

ANNUAL BUDGET



City of Sedona, Arizona
FISCAL YEAR 2020/2021

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The mission of the City of Sedona government is to provide exemplary municipal services that are consistent with our values, history, culture, and unique beauty.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Sedona

Arizona

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



Introduction

INTRODUCTION

While the City budget could be viewed as an imposing document of charts and numbers, on closer inspection and beyond the numbers, the budget represents the investment and return for customers. The investment is in the form of city sales tax, state shared revenue, and other financial resources. The return is the new traffic signal, park improvement, or new service scheduled for the new fiscal year. The purpose of this section of the budget is to move beyond the technical jargon and assist the reader in understanding the most important sections of the document.



What is a Budget?

In the simplest terms, a budget is a plan for the coordination of resources and expenditures.

Developing a budget is often a complex process of balancing various interests and demands for services with available resources. The complex process has shaped various types of budgeting, of which four primary budget types have evolved: 1) line-item budgeting, 2) performance (or program) budgeting, 3) zero-based budgeting, and 4) target-based budgeting.

The City follows the program and performance budgeting approach. This budgeting method focuses on the City's goals, the performance measurements in achieving those goals, and the values obtained for the resources utilized. This method offers a better focus for basing City Council decisions on the value and effectiveness of programs and services provided.

Budget as a Policy Guide

The budget functions as a policy guide by indicating the City's priorities. The budget is connected to a mission statement and goals, as well as the Community Plan, and the amount of resources allocated to a specific department, program, or service indicates what is considered important by city officials and in turn the citizens. The budget document includes the City's financial policies to provide citizens with information on the policies that guide our use of public funds.

Budget as a Financial Plan

The most basic element of the budget, displaying the balance between revenues and expenditures, acts as a financial plan. It outlines what revenues are expected and how the City intends to use those resources. Examining revenue and expenditure trends from past budgets, helps form a financial plan for future budgets, which enhances accuracy in projections to help maintain a strong fiscal standing.

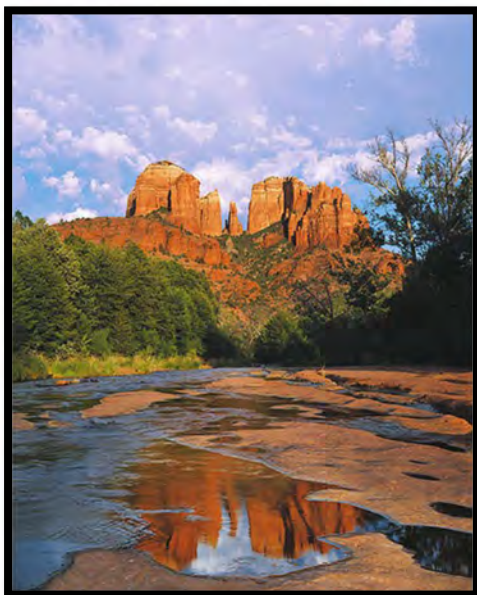
Budget as an Operations Guide

As an operations guide, the budget outlines the estimated amount of work to be done and services to be provided and the costs associated with doing so. The budget identifies which departments are responsible for particular programs and services and the amount of resources they have to perform their responsibilities.

Budget as a Communications Tool

As a communication tool, the budget serves to hold the City accountable. The budget provides the public with information regarding how their tax money is to be spent. Citizens can see whether elected officials are setting priorities based on their demands by reviewing the amount of resources being allocated to specific programs and services. Citizens also can see if their tax money is being used efficiently and effectively.

VISION STATEMENT



- To be a city that is constantly vigilant over the preservation of its natural beauty, scenic vistas, pristine environment, and cultural heritage.
- To be a city that retains its small-town character and creates its man-made improvements in strict harmony with nature.
- To be a city that is animated by the arts and lives with a spirit of volunteerism to help achieve our common goals.
- To be a city that offers equal opportunities for all and fosters a sense of community.
- To be a city that welcomes and accommodates all of its visitors and future residents with a spirit of fellowship.
- To be a city that retains and enhances a strong and vital economy that preserves existing lifestyles without exploiting the natural beauty.
- To be a city that lives up to the challenges of proper stewardship of one of the earth's great treasures.

MEET THE CITY COUNCIL



Sandy Moriarty – Mayor



Mayor Moriarty was born and raised in Seattle, Washington, where she graduated from the University of Washington with a B.A. in Economics. She moved to Sedona in January 1972, when Sedona was a town of about

4,000. Sandy worked for the local branch of the Phoenix CPA firm, Walker & Armstrong, LLP, for 31 years and is now a self-employed accountant.

Soon after coming to Sedona, Sandy became involved in getting Sedona incorporated. After serving on three committees over a 15-year period, Sandy celebrated the voters' approval of

the incorporation of Sedona in a December 1987 election, and in January 1988, the City of Sedona became a reality. Sandy is proud to have been a member of the first appointed City Council.

Sandy has always followed City government in Sedona and over the years has volunteered for organizations including AYSO (youth soccer), Good Morning Sedona, Southwest Public Recycling Association, and the Verde Valley Wine Consortium. She is a founder of Sedona Recycles, Inc., and of Sedona Winefest. She served on the City's Wastewater & Effluent Disposal & Land Use (WEDLU) Task Force, on the Housing Commission, and on the City's Service Contract Review Work Group.

She is proud to serve as Mayor of the city she loves.

MEET THE CITY COUNCIL

continued

John Martinez – Vice Mayor

Vice Mayor Martinez is from a large, Southern California family. Three of his siblings were born in Los Angeles, as was John, and four were born in La Puente. All eight children finished La Puente High School, and went on to graduate from various colleges, encouraged by parents who did not have the opportunity to complete high school.

John graduated from California State University of Long Beach with a degree in Finance. He worked during the day and went to school at night. He worked as a janitor for Snappy Taco and a forklift driver at Mattel Toys. Upon graduation from college, he began his career in finance, first as a Financial Analyst with Beckman Instruments, then Plant Controller at Hunt-Wesson Foods, Director of Manufacturing Accounting for ConAgra Foods, and a Sarbanes-Oxley auditor for Boeing. He

moved to the Sedona area in 2005 and was hired as the Director of Finance for Nutri-Health Supplements located in Cottonwood, AZ.

John met Carol, the love of his life for the past 34 years, while employed with Beckman Instruments.



John provides consulting expertise for small companies that require budgeting and forecasting assistance. John was selected to serve on the Budget Oversight Commission and was the Vice-Chairman.

Bill Chisholm – Councilor



Bill and his wife Kim first visited Sedona in 2011, bought their Uptown home in 2016, and moved here permanently in March 2017 after Bill retired.

Bill spent 10 years in the United States Marine Corps and more than 25 years in corporate information technology where he was active in mergers and acquisitions, managed budgets exceeding \$100 million and led organizations of more than 100 people. Bill earned a B.S. in Computer Science from Park College and an executive MBA from Rockhurst University.

In Sedona, Bill has been active in several local organizations focused on children, patriotic themes, veterans, and animals. You might catch Bill hanging flags along State Route 89A, walking dogs around the Humane Society, or substitute teaching at the local schools. Bill decided to be active in city government and ran his campaign on a theme of "Balance", specifically, the need for a balance between what's best for residents, businesses, and visitors. Bill is committed to understanding all sides of an issue. Bill's son and daughter-in-law live in Missouri and he and his wife have two grandchildren. Bill and Kim are parents to several furry kids.

MEET THE CITY COUNCIL

continued

John Currivan – Councilor

Councilor Currivan attended Cornell University on a Navy ROTC scholarship, and received a Bachelor of Science degree in electrical engineering. John also served as a Navy jet pilot and was a flight instructor in the Navy's Advanced Jet Training Command. The Navy sent John to Cornell Law School, where he graduated summa cum laude. He then served in the Navy's Judge Advocate General's Corps (JAG) as a prosecutor, the senior attorney aboard the aircraft USS Nimitz, and a judge.

After completing his military service with the rank of Commander, John spent 28 years as a tax lawyer at Jones Day, a global law firm, with a focus on tax planning for small business. In his spare time, he was also an Adjunct Professor of Law at Case Western Reserve Law School in Cleveland, Ohio, and served as Treasurer and Finance Chair of a large condominium association.

John and his wife Pat were married in 1996 at Red Rock Crossing, with Cathedral Rock as their backdrop. They fell in love with Sedona and decided to make it their retirement home. When John retired



from his law practice in 2012, he and Pat were able to fulfill their dream of living in Sedona full-time.

John soon got involved in community service. He served three years on the Planning & Zoning Commission. He also participated in the City's Programs Working Team, which helped present the Community Plan to the public, and served on the Design Review Work Group.

Scott Jablow – Councilor



Councilor Jablow holds a degree in criminal justice and worked for the Port Authority of New York & New Jersey for over 30 years — first as a police officer and later a Senior Police Accident investigator receiving specialized

training through Northwestern University and the U.S. Department of Transportation.

Throughout his career Scott received specialized training from the Federal Bureau of Investigation. Scott also served in the Police Emergency Aircraft Rescue Fire Fighting Unit. As a community leader on Long Island, Scott received three prestigious awards for his work: a Legislative Resolution by the New York State Assembly, a New York State Proclamation from the New York Senate Majority Leader, and a Town Citation by the Town of Hempstead Supervisor.

Prior to his election to the City Council in 2014, Scott served on the board of the Sedona Fire District, the City of Sedona's Planning & Zoning Commission, and the City's Personnel Board.

MEET THE CITY COUNCIL

continued

Tom Lamkin – Councilor

Tom moved to Sedona eight years ago with his wife, Polly. He is currently retired and lives in the Chapel area. Prior to retirement, he worked for IBM and Hewlett-Packard for over three decades, holding several positions in sales management. Tom enjoyed working with customers ranging from small businesses to Fortune 500 corporations. He was successful in bringing people and resources together to provide solutions that helped the businesses grow and developed long-term relationships.

Upon settling in Sedona, he embraced the volunteerism that thrives here and became a volunteer City of Sedona Park Ranger. He enjoys walking Uptown a few days a week and speaking with tourists who ask for help or need more information about Sedona. He is also a past president of the local Sedona-Bell Rock Kiwanis

Club which serves the children of Sedona through activities coordinated with schools and other volunteer organizations.



When the Council position he now occupies opened up due to a resignation, Tom applied for the position. He felt it was a good time to serve the City of Sedona more directly as he did from 2016 to 2018 on the City Council. He was fortunate to be selected and appointed by the City Council and anticipates utilizing the skills learned during his career. Tom is always available to listen to any citizen input and hopes they will meet with him or communicate with him at their convenience.

Jessica Williamson – Councilor



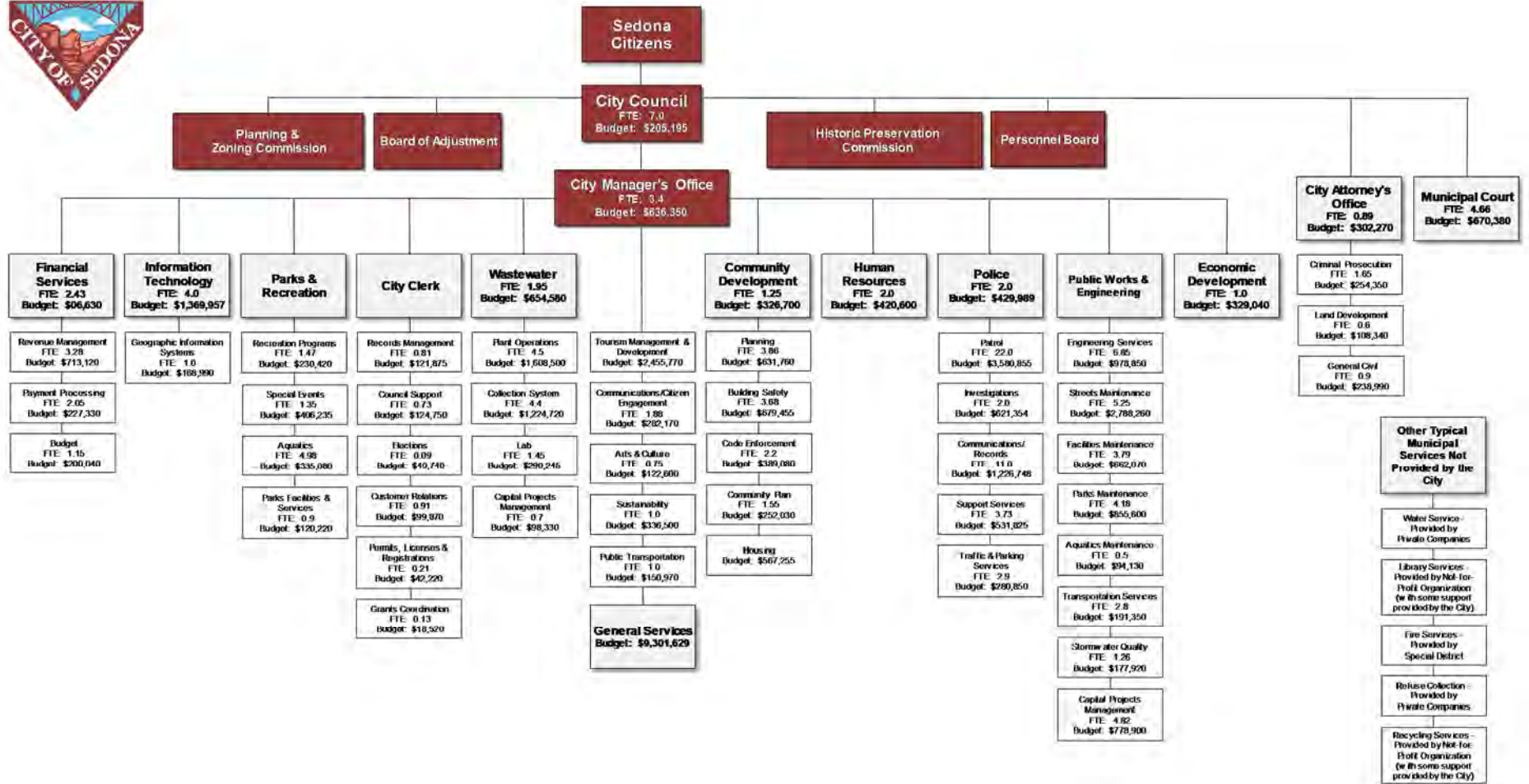
Jessica was born in Los Angeles and raised 100 miles up the coast in Santa Barbara. She graduated from the University of California at Santa Barbara with a B.A. degree in Sociology.

She moved to New York City with her husband so he could attend Columbia University. They lived in New York City for 30 years, and she worked for the City of New York the majority of the time. Her last job was Director of Departmental Affairs at the Department of Design and Construction, the agency in charge of cleaning up the World Trade Center after the 9/11 attacks. Jessica spent some time stationed at the site as part of the cleanup team.

The Williamsons moved to West Sedona in 2003. Jessica loves Sedona; the stunning natural beauty still takes her breath away. A five-minute drive from her house takes her to Fay Canyon or the Dawa Trail. She never gets tired of the vista before her as she drives down Cook's Hill. During the summer, she takes her dog to Red Rock Crossing. Once Verde Valley School Road becomes dirt, she feels like she's driving a magical roadway. They walk along the Templeton Trail enjoying the shade, trees, rocks, and river. Sometimes the blackberries are ripe. She throws sticks into the water, and her dog leaps in to retrieve them. She has seen river otters, blue herons, and ducks. In season, the flowers are wondrous.

When their first dog died a few years ago, she and her husband agreed that they would put off getting another one, but within a month they had a new puppy. He is simply a silly and goofy creature. She takes him to the Sedona Dog Park where he often sits around with a tennis ball in his mouth until the spirit moves him to play. When she is at the Dog Park, she cannot get over the thought that dogs exist to make her laugh.

ORGANIZATION CHART



CITY STAFF

CITY APPOINTED OFFICIALS AND DEPARTMENT HEADS

City Manager	Justin Clifton
Assistant City Manager/ Community Development Director	Karen Daines Osburn
City Attorney	Robert L. Pickels, Jr.
Magistrate Judge	Lisa Parsons
City Clerk	Susan L. Irvine
Chief of Police	Charles Husted
Public Works Director	J. Andy Dickey
Economic Development Director	Molly Spangler
Financial Services Director	Cherie R. Wright
Human Resources Manager	Brenda Tammarine
Information Technology Manager	Charles Hardy
Wastewater Manager	Roxanne Holland
Parks & Recreation Manager	Steve Richardson

ACKNOWLEDGEMENTS

Brenda Tammarine for Cover Design

COMMUNITY PLAN

The Sedona Community Plan (Plan) is an expression of Sedona citizens' vision of their community and is the City's "general plan" required by the State of Arizona. Arizona State law requires all cities, towns and counties in Arizona to prepare, update or readopt a document known as a General Plan every 10 years to guide and inform critical decisions about a community's future and quality of life. Required elements include land use, growth, circulation, environmental planning, water resources, open space, and cost of development.

The Plan proposes desired conditions for the future of the community. It is intended to guide future growth, not to regulate it. The Plan will guide the Planning and Zoning Commission and City Council in making development decisions. It will also provide guidance and communicate the community's vision and values to citizens, developers, businesses, property owners, and visitors.

The adoption or readoption of the Plan must be approved by the affirmative vote of at least two-thirds of the members of the City Council and ratified by voters. The current Plan (also referred to as *Imagine Sedona – 2020 and Beyond*) was adopted in November 2013 and ratified in March 2014 and is summarized below:

VISION

Sedona is a community that nurtures connections between people, encourages healthy and active lifestyles, and supports a diverse and prosperous economy, with priority given to the protection of the environment.

SHARED VALUES

- Environmental Stewardship
- Community Connections
- Improved Traffic Flow
- Walkability
- Economic Diversity
- Sense of Place

Value – Environmental Stewardship

Vision: Sedona is known for practices that respect and protect the natural environment, and as the responsible caretaker of one of the world's greatest treasures.

What It Will Look Like:

- Oak Creek will be a healthy riparian area with clean water.
- The natural environment will be the dominant feature of the City.
- Homes, businesses, parks, and streets will be in harmony with the natural landscape.

COMMUNITY PLAN

continued

Value – Environmental Stewardship (cont'd):

What It Means:

- We will live in a clean and healthy environment.
- We will be inspired and renewed by nature.

How It Will Happen:

- Protection of the environment will be a high priority in all decision-making and fundamental to our prosperity.
- National Forest lands will be preserved, protected, and respected.
- Residents and visitors will be educated on environmentally responsible practices.
- Volunteers will contribute to environmental restoration and education efforts.

Value – Community Connections

Vision: We meet – at events and at random – to share experiences, help others, improve our community, enjoy the arts, and celebrate our heritage.

What It Will Look Like:

- There will be people-oriented public gathering spaces throughout the City.
- Parks, plazas, cafes, concert venues, festivals, and markets will be dynamic places where people socialize.
- There will be a diversity of people interacting with each other – whether by age or background, resident or visitor.

What It Means:

- We will be a friendly, welcoming, and neighborly community.
- We will be a community of active and productive volunteers.
- We will collaborate with and support each other.
- We will have a variety of educational opportunities for learning and interaction.
- We will help nurture a safe, supportive community that is responsive to the needs of youth and families.

How It Will Happen:

- There will be walkable districts with a mix of residential and commercial.
- There will be more direct access between neighborhoods and popular destinations.

Value – Improved Traffic Flow

Vision: We travel efficiently throughout Sedona using safe roads, pedestrian and bicycle pathways, and convenient transit.

What It Will Look Like:

- Traffic will be free flowing without backups.
- There will be fewer cars on the road.
- There will be frequent transit stops throughout the City.
- Parking will be convenient and accessible.



COMMUNITY PLAN

continued

Value – Improved Traffic Flow (cont'd):

What It Means:

- Walking and biking will be convenient alternatives to driving.
- There will be a variety of environmentally responsible transportation choices.

How It Will Happen:

- Improved street connections will provide alternative routes without building major new roadways.
- There will be a comprehensive and convenient transit system for residents and visitors.
- There will be investments in pedestrian and bicycle infrastructure.
- There will be mixed use, walkable districts.

Value – Walkability

Vision: We enjoy the option of walking – for pleasure or purpose – from neighborhoods, shops, restaurants, transit, and trailheads, linked by safe, practical, and enjoyable routes.

What It Will Look Like:

- There will be more sidewalks, paths, and trails.
- Sidewalks and paths will lead to activity centers, parks, trailheads, and popular destinations.
- There will be wider paved shoulders on streets that cannot accommodate sidewalks.

What It Means:

- Walking will be safer.
- Walking will be pleasant, appealing, and comfortable.
- More residents and visitors will have the option of a car-free lifestyle.
- Residents and tourists will walk more and drive less.

How It Will Happen:

- Safe walking routes will be identified, and existing routes will be improved.
- There will be continuous and connected sidewalks and paths that lead to popular destinations.
- Streets will feature pedestrian and bicycle amenities.

Value – Economic Diversity

Vision: Sedona has a resilient economy, provides the highest quality of service to visitors, and offers rewarding and diverse employment opportunities.

What It Will Look Like:

- There will be good jobs in a diversified economy.
- There will be regional cooperation and complementary industries.
- There will be successful local businesses.

COMMUNITY PLAN

continued

Value – Economic Diversity (cont'd):

What It Means:

- We will be a stable and prosperous community.
- We will value quality business practices over quantity.
- Our businesses will be innovative and creative.
- The long-term health and prosperity of people, resources, and the economy will be a consideration in all decisions.

How It Will Happen:

- The community's assets will be leveraged to improve the diversity and stability of the economy.
- The City will take a more proactive and on-going role in business recruitment, retention, and expansion.

Value – Sense of Place

Vision: We appreciate and respect our unique surroundings that reflect the natural beauty, arts, culture, heritage, and opportunities for physical and spiritual renewal.

What It Will Look Like:

- Sedona will have a unique and distinctive image and identity.
- The built environment will blend with the natural environment.
- Oak Creek will be a prominent and protected feature of the community.
- Historic sites will be recognized and preserved.

What It Means:

- We will be known as a clean, green, and sustainable community.
- Sedona will be a serene and beautiful place to live and visit.
- Sedona will retain its small-town character.

How It Will Happen:

- Design standards will continue to limit building height, lighting, signs, and colors.
- The built environment will integrate the natural topography and vegetation.
- The City Historic Landmark Program will protect and celebrate historic sites.

Plan Element – Land Use, Housing, and Growth

Goals:

- Grow only within currently established residential and commercial limits.
- Ensure harmony between the built and natural environments.
- Reflect a unique sense of place in architecture and design.
- Provide public gathering spaces that promote social interaction.
- Create mixed use, walkable districts.
- Encourage diverse and affordable housing options.

COMMUNITY PLAN continued

Plan Element – Circulation

Goals:

- Reduce dependency on single-occupancy vehicles.
- Provide for safe and smooth flow of traffic.
- Coordinate land use and transportation planning and systems.
- Make the most efficient use of the circulation system for long-term community benefit.
- Limit the building of new roads and streets and make strategic investments in other modes of travel.
- Create a more walkable and bike-able community.

Plan Element – Environment

Goals:

- Preserve and protect the natural environment.
- Ensure a sufficient supply of quality water for the future.
- Protect Oak Creek and its riparian habitat.
- Reduce the impacts of flooding and erosion on the community and environment.
- Promote environmentally responsible building and design.

Plan Element – Parks, Recreation, and Open Space

Goals:

- Protect and preserve natural open space.
- Ensure the protection of the environment while providing for responsible outdoor recreation.
- Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles.

Plan Element – Economic Development

Goals:

- Support locally owned businesses.
- Recruit new businesses and organizations representing different business and institutional sectors that diversify Sedona's economic base.
- Preserve and enhance Sedona's tourist-based economic sector.
- Incorporate an assets-based framework into the City's economic development efforts.
- Improve the City's transportation, information, and communication infrastructure to allow businesses to compete regionally, nationally, and globally.

COMMUNITY PLAN continued

Plan Element – Community

Goals:

- Cultivate an appreciation and respect for Sedona's distinctive community character.
- Ensure that the needs and aspirations of the community now and into the future are met through a variety of cultural activities, opportunities, and facilities.
- Create increased opportunities for formal and informal social interactions.
- Enhance opportunities for artistic display, engagement, and learning.
- Preserve and celebrate the community's history.

For action plans and other information on the Community Plan, visit the City's website at www.sedonaaz.gov.



COUNCIL PRIORITIES

Annually, the City Council meets to review existing priorities and to update or set new priorities as necessary that will guide their efforts for the following fiscal year and beyond.

In January 2020, the City Council established the following list of priorities as part of the fiscal year 2020-21 budget process. The priorities were categorized as “high,” “medium,” or “low” to reflect elements such as urgency and the level of staff time and other resources required. For instance, a project with minimal staff time needed at the current stage of the project may be categorized as low priority.



Funding has been included in the fiscal year 2020-21 budget for all priorities with financial implications. Many of the projects are anticipated to involve staff time only but may include additional costs in future years. The funding sources are identified below.

High Priority Items:

- **Complete Various Traffic Improvements** (*\$7.3 million included in Capital Improvements Program for fiscal year 2020-21*)
A comprehensive traffic study was completed, and several recommended projects were identified by the consultants. The City Council approved a 10-year half-cent sales tax increase dedicated to transportation projects and related administrative and operational costs effective March 1, 2018. The transportation projects included in this priority extend over several fiscal years. Included is a potential transit service system.
- **Environmental Stewardship/Sustainability** (*Total \$384,400: \$208,400 included in City Manager’s Office budget, \$1,000 included in Parks & Recreation budget, and \$175,100 included in General Services budget*)
While the City has undertaken numerous specific initiatives that support sustainability, there was no comprehensive focused effort dedicated to continuing progress in promoting and/or achieving broader sustainability within the organization or community. The intent is to coordinate, where possible, with sustainable tourism, existing sustainability groups, and the Building Code updates. The development of a climate action plan is anticipated to be completed in fiscal year 2020-21.
- **Affordable Housing** (*\$220,555 included in Affordable Housing Fund budget, plus \$800,000 included in contingency*)
This priority was established to address concerns about availability of affordable housing in Sedona. The City Council approved a portion of discretionary bed tax as an ongoing source of funding in part because the City has seen a significant net increase in bed tax collection since the legislation allowing short-term rentals. The development of a plan for addressing the concerns is anticipated to be completed in fiscal year 2020-21.
- **Sustainable Tourism** (*only staff time anticipated for fiscal year 2020-21*)
A strategic plan has been developed and will serve as the guiding document for the future of sustainable tourism. A process for monitoring and tracking key indicators is expected to be development in fiscal year 2020-21.
- **Improve Citizen Communications/Relations** (*only staff time anticipated for fiscal year 2020-21*)
This priority was established to improve communications with citizens. The City Council has identified goals for this priority, and an implementation plan for fiscal year 2020-21 will be developed.

COUNCIL PRIORITIES

continued

High Priority Items (cont'd):

- **Complete Storm Water Projects** (\$1.7 million included in Capital Improvements Program for fiscal year 2020-21)
Proper storm water management has long been a priority for the City Council, and the 2005 Storm Water Master Plan is still the guiding document. A master plan update is planned for completion in fiscal year 2020-21. This project is anticipated to be ongoing.
- **Evaluate Options for Sedona Recycles, Inc. Support** (only staff time anticipated for fiscal year 2020-21)
The priority includes consideration of a consultant-led operations audit, a review of long-term funding needs and options, and consideration of a more coordinated regional approach to recycling. This project is anticipated to be completed in fiscal year 2020-21.

Medium Priority Items:

- **Community Focus Area (CFA) Plans Development** (\$13,500 included in Community Development Department budget)
The City's Community Plan defines thirteen *Community Focus Areas* (CFAs) that have development or redevelopment potential and opportunities to realize the community's vision. CFA Plans provide more detail than the Community Plan on topics such as land use and circulation. The Western Gateway, Soldiers Pass, Schnebly, and Shelby-Sunset CFAs have been completed. The Uptown CFA Plan is anticipated to be completed in fiscal year 2020-21.
- **Monitor Short-Term Rentals** (\$40,000 included in Community Development Department budget)
Effective January 1, 2017, legislation was passed that prohibits Arizona cities from banning short-term residential rentals (i.e., rentals under 30 days). Since the law was passed, requests for inspection of substandard housing have been on the rise, and other concerns regarding the impacts of this new law have been raised. The City Council approved a contract with a firm that provides short-term rental data that will be valuable in monitoring and assessing the impacts of short-term rentals. This project is anticipated to be ongoing.
- **Economic Diversification** (\$133,200 included in Economic Development Department budget, plus staff time)
Diversifying the Sedona economy has long been a priority. To further this effort, Council approved additional funding for a marketing strategy program, a media campaign, geotargeted business advertisement, an AmeriCorps VISTA volunteer, and broader business services like Launch Pad events. This project is anticipated to be ongoing.
- **Emergency Preparedness** (only staff time anticipated for fiscal year 2020-21)
The priority includes an update of the City's emergency preparedness plan and creation of a continuity of operations plan. This project is anticipated to be ongoing.

Low Priority Items:

- **Parks Land Acquisition** (\$0 included in Capital Improvements Program for fiscal year 2020-21)
The City's Parks & Recreation Master Plan has identified a need for additional parks especially within certain regions of the City. The City Council would like staff to look for land for potential park areas, park facilities, and events facilities in Sedona; however, no timeline has been identified yet for this project.

COUNCIL PRIORITIES

continued

Low Priority Items (cont'd):

- **Complete Dells Land Use Planning** (*only staff time anticipated for fiscal year 2020-21*)
Once the City's effluent disposal optimization plan is implemented, approximately 200 acres of land currently used for spray irrigation disposal of treated effluent will become available. An analysis of the options for the use of this land will be developed. No timeline has been identified yet for this project.
- **Sense of Place** (*only staff time anticipated for fiscal year 2020-21*)
The Community Plan includes a value of sense of place. The City Council plans to clarify goals related to this priority. City staff will look for opportunities to enhance sense of place values in development applications. No timeline has been identified yet for this project.

For more details and information on these and previously completed Council Priorities, visit the City's website at www.sedonaaz.gov.



BUDGET RESOLUTION

RESOLUTION NO. 2020-12

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SEDONA, ARIZONA, ADOPTING THE BUDGET FOR FISCAL YEAR 2020-2021.

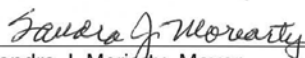
WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council did, on July 14, 2020, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year and also an estimate of revenues from sources other than property taxes; and

WHEREAS, in accordance with said sections of said statute, and following due public notice, the City Council met on July 14, 2020, and August 11, 2020, at which meetings any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses and other revenue sources; and


WHEREAS, publication has been duly made as required by law of said estimates, together with a notice that the City Council met on July 14, 2020, and August 11, 2020, remotely through electronic meetings accessible to the public for the purpose of hearing taxpayers.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF SEDONA, ARIZONA, that the said estimates of revenues and expenditures/expense shown on the accompanying Official Budget Forms attached hereto and incorporated herein, as now increased, reduced, or changed by the Council, are hereby adopted as the budget of the City of Sedona, Arizona for the Fiscal Year 2020-2021.

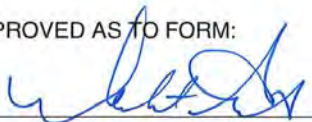
PASSED AND ADOPTED by the Mayor and Council of the City of Sedona, Arizona this 11th day of August, 2020.


Sandra J. Moriarty, Mayor

ATTEST:


Susan L. Irvine, CMC, City Clerk

APPROVED AS TO FORM:


Robert L. Pickels, Jr., City Attorney

CITY MANAGER'S BUDGET MESSAGE



102 Roadrunner Drive
Sedona, AZ 86336
www.sedonaaz.gov

City of Sedona
Mayor, City Councilors, and City Residents

The City of Sedona's fiscal year 2020-21 budget presents a fiscally sound financial plan that maintains the integrity of the City's financial condition while still meeting the high service level demands of the community. The fiscal year 2020-21 budget includes the priorities set by the City Council and the ongoing priorities to public safety, quality service, investment in the community, and investment in City employees.

The total budget is \$51,214,284. The budget is balanced between expenditures, revenues and one-time available fund balances above the policy operating reserve levels. Capital improvement expenditures represent \$15.1 million or 29% of the total proposed budget. The capital improvement expenditures are financed primarily with available fund balances, a one-time resource, and dedicated half-cent sales tax revenues, supplemented with revenues from grants, development impact fees, and other sources.

*Total budget is
\$51.2 million.*

Prior to the COVID-19 pandemic, the City was experiencing steady economic improvement, and revenues continued to trend upward. The City's largest revenue source, city sales and bed tax revenues, exceeded levels experienced by the City before the recession and economic downturn.

*The City's strong financial
position prior to the pandemic
allows for many options to
address financial needs.*

The City's strong financial position prior to the pandemic allows for many viable options to address financial needs. Depending upon the severity of the financial crisis, the City could be in a financial position to continue most, if not all, of the services provided prior to the pandemic. For information on the plan developed to address the COVID-19 crisis, see the Budget Overview – COVID-19 & Financial Management Plan section.

Revenue losses for fiscal year 2019-20 and 2020-21 were anticipated to be significant; however, subsequent to the budget preparation and adoption, the City's revenues after the initial COVID-19 closures have shown increases over the prior year instead of decreases. The unexpected stability of revenues during the pandemic has been attributed to the scenic wide-open spaces in the Sedona area and the desire of visitors to find safe ways to alleviate the sense of isolation during the pandemic. The City's ongoing financial condition is continually monitored to ensure appropriate action is taken when necessary as the impacts of the pandemic continue to evolve.

Changes to the FY 2020-21 Budget Process

In an effort to enhance the fiscal year 2020-21 budget development and review process, the engagement and participation of the Citizens Budget Work Group (CBWG) and members of the public was reevaluated.

CITY MANAGER'S BUDGET MESSAGE

continued

Changes to the FY 2020-21 Budget Process (cont'd)

The original design of the work group was to participate in the City Manager's budget review meetings with departments to discuss both their operating and capital projects budgets. While this created a level of transparency in the City's budget process, City staff and former work group members believed the participation was primarily duplicative of the City Manager and City Council roles. In order to create opportunity for the work group to play a more additive role, the participation of the work group was reevaluated from the ground up.

The goal for the new work group was to take a deeper dive into areas such as services not yet considered, an extensive analysis of a current program, review of best practices in financial stewardship, or an extensive analysis into nonprogram areas. The fiscal year 2020-21 work group was comprised of an entirely new set of members offering the ability to include more of the community in the process and provide a fresh set of ideas.

Parallel to the CBWG, a new public online survey was released to gauge support on a variety of community topic budget scenarios. The survey was open to anyone who wished to respond, and participation was solicited through press releases, e-notification signups, social media, and the City's website.

See the Budget Process and Calendar section for further discussion of the participation of the CBWG and the public online survey.

FY 2019-20 Accomplishments

Some of the Council Priorities from fiscal year 2019-20 were anticipated to be multi-year projects and are in progress. Their continuation has been included in the fiscal year 2020-21 budget. The priorities accomplished during fiscal year 2019-20 are below.

- **Building Code Update** – The City was operating under an outdated 2006 building code. The City Council adopted amendments to bring the code up to the 2015 model codes, the most current edition, and to incorporate additions and modifications to ensure that it addresses conditions specific to Sedona, particularly to green building code aspects.
- **Evaluate Alternative Expenditure Limitation Options** – The City's voter-approved alternative expenditure limitation (referred to as Home Rule) is valid for four years. The current alternative expenditure limitation approval will expire July 1, 2023. A citizen work group was formed and evaluated the options available. The work group presented a recommendation to the City Council to pursue the Home Rule option again in the August 2022 election.

FY 2020-21 Priorities

The City Council has evaluated the priorities established and has designated them as high, medium, and low. Some of the priorities are anticipated to be started or completed with only staff time. The remaining priorities have been included in the operating or capital budgets as appropriate. See the Council Priorities section for a description of each priority.

CITY MANAGER'S BUDGET MESSAGE

continued

Significant Budgetary Changes

The significant changes in the fiscal year 2020-21 budget are as follows:

- **Salary and benefit changes:**
 - **Merit Increases** – As a reaction to the pandemic, merit increases for fiscal year 2020-21 have not been included. As is done each year, the pay scale will be adjusted based on the Consumer Price Index (CPI) for the Western Region of the prior December. Impacts of the pay scale adjustment will not affect fiscal year 2020-21 but will keep the pay scale in line if merit increases are resumed in fiscal year 2021-22.
 - **Employee Benefits** – The changes in employee benefit categories were modest increases and decreases. These changes are discussed in more detail in the Budget Overview section.
 - **Position Changes**
 - The Citizens Engagement Coordinator has been reclassified to Public Relations Coordinator and increased from part-time to full-time with no change in cost.
 - A Housing Manager position was added.
 - The Magistrate Judge position was increased from part-time to full-time.
 - A part-time Court Security Officer position was added.
- **Decision Packages** – Approved Decision Packages, not including the additional positions previously discussed, represent approximately \$174,000. Included in the approved Decision Packages are enhancements to the environmental sustainability and economic diversification programs. See the Budget Overview section for additional information on these and other approved Decision Packages.
- **Capital Improvement Projects** – The budget for capital improvement projects increased \$1.2 million. Significant projects added for fiscal year 2020-21 include the Shelby Drive/Sunset Drive Road Improvements for \$1.6 million and the Uptown Parking Improvements for \$1.2 million.

No merit increases budgeted.

Citizens Budget Work Group

I would like to recognize the participation of the Sedona citizens who made up this year's Citizens Budget Work Group (CBWG): Velma Keller, Tom Lamkin, Robin Low, Jeff Mahan, Stephen McGarry, Karla Stamps, and Lynn Zonakis. This was the seventh year the City has included a citizen work group in the budget development process.

The CBWG members reviewed and provided their recommendations for all five service contracts that were up for renewal: Sedona Public Library, Inc.; Humane Society of Sedona, Inc.; Adult Community Center of Sedona, Inc.; Sedona Recycles, Inc.; and Verde Valley Caregivers Coalition. In addition, CBWG members selected the following programs for in-depth review: economic diversification program, environmental sustainability program, and citizen communications program.

The work group brought insights from their unique perspectives and added value to the overall process. Their input was greatly appreciated and brought up ideas that staff will be considering in future budgets.

CITY MANAGER'S BUDGET MESSAGE

continued

Distinguished Budget Presentation Award

The *Government Finance Officers Association of the United States and Canada* (GFOA) presented an award of Distinguished Budget Presentation to the City of Sedona for its annual budget for the fiscal year beginning July 1, 2019. This is the seventh year the City has received this award. In order to receive the award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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

Conclusion

Overall, the City's financial condition remains strong with many options to address the ongoing COVID-19 pandemic. I believe the fiscal year 2020-21 budget presents a well-thought-out financial plan that balances the needs and wants of the City with its available resources. I appreciate the City Council's leadership and support in providing clear direction to staff on our critical priorities. I want to thank all of the department heads for the team effort in achieving the Council Priorities and providing exceptional customer service to our community.

Sincerely,



Justin Clifton
City Manager



City & Community Profile

ABOUT SEDONA

The City of Sedona is located approximately one and a half hours north of Phoenix in Yavapai and Coconino Counties. Because of its stunning natural surroundings, this small community of roughly 10,000 residents has become one of Arizona's premier centers for international tourism, recreation, retirement, luxury resorts, and the arts.

The name Sedona originates from the City's first postmaster, Theodore Carlton Schnebly, whose wife, Sedona Arabelle Miller Schnebly (1877–1950) was celebrated for her hospitality and industriousness. Today, the City of Sedona's main attraction is its array of red sandstone formations, which appear to glow in brilliant shades of orange and red when illuminated by the rising or setting sun. The red rocks form a popular backdrop for many activities, ranging from spiritual pursuits to the hundreds of hiking and mountain biking trails.

Sedona is located at the southern entrance of Oak Creek Canyon. The 14-mile scenic drive through the canyon between Sedona and Flagstaff, Arizona has been recognized as one of the Top 5 Most Scenic Drives in America by Rand McNally. The beauty of the canyon is breathtaking along a winding road that climbs from Sedona to the top of the Mogollon Rim.

Situated in the high southwestern desert under the rim of the Colorado Plateau at an elevation of 4,500 feet, Sedona is blessed with four mild seasons, plenty of sunshine, and clean air. Because of Sedona's pleasant climate, sightseeing, hiking, golf, tennis, horseback riding, and jeep touring are year-round activities.

