals	Objectives
Continue ongoing vigilance in recruiting and retaining fire service professionals.	<ul style="list-style-type: none"> <li>• Retain existing department members and set a higher standard for those who wish to become members.</li> <li>• Focus on recruiting women into the fire service.</li> </ul>

### Physical Resources

Goals	Objectives
Research and develop a plan to build a public safety training facility in stages, thus lessening the impact on the budget, yet still meeting the needs of the department.	<ul style="list-style-type: none"> <li>• Work with local governmental agencies, utility companies, and private industry to begin implementation of the initial phases of the facility.</li> <li>• Search for outside funding from all partners in order to create many avenues of financial support for this ongoing project.</li> </ul>

### Marketing and Publicity

Goals	Objectives
Saturate chosen residential developments with Knox-Box key safes.	<ul style="list-style-type: none"> <li>• Establish relationships with key homeowner groups to establish target neighborhoods.</li> <li>• Further our current partnership with Knox-Box to establish discounted pricing for end users of this program.</li> <li>• Partner and train local contractors to install boxes at no charge.</li> </ul>
Increase use of social media.	<ul style="list-style-type: none"> <li>• Ensure all education classes are announced so that people can attend.</li> <li>• Post seasonal public safety messages.</li> </ul>

### Technology

Goals	Objectives
Collaborate with IT to ensure a software system that produces quality end data.	<ul style="list-style-type: none"> <li>• Align data with the needs for state and national reporting requirements, and the core components within the accreditation process.</li> </ul>



**Innovation**

<b>Goals</b>	<b>Objectives</b>
Implement EMS prevention programs that will reduce the number of repeat customers, lift assists, and fall injuries.	<ul style="list-style-type: none"> <li>• Foster relationships with local care facilities that will enable ongoing fall prevention education.</li> <li>• Integrate fall prevention education into our operational response model. Target frequent-use patients for education as well.</li> </ul>

**Performance Measures**

	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
Total calls for service	5,941	6,210	7,351	8,957
Structure fires	18	44	21	34
Vehicle fires	16	14	13	11
Brush fires	5	4	41	35
Total EMS calls	4,403	4,694	3,401	7,064
Heart attack			430	705
Stroke			80	183
MVA			119	220
Response Time	Not Available	Not Available	Not Available	6:37
Commercial fire inspections	1,007	1,052	1,064	984
ISO rating	4	4	4	
Training hours	25,964	26,235	36,000*	29,249*
Public contacts			5,900**	5,800**
Grant and federal fund acquisition	190,028	75,000	43,892	

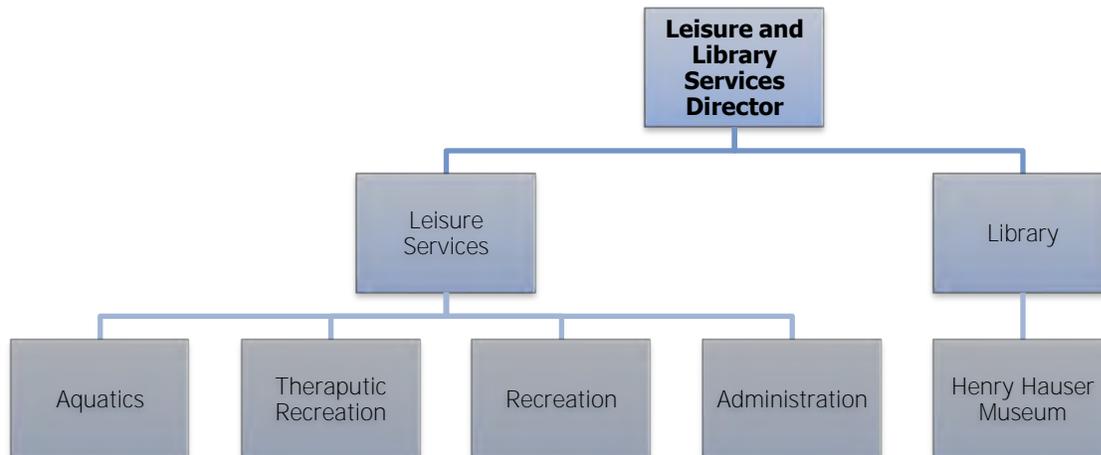
\*Training hours reflect Fry Fire District personnel, as well as SVFD.

\*\*public education (smoke house, safety talks) - 4,000, safety programs (bike helmets, car seats) - 400, CPR - 400, customer service (blood pressure checks, smoke detectors) - 1,000



**Fire**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 3,123,999	\$ 3,239,339	\$ 3,278,585
Salaries - Overtime	100,200	100,200	104,629
Benefits	1,323,208	1,380,200	1,639,837
<b>Total Personnel</b>	<b>\$ 4,547,407</b>	<b>\$ 4,719,739</b>	<b>\$ 5,023,051</b>
Professional Services	\$ 50,000	\$ 12,000	\$ -
Office Equipment Maintenance	14,000	8,000	8,000
Building Maintenance	15,000	15,000	15,000
Vehicle & Equipment Maint	13,500	13,500	13,500
Printing & Binding	2,000	2,000	2,000
Professional Associations	2,075	3,273	3,273
Travel & Training	51,750	100,750	58,750
Office Supplies	6,500	7,800	7,800
Specialized Supplies	257,125	150,129	108,050
EMS Supplies	-	117,000	100,000
Books & Periodicals	4,000	4,000	4,000
Donations	204,440	-	41,591
<b>Total O&amp;M</b>	<b>\$ 620,390</b>	<b>\$ 433,452</b>	<b>\$ 361,964</b>
Machinery & Equipment	\$ 755,000	\$ 755,000	\$ -
Vehicles	-	305,000	76,500
<b>Total Capital</b>	<b>\$ 755,000</b>	<b>\$ 1,060,000</b>	<b>\$ 76,500</b>
<b>Totals</b>	<b>\$ 5,922,797</b>	<b>\$ 6,213,191</b>	<b>\$ 5,461,515</b>



## Description

The Leisure & Library Services Department is responsible for providing a variety of programs and services to the community that enhances overall quality of life. These programs range from recreational and sports to educational and cultural. The following pages break out the department into specific budgetary divisions, but the graphic above better reflects the overall organizational structure of the department.

The budgetary divisions include: Administration, Recreation, Disabled/Therapeutic Recreation, Aquatics, Museum, 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.

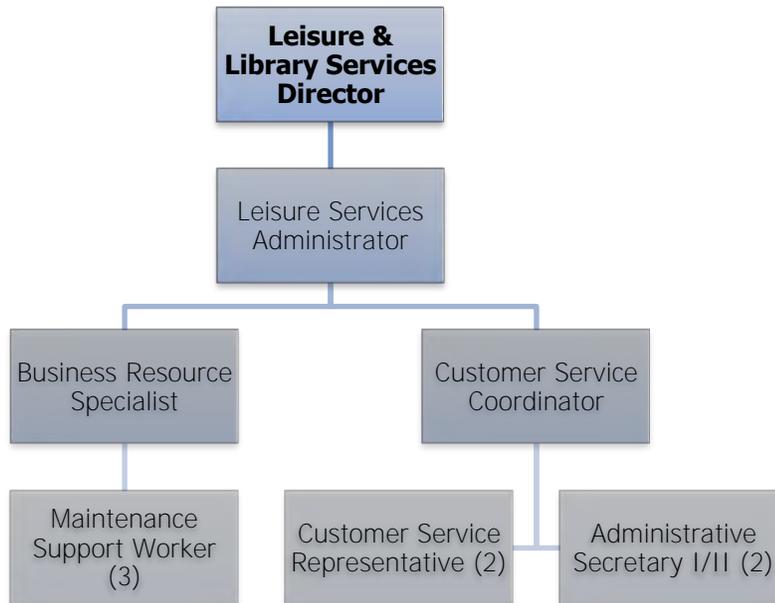
The Department of Leisure and Library Services is committed to improving the quality of life in the City of Sierra Vista by providing exceptional customer service, and a wide variety of recreational, cultural, educational, and informational activities.

**Leisure & Library Services**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Administration	\$ 518,304	\$ 527,053	\$ 471,605
Leisure	882,455	870,361	1,083,223
Cultural	153,428	153,426	162,071
Aquatics	371,622	367,834	527,634
Museum	50,865	52,175	64,195
Library	563,032	563,006	557,996
<b>Total Personnel</b>	<b>\$ 2,539,706</b>	<b>\$ 2,533,855</b>	<b>\$ 2,866,724</b>
Administration	\$ 153,900	\$ 153,900	\$ 149,194
Leisure	272,800	274,800	382,250
Cultural	9,000	9,000	9,000
Aquatics	77,300	73,600	55,100
Museum	13,800	13,800	15,850
Library	315,900	281,525	358,068
<b>Total O&amp;M</b>	<b>\$ 842,700</b>	<b>\$ 806,625</b>	<b>\$ 969,462</b>
Leisure	162,000	203,200	100,000
Aquatics			250,000
<b>Total Capital</b>	<b>\$ 162,000</b>	<b>\$ 203,200</b>	<b>\$ 350,000</b>
<b>Totals</b>	<b>\$ 3,544,406</b>	<b>\$ 3,543,680</b>	<b>\$ 4,186,186</b>



### Administrative Division



### Vision

The Leisure & Library Services Administrative division provides residents and visitors a variety of choices for public recreation and cultural and educational opportunities through:

- Professionally staffed facilities offering exemplary customer service.
- Offering a wide variety of programs, events, classes and activities.
- Enhanced open spaces with parks, multi-use paths, trails, and sports complexes.

Expenditure by Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$564,154	\$502,208	\$572,903	\$517,455
Donations	108,050	14,016	108,050	103,344
<b>Total</b>	<b>\$662,089</b>	<b>\$516,224</b>	<b>\$680,953</b>	<b>\$620,799</b>

### 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 Community Center, Ethel Berger Center, and the Sierra Vista Aquatics



**Administration**

Center, "The Cove." 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.

Administrative staff also responds to public inquiries about programs, facilities, area attractions, local youth and adult sports leagues, and other community recreation and cultural resources.

**City Council Strategic Plan Initiatives**

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

- Complete relevant goals of the national Let's Move program for Sierra Vista to improve community health and wellness while maximizing partnerships.
- Develop an attainable master plan for the former Kings Court tennis center to incorporate into the small parks plan.
- Develop partnerships and strategies with area wellness partners that foster a healthy, active lifestyle.

**Major Accomplishments:**

1. Continued offering most services with few reductions despite significant staff and budget reductions.
2. Continued to support all Departmental & Community events conducted during or after business hours.
3. The survey conducted in summer 2014 received just over 500 responses, with over 80% responding that Leisure & Library Services was extremely important or quite important to their quality of life.
4. Over 1,000 people attended the 10th Annual Cultural Heritage Celebration.



Goals

Goals	Objectives
Provide current information about programs, events and community resources in a timely and courteous manner.	<ul style="list-style-type: none"> <li>• Continue to improve coordination between program staff, customer service staff and community resources to ensure that the public has the best and most accurate information available.</li> <li>• Provide ongoing training to customer service staff, develop and use internal communications to distribute up to date information to front line staff.</li> <li>• Maintain an on-line web-based program registration module with credit and debit card processing capabilities for external customers.</li> <li>• Enhance the 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.</li> </ul>
Expand public awareness of department programs and activities in order to increase participation.	<ul style="list-style-type: none"> <li>• Continue to work with the Public Affairs Office to ensure timely information is published in the Vista 411.</li> <li>• Advertise special interest programs in the most cost-effective way possible, using radio, cable, city website, and print media resources.</li> <li>• Provide program information to City Public Affairs staff and the Visitor's Center in a timely manner.</li> <li>• Maintain an online monthly calendar of events for the department as well as an updated activity calendar displayed at the OYCC.</li> </ul>
Continue to support public/private partnerships and work towards obtaining full access to other public facilities.	<ul style="list-style-type: none"> <li>• Continue to contract with the Sierra Vista School District for public access to school owned recreation and classroom facilities.</li> <li>• Process transactions for programs that protect children in the Kids W.O.R.L.D. before and after school recreation program</li> <li>• Work with Fort Huachuca Family, Morale, Welfare, and Recreation staff towards gaining access to base recreation facilities such as sports fields and gymnasiums.</li> </ul>
Pursue alternate funding sources for Arts, Recreation and Cultural programming.	<ul style="list-style-type: none"> <li>• Coordinate with Leisure Staff and the Arizona Parks and Recreation Association to promote senior health and recreation programs.</li> <li>• Coordinate grant based projects and the associated funding and reporting activities with the City Finance department.</li> </ul>



Goals	Objectives
<p>Insure staff members are adequately trained to meet customer and emergency preparedness needs.</p>	<ul style="list-style-type: none"> <li>• Request sufficient funds for administrative staff to ensure their ongoing professionalism while meeting customer service needs.</li> <li>• Work with American Red Cross trainers so that department staff can meet their obligations under the Sierra Vista Emergency Operations Plan.</li> <li>• Ensure that key staff members receive all necessary <b>training and updates to manage the “RecTrac” and “WebTrac” software system.</b></li> </ul>

### Performance Measures

	FY11/12	FY12/13	FY 13/14	FY 14/15
Admin Cost percent of Department budget	9%	18%	15%	15%
Units of Service	287,648	304,557	285,000	289,814
Admin/Leisure advertising \$ per participant	\$0.255	\$0.125	\$0.100	\$0.100

**Administration**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 396,050	\$ 403,981	\$ 359,029
Benefits	122,254	123,072	112,576
<b>Total Personnel</b>	<b>\$ 518,304</b>	<b>\$ 527,053</b>	<b>\$ 471,605</b>
Professional Services	\$ 1,600	\$ 1,600	\$ 1,600
Equipment Rentals	1,000	1,000	1,000
Advertising	6,000	6,000	6,000
Postage	5,000	5,000	5,000
Printing & Binding	1,000	1,000	1,000
Professional Associations	2,100	2,100	2,100
Travel & Training	5,900	5,900	5,900
Office Supplies	12,500	12,500	12,500
Recreation Supplies	10,000	10,000	10,000
Specialized Supplies	750	750	750
Donations	108,050	108,050	103,344
<b>Total O&amp;M</b>	<b>\$ 153,900</b>	<b>\$ 153,900</b>	<b>\$ 149,194</b>
<b>Totals</b>	<b>\$ 672,204</b>	<b>\$ 680,953</b>	<b>\$ 620,799</b>

**Arts and Humanities Commission Programs**

Mayor's Awards	Expenses	Labor*
	\$749.03	\$704.16

**Commission on Cultural Diversity**

Cultural Diversity Fair	Expenses	Labor*
	\$1,584.15**	\$2,369.10

**Sister Cities**

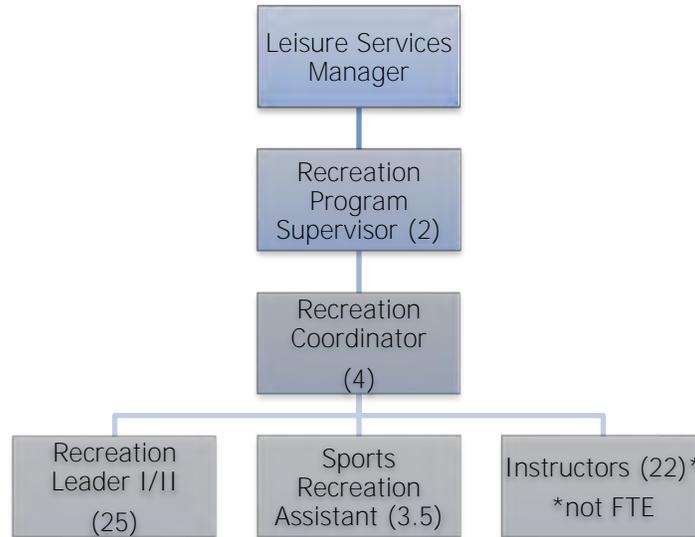
Student Exchange	Expenses	Labor
	\$916.76	\$313.10

(\*) Labor includes FT employee costs

(\*\*) A \$1,000 grant was received this year to offset expenses.



### Leisure Services



### 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				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$1,317,255	\$1,137,794	\$1,148,361	\$1,317,473
Grants	162,000	142,552	200,000	190,000
<b>Total</b>	<b>\$1,504,255</b>	<b>\$1,280,346</b>	<b>\$1,348,361</b>	<b>\$1,565,473</b>

### 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 - through various youth and adult sports programming, as well as school-based before and after school recreation programs, half-day arts and recreation programs, and fall, winter, and spring break programs. 2014/15 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 Heritage Fair (formerly the Cultural Diversity Fair).



### Major Accomplishments

1. Presented local talent (62nd Army Band, Sierra Vista Community Band & Chorus, and Big Band Show dinner/dance) in a series of performance events held at the Ethel Berger Center during 2014/15.
2. Kept 181 youth active through summer programs including summer day camps and summer sports programs.
3. Instructed over 1,007 area children in the basic sports skills needed to participate in basketball, football, tennis, golf, track, and bowling at sports camps.
4. Continued to offer full service to the public despite being hampered by ongoing budget and manpower issues related to frozen and vacant staff positions.
5. Kids W.O.R.L.D. before & after program provided services for 351 elementary students based at 4 main sites rented from SVUSD.
6. Empty Bowls Project, facilitated by the Pottery Studio @ Sierra Vista, raised over \$17,000 for area food banks & shelters, setting a new 7 year record.
7. Attracted over 1,000 kids to annual Easter Extravaganza at Mall of Sierra Vista.
8. **The Children’s Holiday Party changed venues to Buena High School, hosting over 2,500 participants for holiday games, activities and entertainment.**

### Goals

Goals	Objectives
Provide highly qualified staff and instructors for classes, programs and community events.	<ul style="list-style-type: none"> <li>• Recruit and select the best staff and most highly qualified instructors for activities and classes offered.</li> <li>• Insure that classes are self-funding whenever feasible.</li> <li>• Offer new classes, each quarter, as staffing permits.</li> </ul>
Provide a variety of quality activities that meet the diverse needs of our community.	<ul style="list-style-type: none"> <li>• Provide programs that encourage repeat customers.</li> <li>• Offer low-cost recreation and training programs that educate and protect children, including before and after school recreation programs, half day, fall, winter and spring break programs.</li> </ul>
Enhance recreational opportunities through the use of partnerships and agreements.	<ul style="list-style-type: none"> <li>• Develop new contacts and cultivate positive working relationships that improve and enhance our ability to provide recreational and cultural programs.</li> <li>• Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs, as long as similar public facilities for the City do not exist.</li> <li>• Seek out community financial support and</li> </ul>



	<p>sponsorship opportunities for families that face economic and social challenges if staffing permits.</p>
<p>Continuous Improvement-revise programs to achieve greater program efficiency and satisfaction.</p>	<ul style="list-style-type: none"> <li>• Review current recreational trends to insure that our offerings meet the needs of the clients we serve.</li> <li>• Revamp existing programs to be more streamlined and cost effective.</li> <li>• Make program changes that improve access and the variety and quality of offerings.</li> </ul>

### Performance Measures

	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
New program users that become repeat customers	85%	90%	85%	80%
Disabled clients served with a positive outcome	100%	100%	100%	100%
Leisure and Recreation dollars budgeted by the City+	2,002,818	1,337,255	1,976,674	1,952,221
Number of public participants in Department sponsored programs	288,584	304,557	295,000	298,000
Per Person Cost for participating in City Programs	\$6.94	\$4.39	\$6.70	\$6.63
Leisure Classes Operated	189	242	178	180
Number of Participants in Leisure Classes	3,025	2,574	2,339	3,174
Average Class size	8	6	6	5
Annual Instructional Classes*	N/A	N/A	N/A	960
Annual Revenue-Recreation *	N/A	N/A	N/A	\$451,800
Total miles of bike, walking and hiking trails*	N/A	N/A	N/A	25.42

+Leisure, Aquatics, DD/TR personnel, O&M and Capital budget.

\*Indicates new performance measure



## Leisure

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 357,297	\$ 364,453	\$ 324,135
Salaries - Overtime	5,020	5,020	5,522
Salaries - Part Time	338,721	338,721	576,376
Benefits	181,417	162,167	177,190
<b>Total Personnel</b>	<b>\$ 882,455</b>	<b>\$ 870,361</b>	<b>\$ 1,083,223</b>
Professional Services	\$ 3,000	\$ 3,000	\$ 3,000
Land & Building Rental	77,300	77,300	77,300
Equipment Rental	-	-	-
Advertising	22,000	24,000	16,700
Travel & Training	5,500	5,500	5,500
Office Supplies	4,000	4,000	4,000
Recreation Supplies	110,000	110,000	213,750
Event Supplies	44,000	44,000	62,000
Bank Charges	7,000	7,000	-
<b>Total O&amp;M</b>	<b>\$ 272,800</b>	<b>\$ 274,800</b>	<b>\$ 382,250</b>
Infrastructure	\$ -	\$ 100,000	\$ 100,000
Machinery & Equipment	-	<b>103,200</b>	-
Furniture and Fixtures	162,000	-	-
<b>Total Capital</b>	<b>\$ 162,000</b>	<b>\$ 203,200</b>	<b>\$ 100,000</b>
<b>Totals</b>	<b>\$ 1,317,255</b>	<b>\$ 1,348,361</b>	<b>\$ 1,565,473</b>

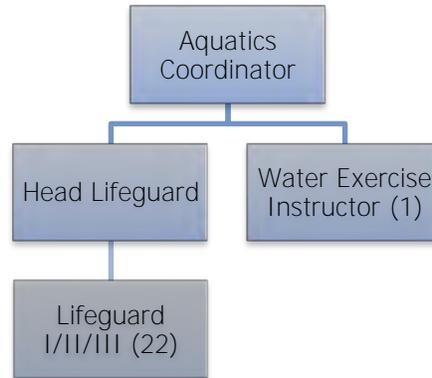
**Comments**

The Recreation Supplies budget includes items for various Leisure classes.

The Event supplies budget includes items for the community events that Leisure assists.



## Aquatics



## Vision

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

Expenditure by Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$423,922	\$426,459	\$441,434	\$582,734
Capital	0	0	0	250,000
<b>Total</b>	<b>\$423,922</b>	<b>\$426,459</b>	<b>\$441,434</b>	<b>\$832,734</b>

## Mission Statement

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

## Description:

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

## Major Accomplishments:

1. Taught approximately 484 children how to swim.
2. Obtained community support and sponsorship for families that face economic and social challenges.
3. Provided 3 Tsunami Nights in addition to normal daily operations, one of which was the most successful Tsunami Night in a few years.
4. Provided 25 weekly Home School swim time sessions during 2014/2015.
5. Continued to recover between 40-50% of annual operating costs. Cost recovery for 2014/15 was 48%.

**Goals**

<b>Goals</b>	<b>Objectives</b>
Provide a variety of quality water related activities.	<ul style="list-style-type: none"> <li>• Program events for a variety of age groups.</li> <li>• Support High School competitive swimmers and divers.</li> <li>• Ensure repeat recreational customers.</li> <li>• Offer private rental opportunities.</li> </ul>
Provide a safe environment.	<ul style="list-style-type: none"> <li>• Require all lifeguards to be ARC certified.</li> <li>• Insure lifeguard to customer ratios are maintained and staff receive ongoing training.</li> <li>• Insure that facility meets all current state and federal safety standards.</li> </ul>
Provide swimming opportunities and reduced fees for low-income families.	<ul style="list-style-type: none"> <li>• Offer volume discount passes.</li> <li>• Work with Kiwanis to sponsor swim classes for children.</li> <li>• Keep entry costs as low as possible.</li> </ul>

**Performance Measures**

	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
Number of Cove Customers	65,401	60,927	60,000	54,000
Number of Lap Swim Participants	15,922	16,959	17,000	18,000
Income to Expenditure Ratio (Less Utility Costs)	Goal .40 to .50			
Number of Class Participants (Water Classes + Splash Time classes)	4,949	3,834	4,600	6,100
Average daily attendance (Total/open days)	214	248	206	194
Annual Visitors to The Cove	74,869	68,238	72,000	70,000
Open days	294	303	288	278
Annual Revenue Aquatics*	N/A	N/A	N/A	\$237,500
Annual Expenditures Aquatics *	N/A	N/A	N/A	\$490,850

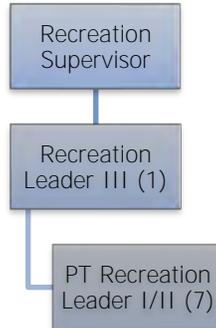
\*Indicates new performance measure

**Aquatics**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 94,662	\$ 95,565	\$ 134,024
Salaries - Overtime	4,518	4,518	4,970
Salaries - Part-Time	198,280	198,280	311,207
Benefits	74,162	69,471	77,433
<b>Total Personnel</b>	<b>\$ 371,622</b>	<b>\$ 367,834</b>	<b>\$ 527,634</b>
Professional Services	\$ 3,500	\$ 3,500	\$ 3,500
Office Equipment Maintenance	2,200	1,000	-
Equipment Maintenance	3,000	2,000	2,000
Advertising	8,000	6,500	6,500
Printing & Binding	15,000	15,000	2,500
Books & Periodicals	1,000	1,000	1,000
Travel & Training	9,600	9,600	9,600
Recreation Supplies	35,000	35,000	30,000
<b>Total O&amp;M</b>	<b>\$ 77,300</b>	<b>\$ 73,600</b>	<b>\$ 55,100</b>
Building Repairs	-	-	250,000
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>
<b>Totals</b>	<b>\$ 448,922</b>	<b>\$ 441,434</b>	<b>\$ 832,734</b>



### Therapeutic Recreation



### Vision

Provide a full range of cultural and therapeutic recreation programming and life skills training opportunities for those developmentally disabled clients placed in our care

through the State of **Arizona’s Developmental Disabilities program** via a Qualified Vendor Agreement.

Expenditure by Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$162,428	\$86,678	\$162,426	\$171,071
<b>Total</b>	<b>\$162,428</b>	<b>\$86,678</b>	<b>\$162,426</b>	<b>\$171,071</b>

### 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.

### Major Accomplishments:

1. Provided directed therapy and life skills services to 40 adults in the department's 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 the challenged clients.	<ul style="list-style-type: none"> <li>• Ensure that the 40 special needs clients have a positive outcome as defined by their ISPP team.</li> <li>• Emphasize learning, receptive and expressive language skills.</li> <li>• Design programs that enhance self-sufficiency and independent living skills.</li> </ul>
Ensure that the clients have a safe environment available to aid in their personal growth.	<ul style="list-style-type: none"> <li>• Provide a facility and staff that allow clients to develop self-care and related life skills.</li> <li>• Ensure that facilities meet the full access needs of clients with compromised mobility.</li> </ul>
Ensure that qualified staff members are available and proper client to staff ratios are maintained.	<ul style="list-style-type: none"> <li>• Recruit staff with good interpersonal skills.</li> <li>• Insure that staff members are American Red Cross CPR and first aid trained.</li> </ul>

**Performance Measures**

	FY11/12	FY12/13	FY 13/14	FY 14/15
% Clients with an ISPP positive outcome	100%	100%	100%	100%
Outside Funds Received*	\$205,955*	\$130,096	\$98,000	\$72,000
Number of Participants	60	60**	40	42

\*Last full year of both adult and youth programs.

\*\*The number of participants was still the same as the previous year, even with the cessation of the youth program, since the youth program ended after July 2012.



### Therapeutic Recreation

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 30,924	\$ 31,552	\$ 50,627
Salaries - Part Time	95,190	95,190	85,642
Benefits	27,314	26,684	25,802
<b>Total Personnel</b>	<b>\$ 153,428</b>	<b>\$ 153,426</b>	<b>\$ 162,071</b>
Recreation Supplies	\$ 9,000	\$ 9,000	\$ 9,000
<b>Total O&amp;M</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>
<b>Totals</b>	<b>\$ 162,428</b>	<b>\$ 162,426</b>	<b>\$ 171,071</b>

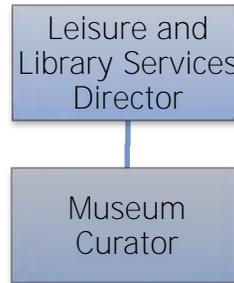
### Comments

The Department of Economic Security program costs are budgeted under this division.

This program is operated under a contract with the State.



## Museum



## 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				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$64,665	\$69,750	\$64,665	\$80,045
<b>Total</b>	<b>\$64,665</b>	<b>\$69,750</b>	<b>\$65,975</b>	<b>\$80,045</b>

## Mission Statement

The mission of the Henry F. Hauser Museum is to collect, document, preserve, interpret, research, and disseminate knowledge about the history of the City of Sierra Vista and its surrounding area, to include the Huachuca Mountain Region and San Pedro Valley from 1826 to present.

## Description:

The Henry F. Hauser Museum is located inside the front entrance to the Ethel Berger Center and operations are fully supported by the Leisure, Library, and Administrative divisions of the department.

## Major Accomplishments:

1. Created lasting partnerships with dozens of non-profit and governmental organizations across the county and state also working toward preserving our common history and heritage, creating programming to share work with public.
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, particularly involving textiles.
4. Increased the number and frequency of youth education outreach programs by continuing the Junior Historian program and continuing a very popular Summer Saturdays outreach program for families.



5. Hosted several all-day professional workshops, including archiving, conservation, and conducting oral history interviews.
6. Increased opportunities for researchers through on-going growth of the oral history program and searchable collections database.
7. Created undergraduate Museum Internship Program in partnership with the University of Arizona Sierra Vista.

### Goals

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

**Performance Measures**

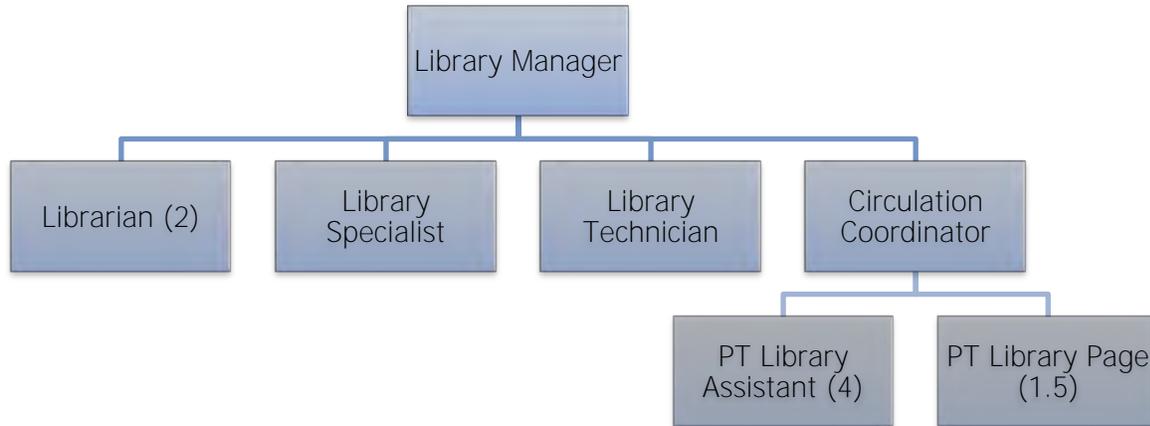
	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
Number of Visitors	5,567	4,926	6,313	4,940
Public Workshops/Classes/Open House attendance	731	786	2,198	1,446

**Museum**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 36,595	\$ 37,337	\$ 47,036
Benefits	14,270	14,838	17,159
<b>Total Personnel</b>	<b>\$ 50,865</b>	<b>\$ 52,175</b>	<b>\$ 64,195</b>
Professional Services	\$ 5,000	\$ 5,000	\$ 7,050
Professional Associations	300	300	300
Office Supplies	3,500	3,500	3,500
Specialized Supplies	5,000	5,000	5,000
<b>Total O&amp;M</b>	<b>\$ 13,800</b>	<b>\$ 13,800</b>	<b>\$ 15,850</b>
<b>Totals</b>	<b>\$ 64,665</b>	<b>\$ 65,975</b>	<b>\$ 80,045</b>



### Library



### Vision

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

<b>Expenditure By Fund</b>				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2015
General	\$756,932	\$741,839	\$755,501	\$741,546
Donations	122,000	46,923	77,030	174,518
Development	0	0	12,000	0
Fees				
<b>Total</b>	<b>\$878,932</b>	<b>\$788,762</b>	<b>\$844,531</b>	<b>\$916,064</b>

### 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, the library provides services to any citizen of the county. Services include collection development, reference assistance, interlibrary loan, and services for youth from birth through 18 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. The Bakers Flor Cafe at the Library provides a relaxed, comfortable gathering place with a reasonably priced food and drink menu for members of our community.



**Major Accomplishments:**

1. Expanded children's program offerings, including an additional story time, "Toddler Time." The library now provides three early literacy-based story hours per week, not including tours and school visits.
2. Adult program offerings tripled, including special programs of interest in collaboration with the Museum, and twice monthly "Digital Drop Ins" where patrons learn how to utilize library e-services.
3. Added six public computers, bringing the total number of computers available to 26.
4. Altered library assistant schedules to include hours on the reference desks, increasing the efficiency of the library, freeing up librarians to create additional events and focus on collection building, programs, and outreach opportunities.
5. Implemented an "open holds" system in which patrons pick up items on hold from other libraries without waiting at a desk.
6. Integrated online registration into the Summer Reading Program allowing users to register for, and log hours read, from anywhere.
7. Created a Facebook page that currently has over 1,000 "likes," and obtained a monthly 30 minute spot on Cherry Creek radio to promote its services.

**Goals**

<b>Goals</b>	<b>Objectives</b>
The community will have the resources available to fulfill its information needs	<ul style="list-style-type: none"> <li>• Each year the number of people using the library will increase by 1%.</li> <li>• Each year the number of people using the Internet will increase by 1%.</li> </ul>
Circulate large number of popular titles and topics to further reading enjoyment.	<ul style="list-style-type: none"> <li>• By June 2016 the library's annual collection circulation will increase 1% over previous year.</li> </ul>
SVPL will provide facilities that are enjoyable, safe, and comfortable for all members of the community.	<ul style="list-style-type: none"> <li>• Explore new ways to collaborate with The Bakers Flor Cafe at the Library.</li> <li>• Continue to explore partnerships with other organizations.</li> <li>• Provide ongoing, innovative programs for the Sierra Vista community for all ages, and explore new methods to do so: i.e., technology, STEAM content, and more.</li> </ul>
The entire community will have lifelong learning opportunities fostering personal growth.	<ul style="list-style-type: none"> <li>• Each year the library will have 100 or more lifelong learning displays and/or programs.</li> <li>• Upgrade all patron Internet and word processing computers in the library every five years.</li> <li>• The number of attendees at lifelong learning programs (e.g., story time, summer reading program, AHC programs, Movie Matinee) will stay within 25% of current figures over the next five years.</li> </ul>

**Performance Measures**

	<b>FY11/12</b>	<b>FY12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
Total number of items circulated	297,947	342,673	327,927	348,274
Expenditures on library personnel and operations	\$988,933	\$933,705	\$878,932	\$844,531
Circulation per capita	6.77	7.79	9.23	7.38
Circulation for all electronic materials*	N/A	N/A	N/A	13,652
Circulation for all hard copy materials*	N/A	N/A	N/A	334,622
Number of persons using the Internet through public access terminals (26)*	N/A	N/A	N/A	37,916
Number of attendees at library programs*	N/A	N/A	N/A	5,829
Number of library visitors*	N/A	N/A	N/A	197,139
Number of registered borrowers*	N/A	N/A	N/A	34,108

\* Indicates new Performance Measures.

**Library**

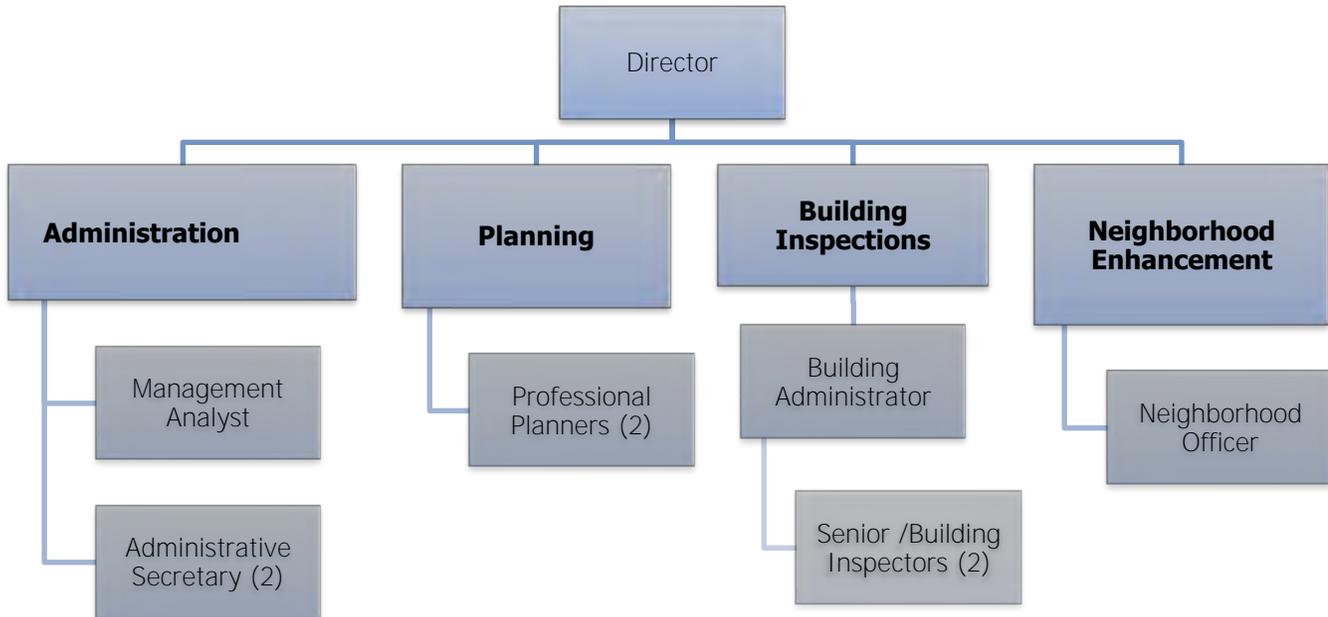
<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 268,780	\$ 274,166	\$ 284,611
Salaries - Part Time	158,335	158,335	155,216
Benefits	135,917	130,505	118,169
<b>Total Personnel</b>	<b>\$ 563,032</b>	<b>\$ 563,006</b>	<b>\$ 557,996</b>
Professional Services	\$ -	\$ 12,000	\$ -
Office Equipment Maintenance	19,900	18,495	8,250
Advertising	-	-	1,300
Postage	10,000	10,000	10,000
Office Supplies	24,000	24,000	24,000
Books & Periodicals	140,000	140,000	140,000
Donations	122,000	77,030	174,518
<b>Total O&amp;M</b>	<b>\$ 315,900</b>	<b>\$ 281,525</b>	<b>\$ 358,068</b>
<b>Totals</b>	<b>\$ 878,932</b>	<b>\$ 844,531</b>	<b>\$ 916,064</b>

**Comments**

Advertising was moved to the Library budget from Administration in FY16.



# Community Development Department



## Description

The Department of Community Development provides professional planning and enforcement of a variety of city codes and ordinances in order to ensure quality development, safe structures, and desirable neighborhoods. The department consists of three divisions whose functions are more fully described on the following pages:

1. Planning and Administrative Division
2. Building Inspections Division
3. Neighborhood Enhancement Division

## Community Development

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Planning	\$ 474,992	\$ 483,975	\$ 566,038
Building Inspections	171,949	167,366	231,225
<b>Total Personnel</b>	<b>\$ 646,941</b>	<b>\$ 651,341</b>	<b>\$ 797,263</b>
Planning	\$ 61,860	\$ 86,703	\$ 50,992
Building Inspections	13,015	13,700	9,325
Neighborhood Enhancement	891,865	614,875	40,550
<b>Total O&amp;M</b>	<b>\$ 966,740</b>	<b>\$ 715,278</b>	<b>\$ 100,867</b>
Neighborhood Enhancement	\$ 623,653	\$ -	\$ 90,000
<b>Total Capital</b>	<b>\$ 623,653</b>	<b>\$ -</b>	<b>\$ 90,000</b>
<b>Totals</b>	<b>\$ 1,613,681</b>	<b>\$ 1,366,619</b>	<b>\$ 988,130</b>



## Administration and Planning

### Vision

Provide leadership in the development of our community by advocating excellence in customer service, quality community planning, promoting education, citizen empowerment, and providing the tools and support necessary to meet the challenges of growth and change.

Expenditure By Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$536,752	\$533,894	\$570,678	\$615,249
Donation	100	819	0	1,781
<b>Total</b>	<b>\$536,852</b>	<b>\$534,713</b>	<b>\$570,678</b>	<b>\$617,030</b>

### Mission Statement

Provide an intentional future by planning 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 the following functions: developing, implementing, and enforcing **the City's General Plan** and Development Code; reviewing and enforcing subdivision and site planning regulations; conducting annexations; and providing zoning/code administration and enforcement. The Planning and Administrative Division also staffs several commissions that ultimately serve the City Council. The commissions that Community Development staffs include the following: the Planning and Zoning Commission, the West End Commission, and the Commission on Disability Issues. The Division also works closely with Cochise County on regional planning and zoning issues.

### Major Accomplishments

1. **VISTA 2030, the City's** General Plan, was adopted by City Council and ratified by the voters in November 2014. This was a major project and was a collaborative effort with an extraordinary amount of staff time, the Planning and Zoning Commission, outreach to the public, and finally working with the Mayor and City Council.
2. The entire Department (Planning and Administration, Building, and Neighborhood Enforcement) continued its transition to the Tyler Tech/Munis system, to include efforts affecting other City Departments.
3. Site Plans reviewed by the Planning Department during 2014/2015 FY included: Canyon Vista Medical Center, which was a \$100 Million dollar project that required extensive staff review and inspection hours, the medical office building,



Native Grill and Wings, Crossing Point Club House, Mattress Firm, Fed-X, Arizona Auto Spa, and ongoing issues associated with Culver's. Additionally, reviews continued for multiple small and modified site plans.

4. Started annexation process for the Sulger Subdivision, a county enclave on the City's West End. Extensive field work has resulted in signatures of 22 of the required 29 properties to date.
5. Sierra Vista Ability Day moved to October and was held at the Mall at Sierra Vista which included additional vendors and foot traffic. It also included an awareness walk for Positive ABA (Applied Behavioral Analysis).
6. Finalized the FY2016 program of work for the Community Development Block Grant (CDBG) funding and received City Council approval.
7. Completed and obtained City Council approval of digital sign codes to the sign and lighting sections of the Development Code.

**City Council Strategic Plan Initiatives**

- Develop a design concept report for the future Town Center.
- Update and implement a plan to beautify public infrastructure that increases walkability and bikeability on Fry Blvd. and North Garden Ave.

**Goals (combined for all divisions)**

**Superior Customer Service and Partnerships**

Goal: Assure excellent customer service and a positive reputation of Planning, Building, and Neighborhood Officials within the Community.	
Objectives:	
	<ul style="list-style-type: none"> <li>• Develop a plan and implement paperless processing for maximized efficiency.</li> <li>• Identify a way to provide permit history/activity for customers.</li> <li>• Improve administrative capabilities through technological improvements for filing.</li> <li>• Collaborate with the Economic Development Office and develop specific objectives to improve communications and identify future opportunities in which Community Development can assist.</li> <li>• Work with the Economic Development Office to develop the façade grant program.</li> </ul>



**Balanced Enforcement**

Goal: Ensure building safety, neighborhood enforcement, and planning reviews are appropriately balanced with economic development and other community needs.	
Objectives:	
	<ul style="list-style-type: none"> <li>• Increase efficiencies in neighborhood enforcement.</li> </ul>

**Technology**

Goal: Maximize the use of technology for internal staff efficiency and external access to information.	
Objectives:	
	<ul style="list-style-type: none"> <li>• Implement Customer Self Service for online submittal of permit applications.</li> <li>• Make improvements to Community Development webpage to include mapping capability, fillable forms, ADA, and CDBG.</li> </ul>

**Neighborhood Improvement**

Goal: Encourage residents and property owners to improve and maintain their properties and neighborhoods	
Objectives:	
	<ul style="list-style-type: none"> <li>• Develop and implement a program to positively enhance neighborhood self sufficiency.</li> <li>• Identify and prioritize work on goals of VISTA 2030 that fall within the Healthy Communities Initiative.</li> </ul>

**Effective Planning**

Goal: Support planning resources that promote the sustainability, growth, and expansion of the region's economic base.	
Objectives:	
	<ul style="list-style-type: none"> <li>• Develop an ADA transition plan.</li> <li>• Analyze and propose code changes to implement low-impact development approaches to the use of stormwater.</li> <li>• Develop a concept plan for the four Gateways.</li> <li>• Work with Public Works Engineering Division to develop a plan to fulfill the VISTA 2030 goal of implementing a complete street plan.</li> </ul>



### Performance Measures

Goals	Objectives
<p>(Administration Goal) Increase excellence in customer service by providing a timely response to requests for past information on properties within three working days (day 1 is the next working day following the request) 80 percent of the time.</p> <p>FY16 goal is 90 percent within the three days.</p>	<ul style="list-style-type: none"> <li>Account for all service requests and time spent fulfilling the request.</li> <li>Develop a system to track the needed parameters</li> <li>Identify work methods to ensure that goal is achieved</li> <li>In FY 2015, Administration developed a tracking system that (1) identified the date staff received the request, (2) the time spent on fulfilling the request, and (3) the date the information was returned to the requestor.</li> <li>We had 172 requests in FY 15 (to date) and 89 percent of those requests were completed within the 3-day time frame.</li> </ul>
<p>(Planning Goal) Improve the development code by taking three major changes to City Council for approval.</p>	<ul style="list-style-type: none"> <li>Identify which major changes to the development code should improve the community when adopted and enforced.</li> <li>Incorporate the community outreach program into Development Code changes.</li> <li>Have code change adopted by City Council.</li> <li>In FY 2015, the Planning Staff has spent an extensive amount of time on the digital signage and lighting code changes due to the controversial nature of the issue. Additionally, time was spent ensuring <b>adoption of the VISTA 2030, the City's General Plan.</b></li> </ul>
<p>Improve existing City gateway aesthetics</p>	<ul style="list-style-type: none"> <li>Develop a concept plan for all 4 entries.</li> </ul>

**Planning**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 363,994	\$ 371,284	\$ 441,513
Benefits	110,998	112,691	124,525
<b>Total Personnel</b>	<b>\$ 474,992</b>	<b>\$ 483,975</b>	<b>\$ 566,038</b>
Professional Services	\$ 15,185	\$ 29,125	\$ 12,625
Office Equipment Maintenance	300	300	-
Equipment Rentals	-	-	-
Printing & Binding	1,000	8,300	1,000
Professional Associations	2,408	1,908	1,601
Travel & Training	17,970	17,470	9,760
Postage	-	-	-
Advertising	11,800	16,075	10,400
Office Supplies	7,500	7,500	8,000
Specialized Supplies	5,547	5,800	5,600
Books & Periodicals	50	225	225
Donations	100	-	1,781
<b>Total O&amp;M</b>	<b>\$ 61,860</b>	<b>\$ 86,703</b>	<b>\$ 50,992</b>
<b>Totals</b>	<b>\$ 536,852</b>	<b>\$ 570,678</b>	<b>\$ 617,030</b>



## Building Inspection

### Vision

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

<b>Expenditure By Fund</b>				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$184,964	\$195,112	\$181,066	\$240,550
<b>Total</b>	<b>\$184,964</b>	<b>\$195,112</b>	<b>\$181,066</b>	<b>\$240,550</b>

### Mission Statement

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

### Description

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

### Major Accomplishments

1. Provided significant inspection services to Canyon Vista Medical Center, a \$100 Million project, which opened in April 2015.
2. Successfully completed commercial plan review and inspections for major commercial projects including medical office building, Native Grill and Wings, Crossing Point Club House, Mattress Firm, Fed-X, **Arizona Auto Spa, and Culver's**. Additionally, reviews continued for multiple small and modified site plans.
3. Building Division staff began working on the updates and adoption of the 2015 International Building Codes.



Performance Measures

Goals	Objectives
Staff will provide consistent interpretations of the codes 90 percent of the time	<ul style="list-style-type: none"> <li>• Train together as a division on all codes</li> <li>• Will use an, as yet, undetermined survey tool to verify customer satisfaction that they are receiving consistent interpretations of the codes during inspections</li> <li>• The Building Division decided to wait to survey the customers until the Tyler Tech/Munis system is fully operational for the Building permitting.</li> </ul> <p>The building inspectors continued to study together and as a group interpret the building codes.</p>
Increase customer satisfaction with the building permit process by ensuring certain types of permits are ready for pickup within 48 hours (2 business days) of application submittal (if all necessary documentation is submitted with application) 80 percent of the time.  90 percent of the time.	<ul style="list-style-type: none"> <li>• Identified that the types of permits to be included <b>in the first year's goal will be</b> sheds, fence/block walls, reroofs, HVACs, hot water heaters, electric service entries, or gas pressure checks.</li> <li>• Staff will need to prioritize workloads in order to achieve the goal.</li> <li>• Use the computerized permitting program to track the goals, although staff will have to compile and analyze the data.</li> <li>• The Division met and exceeded this goal. However, the exception of larger and more complex shed projects does take additional time.</li> </ul>
Turn new residential plans within five working days.	<ul style="list-style-type: none"> <li>• Staff will log when plans are received and when contractors are notified the plans are ready for pick up. Staff will ensure that the plans are turned around within five working days 75 percent of the time.</li> </ul>

**Building Inspections**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 98,778	\$ 100,764	\$ 177,923
Benefits	73,171	66,602	53,302
<b>Total Personnel</b>	<b>\$ 171,949</b>	<b>\$ 167,366</b>	<b>\$ 231,225</b>
Professional Services	\$ 500	\$ 500	\$ 500
Printing & Binding	500	500	500
Professional Associations	145	200	200
Travel & Training	9,870	10,500	6,125
Books & Periodicals	2,000	2,000	2,000
<b>Total O&amp;M</b>	<b>\$ 13,015</b>	<b>\$ 13,700</b>	<b>\$ 9,325</b>
<b>Totals</b>	<b>\$ 184,964</b>	<b>\$ 181,066</b>	<b>\$ 240,550</b>



## Neighborhood Enhancement

### Vision

Provide revitalization through a variety of acceptable techniques and methods that 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				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$26,865	\$19,104	\$101,535	\$40,550
Grants	1,488,788	333,604	513,340	0
Capital	0	0	0	90,000
<b>Total</b>	<b>\$1,515,518</b>	<b>\$352,708</b>	<b>\$523,493</b>	<b>\$130,550</b>

### Mission Statement

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

### Description

The Division works to assist residents with maintaining and improving their neighborhoods and staff works to enforce development, property maintenance, and public nuisance codes. The Neighborhood Enforcement Division assists neighborhood organizations. This Division uses the Planning and Administrative staff to handle housing issues within the community.

### Major Accomplishments

1. The Arizona Department of Housing approved the 2013 CDBG application project to improve the Good Neighbor Alliance site. Completed in FY 2015.
2. Continued support to the Southwest Sierra Vista Residents Association.
3. Continued providing administrative and financial support for the West End Clean Up and the West End Fair.
4. Hired a contractor to write the HUD required Five-Year Consolidated Plan and the Analysis of Impediments to Fair Housing Report. Council approved the Five-Year Consolidated Plan, Analysis of Impediments to Fair Housing, and the FY 14 Annual Action Plan in August 2014.

**Performance Measures**

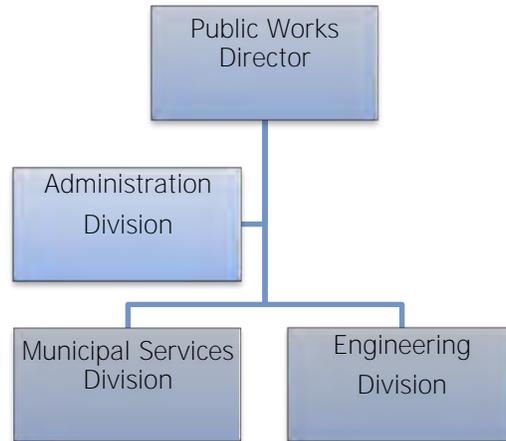
<b>Goals</b>	<b>Objectives</b>
Resolve property maintenance violations within 60 days of initial finding.	<ul style="list-style-type: none"> <li>Diligently respond to, track, follow up, address property maintenance violations as per procedure 70 percent of the time.</li> </ul>

**Neighborhood Enhancement**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Professional Services	\$ 881,800	\$ 604,640	\$ 33,300
Advertising	500	500	2,200
Printing & Binding	4,360	4,360	3,800
Professional Associations	-	-	250
Specialized Supplies	5,205	5,375	1,000
<b>Total O&amp;M</b>	<b>\$ 891,865</b>	<b>\$ 614,875</b>	<b>\$ 40,550</b>
Infrastructure	\$ 623,653	\$ -	\$ 90,000
<b>Total Capital</b>	<b>\$ 623,653</b>	<b>\$ -</b>	<b>\$ 90,000</b>
<b>Totals</b>	<b>\$ 1,515,518</b>	<b>\$ 614,875</b>	<b>\$ 130,550</b>

**Comments**

The decrease in Professional Services is primarily a result of less potential grant revenue.



### Description

The Department of Public Works provides support services to the citizens of Sierra Vista, other public agencies, and other city departments by utilizing 102 fulltime and 25 part-time employees. The Public Works Department is 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. The Sierra Vista Municipal Airport falls under this division and is responsible for providing aircraft fueling services to **general aviation aircraft and jet aircraft, 'welcoming' services to transient aircraft,** and assistance to tenants with aircraft tie-downs and aircraft storage hangars. **The Sierra Vista Municipal Airport provides services to the U.S. Forest Service's** slurry bombers during the months of April through August. In addition, the division provides staff liaison services to the Airport Commission, the Environmental Affairs Commission, the Transit Advisory Committee, and the Traffic Safety Committee.
2. The **Engineering Division** is responsible for overseeing the planning, design, and construction of the city's streets, sewers, drainage ways, and public buildings/facilities. This division reviews all private developments and subdivisions to make sure that public infrastructure improvements comply with city development codes. The Engineering Division includes the **Streets/Traffic Roadside Maintenance Section**, which is responsible for the maintenance of the city's street system, traffic signals, and roadside/drainage way maintenance activities. The **Water/Wastewater Section** is responsible for the maintenance of the city's sewer collection system, wastewater treatment facility at the Environmental Operations Park (EOP), and the city's owned water systems.
3. The **Municipal Services Division** is responsible for overseeing and maintaining city buildings/facilities; the city's fleet and equipment; refuse collection and



disposal activities; the city's public transportation system, "Vista Transit;" and park facilities.

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 17% of Public Works total budget) funds the Water/Wastewater Services Section of the Engineering Services Division; 5) **Federal Transit Administration** (approximately 3% 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 27% of Public Works total budget) funds the Refuse Collection Services Section of the Public Services Group under the Municipal Services Division.

### **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 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 in general.

Public Works employees recognize that our success depends on the talent, skills, and expertise of our employees, along with our ability to function as a tightly integrated team. We understand the importance of our mission and the trust our customers place in us.

The following core values reflect what is truly important to 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.