Sedona's spectacular natural landscape is the perfect backdrop, which attracts more than 800 artists, as well as numerous galleries, art organizations, and art enthusiasts that make up this creative community. The City supports a range of creative programming from Art in Public Places, Art in Private Development, Artist in the Classroom, and Moment of Art performed at monthly City Council meetings, to the Mayor's Arts Awards. In addition, performance artists are supported at The Hub, Posse Grounds Pavilion, and through the Street Performance program, Sedona Gallery Association, First Friday Art Walks, and Sedona Art Center. Sedona Film Festival and Sedona Art Festival are also large contributors to making Sedona one of the top arts destinations in the country.

The citizens of Sedona are proud of their beautiful environment and work diligently to preserve its uniqueness and special qualities. Driven by a conviction in the future of their community and a dedication to volunteerism, Sedona's residents are active in the City government.

The community was incorporated as a City under Arizona Revised Statutes (ARS) in 1988. It encompasses an area of 18.5 square miles, approximately half of which is under jurisdiction of the U.S. Forest Service.

The City of Sedona is administered under the Council-Manager form of government. The City Council consists of six councilors and a mayor. The six council members are elected at large and serve four-year overlapping terms. The Mayor is elected by the citizens and serves a two-year term.

The City departments are the City Council, the City Manager's Office, Human Resources, Financial Services, Information Technology, the City Attorney's Office, the City Clerk's Office, Parks & Recreation, Community Development, Public Works, Economic Development, Wastewater, Police, and the Municipal Court. In addition, the City tracks other costs that are of a more city-wide nature in the budgetary department, General Services.

Other typical municipal services not provided by the City are provided as follows: water service is private, the library is a not-for-profit organization with some contract funding from the City, fire service is a special district, refuse collection is private, and recycling service is a not-for-profit organization.

Of added municipal interest, the City is a part of two counties and is traversed by two state arteries. There is no property tax levied by the City. Currently, the City predominantly operates from state shared revenue and other local sources of revenue, including city sales and bed taxes.



DEMOGRAPHICS



The following tables provide additional demographic statistics for the City of Sedona and its citizenry:

Population (U.S. Census)

1980	5,481 ⁽¹⁾
1990	7,536
1995	8,990
2000	10,192
2010	10,031
2020	10,315 ⁽¹⁾

⁽¹⁾ DES/Yavapai College Regional Economic Development Center (YCREDC)

Gender (YCREDC 2020 est.)

Male	47.1%
Female	52.9%

Age Composition (YCREDC 2020 est.)

0-5	3.0%
6-11	3.1%
12-17	4.1%
18-24	3.4%
25-44	14.2%
45-54	11.7%
55-64	23.7%
65+	36.7%

Median Age.....59.4

Race/Ethnic Origin (YCREDC 2020 est.)

White	88.4%
Hispanic or Latino (any race).....	14.6%
American Indian	0.6%
Asian	2.6%
African American.....	0.7%
Other	7.7%

Income (YCREDC 2020 est.)

Median Household Income..... \$68,862

Labor Force (YCREDC 2020 est.)

Civilian Labor Force.....	4,422
Unemployment Rate.....	2.1%
Education Attainment:	
Less than High School.....	5.7%
High School or equivalent.....	13.6%
Some College or Associates.....	32.1%
Bachelor's or Advanced Degree.....	48.6%

Industry Ranked by Employment (YCREDC 2020 est.)

Retail	22.4%
Arts, Entertainment, Food, Recreation ..	18.8%
Finance, Insurance, Real Estate	11.2%
Education, Health Care, Social Assistance	10.3%
Other Services, except Public Administration	9.3%
Professional, Scientific, Administrative....	9.0%
Construction.....	6.6%
Public Administration	4.0%
Information.....	2.5%
Transportation, Warehousing, Utilities	2.0%
Wholesale Trade	1.9%
Manufacturing	1.7%
Agriculture, Forestry/Fishing/Hunting, Mining	0.0%

DEMOGRAPHICS

continued

Principal Employers (Number of employees provided by Sedona Chamber of Commerce and City of Sedona)⁽²⁾

Enchantment Resorts (location outside of city)	556
L'Auberge de Sedona Resort	550
Orchards Inn	220
City of Sedona	149
Arizona Elder Care	120
Sedona/Oak Creek School District	115
Verde Valley Medical Center/Sedona Emergency Department	110
Picazzo's Healthy Italian Kitchen	80
Cowboy Club	66
Whole Foods Market	66

⁽²⁾Principal employers include the City of Sedona and surrounding region.

General Government Principal Sales Tax Remitters (YCREDC 2020 est.)⁽³⁾

Hotels & Other Lodging	\$8,352,703
Retail Trade	\$7,208,267
Restaurants & Bars	\$3,711,859
Construction	\$1,828,859
Rental/Leasing/Licensing	\$1,553,226
All Other	\$893,336
Transportation/Communication/Utilities	\$731,516

⁽³⁾Due to confidentiality issues, the names of the tax remitters cannot be presented. The categories presented are intended to provide alternative information regarding the sources of the City's transaction privilege tax revenues.

Housing (YCREDC 2020 est.)

Owner-Occupied Housing	69.1% ⁽⁴⁾
Housing Units	7,200

⁽⁴⁾Includes owner-occupied housing that also rents a portion of the home or property.

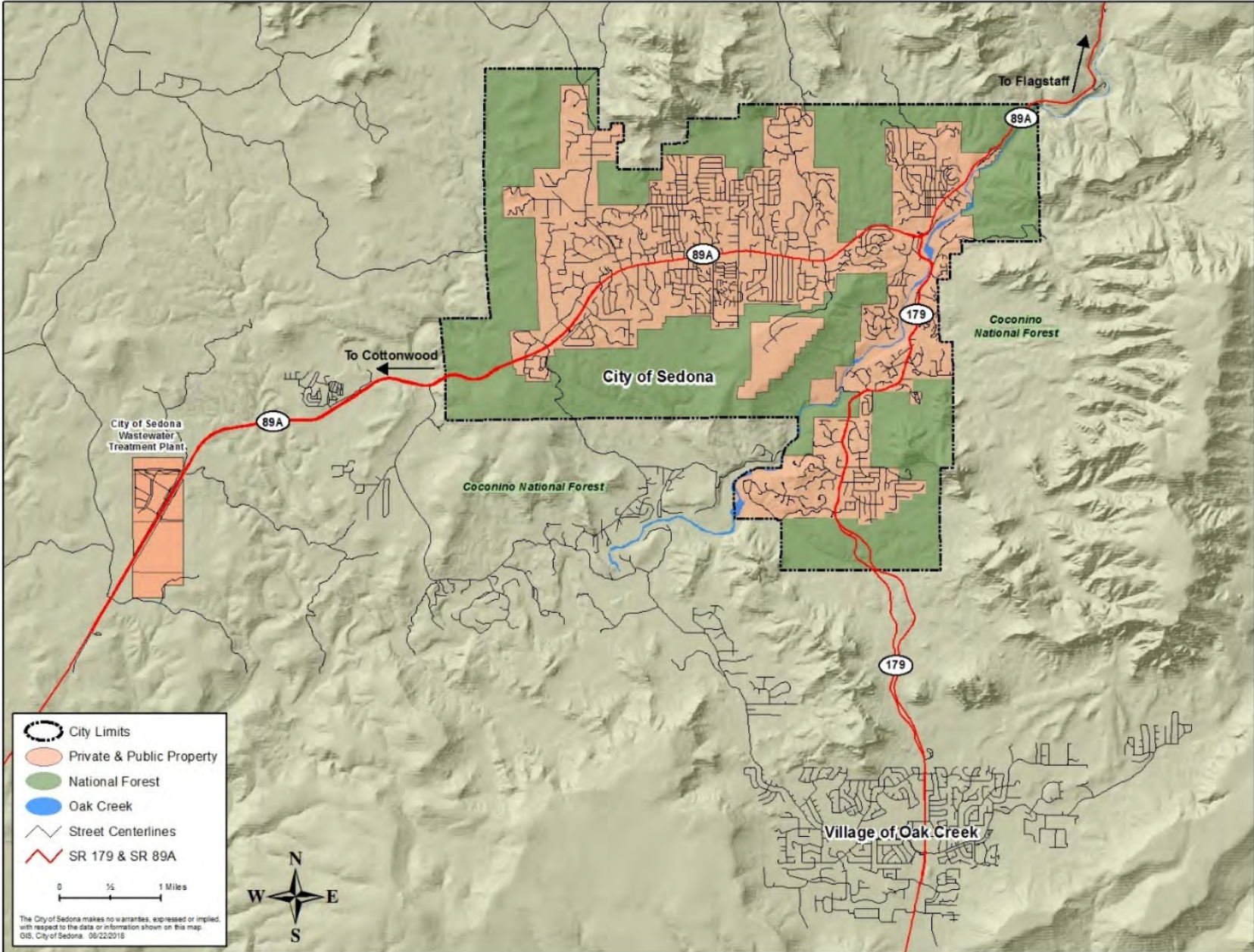
Land Use (2014 – City of Sedona)

Residential	33.1%
Commercial, Lodging	4.0%
Public/Semi-Public	4.1%
Parks/Public Open Space	1.0%
Private Open Space	2.2%
National Forest	48.5%
State Trust Lands	0.1%
Other (e.g., Hwy/Streets, R-O-W)	7.0%

Land Area in Square Miles	19.14
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AREA MAP





Budget Policies & Processes

FUND STRUCTURE AND BASIS FOR BUDGETING

The City uses funds to report its financial position and the results of its operations. Fund accounting is used to demonstrate legal compliance and to aid financial management by segregating transactions related to certain governmental functions or activities.

Each fund is considered a separate accounting entity. The operations of each fund are accounted for with their own separate set of self-balancing accounts that comprise the fund's assets, liabilities, fund equity, revenues, and expenditures/expenses.

The fund categories used by the City are as follows: governmental funds and proprietary funds.

Governmental Funds – The governmental funds account for activities primarily supported by taxes, grants, and similar revenue sources.

Proprietary Funds – The proprietary funds account for activities that receive significant support from fees and charges.

The governmental fund types used by the City are as follows: General Fund, special revenue funds, and capital projects funds.

General Fund – The General Fund is the primary operating fund that supports day-to-day City operations, including general City government, police services, public works, parks and recreation, and outside service contracts. Only one General Fund is permitted.

Special Revenue Funds – The special revenue funds account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The City's special revenue funds include:

- The **Streets Fund** is used to account for the City's allocation of state shared highway user revenue fund (HURF) revenues and support from the General Fund. The state shared HURF is primarily funded with tax on gasoline and other fuels, but also includes other transportation related fees. The HURF revenues are used to fund a portion of the annual streets rehabilitation and pavement preservation program. Other streets-related costs are reported in the General Fund.
- The **Affordable Housing Fund** accounts for monies received from developers in lieu of complying with the City's affordable housing requirements and support from the General Fund to address the lack of affordable housing within the City.
- The **Grants & Donations Funds** account for the various grants, donations, and other miscellaneous restricted or committed revenues received by the City that vary annually based on availability of funding opportunities.
- The **Transportation Sales Tax Fund** accounts for the half-cent sales tax dedicated to transportation projects and related administrative and operational costs. The tax is currently in effect for 10 years, expiring February 29, 2028.

FUND STRUCTURE AND BASIS FOR BUDGETING

continued

Capital Projects Funds – The capital projects funds account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. The City's capital projects funds include:

- The **Capital Improvements Fund** accounts for acquisition and construction of the City's major capital facilities, other than those financed by enterprise funds or restricted funding sources accounted for in other funds.
- The **Development Impact Fees Funds** account for development impact fees restricted for certain costs incurred by the City, generally for capital acquisition or related debt service necessitated by new development. Development impact fees must meet the requirements of the Arizona Revised Statutes.
- The **Art in Public Places Fund** accounts for monies transferred from capital projects to be used for art improvements and monies received from developers in lieu of complying with the City's public art requirements. Council policy requires 1% of certain capital projects budgets to be designated for art in public places.

The proprietary fund types used by the City are enterprise funds and internal service funds.

Enterprise Funds – Enterprise funds account for any activity for which a fee is charged to external users for good or services. The City's has one enterprise fund as follows:

- The **Wastewater Enterprise Fund** accounts for monies collected through monthly wastewater and one-time capacity fees, transfers of city sales tax revenues to subsidize the fund, and accumulated reserves. The Wastewater Fund supports the operations of the wastewater plant and collections system, new wastewater capital projects, and annual debt service.

Internal Service Funds – Internal service funds account for any activity that provides goods or services to other funds, departments, or agencies of the government on a cost reimbursement basis. The City's has one internal service fund as follows:

- The **Information Technology Internal Service Fund** accounts for the City's information technology costs that are allocated to the various departments and programs.

All City funds are subject to appropriation.

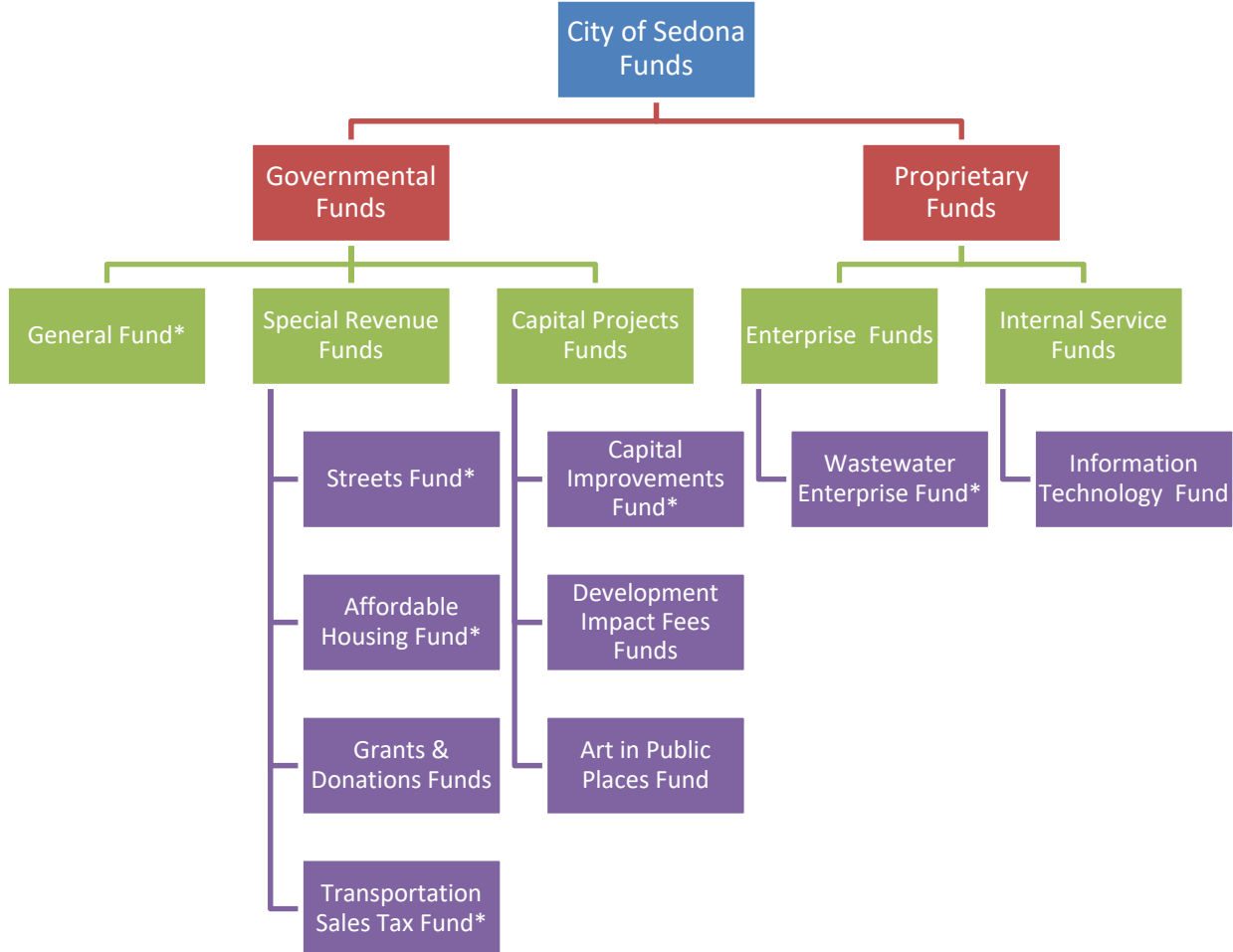


FUND STRUCTURE AND BASIS FOR BUDGETING

continued

Fund Structure

The following chart is an illustration of the fund structure:



* The General Fund, Streets Fund, Transportation Sales Tax Fund, Capital Improvements Fund, and Wastewater Enterprise Fund are reported as *major funds* in the City's financial statements. The Affordable Housing Fund is rolled into the General Fund for financial statements purposes. All other funds are consolidated as nonmajor funds in the financial statements.



FUND STRUCTURE AND BASIS FOR BUDGETING

continued

Fund Structure (cont'd)

The following table displays the relationships between the funds and departments:

DEPARTMENTS BY FUND

Department	General Fund	Streets Fund	Affordable Housing Fund	Grants & Donations Funds	Transportation Sales Tax Fund	Capital Projects Funds	Wastewater Enterprise Fund	Information Technology Fund
City Council	X							
City Manager's Office	X					X		X
Human Resources	X							
Financial Services	X						X	
Information Technology						X	X	X
City Attorney's Office	X						X	
City Clerk's Office	X							
Parks & Recreation	X			X		X		X
General Services*	X			X			X	X
Community Development	X		X	X				X
Public Works	X	X			X	X	X	X
Economic Development	X							
Wastewater							X	
Police	X			X		X		X

* The City tracks other costs that are of a more city-wide nature or nonoperational nature (e.g., debt service) in the budgetary department, General Services. In addition, support for other outside agencies is recorded in General Services and include:

- Sedona Public Library, Inc.
- Sedona Recycles, Inc.
- Humane Society of Sedona, Inc.
- Verde Valley Caregivers Coalition
- Adult Community Center of Sedona, Inc.



FUND STRUCTURE AND BASIS FOR BUDGETING

continued

Basis of Accounting

The basis of accounting refers to the timing of when revenues and expenditures/expenses are recognized and reported. The City utilizes the modified accrual basis of accounting and the full accrual basis of accounting. The recognition of revenues and expenditures/expenses under each method are described below.

REVENUES AND EXPENDITURES/EXPENSES RECOGNITION

Basis of Accounting	Revenues	Expenditures/Expenses
Modified Accrual	Recognized in the period when they become both “measurable” and “available”* to finance expenditures of the current period	Generally recorded when a liability is incurred; however, <i>debt service</i> expenditures and expenditures related to compensated absences and claims and judgments, are recognized to the extent they are due and payable
Full Accrual	Recorded when they are earned (whether or not cash is received at the time)	Recorded when goods and services are received (whether cash disbursements are made at the time or not)

* Revenues are considered available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. The City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period.

The basis of accounting methods used for each of the funds in the City’s budget and the City’s financial statements are as follows:

COMPARISON OF BASIS OF ACCOUNTING BY REPORT TYPE

Funds	Budget Basis	Financial Statement Basis
Wastewater Enterprise Fund*	Modified Accrual	Full Accrual
Information Technology Internal Service Fund*	Modified Accrual	Full Accrual
All Other Funds	Modified Accrual	Modified Accrual

* The budgetary basis of accounting for the City’s Wastewater Enterprise Fund and the Information Technology Internal Service Fund differ from the financial statement basis of accounting primarily due to State laws. The major differences are as follows:

- Depreciation expense is not included in the budget.
- Capital outlays are budgeted as expenditures. They are reported as assets in the City’s financial statements.
- Principal payments on debt are budgeted as expenditures. They are reported as reductions of the liability in the City’s financial statements.

COMPREHENSIVE FINANCIAL POLICIES

The City of Sedona is committed to managing its finances prudently. The following City financial policies establish the framework for Sedona’s overall fiscal planning and management. They set forth the guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated.

Sedona’s financial policies show the public, the credit rating industry, and prospective investors (bond buyers) the City’s commitment to sound financial management and fiscal integrity. The financial policies also improve the City’s fiscal stability by helping City officials plan fiscal strategy with a consistent approach.

Adherence to financial policies promotes sound financial management, which can increase public confidence in the City’s ability to provide the services desired by the community.

Compliance with financial policies is incorporated in day-to-day procedures. The status of compliance with each policy statement is reviewed and updated as part of the annual budget process.

Fiscal Planning, Budgeting, and Operations Management

This policy seeks to govern the preparation, monitoring, and analysis of the City’s budget, incorporating a long-term perspective and a system of identifying resources and allocating those resources among competing purposes.

STATUS OF FISCAL PLANNING, BUDGETING, AND OPERATIONS MANAGEMENT POLICIES

Policy Statement	Status	Comments
The City will present an annual operating budget that is balanced, whereby ongoing revenues will be sufficient to fund ongoing expenditures with no use of General Fund reserves to support ongoing operational costs, unless criteria for use of the operating reserve is met. <i>(Administrative Policy)</i>	√	See the Budget Overview section.
Reserves and one-time revenues may be used to fund one-time capital projects or other one-time expenditures. <i>(Administrative Policy)</i>	√	

Legend:
 √ Compliance with policy standard
 -- Noncompliance with policy standard

COMPREHENSIVE FINANCIAL POLICIES

continued

Fiscal Planning, Budgeting, and Operations Management (cont'd)

STATUS OF FISCAL PLANNING, BUDGETING, AND OPERATIONS MANAGEMENT POLICIES

Policy Statement	Status	Comments
The budget will not postpone expenditures, use one-time revenue sources to fund ongoing uses, or use external borrowing for operational requirements. <i>(Administrative Policy)</i>	√	
Budgeting will be prepared on a modified accrual basis of accounting. <i>(Administrative Policy)</i>	√	See the Fund Structure and Basis for Budgeting section.
All departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources, and future service requirements. <i>(Administrative Policy)</i>	√	
The budget process is intended to weigh all competing requests for City resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process will be discouraged. <i>(Administrative Policy)</i>	√	
Addition of personnel will only be requested to meet strategic plan objectives, program initiatives, and policy directives after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased revenue or enhanced operating efficiencies. To the extent feasible, necessary personnel cost reductions will be achieved through attrition. <i>(Administrative Policy)</i>	√	See the Position List/Full-Time Equivalents section.
No revenues will be dedicated for specific purposes, unless required by law or generally accepted accounting practices (GAAP) or directed by City Council. All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process. <i>(Administrative Policy)</i>	√	
Revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, and capital improvements. The forecast will encompass at least 5 years and will be updated annually. <i>(Administrative Policy)</i>	√	See the Budget Overview – Long-Range Forecasts section.
The City will follow an aggressive, but humane, policy of collecting revenues. All adjusted uncollectible accounts will be pursued to the limit of collection ability. <i>(Administrative Policy)</i>	√	

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard

COMPREHENSIVE FINANCIAL POLICIES

continued

Capital Management

The purpose of the Capital Improvement Program (CIP) is to systematically identify, plan, schedule, finance, track, and monitor capital projects to ensure cost effectiveness as well as conformance to established policies.

STATUS OF CAPITAL MANAGEMENT POLICIES

Policy Statement	Status	Comments
The City will prepare and adopt a 10-year Capital Improvement Program. The program will be updated annually and include the direct costs of the project as well as any associated ongoing operational costs. <i>(Administrative Policy)</i>	√	See the Capital Improvement Program section.
CIP projects include infrastructure, equipment purchases, or construction resulting in or making improvements to a capitalized asset costing more than \$50,000 and having a useful life of 5 or more years. <i>(Administrative Policy)</i>	√	
The first year of the Capital Improvement Program will become the adopted capital budget for the current fiscal year. <i>(Administrative Policy)</i>	√	
The capital improvement plan will include, in addition to current operating maintenance expenditures, adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability. <i>(Administrative Policy)</i>	√	See the Capital Improvement Program section.
Future operating, maintenance, and replacement costs associated with new capital improvements will be forecast, matched to available revenue sources, and included in the operating budget. <i>(Administrative Policy)</i>	√	
When current revenues are available for CIP projects, consideration will first be given to those capital assets that have the shortest useful life and for assets whose nature makes them comparatively more difficult to finance. Using cash for projects with shorter lives and bonds/financing for projects with longer lives can facilitate "intergenerational equity," wherein projects with longer useful lives can be paid over several generations using the project through debt service payments. <i>(Administrative Policy)</i>	√	The City Council's preference is to avoid bonded debt financing whenever possible. The forecasts demonstrate adequate cash funding for most capital projects. Certain tentative projects will necessitate debt financing if they are pursued. See the Capital Improvement Program section for further details.

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard

COMPREHENSIVE FINANCIAL POLICIES

continued

Debt Management

This policy establishes under what conditions debt financing can be used.

STATUS OF DEBT MANAGEMENT POLICIES

Policy Statement	Status	Comments
The City may use debt to finance CIP projects according to the priorities established by the City. The projects to be financed should have an economic average life of at least 5 years. The City will attempt to use a pay-as-you-go method prior to issuing debt for this purpose. <i>(Council Policy adopted November 14, 2017)</i>	√	No bonded debt financing planned for FY 2020-21. Certain tentative projects will necessitate debt financing in future years if they are pursued. See the Capital Improvement Program section for further details.
The City will strive to maintain or improve its credit ratings, although not at the expense of significantly delaying important CIP projects. <i>(Council Policy adopted November 14, 2017)</i>	√	During fiscal year 2019-20, the City's credit rating from Standard 7 Poor's was raised from A to AA- based on the City's stable outlook.
The City will utilize the most cost-effective financing strategies available while still maintaining flexibility for future project financing. This includes investigating other financing alternatives such as State or federal aid or using new financing techniques. <i>(Council Policy adopted November 14, 2017)</i>	√	
The City will endeavor to maintain an open line of communication between the rating agencies and the marketplace in general, in part by providing full on-going financial disclosure as required by law. <i>(Council Policy adopted November 14, 2017)</i>	√	
The City will follow prudent borrowing principals and not engage in any transactions involving significant market risk. <i>(Council Policy adopted November 14, 2017)</i>	√	

Long-Range Forecasting

This policy seeks to govern the development of long-range forecasts.

STATUS OF LONG-RANGE FORECASTING POLICIES

Policy Statement	Status	Comments
The City will annually update a long-range forecast of at least 5 years, incorporating both projected revenues and expenditures for the City's major funds. <i>(Administrative Policy)</i>	√	See the Budget Overview – Long-Range Forecasts section.

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard

COMPREHENSIVE FINANCIAL POLICIES

continued

Long-Range Forecasting (cont'd)

STATUS OF LONG-RANGE FORECASTING POLICIES

Policy Statement	Status	Comments
The revenue forecast will only include revenue that is reasonably considered to be sustainable over at least that forecast period. <i>(Administrative Policy)</i>	√	
Expenditure projections will include anticipated operating impacts of whatever capital improvement expenditures are included in the Capital Improvement Program. <i>(Administrative Policy)</i>	√	
The process of long-range forecasting will also serve to define the critical issues and priorities and incorporate the City's Community Plan and long-term vision. <i>(Administrative Policy)</i>	√	

Grants Management

This policy establishes under what conditions grants will be pursued and with what administrative or legislative approvals.

STATUS OF GRANTS MANAGEMENT POLICIES

Policy Statement	Status	Comments
The City shall apply for only those grants that are consistent with the objectives and high priority needs previously identified by the City Council. <i>(Administrative Policy)</i>	√	
The potential for incurring ongoing costs, to include the assumption of support for grant-funded positions from local revenues, will be considered prior to applying for a grant. <i>(Administrative Policy)</i>	√	
The City shall attempt to recover all allowable costs – direct and indirect – associated with the administration and implementation of programs funded through grants. The City may waive or reduce indirect costs if doing so will significantly increase the effectiveness of the grant. <i>(Administrative Policy)</i>	√	
All grant submittals shall be reviewed for their cash matching requirements, their potential impact on the operating budget, and the extent to which they meet the City's policy objectives. <i>(Administrative Policy)</i>	√	
If there is a cash matching requirement, the source of funding shall be identified prior to application. <i>(Administrative Policy)</i>	√	
The City shall terminate grant-funded programs and associated positions when grant funds are no longer available, unless alternate funding is identified. <i>(Administrative Policy)</i>	√	

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard

COMPREHENSIVE FINANCIAL POLICIES

continued

User Fee Cost Recovery and Indirect Cost Allocations

This policy encourages full cost recovery of most publicly provided services that benefit specific individuals or organizations and the utilization of user fees to augment general tax revenues.

STATUS OF USER FEE COST RECOVERY AND INDIRECT COST ALLOCATIONS POLICIES

Policy Statement	Status	Comments
The City shall establish user fees and charges for certain services provided to users receiving a specific benefit. <i>(Administrative Policy)</i>	√	
The City will conduct a cost of service study to identify the full cost of providing a service for which fees are charged. The calculation of full cost will include all reasonable and justifiable direct and indirect cost components. Fees and charges will be established to recover the full cost of service, unless the percentage of full cost recovery has been reduced by specific action of the City Council. It is recognized that occasionally competing policy objectives may result in reduced user fees and charges that recover only a portion of service costs. <i>(Administrative Policy)</i>	--	This policy will be implemented over time. During the past 2 years, an analysis including both the direct and indirect costs components has been implemented as individual fee changes are proposed.
User fees shall be reviewed on a regular basis to calculate their full cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where necessary. <i>(Administrative Policy)</i>	--	This policy will be implemented over time. During the past 2 years, an analysis including both the direct and indirect costs components has been implemented as individual fee changes are proposed.

Accounting, Auditing, and Financial Reporting

This policy dictates the system of internal accounting and internal and external financial reporting that will be adhered to as the City conducts its financial transactions.

STATUS OF ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

Policy Statement	Status	Comments
The City's accounting and financial reporting systems will be maintained in conformance with all State and federal laws, generally accepted accounting principles (GAAP), standards of the Governmental Accounting Standards Board (GASB), and best practices/advisories of the Government Finance Officers Association (GFOA). <i>(Administrative Policy)</i>	√	

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard

COMPREHENSIVE FINANCIAL POLICIES

continued

Accounting, Auditing, and Financial Reporting (cont'd)

STATUS OF ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

Policy Statement	Status	Comments
An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the City's published Comprehensive Annual Financial Report (CAFR). <i>(Administrative Policy)</i>	√	See the City's CAFR at www.sedonaaz.gov .
The City's CAFR will be submitted to the GFOA's Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance-related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference. <i>(Administrative Policy)</i>	√	A Certificate of Achievement has been awarded each of the past 21 years.
Financial systems will maintain internal controls to monitor revenues, expenditures, and program performance on an ongoing basis. <i>(Administrative Policy)</i>	√	

Capital Expenditures (Capital Assets)

The City has a policy of capitalizing all assets greater than \$5,000.

STATUS OF CAPITAL EXPENDITURES/CAPITAL ASSETS POLICIES

Policy Statement	Status	Comments
Termed as capital assets, these capital expenditures are primarily purchased out of the departmental capital outlay accounts. <i>(Administrative Policy)</i>	√	
All assets are depreciated utilizing the straight-line method and based on useful lives the City has established, with a minimum life of one year. <i>(Administrative Policy)</i>	√	
The Financial Services Department is responsible for verifying the actual physical existence of capital assets at least every year years through asset audits of City departments. <i>(Administrative Policy)</i>	√	

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard

COMPREHENSIVE FINANCIAL POLICIES

continued

Cash Management

The Financial Services Department manages the City's investment portfolio and ensures compliance with the City's Investment Policy.

STATUS OF CASH MANAGEMENT POLICIES

Policy Statement	Status	Comments
The City's investment policy is to invest public funds with maximum security in a manner that will provide the highest return while meeting the daily cash flow demands of the City and conforming to all applicable State statutes. <i>(Council Policy revised August 11, 2015)</i>	√	
The primary objectives, in priority order, are safety of principal, liquidity, and attaining a market rate of return. <i>(Council Policy revised August 11, 2015)</i>	√	
The City is permitted to invest in certificates of deposit, direct U.S. Treasury debt, securities guaranteed by the U.S. Government, and the State of Arizona's Local Government Investment Pool. <i>(Council Policy revised August 11, 2015)</i>	√	
Temporary idle cash during the year was invested in the State Treasurer's Investment Pool. <i>(Administrative Policy)</i>	√	

Risk Management

The City is exposed to various risks of loss related to public and property liability and worker's compensation. Public liability includes public officials' errors and omissions, automobile, and general liability.

STATUS OF RISK MANAGEMENT POLICIES

Policy Statement	Status	Comments
The City participates in the Arizona Municipal Risk Retention Pool. The policy insures up to \$2,000,000 per incident plus excess liability of up to \$8,000,000. Coverage is provided on a claims-made basis with a \$50,000 deductible. <i>(Administrative Policy)</i>	√	
The City's liability insurance program is administered by the City Attorney's Office. Worker's Compensation claims are reviewed by the Human Resources Department and handled through the Arizona Municipal Workers Compensation Pool. <i>(Administrative Policy)</i>	√	
The City has an aggressive safety program, which promotes employee safety on the job and focuses on risk control techniques designed to minimize accident related losses. <i>(Administrative Policy)</i>	√	

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard

COMPREHENSIVE FINANCIAL POLICIES

continued

Fund Balance

To ensure financial stability, the City of Sedona desires to manage its financial resources by establishing fund balance targets or ranges for selected funds. This will ensure the City maintains a prudent level of financial resources to provide sufficient cash flow for daily financial needs, secure and maintain investment grade bond ratings, offset significant economic downturns and revenue shortfalls, and provide funds for unforeseen expenditures related to emergencies.

STATUS OF FUND BALANCE POLICIES

Policy Statement	Status	Comments
<p>General Fund: The City shall maintain an unassigned fund balance for the General Fund of 30% of the total adopted budgeted operating expenditures of the Fund. Any use of the unassigned fund balance below 30% must comply with criteria specified in the policy. <i>(Council Policy revised November 14, 2017)</i></p>	√	Unassigned fund balance projected to be 35%. Excess to be appropriated by the City Council during the next budget cycle.
<p>Streets Fund: The fund balance range for the Streets Fund shall be not less than 0% and not more than 10% of the total budgeted revenues of the Fund. <i>(Council Policy revised November 14, 2017)</i></p>	√	Fund balance projected to be 84%. Excess attributable to General Fund support may be considered for return to the General Fund depending on the severity of revenue losses due to COVID-19 closures, or excess may be held for anticipated future streets maintenance and pavement preservation expenditures.
<p>Enterprise Funds: The fund balance range for the Enterprise Funds, including maintenance, operations and administration shall be not less than 25% (90 days) and not more than 33.3% (120 days) of the total budgeted operating expenditures of the Fund. This shall be in addition to a separate fund balance with a target equal to the average of one year of enterprise fund debt service repayment requirements for any debt issuances not covered by bond insurance. For the purpose of calculation, this reserve shall be in addition to all other required reservation of fund balance including, but not limited to, amounts reserved for capital projects, equipment replacement reserves, and/or required bond covenants. <i>(Council Policy revised November 14, 2017)</i></p>	√	Fund balance projected to be 245%. Excess attributable to General Fund support may be considered for return to the General Fund depending on the severity of revenues losses due to COVID-19 closures, or excess may be held for elimination of the need for future rate increases.

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard

COMPREHENSIVE FINANCIAL POLICIES

continued

Fund Balance (cont'd)

STATUS OF FUND BALANCE POLICIES

Policy Statement	Status	Comments
<p>Capital Improvements Fund: The Capital Improvements Fund was created to account for resources designated to construct or acquire capital assets and major improvements. Occasionally, these projects may extend beyond a single fiscal year. Therefore, although no specific reserve requirement is established for the Capital Improvements Fund, at a minimum, the fiscal year-end assigned and unassigned fund balance, coupled with estimated revenues for the ensuing fiscal year, must be sufficient to fund the “pay-as-you-go” capital projects obligations for the next fiscal year. This will follow the City’s Capital Improvement Plan. <i>(Council Policy revised November 14, 2017)</i></p>	√	
<p>If it is determined there is a surplus (an amount in excess of the fund balance target or the upper limit of the fund balance range for any fund), the funds may be designated or appropriated at the next budget cycle to eliminate shortfalls in related funds, reduce or avoid debt, fund one-time capital needs, or stabilize taxes, fees, or rates. <i>(Council Policy revised November 14, 2017)</i></p>	√	
<p>If it is determined there is a shortfall (an amount below the lower limit of the fund balance range for any fund), the fund balance is to be replenished through a distribution of surplus from other related funds, an appropriation during the next annual budget process of at least 20% of the lower limit, or a written plan approved by the City Council. <i>(Council Policy revised November 14, 2017)</i></p>	√	No shortfalls projected.

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard

BUDGET PROCESS AND CALENDAR

The City of Sedona budget process hinges on a wide range of participants including our citizens; City Council; the City Manager, executive leadership team, management, and staff; partner agencies; other local governmental entities; and the Citizens Budget Work Group. All of these stakeholders who participate in the budget process have a role in making recommendations to the City Council regarding the best uses of the City's financial resources.

FY 2020-2021 BUDGET CALENDAR

Date	Description	Legal Requirements
Policy/Strategy Phase		
December 12, 2019	Leadership Team Planning Meeting	
December 16, 2019	Operating Budget Kickoff Meeting with Department and Division Heads	
December 16, 2019	Staff CIP Committee Kickoff Meeting	
January 8, 2020	City Council Budget Retreat and Priority Setting	
Budget Development Phase		
January 16, 2020	Deadline to Submit CIP Requests	
January 21, 2020	Citizens Budget Work Group Kickoff Meeting	
January 23, 2020	CIP Committee Review of Project Submittals	
February 6, 2020	Operating Base Budgets and Decision Packages Due	
February 11, 2020 – multiple subsequent revisions due to COVID-19	Review of Revenue Projection Assumptions	
February 24-March 5, 2020 – multiple subsequent revisions due to COVID-19	City Manager Review of Operating Base Budgets, Decision Package Requests, and CIP Requests	
March 2, 2020	Online Community Budget Survey Released	
March 4, 2020	Citizens Budget Work Group Review of Select Programs and Decision Packages	
Budget Review Phase		
May 21, 2020	Proposed Budget Distributed to City Council	
June 3-4, 2020	City Council Work Sessions	
July 14, 2020	Public Hearing and City Council Adoption of Tentative Budget	ARS §42-17101 – On or before the third Monday in July
Budget Adoption Phase		
July 22 and 29, 2020	Published Public Notice	ARS §42-17103 – Once a week for 2 consecutive weeks
August 11, 2020	Public Hearing and City Council Final Budget Adoption	ARS §42-17105 – Must convene in a special meeting (Since the City has no property tax levy, no timelines are specified.)

BUDGET PROCESS AND CALENDAR

continued

Policy/Strategy Phase

In December 2019, the City Leadership Team (consisting of department heads and other management staff) met to discuss anticipated changes to the budget process and to obtain preliminary information on potential decision package and CIP requests.

Kickoff meetings with City staff were held in December 2019 for both the Operating Budget and Capital Improvement Program (CIP) to provide overall guidance for the development of the fiscal year 2020-21 budget.

In January 2020, the City Council met to review the existing priorities and to update or set new priorities as necessary that will guide their efforts for the following fiscal year and beyond. During the retreat, staff presented an interactive ten-year forecast of revenues and expenditures for the City's major funds with a variety of scenario options. Staff also presented information regarding required reserve balances and anticipated changes in revenue and expenditures levels. This was an opportunity for the City Council to provide key policy directives and goals for consideration during the fiscal year 2020-21 budget process and to provide input on upcoming priorities.

Budget Development Phase

Department heads and program managers used the information policy/strategy phase meetings to begin work on their base budgets for continuing operations. In late February and early March 2020, the City Manager met with each department and conducted a review of all Operating Base Budgets, Decision Packages and CIP requests.

Each year, a Citizens Budget Work Group is formed to participate and provide input in the budget development process. For fiscal year 2020-21, the participation of the work group was changed from past years. The original design of the work group was to participate in the City Manager's budget review meetings with departments to discuss both their operating and capital projects budgets. The work group would give any input they had regarding the various policy recommendations incorporated into the budget, and they would offer recommendations regarding the various Decision Packages. While this created a level of transparency in the City's budget process, City staff and former work group members believed the participation was primarily duplicative of the City Manager and City Council roles. In order to create opportunity for the work group to play a more additive role, the participation of the work group was reevaluated from the ground up.

The goal for the new work group was to take a deeper dive into areas such as services not yet considered (i.e., year-round pool operations or an annual tree limb pickup service), an extensive analysis of a current program, review of best practices in financial stewardship (i.e., asset management), or an extensive analysis into nonprogram areas (i.e., staffing levels or pay scale). The fiscal year 2020-21 work group was comprised of an entirely new set of members offering the ability to include more of the community in the process and provide a fresh set of ideas.