- ❖ **Pride:** 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.
- ❖ **Respect:** We treat our fellow employees and the public with dignity and respect – as we wish to be treated ourselves.
- ❖ **Integrity:** Our most important core value. We acknowledge that we are accountable for our own actions and honor our commitment to meeting our **customers’ needs**.
- ❖ **Dependability:** We are committed to being loyal, honest, and reliable to the department and the city in accomplishing our mission.
- ❖ **Excellence:** 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 **Pride**, **Respect**, **Integrity**, **Dependability**, and **Excellence**. These values are communicated through the Department’s motto, “**Pride in Service.**”

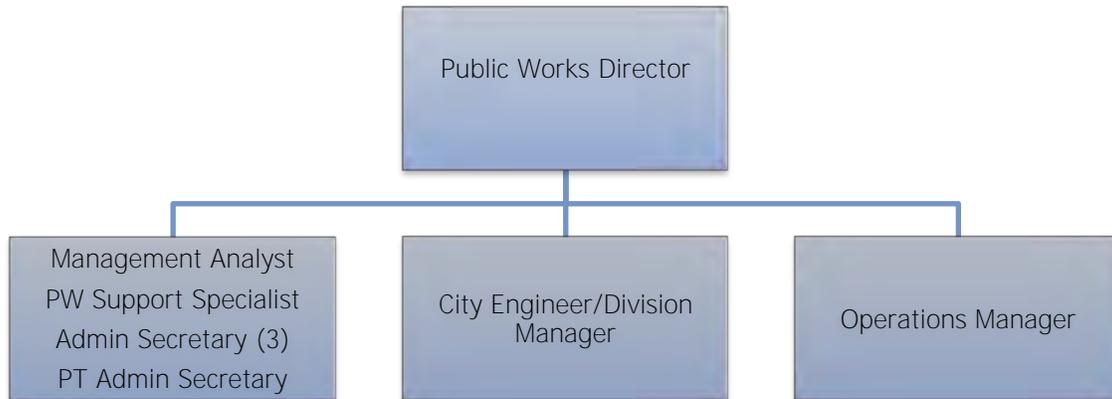


**Public Works**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Administration Division	\$ 708,745	\$ 835,977	\$ 1,196,068
Engineering Division	2,091,244	2,143,636	2,394,541
Municipal Services Division	3,398,115	3,523,456	3,643,536
<b>Total Personnel</b>	<b>\$ 6,198,104</b>	<b>\$ 6,503,069</b>	<b>\$ 7,234,145</b>
Administration Division	\$ 1,856,815	\$ 1,123,550	\$ 1,160,696
Engineering Division	3,043,205	3,146,935	3,644,805
Municipal Services Division	6,408,326	6,513,873	6,847,315
<b>Total O&amp;M</b>	<b>\$ 11,308,346</b>	<b>\$ 10,784,358</b>	<b>\$ 11,652,816</b>
Administration Division	\$ 1,250,000	\$ 2,350,000	\$ 2,148,000
Engineering Division	12,758,695	9,859,332	4,044,000
Municipal Services Division	1,974,500	4,100,500	3,961,601
<b>Total Capital</b>	<b>\$ 15,983,195</b>	<b>\$ 16,309,832</b>	<b>\$ 10,153,601</b>
<b>Totals</b>	<b>\$ 33,489,645</b>	<b>\$ 33,597,259</b>	<b>\$ 29,040,562</b>



### Administration



### 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 Administration Division of Public Works provides administrative leadership and effective management of financial, physical, and human resources in order to accomplish the Department's stated Mission, in concert with the City Council's Strategic Plan initiatives.

### Description:

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

Expenditure By Type				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$268,782	\$398,582	\$599,192	\$365,412
HURF	127,955	133,081	50,878	223,964
Donations	25,815	0	0	12,146
Sewer	190,157	84,382	88,450	294,690
Refuse	190,157	84,382	88,450	294,690
Development	0	0	12,000	0
Fees				
<b>Total</b>	<b>\$742,440</b>	<b>\$700,427</b>	<b>\$838,970</b>	<b>\$1,190,902</b>



**City Council Strategic Plan Initiatives**

The Administration Division will provide essential support for the projects completed within the department and will focus on the following Strategic Leadership Initiatives on the following:

- Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners.
- Create an asset inventory and needs assessment for all City facilities to guide future investments.

**Major Accomplishments**

1. Successfully transitioned to Tyler Technologies for permitting, purchase cards, and service request modules.
2. Successfully implemented a Management Development training program.
3. Successfully implemented a Safety Inspection Program to identify, correct, and prevent safety related incidents.

**Goals**

Goals	Objectives
Provide quality administrative and managerial support services within the Department of Public Works.	<ul style="list-style-type: none"> <li>• Conduct periodic review of departmental administrative procedures and policies to improve efficiencies and worker safety.</li> <li>• Deliver excellent customer service to our internal and external customers.</li> <li>• Provide professional and proactive liaison support to our Commissions.</li> </ul>
Promote a safety conscious work environment where all personnel are trained in accordance with established safety requirements by OSHA, NIMS, and other regulatory entities.	<ul style="list-style-type: none"> <li>• Continue to train all new department employees in OSHA’s Globally Harmonized System (GHS).</li> <li>• Monitor emergency training requirements for Public Works personnel through FEMA and Homeland Security and ensure that all new employees receive NIMS training.</li> <li>• Monitor safety training requirements to ensure compliance.</li> </ul>



Goals	Objectives
Promote quality service through an excellent workforce.	<ul style="list-style-type: none"> <li>• Assist employees with maintaining job required certifications.</li> <li>• Monitor Public Works industry related changes to stay informed on new training requirements and certifications.</li> <li>• Encourage attendance at job related training seminars and/or conferences.</li> <li>• Continue to enhance and monitor for effectiveness, the management training program.</li> </ul> <p><b>Conduct continual review of the department's</b> employee recognition and rewards program through the Public Works Employee Development Committee (PWEDC) to ensure program effectiveness.</p>
Generate effective avenues for outreach and education on Public Works programs and services to our internal and external customers.	<ul style="list-style-type: none"> <li>• <b>Review and update the department's website</b> at least quarterly to keep information current and improve communications with the public.</li> <li>• Promote programs and services through effective marketing avenues that are cost effective and provide accurate and timely information to our target audiences.</li> </ul>

### Performance Measures

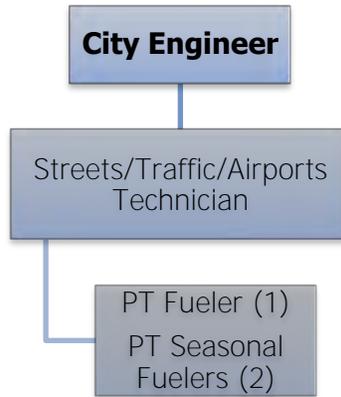
	FY11/12	FY12/13	FY13/14	FY14/15
Number of safety related training courses completed	640	760	580	377
Number of professional development courses completed	N/A	N/A	65	86
<b>Customers' level of satisfaction</b> with courtesy and responsiveness of administrative staff	N/A	N/A	82%	77%

**Administration Division**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 453,654	\$ 562,737	\$ 810,930
Salaries - Part Time	-	-	14,196
Salaries- Over Time	1,506	1,547	1,702
Benefits	160,615	160,336	249,578
<b>Total Personnel</b>	<b>615,775</b>	<b>724,620</b>	<b>1,076,406</b>
Professional Services	\$ 16,200	\$ 28,200	\$ 16,200
Office Equipment Maintenance	1,500	1,500	1,500
Printing & Binding	4,000	5,500	5,500
Professional Associations	10,000	10,000	10,000
Travel & Training	39,650	39,650	39,650
Office Supplies	12,500	12,500	12,500
Specialized Supplies	16,000	16,000	16,000
Books & Periodicals	1,000	1,000	1,000
Donation	25,815	-	12,146
<b>Total O&amp;M</b>	<b>126,665</b>	<b>114,350</b>	<b>114,496</b>
<b>Totals</b>	<b>742,440</b>	<b>838,970</b>	<b>1,190,902</b>



## Municipal Airport



### Description

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

### Major Accomplishments

1. Hosted the 21<sup>st</sup> Annual Airport Open House. Coordinated Fly-In event with the Experimental Airport Association and provided first flights to 316 children under the age of 17.
2. Worked with the Engineering Division on completing the Wildlife Hazard Assessment.
3. Provided Career Day Tours to local school groups.
4. 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.

### Goals

Goals	Objectives
Maintain quality Airport Infrastructure that supports the needs of customers and provides for safe and efficient airfield operations.	<ul style="list-style-type: none"> <li>• Conduct and document inspections to comply with OSHA, NFPA, TSA, and FAA regulations.</li> <li>• Perform sweeping to remove debris from the joint use area.</li> <li>• Work in partnership with Libby Army Airfield to issue and maintain all NOTAMS and emergency response activities.</li> </ul>



Goals	Objectives
Improve the economic viability of the Airport by investigating and implementing changes to increase revenue.	<ul style="list-style-type: none"> <li>• Develop new strategies to help improve facility vacancy rates.</li> <li>• Investigate new options for generating increased revenue, such as additional marketing or revised user fees.</li> </ul>
Maintain a high level of support for airport operators.	<ul style="list-style-type: none"> <li>• Explore additional opportunities to enhance service operations.</li> <li>• Maintain regular contact with key representatives to respond promptly to any needs.</li> </ul>

### Performance Measures

	FY11/12	FY12/13	FY13/14	FY 14/15
Number of call-outs for customer support.	N/A	N/A	N/A	77
Total number of tie-down and hangar customers.	67	65	56	50
Airport operators' level of satisfaction with support services.	N/A	N/A	52%	35%

### Fueling Service FY 14/15

#### Aviation Gasoline:

11,959 Gallons Sold  
 579 Fuel Transactions  
 1,196 Gallons Average Monthly Sales

#### Jet Fuel:

85,644 Gallons Sold  
 778 Fuel Transactions  
 8,564 Gallons Average Monthly Sales

#### Self-Serve:

14,182 Gallons Sold  
 1,182 Gallons Average Monthly Sales

#### Totals:

111,785 Gallons Sold  
 9,315 Gallons Average Monthly Sales

**Airport**

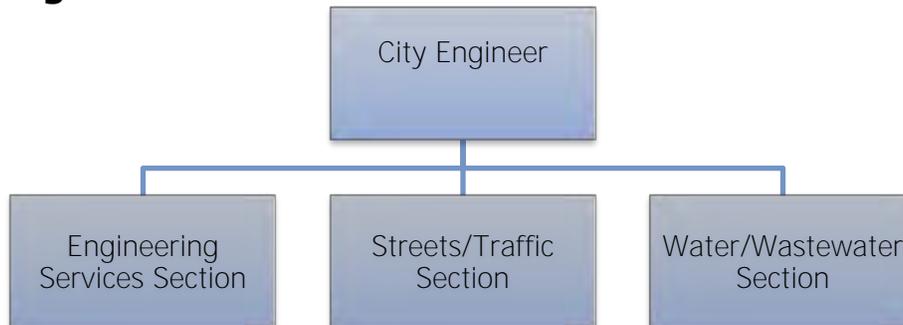
<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 42,586	\$ 43,448	\$ 43,810
Salaries - Overtime	5,020	5,131	5,644
Salaries - Part Time	22,317	40,000	35,346
Benefits	23,047	22,778	34,862
<b>Total Personnel</b>	<b>\$ 92,970</b>	<b>\$ 111,357</b>	<b>\$ 119,662</b>
Professional Services	\$ 707,200	\$ 45,200	\$ 107,200
Electricity	40,950	43,000	43,000
Telephone	4,000	4,000	4,000
Natural Gas	4,000	4,000	4,000
Building Maintenance	4,700	4,700	4,700
Infrastructure Maintenance	8,100	8,100	8,100
Equipment Rentals	38,000	27,000	27,000
Advertising	7,500	7,500	7,500
Specialized Supplies	12,000	12,000	12,000
Travel & Training	3,700	3,700	3,700
Fuel	900,000	850,000	825,000
<b>Total O&amp;M</b>	<b>\$ 1,730,150</b>	<b>\$ 1,009,200</b>	<b>\$ 1,046,200</b>
Infastrucure	\$ 1,250,000	\$ 2,350,000	\$ 2,033,000
Machinery & Equipment	-	-	115,000
<b>Total Capital</b>	<b>\$ 1,250,000</b>	<b>\$ 2,350,000</b>	<b>\$ 2,148,000</b>
<b>Totals</b>	<b>\$ 3,073,120</b>	<b>\$ 3,470,557</b>	<b>\$ 3,313,862</b>

**Comments**

Infrastructure expenditures include the reconstruction of taxiways G and J.



## Engineering



## 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 and wastewater 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 to provide quality public infrastructure.

## Description

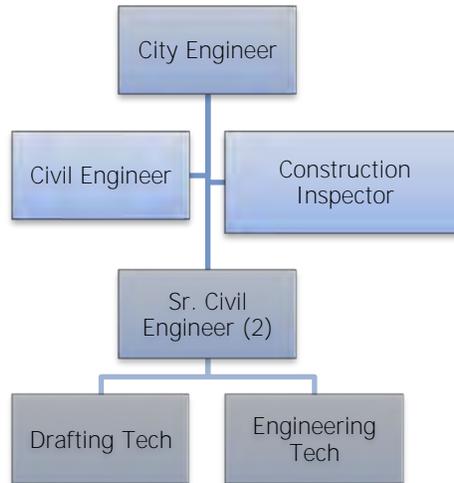
The Engineering Division of the Department of Public Works consists of the Streets/Traffic, Water/Wastewater and the Engineering Services Sections. The Division is responsible for providing professional civil engineering design and construction management services **for the City's Capital Improvement Program, as well as** infrastructure maintenance of roadways and drainage ways, water/wastewater facilities, and traffic signals.

**Engineering Division**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Engineering Services Section	\$ 554,885	\$ 575,831	\$ 587,641
Streets/Traffic Section	912,416	932,379	1,074,216
Water/Wastewater Section	623,943	635,426	732,684
<b>Total Personnel</b>	<b>\$ 2,091,244</b>	<b>\$ 2,143,636</b>	<b>\$ 2,394,541</b>
Engineering Services Section	\$ 48,500	\$ 45,000	\$ 95,000
Streets/Traffic Section	\$ 1,181,505	\$ 1,202,005	\$ 1,304,605
Water/Wastewater Section	\$ 1,813,200	\$ 1,899,930	\$ 2,245,200
<b>Total O&amp;M</b>	<b>\$ 3,043,205</b>	<b>\$ 3,146,935</b>	<b>\$ 3,644,805</b>
Streets/Traffic Section	\$ 8,641,695	\$ 7,780,332	\$ 3,525,000
Water/Wastewater Section	\$ 4,117,000	\$ 2,079,000	\$ 519,000
<b>Total Capital</b>	<b>\$ 12,758,695</b>	<b>\$ 9,859,332</b>	<b>\$ 4,044,000</b>
<b>Totals</b>	<b>\$ 17,893,144</b>	<b>\$ 15,149,903</b>	<b>\$ 10,083,346</b>



### Engineering Services



### Description

Engineering is primarily funded by the General Fund and responsible for providing professional civil engineering design, project management support services, and drafting/mapping services to all City

departments. It also provides engineering advice/analyses, land surveys, inspections, infrastructure planning, and construction management on public improvement projects. It further provides review and inspection of public infrastructure improvement plans associated with private development.

	Expenditure by Type			
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$319,794	\$181,043	\$166,162	\$361,800
HURF	150,846	174,246	156,083	170,660
Sewer	120,677	173,032	153,658	136,528
Refuse	12,068	168,663	144,928	13,653
<b>Total</b>	<b>\$603,385</b>	<b>\$696,984</b>	<b>\$620,831</b>	<b>\$682,641</b>

### City Council Strategic Plan Initiatives

The Engineering Services Section will be responsible for assisting the Administration Division with the following two-year Strategic Plan Initiative:

- Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners.

### Major Accomplishments

1. Design Projects – Initiated and/or completed design of the following projects: Connectivity Multi-Use Path, Buffalo Soldier Trail Multi-Use Path, Avenida del Sol Widening, Annual Street Maintenance, **Veterans’** Memorial Park Pavement Overlay, Good Neighbor Alliance Community Development Block Grant, 7<sup>th</sup> Street Pedestrian Crossing and Sidewalks, Environmental Operations Park Water Conservation, and the Veterans’ Memorial Park Community Development Block Grant.



**Engineering Services Section**

- 2. Construction Projects – Initiated and/or completed construction on the following projects: Annual Street Maintenance, Avenida del Sol Widening, Path to Higher Learning Multi-Use Path, Connectivity Multi-Use Path, Buffalo Soldier Trail Multi-Use Path, Highway Safety Improvement Program Sign Replacement, Highway Safety Improvement Program Countdown Signal Heads, Highway Safety Improvement Program State Route 90 Safety Improvements, Veterans’ Memorial Park Pavement Overlay, Good Neighbor Alliance Community Development Block Grant, and the 7<sup>th</sup> Street Pedestrian Crossing and Sidewalks.

**Goals**

<b>Goals</b>	<b>Objectives</b>
In conjunction with Community Development, help to ensure that high quality public and private improvements are constructed in the City of Sierra Vista.	<ul style="list-style-type: none"> <li>• Review public and private improvement plans for conformance with City Code and other applicable standards and provide timely comments to Community Development.</li> <li>• Perform construction inspections and testing to insure that all work in the public right-of-way is constructed per approved work plans and City Code.</li> <li>• Monitor completed work during the warranty period to identify deficiencies in need of correction by the original contracting agency.</li> </ul>
Construct high quality public infrastructure through the City’s Capital Improvement Program (CIP).	<ul style="list-style-type: none"> <li>• Complete and/or coordinate design of assigned capital improvement projects within the project schedules approved by the City Manager.</li> <li>• Complete and/or coordinate design of assigned capital improvement projects within the budget constraints.</li> <li>• Perform construction inspections and testing to insure that all Public Works improvements are constructed per approved work plans and City Code.</li> <li>• Monitor completed work during the warranty period to identify deficiencies in need of correction by the contractor.</li> </ul>
Provide high quality computer-aided drafting services and information support services to other City departments and the general public.	<ul style="list-style-type: none"> <li>• Complete requested computer-aided drafting services in accordance with stakeholder established timelines and expectations.</li> <li>• Verify that stakeholder comments have been fully addressed prior to issuing plans.</li> <li>• Investigate and respond to customer requests regarding existing City design files.</li> </ul>



Provide professional engineering support services to the City Council, other City departments and the general public.	<ul style="list-style-type: none"> <li>• Complete City Council and Public Works strategic plan initiatives within the two-year timeframe allotted by Council.</li> <li>• Respond to professional inquiries in accordance with established departmental policy or within mutually agreed upon timeframes.</li> </ul>
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**Performance Measures**

	FY11/12	FY12/13	FY13/14	FY14/15
Development inspections: Number of Commercial/Industrial*	N/A	N/A	N/A	327
Development inspections: Number of Residential*	N/A	N/A	N/A	725
Development inspections: Number of site inspection visits*	N/A	N/A	N/A	1325
Development plans: Average calendar days to plan approval*	N/A	N/A	N/A	96
Development plans: Number of plan reviews conducted*	N/A	N/A	N/A	19
Development plans: Number submitted for review*	N/A	N/A	N/A	7

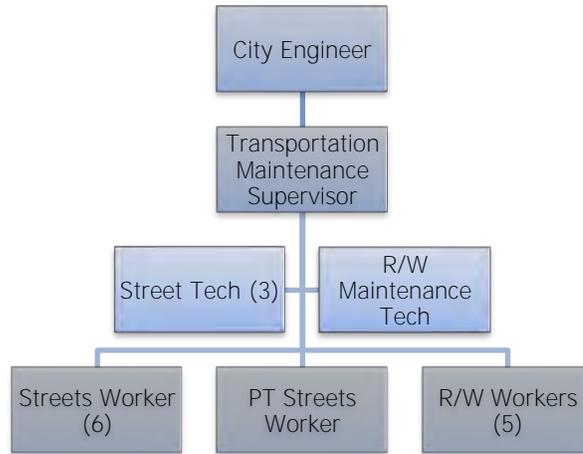
\*Indicates new performance measures.

**Engineering Services Section**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 420,292	\$ 428,708	\$ 445,955
Salaries - Part Time	-	-	-
Benefits	134,593	147,123	141,686
<b>Total Personnel</b>	<b>\$ 554,885</b>	<b>\$ 575,831</b>	<b>\$ 587,641</b>
Professional Services	\$ 35,000	\$ 35,000	\$ 85,000
Specialized Supplies	13,500	10,000	10,000
<b>Total O&amp;M</b>	<b>\$ 48,500</b>	<b>\$ 45,000</b>	<b>\$ 95,000</b>
<b>Totals</b>	<b>\$ 603,385</b>	<b>\$ 620,831</b>	<b>\$ 682,641</b>



### Streets/Traffic Services



<b>Expenditure by Type</b>				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
HURF	\$8,685,616	\$5,098,440	\$7,414,716	\$3,553,821
Cap. Improvement	0	0	500,000	650,000
Dev Fees	2,050,000	730,953	2,000,000	1,700,000
<b>Total</b>	<b>\$10,735,616</b>	<b>\$5,823,393</b>	<b>\$9,914,716</b>	<b>\$5,903,821</b>

### Description

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

### Major Accomplishments

1. Repaired 4,850 square feet of damaged sidewalks that had become a hazard to pedestrian traffic.
2. Cleaned, trimmed, and mowed over 212 acres of public right of ways and 318 acres of public drainage ways.
3. Cleaned, trimmed, and mowed public alleys throughout the City.
4. Performed preventive maintenance, and on-call service to 38 signalized intersections.
5. Continued to update information contained within the GIS system on an annual basis.
6. Successfully abated approximately 1,485 square feet of graffiti within the city.
7. Routed and crack sealed over 2,208,906 square feet of pavement within the city.
8. Striped 688,705 linear feet of city-owned streets and crosswalks.



**Goals**

Goals	Objectives
Provide safe, efficient and cost-effective transportation infrastructure and services.	<ul style="list-style-type: none"> <li>• Identify a minimum acceptable pavement condition index (PCI) number in the GIS system.</li> <li>• Develop a multi-year plan to bring all City streets up to an established minimum standard.</li> <li>• Respond to sign and signal knockdowns in a timely manner to mitigate safety concerns associated with missing infrastructure.</li> </ul>
Preserve the roadway network to insure safety and serviceability, while optimizing all available resources.	<ul style="list-style-type: none"> <li>• Provide preventive maintenance by use of acrylic seal, striping, rubberized crack fill, signal preventive maintenance, and assisting Engineering staff in administering the annual street maintenance reconstruction program.</li> <li>• Choose pavement types and rehabilitation activities so that the flow of dollars into the pavement system is maintained at the lowest, constant level possible, yet maintain the pavement in an acceptable condition.</li> <li>• Prioritize critical pavement concerns in the annual Replacement Plan.</li> </ul>
Maintain City rights-of-way in a clean and safe condition.	<ul style="list-style-type: none"> <li>• Provide regular street sweeping services to remove debris from City streets.</li> <li>• Maintain vegetation within the public right-of-way to enhance its visual appeal and avoid trip hazards and traffic disruptions.</li> <li>• <b>Using the City's Wash Maintenance Plan as guidance, remove weeds and trash from the City's</b> drainage ways and alleys to maintain access, aesthetics, and reduce fire risk.</li> <li>• Remove graffiti promptly to improve visual appeal and reduce the potential for additional vandalism.</li> </ul>

**Performance Measures**

	FY11/12	FY12/13	FY13/14	FY 14/15
Expenditures, Road rehabilitation: Paved lane miles.*	N/A	N/A	N/A	\$855,634:602
Lane miles of bike paths within road right-of-way.*	N/A	N/A	N/A	48
Number of linear miles swept.*	N/A	N/A	N/A	2101
Paved Lane Miles Assessed as Satisfactory as PCT of Miles Assessed.*	N/A	N/A	N/A	60%
Street sweeping expenditures per lane mile.*	N/A	N/A	N/A	\$17.83

\*Indicates new performance measures.

**Streets/Traffic Services Section**

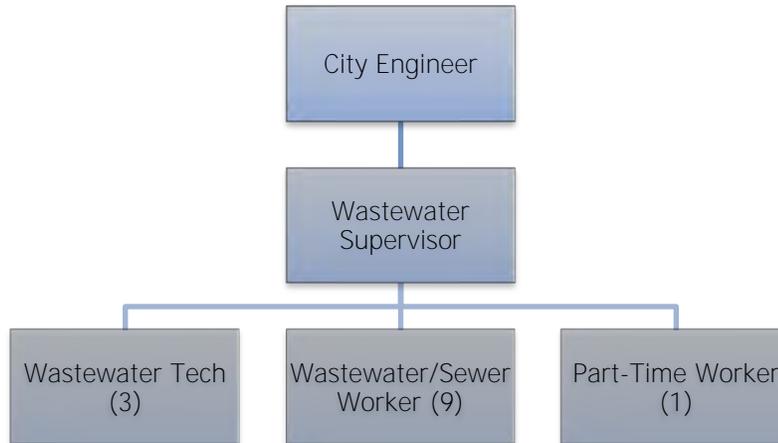
<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 555,938	\$ 567,067	\$ 644,016
Salaries - Overtime	15,060	15,060	16,566
Salaries - Part Time	64,138	65,431	92,325
Benefits	277,280	284,821	321,309
<b>Total Personnel</b>	<b>\$ 912,416</b>	<b>\$ 932,379</b>	<b>\$ 1,074,216</b>
Professional Services	\$ 34,050	\$ 34,050	\$ 34,050
Electricity	417,900	438,400	475,000
Vehicle Maintenance	81,500	81,500	81,500
Equipment Maintenance	-	-	-
Infrastructure Maintenance	426,150	426,150	486,150
Wash Maintenance	12,000	12,000	12,000
Equipment Rentals	8,000	8,000	8,000
Advertising	1,000	1,000	1,000
Professional Associations	1,000	1,000	1,000
Travel & Training	11,355	11,355	11,355
Office Supplies	1,900	1,900	1,900
Specialized Supplies	115,775	115,775	121,775
Fuel	70,875	70,875	70,875
<b>Total O&amp;M</b>	<b>\$ 1,181,505</b>	<b>\$ 1,202,005</b>	<b>\$ 1,304,605</b>
Infrastructure	\$ 8,191,695	\$ 7,005,832	3,525,000
Vehicles	52,000	272,000	-
Machinery & Equipment	398,000	502,500	-
<b>Total Capital</b>	<b>\$ 8,641,695</b>	<b>\$ 7,780,332</b>	<b>\$ 3,525,000</b>
<b>Totals</b>	<b>\$10,735,616</b>	<b>\$ 9,914,716</b>	<b>\$ 5,903,821</b>

**Comments**

The Infrastructure budget includes yearly street maintenance, 7<sup>th</sup> Street improvements, widening of Coronado Drive and Avenida del Sol, and Garden Avenue/West End improvements.



### Wastewater



### Description

This Section is funded by the Sewer Enterprise Fund and responsible for the maintenance of the City's sewer collection system and operation of the City's Water

Expenditure by Type				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
Sewer	\$6,554,143	\$2,652,097	\$4,614,356	\$3,496,884
<b>Total</b>	<b>\$6,554,143</b>	<b>\$2,652,097</b>	<b>\$4,614,356</b>	<b>\$3,496,884</b>

Reclamation and Effluent Recharge Facility (WRF) at the EOP. This section is also responsible for operation and maintenance of the City's four (4) potable water well systems.

### Major Accomplishments

1. Treated and recharged 2,743.5 acre feet of effluent for a yearly total of 894 million gallons.
2. Expanded the existing EOP mosquito abatement program with the Arizona Department of Health Services by adding adulticide spraying to ongoing countermeasures such as trapping and testing mosquitoes, applying larvicide, and thinning wetland areas to mitigate the spread of the West Nile Virus.
3. Cleaned 101 miles of sanitary sewer pipe.
4. Inspected and treated over 1,421 manholes for pests.
5. Conducted 24 sewer point repairs of the sanitary sewer collection system.



**Goals**

Goals	Objectives
Consistently improve quality of services provided for residential and commercial sewer customers.	<ul style="list-style-type: none"> <li>• Provide public outreach to educate citizens on the operations of the section.</li> <li>• Maintain a high level of response to customer inquiries or concerns.</li> </ul>
Maintain city sewer lines, manholes, and treatment facility through various programs.	<ul style="list-style-type: none"> <li>• Maintain the mosquito control program and measure the effectiveness of larvicide and adulticide applications to control population at the EOP.</li> <li>• Identify and improve problem sewer lines to reduce emergency call-outs.</li> </ul>
Operate, maintain, and monitor water use of City's water wellheads and distribution systems.	<ul style="list-style-type: none"> <li>• Compile a monthly water usage report.</li> <li>• Operate and maintain city-owned fire hydrants at the airport.</li> <li>• Sound water tables annually.</li> </ul>
Operate, maintain, and monitor the EOP to increase efficiencies.	<ul style="list-style-type: none"> <li>• Utilize new technologies to more effectively monitor water recharge flows.</li> <li>• Utilize new technologies to better evaluate influent flows and assess final water quality.</li> </ul>

**Performance Measures**

	FY11/12	FY12/13	FY13/14	FY 14/15
Number of customer complaints per 1,000 people served.	N/A	N/A	<1	<1
Number of educational presentations to the public.*	N/A	N/A	N/A	8
Miles of sewer collection lines cleaned as a percentage of total miles.	N/A	N/A	42%	39%
% of work that is emergency response.	N/A	N/A	<1%	<1%
Number of sanitary sewer overflows or stoppages per 100 miles of sewer line.	N/A	N/A	<1%	<1%

\*Indicates new performance measures.

**Wastewater**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 398,369	\$ 406,346	\$ 453,142
Salaries - Overtime	4,016	4,107	4,518
Salaries - Part Time	42,415	43,274	17,978
Benefits	179,143	181,699	257,046
<b>Total Personnel</b>	<b>\$ 623,943</b>	<b>\$ 635,426</b>	<b>\$ 732,684</b>
Depreciation Expense	\$ 500,000	\$ 500,000	\$ 1,000,000
Professional Services	359,200	416,200	386,200
Electricity	300,000	314,730	250,000
Water	12,000	20,000	27,000
Vehicle Maintenance	50,200	50,200	50,200
Infrastructure Maintenance	315,000	315,000	240,000
Equipment Rentals	4,000	4,000	24,000
Advertising	13,000	18,000	9,000
Professional Associations	2,000	2,000	1,000
Travel & Training	8,500	8,500	8,500
Specialized Supplies	202,050	202,050	202,050
Software	-	2,000	-
Fuel	47,250	47,250	47,250
<b>Total O&amp;M</b>	<b>\$ 1,813,200</b>	<b>\$ 1,899,930</b>	<b>\$ 2,245,200</b>
Infrastructure	\$ 4,070,000	\$ 2,079,000	\$ 234,000
Vehicles	\$ 38,000	\$ -	\$ 285,000
Machinery & Equipment	9,000	-	-
<b>Total Capital</b>	<b>\$ 4,117,000</b>	<b>\$ 2,079,000</b>	<b>\$ 519,000</b>
<b>Totals</b>	<b>\$ 6,554,143</b>	<b>\$ 4,614,356</b>	<b>\$ 3,496,884</b>

**Comments**

The Vehicles expenditure is for a sewer vac replacement.

The Infrastructure budget includes yearly sewer line reconstruction and repair.



## Municipal Services



### Vision

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

### Mission Statement

Ensure that all public improvements constructed by public funds or private developers are properly planned, designed, constructed, and inspected in order to provide for safe, functional, and economical systems for the citizens of Sierra Vista. Efficiently and effectively maintain City buildings, fleet, parks and sport fields.

### Description:

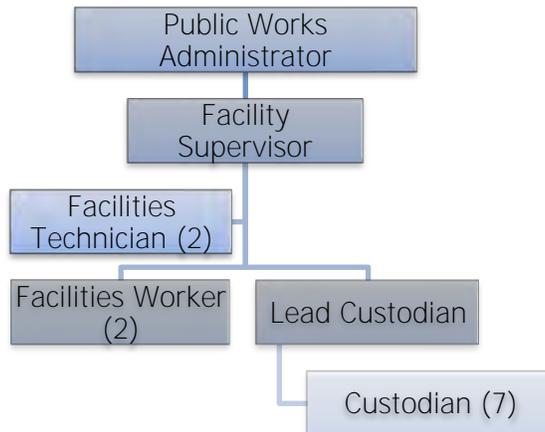
The Municipal Services Division of Public Works consists of the Facility Maintenance, Fleet Maintenance, Refuse, Transit, and Parks Maintenance sections. These sections are responsible for maintaining City buildings; City fleet and equipment; refuse collection and disposal; Vista Transit operations; and sports fields, City grounds, and park facilities.

**Municipal Services Division**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Facilities Services Section	\$ 624,310	\$ 637,219	\$ 684,165
Fleet Services Section	\$ 555,800	\$ 571,851	\$ 471,807
Refuse Services Section	\$ 865,782	\$ 888,381	\$ 1,107,966
Transit Services Section	747,651	809,660	798,473
Parks Facility Maintenance	604,572	616,345	581,125
<b>Total Personnel</b>	<b>\$ 3,398,115</b>	<b>\$ 3,523,456</b>	<b>\$ 3,643,536</b>
Facilities Services Section	\$ 1,322,235	\$ 1,345,335	\$ 1,282,800
Fleet Services Section	1,955,000	1,961,500	1,954,700
Refuse Services Section	2,409,225	2,418,225	2,838,125
Transit Services Section	403,841	458,788	458,340
Parks Facility Maintenance	318,025	330,025	313,350
<b>Total O&amp;M</b>	<b>\$ 6,408,326</b>	<b>\$ 6,513,873</b>	<b>\$ 6,847,315</b>
Facilities Services Section	\$ 169,000	\$ 434,500	\$ 325,141
Fleet Services Section	\$ 662,000	\$ -	\$ -
Refuse Services Section	\$ 502,000	\$ 1,370,000	\$ 1,415,000
Transit Services Section	\$ 302,500	\$ 304,000	\$ 300,086
Parks Facility Maintenance	\$ 339,000	\$ 1,992,000	\$ 1,921,374
<b>Total Capital</b>	<b>\$ 1,974,500</b>	<b>\$ 4,100,500</b>	<b>\$ 3,961,601</b>
<b>Totals</b>	<b>\$ 11,780,941</b>	<b>\$ 14,137,829</b>	<b>\$ 14,452,452</b>



**Facilities**



**Description**

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

Expenditure By Type				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$2,037,683	\$1,971,764	\$2,198,228	\$2,213,458
Sewer	38,931	150,493	166,763	39,324
Refuse	38,931	39,667	52,063	39,324
<b>Total</b>	<b>\$2,115,545</b>	<b>\$2,161,924</b>	<b>\$2,417,054</b>	<b>\$2,292,106</b>

**Major Accomplishments:**

1. Replaced roof panel motors at the Cove.
2. Painted exterior of the EBC and TR building.
3. Purchased all LED light tubes and fixtures for lighting retro-fits per Energy Management Program.
4. Replaced carpet and tile at Fire Station #1.
5. Completed Structural Phase #3 at The Cove.
6. Repaired and recoated Fire Station #2 roof.
7. Replaced HVAC units #1 and #7 at City Hall.
8. Repaired and re-sealed all exterior windows at the Library.
9. Repaired and re-coated roofs at the Library, City Hall, PCC, and Fire Station #3.
10. Replaced all VAV HVAC controllers at City Hall.
11. Installed two new HVAC split units in PD Dispatch.
12. Replaced original Airport generator switch gear.
13. Replaced original PD generator switch gear.
14. Remodeled HR office with lockable entry door with I.D. card reader and lockable sliding window.
15. Hired a new Lead Custodian who improved custodial staff productivity and effectiveness.
16. Completed security access for at City Hall.
17. Upgraded PCC main automatic vehicle entry and exit gate control panels.
18. Installed new sliding vehicle entry gate to Parks office building/yard.



**Goals**

<b>Goals</b>	<b>Objectives</b>
Provide quality maintenance and custodial services to all city-owned or leased buildings.	<ul style="list-style-type: none"> <li>Assist with City Council Strategic Initiative to <b>“Create an asset inventory and needs assessment for all City facilities to guide future investments.”</b></li> <li>Ensure that all maintenance services are provided at a professional, sustainable, cost effective and environmentally safe level.</li> </ul>
Complete Capital projects on time and within budget.	<ul style="list-style-type: none"> <li>Ensure projects are completed within the scheduled completion time.</li> <li>Ensure projects are completed within budget.</li> </ul>
Provide quality customer service.	<ul style="list-style-type: none"> <li>Complete work orders in a timely manner.</li> <li>Resolve customer issues within a reasonable response time and in a professional and courteous manner.</li> <li>Reduce call-outs through increased preventive maintenance.</li> </ul>
Reduce City utility usage through effective energy management.	<ul style="list-style-type: none"> <li>Implement an Energy Management Program.</li> <li>Educate City employees on the Energy Management policy and energy conservation opportunities.</li> </ul>

**Performance Measures**

	<b>FY12/13</b>	<b>FY13/14</b>	<b>FY14/15</b>
Internal Survey: Custodial Cleaning Services: Quality: Excellent*	N/A	N/A	33%
Internal Survey: Custodial Cleaning Services: Quality: Good*	N/A	N/A	44%
Internal Survey: Custodial Cleaning Services: Quality: Fair*	N/A	N/A	5%
Internal Survey: Custodial Cleaning Services: Quality: Poor*	N/A	N/A	2%

**Facilities**

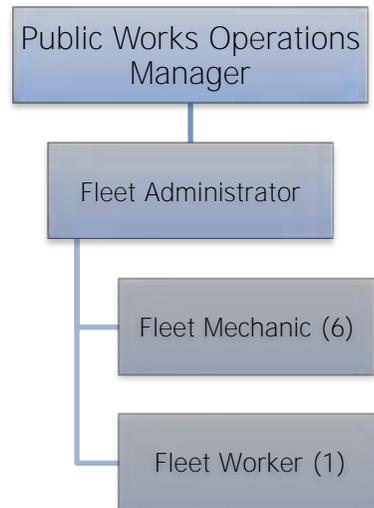
<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 433,843	\$ 442,530	\$ 482,128
Salaries - Overtime	7,530	7,691	8,460
Benefits	182,937	186,998	193,577
<b>Total Personnel</b>	<b>\$ 624,310</b>	<b>\$ 637,219</b>	<b>\$ 684,165</b>
Professional Services	\$ 143,500	\$ 143,500	\$ 149,000
Electricity	578,635	607,035	550,000
Water	153,400	180,000	180,000
Natural Gas	231,900	200,000	200,000
Office Equipment Maintenance	1,000	1,000	3,500
Equipment Maintenance	38,000	38,000	38,000
Building Maintenance	73,200	73,200	48,700
Infrastructure Maintenance	43,600	43,600	35,600
Specialized Supplies	59,000	59,000	78,000
<b>Total O&amp;M</b>	<b>\$ 1,322,235</b>	<b>\$ 1,345,335</b>	<b>\$ 1,282,800</b>
Infrastructure	169,000	424,500	325,141
Machinery & Equipment	-	10,000	-
<b>Total Capital</b>	<b>\$ 169,000</b>	<b>\$ 434,500</b>	<b>\$ 325,141</b>
<b>Totals</b>	<b>\$ 2,115,545</b>	<b>\$ 2,417,054</b>	<b>\$ 2,292,106</b>

**Comments**

Water, natural gas, and electricity for all City departments are included in the Facilities Section budget.



### Fleet Services



### Description

Fleet Maintenance staff consists of one supervisor, one fleet service coordinator, five

mechanics, and two workers. This section is responsible for maintaining and providing fuel for 662 city vehicles and equipment and tasked to evaluate and replace failing vehicles and equipment for all departments. Furthermore, the Fleet Maintenance staff currently provides maintenance to 22 outside government agencies and fueling services to 7 additional entities through Intergovernmental Agreements (IGAs).

Expenditure by Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$3,172,800	\$2,691,797	\$2,533,351	\$2,426,507
<b>Total</b>	<b>\$3,172,800</b>	<b>\$2,691,797</b>	<b>\$2,533,351</b>	<b>\$2,426,507</b>

### Major Accomplishments

1. Developed specifications, ordered, and delivered 11 Ford Explorer Pursuit Police Interceptor Vehicles (PPIV) for the Police Department.
2. Assisted the Procurement Department with online vehicle and equipment surplus auctions.
3. Maintained fueling facility and dispensed 188,956 gallons of unleaded, 100,498 gallons of diesel, 20,329 gallons of E85, and 77,428 gallons of biodiesel, for a total of 387,211gallons dispensed. Sold 80,300 gallons of fuel to IGA customers.
4. Developed the specifications for a Community Awareness Response Education vehicle for the Fire Department.
5. Repainted/restriping seven PD Crown Victoria vehicles extending their useful service.
6. Outfitted (lights, radios, computers) 10 seized vehicles to use as Police Department units.



Goals

Goals	Objectives
<p>Maintain the City's and IGA fleet through appropriate maintenance programs.</p>	<ul style="list-style-type: none"> <li>• Continue working towards the establishment and implementation of a proactive PM scheduling program for all vehicles.</li> <li>• Complete preventive maintenance on all vehicles within ten days of service due date.</li> <li>• Complete all non-emergency vehicle and equipment repairs within five days of request.</li> </ul>
<p>Update the Five-Year Capital Maintenance and Replacement Plan and assist in implementing the plan each fiscal year.</p>	<ul style="list-style-type: none"> <li>• Determine the quantity and types of vehicles and equipment that require replacement.</li> <li>• Assist departments in preparing specifications for all replacement vehicles and equipment.</li> <li>• Assist Procurement in preparing for auction of all City vehicles and equipment that are scheduled to be deleted as City assets.</li> </ul>
<p>Provide quality customer service to all external agencies and internal departments.</p>	<ul style="list-style-type: none"> <li>• Meet with department representatives each year and review recommended new or replacement vehicles and equipment.</li> <li>• Educate customers on operational methods that could reduce future maintenance and repair costs.</li> <li>• Conduct a survey of internal and external customers to determine their level of satisfaction with the courtesy and professionalism of Fleet Maintenance personnel.</li> <li>• Conduct a survey of internal and external customers to determine their level of satisfaction with the level of communication regarding repairs.</li> </ul>
<p>Develop improved vehicle maintenance reporting and data tracking information for users.</p>	<ul style="list-style-type: none"> <li>• Establish a quarterly city-wide Fleet Assessment report and distribute to internal departmental representatives.</li> <li>• Acquire and utilize a fleet management and maintenance solution program that will provide improved tracking and project a preventive maintenance schedule.</li> </ul>
<p>Continue to enhance the Fuel Conversion Program.</p>	<ul style="list-style-type: none"> <li>• Acquire and utilize a fuel management and maintenance solution system that will provide improved tracking and accurate usage, billing, and miles per gallon (MPG).</li> <li>• Continue to develop and distribute fuel conservation measures to customers.</li> <li>• Generate fuel energy savings tips and seek a variety of avenues in which to distribute to internal customers.</li> </ul>

**Performance Measures**

	<b>FY12/13</b>	<b>FY13/14</b>	<b>FY14/15</b>
Internal Survey: Fleet Management: Quality of Service: Excellent*	N/A	N/A	39%
Internal Survey: Fleet Management: Quality of Service: Good*	N/A	N/A	25%
Internal Survey: Fleet Management: Quality of Service: Fair*	N/A	N/A	4%
Internal Survey: Fleet Management: Quality of Service: Poor*	N/A	N/A	1%

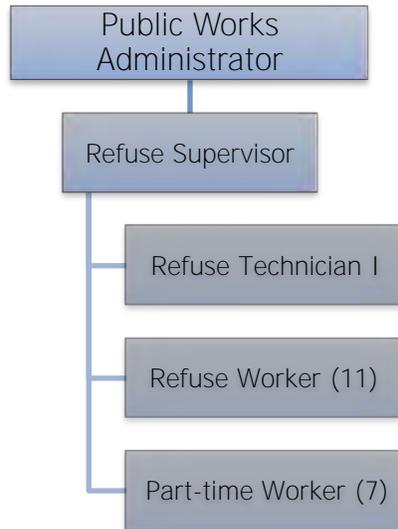
\*Indicates new performance measure

**Fleet**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 401,733	\$ 422,382	\$ 337,040
Salaries - Overtime	7,530	7,691	8,460
Benefits	146,537	141,778	126,307
<b>Total Personnel</b>	<b>\$ 555,800</b>	<b>\$ 571,851</b>	<b>\$ 471,807</b>
Professional Services	\$ 40,100	\$ 42,900	\$ 36,600
Vehicle Maintenance	690,600	690,600	700,600
Specialized Supplies	45,300	49,000	38,500
Fuel	1,179,000	1,179,000	1,179,000
<b>Total O&amp;M</b>	<b>\$ 1,955,000</b>	<b>\$ 1,961,500</b>	<b>\$ 1,954,700</b>
Vehicles	546,000	-	-
Machinery & Equipment	\$ 116,000	\$ -	\$ -
<b>Total Capital</b>	<b>\$ 662,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Totals</b>	<b>\$ 3,172,800</b>	<b>\$ 2,533,351</b>	<b>\$ 2,426,507</b>



### Refuse Services



### Description

The Refuse Services Section is funded by the Refuse Enterprise Fund and provides for the collection of solid waste generated by City residents and commercial customers. This section is also responsible for overseeing recycling programs and composting operations.

Expenditure By Type				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
Refuse	\$3,777,007	\$3,244,557	\$4,676,606	\$5,361,091
<b>Total</b>	<b>\$3,777,007</b>	<b>\$3,244,557</b>	<b>\$4,676,606</b>	<b>\$5,361,091</b>

### Major Accomplishments:

1. Retained the Fort Huachuca Residential Trash/Recycling Contract.
2. Supported/hosted special community events, including annual Customer Appreciation Day, West End Fair, Fourth of July Celebration, Festival of the Southwest, OktoberFest, and State Land Cleanup.
3. Successfully diverted 480 dry metric tons of Class A biosolids into the Composting process to increase diversion savings and improve compost quality.
4. Produced special blend compost and delivered 500 tons of compost to City sports fields and parks to be used as a soil amendment and to conserve water.
5. Implemented the 1&1 Trash/Recycling Program to Sierra Vista Village Mobile Home Park.
6. Maintained glass recycling drop-off site at the PCC diverting 130 tons of glass.
7. Implemented Multi-Family Residential Recycling Program to apartment complexes.
8. Expanded roll-off services to include compactor service.
9. Acquired new accounts in Multi-Family, Commercial, and Small Commercial and Roll-Off services.



10. Recognized through APWA for composting of Class A bio-solids.

11. Recognized by SWANA AZ Chapter for Professional Achievements in Solid Waste Industry.

**Goals**

<b>Goals</b>	<b>Objectives</b>
Provide efficient and convenient Refuse and <b>Recycling services to the City's</b> Refuse customers.	<ul style="list-style-type: none"> <li>• Monitor customer satisfaction with Refuse and Recycling services through an annual customer satisfaction survey.</li> <li>• Respond to new service orders within three working days.</li> <li>• Review operations and seek areas to control costs both internally and externally.</li> </ul>
Educate and inform customers about City Refuse and Recycling services and programs.	<ul style="list-style-type: none"> <li>• Educate City Refuse customers on Refuse and Recycling programs through effective marketing avenues and through staff participation at annual events.</li> <li>• Distribute at least annually, a collection schedule and other service and program related information.</li> <li>• Utilize a variety of formats to educate and inform customers about Refuse and Recycling programs.</li> </ul>
Provide City Refuse customers additional options to reduce, reuse, and recycle.	<ul style="list-style-type: none"> <li>• Increase residential and commercial customer participation in the recycling program through ongoing marketing and outreach efforts.</li> <li>• Increase recycling efforts by expanding the opportunity to recycle to multi-family housing and commercial customers.</li> <li>• Evaluate opportunities to reduce, reuse, and recycle materials and work in collaboration with Cochise County and other partners.</li> </ul>

**Performance Measures**

	<b>FY12/13</b>	<b>FY13/14</b>	<b>FY14/15</b>
Residential Survey: Refuse Collection: Excellent*	N/A	N/A	49%
Residential Survey: Refuse Collection: Good*	N/A	N/A	23%
Residential Survey: Refuse Collection: Fair*	N/A	N/A	1%
Residential Survey: Refuse Collection: Poor*	N/A	N/A	2%
Waste Diversion: Percentage diverted	N/A	28%	29%

\* Indicates new Performance Measures.



## Refuse

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 504,093	\$ 514,185	\$ 560,895
Salaries - Overtime	18,750	19,135	21,049
Salaries - Part Time	97,827	99,794	134,221
Benefits	245,112	255,267	391,801
<b>Total Personnel</b>	<b>\$ 865,782</b>	<b>\$ 888,381</b>	<b>\$ 1,107,966</b>
Depreciation Expense	\$ 370,000	\$ 370,000	\$ 450,000
Professional Services	62,000	62,000	154,450
Intergovernmental Contracts	1,050,000	1,050,000	1,200,000
Electric	-	1,500	1,600
Water	9,000	9,100	10,300
Vehicles & Equipment Maint	347,900	302,900	302,900
Infrastructure Maintenance	20,000	20,000	20,000
Professional Associations	1,500	1,500	1,500
Rentals	5,000	5,000	10,000
Travel & Training	7,200	7,200	7,200
Printing & Binding	19,000	19,000	22,000
Postage	-	-	-
Advertising	52,000	52,000	52,000
Supplies	2,400	2,400	2,400
Specialized Supplies	187,600	240,000	313,650
Fuel	275,625	275,625	290,125
<b>Total O&amp;M</b>	<b>\$ 2,409,225</b>	<b>\$ 2,418,225</b>	<b>\$ 2,838,125</b>
Machinery & Equipment	\$ 10,000	\$ -	\$ -
Infrastructure	75,000	-	-
Buildings	-	-	-
Vehicles	417,000	1,370,000	1,415,000
<b>Total Capital</b>	<b>\$ 502,000</b>	<b>\$ 1,370,000</b>	<b>\$ 1,415,000</b>
<b>Totals</b>	<b>\$ 3,777,007</b>	<b>\$ 4,676,606</b>	<b>\$ 5,361,091</b>

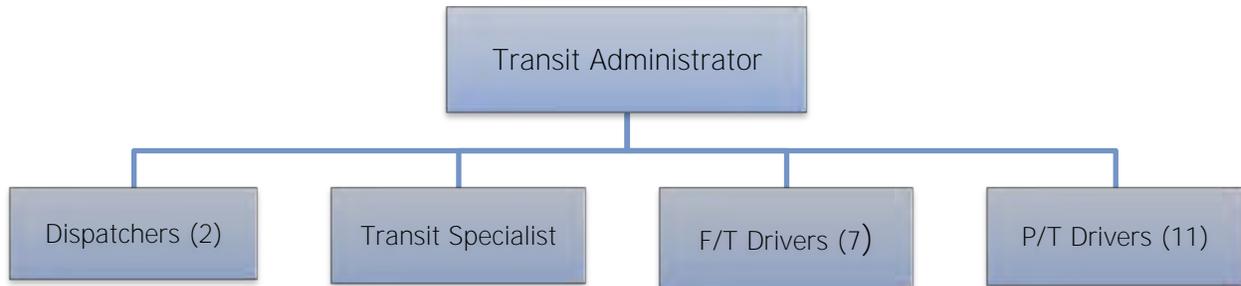
## Comments

An additional collection route will be added in FY16

The Intergovernmental Contracts budget is for the County transfer station.



### Transit Services



### 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.

<b>Administrative Expenditure by Fund</b>				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
LTAf	\$232,524	\$200,921	\$572,880	\$572,427
<b>Total</b>	<b>\$232,524</b>	<b>\$200,921</b>	<b>\$572,880</b>	<b>\$572,427</b>
<b>Operations Expenditure by Fund</b>				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
LTAf	\$1,221,468	\$982,515	\$1,285,780	\$984,472
<b>Total</b>	<b>\$1,221,468</b>	<b>\$982,515</b>	<b>\$1,285,780</b>	<b>\$984,472</b>

### Major Accomplishments:

1. Completed the first FTA TEAM 5307 Grant Application for Vista Transit.
2. Retrofitted 15 bus shelters to increase ADA accessibility.
3. Completed all associated documentation necessary for 5307 grant compliance including Title VI, Limited English Proficiency and Public Participation Plans. **Updated Vista Transit’s Dispatcher Handbook and FAQ’s Guide to reflect new policies and procedures.**
4. Completed the first small urban National Transit Database process for Vista Transit.
5. Actively partnered with the Arizona Transit Association (AzTA) to promote pro-Transit legislation in Arizona.

**Goals**

<b>Goals</b>	<b>Objectives</b>
Effectively market Vista Transit services to citizens of Sierra Vista and Fort Huachuca to increase ridership.	<ul style="list-style-type: none"> <li>• Educate the public about Vista Transit services.</li> <li>• Introduce Vista Transit services to at least one new user group each quarter.</li> <li>• Review effectiveness of marketing efforts and modify as necessary.</li> </ul>
Provide bus operations that efficiently and effectively <b>serve passengers' transit needs.</b>	<ul style="list-style-type: none"> <li>• Begin implementing phase I of <b>Vista Transit's Short Range Transit Plan.</b></li> <li>• Conduct yearly passenger surveys to assess customer satisfaction.</li> </ul>
Generate supplemental revenue to assist in funding <b>Vista Transit's operations.</b>	<ul style="list-style-type: none"> <li>• Develop a list of potential Vista Transit advertisers and pursue long-term advertising contracts.</li> <li>• Expand advertising options such as on board video and bus shelter advertising.</li> <li>• Identify potential transportation partners/sponsors.</li> </ul>
<b>Expand Vista Transit's</b> occupational training and employee development program.	<ul style="list-style-type: none"> <li>• Insure all Vista Transit employees meet yearly ADOT training requirements</li> </ul>
Maintain and expand coordination and collaboration efforts in the region.	<ul style="list-style-type: none"> <li>• Include local, nonprofit transportation <b>agencies in Vista Transit's monthly</b> training sessions.</li> <li>• Regularly attend regional coordination meetings.</li> <li>• If feasible, identify and implement opportunities for improved regional connectivity.</li> </ul>

**Performance Measures**

	<b>FY 12/13</b>	<b>FY13/14</b>	<b>FY14/15</b>
Total number of passengers served.	158,711	158,598	175,956
Operational cost per passenger trip.	\$6.87	\$6.22	\$6.07
Cost per vehicle revenue mile.	\$4.61	\$4.33	\$4.22
Cost per vehicle revenue hour.	\$68.09	\$67.93	\$68.44

Note: Transit FY runs from October 1 through September 30 each year.

**Vista Transit**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Transit-Administration	\$ 146,783	\$ 89,190	\$ 89,041
Transit-Operations	600,868	720,470	709,432
<b>Total Personnel</b>	<b>\$ 747,651</b>	<b>\$ 809,660</b>	<b>\$ 798,473</b>
Transit-Administration	\$ 85,741	\$ 197,088	\$ 183,300
Transit-Operations	318,100	261,700	275,040
<b>Total O&amp;M</b>	<b>\$ 403,841</b>	<b>\$ 458,788</b>	<b>\$ 458,340</b>
Transit-Administration	\$ -	\$ 286,212	\$ 300,086
Transit-Operations	302,500	304,000	-
<b>Total Capital</b>	<b>\$ 302,500</b>	<b>\$ 590,212</b>	<b>\$ 300,086</b>
<b>Totals</b>	<b>\$ 1,453,992</b>	<b>\$ 1,858,660</b>	<b>\$ 1,556,899</b>

**Transit Administration**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 107,672	\$ 66,848	\$ 67,755
Benefits	39,111	22,342	21,286
<b>Total Personnel</b>	<b>\$ 146,783</b>	<b>\$ 89,190</b>	<b>\$ 89,041</b>
Professional Services	\$ 20,741	\$ 2,000	\$ 2,000
Electricity	8,000	-	-
Water	1,200	-	-
Telephone	5,000	-	-
Natural Gas	2,000	-	-
Vehicle Maintenance	-	175,000	175,000
Equipment Maintenance	3,500	2,625	-
Infrastructure Maintenance	-	6,288	-
Advertising	23,000	-	-
Printing & Binding	9,000	2,250	-
Travel & Training	6,300	6,300	6,300
Office Supplies	3,500	2,625	-
Specialized Supplies	3,500	-	-
<b>Total O&amp;M</b>	<b>\$ 85,741</b>	<b>\$ 197,088</b>	<b>\$ 183,300</b>
Machinery & Equipment			300,086
Vehicles	-	286,212	-
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ 286,212</b>	<b>\$ 300,086</b>
<b>Totals</b>	<b>\$ 232,524</b>	<b>\$ 572,490</b>	<b>\$ 572,427</b>

**Comments**

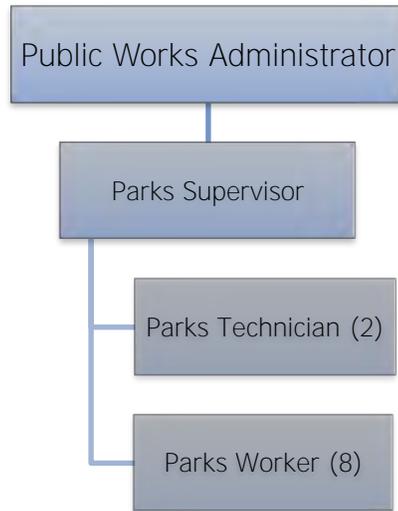
The Sierra Vista Public Transit System receives grant funding from the federal government through the Arizona Department of Transportation.