BUDGET PROCESS AND CALENDAR

continued

Budget Development Phase (cont'd)

For fiscal year 2020-21, a new public online survey was added to the process to gather broader community interest on a variety of budget topics, including a new public transit system, walking and biking improvements, housing diversification and affordability, recycling efforts, environmental sustainability, community pool operations, economic diversification, an annual tree limb pickup service, and an annual bulky waste pickup service. In addition to questions related to each topic, participants were asked to rank projects against each other. The survey was open to anyone who wished to respond, and participation was solicited through press releases, e-notification signups, social media, and the City's website.

Shortly after the input was received from the review meetings and community participation, COVID-19 spread became a significant concern. On March 17, 2020, the Mayor declared a state of emergency. Subsequent to that date, the Mayor and the Arizona Governor issued various mandates impacting the operations of local businesses. Due to the anticipated impact on the City's revenues and the City's high reliance on tourism, the remainder of the budget process was postponed to allow as much time as possible to gather information on the potential impacts of COVID-19 on the City's budget.

Some adjustments were made to lower the overall budget from the original budget requests; however, the City's Manager's recommended budget retained much of the original budget requests and significant freezes on expenditures until more was known about the City's future financial condition.

ARS SECTION 42-17103:

State statute dictates that all Arizona counties, cities, and towns are obliged to publish and make a summary of total revenues and expenses readily available within 7 days after presenting before a governing body. Platforms for distribution include a county's, city's, or town's official website, administrative offices, and library.

In addition, estimates are required to be posted in the government's official newspaper, or a local newspaper of general circulation, once a week for two consecutive weeks following adoption of the tentative budget. After a final budget adoption, original revenues and expenses estimates, along with the final budget, are to be archived on the organization's website for no less than sixty months.

Budget Review Phase

To accommodate the additional budget development time in response to the potential impacts of COVID-19, the City Council public work sessions planned for April 22nd and 23rd were postponed to June 3rd and 4th. During these sessions, the City Council heard from the City Manager, Director of Financial Services, department heads, and program managers regarding department/program objectives, accomplishments, and significant expenditure changes. They also offered an opportunity for input from the public. The City Council approved the Tentative Budget, which set a budget cap, on July 14, 2020. Arizona Revised Statutes (ARS) §42-17101 requires tentative budget adoption on or before the third Monday in July.

BUDGET PROCESS AND CALENDAR

continued

Budget Adoption Phase

Per ARS §42-17103, subsequent to the approval of the Tentative Budget, the City must publish the expenditure and revenue summaries and make the expenditure and revenue detail available to any citizen for public inspection. The City of Sedona published its notice of public hearing and budget summaries in the Sedona Red Rock News on July 22nd and 29th. The tentative budget was made available at the Sedona Public Library, at Sedona City Hall, and on the City's Website. This process came to a close on August 11th, when the City Council adopted the Final Budget.

State-Imposed Expenditure Limitation

Provisions of the state-imposed expenditure limitation appear in both the State Constitution and the Arizona Revised Statutes. The constitution sets forth the framework in some detail for the expenditure limit and the remaining details are provided in State law.

The state-imposed limitation uses actual payment of local revenues for fiscal year 1979-80 as the base limit. The Economic Estimates Commission had determined this base limit for every city and town based on information supplied by each community in 1980. This base consists of those expenditures "controlled" by the state limitation and does not include those revenues specifically exempted from the limitation.

The City of Sedona was not yet incorporated in 1980 and had no expenditure information to provide. The Economic Estimates Commission by law must determine the base limit of a newly incorporated city or town. This is accomplished by calculating the average amount of actual fiscal year 1979-80 per capita payments of local revenues for all cities and towns within the county in which the new city or town is located. This average per capita figure is then multiplied by the population of the new city or town resulting in the base limit for such community.

Home Rule

Any city or town can adopt its own alternative expenditure limitation, referred to as Home Rule, that is free from any ties to the state-imposed limitation if a majority of the qualified electors voting on the issue at a city/town regular election vote in favor of the alternative limitation.

The City of Sedona has operated under Home Rule for over twenty years. Voters approved the Home Rule Option, August 28, 2018, which is effective through the 2022-23 budget year. Home Rule allows the City Council to set its budget locally, rather than basing the City's budget on the state-imposed expenditure limitation.

A citizen work group was formed to evaluate the various expenditure limitation options available to Arizona cities and towns. The work group presented its recommendation to the City Council in January 2020 to continue to pursue the Home Rule option in the August 2022 election.

Home Rule, an alternative expenditure limitation, was approved by the voters effective through the 2022-23 budget year.

BUDGET PROCESS AND CALENDAR

continued



Budget Implementation/Monitoring/Amendment Phase

Following the adoption of the final budget in August 2020, the City staff began the process of implementing the newly adopted budget and is accountable for budgetary control throughout the fiscal year as follows:

- Actual revenues and expenditures are compared to the adopted budget and monitored throughout the year.
- City management and City Council are provided monthly financial updates and reports disclosing actual revenues, expenditures, and fund balances compared to the adopted budget.

The City’s operating budget is adopted at a department level, and the capital improvement plan is adopted at a project level. Any amendments to the budget must either be transfers of budget capacity from one account to another or a reduction in budget. No amendments can be made to increase the budget once adopted. Amendments require approval as follows:

REQUIRED APPROVALS FOR BUDGET AMENDMENTS

Amendment	Required Approval
Use of Contingency Reserve	City Council
Inter-fund Transfers	City Council
Inter-department, Inter-program or Inter-project Transfers	City Manager
Intra-fund/Intra-program Transfers	Department Head



Budget Summary

BUDGET OVERVIEW

This overview discusses the City's costs for providing services and the resources being used to pay for those services. The City of Sedona fiscal year 2020-21 financial plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the high service level demands of the community.

The financial plan is balanced not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden, and strong reserves for future needs and contingencies.

The City Council has established priorities that include capital projects and infrastructure improvements, Community Plan updates, and social concerns such as environmental sustainability, sustainable tourism, impacts of short-term rentals, and affordable housing. Specific projects within these priority areas have been funded and included in the fiscal year 2020-21 budget.

Economic Overview

The City is located in central Arizona approximately 120 miles north of the City of Phoenix and is surrounded by the Coconino National Forest. The City is situated at the southern entrance to Oak Creek Canyon, a popular tourist attraction. The City's resident population is approximately 10,315 and has remained relatively flat for the past several years; however, the tourism trade has been growing.

From a small agricultural community, the City has developed into a major tourist and art center. The primary contributors to the City's economy are tourism, services, retirement, and commerce. The largest employment sectors are retail, service, and lodging, accounting for an estimated 90% of the City's total employment.

*Sedona is a major
tourist and art center.*

The City is home to red sandstone geological formations, which are a popular tourist attraction for the area. Along with the scenic attractions, the area offers 3 eighteen-hole and 2 nine-hole golf courses, over 40 art galleries, over 80 restaurants, and over 80 lodging establishments including resorts, hotels, motels, bed and breakfasts, and timeshares.

An estimated 3 to 4 million visitors from around the world visit the "Red Rock Country" of Sedona and Oak Creek Canyon each year, generating an estimated 77% of the City's total sales and bed tax revenues. International travelers comprise an estimated 20% of the annual visitors, while domestic long-distance travelers are also estimated at 20% of the annual visitors.

BUDGET OVERVIEW

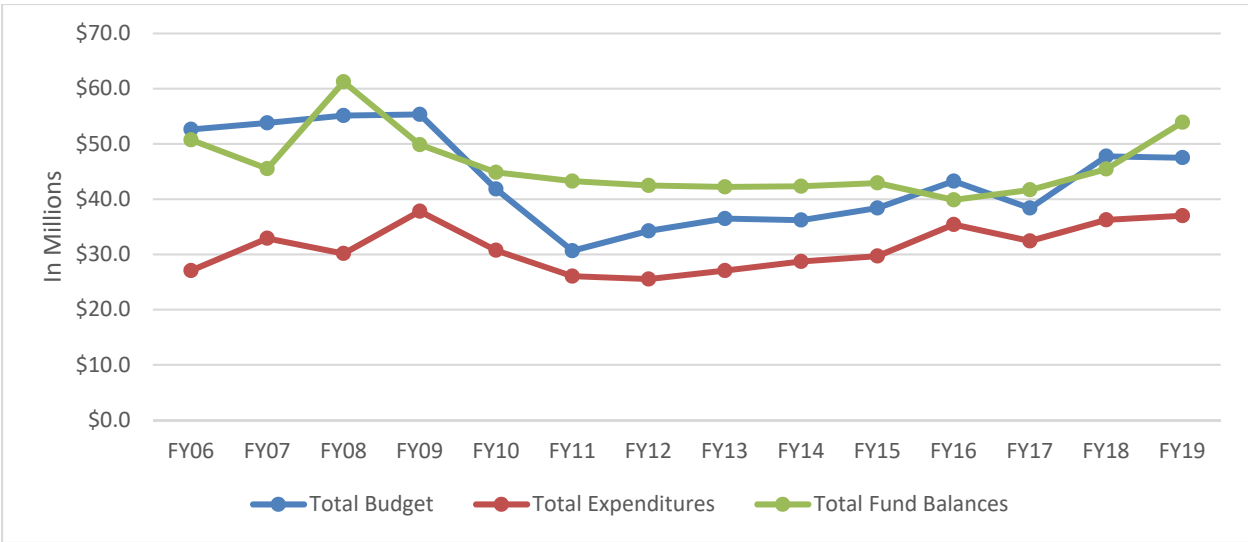
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Economic Overview (cont'd)

Sales and bed taxes and state shared revenues, as well as development and growth-related revenues such as building permits, development impact fees, and wastewater capacity fees, are economically volatile and may experience steep declines during economic downturns, as was the case with the previous economic recession. The City does not levy a property tax and is, therefore, more vulnerable to shifts in economic conditions, particularly with the City’s reliance on tourism. Furthermore, past state legislation has impacted local tax collection, collection efforts, and state shared revenues. Future legislative attempts at further impacts are always possible.

City revenues are economically volatile and will likely decline in economic downturns.

The City’s finances are managed based on conservative practices and the priorities identified by the City Council. The conservative practices are evidenced by the significant balances accumulated over the years and the significance of the unspent budget amounts. The following chart shows the total budgets, actual expenditures and actual fund balances for fiscal years 2005-06 to 2018-19.



During the previous economic recession, the City’s sales tax revenues dropped 14% from the previous high, and bed tax revenues dropped 25%. While the City was able to bridge the gap with reduced services, deferred costs, and expenditures freezes without utilizing reserves, this experience led to a City Council commitment to use a portion of the proceeds of bed tax for the management and development of tourism, including a destination marketing program.

The marketing program is focused on increasing interest and visitation to Sedona as a destination with local options for many types of activities and attractions. The focus is on need during the summer and winter seasons with an aim for overnight and higher-income visitors. The management program is focused on sustainability practices and finding the balance between continued economic health and the attributes that brought so many citizens to Sedona: its natural beauty and livability.

BUDGET OVERVIEW

continued

Economic Overview (cont'd)

Since the inception of the destination marketing program, hotel/motel occupancy rates increased 7%, and average daily room rates increased 30%.

The Sedona Chamber of Commerce & Tourism Bureau kicked off the destination marketing program in mid-July 2014. Since the program began, it has exceeded all expectations. During 2019, key tourism indicators were strong including strong room occupancy rates (average 70%) and a 4% increase in average daily room rates. That represents an increase in average occupancy rates of 7% since the inception of the program with an increase in rooms of 9% and an increase in average daily room rates of 30%.

Shutdowns due to the COVID-19 pandemic began mid-March 2020. With the City's reliance on tourism, revenue losses for fiscal year 2019-20 and 2020-21 were anticipated to be significant; however, subsequent to the budget preparation and adoption, the City's revenues after the initial COVID-19 closures have shown increases over the prior year instead of decreases. The substantial decrease in international and domestic long-distance travelers has been supplemented with a substantial increase in domestic regional travelers. The unexpected stability of revenues during the pandemic has been attributed to the scenic wide-open spaces in the Sedona area and the desire of visitors to find safe ways to alleviate the sense of isolation during the pandemic.

Sales and bed tax revenues have increased over the prior year after the initial COVID-19 closures.

Long-Range Forecasts

Multiple scenario options were considered in the forecasts.

The City prepared interactive long-range forecasts for the General Fund, and Wastewater Enterprise Fund at the initiation of the budget process to aid in decision-making regarding priorities to be incorporated in the budget. The 10-year forecasts serve to evaluate the longer-term needs of the City, and multiple scenario options were developed throughout the budget process to consider the impacts of various decision options.

Revenues are largely impacted by the City's primary economic driving force as a tourist destination. Since tourism can be significantly affected by economic cycles, an assumption of another recessionary period and subsequent recovery period was included in the forecast based on a combination of information from various economists. More details on the forecast of revenues are included in the Revenue Trends section.

An assumed recessionary period was included in the forecast.

Annual operational costs were also expected to increase over the course of the forecast period but will need to be actively managed and increases kept to a minimum in order to not exceed forecasted ongoing revenue projections. Increases in expenditure needs are anticipated as a result of:

- Growth in various programs and service areas
- Council and community priorities
- Expectations to pursue various elements of the Community Plan
- Requests from outside organizations for increases in City funding



BUDGET OVERVIEW

continued

Long-Range Forecasts (cont'd)

- The need to make salary adjustments for staff in order to keep pace with industry comparable wages and to not fall behind the market
- Normal inflationary increases such as utility costs, health insurance, and pension contributions
- Ongoing maintenance requirements for the City's physical infrastructure

*Capital Improvement
Plan includes new debt
for certain priority
projects.*

The most significant estimated costs for Council Priorities are primarily capital improvement projects. In prior years, the City Council has directed that capital projects are to be undertaken only as funding is available. The City Council's preference is to avoid debt financing whenever possible. The forecasts demonstrate adequate cash funding for most of the capital improvements; however, certain priority projects would require debt financing if the projects move forward.

The capital projects have minimal impact on the operating budget with the exception of the potential transit system project; however, a final decision has not yet been made about whether to proceed with this project.

Of the remaining Council Priorities, affordable housing, environmental stewardship/sustainability, and economic diversification have the most significant estimated costs, while other priorities have minimal costs associated and primarily involve staff time.

The estimated costs for Council Priorities have been included in the fiscal year 2020-21 budget and the long-range forecasts; however, if the approach to the priority has not yet been developed and reasonable estimates of costs have not yet been determined, these are discussed with the City Council as items not yet incorporated.

Modest annual inflationary increases were forecasted for the General Fund operations as well as the Wastewater operations. Staff believes these to be conservative estimates but is only forecasting increases to expenditures to the extent revenues also increase. Staff and the City Council historically have been diligent in assessing, prioritizing, and managing additional expenditure needs and will continue to do so. Estimated budget savings based on historical trends have been included as an offset to projected expenditures.

*Modest inflationary
increases are included
in the forecast.*

General Fund transfers are based on the current policies and City Council direction for subsidies and support of the Streets Fund, Affordable Housing Fund, Capital Improvements Fund, and Wastewater Enterprise Fund. See the Fund Balance section for details on the City's reserve requirements and the Inter-Fund Transfers section for details on the projected subsidy and support requirements.

The following is a summary of the first five years of the baseline forecast presented to the City Council at the start of the budget process.

BUDGET OVERVIEW

continued

Long-Range Forecasts (cont'd)

SUMMARY FORECASTS BY FUND

NEXT 5 YEARS
(In Thousands)

	FY21	FY22	FY23	FY24	FY25
General Fund:					
Revenues	\$30,870	\$31,308	\$32,452	\$33,430	\$34,114
Expenditures	21,715	21,818	22,547	23,628	24,202
Net transfers	(5,944)	(5,433)	(5,335)	(5,238)	(5,141)
Net surplus/deficit	3,212	4,057	4,570	4,923	4,871
Beginning fund balance	13,491	16,702	20,759	25,330	30,253
Ending fund balance	\$16,702	\$20,759	\$25,330	\$30,253	\$35,124
<i>Over (under) minimum reserve requirements</i>	\$9,368	\$13,160	\$17,275	\$21,475	\$26,133
Capital Improvements Fund:					
Revenues	\$ 1,419	\$ 549	\$ 712	\$ 459	\$ 459
Expenditures	11,161	10,360	5,095	4,805	4,805
Net transfers	7,270	3,546	5,143	5,505	5,505
Net surplus/deficit	(2,435)	(6,265)	760	1,159	1,159
Beginning fund balance	10,257	7,822	1,557	2,317	3,476
Ending fund balance	\$ 7,822	\$ 1,557	\$ 2,317	\$ 3,476	\$ 4,635

Projections for General Fund ongoing revenues to support day-to-day operations are primarily trending modestly upward over the term of the forecast. The fund balances of the General Fund are projected to exceed the minimum reserve requirements with balances increasing after an assumed recessionary period.

Fund balances of the General Fund exceed the minimum reserve requirements.

Projections for the Capital Improvements Fund demonstrate adequate funding for capital projects included in the baseline scenario.

In addition to the baseline scenarios, an interactive forecast model was used to demonstrate the impacts on fund balances based on broad assumptions about the scope of implementation for certain Council priorities and desirable projects. While the baseline scenario projects significant surplus balances, the interactive presentation was intended to bring awareness to the limitations for implementing all desirable projects in the near future.

The Council priorities and desirable projects discussed included the following.

- Enhancement of economic diversification program – implementation options could include a coworking or incubator space, property acquisition for active recruitment of business activity, and/or expansion of staff and existing programs
- Affordable housing program – study underway to offer options to address concerns about housing costs

BUDGET OVERVIEW

continued

Long-Range Forecasts (cont'd)

- Enhancement of environmental sustainability program – implementation options could include solar projects, transition of City fleet to electric vehicles, water reuse or redirection to Verde River, facility upgrades and weatherization, regional recycling and composting program, energy credit programs, and/or expanded staffing
- Public transit system – study underway for multiple route options and facility needs for a city-owned public transit system
- Broadband internet service – estimated at \$10 million or more
- Development of the Dells land – cost to be determined after a plan for the land use is created
- Historic preservation – could include potential incentives program and/or acquisition of historical sites
- Potential staffing needs for building inspections, plan reviews, recreational facility rentals, facilities maintenance, fleet maintenance, victim advocacy program
- Recreation center – estimated at \$20 to \$30 million for construction plus \$2 to \$4 million for annual operating costs
- Year-round pool operations – estimated at additional annual cost of \$100,000 to \$300,000
- Additional parks amenities such as lighted pickleball courts, grass dog space, disc golf course, adventure course – estimated at \$20,000 to \$670,000 depending on amenities pursued
- Lighted events space – cost to be determined after plan is created
- Creek walk or park along Oak Creek – estimated at \$500,000 to \$5 million depending on project plan
- Battery backup system for wastewater treatment plant – cost to be determined after potential system identified
- Expansion of city-owned heavy equipment – estimated at \$500,000 to \$750,000 over the next 10 years
- Smart City information technology systems

COVID-19 & Financial Management Plan

The COVID-19 pandemic has not only created a worldwide health crisis, but a financial crisis as well. While the City has taken aggressive actions related to the health crisis and attempts to minimize the spread of COVID-19, the discussions in this section are strictly addressing the financial crisis and financial actions for addressing the health crisis.

Prior to the financial crisis, the City had continued to experience an increasing economy, and revenues continued to trend upward. As a result, the City is coming from a very strong financial position that will allow for many viable options to address the financial needs. Depending upon the severity of the financial crisis, the City could be in a financial position to continue most, if not all, of the services provided prior to the pandemic.

The combination of the fiscal year 2020-21 adopted budget with the identified options for responding to the financial crisis represent a fiscally sound financial plan to manage the integrity of the City's financial condition while meeting the community's needs, as well as providing adequate coverage for compliance with legal budgetary requirements.

BUDGET OVERVIEW continued

COVID-19 & Financial Management Plan (cont'd)

Sedona is a tourism-based economy, and the tourism industry is among the hardest hit during this crisis. The estimates of possible sales and bed tax revenue losses in fiscal year 2020-21 alone range from \$6 million to \$16 million. The estimate of possible sales and bed tax revenue loss in fiscal year 2019-20 is approximately \$5 million, so over the two years combined estimated total sales and bed tax revenue losses are \$11 million to \$21 million.

Estimates of total sales and bed tax losses range from \$11 to \$21 million.

Financial management options were presented to the City Council to provide assurance that the financial crisis can be managed. While development of a plan is critical for having strategies for addressing the situation, it is equally critical to have flexibility to address a very fluid situation. Many decision points can occur over time as greater information is available to make informed decisions.

There were several goals and principles considered in the management of the City's financial position.

- Any actions taken should not jeopardize the fiscal sustainability of the City.
- One of the primary goals was to avoid furloughs or layoffs, not only for assurances to employees that they will not be sacrificed for other priorities, but to avoid contributing to the mass unemployment problem.
- If the City's financial position permits, consideration will be made for purchases and/or moving forward with projects while costs, interest rates, and inflation rates are low.
- When possible, opportunities will be maximized to get funds into the local economy.
- Service levels and programs will be preserved as much as possible.

Tiers of budget cuts and adjustments were identified to permit a flexible approach to addressing the financial crisis.

The approach used for addressing the financial crisis was to identify "tiers" of budget cuts and adjustments that can be implemented in succession depending on the severity of the financial situation, with the flexibility to choose between options and tiers as the situation changes.

Not included in the tiers, but still an option is the elimination or minimization of nonessential programs. While all of the City's programs are viewed as valuable and important, not all are critical to the safety, health, and welfare of the community. Some programs may be even more critical during this time to support the community's financial recovery such as the tourism management and development program and the economic diversification program. Funding of these programs may help bolster the City's revenues to support other programs.

Each tier was defined with the financial impact as well as possible consequences of each decision; however, the list was not intended to be exhaustive of every possible option or combination of options. Many of the identified options for budget cuts and adjustments could be scaled at various amounts. The options presented to the City Council included the following.

BUDGET OVERVIEW

continued

COVID-19 & Financial Management Plan (cont'd)

- Tier 1
 - Elimination of merit increases
 - Freezing vacant positions
 - Reduction or elimination any nonessential expenditures
 - Delay of maintenance items, equipment replacements, and/or capital improvement projects
 - Elimination or reduction of subsidies and transfers to the Streets Fund and/or Capital Improvements Fund
- Tier 2
 - Implementation of furloughs
 - Elimination or reduction of subsidies and transfers to the Wastewater Fund and/or Affordable Housing Fund
 - Return of prior years' subsidies and transfers to the Streets Fund and/or Capital Improvements Fund
 - Use of debt financing for some capital improvement projects
- Tier 3
 - Implementation of layoffs
 - Use of additional debt financing for some capital improvement projects



BUDGET OVERVIEW

continued

FY 2020-21 City-Wide Revenue and Expenditure Budgets

The total appropriation for fiscal year 2020-21 has decreased by 0.4% (including carryforward budget amounts) from \$51.4 million to \$51.2 million. Excluding one-time capital improvement projects, the total budget decreased 4%. The following table reflects the overall revenue and expenditure changes by fund.

Total budgeted expenditures decreased 0.4%.

BUDGETED REVENUES & EXPENDITURES BY FUND

(In Thousands)

Fund	Revenues			Expenditures		
	FY20 Budget	FY21 Budget	% Change	FY20 Budget	FY21 Budget	% Change
General Fund:						
Ongoing Operations	\$28,745	\$24,165	-16%	\$19,833	\$19,348	-2%
One-Time Operations	97	159	64%	746	697	-7%
Debt Service	-	-	-	1,037	1,035	<-1%
Contingencies	-	-	-	300	844	181%
Total General Fund	\$28,842	\$24,324	-16%	\$21,916	\$21,916	<-1%
Streets Fund:						
Ongoing Operations	\$ 1,015	\$ 933	-8%	\$ 1,206	\$ 1,206	-
Total Streets Fund	\$ 1,015	\$ 933	-8%	\$ 1,206	\$ 1,206	-
Affordable Housing Fund:						
Ongoing Operations	\$ 4	\$ 6	57%	\$ -	\$ 200	∞
One-Time Operations	625	199	-68%	-	21	∞
Contingencies	-	-	-	2,000	800	-60%
Total Affordable Housing Fund	\$ 629	\$ 205	-67%	\$ 2,000	\$ 1,021	-49%
Grants & Donations Funds:						
Ongoing Operations	\$ 54	\$ 57	6%	\$ 27	\$ 32	19%
One-Time Operations	443	441	<-1%	461	415	-10%
Capital Improvements	-	-	-	258	280	8%
Contingencies	300	300	-	300	300	-
Total Grants & Donations Funds	\$ 797	\$ 798	<-1%	\$ 1,045	\$ 1,027	-2%
Transportation Sales Tax Fund:						
Ongoing Operations	\$ 94	\$ 267	185%	\$ 94	\$ 267	185%
Capital Improvements	2,963	2,337	-21%	-	-	-
Total Transportation Sales Tax Fund	\$ 3,057	\$ 2,605	-15%	\$ 94	\$ 267	185%
Capital Improvements Fund:						
Capital Improvements	\$ 631	\$ 1,234	96%	\$ 7,355	\$12,042	64%
Total Capital Improvements Fund	\$ 631	\$ 1,264	96%	\$ 7,355	\$12,042	64%

BUDGET OVERVIEW

continued

FY 2020-21 City-Wide Revenue and Expenditure Budgets (cont'd)

BUDGETED REVENUES & EXPENDITURES BY FUND

continued
(In Thousands)

Fund	Revenues			Expenditures		
	FY20 Budget	FY21 Budget	% Change	FY20 Budget	FY21 Budget	% Change
Development Impact Fees Funds:						
Capital Improvements	\$ 662	\$ 630	-5%	\$ 2,212	\$ 1,404	-37%
Debt Service	9	3	-72%	-	-	-
Total Development Impact Fees Funds	\$ 671	\$ 633	-6%	\$ 2,212	\$ 1,404	-37%
Art in Public Places Fund:						
Capital Improvements	\$ 2	\$ 1	-18%	\$ 130	\$ -	-100%
Total Art in Public Places Fund	\$ 2	\$ 1	-18%	\$ 130	\$ -	-100%
Wastewater Enterprise Fund:						
Ongoing Operations	\$ 6,561	\$ 6,427	-2%	\$ 4,161	\$ 4,319	4%
One-Time Operations	25	-	-100%	972	225	-77%
Capital Improvements	1,227	1,593	30%	4,000	1,380	-66%
Debt Service	-	-	-	4,693	4,691	<-1%
Contingencies	-	-	-	100	100	-
Total Wastewater Enterprise Fund	\$ 7,813	\$ 8,020	3%	\$13,926	\$10,715	-23%
Information Technology Internal Service Fund:						
Ongoing Operations	\$ 1,563	\$ 1,754	12%	\$ 1,349	\$ 1,453	8%
One-Time Operations	119	8	-94%	183	156	-15%
Total Information Technology Fund	\$ 1,682	\$ 1,761	5%	\$ 1,533	\$ 1,608	5%
TOTAL ALL FUNDS	\$45,139	\$40,515	-10%	\$51,417	\$51,214	<-1%
Excluding Capital Improvements	\$39,636	\$34,720	-12%	\$37,462	\$36,108	-4%

The operating budget is presented as a balanced plan between expenditures and revenues. Although the total fiscal year 2020-21 projected new revenues are \$40.5 million and total fiscal year 2020-21 budgeted expenditures are \$51.2 million, an additional \$11.6 million of accumulated balances will be used for one-time capital infrastructure projects, dedicated reserve purposes and reduction of surplus balances. This does not include an additional \$0.9 million that will be added to reserve balances.

Budget is balanced between revenues, expenditures, use of accumulated balances designated for capital and debt service, and reduction of surplus balances.

BUDGET OVERVIEW

continued

FY 2020-21 City-Wide Revenue and Expenditure Budgets (cont'd)

TOTAL FUNDING SOURCES AND USES (In Thousands)

FY 2020-21	Revenues & Other Sources of Funds	Expenditures & Other Uses of Funds
Total Revenues & Expenditures	\$40,515	\$51,214
Plus: Use of Accumulated Balances:		
General Fund – Net of use of accumulated balances for parking revenues pledged to uptown improvements (\$404), other reserve requirements (\$307), and surplus balances (\$2,927)	3,638	-
Affordable Housing Fund – Use of funding received in prior years for their dedicated purpose	615	-
Grants & Donations Funds – Use of funding received in prior years for their dedicated purposes (primarily capital projects)	228	-
Transportation Sales Tax Fund – Net of use of accumulated balances set aside for anticipated capital project costs in FY 2021 (\$6,180) less set aside of funding to meet anticipated capital project costs in the next fiscal year (\$2,956)	3,842	-
Capital Improvements Fund – Net of use of accumulated balances set aside for anticipated capital project costs in FY 2021 (\$3,989) less set aside of funding to meet anticipated capital project costs in the next fiscal year (\$2,764) plus reduction of accumulated balance in excess of subsequent fiscal year needs (\$1,275)	2,501	-
Development Impact Fee Funds – Use of accumulated balances set aside for funding of capital projects restricted to funding of growth-related projects	772	-
Total Use of Accumulated Balances	11,596	-
Less: Additions to Accumulated Reserves:		
Art in Public Places Fund – Set aside of funding to meet anticipated capital project costs in the next fiscal year	39	-
Wastewater Enterprise Fund – Addition to accumulated balances set aside for anticipated capital project costs in FY 2021 (\$2,520) less net of use of other reserve requirements (\$501) and use of surplus balances (\$1,314)	704	-
Information Technology Internal Service Fund – Addition to underfunded reserves (\$301) less use of equipment replacement reserve (\$148)	153	-
Total Additions to Accumulated Reserves	897	-
Totals	\$51,214	\$51,214

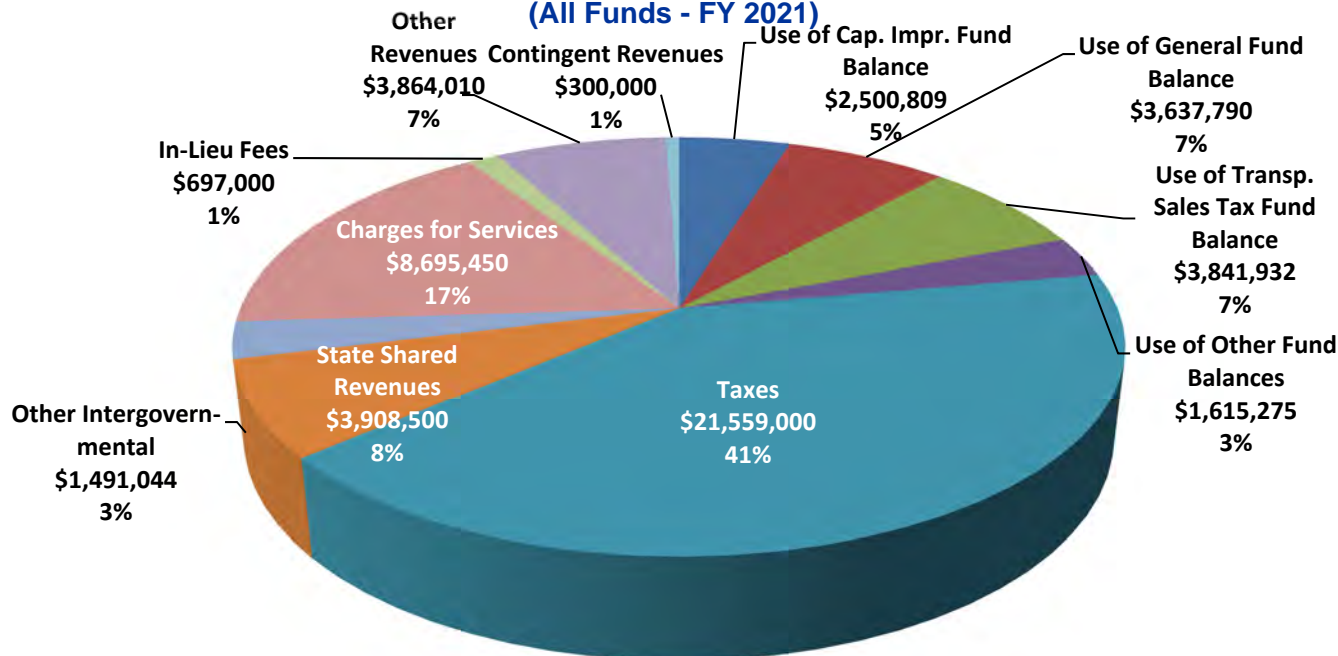
BUDGET OVERVIEW

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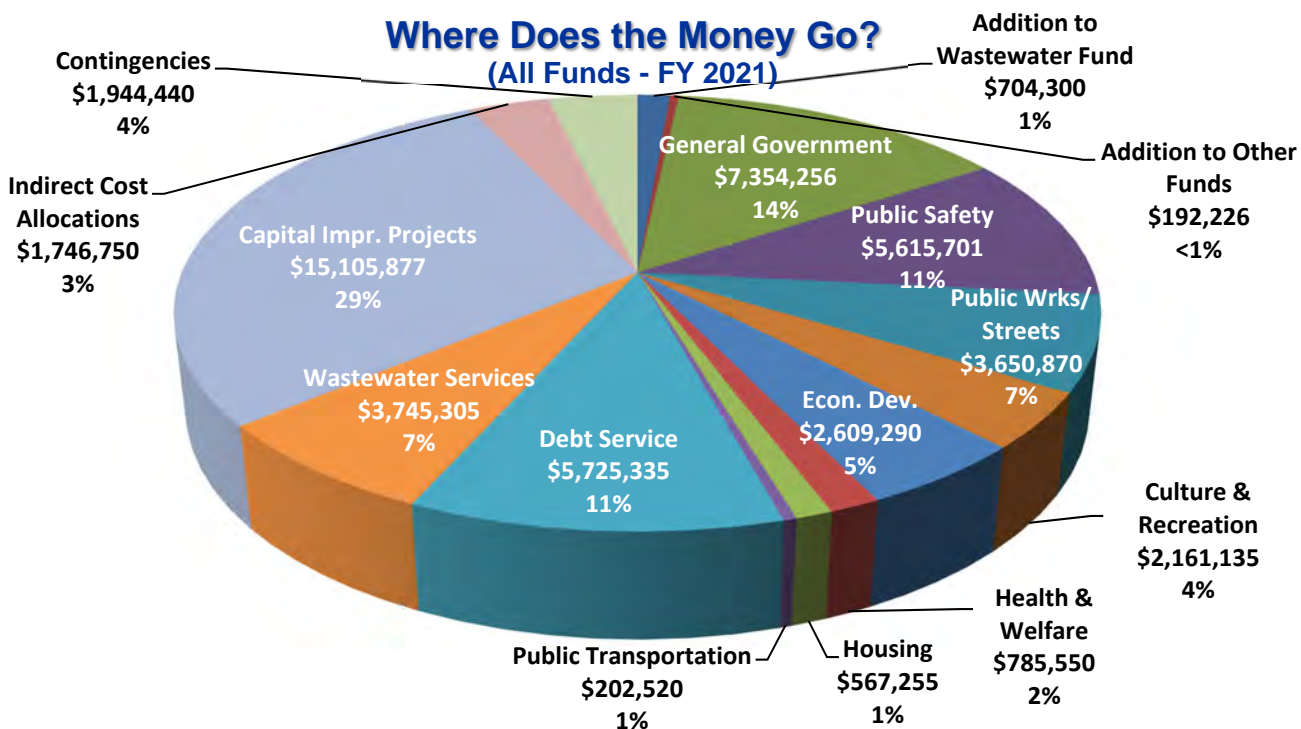
FY 2020-21 City-Wide Revenue and Expenditure Budgets (cont'd)

The following charts are representations of the City's total revenue and expenditure distributions:

Where Does the Money Come From? (All Funds - FY 2021)



Where Does the Money Go? (All Funds - FY 2021)



BUDGET OVERVIEW

continued

FY 2020-21 City-Wide Revenue and Expenditure Budgets (cont'd)

Decision Packages

For new budgetary needs with a significant dollar impact, generally more than \$5,000, and requests that result in new or enhanced programs or services, departments are directed to prepare what the City refers to as a Decision Package. These are prioritized and approved only if funding is available. The following Decision Packages have been included in the fiscal year 2020-21 budget.

Decision Packages are requests resulting in new or enhanced programs or services.

FY 2021 DECISION PACKAGES

Department	Description/Basis of Request	Ongoing Costs	One-Time Costs	Total Request
City Manager's Office	Renewable Energy Purchase (<i>New – Added Service</i>)	\$ 12,500	\$ -	\$ 12,500
City Manager's Office	Marketing Environmental Behavior Initiatives (<i>New – Added Service</i>)	10,000	-	10,000
City Manager's Office	Renewable Site Analysis and Contract Review (<i>New – Added Service</i>)	-	10,000	10,000
City Manager's Office	AmeriCorps VISTA Volunteer (<i>Improve and Maintain Existing Service Level</i>)	12,400	-	12,400
City Manager's Office	Electric Vehicle Charging Infrastructure (<i>New – Improve Existing Service Level</i>)	-	38,000	38,000
Community Development	Affordable Housing Options (<i>New – Added Service – at net cost of \$0</i>)	-	-	-
Economic Development	Entrepreneurial Assistance (<i>Improve Existing Service Level</i>)	15,000	-	15,000
Economic Development	AmeriCorps VISTA Volunteer – Economic Development Assistance (<i>Improve and Maintain Existing Service Level</i>)	12,400	-	12,400
Economic Development	Marketing (<i>Improve Existing Service Level</i>)	20,000	-	20,000
Police	Bio-Hazard Services (<i>New – Improve Existing Service Level</i>)	7,000	-	7,000
Police	Speed and Traffic Enforcement (<i>New – Improve Existing Service Level</i>)	-	10,000	10,000
Police	Portable Breath Tests (<i>New – Improve Existing Service Level</i>)	-	10,000	10,000
Police	Automated External Defibrillator (<i>New – Improve Existing Service Level</i>)	-	15,000	15,000
Police	DUI Enforcement (<i>Improve Existing Service Level</i>)	-	1,200	1,200
Municipal Court	Court Security Officer (<i>New – Improve Existing Service Level</i>)	17,430	-	17,430
TOTAL		\$106,730	\$84,200	\$190,930

BUDGET OVERVIEW

continued

FY 2020-21 City-Wide Revenue and Expenditure Budgets (cont'd)

Budget Carryovers

During the preparation of the budget, departments are authorized to add to their budgets previously approved items that are incomplete or not started as of the prior fiscal year. The following is a list of those items budgeted in fiscal year 2019-20 and carried forward to fiscal year 2020-21.

FY 2021 BUDGET CARRYOVERS

Department	Description	Carryover Amount
General Fund:		
City Manager's Office	Climate Action Plan <i>(In Progress)</i>	\$ 17,000
General Services	Market Study Adjustments <i>(In Progress)</i>	200,000
Police	Industrial Shredder for ACJIS Compliance <i>(Not Started)</i>	2,400
Subtotal		219,400
Wastewater Enterprise Fund:		
Wastewater	Electrical Safety Plan <i>(Not Started)</i>	10,000
TOTAL		\$ 229,400

General Fund

The General Fund budget stayed flat at \$21.9 million this year.

General Fund budgeted expenditures stayed flat.

Salaries & Benefits Expenditures

General Fund budgeted salaries and benefits decreased 2%.

Of the total General Fund expenditures, \$11.4 million, or 52%, is attributable to salaries and benefits for the City's employees. This is a decrease of approximately \$193,000, or 2%, from fiscal year 2019-20. The adjustments to salaries and benefits included in the fiscal year 2020-21 budget included the following:

- **Decision Packages** –Salaries and benefits related Decision Packages include:
 - A part-time Court Security Officer position was added for a cost of approximately \$17,000.
- **Benefit Changes** – Increases and decreases to the City's employee benefits for fiscal year 2020-21 were as follows.
 - The City's medical insurance rates increased 10% resulting in increased costs of approximately \$143,000.
 - The Arizona State Retirement System (ASRS) rates changed from 12.11% to 12.22% for an increase in cost of approximately \$9,000.
 - The PSPRS actuarially determined contribution rate increased from 31.12% of wages to 38.85%. This increase in the minimum contribution rate results in an increase of costs of approximately \$60,000.

BUDGET OVERVIEW

continued

General Fund (cont'd)

- However, a level-funding approach was taken in the prior year to address unfunded PSPRS liabilities. The budgeted PSPRS contribution was \$1 million in the prior. As a reaction to the financial crisis, only the minimum payment has been budgeted so this reflects a reduction of approximately \$303,000 in additional payments. The additional contribution toward the unfunded liabilities will be evaluated in the fiscal year 2021-22 budget process.
- The City's worker's compensation rates increased due to an increase in past claims. As a result of the rate increases, total worker's compensation costs are budgeted at approximately \$27,000 higher.
- **Other Pay Adjustments** – The remaining adjustments to salaries and benefits accounts are related to various market adjustments and pay changes due to turnover of staff.

Supplies & Services Expenditures

Of the total General Fund expenditures, \$7.5 million, or 34%, is attributable to supplies and services. This is a decrease of approximately \$255,000, or 3%, from fiscal year 2019-20. The adjustments to supplies and services included in the fiscal year 2020-21 budget included the following:

*General Fund
budgeted supplies and
services decreased 3%.*

- **Ongoing Decision Packages** – Supplies and services costs included in the Decision Packages represent approximately \$89,000 of ongoing costs.
 - Enhancements to the environmental sustainability program were included for a cost of approximately \$35,000.
 - Enhancements to the economic diversification program were included for a cost of approximately \$47,000.
 - Bio-hazard services were added to the Police Department for a cost of \$7,000.
- **One-Time Decision Packages** – Supplies and services costs included in the Decision Packages represent approximately \$10,000 of one-time costs.
 - Consulting services for a site analysis and contract review for an on-site solar installation on municipal property was included for a cost of \$10,000.
- **Ongoing Costs** – Some of the more significant changes in ongoing costs include the following:
 - The tourism management and development program was decreased by approximately \$46,000 as a result of contract negotiations with the Sedona Chamber of Commerce & Tourism Bureau (SCCTB). An additional \$544,440 is held in contingency to be evaluated at a later date based on the continued impacts of the COVID-19 pandemic.
 - The City's share of costs for the Verde Lynx commuter public transit system will be covered by Cares Act Funding and costs of approximately \$378,000 have been eliminated.
- **Other Adjustments** – A variety of reductions were implemented by departments to better align their budgets with anticipated actual expenditures.

BUDGET OVERVIEW

continued

General Fund (cont'd)

Indirect Cost Allocations

General Fund budgeted indirect cost allocations increased 3%.

Of the total General Fund expenditures, approximately \$673,000, or 3%, is attributable to indirect cost allocations. This is an increase of approximately \$19,000, or 3%, over fiscal year 2019-20. The most significant increase was related to indirect cost allocations for information technology – an increase of approximately \$39,000, or 3%. See the Internal Charges section for more details.

Capital & Debt Service Expenditures

Of the total General Fund expenditures, \$1.5 million, or 7%, is attributable to capital and debt service expenditures. This is a decrease of approximately \$107,000 or 7%.

General Fund budgeted capital and debt service decreased 7%.

Debt service costs decreased approximately \$54,000. The bond principal and interest payments are paid based on debt retirement schedules specified in the bond documents. Capital lease payments are paid based on debt service schedules specified in the lease agreements.

Capital expenditures for fiscal year 2018-19 of approximately \$281,000 included the following:

- Approved Decision Packages for the following items:
 - An electric vehicle charging station was included for \$38,000.
- Placeholders for sidewalk improvements and various City facility improvements were included for approximately \$210,000.
- Other miscellaneous equipment purchases and replacements were also included for approximately \$33,000.

Contingencies

General Fund contingency budget increased 181%.

Of the total General Fund expenditures, \$844,440, or 4%, is attributable to contingency budgets. This is an increase of \$544,440 or 181% due to a portion of the Sedona Chamber of Commerce & Tourism Bureau contract held in contingency to be evaluated at a later date based on the continued impacts of the COVID-19 pandemic.

Revenues

General Fund revenues are projected to decrease approximately \$4.5 million, or 16%, in fiscal year 2020-21. After several years of significant increases in both city sales and bed taxes, a decrease of approximately \$4.8 million is projected as a result of the COVID-19 pandemic. More details regarding the projection of revenues can be found in the Revenue Trends section.

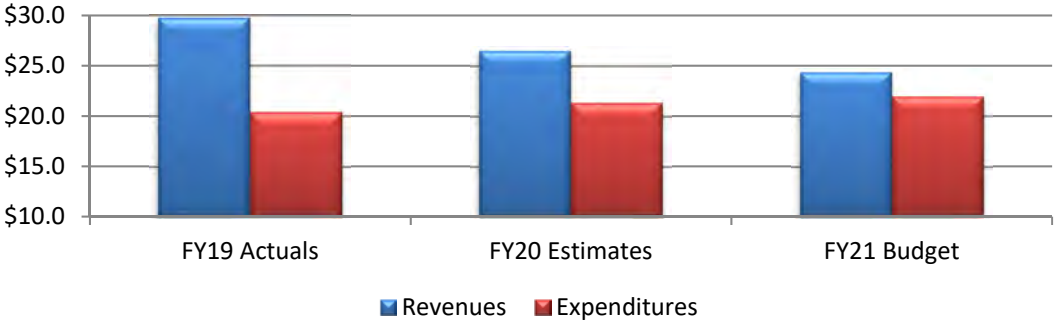
General Fund budgeted revenues decreased 16%.

BUDGET OVERVIEW

continued

General Fund (cont'd)

General Fund Revenues & Expenditures (In Millions)



Streets Fund

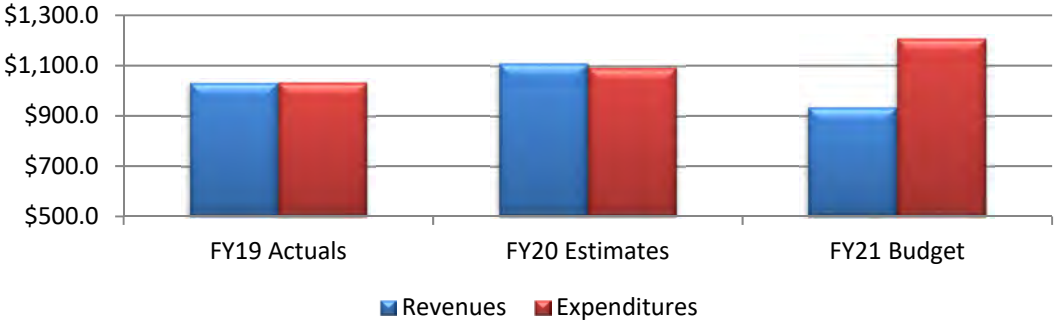
The Streets Fund expenditure budget remained level at \$1.2 million, with a decrease of less than 1% due to minor changes in the indirect cost allocations.

Budgeted revenues decreased by approximately \$82,000, or 8%. The increase is the net result of anticipated decreases in state shared revenues.

Streets Fund budgeted expenditures decreased less than 1%.

Streets Fund budgeted revenues decreased 8%.

Streets Fund Revenues & Expenditures (In Thousands)



BUDGET OVERVIEW

continued

Affordable Housing Fund

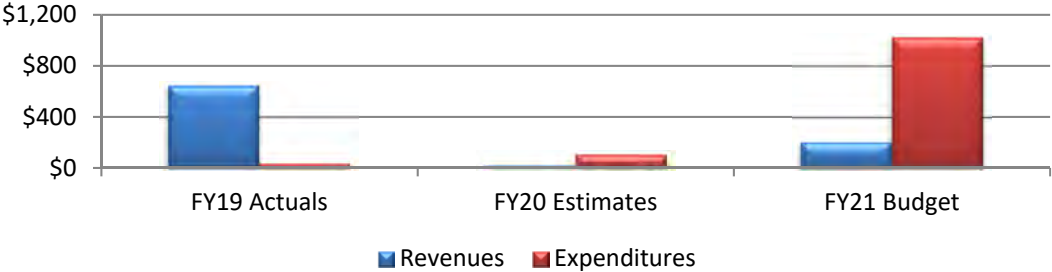
The Affordable Housing Fund expenditure budget decreased from \$2.0 million to approximately \$1.0 million this year, a decrease of 49%. The decrease is primarily due a reduction in the contingency for estimated program initiation costs.

Affordable Housing Fund budgeted expenditures decreased 49%.

Budgeted revenues decreased by approximately \$424,000, or 67%. The decrease is primarily due to a reduction in one-time in-lieu fees.

Affordable Housing Fund budgeted revenues decreased 67%.

Affordable Housing Fund Revenues & Expenditures (In Thousands)



Grants & Donations Funds

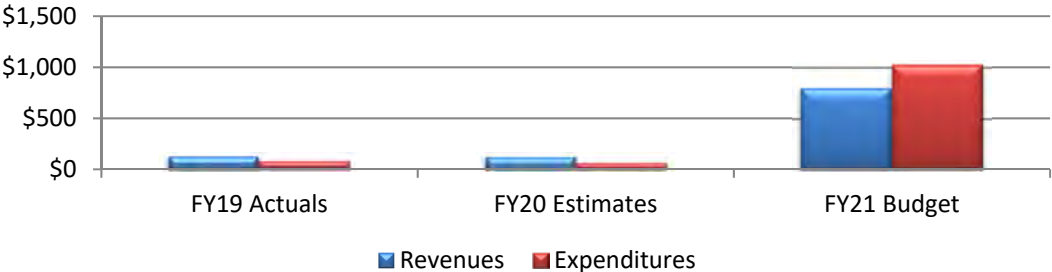
The Grants & Donations Funds expenditure budget remained level at approximately \$1.0 million, with a decrease of 2%. The decrease is primarily due one-time police grants budgeted in the prior year.

Grants & Donations Funds budgeted expenditures decreased 2%.

Budgeted revenues increased by approximately \$1,000, or less than 1%. The increase is primarily due to an increase in estimated donations.

Grants & Donations Funds budgeted revenues increased less than 1%.

Grants & Donations Funds Revenues & Expenditures (In Thousands)



BUDGET OVERVIEW

continued

Transportation Sales Tax Fund

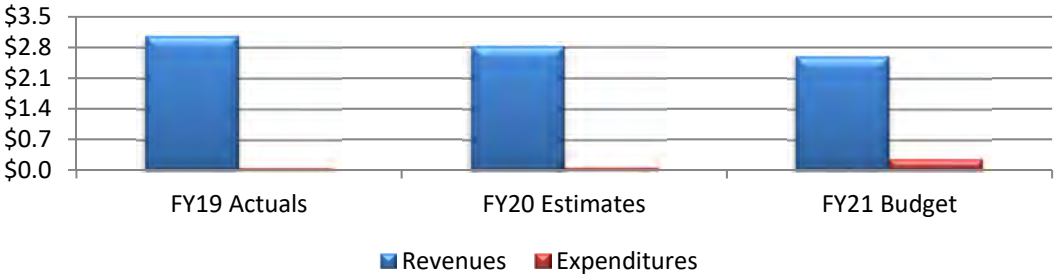
The Transportation Sales Tax Fund expenditure budget increased from approximately \$94,000 to approximately \$267,000 this year, an increase of 185%, largely due to the reallocation of the Transit Manager position.

Transportation Sales Tax Fund budgeted expenditures increased 185%.

Budgeted revenues decreased by approximately \$452,000, or 15%. The revenues are primarily comprised of the half-cent sales tax dedicated to transportation projects and related administrative and operational costs that was effective March 1, 2018. The decrease is projected as a result of the COVID-19 pandemic. More details regarding the projection of revenues can be found in the Revenue Trends section.

Transportation Sales Tax Fund budgeted revenues decreased 15%.

**Transportation Sales Tax Fund
Revenues & Expenditures**
(In Millions)



Capital Improvements Fund

Capital Improvements Fund budgeted expenditures increased 64%.

Capital Improvements Fund budgeted revenues increased 96%.

The Capital Improvements Fund expenditure budget increased from \$7.4 million to \$12.0 million this year, an increase of 64%. Of the total expenditures, \$6.9 million represents continuing projects. Other capital projects added for fiscal year 2020-21 include \$2.5 million for projects recommended in the transportation master plan, \$1.8 million for other streets and transportation projects, \$215,000 for storm drainage projects, \$164,000 for police projects, \$156,000 for parks projects, and \$338,000 for a relocation of the municipal court.

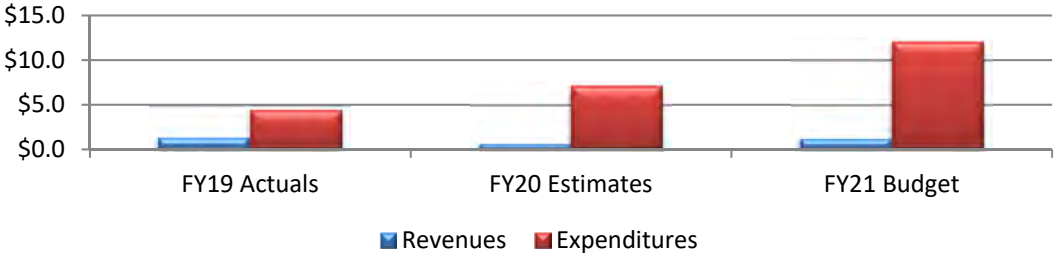
Budgeted revenues increased by approximately \$603,000, or 96%. A significant portion of the increase is due to anticipated grant funding designated for capital projects.

BUDGET OVERVIEW

continued

Capital Improvements Fund (cont'd)

Capital Improvements Fund Revenues & Expenditures (In Millions)



Development Impact Fees Funds

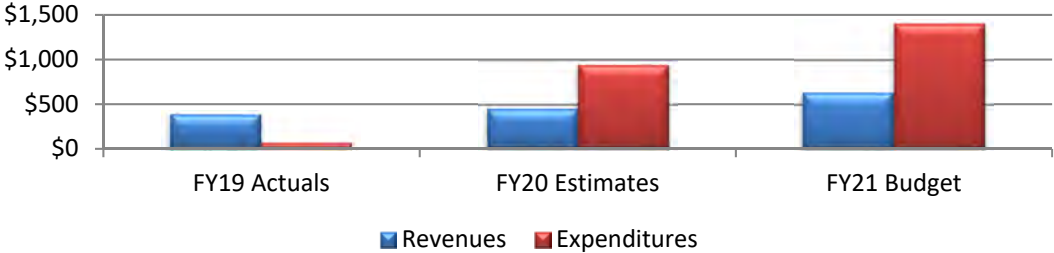
The Development Impact Fees Funds expenditure budget decreased from approximately \$2.2 million to \$1.4 million this year, a decrease of 64%. The budgeted expenditures are related to streets and transportation projects, storm drainage projects, parks projects, and police projects.

Development Impact Fees Funds budgeted expenditures decreased 64%.

Development Impact Fees Funds budgeted revenues decreased 6%.

Budgeted revenues decreased from approximately \$671,000 to approximately \$633,000, a decrease of 6% due to anticipated impacts to development impact fee revenues based on rate changes effective September 2019.

Development Impact Fees Funds Revenues & Expenditures (In Thousands)



Art in Public Places Fund

There have been no planned projects for the Art in Public Places Fund since fiscal year 2015-16, and revenues have been minor. For fiscal year 2019-20, a project was planned for placing art in several roundabouts; however, it was later deferred as a result of the COVID-19 pandemic.

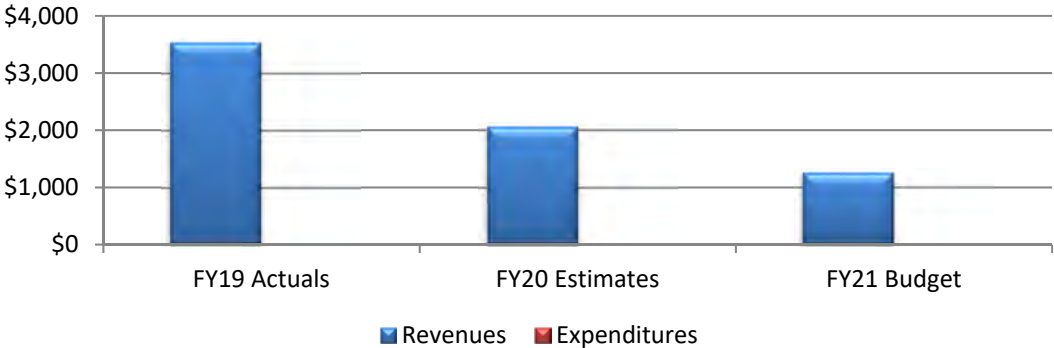
No projects planned in the Art in Public Places.

BUDGET OVERVIEW

continued

Art in Public Places Fund (cont'd)

Art in Public Places Fund Revenues & Expenditures



Wastewater Enterprise Fund

The Wastewater Enterprise Fund expenditure budget decreased from \$13.9 million to \$10.7 million this year, a decrease of 23%. The decrease is largely due to a decrease in capital improvement projects.

Wastewater Fund budgeted expenditures decreased 23%.

Salaries & Benefits Expenditures

Wastewater Fund budgeted salaries and benefits increased 19%.

Of the total Wastewater Fund expenditures, \$1.5 million, or 14%, is attributable to salaries and benefits for the City’s employees. This is an increase of approximately \$19,000, or less than 1%, over fiscal year 2019-20. The adjustments to salaries and benefits included in the fiscal year 2020-21 budget included the following:

- **Benefit Changes** – Increases and decreases to the City’s employee benefits for fiscal year 2020-21 were as follows.
 - The City’s medical insurance rates increased 10% resulting in increased costs of approximately \$21,000.
 - The City’s worker’s compensation rates increased due to an increase in past claims. As a result of the rate increases, total worker’s compensation costs are budgeted at approximately \$6,000 higher.
- **Other Pay Adjustments** – The remaining changes in salaries and benefits accounts are related to other miscellaneous pay changes.

Supplies & Services Expenditures

Of the total Wastewater Fund expenditures, \$2.0 million, or 18%, is attributable to supplies and services. This is a decrease of approximately \$170,000 or 8%, primarily due to a reduction in one-time costs.

Wastewater Fund budgeted supplies and services decreased 8%.

BUDGET OVERVIEW

continued

Wastewater Enterprise Fund (cont'd)

Indirect Cost Allocations

*Wastewater Fund
budgeted indirect cost
allocations increased 6%.*

Of the total Wastewater Fund expenditures, approximately \$899,000, or 8%, is attributable to indirect cost allocations. This is an increase of approximately \$53,000, or 6%, over fiscal year 2019-20. The most significant increase was related to indirect cost allocations for information technology services – an increase of approximately \$40,000, or 33%. See the Internal Charges section for more details.

Capital & Debt Service Expenditures

Of the total Wastewater Fund expenditures, \$4.8 million, or 45%, is attributable to capital and debt service expenditures. This is a decrease of approximately \$492,000 or 9%.

*Wastewater Fund budgeted capital
and debt service decreased 9%.*

Debt service costs increased approximately \$23,000. The bond principal and interest payments are paid based on debt retirement schedules specified in the bond documents. Capital lease payments are paid based on debt service schedules specified in the lease agreements.

Capital expenditures for fiscal year 2019-20 of approximately \$116,000 included the following:

- Replacement of a generator at a pump station was budgeted for \$75,000.
- Replacement of two golf carts was budgeted for approximately \$14,000.
- Replacement and relocation of lab equipment was budgeted for \$12,000.
- Other miscellaneous lighting and fencing were also included.

Capital Improvement Projects

Of the total Wastewater Fund expenditures, \$1.4 million, or 13%, is attributable to capital improvement projects. This is a decrease of approximately \$2.6 million or 66%.

*Wastewater Fund budgeted capital
improvement projects decreased 66%.*

Of the total capital improvement expenditures, approximately \$508,000 represents continuing projects. Other capital projects added for fiscal year 2020-21 include \$477,000 for a sewer main replacement, \$100,000 for lift station upgrades, \$120,000 for replacement of the HVAC system, \$125,000 for upgrades to the SCADA system, and \$50,000 for a reservoir liner replacement.

Contingencies

Of the total Wastewater Fund expenditures, \$100,000, or 1%, is attributable to contingency budgets. This is same level budgeted for fiscal year 2019-20.

*No change in Wastewater
Fund contingency budget.*

BUDGET OVERVIEW

continued

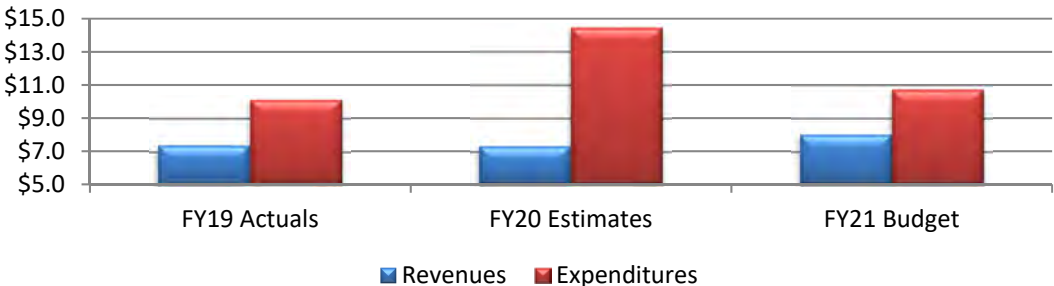
Wastewater Enterprise Fund (cont'd)

Revenues

Wastewater Fund budgeted revenues increased 3%.

Wastewater Fund revenues are projected to increase approximately \$206,000, or 3%, in fiscal year 2020-21. The increase is primarily a result of projected one-time capacity fees for significant commercial projects expected to be completed during the year.

Wastewater Enterprise Fund Revenues & Expenditures (In Millions)



Information Technology Internal Service Fund

The Information Technology Fund expenditure budget decreased from \$1.5 million to \$1.6 million this year, an increase of 5%. The increase was primarily the result of increases in hardware and software maintenance costs.

Information Technology Fund budgeted expenditures increased 5%.

Salaries & Benefits Expenditures

Information Technology Fund budgeted salaries and benefits increased 2%.

Of the total Information Technology Fund expenditures, approximately \$614,000, or 38%, is attributable to salaries and benefits for the City's employees. This is an increase of approximately \$10,000, or 2%, over fiscal year 2020-21. The adjustments to salaries and benefits included in the fiscal year 2020-21 budget included the following:

- **Benefit Changes** – Increases and decreases to the City's employee benefits for fiscal year 2020-21 were as follows.
 - The City's medical insurance rates increased 10% resulting in increased costs of approximately \$6,000.
- **Other Pay Adjustments** – The remaining adjustments to salaries and benefits accounts are related to other miscellaneous pay changes.

BUDGET OVERVIEW

continued

Information Technology Internal Service Fund

Supplies & Services Expenditures

Of the total Information Technology Fund expenditures, approximately \$793,000, or 49%, is attributable to supplies and services. This is an increase of approximately \$50,000, or 7%. The increase was primarily due to increases in hardware and software maintenance costs.

Information Technology Fund budgeted supplies and services increased 7%.

Indirect Cost Allocations

Information Technology Fund budgeted indirect cost allocations decreased 3%.

Of the total Information Technology Fund expenditures, approximately \$119,000, or 7%, is attributable to indirect cost allocations. This is a decrease of approximately \$3,000, or 3%, from fiscal year 2019-20. The most significant decrease was related to indirect cost allocations for financial services – a decrease of approximately \$4,000, or 7%. See the Internal Charges section for more details.

Capital Expenditures

Of the total Information Technology Fund expenditures, approximately \$83,000, or 5%, is attributable to capital expenditures. This is an increase of approximately \$18,000 or 28%.

Information Technology Fund budgeted capital increased 5%.

Capital expenditures for fiscal year 2020-21 include the following:

- An upgrade of the wireless network was budgeted for \$30,000.
- Replacement of catalyst switches and drives were included for approximately \$44,000.
- A third-factor authentication system was budgeted for \$9,000.

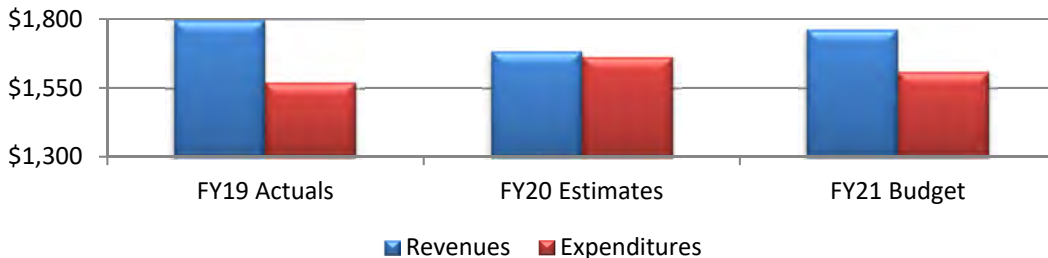
Revenues

Information Technology Fund revenues are projected to increase approximately \$105,000, or 6%, in fiscal year 2018-19. The increase is based on the indirect cost allocations used to cover the costs of the Fund and to provide for contributions to the equipment replacement reserve.

Information Technology Fund budgeted revenues increased 6%.

Information Technology Fund Revenues & Expenditures

(In Thousands)



CONSOLIDATED FINANCIAL SCHEDULE

Fund/Department	Beginning Fund Balances	Revenues						Other Financing Sources (Uses)			Ending Fund Balances	
		Taxes	Contingent Revenues	In-Lieu Fees	Intergovernmental	Charges for Services	Other Revenues	Total Revenues	Transfers In	Transfer Out		Expenditures
General Fund												
General Revenues		\$19,060,500		\$498,000	\$2,989,300		\$22,547,800		(\$6,037,840)			
General Government						\$699,600	\$901,340	\$1,600,940			\$3,063,900	
Public Safety					\$23,690	\$9,500	\$20,200	\$53,390			\$7,689,465	
Public Works & Streets								\$0			\$3,170,670	
Health & Welfare								\$0			\$753,550	
Transportation								\$0			\$51,550	
Culture & Recreation						\$50,380	\$71,600	\$121,980			\$2,661,715	
Economic Development								\$0			\$2,654,210	
Debt Service								\$0			\$1,034,560	
Contingencies								\$0			\$844,440	
Total General Fund	\$11,696,653	\$19,060,500	\$0	\$498,000	\$3,012,990	\$759,480	\$993,140	\$24,324,110	\$0	(\$6,037,840)	\$21,924,060	\$8,058,863
Special Revenue Funds												
Streets Fund	\$1,010,683				\$919,200		\$13,860	\$933,060	\$272,840		\$1,205,980	\$1,010,603
Affordable Housing Fund	\$1,910,019			\$199,000			\$6,280	\$205,280	\$200,000		\$1,020,555	\$1,294,744
Grants & Donations Funds	\$422,892		\$300,000		\$443,890	\$1,400	\$53,040	\$798,330			\$1,026,573	\$194,649
Transportation Sales Tax Fund	\$6,797,718	\$2,498,500					\$106,300	\$2,604,800	(\$6,179,632)		\$267,100	\$2,955,786
Total Special Revenue Funds	\$10,141,312	\$2,498,500	\$300,000	\$199,000	\$1,363,090	\$1,400	\$179,480	\$4,541,470	\$472,840	(\$6,179,632)	\$3,520,208	\$5,455,782
Capital Projects Funds												
Capital Improvements Fund	\$9,671,279				\$970,454		\$264,000	\$1,234,454	\$8,344,632	(\$38,108)	\$12,041,787	\$7,170,470
Development Impact Fees Funds	\$2,544,345						\$632,740	\$632,740			\$1,404,417	\$1,772,668
Art in Public Places Fund	\$150,931						\$1,250	\$1,250	\$38,108		\$0	\$190,289
Total Capital Projects Funds	\$12,366,555	\$0	\$0	\$0	\$970,454	\$0	\$897,990	\$1,868,444	\$8,382,740	(\$38,108)	\$13,446,204	\$9,133,427
Wastewater Enterprise Fund												
Wastewater Administration						\$6,176,500	\$1,843,180	\$8,019,680	\$3,400,000		\$218,830	
Wastewater Operations								\$0			\$2,847,335	
Departmental Allocations								\$0			\$1,478,440	
Capital Projects								\$0			\$1,380,000	
Debt Service								\$0			\$4,690,775	
Contingencies								\$0			\$100,000	
Total Wastewater Enterprise Fund	\$15,161,724	\$0	\$0	\$0	\$0	\$6,176,500	\$1,843,180	\$8,019,680	\$3,400,000	\$0	\$10,715,380	\$15,866,024
Internal Service Fund												
Information Technology	\$650,226					\$1,758,070	\$3,230	\$1,761,300			\$1,608,432	\$803,094
Total Internal Service Fund	\$650,226	\$0	\$0	\$0	\$0	\$1,758,070	\$3,230	\$1,761,300	\$0	\$0	\$1,608,432	\$803,094
Total All Funds	\$50,016,470	\$21,559,000	\$300,000	\$697,000	\$5,346,534	\$8,695,450	\$3,917,020	\$40,515,004	\$12,255,580	(\$12,255,580)	\$51,214,284	\$39,317,190



POSITION LIST/FULL-TIME EQUIVALENTS

SUMMARY OF FULL-TIME EQUIVALENTS BY FUND

Fiscal Year	General Fund	Affordable Housing Fund	Transportation Sales Tax Fund	Wastewater Enterprise Fund	Information Technology Internal Service Fund	Totals
FY 2018-19	124.10	-	1.00	14.76	5.00	144.86
FY 2019-20	129.19	-	1.00	15.76	5.00	150.95
FY 2020-21	128.69	1.00	2.00	15.76	5.00	152.45

SUMMARY OF FULL-TIME EQUIVALENTS BY DEPARTMENT

Department	FY 2019	FY 2020	FY 2021
City Council	7.00	7.00	7.00
City Manager's Office*	6.63	7.03	8.15
Human Resources	2.00	2.00	2.00
Financial Services	8.17	8.73	8.73
Information Technology	5.00	5.00	5.00
City Attorney's Office	4.04	4.04	4.04
City Clerk's Office	2.88	2.88	2.88
Parks & Recreation	8.17	8.70	8.56
Community Development**	13.24	13.84	13.84
Public Works	27.45	29.45	29.45
Economic Development	1.00	1.00	1.00
Police	42.63	43.63	43.63
Municipal Court***	4.65	4.65	5.17
Wastewater	12.00	13.00	13.00
Total	144.86	150.95	152.45

* The increase in the City Manager's Office was due to the transfer of the Transit Manager position from the Community Development Department and the reclassification of the part-time Citizens Engagement Coordinator position to a full-time Public Relations Coordinator position.

** A full-time Housing Manager position was added to the Community Development Department, and the Transit Manager position was moved to the City Manager's Office.

*** The increase in the Municipal Court was due to the addition of a part-time Court Security Officer and the increase in the Magistrate Judge position from part-time to full-time.

POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Position	FY 2018-19	FY 2019-20	FY 2020-21	Change from FY 2019-20
	FTEs	FTEs	FTEs	FTEs
City Council				
Mayor (GF)	1.00	1.00	1.00	-
Vice-Mayor (GF)	1.00	1.00	1.00	-
City Councillors (GF)	5.00	5.00	5.00	-
City Council Total	7.00	7.00	7.00	-
City Manager's Office				
City Manager (GF)	1.00	1.00	1.00	-
Assistant City Manager/Director of CommDev (GF)		0.40	0.40	-
Assistant City Manager (GF)	1.00			-
Transit Manager (TSTF)			1.00	1.00
Communications & Public Affairs Manager (GF)	1.00	1.00	1.00	-
Management Analyst (GF)		1.00	1.00	-
Arts and Culture Coordinator (GF)	0.75	0.75	0.75	-
Citizens Engagement Coordinator (GF)	0.88	0.88		(0.88)
Public Relations Coordinator (GF)			1.00	1.00
Sustainability Coordinator (GF)	1.00	1.00	1.00	-
Executive Assistant to the City Manager (GF)	1.00			-
Administrative Assistant (GF)		1.00	1.00	-
City Manager's Office Total	6.63	7.03	8.15	1.12
Human Resources				
Human Resource Manager (GF)	1.00	1.00	1.00	-
Human Resource Specialist (GF)	1.00	1.00	1.00	-
Human Resources Total	2.00	2.00	2.00	-
Financial Services				
Director of Financial Services (GF)	1.00	1.00	1.00	-
Budget & Accounting Supervisor (GF)	2.00	2.00	2.00	-
Lead Accounting Technician (GF)	1.00	1.00	1.00	-
Accounting Technician II (GF)	3.00	3.00	3.00	-
Accounting Technician I (GF)	1.00	1.00	1.00	-
Administrative Assistant (GF)		0.73	0.73	-
Temporary City Employee (GF)	0.17			-
Financial Services Total	8.17	8.73	8.73	-
Information Technology				
Information Technology Manager (ITF)	1.00	1.00	1.00	-
GIS Analyst (ITF)	1.00	1.00	1.00	-
Network Engineer (ITF)	1.00	1.00	1.00	-
System Administrator (ITF)	1.00	1.00	1.00	-
IT Support/Help Desk Technician (ITF)	1.00	1.00	1.00	-
Information Technology Total	5.00	5.00	5.00	-

POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Position	FY 2018-19	FY 2019-20	FY 2020-21	Change from FY 2019-20
	FTEs	FTEs	FTEs	FTEs
City Attorney's Office				
City Attorney (GF)	1.00	1.00	1.00	-
Assistant City Attorney (GF)	1.00	2.00	2.00	-
Associate Attorney (GF)	1.00			-
Legal Assistant (GF)	1.00	1.00	1.00	-
Temporary City Employee (GF)	0.04	0.04	0.04	-
City Attorney's Office Total	4.04	4.04	4.04	-
City Clerk's Office				
City Clerk (GF)	1.00	1.00	1.00	-
Deputy Clerk (GF)	1.00	1.00	1.00	-
Records Clerk (GF)	0.88	0.88	0.88	-
City Clerk's Office Total	2.88	2.88	2.88	-
Parks & Recreation				
Parks and Recreation Manager (GF)	1.00	1.00	1.00	-
Recreation & Aquatics Supervisor (GF)	1.00	1.00	1.00	-
Recreation Coordinator II (GF)	1.00	1.00	1.00	-
Administrative & Recreation Assistant (GF)		1.00	1.00	-
Administrative Assistant (GF)	1.00			-
Recreation Assistant (GF)	0.13	0.13	0.13	-
Pool Manager (GF)		0.57	0.33	(0.24)
Pool Assistant Manager (GF)		0.03	0.03	-
Lifeguard Instructor (GF)	1.05	1.43	1.43	-
Head Lifeguard (GF)	0.64			-
Lifeguard (GF)	1.92	2.11	2.21	0.10
Water Exercise Instructor (GF)	0.10	0.19	0.19	-
SAI Instructor Trainer (GF)	0.09			-
Scorekeeper/Umpires/Referees (GF)	0.24	0.24	0.24	-
Parks & Recreation Total	8.17	8.70	8.56	(0.14)
Community Development				
Assistant City Manager/Director of CommDev (GF)		0.60	0.60	-
Director of Community Development (GF)	1.00			-
Assistant Community Development Director (GF)	1.00	1.00	1.00	-
Transit Manager (GF)		1.00		(1.00)
Housing Manager (AHF)			1.00	1.00
Chief Building Official (GF)	1.00	1.00	1.00	-
Senior Planner (GF)	3.00	3.00	3.00	-
Associate Planner (GF)	1.00	1.00	1.00	-
Senior Code Enforcement Officer (GF)	1.00	1.00	1.00	-
Building Inspector (GF)	1.00	1.00	1.00	-
Building Permits Technician (GF)	2.00	2.00	2.00	-
Code Enforcement Officer (GF)	1.00	1.00	1.00	-
Administrative Assistant (GF)	1.00	1.00	1.00	-
Temporary City Employee (GF)	0.24	0.24	0.24	-
Community Development Total	13.24	13.84	13.84	-

POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Position	FY 2018-19	FY 2019-20	FY 2020-21	Change from FY 2019-20
	FTEs	FTEs	FTEs	FTEs
Public Works				
Director of Public Works/City Engineer (GF)	0.93	0.93	0.93	-
Director of Public Works/City Engineer (WWF)	0.07	0.07	0.07	-
Engineering Supervisor (GF)	0.90	0.90	0.90	-
Engineering Supervisor (WWF)	0.10	0.10	0.10	-
Associate Engineer (GF)	2.50	2.50	2.50	-
Associate Engineer (WWF)	0.50	0.50	0.50	-
Assistant Engineer (GF)	1.97	1.97	1.97	-
Assistant Engineer (TSTF)	1.00	1.00	1.00	-
Assistant Engineer (WWF)	0.03	0.03	0.03	-
Chief Engineering Inspector (GF)	0.50	0.50	0.50	-
Chief Engineering Inspector (WWF)	0.50	0.50	0.50	-
Right-of-Way Supervisor (GF)	0.94	0.94	0.94	-
Right-of-Way Supervisor (WWF)	0.06	0.06	0.06	-
City Maintenance Supervisor (GF)	0.91	0.91	0.91	-
City Maintenance Supervisor (WWF)	0.09	0.09	0.09	-
Right-of-Way Specialist (GF)	0.94	0.94	0.94	-
Right-of-Way Specialist (WWF)	0.06	0.06	0.06	-
Bike Park Maintenance Worker (GF)	0.25	0.25	0.25	-
Engineering Services Inspector (GF)	1.20	1.20	1.20	-
Engineering Services Inspector (WWF)	0.80	0.80	0.80	-
City Maintenance Worker II (GF)	3.92	3.92	3.92	-
City Maintenance Worker II (WWF)	0.08	0.08	0.08	-
Administrative Supervisor (GF)	0.81	0.81	0.81	-
Administrative Supervisor (WWF)	0.19	0.19	0.19	-
Facilities Maintenance Manager (GF)	0.97	0.97	0.97	-
Facilities Maintenance Manager (WWF)	0.03	0.03	0.03	-
Administrative Assistant (GF)	0.60	0.60	0.60	-
City Maintenance Worker I (GF)	3.75	3.75	3.75	-
City Maintenance Worker I (WWF)	0.25	0.25	0.25	-
Custodial Maintenance Worker (GF)		2.00	2.00	-
Traffic Control Assistant (GF)	2.60	2.60	2.60	-
Public Works Total	27.45	29.45	29.45	-
Economic Development				
Economic Development Director (GF)	1.00	1.00	1.00	-
Economic Development Total	1.00	1.00	1.00	-

POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Position	FY 2018-19	FY 2019-20	FY 2020-21	Change from FY 2019-20
	FTEs	FTEs	FTEs	FTEs
Police				
Police Chief (GF)	1.00	1.00	1.00	-
Police Commander (GF)	2.00	2.00	2.00	-
Police Sergeant (GF)	5.00	5.00	5.00	-
Police Detective (GF)	2.00	2.00	2.00	-
Police Officer (GF)	17.00	17.00	17.00	-
Communication/Records Supervisor (GF)	1.00	1.00	1.00	-
Communications/Records Specialist (GF)	7.00	7.00	7.00	-
Community Service Officer (GF)	1.00	1.00	1.00	-
Executive Assistant (GF)	1.00	1.00	1.00	-
Police Records Technician II (GF)	1.00	1.00	1.00	-
Property & Evidence Technician (GF)	0.73	0.73	0.73	-
Support Services Technician (GF)	1.00	1.00	1.00	-
Police Records Technician (GF)		1.00	1.00	-
Community Service Aides (GF)	2.90	2.90	2.90	-
Police Total	42.63	43.63	43.63	-
Municipal Court				
Magistrate Judge (GF)	0.60	0.60	1.00	0.40
Magistrate Judge Pro-Tem (GF)	0.05	0.05	0.05	-
Court Administrator (GF)	1.00	1.00	1.00	-
Court Clerk (GF)	3.00	3.00	3.00	-
Court Security Officer (GF)			0.12	0.12
Municipal Court Total	4.65	4.65	5.17	0.52
Wastewater				
Director of Wastewater (WWF)			1.00	1.00
Wastewater Manager (WWF)	1.00	1.00		(1.00)
WW Regulatory Compliance Specialist (WWF)	1.00	1.00	1.00	-
Chief Collections Operator (WWF)	1.00	1.00	1.00	-
Chief Plant Operator (WWF)	1.00	1.00	1.00	-
Mechanic/Electrician (WWF)	1.00	1.00	1.00	-
Collector Operator III (WWF)	1.00	1.00	1.00	-
WW Lab Technician (WWF)	1.00	1.00	1.00	-
WW Plant Operator III (WWF)		1.00	1.00	-
Collector Operator II (WWF)	1.00	1.00	1.00	-
WW Plant Operator II (WWF)	1.00	1.00	1.00	-
Collector Operator I (WWF)	1.00	1.00	1.00	-
WW Plant Operator I (WWF)	1.00			-
CCTV Van Operator (WWF)		1.00	1.00	-
Administrative Assistant (WWF)	1.00	1.00	1.00	-
Wastewater Total	12.00	13.00	13.00	-

POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Position	FY 2018-19	FY 2019-20	FY 2020-21	Change from FY 2019-20
	FTEs	FTEs	FTEs	FTEs
City-Wide Totals				
General Fund	124.10	129.19	128.69	(0.50)
Transportation Sales Tax Fund	1.00	1.00	2.00	1.00
Information Technology Fund	5.00	5.00	5.00	-
Wastewater Fund	14.76	15.76	15.76	-
Affordable Housing Fund	-	-	1.00	1.00
Total City Full-Time Equivalents	144.86	150.95	152.45	1.50

(GF) = General Fund
 (TSTF) = Transportation Sales Tax Fund
 (ITF) = Information Technology Internal Service Fund
 (WWF) = Wastewater Enterprise Fund
 (AHF) = Affordable Housing Fund

FY 2021 Staffing Changes

The city staffing changes were based on analyses of departmental needs and funding allocations. The fiscal year 2020-21 budget includes the following changes:

- One full-time position was added:
 - A Housing Manager position was added to the Community Development Department to initiate the City's affordable housing program.
- Two positions were increased from part-time to full-time:
 - The Magistrate Judge position in the Municipal Court was increased from part-time to full-time as part of a restructuring of the department.
 - The Citizens Engagement Coordinator position was reclassified to a Public Relations Coordinator position and increased from part-time to full-time as part of a restructuring of the division.
- One part-time position was added:
 - A Court Security Officer was added to the Municipal Court.
- The Transit Manager position was moved from the Community Development Department to the City Manager's Office to more appropriately reflect the reporting structure.
- The Wastewater Manager position was restructured to a Wastewater Director position.
- Other adjustments included position reclassifications/title changes and adjustments to the hours of some part-time and temporary positions.