**Transit Operations**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 274,562	\$ 353,539	\$ 364,357
Salaries - Overtime	4,721	5,269	5,304
Salaries - Part Time	170,469	172,620	160,909
Benefits	151,116	189,042	178,862
<b>Total Personnel</b>	<b>\$ 600,868</b>	<b>\$ 720,470</b>	<b>\$ 709,432</b>
Professional Services	\$ 100	\$ 1,300	\$ 8,840
Electricity	-	6,000.0	6,000.0
Water	-	1,200.0	1,200.0
Telephone	3,000	10,200	7,000
Natural Gas	-	4,000	4,000
Vehicle Maintenance	100,000	-	-
Equipment Maintenance	-	875	3,500
Infrastructure Maintenance	7,500	-	-
Insurance	45,000	45,000	46,500
Advertising	-	23,000	23,000
Printing & Binding	-	6,750	9,000
Office Supplies	-	875	3,500
Specialized Supplies	10,500	10,500	10,500
Fuel	152,000	152,000	152,000
<b>Total O&amp;M</b>	<b>\$ 318,100</b>	<b>\$ 261,700</b>	<b>\$ 275,040</b>
Improvements Other Than Bldgs	\$ 22,500	\$ -	\$ -
Machinery and Equipment	-	304,000	-
Vehicles	280,000	-	-
<b>Total Capital</b>	<b>\$ 302,500</b>	<b>\$ 304,000</b>	<b>\$ -</b>
<b>Totals</b>	<b>\$ 1,221,468</b>	<b>\$ 1,286,170</b>	<b>\$ 984,472</b>



### Parks Maintenance



#### Description:

The Parks Maintenance section currently staffs one supervisor, two technicians and eight workers. This staff maintains 21 park sites encompassing

280 acres as well as 8 miles of park trails. Staff also maintains 38 acres of sports facilities and 36 acres of municipal landscaping at 21 sites. Park Maintenance staff oversees the operations of the city's aquatic center pool operating systems, which includes a 425,000 gal wave pool, 138,000 gal dive pool, and an 8,700 gal therapy pool. Parks maintenance staff provides support for numerous events at city facilities, sports fields and aquatic facility such as park reservations, special events, concerts, movies, Christmas festivities, and parades.

Expenditure by Fund				
	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
General	\$1,263,743	\$1,139,104	\$1,056,370	\$894,475
Grants	0	0	1,500,000	1,921,374
Donations	0	77	4,000	0
Park Dev	0	2,378	12,000	0
Fees				
Capital	0	13,845	370,000	0
<b>Total</b>	<b>\$1,263,743</b>	<b>\$1,155,404</b>	<b>\$2,942,370</b>	<b>\$2,815,849</b>

#### Major Accomplishments:

1. Managed 2,830 Sport Field reservations totaling 106,623 hours of use.
2. Assisted volunteer groups that provided a variety of services ranging from trash pick-up to planting trees and shrubs at various City locations.
3. Supervised and assisted contractors in the installation of the new playground equipment at Veterans' Memorial Park.
4. Performed in-depth audits of all playground equipment and features to identify necessary repairs or improvements for public safety.



**Parks Maintenance Section**

5. Assisted softball and baseball league volunteers with installation of stabilized clay field blocks in **batter's** box and pitching mound areas which provide safer playing conditions.
6. Supervised and assisted in preparations of the anchoring system and performed the installation of the new Purple Heart Park sign.
7. Completely rebuilt the anchoring and lighting system for the annual display of the Holiday Santas in Veterans' Memorial Park.
8. Managed the relocation and replacement of playground equipment at Ciaramitaro Park and Len Roberts Park.
9. Managed the Tot Turf resurfacing projects at both Ciaramitaro Park and Nancy Hakes Park.
10. Managed the removal of a damaged shade structure and the installation of new **shade structures at "C,"** Brown, and Arbenz Fields.
11. Supervised the repair and resurfacing of the OYCC Tennis Courts.
12. Assisted contractors with the installation of the new artificial turf at City Hall.
13. Assisted with the Airport Fly-in, Public Works Open House, Customer Appreciation Day, and the Employee Holiday Dinner.

**Goals**

<b>Goals</b>	<b>Objectives</b>
Sustain and improve the quality of existing City Parks, Sports Fields and Public Grounds.	<ul style="list-style-type: none"> <li>• Ensure that Parks, Sports Fields and Public Grounds are clean, litter free and safe for public use.</li> <li>• Conduct a customer survey to gauge satisfaction levels with City Parks, Sports Fields and Public Grounds.</li> <li>• Continue to work the Cochise Water Project, Horizon Irrigation and their project partners to look into ways to mitigate water usage on Parks and Sports Field turf areas.</li> <li>• Maintain City grounds to facilitate safe public access and to complement City buildings.</li> <li>• Continue the relationships with community volunteer groups such as the Desert Gardeners and U of A Master Gardeners that desire to take part in the stewardship of desert landscaped areas within City grounds.</li> <li>• Continue working with the Cochise Water Project and similar groups on future water harvesting projects around City buildings and grounds.</li> </ul>



Goals	Objectives
Ensure that staff receives training and are fully certified to safely perform their job duties.	<ul style="list-style-type: none"> <li>Promote job training programs and other ongoing education opportunities which further develop a skilled workforce.</li> <li>Provide regularly scheduled safety awareness training for all staff.</li> <li>Integrate a variety of training methods and topics to maintain effectiveness.</li> </ul>

### Performance Measures

	FY12/13	FY13/14	FY14/15
Residential Survey: Quality of Parks: Excellent*	N/A	N/A	28%
Residential Survey: Quality of Parks: Good*	N/A	N/A	45%
Residential Survey: Quality of Parks: Fair*	N/A	N/A	7%
Residential Survey: Quality of Parks: Poor*	N/A	N/A	0%

\*Indicates new performance measures.

**Parks Facilities Maintenance Services**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ 424,404	\$ 432,912	\$ 411,869
Overtime	\$ 13,052	\$ 13,193	7,179
Benefits	167,116	170,240	162,077
<b>Total Personnel</b>	<b>\$ 604,572</b>	<b>\$ 616,345</b>	<b>\$ 581,125</b>
Professional Services	\$ 32,500	\$ 44,500	\$ 43,000
Building Maintenance	18,500	18,500	13,500
Vehicle & Equipment Maint	-	-	-
Infrastructure Maintenance	107,450	107,450	100,100
Office Supplies	67,500	67,500	67,500
Recreation Supplies	92,075	92,075	89,250
<b>Total O&amp;M</b>	<b>\$ 318,025</b>	<b>\$ 330,025</b>	<b>\$ 313,350</b>
Buildings	\$ -	\$ 50,000	\$ -
Other Improvements	-	1,875,000	1,921,374
Machinery & Equipment	339,000	67,000	-
<b>Total Capital</b>	<b>\$ 339,000</b>	<b>\$ 1,992,000</b>	<b>\$ 1,921,374</b>
<b>Totals</b>	<b>\$ 1,261,597</b>	<b>\$ 2,938,370</b>	<b>\$ 2,815,849</b>

**Comments**

In FY16, Public Works consolidated the Sports Fields Section with Parks Maintenance. For ease of comparison, the FY14 and FY15 budgets from both sections were combined on this chart.

The Other Improvements account includes potential grant-funded ball fields.



## **Description**

The Sierra Vista Metropolitan Planning Organization (SVMPO) was established in May 2013. The Sierra Vista region was classified, as a result of the 2010 U.S. Census, as an Urbanized Area (UA) with a population of greater than 50,000.

Member jurisdictions of SVMPO are the City of Sierra Vista, Cochise County, and the Arizona Department of Transportation (ADOT). The Sierra Vista Metropolitan Planning Organization (SVMPO) is the designated transportation planning organization for the urbanized area of Sierra Vista, Arizona and surrounding Cochise County.

The SVMPO plans and coordinates surface transportation activities and improvements to maintain a comprehensive, cooperative, and continuing multi-agency transportation planning program for the Sierra Vista region.

The City of Sierra Vista began including the MPO in its budget process in FY16. While included in the overall City budget, the SVMPO is independently funded along with in-kind City grant matches. Through an intergovernmental agreement, the City provides financial management and oversight to the MPO, which is why the function is included in the City's budget document.



**Metropolitan Planning Organization**

<b>Expenditures</b>	<b>FY 2013/2014 Budgeted</b>	<b>FY 2014/2015 Budgeted</b>	<b>FY 2015/2016 Budgeted</b>
Salaries - Regular	\$ -	\$ -	\$ 74,531
Benefits	-	-	20,867
<b>Total Personnel</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 95,398</b>
Professional Services - Engineer	\$ -	\$ -	\$ 300,322
Professional Services - Other	\$ -	\$ -	\$ 59,982
Telephone	\$ -	\$ -	\$ 700
Office Rental	\$ -	\$ -	\$ 24,000
Postage	\$ -	\$ -	\$ 500
Advertising	\$ -	\$ -	\$ 6,500
Printing & Binding	\$ -	\$ -	\$ 1,000
Professional Associations	\$ -	\$ -	\$ 4,000
Travel & Training	\$ -	\$ -	\$ 10,000
Specialized Supplies	\$ -	\$ -	\$ 1,000
Software	\$ -	\$ -	\$ 303
<b>Total O&amp;M</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 408,307</b>
Infrastructure	\$ -	\$ -	\$ 30,000
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>
<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 533,705</b>



## Introduction

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

The Sierra Vista City Council adopted a Strategic Leadership Plan in 2007 addressing the needs of the community. One of the council Strategic Leadership Plan objectives was to create and adopt a 5-year Capital Improvement Plan. The City has been proactive in developing a Capital Improvement Plan in order to ensure that the City and its citizens are aware of future capital infrastructure. The Strategic Leadership Plan has since been updated every two years, most recently in May 2015.

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, the City Manager reviews the list and select projects that have a reasonable start date in the next five years. Departments did not need to submit a comprehensive justification for projects that will be started in the next five to ten years due to the uncertainty of future funding availability and future needs. The needs of the community beyond five years may be **drastically different than the community's current needs.**



Once the City Manager selected the projects that have a reasonable start date in the next five years, Department Directors submitted a capital improvement submittal form for each project. The submittal form includes detailed project information. 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	<p><b>This is a project that should be completed in the first year of the Capital Improvement Plan. Delaying the project is not a good option.</b></p> <p>This project is a two-year Strategic Plan Objective –or-  This project is necessary to alleviate a significant, existing, documented safety hazard –or-  <b>This project will not have a large impact on the City’s General Fund –or-</b>  This is a project that cannot be reasonable postponed –or-  The project will increase the quality of life for residents. –or-  This project will address a significant public welfare situation –or-  This project will have a significant impact on the ability to retain and expand business in Sierra Vista</p>
2	<p><b>This is a project that needs to be completed in the next year or two. Delaying this project for a year is acceptable but a long-term delay is not beneficial to the community.</b></p> <p>This project is part of the Council’s Strategic Plan Goals –or-  This project needs to be completed to prevent the onset of a likely safety hazard –or-  This project is needed to ensure structural integrity of existing assets –or-  The project would increase City revenue or reduce City expenditures.</p>



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

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



## Capital Improvement Plan

This entire process was most recently completed prior to the FY14 budget year. Adjustments have been made to the document in FY15 and FY16 by City staff as a result in changes in funding or priorities.

### 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 department budget submittals.

### Capital Improvement Assets

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

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

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

**Increase in Capabilities:** If an asset significantly increases the capabilities of an asset then it will be considered a Capital Improvement Asset. An example of this would



## Capital Improvement Plan

be the change from a black and white camera to a color camera. Another example would be a new module for HTE, e.g. Police and Fire expansion.

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

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

**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.

<b>Project</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Total</b>
Garden Ave/Fry Improvements	\$ 650,000					\$ 650,000
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
<b>Total</b>	<b>\$ 650,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,950,000</b>	<b>\$ 6,250,000</b>	<b>\$ 8,850,000</b>

**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.

<b>Project</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Total</b>
Coronado Drive Widening Project (Busby to Golf Links)	\$ 1,200,000					\$ 1,200,000
Avenida del Sol Widening Project	\$ 500,000					\$ 500,000
Seventh Street / Golf Links Rd. Signal Improvement			\$ 350,000			\$ 350,000
Garden Canyon Linear Park			\$ 150,000	\$ 150,000	\$ 150,000	\$ 450,000
<b>Total</b>	<b>\$ 1,700,000</b>	<b>-</b>	<b>\$ 500,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 2,500,000</b>



### 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	FY16	FY17	FY18	FY19	FY20	Total
Seventh Street Pedestrian Crossing	\$ 225,000					
Seventh Street and Fry Signal Upgrades	\$ 250,000					
Buffalo Soldier Trail (BST) Multi-Use Path (MUP) Project		\$ 501,640				\$ 501,640
Multi Use Pathway Connectivity Projects (Colombo/Giulio/Cesare/Coronado)		\$ 523,680				\$ 523,680
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
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
<b>Total</b>	<b>\$ 475,000</b>	<b>\$ 1,025,320</b>	<b>\$ 1,350,000</b>	<b>\$ 1,800,000</b>	<b>\$ 5,000,000</b>	<b>\$ 9,175,320</b>



**Airport Fund**

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

<b>Project</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Total</b>
Taxiway G and J Strengthening	\$ 2,033,000					\$ 2,033,000
<b>Total</b>	<b>\$ 2,033,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,033,000</b>

**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.

<b>Project</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Total</b>
Diamondbacks Ballfield Building Grant		\$ 1,200,000				\$ 1,200,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>



Capital Improvement Plan Six to Ten Years

The City of Sierra Vista also maintains a capital improvement plan for projects expected to be completed in the next ten years. Projects listed below are in the long-term plans of the City.

<b>Project</b>	<b>5 Year Total</b>
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
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
BST/Avenida Del Sol Signal	\$ 350,000
Avenida Cochise/Avenida Del Sol Signal	\$ 400,000
Snyder/Avenida Del Sol Signal	\$ 350,000
Guilio Cesare (SR90 to Michelangelo) Improvements	\$ 625,000
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
Equestrian Center	\$ 750,000
Javelina Park Desing and Construction	\$ 1,500,000
Public Recreation Center	\$ 14,000,000
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
SR 92/ Snyder Blvd Intersection Signal Improvement Project	\$ 400,000
Section 36 Detention Basin	\$ 500,000
Tompkins Park / 7th Street Median Project (Katherine Dr, to BST)	\$ 225,000
<b>Total</b>	<b>\$ 89,800,000</b>



# Department of Public Works Recommended Five-Year Capital Maintenance and Replacement Plan Fiscal Year 2016-2020

## Public Works Capital Replacement Team:

Scott Dooley, P.E. .... Director of Public Works  
 Sharon Flissar, P.E. .... City Engineer  
 Richard Cayer, P.E. .... Operations Manager  
 Gil Schwantes..... Maintenance Services Superintendent  
 Ryan Kooi..... Management Analyst II  
 Janet Laduke.....Public Works Specialist

**January 2015**



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**5-year Capital Maintenance and Replacement Plan**

**Public Works Five Year Capital Maintenance and Replacement Plan  
Fiscal Years 2016-2020**

**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 a Five-Year Capital Maintenance and Replacement Plan. The plan calls for the Department of Public Works to inventory, condition rate, and develop maintenance or replacement plans for the following categories of assets: Facilities Maintenance (building structure), and Facilities Equipment Replacement (building equipment); Fleet Vehicle and Equipment Replacement; Major Streets Maintenance, and Residential Street Maintenance; and Sewer Line Maintenance/Replacement, and Water and Wastewater Facility Replacement. In addition, when Park's Facilities Sports Fields and Grounds was added to Public Works, a capital maintenance and replacement plan was created and rated for their capital assets. 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's capital assets. The plan encompasses a five-year period that covers all of the City's major capital assets and prioritizes the maintenance and/or replacement of assets 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 maintenance (O&M). (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 five-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:



## 5-year Capital Maintenance and Replacement Plan

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. An 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.
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 construction of 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.



## 5-year Capital Maintenance and Replacement Plan

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 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 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 Fiscal Year Budget will be based on the prioritized list and available funding.



**5-year Capital Maintenance and Replacement Plan**

**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 2016 - 2020**

FY 2016				
ITEM	INTERVAL	LOCATION	RATING	COST
HVAC (small < 7 ton)	15	City Hall #1 & #7	2	\$50,000
Switch Gear	30	City Hall	2	\$5,000
<b>Total</b>				<b>\$55,000</b>



**5-year Capital Maintenance and Replacement Plan**

<b>FY 2017</b>				
<b>ITEM</b>	<b>INTERVAL</b>	<b>LOCATION</b>	<b>PRIORITY</b>	<b>COST</b>
HVAC (small < 7 ton)	15	Ethel Berger Center #3	2	\$9,000
HVAC (large > 7 ton)	15	PCC – Fleet Maintenance	2	\$35,000
HVAC (small<7 ton)	10	Fire Station #2	2	\$9,000
Switch Gear	30	Airport	2	\$5,000
<b>Total</b>				<b>\$58,000</b>

<b>FY 2018</b>				
<b>ITEM</b>	<b>INTERVAL</b>	<b>LOCATION</b>	<b>PRIORITY</b>	<b>COST</b>
HVAC (small < 7 ton)	15	Fire Station #2	2	\$9,000
<b>Total</b>				<b>\$9,000</b>

<b>FY 2019</b>				
<b>ITEM</b>	<b>INTERVAL</b>	<b>LOCATION</b>	<b>PRIORITY</b>	<b>COST</b>
Drinking Fountains	10	PCC Admin. Building 2	2	\$7,000
<b>Total</b>				<b>\$7,000</b>

<b>FY 2020</b>				
<b>ITEM</b>	<b>INTERVAL</b>	<b>LOCATION</b>	<b>PRIORITY</b>	<b>COST</b>
Large Stove	20	EBC	2	\$10,000
<b>Total</b>				<b>\$10,000</b>



5-year Capital Maintenance and Replacement Plan

**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.

<b>ASSET</b>	<b>REPLACEMENT INTERVAL</b>
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/Windows	10 Years
Access Controls	10 Years
Lighting	As Needed

- In addition, all public building equipment is further evaluated and prioritized based on the following criteria:

<b>FACILITIES STRUCTURAL EVALUATION CRITERIA</b>				
<b>Criteria</b>				<b>Priority</b>
System Failure (Repair Required)				1
Asset Preservation/Rehabilitation				2
Functional Improvement/Upgrade				3
Cosmetic/Aesthetic/Convenience				4



**5-year Capital Maintenance and Replacement Plan**

**Facilities Structural Replacement Program**

**FY 2016 - 2020**

<b>FY 2016</b>				
<b>ITEM</b>	<b>INTERVAL</b>	<b>LOCATION</b>	<b>PRIORITY</b>	<b>COST</b>
Structural Phase III	N/A	Cove Aquatic Center	1	\$61,000
Exterior Paint	12	Ethel Berger Center	2	\$70,000
Floor Covering	15	Fire #1	2	\$15,000
Skylight Sealing	10	City Hall	2	\$2,000
Skylight Sealing	10	Pedro Castro Center	1	\$5,000
Re-Plumb Holding Cell	25	Police Station	1	\$45,000
Re-roof Restrooms	10	Veterans Memorial park	2	\$15,000
Access Gates North and South	10	PCC	1	\$60,000
Windows	10	Library	2	\$20,000
<b>Total</b>				<b>\$293,000</b>

<b>FY 2017</b>				
<b>ITEM</b>	<b>INTERVAL</b>	<b>LOCATION</b>	<b>PRIORITY</b>	<b>COST</b>
Fire Panel/System	25	Airport	1	\$18,000
Fire Panel/System	25	OYCC	1	\$25,000
Floor Covering	15	Library	2	\$150,000
Floor Covering	15	Police Station	2	\$75,000
Interior/Exterior Paint	12	Police Station	2	\$100,000
Roof Recoating	5	Fire Station 1	2	\$38,000
Interior/Exterior Paint	12	Fire Station 2	2	\$25,000
Window Film	12	Library	2	\$50,000
Interior/Exterior Paint	12	Airport	2	\$37,000
Interior/Exterior Paint	12	Fleet Facility	2	\$100,000
Interior/Exterior Paint	12	Cove Aquatic Center	2	\$45,000
Dual Slide Door	12	Ethel Berger Center	2	\$35,000
<b>Total</b>				<b>\$698,000</b>



**5-year Capital Maintenance and Replacement Plan**

<b>FY 2018</b>				
<b>ITEM</b>	<b>INTERVAL</b>	<b>LOCATION</b>	<b>PRIORITY</b>	<b>COST</b>
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	2	8,000
Interior/Exterior Paint	12	PCC Admin Building	2	\$38,000
Interior/Exterior Paint	12	PCC Shop Building	2	\$30,000
<b>Total</b>				<b>\$204,000</b>

<b>FY 2019</b>				
<b>ITEM</b>	<b>INTERVAL</b>	<b>LOCATION</b>	<b>PRIORITY</b>	<b>COST</b>
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	2	\$22,000
<b>Total</b>				<b>\$89,000</b>

<b>FY 2020</b>				
<b>ITEM</b>	<b>INTERVAL</b>	<b>LOCATION</b>	<b>PRIORITY</b>	<b>COST</b>
Roof Recoating	5	Animal Control	2	\$3,000
Roof Recoating	5	Fire #3	2	\$35,000
Roof Recoating	5	Transit Center	2	\$15,000
Roof Recoating	5	Pavilion	2	\$3,000
Roof Recoating	5	Airport FBO	2	\$11,000
Interior/Exterior Paint	12	Fire #3	4	\$22,000
Interior/Exterior Paint	12	Animal Control	4	\$22,000
<b>Total</b>				<b>\$111,000</b>



**5-year Capital Maintenance and Replacement Plan**

**II. FLEET AND EQUIPMENT REPLACEMENT PROGRAM**

City vehicles and equipment are replaced based on the criteria listed in the following chart. In addition, other criteria such as 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 Supervisor, with approval from the Director of Public Works, will make arrangements to replace the unit.

<b>PRIORITIZATION CRITERIA SCORE*</b>	
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	

**Fleet Vehicle and Equipment Replacement Program by Fund  
FY 2016-2020**

**FY 2016**

**Police Department**

<b>Reference Number</b>	<b>Description</b>	<b>Year</b>	<b>Age</b>	<b>Current Meter Reading</b>	<b>Total Points</b>	<b>Cost</b>
SV1051	AUTO, CROWN VICTORIA	2006	9	69860	62	\$46,000
SV1026	AUTO, CROWN VICTORIA	2006	9	90405	63	\$46,000
SV1029	AUTO, CROWN VICTORIA	2006	9	101603	62	\$46,000
SV1022	AUTO, CROWN VICTORIA	2006	9	64441	61	\$46,000
SV1021	AUTO, CROWN VICTORIA	2006	9	80565	58	\$46,000
SV89	AUTO, CROWN VICTORIA	2000	15	94553	58	\$46,000
SV1003	AUTO, CROWN VICTORIA	2001	14	106490	54	\$46,000
SV1016	AUTO, CROWN VICTORIA	2003	12	93336	53	\$46,000
SV1070	AUTO, CROWN VICTORIA	2007	8	114652	52	\$46,000
SV2027	SUV, EXCURSION, 4X4	2003	12	125156	41	\$48,000
SV153	PICKUP, 3/4 TON	1998	17	122418	40	\$35,000
SV2037	SUV, EXPLORER	2005	10	122029	37	\$48,000
SV2051	SUV, EXPLORER	2006	9	91264	36	\$48,000
<b>Total</b>						<b>\$593,000</b>



**5-year Capital Maintenance and Replacement Plan**

**Fire Department**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV250	TRUCK, HEAVY, PUMPER,QUNT	1997	18	13528	54	\$750,000
SV186	AMBULANCE	2000	15	89538	37	\$280,000
<b>Total</b>						<b>\$1,030,000</b>

**Parks**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV100	PICKUP, 1 TON, DUMP	1994	21	70199	47	\$62,000
SV2005	PICKUP, 3/4 TON	2001	14	148557	41	\$35,000
<b>Total</b>						<b>\$97,000</b>

**Enterprise Fund - Refuse**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV321	TRUCK, HEAVY, RAPID RAIL	2001	14	121011	54	\$315,000
SV344	TRUCK, HEAVY, RAPID RAIL	2005	10	89118	44	\$315,000
<b>Total</b>						<b>\$315,000</b>

**Enterprise Fund - Wastewater**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV211	TRUCK, HEAVY, SEWER VAC	1995	20	67898	45	\$285,000
<b>Total</b>						<b>\$285,000</b>

**Enterprise Fund - Streets**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV238	TRACTOR, KOBOTA 4X4	2002	13	3292	39	\$200,000
SV306	PICKUP, 1.5 TON, BKT, LFT	1999	16	50565	31	\$240,000
<b>Total</b>						<b>\$440,000</b>

**Grant Funds Transit**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV93	AUTO, CROWN VICTORIA	2000	15	97371	42	\$52,000
SV354	BUS, 18/22 PASS, INTERNA	2007	8	192211	39	\$170,000
SV350	BUS, 18/22 PASS, INTERNA	2007	8	134985	37	\$170,000
<b>Total</b>						<b>\$392,000</b>

<b>Total Grant Funds</b>	\$392,000
<b>Total Enterprise Fund</b>	\$1,040,000
<b>Total General Fund</b>	\$1,720,000
<b>Grand Total</b>	<b>\$3,152,000</b>



**5-year Capital Maintenance and Replacement Plan**

**FY 2017**

**Police Department**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV1038	AUTO, CROWN VICTORIA	2006	9	97093	60	\$46,000
SV1035	AUTO, CROWN VICTORIA	2006	9	75806	59	\$46,000
SV1036	AUTO, CROWN VICTORIA	2006	9	90657	58	\$46,000
SV1023	AUTO, CROWN VICTORIA	2006	9	77198	58	\$46,000
SV1031	AUTO, CROWN VICTORIA	2006	9	72831	57	\$46,000
SV1033	AUTO, CROWN VICTORIA	2006	9	93788	57	\$46,000
SV1069	AUTO, CROWN VICTORIA	2007	8	89793	56	\$46,000
SV1054	AUTO, CROWN VICTORIA	2007	8	86194	56	\$46,000
SV2028	SUV, EXCURSION, 4X4	2003	12	112456	40	\$48,000
<b>Total</b>						<b>\$416,000</b>

**Fire Department**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV318	TRUCK, HEAVY, PUMPER, PRC	2000	15	65534	55	\$750,000
SV2011	AMBULANCE	2001	14	77895	41	\$280,000
SV2057	PICKUP, 1/2 TON	2008	7	69144	37	\$50,000
<b>Total</b>						<b>\$1,080,000</b>

**Enterprise Fund - Refuse**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV201	TRUCK, HEAVY, DUMP, 20YD	1983	32	163242	51	\$150,000
SV339	TRUCK, HEAVY, FRONTLOADER	2004	11	112350	51	\$310,000
SV343	TRUCK, HEAVY, RAPID RAIL	2005	10	78891	42	\$315,000
<b>Total</b>						<b>\$775,000</b>

**Enterprise Fund - Wastewater**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV2039	PICKUP, 3/4 TON, 4X4	2005	10	77901	48	\$35,000
SV237	TRACTOR, MOWER	1988	27	3180	45	\$135,000
<b>Total</b>						<b>\$170,000</b>

**Enterprise Fund - Streets**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV102	PICKUP, 1/2 TON	1989	26	72635	47	\$35,000
SV181	PICKUP, 1/2 TON	1999	46	64304	44	\$35,000
SV162	PICKUP, 1 TON	1990	25	49992	40	\$52,000
<b>Total</b>						<b>\$122,000</b>



**5-year Capital Maintenance and Replacement Plan**

**Grant Funds - Transit**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV351	BUS, 18/22 PASS, INTERNA	2007	8	159613	33	\$170,000
SV355	BUS, 18/22 PASS, INTERNA	2007	8	155165	32	\$170,000
<b>Total</b>						<b>\$340,000</b>

<b>Total Grant Funds</b>	\$340,000
<b>Total Enterprise Fund</b>	\$1,067,000
<b>Total General Fund</b>	\$1,496,000
<b>Grand Total</b>	<b>\$2,903,000</b>