FUND BALANCE

Fund balance is the amount of the City's assets/deferred outflows of resources in excess of year-end liabilities/deferred inflows of resources. It is the accumulation of revenues and other financing sources over expenditures and other financing uses. Fund balance is an important indicator of the City's financial position. Adequate fund balances must be maintained to allow the City to continue providing services to the community in the case of economic downturns or unexpected emergencies and to maintain or enhance the City's financial position.

Fund balance is an important indicator of the City's financial position.

FY 2021 CHANGES IN FUND BALANCES

(In Thousands)

	General Fund	Special Revenue Funds				Capital Projects Funds			Waste-water Enterprise Fund	Information Technology Internal Service Fund
		Streets Fund	Affordable Housing Fund	Grants & Donations Funds	Transportation Sales Tax Fund	Capital Impr. Fund	Dev. Impact Fees Funds	Art in Public Places Fund		
Beginning Fund Balances	\$11,697	\$ 1,011	\$ 1,910	\$ 423	\$ 6,798	\$ 9,671	\$2,544	\$ 151	\$15,162	\$ 650
Revenues	24,324	933	205	798	2,605	1,264	633	1	8,020	1,761
Expenditures	21,924	1,206	1,021	1,027	267	12,042	1,404	-	10,715	1,608
Other Financing Sources (Uses)	(6,038)	273	200	1,100	(6,180)	8,307	-	38	3,400	-
Ending Fund Balances	\$ 8,059	\$ 1,011	\$ 1,295	\$ 195	\$ 2,956	\$ 7,170	\$1,773	\$ 190	\$10,715	\$1,608

General Fund

The City's Financial Policies require the unassigned fund balance of the General Fund to be not less than 30% of the total adopted budgeted operating expenditures of the General Fund budget. Any use of the unassigned fund balance below 30% must comply with criteria specified in the policy. Appropriation of a minimum contingency has also been included in the operating budget to provide for emergencies. The City currently includes a \$200,000 general operating contingency in the General Fund expenditure budget.

Operating Reserve – The General Fund is estimated to have \$8.1 million in fund balance at the end of fiscal year 2020-21. Of this amount, \$6.1 million is set aside to meet the minimum operating reserve requirement.

Equipment Replacement Reserve – Starting fiscal year 2017-18, the City initiated an equipment replacement reserve. The estimated balance at the end of fiscal year 2020-21 is approximately \$984,000 for this reserve.

Surplus – The anticipated surplus of approximately \$957,000, plus any surpluses experienced in actual results for fiscal year 2020-21 will be available for appropriation by the City Council in accordance with the fund balance policy.

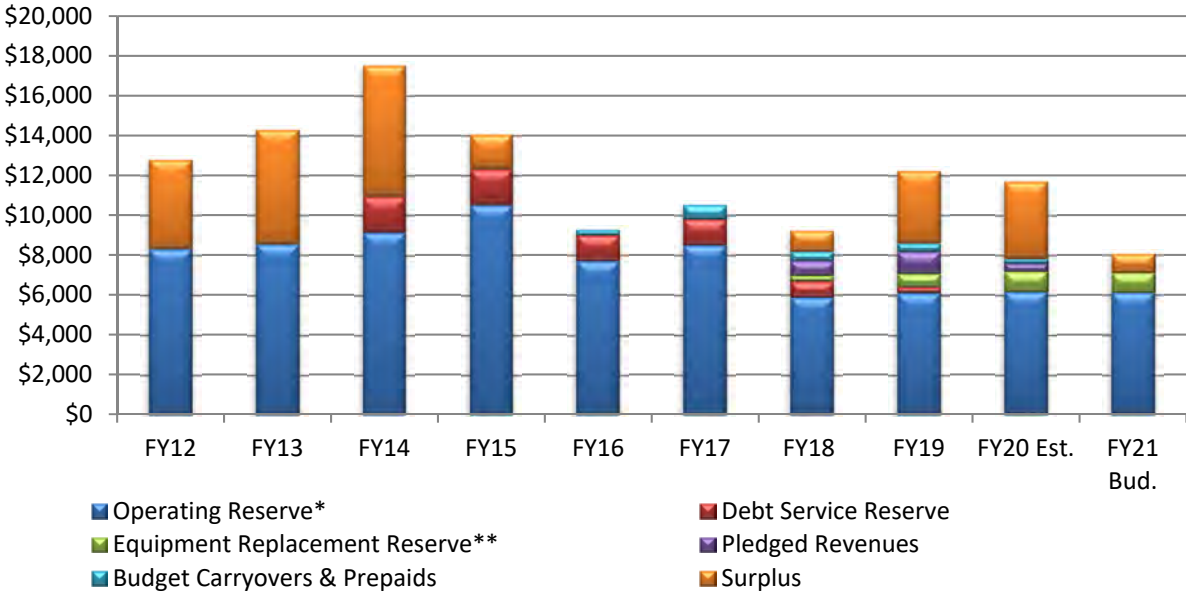
The General Fund is projected to meet reserve requirements and have a surplus of \$1.0 million.

FUND BALANCE

continued

General Fund (cont'd)

Historical General Fund Balance (In Thousands)



* The operating reserve policy was changed in fiscal year 2017-18 from a target range of 50%-75% of operating budgeted expenditures to 30% of operating budgeted expenditures.
 ** The equipment replacement reserve was started in fiscal year 2017-18.

Special Revenue Funds

The Streets Fund is projected to meet reserve requirements and have a surplus of approximately \$890,000.

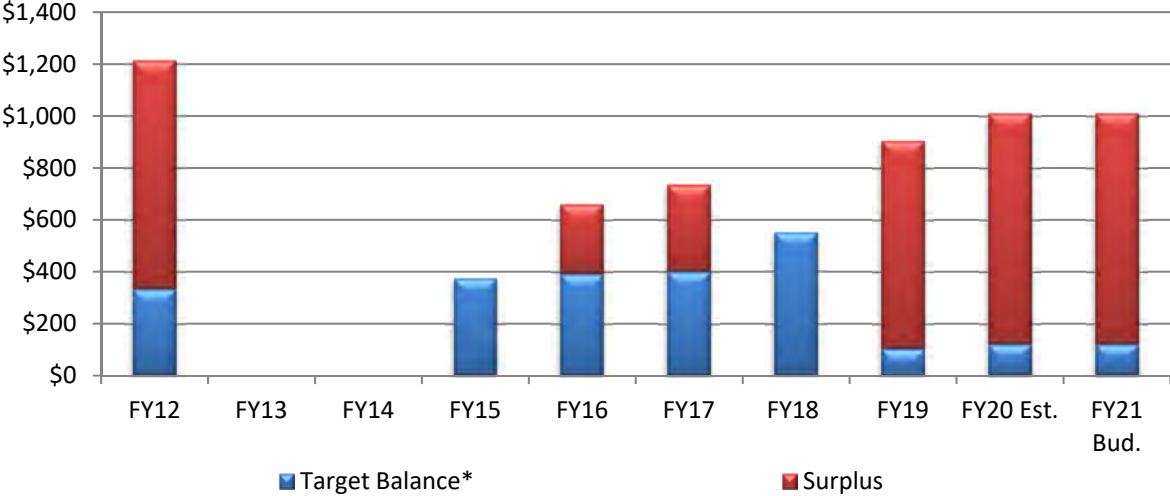
Streets Fund – The City’s policy requires the fund balance range for the Streets Fund to be not less than 0% and not more than 10% of the total budgeted revenues of the Fund. The Streets Fund is estimated to have approximately \$890,000 in excess fund balance at the end of fiscal year 2020-21 that the City Council has designated for future streets maintenance and pavement preservation.

FUND BALANCE

continued

Special Revenue Funds (cont'd)

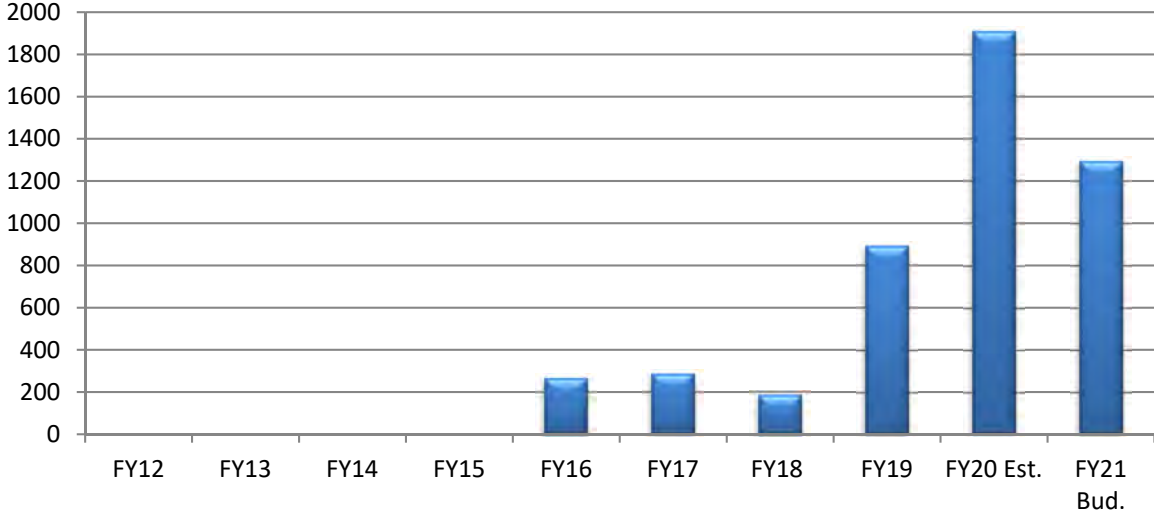
Historical Streets Fund Balance (In Thousands)



* The target balance policy was changed in fiscal year 2017-18 from a target range of 10%-50% of budgeted revenues to 0%-10% of budgeted expenditures.

Affordable Housing Fund – The Affordable Housing Fund has balances that are available for use as needed and within the legal restrictions of the revenues that make up the funds but do not have minimum balance requirements.

Historical Affordable Housing Fund Balance (In Thousands)



FUND BALANCE

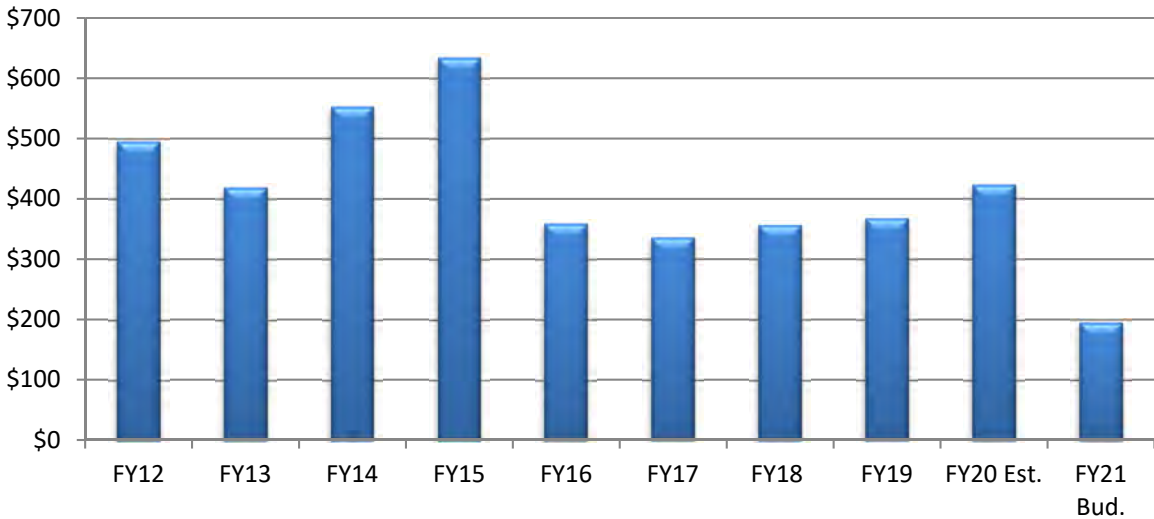
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Special Revenue Funds (cont'd)

Grants & Donations Funds – The Grants & Donations Funds have balances that are available for use as needed and within the legal restrictions of the revenues that make up the funds but do not have minimum balance requirements.

Historical Grants & Donations Funds Balance

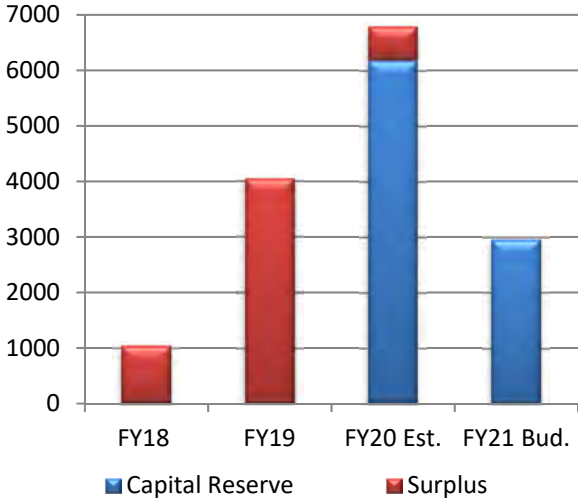
(In Thousands)



Transportation Sales Tax Fund – The Transportation Sales Tax Fund is estimated to have a balance of approximately \$3.0 million at the end of fiscal year 2020-21. Anticipated capital project costs in the next fiscal year are approximately \$4.4 million. Revenues in the subsequent fiscal year will be needed to fully fund the anticipated capital projects and operating costs.

Historical Transportation Sales Tax Fund Balance

(In Thousands)



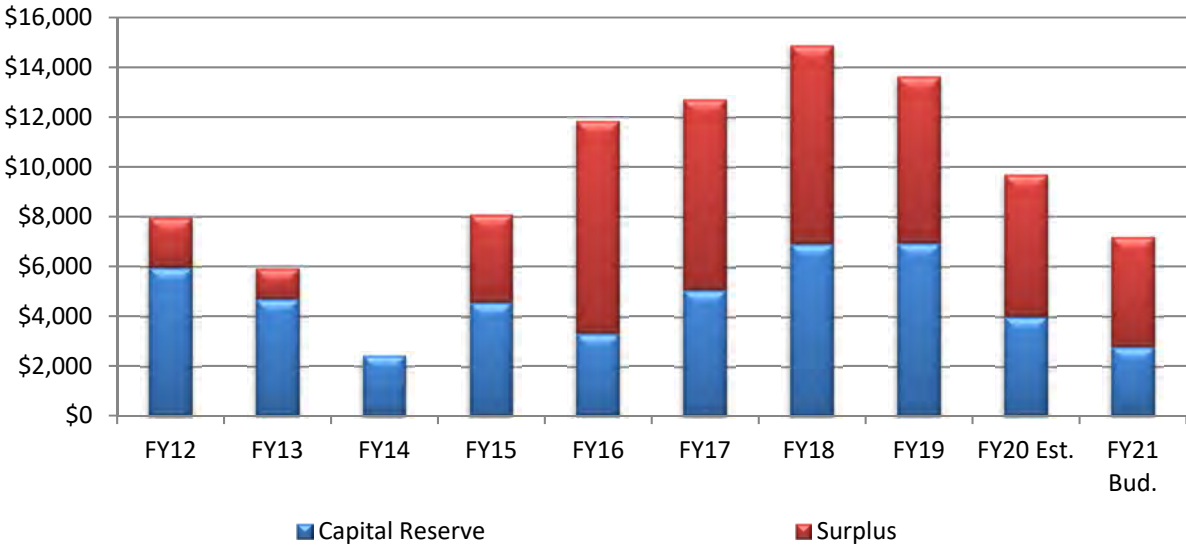
FUND BALANCE continued

Capital Projects Funds

Capital Improvements Fund – The fund balance policy for the Capital Improvements Fund requires, at a minimum, the fiscal year-end fund balance, coupled with estimated revenues for the ensuing fiscal year, must be sufficient to fund the pay-as-you-go capital projects’ obligations for the next fiscal year. The City has relied on surplus General Fund balances as one of the primary funding sources for capital improvement projects. The Capital Improvements Fund is estimated to have a balance of approximately \$7.2 million at the end of fiscal year 2020-21. Anticipated capital project costs in the next fiscal year are approximately \$2.8 million. The anticipated surplus of \$4.4 million, plus any surpluses experienced in actual results for fiscal year 2020-21 will be available for appropriation by the City Council in accordance with the fund balance policy. The intention is to maintain the surplus balance in the Fund for future capital needs.

The Capital Projects Fund is projected to meet reserve requirements and have a surplus of \$4.4 million.

Historical Capital Improvements Fund Balance
(In Thousands)



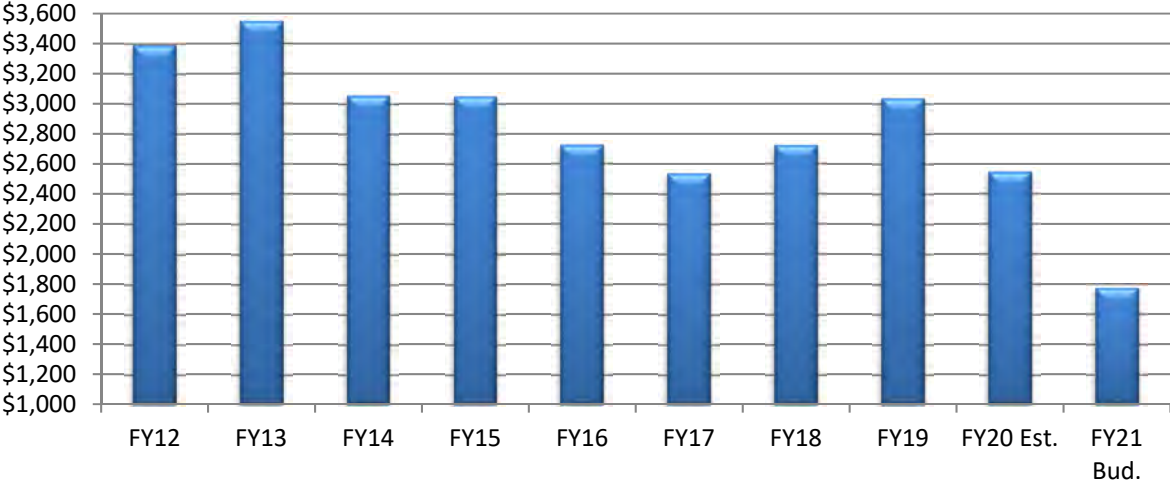
Development Impact Fees Funds – The Development Impact Fees Funds have balances that are available for use as needed and within the legal restrictions of the revenues that make up the funds but do not have minimum balance requirements.

FUND BALANCE

continued

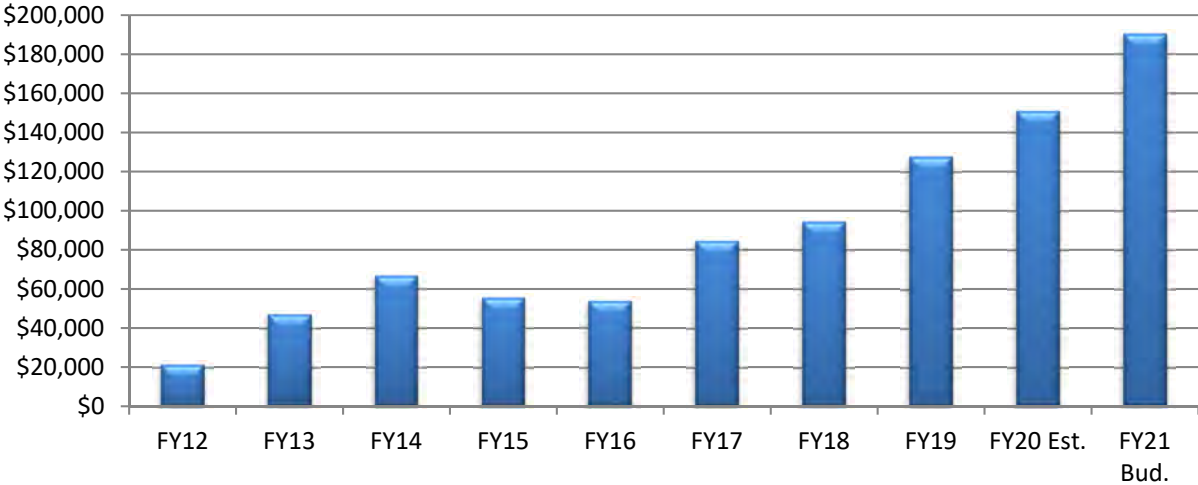
Capital Projects Funds (cont'd)

Historical Development Impact Fees Funds Balance (In Thousands)



Art in Public Places Fund – The Art in Public Places Fund has a balance that is available for use as needed and within the legal restrictions of the revenues that make up the fund but does not have a minimum balance requirement.

Historical Art in Public Places Fund Balance



Wastewater Enterprise Fund

The City’s policy requires the fund balance range for the Wastewater Enterprise Fund, including maintenance, operations and administration, to be not less than 25% (90 days) and not more than 33.3% (120 days) of the total budgeted operating expenditures of the Fund. This is in addition to a separate reserve with a target equal to the average of one year of enterprise fund debt service repayment requirements for any debt issuances not covered by bond insurance.

FUND BALANCE

continued

Wastewater Enterprise Fund (cont'd)

Operating Reserve – The Wastewater Enterprise Fund is estimated to have \$15.9 million in fund balance at the end of fiscal year 2020-21. Of this amount, \$1.5 million is set aside to meet the maximum operating reserve requirement.

Capital Reserve – The policy requirements for the capital reserve are an amount equal to the higher of the next year’s pay-as-you-go capital projects’ obligations or the average of the pay-as-you-go capital projects’ obligations over the next 5 years. For fiscal year 2020-21, the higher amount is the next year’s pay-as-you-go capital projects’ obligations and is \$3.9 million set aside for this reserve.

Equipment Replacement Reserve – Starting fiscal year 2017-18, the City initiated an equipment replacement reserve. The estimated balance at the end of fiscal year 2020-21 is approximately \$858,000 for this reserve.

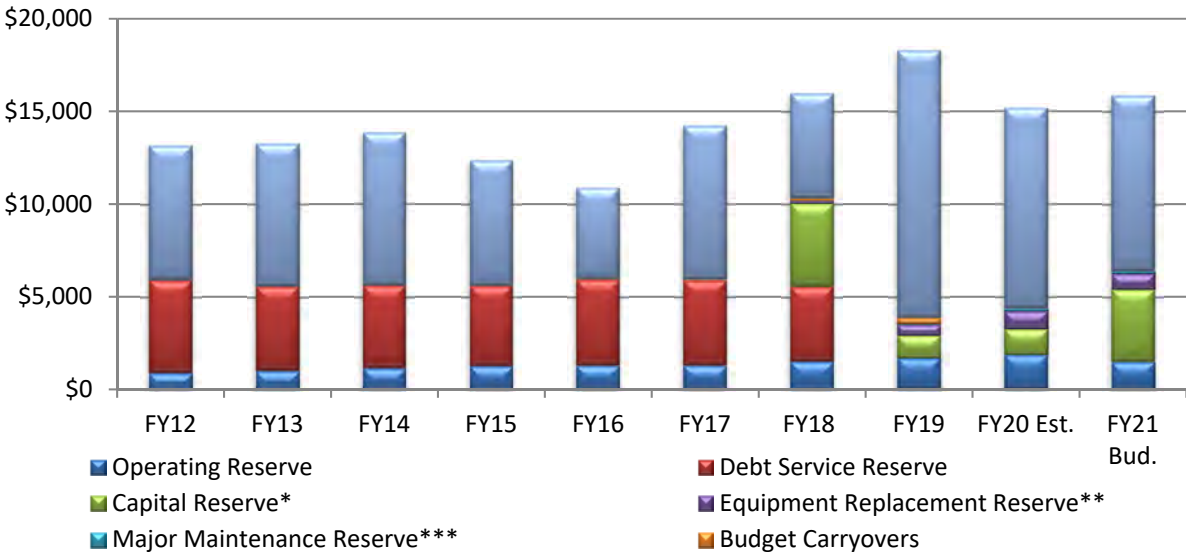
Major Maintenance Reserve – Starting fiscal year 2018-19, the City initiated a major maintenance reserve. The estimated balance at the end of fiscal year 2020-21 is approximately \$373,000 for this reserve.

Surplus – The anticipated surplus of \$9.5 million, plus any surpluses experienced in actual results for fiscal year 2020-21 will be available for appropriation by the City Council in accordance with the fund balance policy. A rate study is in process, and one of the goals of the study will be to determine the best approach for use of the surplus balance – whether to designate for future capital obligations, reduce the need for subsidies, reduce the need for future rate increases, or a combination of these.

The Wastewater Enterprise Fund is projected to meet reserve requirements and have a surplus of \$9.5 million.

Historical Wastewater Enterprise Fund Balance

(In Thousands)



* The capital reserve was started in fiscal year 2017-18.
 ** The equipment replacement reserve was started in fiscal year 2017-18.
 *** The major maintenance reserve was started in fiscal year 2018-19.



FUND BALANCE continued

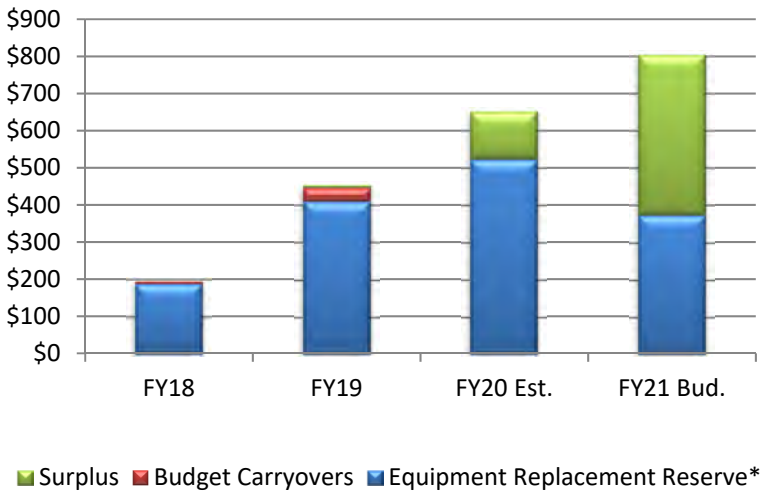
Information Technology Internal Service Fund

Equipment Replacement Reserve – Starting fiscal year 2017-18, the City initiated an equipment replacement reserve. The estimated balance at the end of fiscal year 2020-21 is approximately \$373,000 for this reserve.

Surplus – The anticipated surplus of approximately \$430,000, plus any surpluses experienced in actual results for fiscal year 2020-21 will be available for appropriation by the City Council in accordance with the fund balance policy. The intention is to maintain the surplus balance in the Fund to add to the equipment replacement reserve.

The Information Technology Internal Service Fund is projected to meet reserve requirements and have a surplus of approximately \$430,000.

**Historical Information Technology
Internal Service Fund Balance**
(In Thousands)



* The equipment replacement reserve was started in fiscal year 2017-18.

FUND BALANCE

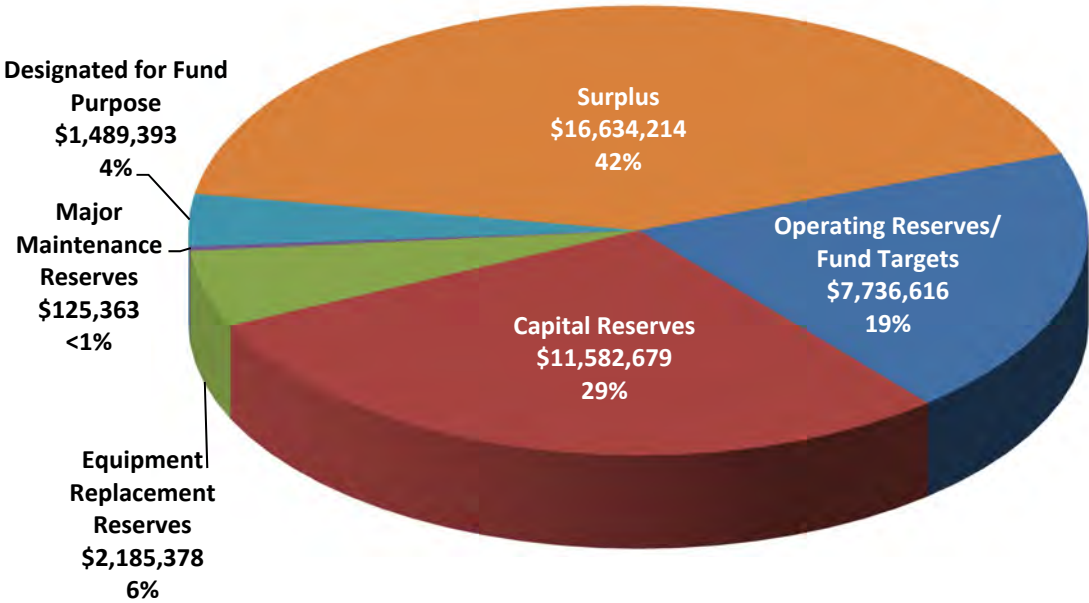
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Summary Total Fund Balances

SUMMARY OF FY 2021 RESERVES (In Thousands)

	General Fund	Special Revenue Funds				Capital Projects Funds			Waste-water Enterprise Fund	Information Technology Internal Service Fund
		Streets Fund	Affordable Housing Fund	Grants & Donations Funds	Transportation Sales Tax Fund	Capital Impr. Fund	Dev. Impact Fees Funds	Art in Public Places Fund		
Operating Reserves/Fund Balance Targets	\$6,118	\$ 121	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,498	\$ -
Capital Reserves	-	-	-	-	2,956	2,764	1,773	190	3,900	-
Equipment Replacement Reserves	984	-	-	-	-	-	-	-	858	373
Major Maintenance Reserve	-	-	-	-	-	-	-	-	125	-
Designated for Fund Purpose	-	-	1,295	195	-	-	-	-	-	-
Surplus	957	890	-	-	-	4,407	-	-	9,515	430
Total Fund Balances	\$8,059	\$ 1,011	\$1,295	\$195	\$2,956	\$7,170	\$1,773	\$190	\$15,866	\$ 803

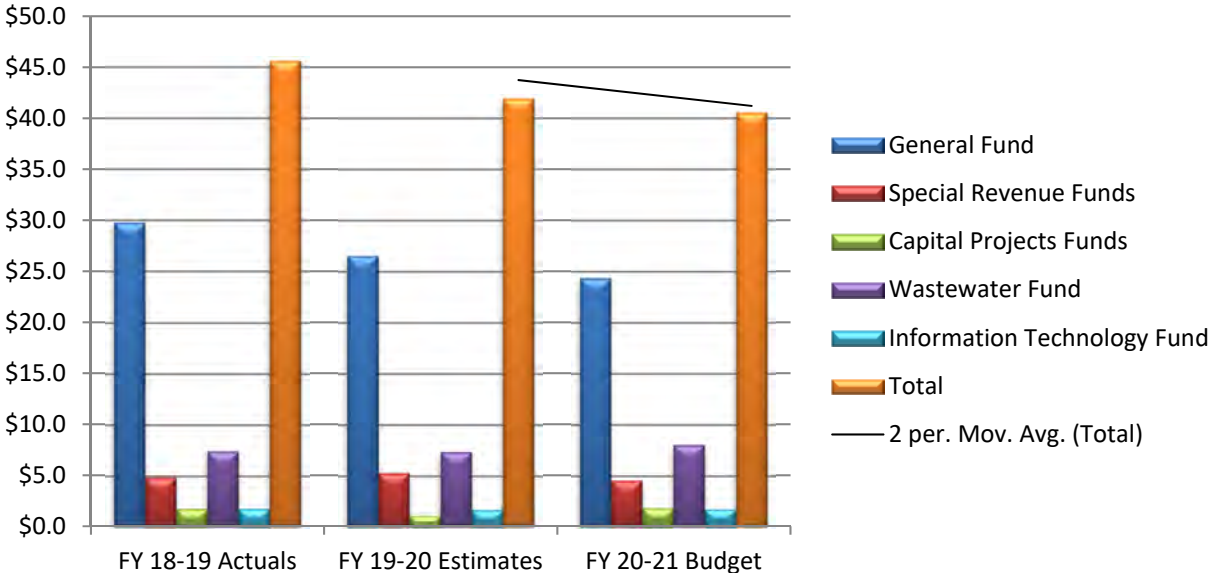
FY 2021 Estimated Fund Balances



REVENUE TRENDS

Total revenues for fiscal year 2020-21 are estimated at \$40.5 million. In comparison to the fiscal year 2019-20 budget, revenue is projected to decrease by 10%.

Revenues - All Funds (In Millions)



City sales and bed taxes are the most significant source of revenue to fund the City’s day-to-day operations and are highly dependent on the City’s tourism trade. Sales and bed taxes combined make up 75% of the City’s General Fund revenues, and 51% of the overall City revenue. Sales taxes are highly susceptible to economic factors, and the City saw significant reductions to its sales and bed tax revenues during the great recession. Since fiscal year 2012-13, both sales and bed taxes were steadily increasing until the COVID-19 financial crisis. Estimated fiscal year 2019-20 sales tax revenues decreased 9% from the prior fiscal year, and estimated bed tax revenues decreased 18% from the prior year. Estimated sales tax collections were approximately \$1.8 million under the budgeted revenue projection, and estimated bed tax collections were approximately \$829,000 under the budgeted projection.

City sales and bed tax revenues represent 51% of all City revenues.

Revenues projections are made after identifying and reviewing all major revenue sources and fund types for activity and variances throughout the fiscal year, and after paying particularly close attention to a revenue source’s susceptibility to economic factors, its performance during recent economic cycles, and information received from State reports and other sources. City revenue projections are continually updated based on this discussion and analysis. The City forecasted each major category of revenue for a 10-year period and included factors for an assumption of a cyclical recessionary period and subsequent recovery period. The forecast includes an assumption of new hotels and construction-related revenues in fiscal years 2020-21 and 2021-22, as well as additional sales and bed tax revenue beginning in fiscal year 2021-22.

A brief description of the City’s major revenue sources and projected changes are included in this section.

REVENUE TRENDS

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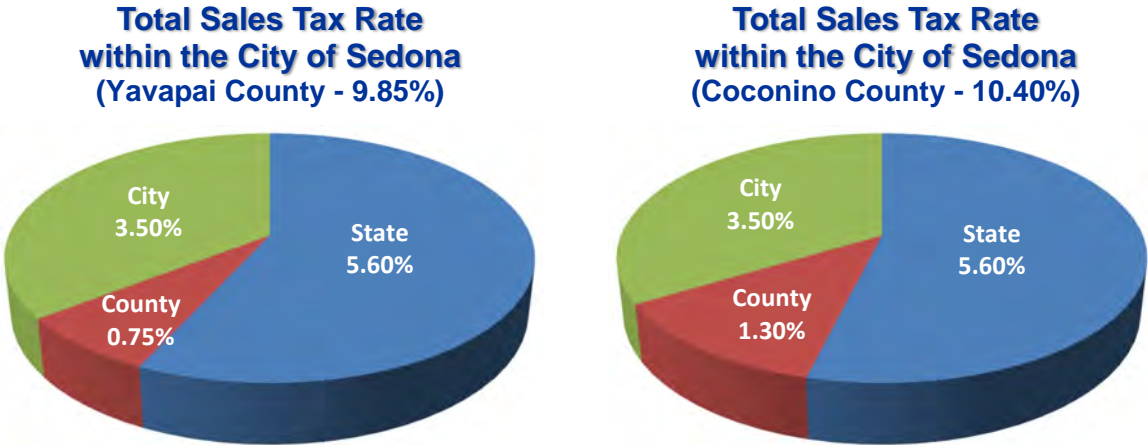
Transaction Privilege Taxes (City Sales Taxes)

Description

Arizona cities and towns under State law have the authority to establish certain taxes for revenue purposes. Transaction privilege taxes, generally referred to as sales taxes, are the largest revenue source for the City. The local transaction privilege tax (city sales tax) is the City’s largest single source of revenue and is obtained from the 3.5% tax on retail and other sales, excluding food.

This tax was increased from 3% to 3.5% effective March 1, 2018. The half-cent increase is dedicated to transportation projects and related administrative and operational costs and is currently in effect for 10 years, expiring February 29, 2028.

In addition, the City receives a portion of the State sales tax discussed in the State share revenues section.



Other than the half-cent dedicated to transportation, city sales tax revenues are unrestricted for use. By City Council policy, a portion of the sales tax revenue is transferred to the Wastewater Enterprise Fund to assist with debt service payments.

Effective January 1, 2016, the City is no longer allowed to self-collect its sales taxes. The city sales tax is now collected by State of Arizona, primarily on a monthly basis. The sales tax revenue, including the City’s bed tax, is due by the 20th of the following month. The State makes deposits to the City’s accounts on a weekly basis as the returns are reviewed and allocated to the appropriate taxing agencies. As an example, taxes due for the month of January are reported and paid by the taxpayer in February. The City begins receiving its allocation of those payments made in February during the latter part of the month and generally through the first two to three weeks of March.

REVENUE TRENDS

continued

Transaction Privilege Taxes (City Sales Taxes) (cont'd)

Projections

Excluding the half-cent transportation tax, estimated fiscal year 2019-20 city sales tax revenues decreased 9% from the prior fiscal year and are down 8% from budgeted projections. The COVID-19 financial crisis has contributed to the City forecasting a continued decrease in sales and bed tax revenues for fiscal year 2020-21. The City's economy is heavily driven by tourism and niche retail including the sale of high-end commodities such as art pieces and jewelry.

Prior to the pandemic, the City was experiencing significant increases in tourism as a result of the implementation of a destination marketing program started in fiscal year 2013-14 and legislation that was passed that took away the City's authority to prohibit short-term residential rentals effective January 1, 2017. An estimated 77% of total sales and bed tax revenues are generated by the City's tourism industry so revenue losses were anticipated to be substantial.

A model was used to forecast fiscal year 2020-21 sales and bed tax revenues based on the following factors:

- Estimated hotel occupancy rates
- Estimated hotel average daily room rates (ADR)
- Estimated reduction in visitor spending as a result of closed businesses
- Estimated number of Sedona residents who are unemployed as a result of the pandemic
- Estimated reduction in all other Sedona residents' spending as a result of closed businesses and the Governor's stay-at-home order

The model was used to create three scenarios:

- Baseline projection – used for the Adopted Budget
 - Occupancy and ADR based on assumptions of a moderately slow recovery during most of fiscal year 2020-21
 - Guesstimates for other factors based on assumptions about consumer behaviors
- Second wave projection
 - Occupancy and ADR based on assumptions of a second wave of COVID-19 with business closures and stay-at-home orders in Fall 2020 and a moderately slow recovery during the remainder of fiscal year 2020-21
 - Guesstimates for other factors based on assumptions about consumer behaviors
- Second wave prolonged recovery projection
 - Occupancy and ADR based on assumptions of a second wave of COVID-19 with business closures and stay-at-home orders in Fall 2020 and an even greater sense of fear regarding travel creating a much slower recovery during the remainder of fiscal year 2020-21
 - Guesstimates for other factors based on assumptions about consumer behaviors

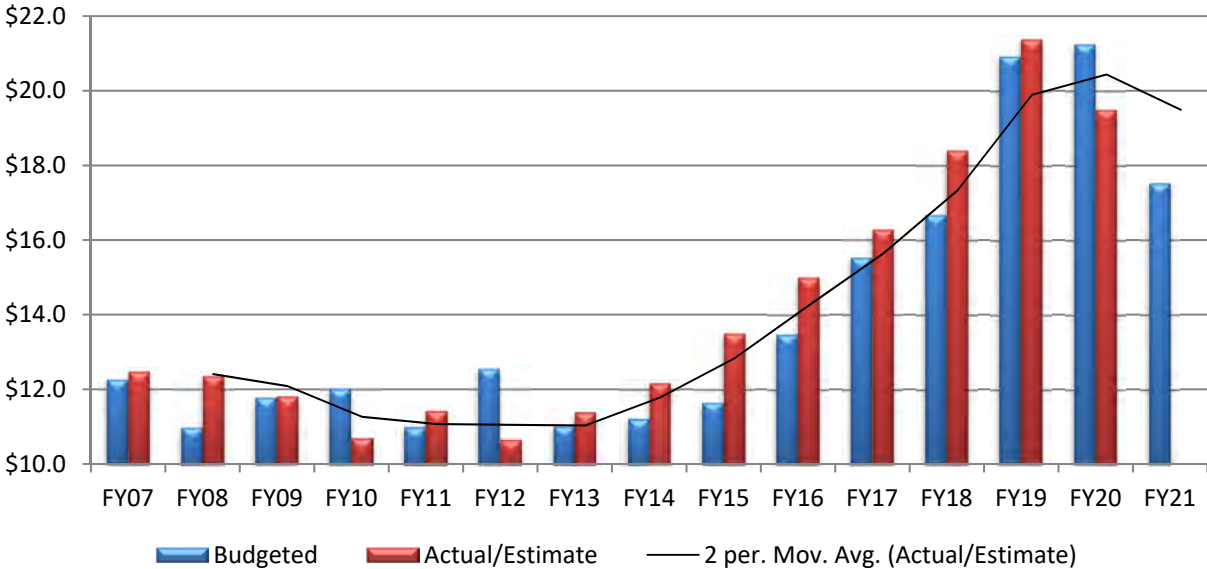
In the ten-year forecast, projected increases were partly based on an analysis of the number of overnight and day-trip visitors and average spending using historical trends. A factor was included for inflationary increases and decreases based on the assumption of another cyclical recessionary period and subsequent recovery period.

REVENUE TRENDS

continued

Transaction Privilege Taxes (City Sales Taxes) (cont'd)

City Sales Tax Revenues (In Millions)



Transient Occupancy Taxes (Bed Taxes)

Description

The City assesses a transient occupancy tax, referred to as bed tax, which is allocated to the General Fund. This tax was increased from 3% to 3.5% effective January 1, 2014. According to ARS §9-500.06, the proceeds of the 0.5 rate increase must be used exclusively for the promotion of tourism.

The City Council dedicates a significant portion of the proceeds from this tax to the management and promotion of tourism. The City entered into a contractual agreement with the Sedona Chamber of Commerce & Tourism Bureau for the operation of a Visitor’s Center and for tourism management and destination marketing activities. The remaining portion of the proceeds from this tax supports the City’s General Fund activities.

Projections

Estimated fiscal year 2019-20 bed tax revenues decreased 18% from the prior fiscal year and are down 17% from budgeted projections. As discussed in the transaction privilege taxes category, the City is no longer allowed to prohibit short-term residential rentals effective January 1, 2017. Prior to the pandemic, this has had an impact on the increases in the bed tax revenues, in addition to other factors such as increasing room occupancy rates and increasing average daily room rates.

As discussed in the transaction privilege taxes category, a model was used to forecast fiscal year 2020-21 sales and bed tax revenues based on various assumptions and estimates regarding the impacts of the pandemic.

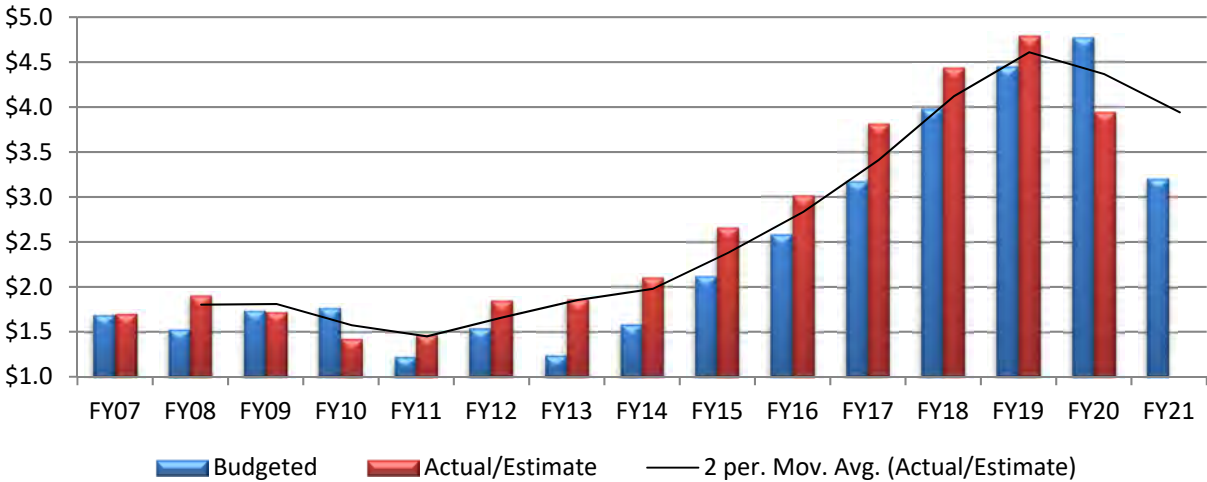
REVENUE TRENDS

continued

Transient Occupancy Taxes (Bed Taxes) (cont'd)

In the ten-year forecast, projected increases were partly based on an analysis of the number of overnight visitors and average daily room rates using historical trends. A factor was included for inflationary increases and decreases based on the assumption of another cyclical recessionary period and subsequent recovery period.

Bed Tax Revenues
(In Millions - Excluding Contingent Revenues)



In Lieu Fees and Community Facilities Districts

Description

The City created two Community Facilities Districts (CFDs), Sedona Summit II in 1999 and Fairfield in 2000. A CFD is a special taxing district formed to pay for major infrastructure improvements intended to benefit a certain geographical area. The CFDs are separate legal entities, are governed by a separate Board, and adopt their budgets separately from the City. The City Council members are designated as the CFD Board members. The City Clerk was designated as the Clerk for the Board, and in a similar fashion, the City Manager, Financial Services Director, City Attorney, and City Engineer were all designated to perform an analogous role for the CFDs.

The two CFDs created cover two timeshare developments built in the City. Timeshares are exempt from bed and sales tax in Arizona, except on a “day-by-day” rental basis. The development agreements with these two timeshares negotiated fees to be paid by the timeshares in lieu of bed taxes. They contribute based on a percentage of the annual homeowners’ association dues and/or a percentage of the transactions for timeshare sales.

The portion of the fees representing CFD taxes are restricted to fund projects directly benefitting the CFDs. While these funds are appropriated outside of the City’s budget, in each of the two CFDs separate legally adopted budgets, these revenues fund infrastructure projects managed by the City. These projects are reflected in the City’s Capital Improvement Plan (CIP) and shown as being funded from these outside sources.

REVENUE TRENDS

continued

In Lieu Fees and Community Facilities Districts (cont'd)

A portion of the fees are designated as contributions to the City’s operation and maintenance expenditures that benefit the community at large. These are recorded as in lieu fees in the General Fund.

In addition, the City may receive in lieu fees from developers who chose to contribute to the City’s Affordable Housing Fund and the Art in Public Places Fund instead of complying with the City’s requirements to include affordable housing or public art in their development projects.

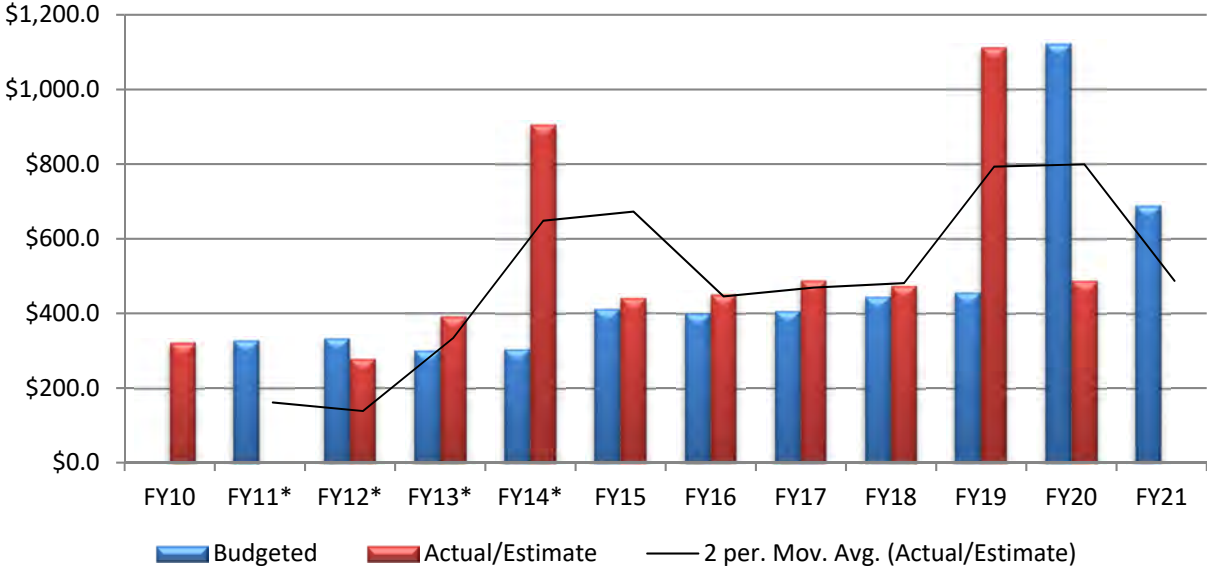
Projections

Since the fees in lieu of bed taxes have not grown significantly over the past few years, conservative estimates of inflationary increases and decreases based on the assumption of another cyclical recessionary period and subsequent recovery period were used in the ten-year projection.

The fiscal year 2018-19 actual in lieu fees for Affordable Housing included a one-time \$625,000 of a total \$824,000 contribution agreed upon by a lodging establishment. This one-time contribution was originally anticipated and budgeted in fiscal year 2019-20.

The fiscal year 2020-21 in lieu fees for Affordable Housing include the remaining \$199,000 contribution agreed upon by a lodging establishment.

In Lieu Fees
(In Thousands)



* Under modified accrual accounting, the City defers revenue recognition for receivables not collected within 60 days after year end. Fiscal year 2010-11 revenues were received after the 60-day period. Similarly, the revenues for subsequent years were recognized in the following year when received until fiscal year 2013-14 when revenues for both fiscal years 2012-13 and 2013-14 were recognized.

REVENUE TRENDS

continued

Franchise Fees

Description

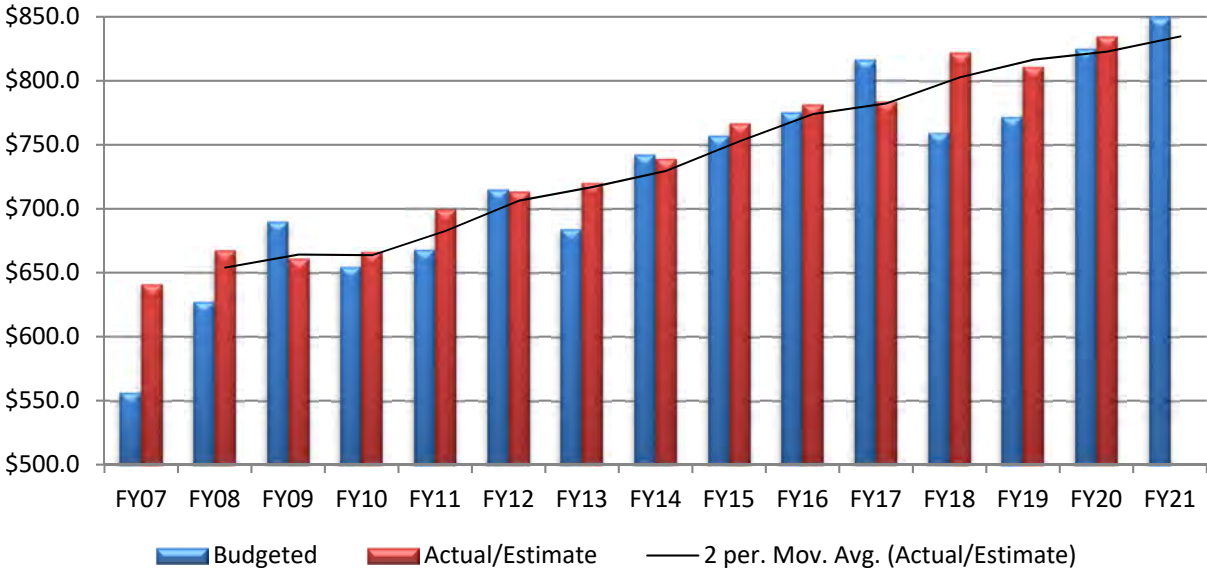
Arizona cities and towns have exclusive control over all rights-of-way dedicated to the municipality. This exclusive control enables the City to grant franchise agreements to utilities using the City’s streets in the distribution of utility services and charge a franchise tax. To grant a franchise to a public utility, State law requires the City to place the question before the voters of the community for approval. A franchise agreement is limited to a maximum term of 25 years.

The City has franchise agreements with Unisource Energy Services (gas), Arizona Public Service (electric), Suddenlink Communications (cable services), Arizona Water Company, and Oak Creek Water Company. Franchise fees are paid quarterly based on a percentage of gross revenues. Franchise fees are unrestricted for use.

Projections

Since franchise fees have not grown significantly over the past few years, conservative estimates of inflationary increases and decreases based on the assumption of another cyclical recessionary period and subsequent recovery period were used in the 10-year projection.

Franchise Fees
(In Thousands)



REVENUE TRENDS

continued

State Shared Revenues

Description

Cities and towns in Arizona receive a portion of the revenues collected by the State. These shared revenues include the following:

- **Shared Sales Taxes** – A portion of State’s sales tax revenues are distributed to the cities and towns and allocated primarily on each city’s or town’s share of the population to the total population of all incorporated cities and towns in the State based on annual census estimates. State shared sales tax revenues are unrestricted for use and are received semimonthly.
- **Shared Income Taxes** – State law provides that 15% of the State’s income tax revenues are to be shared with the cities and towns. Referred to as Urban Revenue Sharing, these monies are allocated primarily on each city’s or town’s share of the population to the total population of all incorporated cities and towns in the State based on annual census estimates. The annual amount distributed is based on collections from 2 years prior. Urban Revenue Sharing monies are unrestricted for use and are received monthly.
- **Shared Gas Taxes** – Highway User Revenue Fund (HURF) monies are primarily generated from the State collected gasoline taxes; however, there are a number of additional transportation-related fees including a portion of vehicle license taxes (VLT) that are placed in the Highway User Revenue Fund. Cities and towns receive 27.5% of highway user revenues on a monthly basis. One-half of the monies that the City receives is based on its population in relation to the population of all cities and towns in the State. The remaining half is allocated on the basis of “county of origin” of gasoline sales and the relation of the City’s population to the population of all cities and towns in Yavapai and Coconino Counties. There is a State constitutional restriction on the use of the highway user revenues which requires that these funds be used solely for street and highway purposes. These revenues are received monthly and recorded in the City’s Streets Fund.
- **Shared Vehicle License Taxes** – Approximately 20% of the revenues collected for the licensing of motor vehicles are distributed to incorporated cities and towns. This vehicle license tax is distributed to the City of Sedona based on the relation of its population to the total population of all incorporated cities and towns within both Yavapai and Coconino Counties. VLT is unrestricted for use and is received semimonthly.

Projections

In the 10-year forecast, projected increases were largely based on an analysis of historical trends and projected changes in the City’s population compared to the total population of all incorporated cities and towns in the State. A factor was included for inflationary increases and decreases based on the assumption of another cyclical recessionary period and subsequent recovery period.

For fiscal year 2020-21, estimates were used based on the 10-year forecast assumptions. The State also provides estimates of the City’s portion of shared revenues, but these estimates are received very late in the City’s budget adoption process. The City’s estimates are comparable to the State estimates.

- **Shared Sales Taxes** – The State has projected state shared sales taxes to decrease 6% from the prior year estimates. The City’s estimate was slightly less of a decrease at 1%.

REVENUE TRENDS

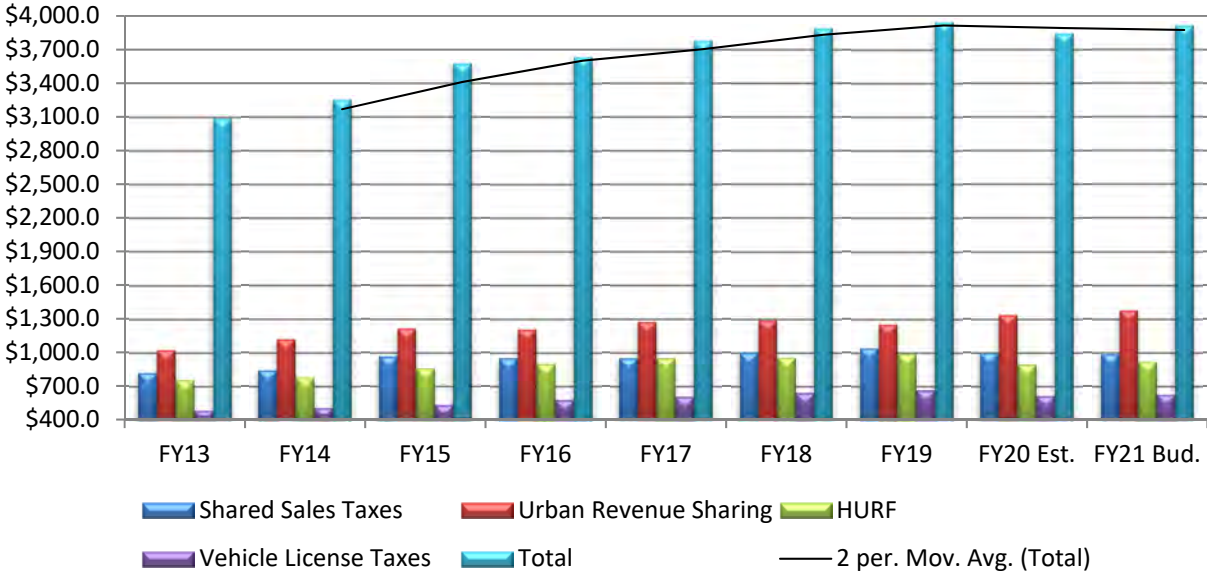
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State Shared Revenues (cont'd)

- **Shared Income Taxes** – The State has projected Urban Revenue Sharing to increase 10%. The City’s estimate was more conservative at a 3% increase.
- **Shared Gas Taxes** – The State has projected HURF revenues to increase 3% over the prior year estimates. The City’s estimate was also a 3% decrease. Growth in future years is expected to be very modest as fuel reduction from conservation and vehicle efficiencies affect the amount of gasoline used.
- **Shared Vehicle License Taxes** – The State has projected VLT to increase 26% over the prior year estimates. The City’s estimate was more conservative at 3%, and past State estimates for VLT have been higher than actuals.

While state shared revenues are expected to continue to increase when the overall State revenue increases, the City’s portion may be subject to decreases. The City has experienced a relatively flat population growth while many other cities in Arizona have experienced significant population growth. This is expected to result in Sedona receiving a smaller share of the overall allocation in the future.

State Shared Revenues
(In Thousands)



Other Intergovernmental

Description

The other intergovernmental revenue category includes revenues from intergovernmental agreements and grants. The revenues from intergovernmental agreements are largely participation of other entities in the City’s capital improvement projects, particularly storm drainage improvements.

REVENUE TRENDS

continued

Other Intergovernmental (cont'd)

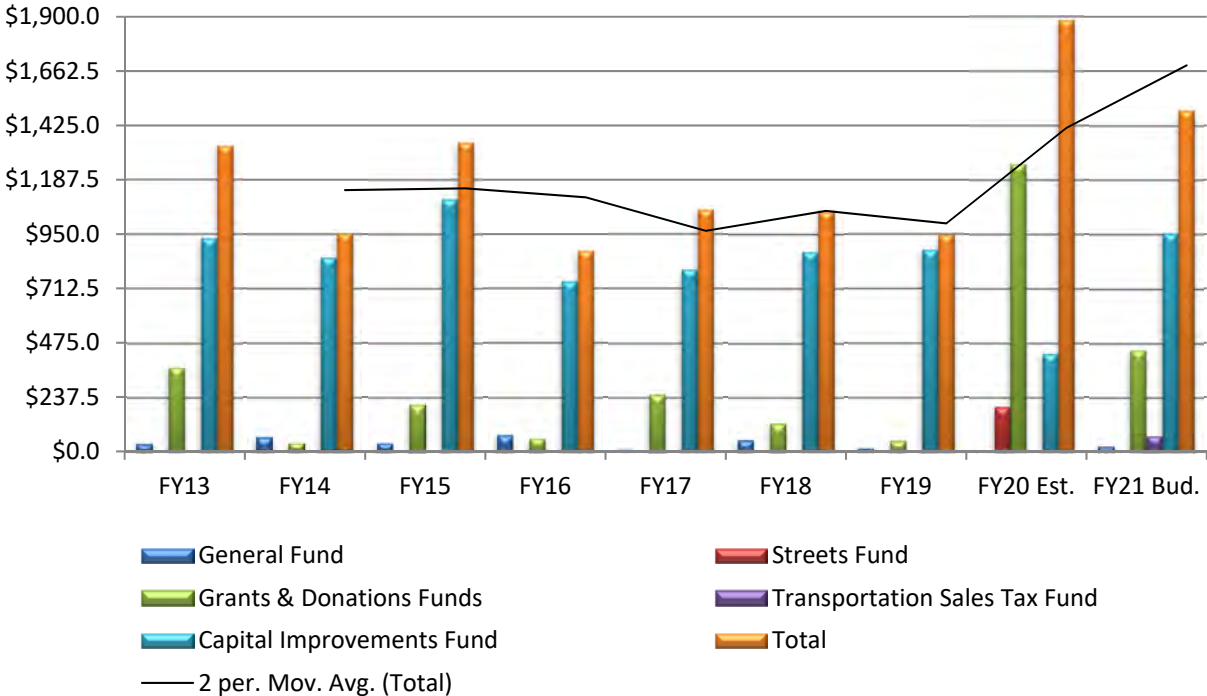
Projections

The projections of other intergovernmental revenues are primarily based on anticipated revenues for specific capital improvement projects and anticipated grants. Flood control funding from both Coconino and Yavapai Counties are ongoing. Flood control monies are allocated to the City's based on proposed projects, and the 10-year projections are based on historical revenue levels and proposed projects in the Capital Improvement Plan.

Fiscal year 2019-20 includes a one-time \$1.2 million allocation of Cares Act funding and a one-time distribution of state funding of \$197,800 for streets maintenance projects.

Fiscal year 2020-21 includes a contingency placeholder in both revenues and expenditures of \$300,000 for other possible grants and other donations that may be awarded during the year.

Other Intergovernmental Revenues (In Thousands - Excluding Contingent Revenues)



Licenses & Permits

Description

The licenses and permits revenue category includes community development permits (e.g., building permits, conditional use permits, sign permits, etc.), business licenses, and other miscellaneous licenses and permits such as liquor licenses and civil union registrations.

REVENUE TRENDS

continued

Licenses & Permits (cont'd)

Building permits are based on construction valuations or per unit fees depending on the permit and construction. Other community development permits are generally fixed fee or per unit amounts. Community development permits are unrestricted for use.

The City requires all businesses physically located in the city limits. In fiscal year 2018-19, the City eliminate the business license requirement for businesses outside city limits that incurred a sales tax liability to the City. The primary purpose of the licensing requirement is to regulate businesses within the community. Effective January 1, 2020, fees are set at \$70 for a new business license, \$35 for annual renewals, and \$10 for temporary licenses. Business licenses are unrestricted for use.

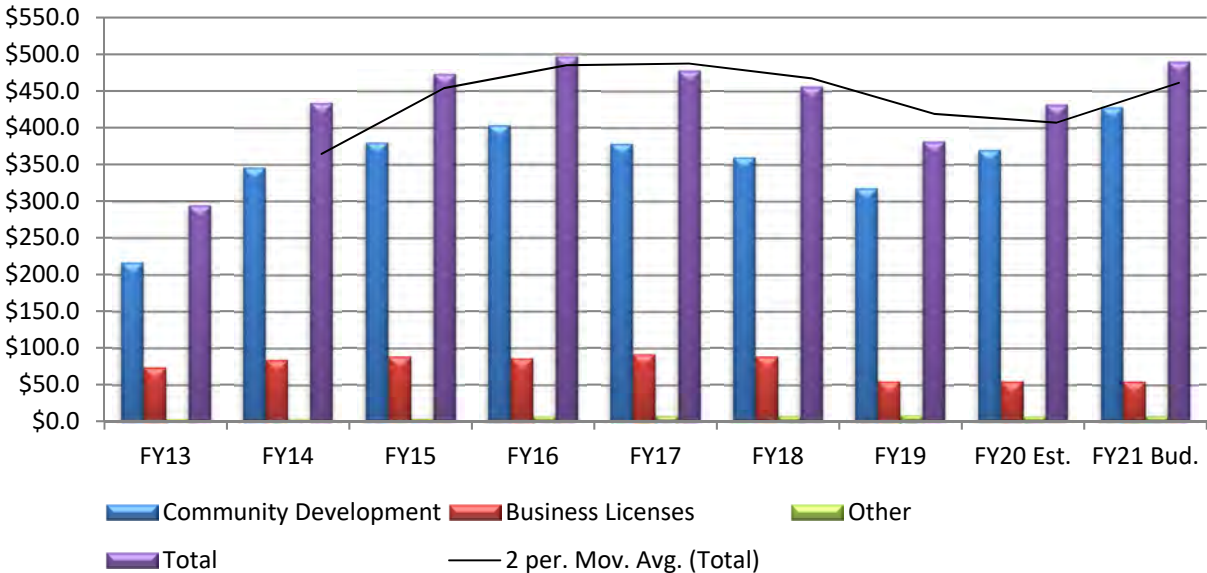
The other miscellaneous licenses and permits are also unrestricted for use.

Projections

Revenue from community development permits is projected to increase due to an approved increase in fees. Business license revenue is projected to remain flat.

In the 10-year forecast, projected building permit increases and decreases were largely based on an analysis of historical trends and projected construction indices with estimated increases and decreases based on the assumption of another cyclical recessionary period and subsequent recovery period. Other licenses and permits were forecasted with minor increases in a few of the later years of the 10-year forecast for estimated changes to user fee schedules.

Licenses & Permits
(In Thousands)



REVENUE TRENDS

continued

Charges for Services (excluding internal cost charges)

Description

Charges for services are fees charged for specific services provided by the City. Analyses of the impact on cost-of-service are periodically undertaken by the City staff to determine if any changes to fees and charges should be recommended to the City Council.

General Fund – The charges for services in the General Fund include recreation user fees, community development fees, paid parking fees, and other miscellaneous charges for services. These fees are generally unrestricted for use; however, the City Council has promised the merchants in the Uptown area that the proceeds from the paid parking program, net of program costs, will be reinvested in the Uptown area.

The recreation user fees include pool fees and classes, recreation classes, open gym fees, and special events. The community development fees include development reviews, reinspection fees, and other development fees.

As part of the City’s overall strategic parking management plan, the next step as directed by the City Council was the implementation of a paid parking program in the Uptown area. The program began in June 2017.

Wastewater Fund – The wastewater fees are dedicated to the Wastewater Enterprise Fund. These include the monthly service fees, stand-by fees, and account setup fees. The residential monthly service fees are based on fixed fees per billing unit as follows:

FY 2021 RESIDENTIAL WASTEWATER RATES

	Monthly Rate
Standard Residential	\$61.11
Discount Programs:	
Residential Low-Flow	\$47.52
Low-Income Residential	\$32.17

The monthly rates for commercial customers are based on the type of business.

Property owners of vacant land with sewer availability are subject to stand-by fees. This charge is based on the City’s costs for maintenance and depreciation of the facilities built and available to serve parcels that have delayed development. Once property owners have connected to the sewer system, the monthly rates apply. The stand-by fees are one-half the standard residential rate.

The account setup fees are a one-time \$25 for all new accounts.

REVENUE TRENDS

continued

Charges for Services (cont'd)

While the 2013-14 Wastewater Rate Study and Financial Plan adopted by the City Council had recommended a 3% increase in the monthly wastewater rates for fiscal year 2020-21, no increase was enacted to provide some relief to the ratepayers. The balances in the Wastewater Fund have exceeded the anticipated amounts in the rate study. The past rate increases were part of the findings and recommendations of the rate study. The rate adjustments were designed to cover anticipated inflationary increases in expenses, help the fund become more sustainable, and allow the City to reduce the city sales tax subsidy to the Wastewater Enterprise Fund over time until it is eliminated in fiscal year 2026-27. See the Inter-Fund Transfers section for more details on the sales tax subsidy.

A new rate study is in process, and the results of that study will be incorporated in the next year's forecast.

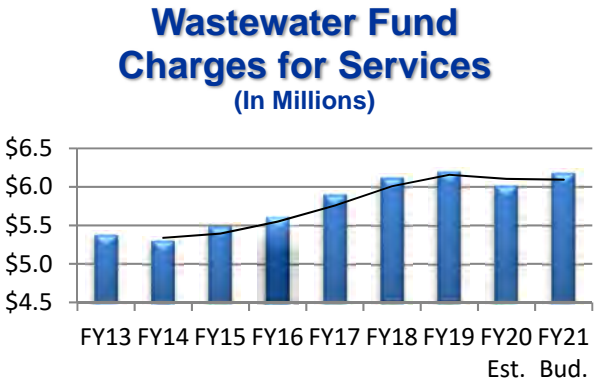
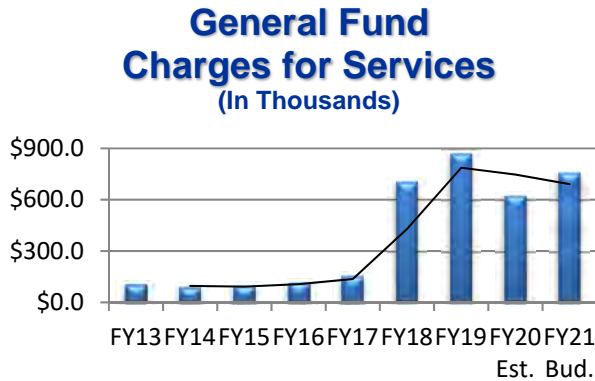
Grants & Donations Funds – The vending machine revenues are dedicated to employee appreciation programs.

Information Technology Fund – The Geographic Information Systems fees are unrestricted for use.

Projections

Most of the General Fund charges for services were forecasted with minor increases in a few of the later years of the 10-year forecast for estimated changes to user fee schedules. Election reimbursements were projected every other year based on the 2-year election cycle. Paid parking fees were estimated based on experience in the first year of the program less a reduction for anticipated suspension of the program during Uptown roadway improvements.

As previously discussed in the Budget Overview, no increase in the monthly wastewater rates was adopted for fiscal year 2020-21. For fiscal years 2019-20 and 2020-21, accommodations made to help customers during the COVID-19 financial crisis have been factored into the projections. The flat rates, plus factors for new accounts and shifts between standard and discounted rates, have also been included in the forecast. Account setup fees were forecasted with minor increases in a few of the later years of the 10-year forecast for estimated changes to user fee schedules.

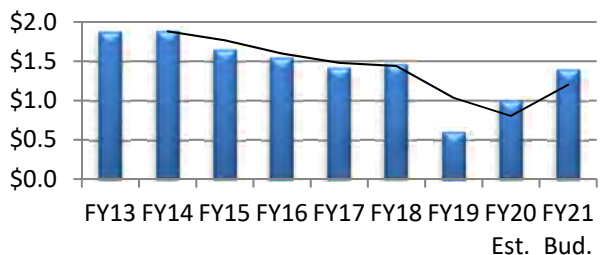


REVENUE TRENDS

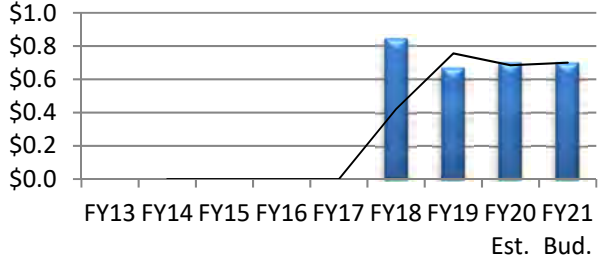
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Charges for Services (cont'd)

**Grants & Donations Funds
Charges for Services**
(In Thousands)



**Information Technology Fund
Charges for Services**
(In Thousands)



Fines and Forfeitures

Description

The fines and forfeitures revenue category includes court fines, administrative charges for towed vehicles, wastewater environmental penalties, parking enforcement, and other miscellaneous penalties and late fees.

Revenue from court fines comes from traffic violations and other fines paid for the violation of municipal ordinances. Court fines are largely unrestricted; however, certain fines are restricted to specific court uses. The restricted court fines are recorded in the Grants & Donations Funds starting in fiscal year 2015-16, while the unrestricted court fines are recorded in the General Fund.

As authorized by ARS §28-3513, the Police Department assesses a \$150 administrative charge for vehicles that are mandated to be towed for various reasons established under ARS §28-3511. This administrative charge is restricted for the purpose of the implementation of these towing requirements. These revenues are recorded in the General Fund and offset a portion of the costs associated with this program.

The wastewater environmental penalties are assessed on developed properties that have not connected to the City's sewer system when required. These revenues are dedicated to the Wastewater Enterprise Fund and contribute to the maintenance of the required capacity to service these accounts when connected.

As part of the City's overall strategic parking management plan, the next step as directed by the City Council was the implementation of a paid parking program in the Uptown area. The program began in June 2017. These revenues are unrestricted for use.

The other miscellaneous penalties and late fees are recorded in the fund in which they are generated, either the General Fund or the Wastewater Enterprise Fund.

Projections

A significant portion of the court fines are related to the number of traffic citations issued. The number of traffic citations issued is largely related to staffing levels in the Police Department. Fluctuations in staffing in the Police Department due to turnover have had an impact on the number of citations issued and in turn the amount of court fine revenue received. Minor increases were projected for court fine revenues for fiscal year 2020-21.

REVENUE TRENDS

continued

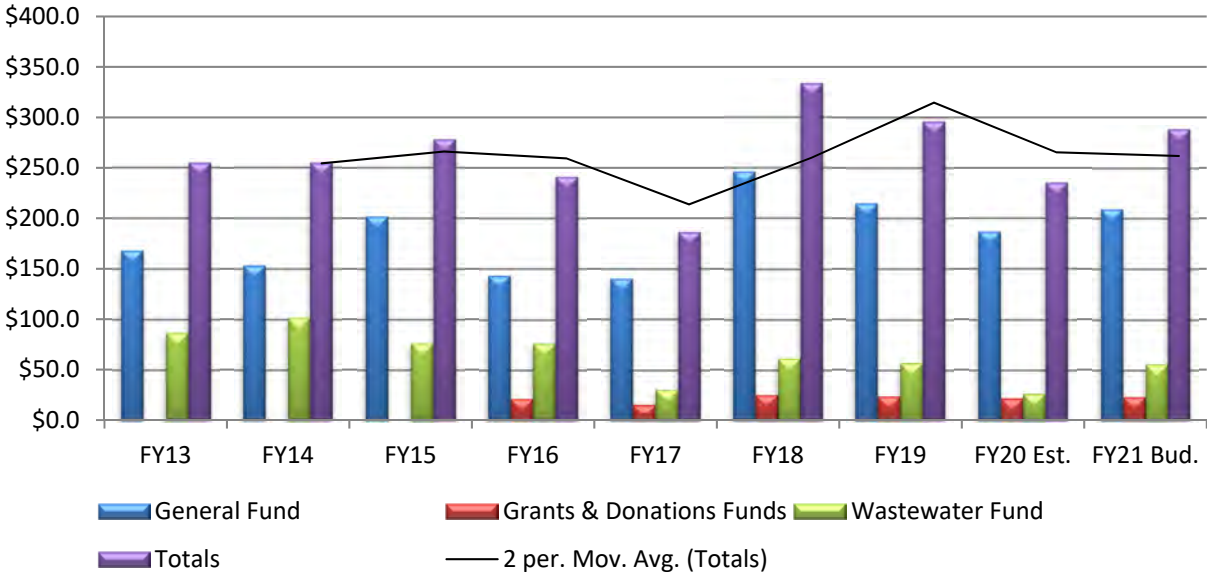
Fines and Forfeitures

The wastewater environmental penalties are generally charged at twice the monthly service fee. Certain properties were given the opportunity to enter into agreements with the City to defer connection for up to ten years as long as certain criteria are met. The wastewater environmental penalties for those properties are charged at one-half the monthly service fee. Wastewater service rates were not increased for fiscal year 2020-21, and no increase was projected for the environmental penalties.

The wastewater late fees projected for fiscal year 2019-20 are significantly lower than the prior year due to large write-offs.

Minor increases and decreases were projected for the other fines, penalties and late fees based on historical averages.

Fines and Forfeitures (In Thousands)



Development Impact Fees

Description

Development impact fees are assessed by the City on new development for the purpose of financing infrastructure ultimately needed to support a growing community. As mandated by State law, impact fee revenue can only be used to support new projects and capital infrastructure. Recent legislative changes have further restricted the uses of development impact fees and the methods for calculating impact fees. Fees collected under the new legislation must be refunded to the property owner if the infrastructure for which a fee has been collected is not completed within 10 years. A new fee study was completed in 2019, and increases were effective September 2019.

REVENUE TRENDS

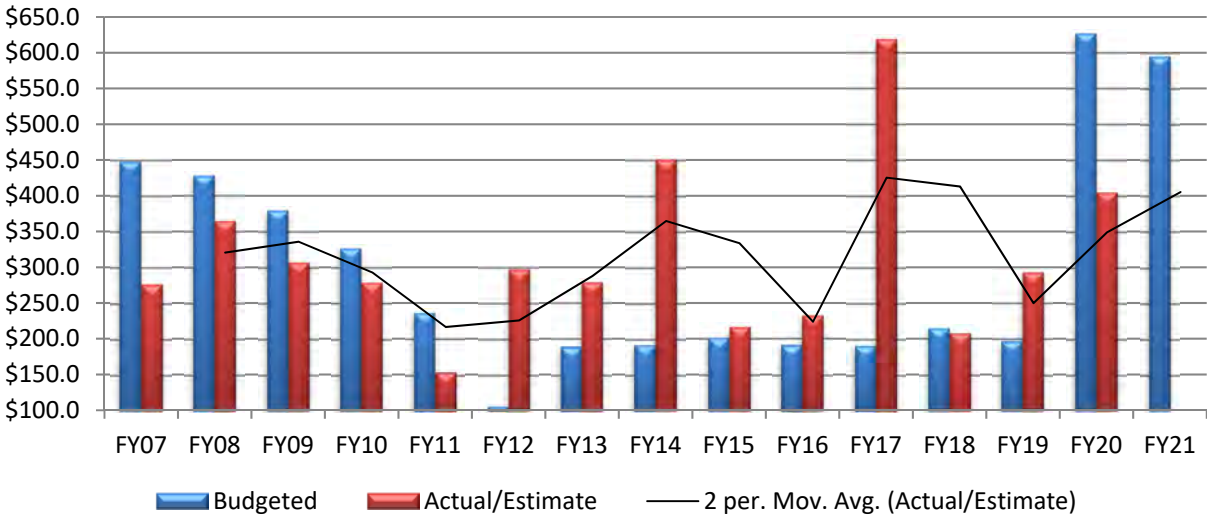
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Development Impact Fees (cont'd)

Projections

Significant one-time development occurred in fiscal year 2016-17 resulting in significantly higher revenues. In addition to anticipated one-time development, the 10-year forecast was based on ongoing levels of development impact fees and largely adjusted based on an analysis of historical trends and projected construction indices with estimated increases and decreases based on the assumption of another cyclical recessionary period and subsequent recovery period. This source of revenue is expected to decline as the City approaches build-out.