**FY 2018**

**Police Department**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV1025	AUTO, CROWN VICTORIA	2006	9	98285	58	\$46,000
SV1057	AUTO, CROWN VICTORIA	2007	8	88940	55	\$46,000
SV1028	AUTO, CROWN VICTORIA	2006	9	80149	54	\$46,000
SV1027	AUTO, CROWN VICTORIA	2006	9	54832	54	\$46,000
SV98	AUTO, CROWN VICTORIA	2001	14	84138	53	\$46,000
SV1072	AUTO, CROWN VICTORIA	2007	8	69642	51	\$46,000
SV1065	AUTO, CROWN VICTORIA	2007	8	79203	51	\$46,000
SV1072	AUTO, CROWN VICTORIA	2007	8	69642	51	\$46,000
SV1065	AUTO, CROWN VICTORIA	2007	8	79203	51	\$46,000
<b>Total</b>						<b>\$414,000</b>

**Fire Department**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV338	TRUCK, HEAVY, LADDER, 75	2004	11	71197	46	\$1,100,000
<b>Total</b>						<b>\$1,100,000</b>

**Facilities**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV3005	VAN, 1/2 TON, CARGO	2000	15	141385	48	\$32,000
<b>Total</b>						<b>\$32,000</b>



**5-year Capital Maintenance and Replacement Plan**

**Parks**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV2040	PICKUP, 3/4 TON	2005	10	70471	49	\$35,000
SV172	PICKUP, 1/2 TON	1997	18	67302	47	\$30,000
SV2042	PICKUP, 3/4 TON	2005	10	59116	46	\$35,000
SV225	TRUCK, MEDIUM, WATER, 1500	1976	39	50301	45	\$140,000
SV166	PICKUP, 1/2 TON	1996	19	110371	44	\$30,000
SV167	PICKUP, 1/2 TON	1996	19	100874	44	\$30,000
SV183	PICKUP, 1/2 TON	1999	16	94163	40	\$30,000
<b>Total</b>						<b>\$330,000</b>

**Leisure/Library**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV72	AUTO, CROWN VICTORIA	1997	18	96299	38	\$31,500
SV310	BUS, 28 PASS, AERO ELITE	1999	16	157203	25	\$220,000
<b>Total</b>						<b>\$251,500</b>

**Enterprise Fund - Refuse**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV336	TRUCK, MEDIUM, WATER, 1500	2000	15	16953	45	\$140,000
SV328	COMPOST, SCREEN, RECUPRTR	2001	14	1412	45	\$50,000
SV346	TRUCK, HEAVY, RAPID RAIL	2006	9	78502	42	\$315,000
<b>Total</b>						<b>\$505,000</b>

**Enterprise Fund - Wastewater**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV2041	PICKUP, 1 TON, UTILITY, 4	2005	10	57528	46	\$62,000
SV301	TRACTOR, NEW HOLLAND	1998	17	2902	45	\$135,000
SV269	TRACTOR, DOZER	1982	33	1199	45	\$200,000
SV219	TRACTOR, TL-70	1999	16	2061	45	\$135,000
SV331	VAN, 2 TON, STEP, CAMERA	1998	17	34682	42	\$325,000
SV2024	PICKUP, 3/4 TON UTILITY 4X4	2003	13	85895	40	\$52,000
<b>Total</b>						<b>\$909,000</b>

**Enterprise Fund - Streets**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV102	PICKUP, 1/2 TON	1989	26	72635	47	\$30,000
SV345	TRUCK, MEDIUM, SWEEPER	2006	10	49867	42	\$204,000
<b>Total</b>						<b>\$234,000</b>



**5-year Capital Maintenance and Replacement Plan**

**Grant Funds - Transit**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV381	ELDORADO BUS	2010	5	69300	37	\$220,000
SV380	ELDORADO BUS	2010	5	73539	32	\$220,000
<b>Total</b>						<b>\$440,000</b>
<b>Total Grant Funds</b>						\$440,000
<b>Total Enterprise Fund</b>						\$1,648,000
<b>Total General Fund</b>						\$2,127,500
<b>Grand Total</b>						<b>\$4,215,500</b>

**FY 2019**

**Admin Services**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV1032	AUTO, CROWN VICTORIA	2006	9	102680	41	\$30,000
<b>Total</b>						<b>\$30,000</b>

**City Manager**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV96	AUTO, CROWN VICTORIA	2001	14	92747	41	\$30,000
<b>Total</b>						<b>\$30,000</b>

**Community Development**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV199	PICKUP, 1/2 TON	2001	14	111875	40	\$30,000
<b>Total</b>						<b>\$30,000</b>

**Police Department**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV1063	AUTO, CROWN VICTORIA	2007	8	53610	48	\$46,000
SV1064	AUTO, CROWN VICTORIA	2007	8	68272	48	\$46,000
SV104	SUV, TAHOE, K9	2008	7	85600	47	\$46,000
SV2067	DODGE CARAVAN	2005	10	76200	47	\$32,000
SV1055	AUTO, CROWN VICTORIA	2007	8	79297	47	\$46,000
SV1071	AUTO, CROWN VICTORIA	2007	8	66899	47	\$46,000
SV13	AUTO, CROWN VICTORIA	2008	7	67323	46	\$46,000
SV1076	AUTO, CROWN VICTORIA	2008	7	56921	45	\$46,000
SV1068	AUTO, CROWN VICTORIA	2007	8	67661	44	\$46,000
SV1084	AUTO, CROWN VICTORIA	2008	7	47532	44	\$46,000
SV1058	AUTO, CROWN VICTORIA	2007	8	75467	43	\$46,000
SV1079	AUTO, CROWN VICTORIA	2008	7	47047	42	\$46,000
SV1059	AUTO, CROWN VICTORIA	2007	8	65729	42	\$46,000
SV1082	AUTO, CROWN VICTORIA	2008	7	21672	41	\$46,000



**5-year Capital Maintenance and Replacement Plan**

SV1078	AUTO, CROWN VICTORIA	2008	7	50405	40	\$46,000
<b>Total</b>						<b>\$676,000</b>

**Fire Department**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV2035	PICKUP, 3/4 TON	2004	11	72232	44	\$35,000
<b>Total</b>						<b>\$35,000</b>

**Parks**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV129	PICKUP, 1/2 TON	1995	20	98327	43	\$30,000
SV107	PICKUP, 1 TON	2007	8	30100	42	\$52,000
SV117	PICKUP, 1/2 TON	2008	7	41676	41	\$30,000
SV173	PICKUP, 1/2 TON	1997	18	96970	40	\$30,000
<b>Total</b>						<b>\$142,000</b>

**Fleet**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV177	PICKUP, 1 TON, FLATBED	1998	17	38025	41	\$90,000
<b>Total</b>						<b>\$90,000</b>

**Enterprise Fund - Refuse**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV335	TRACTOR, LOADER, KOMATSU	2004	11	6518	42	\$205,000
SV372	TRUCK, HEAVY, FRONTLOADER	2009	6	59790	36	\$310,000
<b>Total</b>						<b>\$515,000</b>

**Enterprise Fund - Wastewater**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV2024	PICKUP, 3/4 TON UTILITY 4X4	2003	12	85895	40	\$52,000
SV2025	PICKUP, 3/4 TON UTILITY	2003	12	73646	40	\$52,000
<b>Total</b>						<b>\$104,000</b>

**Enterprise Fund - Streets**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV195	PICKUP, 3/4 TON	2000	16	69839	48	\$35,000
SV312	TRUCK, MEDIUM, DUMP, 6YD	1999	17	42264	45	\$135,000
SV198	PICKUP, 1/2 TON	2001	15	67650	44	\$30,000
<b>Total</b>						<b>\$200,000</b>



**5-year Capital Maintenance and Replacement Plan**

**Grant Funds - Transit**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV379	ELDORADO BUS	2010	5	75907	34	\$220,000
<b>Total</b>						<b>\$220,000</b>
<b>Total Grant Funds</b>						\$220,000
<b>Total Enterprise Fund</b>						\$819,000
<b>Total General Fund</b>						\$1,033,000
<b>Grand Total</b>						<b>\$2,072,000</b>

**FY 2020**

**City Manager**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV1020	AUTO, CROWN VICTORIA	2005	10	828010	40	\$30,000
<b>Total</b>						<b>\$30,000</b>

**Police Department**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV1077	AUTO, CROWN VICTORIA	2008	7	47759	40	\$46,000
SV1087	CROWN VICTORIA TRUCK, MEDIUM, MOTOR	2010	5	41195	39	\$46,000
SV329	HOME	2001	14	11233	39	\$250,000
SV2036	PICKUP, 3/4 TON	2001	14	173988	39	\$35,000
SV2023	PICKUP, 1/2 TON, EXTENDED	2003	12	131811	37	\$30,000
SV118	PICKUP, 3/4TON	2008	7	70962	37	\$35,000
SV1061	AUTO, CROWN VICTORIA	2007	8	43687	37	\$46,000
SV1060	AUTO, CROWN VICTORIA	2007	8	45037	37	\$46,000
SV143	PICKUP, 1/2 TON, S-10	1998	17	98681	35	\$30,000
SV3002	KIA MINI VAN	2004	11	45849	35	\$46,000
SV1081	AUTO, CROWN VICTORIA	2008	7	52386	35	\$46,000
SV850	POLARIS MINI VEHICLE	2010	5	817	33	\$25,000
<b>Total</b>						<b>\$681,000</b>

**Fire Department**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV2053	VAN, 1 TON, CARGO, FIRE	2006	9	28325	40	\$32,000
SV101	SUV, EXPEDITION, 4X4	2007	8	44093	40	\$68,000
<b>Total</b>						<b>\$100,000</b>



**5-year Capital Maintenance and Replacement Plan**

**Leisure/Library**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV188	PICKUP, 1/2 TON	2000	15	76642	40	\$30,000
SV108	PICKUP, 1 TON	2007	8	47521	40	\$52,000
SV2004	PICKUP, 3/4 TON, EXTENDED	2001	14	70900	40	\$35,000
<b>Total</b>						<b>\$117,000</b>

**Fleet**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV2046	PICKUP, 3/4 TON, UTILITY	2006	9	59469	41	\$52,000
<b>Total</b>						<b>\$52,000</b>

**Engineering**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV2008	PICKUP, 1/2 TON EXTD 4X4	2001	14	115357	41	\$35,000
SV2030	PICKUP, 3/4 TON UTILITY	2003	12	90346	40	\$52,000
SV2015	PICKUP, 1 TON, UTILITY	2002	13	75350	40	\$62,000
<b>Total</b>						<b>\$149,000</b>

**Enterprise Fund - Refuse**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV356	CHIPPER, MORBARK, LARGE	2006	9	1078	42	\$932,000
SV309	TRACTOR, UNILOADER	1999	16	2464	39	\$40,000
SV2013	PICKUP, 1/2 TON, EXTENDED	2002	13	75350	37	\$30,000
<b>Total</b>						<b>\$1,002,000</b>

**Enterprise Fund - Wastewater**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV157	PICKUP, 1.5 TON, CAN CRYR	1989	26	105384	47	\$140,000
SV719	BUCKEYE COMPRESSOR	1988	27	0	39	\$20,000
SV731	PUMP, WHITEMAN	2000	15	7	39	\$10,000
SV732	PUMP, WHITEMAN	2000	15	2	39	\$10,000
<b>Total</b>						<b>\$180,000</b>

**Enterprise Fund - Streets**

Reference Number	Description	Year	Age	Current Meter Reading	Total Points	Cost
SV181	PICKUP, 1/2 TON	1999	16	64304	44	\$30,000
SV2031	PICKUP, 3/4 TON, EXTENDED	2003	12	63746	44	\$35,000
SV2022	PICKUP, 1/2 TON, EXTENDED	2003	12	54786	42	\$30,000
SV2003	PICKUP, 3/4 TON	2001	14	76080	40	\$35,000
<b>Total</b>						<b>\$130,000</b>



**5-year Capital Maintenance and Replacement Plan**

**Grant Funds - Transit**

<b>Reference Number</b>	<b>Description</b>	<b>Year</b>	<b>Age</b>	<b>Current Meter Reading</b>	<b>Total Points</b>	<b>Cost</b>
SV374	BUS, 18 PASS, ARBOC	2010	5	73734	22	\$170,000
SV377	BUS, 18 PASS, ARBOC	2010	5	73756	20	\$170,000
<b>Total</b>						<b>\$340,000</b>
<b>Total Grant Funds</b>						\$340,000
<b>Total Enterprise Fund</b>						\$1,312,000
<b>Total General Fund</b>						\$1,129,000
<b>Grand Total</b>						<b>\$2,781,000</b>



**III. STREET RECONSTRUCTION PROGRAM**

- Street Reconstruction of the 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.

<b>Street Rating System</b>		
<b>Surface Rating</b>	<b>Visible Distress</b>	<b>General Condition/ Treatment Measures</b>
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.



5-year Capital Maintenance and Replacement Plan

FISCAL YEAR 2016 REBUILDS							
Priority	Street	From Street	To Street	Sq Ft	Rating	PCI	Cost
1	N MOSON RD	E HIGHWAY 90	MURRAY SPRINGS	9296	2	25	\$145,100
2	CORRAL RD	AVENIDA DEL SOL	END WEST PAVEMENT	6440	2	15	\$51,700
						<b>Total</b>	<b>\$196,700</b>

FISCAL YEAR 2016 SAMS							
Priority	Street	From Street	To Street	Sq Ft	Rating	PCI	Cost
1	VIA MIGUEL	SNYDER BOULEVARD	CALLE LADERO	6650	1	0	\$3,100
2	PLAZA MARIA	CALLE LADERO	END NORTH C.D.S	22116	1	1.6	\$10,400
3	CALLE LADERO	CALLE BARONA	PLAZA MARIA	20596	1	2.3	\$9,700
4	CALLE ESTUDIANTE	PASEO LAS PALMAS	CALLE AMABLE	30976	1	2.6	\$14,600
5	SANTA CATALINA DR	CORONADO DR	END WEST C.D.S	9800	1	3.1	\$4,600
6	SAVANNA DR	GOLF LINKS RD	END SOUTH C.D.S	95812	1	3.3	\$45,200
7	PALO VERDE PL	PALO VERDE DR	END WEST C.D.S	7812	1	4	\$3,700
8	SIERRA DR	ANDREA DR	LENZNER AVE	47360	1	4.1	\$22,400
9	RAINBOW WAY	STATE HIWAY 90	BLUE HORIZON	49504	1	4.2	\$23,400
10	N CANYON DR	N RAILROAD AVE	DENMAN AVE	6888	1	4.3	\$3,300
11	CARMICHAEL AVE	TACOMA ST	WHITTON ST	69930	1	4.7	\$33,000
12	DRIFTWOOD CIRCLE	CRESTWOOD DR	CRESTWOOD DR	30520	1	5.2	\$14,400
13	VIOLA DR	ANDREA DR	BELLA VISTA DR	32576	1	5.3	\$15,400
14	VIA CAMELLIA	CAMINO BELLA ROSA	END SOUTH C.D.S	7684	1	5.6	\$3,600
15	VIA LA CRESTA	CAMINO BELLA ROSA	END SOUTH C.D.S	8399	1	5.6	\$4,000
16	TACOMA ST	CORONADO DR	END EAST PAVEMENT	151126	1	5.7	\$71,400
17	CHANTILLY DR	SEVENTH ST	SAVANNA DR	46930	1	5.9	\$22,200



5-year Capital Maintenance and Replacement Plan

18	CALLE CUMBRE	BARRANCA ARBOLADA	LA CANADA	19684	1	6.8	\$9,300
19	CUSHMAN DR	LENZNER AVE	BELLA VISTA DR	21532	1	6.8	\$10,200
20	ANDREA DR	LENZNER AVE	END EAST PAVEMENT	38448	1	7.6	\$18,200
21	JUDD ST	JENNIFER LN	GOLF LINKS RD	58275	1	7.9	\$27,500
22	BLACKBIRD DR	AVENIDA ESCUELA	MALLARD CIRCLE E	21000	1	8	\$9,900
23	TACOMA ST	PFISTER AVE	TAYLOR DR	36360	1	8.1	\$17,200
24	NELSON DR	CARMICHAEL AVE	END (SSVEC SUBSTATION	61308	1	8.1	\$29,000
25	PALO VERDE DR	TACOMA ST	OCOTILLO DR	88640	1	8.4	\$41,900
26	TIFFANY PL	CORONADO DR	END EAST C.D.S	15456	1	8.4	\$7,300
27	CALLE BARONA	CALLE LADERO	PLAZA MARIA	34580	1	8.5	\$16,300
28	LEA ST	GOLF LINKS RD	MEADOWS DR	37120	1	8.6	\$17,500
29	FORT AVE	NORTH GARDEN AVE	KAYETAN DR	49874	1	8.7	\$23,600
30	BARTOW DR	CARMICHAEL AVE	FIFTH ST	67035	1	8.9	\$31,700
31	CAMELOT DR	SEVENTH ST	SAVANNA DR	34720	1	8.9	\$16,400
32	PASEO DE LA LUNA	VIA RIATA	AVENIDA COCHISE	78470	1	8.9	\$37,100

**Total** \$617,300

**FY 2016 Total** **\$814,000**

**FISCAL YEAR 2017 SAMS**

Priority	Street	From Street	To Street	Sq Ft	Rating	PCI	Cost
1	BELLA VISTA DR	LENZNER AVE	CUSHMAN DR	27916	1	9	\$13,200
2	CORONADO LANE	SIERRA DR	CUSHMAN DR	12800	1	9.8	\$6,000
3	TACOMA ST	SEVENTH ST	FIRST ST	70524	1	9.9	\$33,300
4	FAB AVE	W FRY BLVD	WILCOX DR	32088	1	10.3	\$15,200
5	TERRA DR	GOLF LINKS RD	HIGHLAND DR	50720	1	10.5	\$24,000
6	SULGER ST	E BUSBY DR	DANNY LANE	21000	1	10.6	\$9,900
7	JOSHUA TREE DR	OCOTILLO DR	END SOUTH C.D.S	59772	1	11.2	\$28,200
8	LA MESA DR	EL SONORO DR	CALLE ESTUDIANTE	8288	1	11.2	\$3,900



5-year Capital Maintenance and Replacement Plan

9	SNEAD DR	SAINT ANDREWS DR	PLAYER DR	75460	1	11.5	\$35,600
10	ESSEX DR	SEVENTH ST	END EAST C.D.S	50204	1	11.6	\$23,700
11	CARMELITA DR	SEVENTH ST	LENZNER AVE	133538	1	11.7	\$63,100
12	NORTH AVE	CYR CENTER	KAYETAN DR	24300	1	11.8	\$11,500
13	CARMICHAEL AVE	DANSER DR	SCHOOL DR	72922	1	11.9	\$34,400
14	SWAN DR	QUAILRUN DR	MALLARD CIRCLE WEST	40902	1	12.1	\$19,300
15	CORTE VISTA	CALLE CUMBRE	END WEST C.D.S	23800	1	12.2	\$11,200
16	CRESTVIEW WAY	SUNFLOWER WAY	AVENIDA COCHISE	14420	1	12.4	\$6,800
17	BELLA VISTA DR	ANDREA DR	LENZNER AVE	62400	1	13	\$29,500
18	MESA ST	PRAIRIE ST	SAVANNA DR	7264	1	13	\$3,400
19	PRAIRIE ST	GOLF LINKS RD	MEADOWS DR	51808	1	13	\$24,500
20	BELLA VISTA DR	ANDREA DR	VIOLA DR	17280	1	13.4	\$8,200
21	QUAIL PLACE	QUAILRUN DR	END SOUTH C.D.S	7264	1	13.7	\$3,400
22	PAMPAS PL	SEVENTH ST	END SOUTH C.D.S	22336	1	14.2	\$10,500
23	CALLE CHICO	VIA RIATA	CALLE SABO	22168	1	14.4	\$10,500
24	CAMELOT RD	SEVENTH ST	REGENCY DR	24128	1	15	\$11,400
25	CATALINA DR	OCOTILLO DR	TACOMA ST	77280	1	15	\$36,500
26	E CARDINAL DR	CARDINAL AVE	EL CAMINO REAL	63750	1	15	\$30,100
27	CALLE VISTA	PASEO SAN LUIS	VIA RIATA	70490	1	15.4	\$33,300
28	HEATHER DR	SEVENTH ST	SAVANNA DR	34524	1	16	\$16,300
29	ESSEX DR	SEVENTH ST	SAVANNA DR	35420	1	16.4	\$16,700
30	MEADOWLARK DR	EL CAMINO REAL	CALLE CENTRAL	31200	1	16.5	\$14,700
31	INDUSTRY DR	HWY 90	TECHNOLOGY DR	37856	1	16.6	\$17,900
32	JAMES DR	CARMICHAEL AVE	NELSON DR	59280	1	16.8	\$28,000
33	CAMINO EL JARDIN	CANYON DE FLORES	END SOUTH C.D.S	21896	1	17.1	\$10,300
34	W BERRIDGE DR	CARMICHAEL AVE	SOUTH GARDEN AVE	28152	1	17.2	\$13,300
35	CHERRY HILLS DR	NEWPORT AVE	GREENBRIAR RD	32480	1	17.8	\$15,300
36	DOVE DR	CALLE PORTAL	MOCKINGBIRD	36960	1	18	\$17,500
37	CANYON DR	MYER DR	THIRD STREET	40160	1	18.1	\$19,000



**5-year Capital Maintenance and Replacement Plan**

38	AVENIDA DEL SOL	CALLE CUMBRE	END SOUTH PAVEMENT	7161	1	18.5	\$3,400
39	VIA ENTRADA	E DESERT SHADOWS	S SUNSET VISTA DR	17724	1	18.8	\$8,400
40	PASEO CIELO	E DESERT SHADOWS DR	END NORTH	3360	1	19.3	\$1,600
41	WINDSOR DR	TOWN & COUNTRY DR	END EAST C.D.S	11312	1	19.4	\$5,300
42	JUDD PL	JUDD ST	END WEST C.D.S	8224	1	19.5	\$3,900
43	PFISTER AVE	TACOMA ST	TAYLOR DR	19580	1	19.5	\$9,200
44	WINDSOR DR	CHANTILLY DR	CANTERBURY DR	15008	1	19.6	\$7,100
45	VIA ENTRADA	CEDAR SPRINGS DR	E DESERT SHADOWS	6860	1	19.6	\$3,200
46	CRESTWOOD DR	CORONADO DR	CHANTILLY DR	68780	1	19.8	\$32,500

**FY 2017 Total \$784,200**

**FISCAL YEAR 2018 SAMS**

Priority	Street	From Street	To Street	Sq Ft	Rating	PCI	Cost
1	HIGHLAND DR	LEA ST	MEADOWS DR	33728	1	20.1	\$15,900
2	RIDGE CREST CT	RIDGE CREST ST	END SOUTH C.D.S	8680	1	20.5	\$4,100
3	VIA LUNA	CAMINO MOJADO	THIRD STREET	20720	1	20.7	\$9,800
4	SYCAMORE DR	NORTH AVE	PFISTER AVE	14850	1	20.8	\$7,000
5	VIOLA PLACE	VIOLA DR	END SOUTH C.D.S	7452	2	21.1	\$3,500
6	E DESERT SHADOWS DR	AVENIDA DEL SOL	MESA VERDE DR	67716	2	21.2	\$32,000
7	E BERRIDGE DR	CARMICHAEL AVE	FIRST ST	15960	2	21.8	\$7,500
8	BARRANCA ARBOLADA	CALLE CUMBRE	END WEST C.D.S	23128	2	22	\$10,900
9	FIRST ST	BUSBY DR	WITT DR	14100	2	22.2	\$6,700
10	SKYLINE CT	SKYLINE AVE	END NORTH C.D.S	7812	2	22.6	\$3,700
11	ANDREA DR	LENZNER AVE	CARL HAYDEN DR	58880	2	22.7	\$27,800
12	WOLFE ST	NORTH AVE	CARMINCHAE AVE	27000	2	22.9	\$12,800
13	CHARLES DR	SECOND ST	SEVENTH ST	52496	2	23	\$24,800
14	KEATING ST	NORTH AVE	CARMINCHAE AVE	29400	2	23	\$13,900
15	WITT DR	CARMICHAEL AVE	SECOND ST	29400	2	23.3	\$13,900



5-year Capital Maintenance and Replacement Plan

16	LOMA PL	VIA DE LOMAS	END NORTH C.D.S	9296	2	23.4	\$4,400
17	VIA CERRITO	SNYDER BOULVARD	CALLE CUMBRE	21356	2	23.6	\$10,100
18	SUFFOLK DR	SEVENTH ST	SAVANNA DR	314720	2	23.7	\$148,600
19	JAMES DR	NORTH AVE	TAYLOR DR	23528	2	23.9	\$11,100
20	FOOTHILLS DR	CORONADO DR	END OF PAVEMENT	60192	2	24.1	\$28,400
21	SAVANNA DR	GOLF LINKS RD	SEVENTH ST	74366	2	24.1	\$35,100
22	BROWN DR	CARMICHAEL AVE	WITT DR	12840	2	24.3	\$6,100
23	STEFFENS ST	CARROLL DR	CARMINCHAE AVE	46080	2	24.5	\$21,800
24	INVERRARY DR	OAK HILL STREET	PEBBLE BEACH DR	35560	2	24.7	\$16,800
25	ELDER CT	NICHOLS DR	END WEST C.D.S	8960	2	24.9	\$4,200
26	E CIELO CIR	MEDITERRANEAN DR	MEDITERRANEAN DR	26740	2	24.9	\$12,600
27	HURON PL	SUMA DR	END SOUTH C.D.S	10121	2	25.2	\$4,800
28	BLACKBIRD DR	MALLARD CIRCLE W	AVENIDA ESCUELA	9744	2	25.3	\$4,600
29	DRIFTWOOD COURT	DRIFTWOOD CIRCLE	END SOUTH C.D.S	7840	2	25.4	\$3,700
30	CARL HAYDEN DR	ANDREA DR	ANDREA DR	31296	2	25.7	\$14,800
31	PINTAIL PLACE	QUAILRUN DR	END NORTH C.D.S	8260	2	25.9	\$3,900
32	N SECOND ST	SCHOOL DR	TACOMA ST	26372	2	26	\$12,500
33	CAMINO ARROYO	CAMINO BELLA ROSA	END NORTH C.D.S	59840	2	26.1	\$28,300
34	CHATEAU DR	WINDSOR DR	DEVONSHIRE DR	25620	2	26.1	\$12,100
35	BARTOW DR	FIFTH ST	SEVENTH ST	15120	2	26.5	\$7,100
36	TREE TOP AVE	CHARLESTION RD	HWY 90	58912	2	27.2	\$27,800
37	CARL HAYDEN DR	E FRY BLVD	ANDREA DR	19008	2	27.3	\$9,000
38	SHADOW RIDGE DR	CHEROKEE AVE	MOUNTAIN RIDGE DR	82080	2	27.4	\$38,800
39	DEVONSHIRE DR	WINDSOR DR	CHANTILLY DR	37240	2	27.5	\$17,600
40	CORTE ENCANTADA	PASEO DE LA LUNA	END NORTH C.D.S	13944	2	27.6	\$6,600
41	VIA SERENA PL	VIA SERENA	END EAST	5600	2	28.1	\$2,600
42	CHARLES DR	SEVENTH ST	PALO VERDE DR	26040	2	28.3	\$12,300



**5-year Capital Maintenance and Replacement Plan**

43	ASHLEY PLACE	FOOTHILLS DR	END SOUTH C.D.S	9800	2	28.5	\$4,600
44	SOUTH GARDEN AVE	W FRY BLVD	WILCOX DR	17940	2	28.7	\$8,500
45	CANTERBURY DR	SEVENTH ST	SAVANNA DR	35364	2	29.3	\$16,700
46	THUNDERBIRD DR	CORAL RIDGE DR	SAINT ANDREWS DR	72408	2	29.3	\$34,200
<b>FY 2018 Total</b>							<b>\$763,800</b>