Development Impact Fees
(In Thousands)



Capacity Fees

Description

Capacity fee revenues are collected as one-time fees for residents and businesses to connect to the sewer. The current residential connection rate is \$10,976.04. The commercial rates vary based on the type of business. The rates are increased each January 1 based on the Engineering News-Record construction cost index inflation factor. Capacity fees are used to offset the cost of wastewater treatment plant capacity improvements.

A new rate study is in process, and the results of that study will be incorporated in the next year's forecast.

Projections

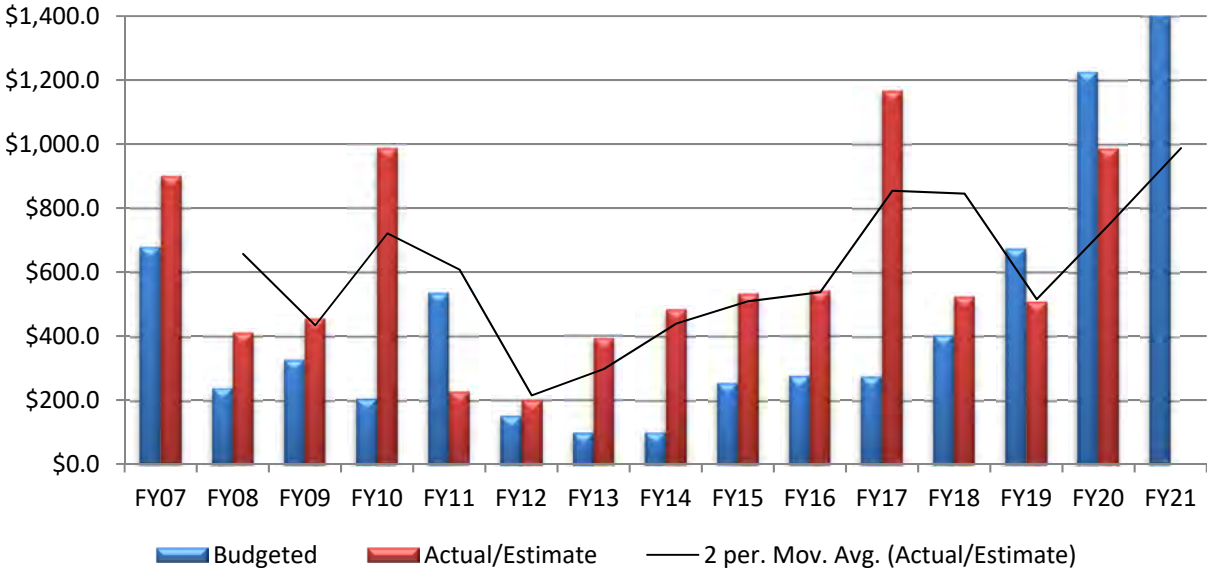
Significant one-time development occurred in fiscal year 2016-17 resulting in significantly higher revenues. In addition to anticipated one-time development, the 10-year forecast was based on ongoing levels of capacity fees and largely adjusted based on an analysis of historical trends and projected construction indices with estimated increases and decreases based on the assumption of another cyclical recessionary period and subsequent recovery period. The forecast includes an assumption of all remaining residential accounts on deferred connection agreements will connect in fiscal year 2021-22. This source of revenue is expected to decline as the City approaches build-out.

REVENUE TRENDS

continued

Capacity Fees (cont'd)

Capacity Fees (In Thousands)



Other Revenues

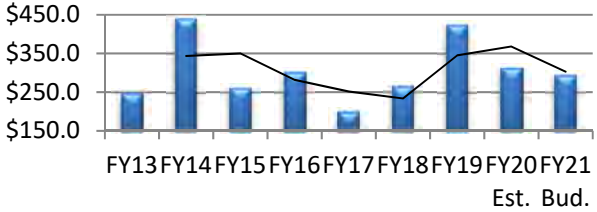
Description

The other revenues category includes facility rentals, interest earnings, donations, and other miscellaneous revenues.

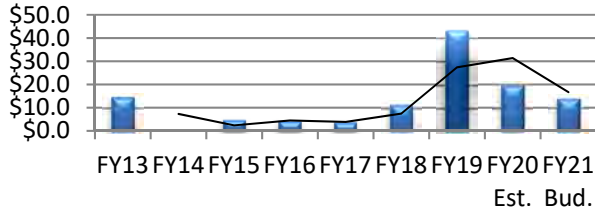
Projections

Each of the individual other revenue sources were reviewed and projected based on historical trend information specific to that revenue source or other known information such as anticipated outside participation for specific capital improvement projects.

General Fund Other Revenues (In Thousands)



Streets Fund Other Revenues (In Thousands)

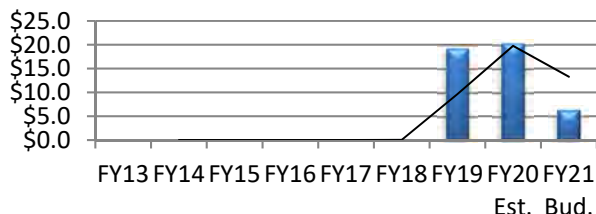


REVENUE TRENDS

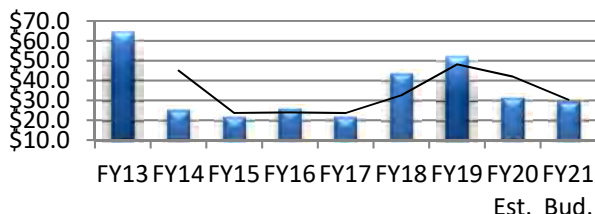
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Other Revenues (cont'd)

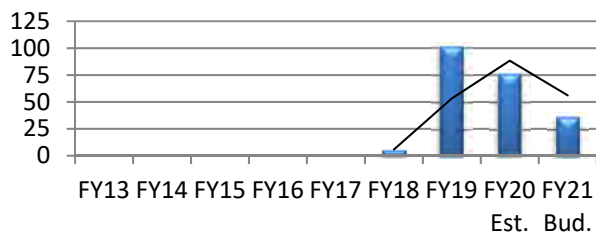
Affordable Housing Fund Other Revenues (In Thousands)



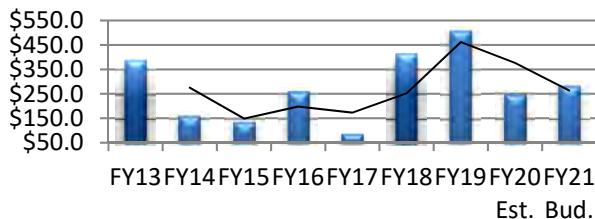
Grants & Donations Funds Other Revenues (In Thousands)



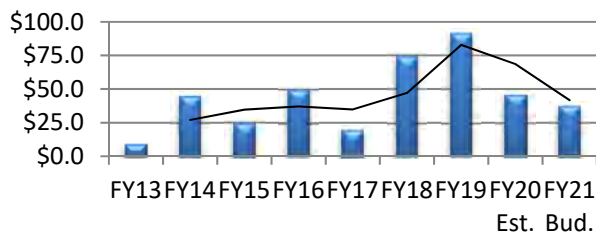
Transportation Sales Tax Fund Other Revenues (In Thousands)



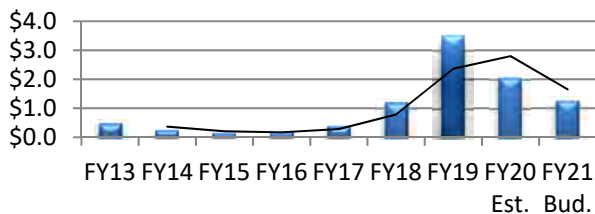
Capital Improvements Fund Other Revenues (In Thousands)



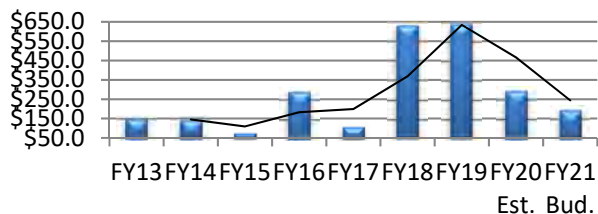
Development Impact Fees Funds Other Revenues (In Thousands)



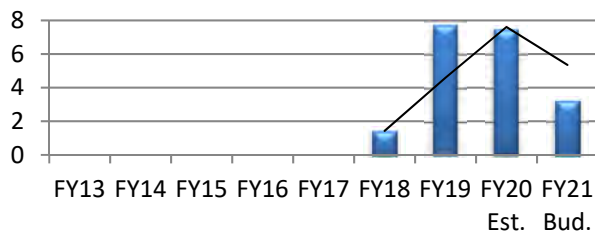
Art in Public Places Fund Other Revenues (In Thousands)



Wastewater Fund Other Revenues (In Thousands)



Information Technology Fund Other Revenues (In Thousands)



REVENUES & OTHER FINANCING SOURCES SUMMARIES

All Funds

	General Fund	Streets Fund	Affordable Housing Fund	Grants & Donations Funds	Transportation Sales Tax Fund	Capital Improvements Fund	Development Impact Fees Funds	Art in Public Places Fund	Wastewater Enterprise Fund	Information Technology Fund	Totals
Revenues											
City Sales Taxes	\$15,011,000	\$0	\$0	\$0	\$2,498,500	\$0	\$0	\$0	\$0	\$0	\$17,509,500
Bed Taxes	\$3,199,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,199,900
In Lieu Fees	\$498,000	\$0	\$199,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$697,000
Franchise Fees	\$849,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$849,600
State Shared Revenues	\$2,989,300	\$919,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,908,500
Other Intergovernmental	\$23,690	\$0	\$0	\$443,900	\$70,000	\$953,454	\$0	\$0	\$0	\$0	\$1,491,044
Licenses and Permits	\$490,150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$490,150
Charges for Services	\$759,480	\$0	\$0	\$1,400	\$0	\$0	\$0	\$0	\$6,176,500	\$700	\$6,938,080
Internal Cost Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,757,370	\$1,757,370
Fines and Forfeitures	\$208,960	\$0	\$0	\$23,700	\$0	\$0	\$0	\$0	\$55,800	\$0	\$288,460
Development Impact Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$595,200	\$0	\$0	\$0	\$595,200
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,593,100	\$0	\$1,593,100
Other Revenues	\$294,030	\$13,860	\$6,280	\$29,330	\$36,300	\$281,000	\$37,540	\$1,250	\$194,280	\$3,230	\$897,100
Contingent Grants/Donations	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Total Revenues	\$24,324,110	\$933,060	\$205,280	\$798,330	\$2,604,800	\$1,234,454	\$632,740	\$1,250	\$8,019,680	\$1,761,300	\$40,515,004
Other Financing Sources											
Transfers from Other Funds	\$0	\$272,840	\$200,000	\$0	\$0	\$8,344,632	\$0	\$38,108	\$3,400,000	\$0	\$12,255,580
Total Other Financing Sources	\$0	\$272,840	\$200,000	\$0	\$0	\$8,344,632	\$0	\$38,108	\$3,400,000	\$0	\$12,255,580
GRAND TOTAL	\$24,324,110	\$1,205,900	\$405,280	\$798,330	\$2,604,800	\$9,579,086	\$632,740	\$39,358	\$11,419,680	\$1,761,300	\$52,770,584

All Funds Comparison

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Revenues				
City Sales Taxes	\$17,509,500	\$21,245,800	\$19,490,300	\$21,381,693
Bed Taxes	\$3,199,900	\$4,769,300	\$3,940,500	\$4,788,239
In Lieu Fees	\$697,000	\$1,121,500	\$486,900	\$1,111,937
Franchise Fees	\$849,600	\$825,100	\$834,700	\$810,916
State Shared Revenues	\$3,908,500	\$3,999,330	\$3,841,600	\$3,943,071
Other Intergovernmental	\$1,491,044	\$817,215	\$1,884,100	\$944,726
Licenses and Permits	\$490,150	\$401,050	\$431,910	\$381,501
Charges for Services	\$6,938,080	\$6,793,683	\$6,636,765	\$7,067,786
Internal Cost Charges	\$1,757,370	\$1,678,640	\$1,679,500	\$1,787,198
Fines and Forfeitures	\$288,460	\$296,960	\$235,060	\$295,737
Development Impact Fees	\$595,200	\$626,350	\$405,000	\$292,546
Capacity Fees	\$1,593,100	\$1,227,000	\$987,400	\$507,170
Other Revenues	\$897,100	\$1,036,860	\$1,054,030	\$1,888,545
Contingent Grants/Donations	\$300,000	\$300,000	\$0	\$0
Total Revenues	\$40,515,004	\$45,138,788	\$41,907,765	\$45,201,065
Other Financing Sources				
Transfers from Other Funds	\$12,255,580	\$7,238,493	\$8,515,338	\$6,846,385
Total Other Financing Sources	\$12,255,580	\$7,238,493	\$8,515,338	\$6,846,385
GRAND TOTAL	\$52,770,584	\$52,377,281	\$50,423,103	\$52,047,450

REVENUES & OTHER FINANCING SOURCES SUMMARIES

continued

General Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Revenues				
City Sales Taxes	\$15,011,000	\$18,217,100	\$16,738,700	\$18,419,630
Bed Taxes	\$3,199,900	\$4,769,300	\$3,940,500	\$4,788,239
In Lieu Fees	\$498,000	\$496,500	\$486,900	\$486,937
Franchise Fees	\$849,600	\$825,100	\$834,700	\$810,916
State Shared Sales Taxes	\$985,600	\$1,040,600	\$996,300	\$1,039,635
Urban Revenue Sharing	\$1,375,800	\$1,256,100	\$1,336,500	\$1,251,688
Vehicle License Taxes	\$627,900	\$700,800	\$616,400	\$662,935
Other Intergovernmental	\$23,690	\$22,000	\$3,680	\$15,920
Licenses and Permits	\$490,150	\$401,050	\$431,910	\$381,501
Charges for Services	\$759,480	\$625,300	\$623,365	\$871,444
Fines and Forfeitures	\$208,960	\$206,760	\$186,560	\$214,738
Other Revenues	\$294,030	\$281,510	\$312,380	\$423,717
GRAND TOTAL	\$24,324,110	\$28,842,120	\$26,507,895	\$29,367,300

Wastewater Enterprise Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Revenues				
Monthly Fees	\$5,792,300	\$5,785,009	\$5,613,200	\$5,784,806
Stand-by Fees	\$365,700	\$365,674	\$380,400	\$393,278
Other Charges for Services	\$18,500	\$15,500	\$18,100	\$16,992
Environmental Penalty Fees	\$25,100	\$27,300	\$25,100	\$27,561
Other Fines and Forfeitures	\$30,700	\$38,600	\$1,400	\$29,317
Capacity Fees*	\$1,593,100	\$1,227,000	\$987,400	\$507,169
Other Revenues	\$194,280	\$354,130	\$293,530	\$639,182
Total Revenues	\$8,019,680	\$7,813,213	\$7,319,130	\$7,398,305
Other Financing Sources				
Transfer from General Fund	\$3,400,000	\$3,447,000	\$3,447,000	\$4,599,709
Total Other Financing Sources	\$3,400,000	\$3,447,000	\$3,447,000	\$4,599,709
GRAND TOTAL	\$11,419,680	\$11,260,213	\$10,766,130	\$11,998,014

*The Capacity Fees for FY 2021 included significant one-time fees for large development projects.

EXPENDITURES & OTHER FINANCING USES SUMMARIES

All Funds

	General Fund	Streets Fund	Affordable Housing Fund	Grants & Donations Funds	Transportation Sales Tax Fund	Capital Improvements Fund	Development Impact Fees Funds	Art in Public Places Fund	Wastewater Fund	Information Technology Fund	Totals
Expenditures											
City Council	\$205,195	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$205,195
City Manager's Office	\$3,828,450	\$0	\$0	\$0	\$150,970	\$0	\$0	\$0	\$0	\$4,940	\$3,984,360
Human Resources	\$420,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$420,600
Financial Services	\$1,424,390	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$123,330	\$0	\$1,547,720
Information Technology	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$71,690	\$1,467,257	\$1,538,947
City Attorney's Office	\$808,950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$908,950
City Clerk's Office	\$447,975	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$447,975
Parks & Recreation	\$1,067,455	\$0	\$0	\$17,500	\$0	\$0	\$0	\$0	\$0	\$7,000	\$1,091,955
General Services	\$2,354,944	\$0	\$0	\$321,300	\$0	\$0	\$0	\$0	\$100,000	\$0	\$2,776,244
Debt Service	\$1,034,560	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,690,775	\$0	\$5,725,335
Community Development	\$2,236,225	\$0	\$1,020,555	\$346,700	\$0	\$0	\$0	\$0	\$0	\$42,800	\$3,646,280
Public Works	\$4,814,260	\$1,205,980	\$0	\$0	\$116,130	\$0	\$0	\$0	\$373,160	\$17,550	\$6,527,080
Economic Development	\$329,040	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$329,040
Police	\$6,562,336	\$0	\$0	\$75,200	\$0	\$0	\$0	\$0	\$0	\$59,085	\$6,696,621
Municipal Court	\$649,380	\$0	\$0	\$11,200	\$0	\$0	\$0	\$0	\$0	\$0	\$660,580
Wastewater	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,876,425	\$9,800	\$3,886,225
Capital Improvement Projects	\$0	\$0	\$0	\$254,673	\$0	\$12,041,787	\$1,404,417	\$0	\$1,380,000	\$0	\$15,080,877
Charges to Other Departments	(\$4,259,700)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$4,259,700)
Total Expenditures	\$21,924,060	\$1,205,980	\$1,020,555	\$1,026,573	\$267,100	\$12,041,787	\$1,404,417	\$0	\$10,715,380	\$1,608,432	\$51,214,284
Other Financing Uses											
Transfers to Other Funds	\$6,037,840	\$0	\$0	\$0	\$6,179,632	\$38,108	\$0	\$0	\$0	\$0	\$12,255,580
Total Other Financing Uses	\$6,037,840	\$0	\$0	\$0	\$6,179,632	\$38,108	\$0	\$0	\$0	\$0	\$12,255,580
GRAND TOTAL	\$27,961,900	\$1,205,980	\$1,020,555	\$1,026,573	\$6,446,732	\$12,079,895	\$1,404,417	\$0	\$10,715,380	\$1,608,432	\$63,469,864

EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Expenditures (by Department)				
City Council	\$205,195	\$219,100	\$207,860	\$207,404
City Manager's Office	\$3,919,360	\$3,735,310	\$3,737,280	\$3,242,243
Human Resources	\$420,600	\$421,970	\$460,250	\$344,742
Financial Services	\$1,495,720	\$1,494,960	\$1,475,960	\$1,374,999
Information Technology	\$1,445,697	\$1,495,350	\$1,433,243	\$1,590,197
City Attorney's Office	\$908,950	\$932,430	\$798,230	\$664,923
City Clerk's Office	\$420,525	\$411,570	\$416,445	\$380,342
Parks & Recreation*	\$1,047,655	\$1,045,850	\$999,933	\$854,248
General Services	\$1,503,604	\$1,883,007	\$1,812,648	\$1,582,780
Contingencies	\$2,044,440	\$2,595,000	\$0	\$0
Community Development	\$2,465,825	\$2,262,950	\$2,211,545	\$1,995,530
Public Works	\$6,164,380	\$6,004,175	\$5,776,505	\$5,445,257
Economic Development	\$329,040	\$273,780	\$273,270	\$217,820
Police**	\$6,537,021	\$6,999,487	\$6,814,592	\$6,361,055
Municipal Court	\$659,180	\$527,240	\$552,330	\$495,292
Wastewater***	\$3,559,625	\$4,101,138	\$3,708,935	\$3,537,514
Charges to Other Departments	(\$4,259,700)	(\$4,217,860)	(\$4,349,540)	(\$3,591,355)
Contributions to Equipment Replacement Reserves	\$0	(\$1,088,900)	(\$1,063,150)	(\$1,028,941)
Contributions to Major Maintenance Reserves	\$0	(\$109,350)	(\$71,150)	(\$16,286)
Total Ongoing Expenditures	\$28,867,117	\$28,987,207	\$25,195,186	\$23,657,764

One-Time Expenditures (by Department)

City Manager's Office	\$65,000	\$95,500	\$32,500	\$8,616
Human Resources	\$0	\$0	\$0	\$8,613
Financial Services	\$52,000	\$95,000	\$97,000	\$106,156
Information Technology	\$93,250	\$245,150	\$208,726	\$239,473
City Clerk's Office	\$27,450	\$0	\$200	\$64,524
Parks & Recreation	\$44,300	\$3,450	\$49,300	\$32,803
General Services	\$28,200	\$26,300	\$6,200	\$0
Debt Service	\$5,725,335	\$5,729,775	\$5,727,525	\$5,865,948
Community Development	\$380,455	\$440,700	\$121,235	\$87,825
Public Works	\$362,700	\$499,420	\$501,680	\$573,235
Economic Development	\$0	\$9,500	\$10,000	\$22,500
Police	\$134,600	\$292,834	\$213,734	\$198,238
Municipal Court	\$11,200	\$17,075	\$6,225	\$0
Wastewater	\$316,800	\$888,382	\$812,730	\$273,738
Capital Improvement Projects	\$15,105,877	\$14,086,337	\$12,767,629	\$5,835,990
Total One-Time Expenditures	\$22,347,167	\$22,429,423	\$20,554,684	\$13,317,659

EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Total Expenditures (by Department)				
City Council	\$205,195	\$219,100	\$207,860	\$207,404
City Manager's Office	\$3,984,360	\$3,830,810	\$3,769,780	\$3,250,859
Human Resources	\$420,600	\$421,970	\$460,250	\$353,355
Financial Services	\$1,547,720	\$1,589,960	\$1,572,960	\$1,481,155
Information Technology	\$1,538,947	\$1,740,500	\$1,641,969	\$1,829,670
City Attorney's Office	\$908,950	\$932,430	\$798,230	\$664,923
City Clerk's Office	\$447,975	\$411,570	\$416,645	\$444,866
Parks & Recreation	\$1,091,955	\$1,049,300	\$1,049,233	\$887,051
General Services	\$1,531,804	\$1,909,307	\$1,818,848	\$1,582,780
Debt Service	\$5,725,335	\$5,729,775	\$5,727,525	\$5,865,948
Contingencies	\$2,044,440	\$2,595,000	\$0	\$0
Community Development	\$2,846,280	\$2,703,650	\$2,332,780	\$2,083,355
Public Works	\$6,527,080	\$6,503,595	\$6,278,185	\$6,018,492
Economic Development	\$329,040	\$283,280	\$283,270	\$240,320
Police	\$6,671,621	\$7,292,321	\$7,028,326	\$6,559,293
Municipal Court	\$670,380	\$544,315	\$558,555	\$495,292
Wastewater	\$3,876,425	\$4,989,520	\$4,521,665	\$3,811,252
Capital Improvement Projects	\$15,105,877	\$14,086,337	\$12,767,629	\$5,835,990
Charges to Other Departments	(\$4,259,700)	(\$4,217,860)	(\$4,349,540)	(\$3,591,355)
Contributions to Equipment Replacement Reserves	\$0	(\$1,088,900)	(\$1,063,150)	(\$1,028,941)
Contributions to Major Maintenance Reserves	\$0	(\$109,350)	(\$71,150)	(\$16,286)
Total Expenditures	\$51,214,284	\$51,416,630	\$45,749,870	\$36,975,423

*The Parks & Recreation Department increased largely due to a result of paid parking monies used for additional holiday decorations in the Uptown area.

**The Police Department increased largely due to a result of higher internal charges related to information technology costs.

***The Wastewater Department increased largely due to the addition of a CCTV Van Operator position.

Total Expenditures (by Expenditure Category)

Personnel	\$13,939,394	\$13,868,604	\$13,294,569	\$12,459,412
Supplies & Services	\$11,912,518	\$11,944,666	\$10,882,872	\$10,038,071
Capital & Debt Service	\$6,454,685	\$7,361,263	\$7,125,370	\$6,853,568
Capital Improvement Projects	\$15,105,877	\$13,968,457	\$12,767,559	\$5,837,187
Internal Charges	\$1,757,370	\$1,678,640	\$1,679,500	\$1,787,189
Contingencies	\$2,044,440	\$2,595,000	\$0	\$0
Other Financing Uses	\$12,255,580	\$7,238,493	\$8,515,338	\$6,846,385
GRAND TOTAL	\$63,469,864	\$58,655,123	\$54,265,208	\$43,821,812

EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison (by Function/Program)

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
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Ongoing Expenditures (by Function/Program)

General Government:

Information Technology Services	\$1,276,707	\$1,331,970	\$1,273,808	\$1,431,668
Planning & Land Development Legal	\$740,100	\$743,510	\$714,280	\$662,660
Revenue Management	\$683,720	\$678,160	\$661,070	\$601,362
Municipal Court	\$659,180	\$527,240	\$552,330	\$495,293
City Manager's Office Administration	\$636,350	\$612,580	\$609,740	\$596,360
General Services Administration	\$539,704	\$529,035	\$533,684	\$566,671
Facilities Maintenance	\$506,570	\$497,485	\$497,315	\$521,783
Human Resources	\$420,600	\$421,970	\$460,250	\$344,742
Financial Services Administration	\$384,630	\$397,630	\$376,070	\$365,124
City Council & Clerk Support	\$329,945	\$341,630	\$331,950	\$325,433
Community Development Administration	\$326,700	\$301,460	\$308,595	\$176,209
City Attorney's Office Administration	\$307,270	\$318,980	\$213,240	\$179,599
Communications & Citizens Engagement	\$282,170	\$282,350	\$280,250	\$246,991
Criminal Prosecution	\$254,350	\$249,600	\$249,860	\$228,586
Community Plan	\$252,030	\$254,955	\$251,915	\$200,654
General Civil Legal	\$238,990	\$246,910	\$228,640	\$220,407
Payment Processing	\$227,330	\$225,660	\$244,270	\$211,901
Budget Preparation & Management	\$200,040	\$193,510	\$194,550	\$196,612
Geographic Information Services	\$168,990	\$163,380	\$159,435	\$158,530
Records Management	\$121,875	\$126,700	\$124,075	\$104,469
City Clerk's Office Administration & Customer Relations	\$99,870	\$98,820	\$99,730	\$75,402
Clerk Permits, Licenses, & Registrations	\$42,220	\$31,980	\$37,270	\$31,390
Grants Coordination	\$18,520	\$18,620	\$17,990	\$13,000
Elections	\$13,290	\$12,920	\$12,790	\$13,751

Public Safety:

Patrol	\$3,449,655	\$3,914,555	\$3,951,430	\$3,773,866
Police Communications & Records	\$1,223,348	\$1,219,750	\$1,210,223	\$1,093,787
Building Safety	\$666,255	\$633,545	\$623,865	\$527,927
Police Support Services	\$531,825	\$545,635	\$517,100	\$439,259
Investigations	\$621,354	\$539,283	\$404,434	\$427,467
Police Administration	\$429,989	\$485,535	\$475,105	\$403,625
Code Enforcement	\$389,080	\$395,770	\$368,460	\$377,791
Traffic & Parking Services	\$280,850	\$294,730	\$256,300	\$223,051
Community Contracts	\$71,300	\$71,293	\$71,300	\$69,098

Public Works & Streets:

Streets Maintenance	\$2,727,060	\$2,590,792	\$2,452,760	\$2,200,995
Capital Projects Management	\$724,090	\$691,040	\$681,345	\$584,810
Engineering Services	\$647,300	\$629,605	\$607,565	\$588,895
Transportation Services	\$191,350	\$192,340	\$143,330	\$170,386

Culture & Recreation:

Parks Facilities & Maintenance	\$870,020	\$897,565	\$890,520	\$895,241
Community Contracts	\$485,000	\$484,974	\$485,000	\$470,392
Aquatics Operations & Maintenance	\$414,210	\$405,470	\$390,850	\$305,936
Special Events	\$360,935	\$392,360	\$347,778	\$312,093
Recreation Programs	\$231,720	\$217,050	\$223,459	\$191,954
Arts & Culture	\$122,600	\$118,660	\$119,910	\$102,872
Historic Preservation Commission	\$0	\$50,650	\$50,690	\$48,170

EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison (by Function/Program)

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Economic Development:				
Tourism Management & Development	\$2,455,770	\$2,505,270	\$2,505,540	\$2,186,185
Economic Development	\$329,040	\$273,780	\$273,270	\$217,820
Health & Welfare:				
Wastewater Plant Operations	\$1,482,300	\$1,771,840	\$1,530,190	\$1,548,939
Wastewater Collection System	\$1,063,820	\$1,367,606	\$1,181,725	\$1,110,790
Wastewater Administration	\$653,080	\$615,475	\$651,475	\$588,995
Community Contracts	\$354,800	\$382,870	\$383,100	\$274,365
Engineering Services	\$306,350	\$297,760	\$299,870	\$254,219
Sustainability	\$272,500	\$216,450	\$222,340	\$191,606
Wastewater Lab	\$262,045	\$250,325	\$245,355	\$218,968
Stormwater Quality	\$177,920	\$183,540	\$186,310	\$165,223
Wastewater Capital Projects Management	\$153,140	\$152,030	\$156,280	\$120,210
Housing and Redevelopment:				
Housing	\$200,000	\$0	\$230	\$38,451
Public Transportation:				
Public Transit	\$150,970	\$0	\$0	\$0
Community Contracts	\$51,550	\$413,714	\$338,810	\$202,363
Contingencies	\$2,044,440	\$2,595,000	\$0	\$0
Charges to Other Departments	(\$4,259,700)	(\$4,217,860)	(\$4,349,540)	(\$3,591,355)
Contributions to Equipment Replacement Reserves	\$0	(\$1,088,900)	(\$1,063,150)	(\$1,028,941)
Contributions to Major Maintenance Reserves	\$0	(\$109,350)	(\$71,150)	(\$16,286)
Total Ongoing Expenditures	\$28,867,117	\$28,987,207	\$25,195,186	\$23,657,764

One-Time Expenditures (by Function/Program)

General Government:				
Information Technology Services	\$93,250	\$245,150	\$208,726	\$239,254
Planning & Land Development Legal	\$0	\$0	\$0	\$80,165
Revenue Management	\$30,000	\$50,000	\$50,000	\$36,038
Municipal Court	\$11,200	\$17,075	\$6,225	\$0
General Services Administration	\$28,200	\$26,300	\$6,200	\$0
Facilities Maintenance	\$155,500	\$205,540	\$240,390	\$391,729
Human Resources	\$0	\$0	\$0	\$8,613
Financial Services Administration	\$22,000	\$0	\$2,000	\$23,832
Communications & Citizens Engagement	\$0	\$28,000	\$0	\$0
Community Plan	\$0	\$0	\$0	\$4,800
Budget Preparation & Management	\$0	\$45,000	\$45,000	\$46,286
Geographic Information Services	\$0	\$0	\$0	\$219
Elections	\$27,450	\$0	\$200	\$37,247
Public Safety:				
Patrol	\$131,200	\$284,634	\$210,534	\$189,632
Police Communications & Records	\$3,400	\$8,200	\$2,000	\$8,524
Building Safety	\$13,200	\$5,700	\$6,735	\$948
Police Administration	\$0	\$0	\$1,200	\$82
Code Enforcement	\$0	\$0	\$0	\$1,912
Public Works & Streets:				
Streets Maintenance	\$61,200	\$191,900	\$160,540	\$47,309
Engineering Services	\$25,200	\$6,600	\$0	\$0

EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison (by Function/Program)

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Culture & Recreation:				
Parks Facilities & Maintenance	\$105,800	\$57,380	\$69,330	\$127,983
Aquatics Operations & Maintenance	\$15,000	\$39,450	\$36,420	\$25,552
Special Events	\$44,300	\$0	\$44,300	\$11,465
Recreation Programs	\$0	\$2,000	\$0	\$2,000
Economic Development:				
Economic Development	\$0	\$9,500	\$10,000	\$22,500
Health & Welfare:				
Wastewater Plant Operations	\$126,200	\$239,090	\$245,100	\$118,300
Wastewater Collection System	\$160,900	\$633,937	\$558,030	\$127,171
Wastewater Administration	\$1,500	\$7,955	\$3,100	\$16,613
Sustainability	\$65,000	\$67,500	\$32,500	\$35,893
Wastewater Lab	\$28,200	\$7,400	\$6,500	\$11,654
Housing and Redevelopment:				
Housing	\$367,255	\$435,000	\$114,500	\$0
Debt Service	\$5,725,335	\$5,729,775	\$5,727,525	\$5,865,948
Capital Improvement Projects	\$15,105,877	\$14,086,337	\$12,767,629	\$5,835,990
Total One-Time Expenditures	\$22,347,167	\$22,429,423	\$20,554,684	\$13,317,659

Total Expenditures (by Function/Program)

General Government:				
Information Technology Services	\$1,369,957	\$1,577,120	\$1,482,534	\$1,670,922
Planning & Land Development Legal	\$740,100	\$743,510	\$714,280	\$742,825
Revenue Management	\$713,720	\$728,160	\$711,070	\$637,400
Municipal Court	\$670,380	\$544,315	\$558,555	\$495,293
City Manager's Office Administration	\$636,350	\$612,580	\$609,740	\$596,360
General Services Administration	\$567,904	\$555,335	\$539,884	\$566,671
Facilities Maintenance	\$662,070	\$703,025	\$737,705	\$913,512
Human Resources	\$420,600	\$421,970	\$460,250	\$353,355
Financial Services Administration	\$406,630	\$397,630	\$378,070	\$388,956
City Council & Clerk Support	\$329,945	\$341,630	\$331,950	\$325,433
Community Development Administration	\$326,700	\$301,460	\$308,595	\$176,209
City Attorney's Office Administration	\$307,270	\$318,980	\$213,240	\$179,599
Communications & Citizens Engagement	\$282,170	\$310,350	\$280,250	\$246,991
Criminal Prosecution	\$254,350	\$249,600	\$249,860	\$228,586
Community Plan	\$252,030	\$254,955	\$251,915	\$205,454
General Civil Legal	\$238,990	\$246,910	\$228,640	\$220,407
Payment Processing	\$227,330	\$225,660	\$244,270	\$211,901
Budget Preparation & Management	\$200,040	\$238,510	\$239,550	\$242,898
Geographic Information Services	\$168,990	\$163,380	\$159,435	\$158,749
Records Management	\$121,875	\$126,700	\$124,075	\$104,469
City Clerk's Office Administration & Customer Relations	\$99,870	\$98,820	\$99,730	\$75,402
Clerk Permits, Licenses, & Registrations	\$42,220	\$31,980	\$37,270	\$31,390
Grants Coordination	\$18,520	\$18,620	\$17,990	\$13,000
Elections	\$40,740	\$12,920	\$12,990	\$50,998

EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison (by Function/Program)

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Public Safety:				
Patrol	\$3,580,855	\$4,199,189	\$4,161,964	\$3,963,498
Police Communications & Records	\$1,226,748	\$1,227,950	\$1,212,223	\$1,102,311
Building Safety	\$679,455	\$639,245	\$630,600	\$528,875
Police Support Services	\$531,825	\$545,635	\$517,100	\$439,259
Investigations	\$621,354	\$539,283	\$404,434	\$427,467
Police Administration	\$429,989	\$485,535	\$476,305	\$403,707
Code Enforcement	\$389,080	\$395,770	\$368,460	\$379,703
Traffic & Parking Services	\$280,850	\$294,730	\$256,300	\$223,051
Community Contracts	\$71,300	\$71,293	\$71,300	\$69,098
Public Works & Streets:				
Streets Maintenance	\$2,788,260	\$2,782,692	\$2,613,300	\$2,248,304
Capital Projects Management	\$724,090	\$691,040	\$681,345	\$584,810
Engineering Services	\$672,500	\$636,205	\$607,565	\$588,895
Transportation Services	\$191,350	\$192,340	\$143,330	\$170,386
Culture & Recreation:				
Parks Facilities & Maintenance	\$975,820	\$954,945	\$959,850	\$1,023,224
Community Contracts	\$485,000	\$484,974	\$485,000	\$470,392
Aquatics Operations & Maintenance	\$429,210	\$444,920	\$427,270	\$331,488
Special Events	\$405,235	\$392,360	\$392,078	\$323,558
Recreation Programs	\$231,720	\$219,050	\$223,459	\$193,954
Arts & Culture	\$122,600	\$118,660	\$119,910	\$102,872
Historic Preservation Commission	\$0	\$50,650	\$50,690	\$48,170
Economic Development:				
Tourism Management & Development	\$2,455,770	\$2,505,270	\$2,505,540	\$2,186,185
Economic Development	\$329,040	\$283,280	\$283,270	\$240,320
Health & Welfare:				
Wastewater Plant Operations	\$1,608,500	\$2,010,930	\$1,775,290	\$1,667,239
Wastewater Collection System	\$1,224,720	\$2,001,543	\$1,739,755	\$1,237,961
Wastewater Administration	\$654,580	\$623,430	\$654,575	\$605,608
Community Contracts	\$354,800	\$382,870	\$383,100	\$274,365
Engineering Services	\$306,350	\$297,760	\$299,870	\$254,219
Sustainability	\$337,500	\$283,950	\$254,840	\$227,499
Wastewater Lab	\$290,245	\$257,725	\$251,855	\$230,622
Stormwater Quality	\$177,920	\$183,540	\$186,310	\$165,223
Wastewater Capital Projects Management	\$153,140	\$152,030	\$156,280	\$120,210
Housing and Redevelopment:				
Housing	\$567,255	\$435,000	\$114,730	\$38,451
Public Transportation:				
Public Transit	\$150,970	\$0	\$0	\$0
Community Contracts	\$51,550	\$413,714	\$338,810	\$202,363
Debt Service				
	\$5,725,335	\$5,729,775	\$5,727,525	\$5,865,948
Capital Improvement Projects				
	\$15,105,877	\$14,086,337	\$12,767,629	\$5,835,990
Contingencies				
	\$2,044,440	\$2,595,000	\$0	\$0
Charges to Other Departments				
	(\$4,259,700)	(\$4,217,860)	(\$4,349,540)	(\$3,591,355)
Contributions to Equipment Replacement Reserves				
	\$0	(\$1,088,900)	(\$1,063,150)	(\$1,028,941)
Contributions to Major Maintenance Reserves				
	\$0	(\$109,350)	(\$71,150)	(\$16,286)
Total Expenditures	\$51,214,284	\$51,416,630	\$45,749,870	\$36,975,423

EXPENDITURES & OTHER FINANCING USES SUMMARIES - continued

General Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Expenditures				
10-5210 - City Council	\$205,195	\$219,100	\$207,860	\$207,404
10-5220 - City Manager's Office	\$3,828,450	\$3,828,530	\$3,159,090	\$2,656,264
10-5221 - Human Resources	\$420,600	\$421,970	\$460,250	\$344,742
10-5222 - Financial Services	\$1,424,390	\$1,458,150	\$1,308,110	\$1,187,450
10-5230 - City Attorney's Office	\$808,950	\$832,430	\$791,230	\$664,923
10-5240 - City Clerk's Office	\$447,975	\$411,570	\$416,645	\$444,866
10-5242 - Parks & Recreation*	\$1,067,455	\$1,028,100	\$1,024,103	\$840,203
10-5245/6 - General Services	\$2,354,944	\$2,186,406	\$2,814,574	\$1,953,326
10-5245/55 - Debt Service	\$1,034,560	\$1,036,750	\$1,034,500	\$1,417,374
10-5310 - Community Development	\$2,236,225	\$2,245,850	\$2,187,040	\$2,044,904
10-5320 - Public Works	\$4,814,260	\$4,822,625	\$4,741,055	\$4,605,993
10-5330 - Economic Development	\$329,040	\$283,280	\$283,270	\$212,820
10-5510 - Police	\$6,562,336	\$7,147,701	\$6,951,501	\$6,551,208
10-5520 - Municipal Court	\$649,380	\$520,750	\$546,940	\$495,292
Charges to Other Departments	(\$4,259,700)	(\$4,218,760)	(\$4,349,540)	(\$3,591,355)
Contributions to Equipment Replacement Reserves	\$0	(\$386,950)	(\$379,700)	(\$370,546)
Total General Fund Expenditures	\$21,924,060	\$21,837,502	\$21,196,928	\$19,664,868
Other Financing Uses				
Transfer to Streets Fund	\$272,840	\$190,760	\$190,760	\$253,200
Transfer to Wastewater Fund	\$3,400,000	\$3,447,000	\$3,447,000	\$4,599,709
Transfer to Grants & Donations Funds	\$0	\$0	\$0	\$1,000
Transfer to Capital Projects Fund	\$2,165,000	\$2,416,627	\$2,514,668	\$1,862,666
Transfer to Affordable Housing Fund	\$200,000	\$1,100,000	\$1,100,000	\$100,000
Transfer to Development Impact Fees	\$0	\$31,786	\$27,110	\$0
Total General Fund Other Financing Uses	\$6,037,840	\$7,186,173	\$7,279,538	\$6,816,575
GRAND TOTAL	\$27,961,900	\$29,023,675	\$28,476,466	\$26,481,443

*The Parks & Recreation Department increased largely due to a result of paid parking monies used for additional holiday decorations in the Uptown area.