<b>FISCAL YEAR 2019 SAMS</b>							
Priority	Street	From Street	To Street	Sq Ft	Rating	PCI	Cost
1	PLAZA DE LA YERBA	VIA LAS PAMPAS	END EAST C.D.S	48246	2	29.6	\$22,800
2	BREWER DR	SAINT ANDREWS DR	PLAYER AVENUE	60228	2	29.7	\$28,400
3	CUSHMAN DR	SIERRA DR	LENZNER AVE	37696	2	30.1	\$17,800
4	LITTLER CT	PLAYER AVENUE	END WEST C.D.S	6888	2	30.3	\$3,300
5	TACOMA ST	TAYLOR DR	CARMICHAEL AVE	20400	2	30.3	\$9,600
6	COCHISE CT	CUSHMAN DR	END SOUTH C.D.S	7040	2	30.4	\$3,300
7	N THIRD ST	THEATRE DR	NORTH COUNTY LINE	8320	2	30.6	\$3,900
8	TEAL PLACE	QUAILRUN DR	END NORTH C.D.S	8260	2	30.9	\$3,900
9	DENMAN AVE	N SECOND ST	N CANYON DR	17952	2	30.9	\$8,500
10	DONNA PL	CORONADO DR	END EAST C.D.S	17920	2	31	\$8,500
11	PICCADILLY CR	PICCADILLY LANE	END NORTH C.D.S	11648	2	31.2	\$5,500
12	COLINA WAY	CALLE CUMBRE	BARRANCA ARBOLADA	55104	2	31.3	\$26,000
13	ORIOLE DR	EL CAMINO REAL	END EAST COUNTY LINE	9240	2	31.4	\$4,400
14	CARDINAL PL	AVENIDA ESCUELA	END WEST C.D.S	6272	2	31.4	\$3,000
15	CENTRAL PARK DR	ORLANDO PL	END EAST C.D.S	103190	2	31.5	\$48,700
16	MOCKINGBIRD	EL CAMINO REAL	CALLE CENTRAL	32680	2	31.5	\$15,400
17	CITADEL DR	QUEENS WAY	EAST END OF PAVEMENT	46233	2	31.7	\$21,800



5-year Capital Maintenance and Replacement Plan

18	MALLARD CIRCLE N	MALLARD CIRCLE W	AVENIDA ESCUELA	8960	2	31.8	\$4,200
19	SNEAD DR	SAINT ANDREWS DR	PLAYER DR	75460	2	31.8	\$35,600
20	PASEO CIELO	E DESERT SHADOWS DR	VIA ENTRADA	12516	2	31.8	\$5,900
21	KAYETAN DR	CARMICHAEL AVE	NELSON DR	48192	2	32.1	\$22,800
22	SUFFOLK DR	SEVENTH ST	REGENCY DR	24640	2	32.1	\$11,600
23	BLUE BIRD DR	STATE HIWAY 92	COUNTY LINE	16684	2	32.2	\$7,900
24	SECOND ST	E FRY BLVD	MYER DR	45400	2	32.8	\$21,400
25	E WILDEWOOD CT	SHADOW LANE	END EAST C.D.S	8316	2	32.9	\$3,900
26	BLUE BIRD DR	AVE ESCUELA	CALLE PORTAL	13080	2	33	\$6,200
27	VIA DEL TRINIDAD	CALLE JASMIN	END WEST C.D.S	14892	2	33	\$7,000
28	QUAIL RUN DR	EL CAMINO REAL	CALLE CENTRAL	30720	2	33.1	\$14,500
29	CUSHMAN DR	CARL HAYDEN	BELLA VISTA DR	8320	2	33.3	\$3,900
30	PETERSON ST	CARROLL DR	CARMINCHAE AVE	51240	2	33.4	\$24,200
31	MARTIN DR	CARMICHAEL AVE	NELSON DR	69336	2	33.6	\$32,700
32	SCHOOL DR	HOWARD DR	HEGGE DR	31584	2	33.6	\$14,900
33	LAUREL LANE	CORONADO DR	PICCADILLY LANE	29624	2	33.8	\$14,000
34	REMINGTON DR	AVENIDA COCHISE	TAOS DR	34000	2	34.4	\$16,100
35	SOUTH GARDEN AVE	WILCOX DR	S BUFFALO SOLDIERS TR.	42688	2	34.6	\$20,200
36	WHITTON ST	CARROLL DR	NORTH GARDEN AVE	16632	2	34.7	\$7,900
37	BUENA DR	CUSHMAN DR	BELLA VISTA DR	16688	2	35.1	\$7,900
38	LANGAN AVE	SYCAMORE DR	TACOMA ST	20664	2	35.1	\$9,800
39	LA CANADA	VIA RIATA	CALLE CUMBRE	27740	2	35.8	\$13,100
40	LOMA PLAZA	VIA DE LOMAS	END NORTH C.D.S	9940	2	36	\$4,700
41	E DAKE RD	CHARLESTON RD	END EAST COUNTY LINE	45240	2	36	\$21,400
42	DUCHESS DR	CITADEL DR	BUSBY DR	39452	2	36.1	\$18,600
43	VIA SERENA	DESERT SHADOWS	VIA SERENA PL	7980	2	36.1	\$3,800
44	BROCKBANK PL	TAYLOR DR	CARMICHAEL AVE	20576	2	36.4	\$9,700



**5-year Capital Maintenance and Replacement Plan**

45	CAMINO MOJADO	THIRD ST	END NORTH C.D.S	17780	2	36.7	\$8,400
46	CEDAR DR	TREE TOP AVE	PINE TREE DR	17160	2	36.8	\$8,100
47	QUEENS WAY	STATE HIWAY 90	END OF PAVEMENT	8415	2	36.9	\$4,000
48	CANYON CREST DR	RIDGE CREST ST	SHADOW RIDGE DR	16604	2	37	\$7,800
49	MALLARD CIRCLE W	QUAILRUN DR	MALLARD CIRCLE N	35598	2	37.1	\$16,800
50	SECOND ST	BUSBY DR	CANYON DR	18420	2	37.2	\$8,700
51	CALLE LAS CRUCES	CALLE MERCANCIA	PASEO EL PASO	24140	2	37.4	\$11,400
52	COTTONWOOD DR	LENZNER AVE	SILVERWOOD DR	40732	2	37.4	\$19,200
53	SHERBUNDY ST	CARROLL DR	CARMINCHAE AVE	49476	2	37.4	\$23,400
54	GRAHAM Ave	TACOMA ST	TAYLOR DR	18564	2	37.6	\$8,800
55	RAYMOND DR	SCHOOL DR	SEVENTH ST	27240	2	37.6	\$12,900
56	LOMA CT	VIA DE LOMAS	END NORTH C.D.S	8904	2	38.3	\$4,200
57	VIA CARISMA	CAMINO BELLA ROSA	END SOUTH C.D.S	7755	2	38.4	\$3,700
58	N GIUSEPPE PL	E EVERGREEN DR	END WEST C.D.S	10444	2	39	\$4,900
59	CALLE SABO	CALLE CHICO	CALLE ALBUQUERQUE	25942	2	39.4	\$12,300
60	DANSER DR	CARMICHAEL AVE	NELSON DR	17064	2	39.6	\$8,100
61	ANDREA DORIA DR	N DE MEDICI DR	E MARCONI DR	13020	2	39.8	\$6,100
<b>FY 2019 Total</b>							<b>\$767,400</b>

<b>FISCAL YEAR 2020 SAMS</b>							
Priority	Street	From Street	To Street	Sq Ft	Rating	PCI	Cost
1	CARGIL DR	CARMICHAEL AVE	NELSON DR	27120	2	40.1	\$12,800
2	NORMAN AVE	SYCAMORE DR	TACOMA ST	13200	2	40.1	\$6,200
3	CORTE BRUMOSO	PASEO DE LA LUNA	END NORTH C.D.S	11900	2	40.4	\$5,600
4	WINDSOR DR	TOWN & COUNTRY DR	CHANTILLY DR	31220	2	40.5	\$14,700
5	TREVINO DR	JACKLIN AVENUE	HAGEN AVENUE	41300	2	40.6	\$19,500
6	E BUSBY DR	MOUNTAIN VISTA APT	END EAST PAVEMENT	20263	2	40.8	\$9,600



5-year Capital Maintenance and Replacement Plan

7	PINE TREE DR	TREE TOP AVE	CHARLESTON RD	44000	3	41.2	\$20,800
8	N SECOND ST	E FRY BLVD	DENMAN AVE	32480	3	41.2	\$15,300
9	MEDITERRANEAN DR	N COLOMBO AVE	TOSCANNI AVE	42826	3	42	\$20,200
10	PLAYER AVENUE	GREENBRIER RD	SAINT ANDREWS DR	73920	3	42.3	\$34,900
11	CHANTILLY DR	SEVENTH ST	CRESTWOOD DR	81210	3	42.5	\$38,300
12	JOSEPH PLACE	LENZNER AVE	END EAST C.D.S	10624	3	42.6	\$5,000
13	VIA DE LOMAS	VIA CERRITO	AVENIDA DEL SOL	41160	3	42.6	\$19,400
14	CALLE CENTRAL	DOVE DR	END SOUTH PAVEMENT	33440	3	42.7	\$15,800
15	FREIHAGE DR	CARMICHAEL AVE	NELSON DR	37152	3	43.1	\$17,500
16	CAMINO BELLA ROSA	CANYON DE FLORES	CAMINO ARROYO	73304	3	43.1	\$34,600
17	DE PALMA ST	TAYLOR DR	TACOMA ST	18540	3	43.2	\$8,800
18	LEXINGTON DR	CORONADO DR	PICCADILLY LANE	30100	3	43.7	\$14,200
19	CLARK DR	SCHOOL DR	SEVENTH ST	17612	3	43.8	\$8,300
20	STEPPE PL	SEVENTH ST	END SOUTH C.D.S	37944	3	44.3	\$17,900
21	CRESTWOOD DR	CHANTILLY DR	END SOUTH C.D.S	8484	3	44.4	\$4,000
22	CHERRY HILLS DR	GREENBRIER RD	OAKMONT DR	36484	3	44.7	\$17,200
23	PICCADILLY CT	PICADILLY DR S	PICADILLY DR S	32368	3	44.7	\$15,300
24	PALMER DR	SAINT ANDREWS DR	CASPER DR	55216	3	45.3	\$26,100
25	SAHUARO DR	CATALINA DR	PALO VERDE DR	36288	3	45.3	\$17,100
26	OAKMONT DR	GREENBRIER RD	INVERRARY	85652	3	45.5	\$40,400
27	HOWARD DR	MARTIN DR	SEVENTH ST	27240	3	45.7	\$12,900
28	PLAYER AVENUE	SAINT ANDREWS DR	MILLER ST	89680	3	45.9	\$42,300
29	FREIHAGE DR	TAYLOR DR	CARMICHAEL AVE	20640	3	46	\$9,700
30	MEAD ST	SAVANNAH ST	STEPPE PL	7264	3	46	\$3,400
31	SAGEWOOD DR	SILVERWOOD DR	END WEST C.D.S	11254	3	46.4	\$5,300
32	ASPEN PLACE	ASPEN DR	END NORTH C.D.S	7898	3	47.1	\$3,700
33	MARTIN DR	TAYLOR DR	CARMICHAEL AVE	20544	3	47.1	\$9,700
34	MEADOWLARK DR	CALLE CENTRAL	CALLE PORTAL	27136	3	47.3	\$12,800



**5-year Capital Maintenance and Replacement Plan**

35	RIDGE CREST ST	CANYON VIEW DR	SHADOW RIDGE DR	32648	3	47.3	\$15,400
36	PICCADILLY DR N	CORONADO DR	PICCADILLY LANE	47080	3	47.7	\$22,200
37	NEWPORT AVE	OAKMONT DR	CHERRY HILLS DR	43588	3	47.8	\$20,600
38	CALLE ROCA	CALLE JASMIN	END EAST C.D.S	7616	3	47.9	\$3,600
39	MOCKINGBIRD	CALLE CENTRAL	CALLE PORTAL	28480	3	48	\$13,400
40	PASEO SANTA CLARA	END EAST C.D.S	END WEST C.D.S	52870	3	48.1	\$25,000
41	SUNFLOWER WAY	TOWN & COUNTRY DR	CRESTVIEW WAY	57064	3	48.2	\$26,900
42	ROSBURG ST	SAINT ANDREWS DR	JACKLIN AVENUE	30632	3	48.5	\$14,500
43	SUNSET VISTA DR	E DESERT SHADOWS DR	E DESERT SHADOWS DR	54208	3	48.5	\$25,600
44	HEGGE DR	KEYETAN DR	SCHOOL DR	26368	3	48.6	\$12,500
45	BRENTWOOD PLACE	SILVERWOOD DR	END WEST C.D.S	11084	3	48.8	\$5,200
46	CALLE CAMELLIA	EL CAMINO REAL	END SOUTH C.D.S	20547	3	48.8	\$9,700
47	COPPER SKY DR	SKYVIEW DR	END EAST C.D.S	76500	3	48.9	\$36,100
48	INDUSTRY DR	TECHNOLOGY DR	COLUMBO	48000	3	49	\$22,700
49	BAYWOOD LANE	CORONADO DR	LAUREL LANE	14224	3	49.2	\$6,700
50	PEBBLE BEACH DR	CHERRY HILLS DR	OAK HILL STREET	65688	3	49.4	\$31,000
51	LOMA VENTOSA	CANYON DE FLORES	PASEO SANTA CLARA	38420	3	49.6	\$18,100
52	AIRPORT AVE	HWY 90	WEST END (PARKING LOT)	122040	3	49.7	\$57,600
53	BUENA LOMA WAY	PASEO SAN LUIS	PASEO DE LA LUNA	39444	3	50.1	\$18,600
<b>FY 2020 Total</b>							<b>\$945,400</b>



**5-year Capital Maintenance and Replacement Plan**

**a. Multi Use Path Reconstruction Program:**

MUP reconstruction 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
FY2016	1	2	Snyder South Side	28,000	2008	1” Overlay	\$28,000
<b>TOTAL FY16</b>							<b><u>\$28,000</u></b>
FY2017	1	3	Forest Dorner Linear Park	13,000	1990	1” Overlay	\$9,000
FY2017	2	3	Forest Dorner Linear Park	13,000	1990	Drainage Control	\$18,000
<b>TOTAL FY17</b>							<b><u>\$27,000</u></b>
FY2018	1	3	Woodcutters Linear Park	39,000	1998	1” Overlay	\$27,000
<b>TOTAL FY18</b>							<b><u>\$27,000</u></b>
<b>No projects identified after FY 2018 Multi Use Paths will be reevaluated at this time.</b>							



**5-year Capital Maintenance and Replacement Plan**

**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 footage is 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.

<b>SEWER RATING SYSTEM</b>			
<b>Rating</b>	<b>Structural Distress</b>	<b>O &amp; M Distress</b>	<b>General Condition/ Treatment Measures</b>
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, "drinker" 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.



5-year Capital Maintenance and Replacement Plan

FISCAL YEAR 2016					
LOCATION	PRIORITY	QUANTITY (FT)	MANHOLE	RATING	COST
S. 3 <sup>rd</sup> St	1	125	1	2	\$75,000
Tacoma/7 <sup>th</sup> Street Sewer Line Access	2			N/A	\$30,000
PDS Connector ( Re-compaction)	3	15,000	34	3	\$50,000
<b>Total</b>					<b>\$155,000</b>

FISCAL YEAR 2017					
LOCATION	PRIORITY	QUANTITY (FT)	MANHOLE	RATING	COST
6D – Foothills & Camino Amable	1	200		3	\$80,000
Palo Verde & Ocotillo	2	350	1	2	\$250,000
31- Galileo & Giulio Cesare	3	100		3	\$50,000
<b>Total</b>					<b>\$380,000</b>

FISCAL YEAR 2018					
LOCATION	PRIORITY	QUANTITY (FT)	MANHOLE	RATING	COST
Taco Bell- Hwy 92/ Hwy 90	1	350		3	\$100,000
Andrea/Lenzner	2	50	1	3	\$25,000
<b>Total</b>					<b>\$125,000</b>

FISCAL YEAR 2019					
LOCATION	PRIORITY	QUANTITY (FT)	MANHOLE	RATING	COST
Appleby’s across Hwy 92	1	180		3	\$100,000
<b>Total</b>					<b>\$100,000</b>

FISCAL YEAR 2020					
LOCATION	PRIORITY	QUANTITY (FT)	MANHOLE	RATING	COST
Camino del Norte	1	2,000	4	3	\$175,000
<b>Total</b>					<b>\$175,000</b>



**5-year Capital Maintenance and Replacement Plan**

**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:
- 

<b>WATER AND WASTEWATER TREATMENT FACILITY REPLACEMENT INTERVALS</b>		
<b>ASSET</b>		<b>REPLACEMENT INTERVAL</b>
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 2016-2020**

<b>FISCAL YEAR 2016</b>			
LOCATION	PRIORITY	REPLACEMENT INTERVAL	COST
Airport Well #1 Refurbish	1	20	\$150,000
<b>Total</b>			<b>\$150,000</b>
<b>FISCAL YEAR 2017</b>			
LOCATION	PRIORITY	REPLACEMENT INTERVAL	COST
Park Well Pump Replace	1	10	\$50,000
<b>Total</b>			<b>\$50,000</b>
<b>FISCAL YEAR 2018</b>			
LOCATION	PRIORITY	REPLACEMENT INTERVAL	COST
EOP Recharge Basin Actuators	1	20	\$55,000
<b>Total</b>			<b>\$55,000</b>
<b>FISCAL YEAR 2019</b>			
LOCATION	PRIORITY	REPLACEMENT INTERVAL	COST
Mechanical Bar Screen	1	20	\$120,000
<b>Total</b>			<b>\$120,000</b>
<b>FISCAL YEAR 2020</b>			
LOCATION	PRIORITY	REPLACEMENT INTERVAL	COST
Airport Well #2 Refurbish	1	15	\$60,000
<b>Total</b>			<b>\$60,000</b>



**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.

<b>PARKS FACILITIES, SPORT FIELDS &amp; GROUNDS REPLACEMENT INTERVALS</b>	
<b>Asset</b>	<b>Replacement Interval</b>
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).



**5-year Capital Maintenance and Replacement Plan**

<b>PARKS FACILITIES, SPORT FIELDS &amp; GROUNDS RATING SYSTEM</b>			
<b>RATING</b>	<b>STRUCTURAL CONDITION</b>	<b>LIFE SPAN %</b>	<b>PREVENTATIVE MAINTENANCE MEASURES</b>
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.



**5-year Capital Maintenance and Replacement Plan**

**DETAILED SUMMARY OF RECOMMENDED  
PARKS FACILITIES/SPORT FIELDS & GROUNDS  
ASSET REPLACEMENT PROGRAM  
FY 2016-2020**

**2016**

Location	Asset	Yr Built	Priority	Rating	Cost
Pavilion	Upgrade - Electrical Service	2010	3	1	\$130,000
Arbenz Field	Musco light warranties	Exp 2004	1	2	\$26,000
VMP - Ramada #2 Slide- Priority 1 Hazard	Slide and Tot Turf	Pre- 1990	1	1	\$60,000
Soldier Creek Park	ADA Path to Playground Extension	2014	1	1	\$5,500
Soldier Creek Park	Tot Turf for new playground equip.	2014	2	2	\$80,000
Summit Park - Slide - Priority 1 Hazard	Slide and Tot Turf	Pre- 1990	1	1	\$60,000
<b>PARK MAINTENANCE - TOTAL</b>					<b>\$361,500</b>

**The Cove**

		Yr Built	Priority	Rating	Cost
Becs Chemical Controllers: System 7	Chemical Controllers	2000	1	1	\$40,000
Structural Engineer-Concrete Inspections	Concrete floors/walls - Engineering	2000	1	2	\$3,000
<b>COVE - TOTAL</b>					<b>\$43,000</b>

**2017**

Location	Asset	Yr Built	Priority	Rating	Cost
Veteran's Park - Irrigation System	Survey/Design	Pre- 1980	3	2	\$50,000
Bella Vista Park	Tot turf - Repair/Resurface	1995	2	2	\$3,000
Bella Vista Park	Shade Structure - New	N/A	3	N/A	\$40,000
Veteran's Park - East Playground	Playground Unit + Tot Turf	1995	5	3	\$150,000
Veteran's Park - East Playground	Shade Structure - New	1995	3	N/A	\$45,000
Nancy Hakes Park	Shade Structures (2 ea.) - New	1995	3	N/A	\$50,000
Purple Heart Park	Shade Structure - New	N/A	3	N/A	\$16,000
Purple Heart Park	Playground Unit + Tot Turf	1997	3	3	\$60,000
<b>PARK MAINTENANCE - TOTAL</b>					<b>\$414,000</b>

**THE COVE**

		Yr Built	Priority	Rating	Cost
Defender Filter System	Pool Filter System	2000	3	4	\$260,000
<b>COVE - TOTAL</b>					<b>\$260,000</b>



**5-year Capital Maintenance and Replacement Plan**

**2018**

Location	Asset	Yr Built	Priority	Rating	Cost
Timothy Lane Park	Tot turf - Repair/Resurface	1992	4	3	\$3,000
Len Roberts Park	Replacement Tot turf	2003	3	2	\$70,000
Len Roberts Park	Shade Structures - East & West - New	N/A	3	N/A	\$65,000
Domingo Paiz Complex (All Fields)	Sports Field Lighting	Pre-1998	4	3	\$300,000
Stone Sports Complex	Irrigation & Field Refurbishment	Pre-1990			\$75,000
<b>PARK MAINTENANCE - TOTAL</b>					<b>\$513,000</b>

**2019**

Location	Asset	Yr Built	Priority	Rating	Cost
VMP - Volleyball Court	Musco Lighting Warranty	Exp. 2020	2	3	\$5,000
"A" / Roberts Field	Irrigation & Field Refurbishment	Pre-1990?	4	2	\$50,000
"C" / Brown Field	Irrigation & Field Refurbishment	Pre-1990?	4	2	\$50,000
Howard Field	Irrigation & Field Refurbishment	Pre-1990?	4	2	\$50,000
Tennis Court OYCC	Fencing	1980	5	3	\$10,000
<b>PARK MAINTENANCE - TOTAL</b>					<b>\$165,000</b>

**2020**

Location	Asset	Location	Asset	Yr Built	Priority
Cole Field	Irrigation & Field Refurbishment	Pre-1990?	4	2	\$50,000
Arbenz Field	Irrigation & Field Refurbishment	Pre-1990?	4	2	\$50,000
<b>PARK MAINTENANCE - TOTAL</b>					<b>\$100,000</b>

<b>THE COVE</b>		Location	Asset	Yr Built	Priority
Cove Aquatic Facility	Shade Structure - Slides	2000	1	3	\$250,000
Cove Aquatic Facility	Water Play Feature	2000	2	3	\$25,000
Cove Aquatic Facility	Diving Boards (3 ea.)	2015	3	3	\$15,000
<b>COVE - TOTAL</b>					<b>\$290,000</b>



**5-year Capital Maintenance and Replacement Plan**

**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 2016 - 2020  
RECOMMENDED FIVE-YEAR CAPITAL REPLACEMENT PROGRAM COST SUMMARY**

REPLACEMENT ITEMS	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Facilities Equipment Maintenance	\$63,000	\$58,000	\$9,000	\$7,000	\$10,000
Facilities Structural Maintenance	\$310,500	\$698,000	\$204,000	\$89,000	\$111,000
Grant Fund Vehicles Replacement	\$370,000	\$340,000	\$440,000	\$220,000	\$340,000
Enterprise Fund Vehicles Replacement	\$1,092,000	\$1,067,000	\$1,648,000	\$819,000	\$1,312,000
General Fund Vehicles Replacement	\$1,602,000	\$1,700,000	\$2,403,500	\$1,079,000	\$1,129,000
Street Reconstruction Maintenance	\$814,000	\$784,200	\$763,800	\$767,400	\$945,400
Multi-Use Path Reconstruction	\$28,000	\$27,000	\$27,000	N/A	N/A
Sewer Reconstruction Maintenance	\$155,000	\$380,000	\$125,000	\$100,000	\$175,000
Water and Wastewater Treatment Replacement	\$150,000	\$50,000	\$55,000	\$120,000	\$60,000
Parks Facilities/Sports Fields & Grounds Replacement	\$,000	\$,000	\$,000	\$,000	\$,000
<b>Total</b>	<b>\$4,84,500</b>	<b>\$5,990,000</b>	<b>\$4,234,000</b>	<b>\$3,854,000</b>	<b>\$3,982,000</b>

RESOLUTION 2015-073

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; ADOPTING THE FY 2015/2016 OPERATING BUDGET; HOLDING A PUBLIC HEARING FOR TAXPAYERS ON THE ESTIMATED EXPENDITURES AND REVENUES FOR FISCAL YEAR 2015/2016; GIVING NOTICE OF THE COUNCIL MEETING TO MAKE FY 2015/2016 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 2015/2016; 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 21<sup>st</sup> day of July, 2015 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 13<sup>th</sup> day of August 2015, 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 2015/2016.

RESOLUTION 2015-073  
PAGE ONE OF TWO

SECTION 2

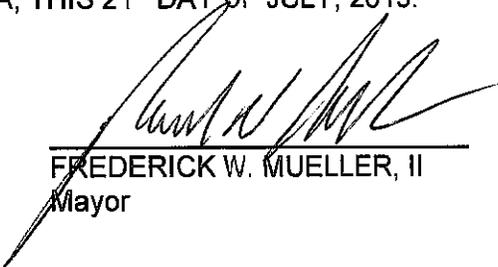
That the public notice, publication and public hearing, as required by Law have been duly made and notice that the City Council shall meet for the purpose of making tax levies on the 13<sup>th</sup> day of August, 2015, at 5:00 p.m. at Sierra Vista City Hall, 1011 N. Coronado Drive, Sierra Vista, Arizona, 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.

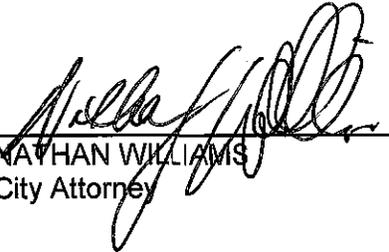
PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 21<sup>st</sup> DAY OF JULY, 2015.

  
\_\_\_\_\_  
FREDERICK W. MUELLER, II  
Mayor

ATTEST:

APPROVED AS TO FORM:

  
\_\_\_\_\_  
JILL ADAMS  
City Clerk

  
\_\_\_\_\_  
NATHAN WILLIAMS  
City Attorney

PREPARED BY:  
Pamela Weir, Management Analyst II

RESOLUTION 2015-073  
PAGE TWO OF TWO

**City of Sierra Vista**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2016**

Fiscal Year	S c h	FUNDS									
		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
2015	Adopted/Adjusted Budgeted Expenditures/Expenses*	32,589,520	20,628,590	3,445,400	870,000	0	12,640,595	3,396,000	73,570,106		
2015	Actual Expenditures/Expenses**	30,713,679	6,089,712	3,445,400	218,521	0	7,095,667	3,613,013	51,176,092		
2016	Fund Balance/Net Position at July 1***		3,255,798		860,913		1,811,270	10,000	5,947,981		
2016	Primary Property Tax Levy	364,000							364,000		
2016	Secondary Property Tax Levy								0		
2015	Estimated Revenues Other than Property Taxes	32,714,479	13,038,710	0	3,802,201	0	9,234,369	4,131,500	62,921,259		
2016	Other Financing Sources	0	0	0	0	0	1,251,000	0	1,251,000		
2016	Other Financing (Uses)	0	0	0	0	0	0	0	0		
2016	Interfund Transfers In	96,500	1,333,203	3,430,570	10,000	0	0	25,000	4,895,273		
2016	Interfund Transfers (Out)	557,718	1,004,628	0	3,183,114	0	149,813	0	4,895,273		
2016	Reduction for Amounts Not Available:										
	LESS: Amounts for Future Debt Retirement:										
2016	Total Financial Resources Available	32,617,261	16,633,083	3,430,570	1,490,000	0	12,146,826	4,166,500	70,484,240		
2016	Budgeted Expenditures/Expenses	32,617,261	16,633,083	3,430,570	1,490,000	0	12,146,826	4,166,500	70,484,240		

**EXPENDITURE LIMITATION COMPARISON**

	2015	2016
1. Budgeted expenditures/expenses	\$ 73,570,106	\$ 70,484,240
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	73,570,106	70,484,240
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 73,570,106	\$ 70,484,240
6. EEC expenditure limitation	\$	\$

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 Expenditures/Expense Adjustments Approved in the current year from Schedule E.  
 \*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.  
 \*\*\* Amounts on this line represent 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 of Sierra Vista  
Tax Levy and Tax Rate Information  
Fiscal Year 2016**

	<u>2015</u>	<u>2016</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 497,703	\$ 515,572
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 369,537	\$ 364,000
B. Secondary property taxes		
C. Total property tax levy amounts	\$ 369,537	\$ 364,000
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current year's</b> levy	\$ 371,634	
(2) Prior years' levies		
(3) Total primary property taxes	\$ 371,634	
B. Secondary property taxes		
(1) <b>Current year's</b> levy	\$	
(2) Prior years' levies		
(3) Total secondary property taxes	\$	
C. Total property taxes collected	\$ 371,634	
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 <u>zero</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**City of Sierra Vista  
Revenues Other Than Property Taxes  
Fiscal Year 2016**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2015</b>	<b>ACTUAL REVENUES* 2015</b>	<b>ESTIMATED REVENUES 2016</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Transaction Privilege Tax	\$ 12,949,209	\$ 13,208,193	\$ 14,129,324
<b>Licenses and permits</b>			
Business Licenses	127,500	147,545	125,500
Building Permits	375,000	307,112	300,000
Animal Control Permits	45,000	42,963	55,000
Right-of-Way Permits	30,000	13,670	30,000
Franchise Fees	1,325,000	1,372,915	1,325,000
<b>Intergovernmental</b>			
Grants	35,000		122,600
State Shared Sales Tax	3,965,649	4,042,693	4,192,731
State Shared Vehicle License Tax	1,896,399	1,851,223	1,900,000
Urban Revenue Sharing	5,310,500	5,281,622	5,284,109
Local Government Payments	1,501,236	221,449	334,000
<b>Charges for services</b>			
General Government	37,500	68,355	20,000
Public Safety	1,842,000	1,461,965	1,600,000
Public Works	1,461,500	992,447	1,455,000
Leisure & Library	1,107,500	1,134,210	1,090,000
Community Development	56,500	133,390	124,715
<b>Fines and forfeits</b>			
Library	25,000	22,319	50,000
<b>Interest on investments</b>			
Investment Income	10,000	2,549	10,000
<b>Contributions</b>			
Voluntary contributions	1,000	3,265	1,000
<b>Miscellaneous</b>			
Misc Revenue	515,500	429,608	525,500
Sale of Fixed Assets		42,216	40,000
Lease Revenues			
<b>Total General Fund</b>	<b>\$ 32,416,993</b>	<b>\$ 30,779,709</b>	<b>\$ 32,714,479</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Sierra Vista  
Revenues Other Than Property Taxes  
Fiscal Year 2016**

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue</b>			
State Shared Revenue	\$ 2,824,455	\$ 2,350,792	\$ 2,950,000
Grants	2,291,406	114,185	
Contributions	1,400,000		
Misc		16,909	15,000
	\$ 6,515,861	\$ 2,481,886	\$ 2,965,000
<b>Local Transportation Assistance</b>			
Grants	\$ 1,189,647	\$ 587,468	\$ 935,896
Fares	110,000	115,587	115,000
Misc	5,000	1,511	5,000
	\$ 1,304,647	\$ 704,566	\$ 1,055,896
<b>Police Special Revenue</b>			
Police Special Revenue	\$ 100,250	\$ 168,094	\$ 433,684
	\$ 100,250	\$ 168,094	\$ 433,684
<b>Grants</b>			
Grants	\$ 4,651,401	\$ 498,659	\$ 4,230,895
	\$ 4,651,401	\$ 498,659	\$ 4,230,895
<b>Airport</b>			
Grants	\$ 2,281,257	\$ 38,170	\$ 2,147,515
Fuel Sales	929,157	715,288	925,209
Lease Revenue	211,000	172,915	211,000
Misc	5,000	3,285	5,000
	\$ 3,426,414	\$ 929,658	\$ 3,288,724
<b>Judicial Enhancement</b>			
Fines	\$ 4,500		\$ 100
	\$ 4,500		\$ 100
<b>Donations</b>			
Contributions	\$ 395,154	\$ 143,658	\$ 99,350
	\$ 395,154	\$ 143,658	\$ 99,350
<b>Park Development</b>			
Development Impact Fees	\$ 150,000	\$ 67,100	\$ 150,000
	\$ 150,000	\$ 67,100	\$ 150,000
<b>Library Development</b>			
Development Impact Fees	\$ 10,000	\$ 4,536	\$ 10,000
	\$ 10,000	\$ 4,536	\$ 10,000
<b>Police Development</b>			
Development Impact Fees	\$ 41,944	\$ 31,707	\$ 41,944
	\$ 41,944	\$ 31,707	\$ 41,944
<b>Infrastructure Development</b>			
Development Impact Fees	\$ 189,220	\$ 124,930	\$ 189,220
	\$ 189,220	\$ 124,930	\$ 189,220
<b>Fire Development</b>			
Development Impact Fees	\$ 49,932	\$ 72,960	\$ 49,392
	\$ 49,932	\$ 72,960	\$ 49,392
<b>Metropolitan Planning Organization</b>			
Grants	\$	\$ 12,089	\$ 453,322
Local Government Payments	\$	1,905	71,183
	\$	\$ 13,994	\$ 524,505
<b>Total Special Revenue Funds</b>	<b>\$ 16,839,323</b>	<b>\$ 5,241,748</b>	<b>\$ 13,038,710</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Sierra Vista  
Revenues Other Than Property Taxes  
Fiscal Year 2016**

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2015</u>	<u>ACTUAL REVENUES* 2015</u>	<u>ESTIMATED REVENUES 2016</u>
<b>DEBT SERVICE FUNDS</b>			
SVMPC I&R	\$ _____	\$ _____	\$ _____
N/A	\$ _____	\$ _____	\$ _____
<b>Total Debt Service Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Capital Improvements</b>			
Transaction Privilege Tax	\$ 3,773,897	\$ 3,800,636	\$ 3,802,201
Misc	100,000	249,488	
	<u>\$ 3,873,897</u>	<u>\$ 4,050,124</u>	<u>\$ 3,802,201</u>
<b>Total Capital Projects Funds</b>	<b>\$ 3,873,897</b>	<b>\$ 4,050,124</b>	<b>\$ 3,802,201</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Sierra Vista  
Revenues Other Than Property Taxes  
Fiscal Year 2016**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2015</b>	<b>ACTUAL REVENUES* 2015</b>	<b>ESTIMATED REVENUES 2016</b>
<b>PERMANENT FUNDS</b>			
None	\$	\$	\$
<b>Total Permanent Funds</b>	\$	\$	\$
<b>ENTERPRISE FUNDS</b>			
<b>Sewer</b>			
Charges for Service	\$ 3,998,579	\$ 3,933,956	\$ 3,927,176
Grants	1,500,000	270,657	
Capital Contributions			500,000
Misc		104,166	100,000
	\$ 5,498,579	\$ 4,308,779	\$ 4,527,176
<b>Refuse</b>			
Charges for Service	\$ 4,957,623	\$ 4,406,627	\$ 4,682,693
Interest	1,000		1,000
Misc	3,500	5,727	23,500
	\$ 4,962,123	\$ 4,412,354	\$ 4,707,193
<b>Total Enterprise Funds</b>	\$ 10,460,702	\$ 8,721,133	\$ 9,234,369

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Sierra Vista  
Revenues Other Than Property Taxes  
Fiscal Year 2016**

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2015</u>	<u>ACTUAL REVENUES* 2015</u>	<u>ESTIMATED REVENUES 2016</u>
<b>INTERNAL SERVICE FUNDS</b>			
<b>Health &amp; Accident</b>			
Premiums	\$ 3,188,500	\$ 3,400,923	\$ 4,028,000
Interest	7,500	1,937	3,500
	<u>\$ 3,196,000</u>	<u>\$ 3,402,860</u>	<u>\$ 4,031,500</u>
<b>Self Insured Retention</b>			
Misc	\$ 100,000	\$ 17,549	\$ 100,000
	<u>\$ 100,000</u>	<u>\$ 17,549</u>	<u>\$ 100,000</u>
<b>Total Internal Service Funds</b>	<u>\$ 3,296,000</u>	<u>\$ 3,420,409</u>	<u>\$ 4,131,500</u>
<b>TOTAL ALL FUNDS</b>	<u>\$ 66,886,915</u>	<u>\$ 52,213,123</u>	<u>\$ 62,921,259</u>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Sierra Vista  
Other Financing Sources/<Uses> and Interfund Transfers  
Fiscal Year 2016**

FUND	OTHER FINANCING 2016		INTERFUND TRANSFERS 2016	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
Notes Payable	\$	\$	\$	\$
Interfund Transfers			96,500	557,718
<b>Total General Fund</b>	\$	\$	\$ 96,500	\$ 557,718
<b>SPECIAL REVENUE FUNDS</b>				
HURF	\$	\$	\$ 700,000	\$
LTAF			430,000	
Grants				
Airport			100,485	
Park Development				521,119
Library Development				10,000
Police Development			13,981	212,043
Infrastructure Development			63,073	
Fire Development			16,464	261,466
Police Special Revenue				
Metropolitan Planning Organization			9,200	
<b>Total Special Revenue Funds</b>	\$	\$	\$ 1,333,203	\$ 1,004,628
<b>DEBT SERVICE FUNDS</b>				
SVMPC I&R	\$	\$	\$ 3,430,570	\$
<b>Total Debt Service Funds</b>	\$	\$	\$ 3,430,570	\$
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Improvements	\$	\$	\$ 10,000	\$ 3,183,114
<b>Total Capital Projects Funds</b>	\$	\$	\$ 10,000	\$ 3,183,114
<b>PERMANENT FUNDS</b>				
N/A	\$	\$	\$	\$
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
Sewer	\$ 256,500	\$	\$	\$ 149,813
Refuse	994,500			
<b>Total Enterprise Funds</b>	\$ 1,251,000	\$	\$	\$ 149,813
<b>INTERNAL SERVICE FUNDS</b>				
	\$	\$	\$ 25,000	\$
<b>Total Internal Service Funds</b>	\$	\$	\$ 25,000	\$
<b>TOTAL ALL FUNDS</b>	\$ 1,251,000	\$	\$ 4,895,273	\$ 4,895,273

**City of Sierra Vista  
Expenditures/Expenses by Fund  
Fiscal Year 2016**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2015</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2016</b>
<b>GENERAL FUND</b>				
City Council	\$ 133,027	\$	\$ 169,375	\$ 123,763
Administrative Services	2,626,586		2,973,401	2,617,167
City Manager	2,015,287		2,305,522	2,061,704
Legal	341,887		278,533	269,823
General Government	1,247,557		1,348,518	1,206,194
Police	10,208,803		8,761,126	10,216,147
Fire	5,343,191		4,604,257	5,395,924
Public Works	6,553,303		6,405,532	6,261,652
Leisure & Library Services	3,146,800		2,797,127	3,468,324
Community Development	853,279		950,288	896,349
Debt	120,000		120,000	100,214
<b>Total General Fund</b>	<b>\$ 32,589,520</b>	<b>\$</b>	<b>\$ 30,713,679</b>	<b>\$ 32,617,261</b>
<b>SPECIAL REVENUE FUNDS</b>				
HURF	\$ 7,771,648	\$	\$ 2,909,517	\$ 4,095,329
LTAf	1,858,660		1,196,823	1,556,899
Police Special Revenue	100,250		66,481	433,684
Grants	4,765,671		548,032	4,238,245
Judicial Enhancement	4,500			300
Airport	3,545,957		822,487	3,389,209
Donations	395,154		129,194	558,962
Park Development	138,750		106,972	126,750
Library Development	12,000		12,000	
Police Development	12,000		12,000	
Infrastructure Development	2,012,000		12,000	1,700,000
Fire Development	12,000		12,000	
Metropolitan Planning Org			262,206	533,705
<b>Total Special Revenue Funds</b>	<b>\$ 20,628,590</b>	<b>\$</b>	<b>\$ 6,089,712</b>	<b>\$ 16,633,083</b>
<b>DEBT SERVICE FUNDS</b>				
SVMPC I&R	\$ 3,445,400	\$	\$ 3,445,400	\$ 3,430,570
<b>Total Debt Service Funds</b>	<b>\$ 3,445,400</b>	<b>\$</b>	<b>\$ 3,445,400</b>	<b>\$ 3,430,570</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Improvements	\$ 870,000	\$	\$ 218,621	\$ 1,490,000
<b>Total Capital Projects Funds</b>	<b>\$ 870,000</b>	<b>\$</b>	<b>\$ 218,621</b>	<b>\$ 1,490,000</b>
<b>PERMANENT FUNDS</b>				
<b>Total Permanent Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ENTERPRISE FUNDS</b>				
Sewer	\$ 6,445,473	\$	\$ 3,544,715	\$ 5,397,081
Refuse	6,195,123		3,550,952	6,749,745
<b>Total Enterprise Funds</b>	<b>\$ 12,640,596</b>	<b>\$</b>	<b>\$ 7,095,667</b>	<b>\$ 12,146,826</b>
<b>INTERNAL SERVICE FUNDS</b>				
Health & Accident	\$ 3,196,000	\$	\$ 3,567,144	\$ 4,031,500
Unemployment	100,000		10,378	35,000
Self Insured Retention	100,000		35,491	100,000
<b>Total Internal Service Funds</b>	<b>\$ 3,396,000</b>	<b>\$</b>	<b>\$ 3,613,013</b>	<b>\$ 4,166,500</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 73,570,106</b>	<b>\$</b>	<b>\$ 51,176,092</b>	<b>\$ 70,484,240</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**City of Sierra Vista  
Expenditures/Expenses by Department  
Fiscal Year 2016**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2015</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2016</b>
<b>City Council</b>				
General Fund	\$ 133,027	\$	\$ 169,375	123,763
Sewer	16,629		16,629	15,471
Refuse	16,629		16,629	15,471
Donations				22,345
<b>Department Total</b>	<b>\$ 166,285</b>	<b>\$</b>	<b>\$ 202,633</b>	<b>177,050</b>
<b>List Department:</b>				
<b>Administrative Services</b>				
General Fund	\$ 2,626,586	\$	\$ 2,973,401	2,617,167
Capital Improvements				
Sewer	296,120		296,120	294,831
Refuse	309,558		309,558	306,353
<b>Department Total</b>	<b>\$ 3,232,264</b>	<b>\$</b>	<b>\$ 3,579,079</b>	<b>3,218,351</b>
<b>List Department:</b>				
<b>City Manager</b>				
General Fund	\$ 2,015,287	\$	\$ 2,305,522	2,061,704
Donations				868
Grants	80,000			600,000
Sewer	270,156		270,156	283,859
Refuse	246,998		246,998	260,494
<b>Department Total</b>	<b>\$ 2,612,441</b>	<b>\$</b>	<b>\$ 2,822,676</b>	<b>3,206,925</b>
<b>Legal</b>				
General Fund	\$ 341,887	\$	\$ 278,533	269,823
Judicial Enhancement	4,500			300
<b>Department Total</b>	<b>\$ 346,387</b>	<b>\$</b>	<b>\$ 278,533</b>	<b>270,123</b>
<b>General Government</b>				
General Fund	\$ 1,247,557	\$	\$ 1,348,518	1,206,194
HURF	83,171		83,171	80,413
Sewer	166,341		166,341	160,826
Refuse	166,341		166,341	160,826
Health & Accident	3,196,000		3,567,144	4,031,500
Unemployment	100,000		10,378	35,000
Self Insured Retention	100,000		35,491	100,000
<b>Department Total</b>	<b>\$ 5,059,410</b>	<b>\$</b>	<b>\$ 5,377,384</b>	<b>5,774,759</b>
<b>Police</b>				
General Fund	\$ 10,208,803	\$	\$ 8,761,126	10,216,147
Police Special Revenue	100,250		66,481	433,684
Capital Improvements Fund				500,000
Grants	1,614,331		315,201	1,502,871
Donations	210,074		31,929	202,369
Police Development Fee	12,000		12,000	
<b>Department Total</b>	<b>\$ 12,145,458</b>	<b>\$</b>	<b>\$ 9,186,737</b>	<b>12,855,071</b>
<b>Fire</b>				
General Fund	\$ 5,343,191	\$	\$ 4,604,257	5,395,924
Grants	858,000		49,549	24,000
Donations			13,864	41,591
Fire Development Fee	12,000		12,000	
<b>Department Total</b>	<b>\$ 6,213,191</b>	<b>\$</b>	<b>\$ 4,679,670</b>	<b>5,461,515</b>

**City of Sierra Vista  
Expenditures/Expenses by Department  
Fiscal Year 2016**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015</u>	<u>ACTUAL EXPENDITURES/ EXPENSES* 2015</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2016</u>
<b>Public Works</b>				
General Fund	\$ 6,553,303	\$	\$ 6,405,532	6,261,652
HURF	7,621,677		2,728,220	3,948,445
LTAF	1,858,660		1,196,823	1,556,899
Grants	1,500,000			1,921,374
Airport	3,470,557		747,087	3,313,862
Capital Improvements	870,000		218,621	650,000
Sewer	5,023,227		1,951,617	3,967,426
Refuse	4,962,047		2,490,009	5,708,758
Donations			4,001	12,146
Park Development	12,000		12,000	
Infrastructure Development	2,012,000		12,000	1,700,000
Metropolitan Planning Org			262,206	533,705
<b>Department Total</b>	<b>\$ 33,883,471</b>	<b>\$</b>	<b>\$ 16,028,116</b>	<b>29,574,267</b>
<b>Leisure &amp; Library</b>				
General Fund	\$ 3,146,600	\$	\$ 2,797,127	3,468,324
Grants	200,000			190,000
Capital Improvements				250,000
SVMPC Construction				
Donations	185,080		79,400	277,862
Library Development	12,000		12,000	
<b>Department Total</b>	<b>\$ 3,543,680</b>	<b>\$</b>	<b>\$ 2,888,527</b>	<b>4,186,186</b>
<b>Community Development</b>				
General Fund	\$ 853,279	\$	\$ 950,288	896,349
Grants	513,340		183,282	
Capital Improvements Fund				90,000
Donations				1,781
<b>Department Total</b>	<b>\$ 1,366,619</b>	<b>\$</b>	<b>\$ 1,133,570</b>	<b>988,130</b>
<b>Debt</b>				
General Fund	\$ 120,000	\$	\$ 120,000	100,214
HURF	66,800		98,126	66,471
Airport	75,400		75,400	75,347
Park Development	126,750		94,972	126,750
SVMPC I&R	3,445,400		3,445,400	3,430,570
Sewer	673,000		843,852	674,668
Refuse	493,550		321,417	297,843
<b>Department Total</b>	<b>\$ 5,000,900</b>	<b>\$</b>	<b>\$ 4,999,167</b>	<b>4,771,863</b>
<b>Total</b>	<b>\$ 73,570,106</b>	<b>\$</b>	<b>\$ 51,176,092</b>	<b>70,484,240</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**City of Sierra Vista  
Full-Time Employees and Personnel Compensation  
Fiscal Year 2016**

FUND	Full-Time Equivalent (FTE) 2016	Employee Salaries and Hourly Costs 2016	Retirement Costs 2016	Healthcare Costs 2016	Other Benefit Costs 2016	Total Estimated Personnel Compensation 2016
<b>GENERAL FUND</b>	269	\$ 16,086,464	\$ 3,976,848	\$ 2,835,662	\$ 1,678,877	\$ 24,577,851
<b>SPECIAL REVENUE FUNDS</b>						
HURF	17	\$ 1,146,757	\$ 85,879	\$ 127,183	\$ 108,247	\$ 1,468,066
LTAf	10	598,325	57,778	68,465	73,905	798,473
Airport	1	84,800	9,736	16,265	8,861	119,662
Metropolitan Planning Org	1	74,531	8,278	5,784	6,805	95,398
<b>Total Special Revenue Funds</b>	<b>29</b>	<b>\$ 1,819,613</b>	<b>\$ 151,935</b>	<b>\$ 201,432</b>	<b>\$ 188,957</b>	<b>\$ 2,481,599</b>
<b>DEBT SERVICE FUNDS</b>						
<b>Total Debt Service Funds</b>						
<b>CAPITAL PROJECTS FUNDS</b>						
<b>Total Capital Projects Funds</b>						
<b>PERMANENT FUNDS</b>						
<b>Total Permanent Funds</b>						
<b>ENTERPRISE FUNDS</b>						
Sewer	12	\$ 1,321,771	\$ 54,555	\$ 77,444	\$ 125,047	\$ 1,578,817
Refuse	14	1,451,176	82,144	114,400	195,257	1,842,977
<b>Total Enterprise Funds</b>	<b>26</b>	<b>\$ 2,772,947</b>	<b>\$ 136,699</b>	<b>\$ 191,844</b>	<b>\$ 320,304</b>	<b>\$ 3,421,794</b>
<b>TOTAL ALL FUNDS</b>	<b>324</b>	<b>\$ 20,679,024</b>	<b>\$ 4,265,482</b>	<b>\$ 3,228,938</b>	<b>\$ 2,188,138</b>	<b>\$ 30,481,244</b>

ORDINANCE 2015-004

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, 2016; 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 2015/2016 is required to be adopted not later than the third Monday in August; and

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

WHEREAS, it is settled policy of the City Council to adopt the ordinance levying property taxes for the fiscal year not later than the third Monday in August.

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

SECTION 1

There is hereby levied on each One Hundred Dollars (\$100) of assessed value of all property, both real and personal, within the corporate limits of the City of Sierra Vista, except such property as may be by law exempt from taxation, a tax rate sufficient to raise the sum of Three Hundred and Sixty Four Thousand Dollars (\$364,000) for the purpose of providing the City of Sierra Vista for the fiscal year ending on the 30<sup>th</sup> day of June, 2016, 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, 2016.

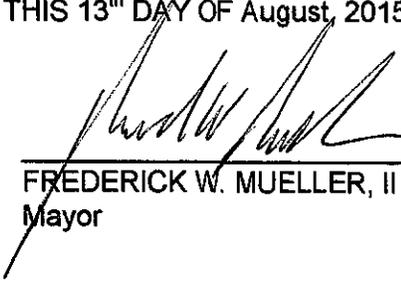
SECTION 3

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

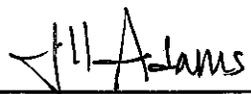
Should any section, clause or provision of this Ordinance be declared by the courts to be invalid, such invalidity shall not affect other provisions which can be given effect without the invalid provision, and to this end, the provisions of this Ordinance are declared to be severable.

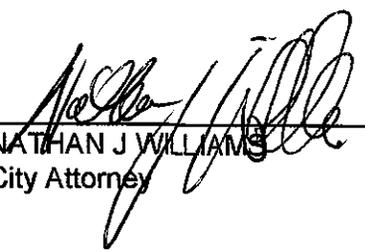
PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 13<sup>th</sup> DAY OF August, 2015.

  
\_\_\_\_\_  
FREDERICK W. MUELLER, II  
Mayor

ATTEST:

APPROVED AS TO FORM:

  
\_\_\_\_\_  
JILL ADAMS  
City Clerk

  
\_\_\_\_\_  
NATHAN J WILLIAMS  
City Attorney

PREPARED BY:  
Pamela Weir, Management Analyst II

ORDINANCE 2015-004  
PAGE TWO OF TWO



<b>ACCRUALS:</b>	Accounts on a balance sheet that represent liabilities and non-cash-based assets. These accounts include, among many others, accounts payable, accounts receivable, future tax liability, and future interest expense.
<b>AMERICAN RECOVERY AND RENIVESTMENT ACT (2009) :</b>	Federal Legislation passes in 2009 to stimulate the economy.
<b>APPROPRIATION:</b>	An authorization made by the city council which permits the city to incur obligations and to make expenditures of resources.
<b>ASSESSED VALUATION:</b>	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.)
<b>ASSETS:</b>	Property owned by a government which has a monetary value.
<b>BALANCED BUDGET:</b>	Achieved when projected revenue and expenditures are equal for every fund. The State of Arizona requires that we present a balanced budget every year.
<b>BOND:</b>	A written promise to pay a sum of money on a specific date at specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used for construction of large capital projects such as buildings, streets and sewers.
<b>BUDGET:</b>	A financial plan for a specified period of time (fiscal year).



**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.



<b>ESTIMATED REVENUE:</b>	The amount of projected revenue to be collected during the fiscal year.
<b>EXPENDITURE/ EXPENSE:</b>	This term refers to the outflow of funds paid for an asset, goods, or services obtained.
<b>FISCAL YEAR:</b>	The time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Sierra Vista has specified July 1 to June 30 as its fiscal year.
<b>FIXED ASSETS:</b>	Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.
<b>FUND:</b>	An accounting entity which as a set of self-balancing accounts and records all financial transactions for specific activities or government functions. Eight commonly used fund types in public accounting are general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.
<b>GENERAL FUND:</b>	The largest fund within the city, the general fund, accounts for most of the financial resources of the government not specifically accounted for in other funds. General fund revenues include primary property taxes, licenses and permits, local taxes, service charges, and other locally generated types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, courts, attorneys, parks and recreation, libraries, public works and general administration.



**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.

**GOVERNMENTAL FUND:**

**GRANT:**

A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

**HURF: Highway Users  
Revenue Fund**

The resources for this fund come from gasoline taxes. The state stipulates that the city must use these funds for street-related purposes.

**INTERNAL SERVICES:**

Those services provided within the City organization to support operations, including: Human Resources, Information Technology, Facilities Maintenance, and Fleet Services.

**LTAf: Local Transportation  
Assistance Fund**

The State Lottery generates the monies for this fund. The city must then spend these funds on transportation-related activities.

**LINE-ITEM BUDGET:**

A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

**MATURITIES:**

The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.



<b>MILL:</b>	The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.
<b>OPERATING BUDGET:</b>	The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
<b>OUR FUTURE VISTAS:</b>	The City of Sierra Vista's Strategic Leadership Plan adopted by the City Council
<b>PER CAPITA:</b>	Total amount of a good divided by the total population.
<b>PERFORMANCE BUDGET:</b>	A budget, which focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man-hour, or cost per man-hour of garbage collection.
<b>PROGRAM BUDGET:</b>	A budget which focuses upon the goals and objectives of an agency or jurisdiction rather than upon its' organizational budget units or object classes of expenditure.
<b>RESERVE:</b>	An account used to indicate that a portion of a fund's assets as legally restricted for a specific purpose and is, therefore, not available for general appropriation.
<b>REVENUE:</b>	Funds which the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
<b>REVENUE BONDS:</b>	Bonds usually sold for constructing a project, which will produce revenue for the government. The revenue is pledged to pay the principal and interest of the bond.



**REVENUE ESTIMATE:** A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically, a future fiscal year.

**RISK MANAGEMENT:** An organized attempt to protect a government's assets against accidental loss in the most economical method.

**SECONDARY ASSESSED VALUE:** The full value of the property as determined by the County Assessor's office, calculated by multiplying the Full Cash Value by the Assessment Ratio.

**SOURCE OF REVENUE:** Revenues are classified according to their source or point of origin.

**SPECIAL ASSESSMENT:** A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**SPECIAL REVENUE FUND:** An account established to collect money that must be used for a specific project, providing an extra level of accountability and transparency to taxpayers that their tax dollars will go toward an intended purpose.

**STATE SHARED REVENUE:** The State of Arizona collects revenue and then distributes those revenues back to the Cities based on population or use.

**TAX LEVY:** The total amount to be raised by general property taxes.

**TAX RATE:** The amount of taxes (mills) levied for each \$1,000 of assessed valuation.



**USER FEES:** The money that is paid to receive the good or service. Customers pay a fee to use the aquatic center as well as to use sewer and refuse services.

### **Common Acronyms and Abbreviations**

ADA: Americans with Disabilities Act  
ADOT: Arizona Department of Transportation  
ARRA: American Recovery and Reinvestment Act of 2009  
CAFR: Comprehensive Annual Financial Report  
CIP: Capital Improvement Fund  
CY: Calendar Year  
EBC: Ethel Berger Center (community center)  
EOP: Environmental Operations Park  
EXP: Expenditure  
FY: Fiscal Year  
GAAP: Generally Accepted Accounting Principles  
GASB: Governmental Accounting Standards Board  
GF: General Fund  
GFOA: Government Finance Officers Association  
GMC: Government Maintenance Center  
HURF: Highway User Revenue Fund  
IT: Information Technology  
LTAF: Local Transportation Assistance Fund  
O&M: Operations and Maintenance  
MPC: Municipal Property Corporation  
MUP: Multi-Use Path  
PCC: Pete Castro Center (Public Works office building)  
REV: Revenue  
RICO: Racketeer Influenced and Corrupt Organization  
SR: State Route  
SV: Sierra Vista  
SWOT: Strengths, Weaknesses, Opportunities, and Threats  
TR: Therapeutic Recreation  
USPP: Upper San Pedro Partnership