Wastewater Enterprise Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Expenditures				
59-5222 - Financial Services	\$123,330	\$131,810	\$126,570	\$181,386
59-5224 - Information Technology	\$71,690	\$101,795	\$92,878	\$65,145
59-5230 - City Attorney's Office	\$100,000	\$100,000	\$0	\$0
59-5245/6 - General Services	\$100,000	\$100,000	\$0	\$0
59-5320 - Public Works	\$373,160	\$354,080	\$356,160	\$304,720
59-5250 - Wastewater Administration	\$654,580	\$623,430	\$654,575	\$605,608
59-5250/5 - Wastewater Debt Service	\$4,690,775	\$4,693,025	\$4,963,225	\$4,439,034
59-5252 - Wastewater Project Management	\$98,330	\$95,710	\$99,990	\$69,713
59-5320 - Wastewater Capital Improvements Projects	\$1,380,000	\$4,074,000	\$4,688,644	\$1,327,059
59-5253 - Wastewater Operations	\$3,123,515	\$4,270,380	\$3,766,900	\$3,135,933
Contributions to Equipment Replacement Reserves	\$0	(\$524,000)	(\$509,450)	(\$430,268)
Contributions to Major Maintenance Reserves	\$0	(\$109,350)	(\$71,150)	(\$16,286)
GRAND TOTAL	\$10,715,380	\$13,910,880	\$14,168,342	\$9,682,044



INTER-FUND TRANSFERS

FY 2021 INTER-FUND TRANSFERS

Transfers Out	Transfers In					Totals
	Streets Fund	Affordable Housing Fund	Capital Improvements Fund	Art in Public Places Fund	Wastewater Enterprise Fund	
General Fund	\$272,840	\$200,000	\$2,165,000	\$ -	\$3,400,000	\$6,037,840
Transportation Sales Tax Fund			6,179,632			6,179,632
Capital Improvements Fund	--		--	38,108		38,108
Totals	\$272,840	\$200,000	\$8,344,632	\$38,108	\$3,400,000	\$12,255,580

The purposes for the inter-fund transfers are as follows:

- **Streets Fund Shortfall** – The revenues of the Streets Fund are insufficient to cover the estimated annual costs. The City Council has approved a transfer of \$272,840 from the General Fund to fund the shortfall. Elimination of this transfer for fiscal year 2020-21 is one of the identified options for addressing the COVID-19 financial crisis.
- **Affordable Housing** – The revenues of the Streets Fund are insufficient to cover the estimated annual costs. The City Council has approved a transfer of \$272,840 from the General Fund to fund the shortfall.
- **Capital Projects** – The City Council has directed that \$2,000,000 of undesignated General Fund reserves be designated to the Capital Improvements Program. Elimination of this transfer for fiscal year 2020-21 is one of the identified options for addressing the financial crisis. In addition, certain capital projects were designated to be funded with paid parking revenues (\$165,000). The total amount to be transferred from the General Fund to the Capital Improvements Fund is budgeted at \$2,165,000.
- **Transportation Sales Tax** – A portion of the Sedona in Motion capital improvement projects are funded with transportation sales tax monies. The fiscal year 2020-21 budget projects a transfer of \$6,179,632 from the Transportation Sales Tax Fund to the Capital Improvements Fund to cover those costs.
- **1% for Arts** – Council policy requires 1% of all capital projects budgets to be designated for art in public places. A total of \$38,108 was budgeted in the Capital Improvements Program to the Art in Public Places Fund for this purpose.
- **Wastewater Subsidy** – The City Council approved an inter-fund transfer of \$3,400,000 of the city sales tax revenues as a subsidy to the Wastewater Enterprise Fund to help pay the debt service on debt the City has incurred for the original construction as well as upgrades to the capacity at the plant and extensions of the sewer lines. Elimination of this transfer for fiscal year 2020-21 is one of the identified options for addressing the financial crisis.

INTER-FUND TRANSFERS

continued

City Sales Tax Subsidy to Wastewater Enterprise Fund

Since the voters approved the construction of a sewer system in 1989, the City has subsidized the Wastewater Enterprise Fund with a portion of its city sales tax revenue. The subsidy has helped pay most of the debt service incurred for the original construction as well as upgrades to the capacity at the plant and extensions of the sewer lines. Since fiscal year 1988-89, the City has subsidized the Wastewater Enterprise Fund with over \$126 million of city sales taxes.

Since FY 1989, the Wastewater Enterprise Fund has been subsidized with over \$126 million of city sales taxes.

In 2013, the City hired a consultant to review the existing rate structure and to develop a long-range financial plan for the Wastewater Enterprise Fund. The 2013-14 Wastewater Rate Study and Financial Plan, adopted by City Council in May 2014, planned for a slow reduction in the General Fund subsidy over the next twelve years, along with annual increases in user fees gradually declining, in order to achieve the ultimate goal of making the Wastewater Enterprise Fund financially self-supporting.

A new rate study is in process that plans to continue the gradual reduction of the subsidy until fully eliminated once the Wastewater Fund debt is paid off.



INTERNAL CHARGES

The fiscal year 2020-21 budget includes a cost category labeled internal charges. These costs may include:

- Allocation of indirect costs
- Set-asides for equipment replacement reserves
- Set-asides for wastewater major maintenance reserve

Indirect Cost Allocations

Indirect cost allocations are a commonly used methodology for allocating costs incurred in internal service departments and programs to the programs and services of other departments benefitting from those services. The allocation of these costs is based on available information that represents as fair an accounting as possible of the level of benefits received by the other departments and programs. The following is a summary of the department and programs providing the internal services and the methods used for allocation:

SUMMARY OF INTERNAL SERVICE ALLOCATION METHODS

Department	Program	Allocation Method
City Manager's Office	Administration	Counts of employees/FTEs benefitted
Human Resources	Administration	Counts of employees/FTEs benefitted
Financial Services	Administration	Budgeted expenditures of areas benefitted
	Payment Processing	Counts of employees/FTEs benefitted and number of accounts payable transactions
	Budget	Budgeted expenditures of areas benefitted
	Revenue Management	Number of cash receipting transactions
Information Technology	Geographic Information Systems	Counts of employees/FTEs benefitted
	Information Technology Services	Number of computers and phones and allocations of software systems used
City Attorney's Office	Administration	Estimated personnel hours
	Land Development	Counts of employees/FTEs benefitted
	General Civil	Estimated personnel hours and allocations of property damage claims benefitted
City Clerk's Office	Customer Relations	Number of service requests
	Records Management	Estimated personnel hours
General Services	Office Supplies	Counts of employees/FTEs benefitted
	Postage	Post meter activity
	Pooled Vehicles	Counts of employees/FTEs benefitted
	Property and Liability Insurance	Budgeted expenditures of areas benefitted and historical insurance claims exposure
Public Works	Facilities Maintenance	Square footage of facilities



INTERNAL CHARGES continued

Indirect Cost Allocations (cont'd)

The result of these allocations are the internal charges applied to each program with offsetting negative amounts for the internal service programs being allocated, except for the Information Technology Internal Service Fund which records the allocations as revenue.

This methodology for allocating costs eliminates most of the direct allocations previously being used to attribute costs to the Wastewater Enterprise Fund. The use of the cost drivers to allocate costs is generally considered a better representation of the service levels provided to the Wastewater Enterprise Fund and the City's other programs and services.

The following is a summary of the allocations to the benefitting departments:

SUMMARY OF INDIRECT COST ALLOCATIONS BY BENEFITTING DEPARTMENT

Benefitting Department	Allocating Department								
	City Manager's Office	Human Resources	Financial Services	Information Technology	City Attorney's Office	City Clerk's Office	General Services	Public Works	Totals
City Council	\$ -	\$ -	\$ 6,480	\$ 57,210	\$ 70,450	\$ -	\$ 2,140	\$ 3,540	\$ 139,820
City Manager's Office	(620,270)	25,090	69,570	69,550	21,790	1,440	14,040	25,800	(392,990)
Human Resources	7,640	(420,640)	15,190	40,900	43,570	1,440	3,080	6,230	(302,590)
Financial Services	30,570	23,610	(1,362,380)	130,980	36,170	7,210	19,410	25,500	(1,088,930)
Information Technology	19,100	14,410	58,040	-	-	140	12,130	19,000	122,820
City Attorney's Office	15,610	11,930	35,040	36,650	(554,560)	-	9,320	17,640	(428,370)
City Clerk's Office	11,680	8,500	15,410	51,600	21,790	(221,770)	4,110	32,100	(73,580)
Parks & Recreation	112,030	27,040	59,810	47,900	-	-	10,230	14,160	271,170
General Services	-	-	2,260	3,500	-	-	(397,070)	-	(391,360)
Community Development	50,580	39,230	88,870	207,770	145,460	114,960	17,510	59,690	724,070
Public Works	124,100	83,550	279,420	179,010	129,890	74,460	134,370	(463,150)	541,650
Economic Development	4,020	3,060	14,440	6,510	-	-	2,440	4,740	35,210
Police	176,690	133,310	260,490	767,270	38,470	10,940	88,990	183,190	1,659,350
Municipal Court	20,070	14,240	27,420	18,730	-	-	7,500	45,880	133,840
Wastewater	48,180	36,670	429,940	139,790	46,970	11,180	71,800	25,680	810,210
Totals	\$ -	\$ -	\$ -	\$ 1,757,370	\$ -	\$ -	\$ -	\$ -	\$ 1,757,370

INTERNAL CHARGES continued

Equipment Replacement Reserves and Major Maintenance Reserve

In response to the COVID-19 financial crisis, the fiscal year 2020-21 budget suspends the set-asides for equipment replacement reserves and a wastewater major maintenance reserve.

The set-asides for equipment replacement and wastewater major maintenance reserves were suspended for fiscal year 2020-21.

These reserves are intended to aid with better budget planning for replacement of the City's equipment, including vehicles, operational equipment, and information technology items such as computers, monitors, servers, etc., as well as significant maintenance of wastewater utility equipment and systems.

In previous years, the equipment replacement reserves were funded with an allocation of the replacement costs of equipment over the expected useful lives, and the wastewater major maintenance reserve is funded with an annualized allocation of the estimated significant maintenance costs.

Since the estimated useful lives may be different from actual experience, additional funding for the reserve can be achieved by delaying replacement of equipment when practical. In future years, when funding is available, the City Council may wish to add additional funding to these reserves to work toward a fully-funded status.

The internal charges ordinarily included in the proposed budget for the equipment replacement reserves are allocations to the departments and programs that are using the assets covered. The reserves ordinarily are as follows:

- **Information Technology Equipment** – An inventory listing was obtained from the Information Technology Department and includes all equipment items maintained by their department.
- **Wastewater Equipment** – The listing of wastewater equipment capitalized in the City's audited financial statements was used. Capitalized equipment are those equipment items with a cost of \$5,000 or more. Any wastewater equipment under the capitalization threshold has not been included in the initiation of this reserve. The equipment items not capitalized may be considered for inclusion in the replacement reserve allocations in the future.
- **General Equipment** – A listing of all other capitalized in the City's audited financial statements was used. Again, any equipment under the capitalization threshold that has not been included in the initiation of this reserve may be considered for inclusion in the replacement reserve allocations in the future.



Fund Summaries

FUND SUMMARIES

All Funds

	General Fund	Streets Fund	Affordable Housing Fund	Grants & Donations Funds	Transportation Sales Tax Fund	Capital Improvements Fund	Development Impact Fees Funds	Art in Public Places Fund	Wastewater Fund	Information Technology Fund	Totals
Revenues											
Ongoing Revenues	\$24,165,110	\$933,060	\$6,280	\$57,440	\$2,604,800	\$214,000	\$208,940	\$1,250	\$7,041,880	\$1,753,800	\$36,986,560
One-Time Revenues	\$159,000	\$0	\$199,000	\$440,890	\$0	\$1,020,454	\$423,800	\$0	\$977,800	\$7,500	\$3,228,444
Contingent Revenues	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Total Revenues	\$24,324,110	\$933,060	\$205,280	\$798,330	\$2,604,800	\$1,234,454	\$632,740	\$1,250	\$8,019,680	\$1,761,300	\$40,515,004
Expenditures											
Ongoing Expenditures	\$19,347,616	\$1,205,980	\$200,000	\$31,500	\$267,100	\$0	\$0	\$0	\$4,319,405	\$1,452,582	\$26,824,183
One-Time Expenditures	\$697,444	\$0	\$20,555	\$415,400	\$0	\$0	\$0	\$0	\$225,200	\$155,850	\$1,514,449
Capital Improvement Projects	\$0	\$0	\$0	\$279,673	\$0	\$12,041,787	\$1,404,417	\$0	\$1,380,000	\$0	\$15,105,877
Debt Service	\$1,034,560	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,690,775	\$0	\$5,725,335
Equipment Replacement Reserve Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Major Maintenance Reserve Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$844,440	\$0	\$800,000	\$300,000	\$0	\$0	\$0	\$0	\$100,000	\$0	\$2,044,440
Total Expenditures	\$21,924,060	\$1,205,980	\$1,020,555	\$1,026,573	\$267,100	\$12,041,787	\$1,404,417	\$0	\$10,715,380	\$1,608,432	\$51,214,284
Net Revenues/Expenditures	\$2,400,050	(\$272,920)	(\$815,275)	(\$228,243)	\$2,337,700	(\$10,807,333)	(\$771,677)	\$1,250	(\$2,695,700)	\$152,868	(\$10,699,280)
Transfers											
Transfer from Capital Improvements Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,108	\$0	\$0	\$38,108
Transfer from General Fund	\$0	\$272,840	\$200,000	\$0	\$0	\$2,000,000	\$0	\$0	\$3,400,000	\$0	\$5,872,840
Transfer from General Fund (Bed Taxes)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer from General Fund (Paid Parking Revenues)	\$0	\$0	\$0	\$0	\$0	\$165,000	\$0	\$0	\$0	\$0	\$165,000
Transfer from Transportation Sales Tax Fund	\$0	\$0	\$0	\$0	\$0	\$6,179,632	\$0	\$0	\$0	\$0	\$6,179,632
Transfer to Wastewater Fund	(\$3,400,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$3,400,000)
Transfer to Streets Fund	(\$272,840)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$272,840)
Transfer to Capital Improvements Fund	(\$2,000,000)	\$0	\$0	\$0	(\$6,179,632)	\$0	\$0	\$0	\$0	\$0	(\$8,179,632)
Transfer to Capital Improvements Fund (Paid Parking Revenues)	(\$165,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$165,000)
Transfer to Capital Improvements Fund (Bed Taxes)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Development Impact Fee Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Affordable Housing Fund	(\$200,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$200,000)
Transfer to Arts Fund	\$0	\$0	\$0	\$0	\$0	(\$38,108)	\$0	\$0	\$0	\$0	(\$38,108)
Net Transfers	(\$6,037,840)	\$272,840	\$200,000	\$0	(\$6,179,632)	\$8,306,524	\$0	\$38,108	\$3,400,000	\$0	\$0
Beginning Fund Balances	\$11,696,653	\$1,010,683	\$1,910,019	\$422,892	\$6,797,718	\$9,671,279	\$2,544,345	\$150,931	\$15,161,724	\$650,226	\$50,016,470
Ending Fund Balances											
Operating Reserve	\$6,118,351	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,498,675	\$0	\$7,617,026
10% Reserve	\$0	\$120,598	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$120,598
Restricted Capital Reserve	\$0	\$0	\$0	\$0	\$2,955,786	\$2,763,936	\$1,772,668	\$190,289	\$3,900,000	\$0	\$11,582,679
Equipment Replacement Reserve	\$983,967	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$858,159	\$373,252	\$2,215,378
Major Maintenance Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,636	\$0	\$125,636
Parking Revenue Pledged to Uptown Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Remaining Available Fund Balance	\$956,545	\$890,005	\$1,294,744	\$194,649	\$0	\$4,406,534	\$0	\$0	\$9,483,554	\$429,842	\$17,655,873
Total Ending Fund Balances	\$8,058,863	\$1,010,603	\$1,294,744	\$194,649	\$2,955,786	\$7,170,470	\$1,772,668	\$190,289	\$15,866,024	\$803,094	\$39,317,190

FUND SUMMARIES
continued

All Funds Comparison

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Revenues				
Ongoing Revenues	\$36,986,550	\$42,390,823	\$39,452,495	\$44,164,140
One-Time Revenues	\$3,228,454	\$2,447,965	\$2,455,270	\$1,036,925
Contingent Revenues	\$300,000	\$300,000	\$0	\$0
Total Revenues	\$40,515,004	\$45,138,788	\$41,907,765	\$45,201,065

Expenditures				
Ongoing Expenditures	\$26,822,677	\$27,590,457	\$26,329,486	\$24,702,991
One-Time Expenditures	\$1,515,955	\$2,613,311	\$2,059,530	\$1,615,721
Capital Improvement Projects	\$15,105,877	\$14,086,337	\$12,767,629	\$5,835,990
Debt Service	\$5,725,335	\$5,729,775	\$5,727,525	\$5,865,948
Equipment Replacement Reserve Contributions	\$0	(\$1,088,900)	(\$1,063,150)	(\$1,028,941)
Major Maintenance Reserve Contributions	\$0	(\$109,350)	(\$71,150)	(\$16,286)
Contingency	\$2,044,440	\$2,595,000	\$0	\$0
Total Expenditures	\$51,214,284	\$51,416,630	\$45,749,870	\$36,975,423

Net Revenues/Expenditures	(\$10,699,280)	(\$6,277,842)	(\$3,842,105)	\$8,225,642
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Other Financing Sources (Uses)				
Transfer from Capital Improvements Fund	\$38,108	\$52,320	\$21,128	\$29,810
Transfer from General Fund	\$6,037,840	\$7,186,173	\$7,279,538	\$6,816,575
Transfer from Grants & Donations Funds	\$0	\$0	\$1,187,000	\$0
Transfer from Transportation Sales Tax Fund	\$6,179,632	\$0	\$0	\$0
Transfer to Development Impact Fee Funds	\$0	\$0	\$27,672	\$0
Transfer to Wastewater Fund	(\$3,400,000)	(\$3,447,000)	(\$3,447,000)	(\$4,599,709)
Transfer to Streets Fund	(\$272,840)	(\$190,760)	(\$190,760)	(\$253,200)
Transfer to General Fund	\$0	\$0	(\$1,187,000)	\$0
Transfer to Grants & Donations Funds	\$0	\$0	\$0	(\$1,000)
Transfer to Capital Improvements Fund	(\$8,344,632)	(\$2,416,627)	(\$2,542,340)	(\$1,862,666)
Transfer to Development Impact Fee Funds	\$0	(\$31,786)	(\$27,110)	\$0
Transfer to Arts Fund	(\$38,108)	(\$52,320)	(\$21,128)	(\$29,810)
Transfer to Affordable Housing Fund	(\$200,000)	(\$1,100,000)	(\$1,100,000)	(\$100,000)
Total Other Financing Sources (Uses)	\$0	\$0	\$0	\$0

Beginning Fund Balances	\$50,016,470	\$50,321,621	\$53,858,575	\$45,632,933
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Ending Fund Balances				
Operating Reserve	\$7,617,026	\$8,129,166	\$8,129,166	\$7,609,567
Streets Reserve	\$120,598	\$120,602	\$120,738	\$0
Debt Service Reserve	\$0	\$0	\$0	\$300,000
Restricted Capital Reserve	\$11,582,679	\$10,843,728	\$10,120,871	\$9,370,643
Equipment Replacement Reserve	\$2,215,378	\$2,287,717	\$2,496,828	\$1,648,683
Major Maintenance Reserve	\$125,636	\$71,150	\$125,636	\$16,286
Estimated FY18 Bed Tax Pledged to SIM Projects	\$0	\$0	\$0	\$272,946
Estimated FY19 Surplus to be Allocated	\$0	\$1,787,859	\$0	\$0
Parking Revenue Pledged to Uptown Improvement	\$0	\$428,654	\$403,665	\$826,262
Budget Carryovers	\$0	\$0	\$229,400	\$408,510
Remaining Available Fund Balance	\$17,655,873	\$20,374,903	\$28,390,166	\$33,405,678
Total Ending Fund Balances	\$39,317,190	\$44,043,779	\$50,016,470	\$53,858,575

FUND SUMMARIES

continued

General Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Revenues				
City Sales Taxes	\$15,011,000	\$18,217,100	\$16,738,700	\$18,419,630
Bed Taxes	\$3,199,900	\$4,769,300	\$3,940,500	\$4,788,239
In Lieu Fees	\$498,000	\$496,500	\$486,900	\$486,937
Franchise Fees	\$849,600	\$825,100	\$834,700	\$810,916
State Shared Sales Taxes	\$985,600	\$1,040,600	\$996,300	\$1,039,635
Urban Revenue Sharing	\$1,375,800	\$1,256,100	\$1,336,500	\$1,251,688
Vehicle License Taxes	\$627,900	\$700,800	\$616,400	\$662,935
Other Intergovernmental	\$23,690	\$22,000	\$3,680	\$15,920
Licenses and Permits	\$490,150	\$401,050	\$431,910	\$381,501
Charges for Services	\$759,480	\$625,300	\$623,365	\$871,444
Fines and Forfeitures	\$208,960	\$206,760	\$186,560	\$214,738
Other Revenues	\$135,030	\$184,360	\$202,630	\$786,820
Total Ongoing Revenues	\$24,165,110	\$28,744,970	\$26,398,145	\$29,730,403
Ongoing Expenditures				
General Government	\$5,560,940	\$5,584,075	\$5,507,014	\$2,918,884
Public Safety	\$5,453,901	\$5,833,055	\$5,576,497	\$5,482,538
Public Works & Streets	\$2,310,340	\$2,109,395	\$1,999,970	\$1,903,326
Culture & Recreation	\$1,968,535	\$1,998,319	\$1,944,403	\$1,779,282
Economic Development	\$2,609,290	\$2,736,830	\$2,735,210	\$4,461,180
Health & Welfare	\$720,550	\$707,570	\$713,870	\$510,018
Public Transportation	\$51,550	\$413,714	\$338,810	\$202,363
Indirect Cost Allocations	\$672,510	\$653,880	\$614,380	\$667,814
Contingencies	\$844,440	\$300,000	\$0	\$0
Total Ongoing Expenditures	\$20,192,056	\$20,336,838	\$19,430,154	\$17,925,405
Net Ongoing	\$3,973,054	\$8,408,132	\$6,967,991	\$11,804,998
Other				
One-Time Revenues:				
Intergovernmental	\$159,000	\$97,150	\$109,600	\$0
Other Revenues	\$0	\$0	\$150	\$10,395
One-Time Expenditures:				
General Government	(\$250,344)	(\$288,001)	(\$294,825)	(\$595,530)
Public Safety	(\$110,100)	(\$203,534)	(\$198,534)	(\$198,238)
Public Works & Streets	(\$74,400)	(\$186,400)	(\$160,540)	(\$35,784)
Culture & Recreation	(\$165,100)	(\$25,830)	(\$145,050)	(\$147,233)
Economic Development	\$0	(\$9,500)	(\$10,000)	\$0
Health & Welfare	(\$65,000)	(\$67,500)	(\$32,500)	\$0
Debt Service	(\$1,034,560)	(\$1,036,750)	(\$1,034,500)	(\$1,417,374)
Net One-Time Revenues/Expenditures	(\$1,540,504)	(\$1,720,365)	(\$1,766,199)	(\$2,383,764)
Transfers:				
Transfer from Grants & Donations Funds	\$0	\$0	\$1,187,000	\$0
Transfer to Wastewater Fund	(\$3,400,000)	(\$3,447,000)	(\$3,447,000)	(\$4,599,709)
Transfer to Streets Fund	(\$272,840)	(\$190,760)	(\$190,760)	(\$253,200)
Transfer to Grants & Donations Funds	\$0	\$0	\$0	(\$1,000)
Transfer to Capital Improvements Fund	(\$2,165,000)	(\$2,416,627)	(\$2,514,668)	(\$1,862,666)
Transfer to Development Impact Fee Funds	\$0	(\$31,786)	(\$27,110)	\$0
Transfer to Affordable Housing Fund	(\$200,000)	(\$1,100,000)	(\$1,100,000)	(100,000)
Net Transfers	(\$6,037,840)	(\$7,186,173)	(\$6,092,538)	(\$6,816,575)
Beginning Fund Balance	\$11,696,653	\$11,093,317	\$12,229,554	\$9,663,547
Equipment Replacement Reserve				
Reserve Contributions	\$0	\$386,950	\$386,950	\$370,546
Equipment Purchases	(\$32,500)	(\$71,000)	(\$29,105)	(29,498)
Net Contribution to Equipment Replacement Reserve	(32,500)	\$315,950	\$357,845	\$341,048
Ending Fund Balances				
Operating Reserve*	\$6,118,351	\$6,173,831	\$6,173,831	\$6,099,611
Debt Service Reserve**	\$0	\$0	\$0	\$300,000
Equipment Replacement Reserve	\$983,967	\$952,725	\$1,016,467	\$658,622
FY18 Bed Tax Pledged to SIM Projects	\$0	\$0	\$0	\$272,946
Estimated FY19 Surplus to be Allocated	\$0	\$1,787,859	\$0	\$0
Prepaid Balance	\$0	\$0	\$0	\$19,526
Parking Revenues Pledged to Uptown Improvements	\$0	\$428,654	\$403,665	\$826,262
Budget Carryovers	\$0	\$0	\$219,400	\$408,510
Remaining Available Fund Balance	\$956,545	\$1,567,792	\$3,883,290	\$3,644,077
Total Ending Fund Balances	\$8,058,863	\$10,910,861	\$11,696,653	\$12,229,554

* Operating reserve is 30% of operating expenditures.

** \$300,000 reserved to adjust for ongoing debt service levels of \$1 million for FY 2020 and after.



FUND SUMMARIES

continued

Streets Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Revenues				
Intergovernmental	\$919,200	\$1,001,830	\$874,230	\$965,039
Other Revenues	\$13,860	\$13,430	\$8,540	\$32,773
Total Ongoing Revenues	\$933,060	\$1,015,260	\$882,770	\$997,812
Ongoing Expenditures				
Streets Maintenance	\$1,150,000	\$1,150,000	\$1,035,000	\$980,840
Internal Charges	\$55,980	\$56,020	\$57,200	\$51,726
Total Ongoing Expenditures	\$1,205,980	\$1,206,020	\$1,092,200	\$1,032,566
Net Ongoing	(\$272,920)	(\$190,760)	(\$209,430)	(\$34,754)
Other				
One-Time Revenues:				
Intergovernmental	\$0	\$0	\$226,900	\$34,266
Net One-Time Revenues	\$0	\$0	\$226,900	\$34,266
Transfer from General Fund	\$272,840	\$190,760	\$190,760	\$253,200
Beginning Fund Balance	\$1,010,683	\$635,012	\$802,453	\$549,741
Ending Fund Balances				
10% Reserve	\$120,598	\$120,738	\$120,738	\$103,257
Remaining Available Fund Balance	\$890,005	\$514,274	\$889,945	\$802,453
Total Ending Fund Balances	\$1,010,603	\$635,012	\$1,010,683	\$802,453

FUND SUMMARIES
continued

Affordable Housing Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Revenues				
Other Revenues	\$6,280	\$4,010	\$20,330	\$19,214
Total Ongoing Revenues	\$6,280	\$4,010	\$20,330	\$19,214
Expenditures				
Community Development (Ongoing)	\$200,000	\$105,000	\$230	\$38,451
Total Ongoing Expenditures	\$200,000	\$105,000	\$230	\$38,451
Net Ongoing	(\$193,720)	(\$100,990)	\$20,100	(19,237)
Other				
One-Time Revenues:				
In Lieu Fees	\$199,000	\$625,000	\$0	\$625,000
One-Time Expenditures:				
Community Development	(\$20,555)	\$0	(\$102,000)	\$0
Contingency Placeholder	(\$800,000)	(\$1,895,000)	\$0	\$0
Net One-Time Revenues/Expenditures	(\$621,555)	(\$1,270,000)	(\$102,000)	\$625,000
Transfers:				
Transfer from General Fund	\$200,000	\$1,100,000	\$1,100,000	\$100,000
Beginning Fund Balance	\$1,910,019	\$351,526	\$891,919	\$186,156
Ending Fund Balances				
Total Ending Fund Balances	\$1,294,744	\$80,536	\$1,910,019	\$891,919

FUND SUMMARIES

continued

Grants & Donations Funds

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Revenues				
Intergovernmental	\$3,000	\$2,400	\$4,700	\$3,742
Charges for Services	\$1,400	\$1,900	\$1,000	\$1,005
Fines & Forfeitures	\$23,700	\$24,300	\$22,000	\$24,121
Contributions & Donations	\$27,950	\$23,950	\$29,450	\$44,445
Other Revenues	\$1,380	\$1,780	\$1,860	\$3,785
Total Grants & Donations Funds Revenues	\$57,430	\$54,330	\$59,010	\$77,098
Ongoing Expenditures				
Police	\$14,000	\$11,000	\$10,110	\$8,085
Parks & Recreation	\$17,500	\$14,200	\$17,300	\$27,081
Economic Development	\$0	\$0	\$0	\$5,000
Total Ongoing Expenditures	\$31,500	\$25,200	\$27,410	\$40,166
Net Ongoing	\$25,930	\$29,130	\$31,600	\$36,932
Other				
One-Time Revenues:				
Intergovernmental	\$440,900	\$442,815	\$1,250,120	\$45,551
Contributions & Donations	\$0	\$0	\$0	\$4,000
Contingency Placeholder	\$300,000	\$300,000	\$0	\$0
One-Time Expenditures:				
Police	(\$36,200)	(\$95,000)	(\$20,900)	\$0
Parks & Recreation	\$0	(\$2,000)	\$0	(\$19,766)
Community Development	(\$346,700)	(\$330,000)	(\$12,500)	\$0
General Services	(\$21,380)	(\$19,400)	(\$954)	\$0
Economic Development	\$0	\$0	\$0	(\$22,500)
Municipal Court	(\$11,120)	(\$15,815)	(\$4,615)	\$0
Capital Improvement Projects	(\$279,673)	(\$257,830)	\$0	(\$1,675)
Contingency Placeholder	(\$300,000)	(\$300,000)	\$0	\$0
Net One-Time Revenues/Expenditures	(\$254,173)	(\$277,230)	\$1,211,151	\$5,610
Transfers:				
Transfer from General Fund	\$0	\$0	\$0	\$1,000
Transfer to General Fund	\$0	\$0	(\$1,187,000)	\$0
Net Transfers to Other Funds	\$0	\$0	(\$1,187,000)	\$1,000
Beginning Fund Balance	\$422,892	\$373,464	\$367,141	\$323,599
Ending Fund Balances				
Total Ending Fund Balances	\$194,649	\$125,364	\$422,892	\$367,141

FUND SUMMARIES

continued

Transportation Sales Tax Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Revenues				
City Sales Taxes	\$2,498,500	\$3,028,700	\$2,751,600	\$2,962,063
Other Revenues	\$106,300	\$27,800	\$75,760	\$100,885
Total Ongoing Revenues	\$2,604,800	\$3,056,500	\$2,827,360	\$3,062,948
Ongoing Expenditures				
Public Transportation	\$150,970	\$0	\$0	\$0
Public Works & Streets	\$116,130	\$93,870	\$73,720	\$63,684
Total Ongoing Expenditures	\$267,100	\$93,870	\$73,720	\$63,684
Net Ongoing	\$2,337,700	\$2,962,630	\$2,753,640	\$2,999,264
Transfers out Capital Improvements Fund	(\$6,179,632)	\$0	\$0	\$0
Other				
Beginning Fund Balance	\$6,797,718	\$4,037,246	\$4,044,078	\$1,044,814
Ending Fund Balances				
Capital Reserves	\$2,955,786	\$6,006,941	\$6,179,632	\$0
Remaining Available Fund Balance	\$0	\$992,935	\$618,086	\$4,044,078
Total Ending Fund Balances	\$2,955,786	\$6,999,876	\$6,797,718	\$4,044,078

FUND SUMMARIES

continued

Capital Improvements Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Revenues				
Intergovernmental	\$0	\$350,000	\$375,000	\$752,274
Other Revenues	\$214,000	\$231,000	\$195,900	\$456,932
Total Ongoing Revenues	\$214,000	\$581,000	\$570,900	\$1,209,206
Other				
One-Time Revenues:				
Intergovernmental	\$970,454	\$0	\$52,800	\$127,239
Contributions & Donations	\$50,000	\$50,000	\$50,000	\$50,000
One-Time Expenditures:				
Court Project	(\$365,411)	(\$27,800)	(\$27,800)	(\$616)
Information Technology Project	(\$200,000)	(\$100,000)	\$0	\$0
Parks Projects	(\$214,580)	(\$152,154)	(\$104,144)	(\$6,880)
Police Projects	(\$641,593)	(\$328,110)	(\$61,446)	(\$227,415)
Public Works Projects	(\$165,000)	(\$179,699)	(\$56,000)	\$0
Sedona in Motion Projects	(\$6,798,543)	(\$6,000,147)	(\$5,282,815)	(\$1,604,546)
Streets & Transportation Projects	(\$2,416,660)	(\$187,995)	(\$177,335)	(\$29,143)
Storm Drainage Projects	(\$1,240,000)	(\$373,935)	(\$1,426,610)	(\$2,613,735)
Net One-Time Revenues/Expenditures	(\$11,021,333)	(\$7,299,840)	(\$7,033,350)	(\$4,305,096)
Transfers:				
Transfer from General Fund	\$2,165,000	\$2,416,627	\$2,514,668	\$1,862,667
Transfer from Transportation Sales Tax Fund	\$6,179,632	\$0	\$0	\$0
Transfer from Development Impact Fee Funds	\$0	\$0	\$27,672	\$0
Transfer to Art in Public Places Fund	(\$38,108)	(\$52,320)	(\$21,198)	(\$29,810)
Net Transfers	\$8,306,524	\$2,364,307	\$2,521,142	\$1,832,857
Beginning Fund Balance	\$9,671,279	\$12,794,975	\$13,612,587	\$14,875,620
Ending Fund Balances				
Capital Reserve	\$2,763,936	\$3,989,768	\$3,989,768	\$6,924,396
Remaining Available Fund Balance	\$4,406,534	\$4,450,674	\$5,681,511	\$6,688,191
Total Ending Fund Balances	\$7,170,470	\$8,440,442	\$9,671,279	\$13,612,587

FUND SUMMARIES

continued

Development Impact Fees Funds

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Revenues				
Development Impact Fees	\$171,400	\$230,550	\$185,200	\$272,201
Other Revenues	\$37,540	\$44,820	\$45,820	\$89,792
Total Ongoing Revenues	\$208,940	\$275,370	\$231,020	\$361,993
Other				
One-Time Revenues:				
Development Impact Fees	\$423,800	\$395,800	\$219,800	\$20,345
One-Time Expenditures:				
Miscellaneous Capital Outlay	\$0	\$0	\$0	(\$36,466)
Parks Projects	(\$157,792)	(\$130,646)	(\$11,284)	\$0
Police Projects	(\$385,367)	(\$224,144)	(\$117,118)	\$0
Streets & Transportation Projects	(\$859,358)	(\$1,858,997)	(\$739,049)	\$0
Storm Drainage Projects	(\$1,900)	(\$73,000)	(\$75,314)	(\$24,920)
Debt Service	\$0	\$0	\$0	(\$9,540)
Net One-Time Revenues/Expenditures	(\$980,617)	(\$1,890,987)	(\$722,965)	(\$50,581)
Transfers:				
Transfer from General Fund	\$0	\$31,786	\$27,110	\$0
Transfer to Capital Improvements Fund	\$0	\$0	(\$27,672)	\$0
Net Transfers	\$0	\$31,786	(\$562)	\$0
Beginning Fund Balance	\$2,544,345	\$2,977,652	\$3,036,852	\$2,725,440
Ending Fund Balances				
Capital Reserve	\$1,772,668	\$1,283,961	\$1,383,624	\$0
Remaining Available Fund Balance	\$0	\$109,860	\$1,160,721	\$3,036,852
Total Ending Fund Balances	\$1,772,668	\$1,393,821	\$2,544,345	\$3,036,852

FUND SUMMARIES

continued

Art in Public Places Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Revenues				
Other Revenues	\$1,250	\$1,530	\$2,060	\$3,536
Total Ongoing Revenues	\$1,250	\$1,530	\$2,060	\$3,536
Other				
One-Time Expenditures:				
Capital Improvement Projects	\$0	(\$130,000)	\$0	\$0
Net One-Time Revenues/Expenditures	\$0	(\$130,000)	\$0	\$0
Transfers:				
Transfers from Capital Projects Funds	\$38,108	\$52,320	\$21,128	\$29,810
Beginning Fund Balance	\$150,931	\$132,512	\$127,743	\$94,397
Ending Fund Balances				
Capital Reserves	\$190,289	\$56,362	\$0	\$0
Remaining Available Fund Balance	\$0	\$0	\$150,931	\$127,743
Total Ending Fund Balances	\$190,289	\$56,362	\$150,931	\$127,743

FUND SUMMARIES
continued

Wastewater Enterprise Fund

	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Revenues				
Charges for Services	\$6,176,500	\$6,166,183	\$5,995,900	\$6,195,075
Fines and Forfeitures	\$55,800	\$65,900	\$26,500	\$56,878
Capacity Fees	\$615,300	\$557,200	\$578,800	\$470,690
Other Revenues	\$194,280	\$329,130	\$291,030	\$636,364
Total Ongoing Revenues	\$7,041,880	\$7,118,413	\$6,892,230	\$7,359,007
Ongoing Expenditures				
Wastewater Administration	\$217,330	\$207,735	\$220,285	\$233,539
Wastewater Operations	\$2,474,575	\$2,958,633	\$2,668,980	\$2,572,543
Public Works Engineering Services	\$249,700	\$229,800	\$232,150	\$201,581
Capital Projects Management	\$126,070	\$125,260	\$128,670	\$99,485
Contingencies	\$100,000	\$100,000	\$0	\$0
Indirect Cost Allocations/Departmental Allocations:				
Information Technology	\$226,830	\$180,385	\$171,528	\$153,521
Human Resources	\$45,100	\$45,710	\$49,790	\$38,775
Financial Services	\$179,230	\$180,313	\$203,201	\$139,790
Utility Billing	\$362,530	\$347,787	\$345,019	\$248,517
General Services	\$75,810	\$68,530	\$76,140	\$42,722
City Manager	\$59,270	\$57,030	\$56,780	\$53,910
City Clerk	\$11,180	\$5,920	\$5,860	\$3,327
City Attorney	\$162,170	\$165,590	\$60,700	\$55,929
Facilities Maintenance	\$29,010	\$28,880	\$30,390	\$61,649
Total Ongoing Expenditures	\$4,318,805	\$4,701,573	\$4,249,493	\$3,905,288
Net Ongoing	\$2,723,075	\$2,416,840	\$2,642,737	\$3,453,719
Other				
One-Time Revenues:				
Charges for Services	\$0	\$0	\$18,300	\$0
Capacity Fees	\$977,800	\$669,800	\$408,600	\$36,479
Other	\$0	\$25,000	\$0	\$2,822
One-Time Expenditures:				
Wastewater Administration	(\$1,500)	(\$7,956)	(\$2,700)	(\$1,850)
Wastewater Operations	(\$190,700)	(\$715,026)	(\$283,080)	(\$347,467)
Financial Services	(\$30,000)	(\$50,000)	(\$50,000)	(\$36,038)
Information Technology	(\$3,000)	(\$38,300)	(\$38,200)	(\$17,352)
Capital Improvement Projects	(\$1,380,000)	(\$4,074,000)	(\$4,688,644)	(\$1,327,059)
Debt Service	(\$4,690,775)	(\$4,693,025)	(\$4,963,025)	(\$4,439,034)
Net One-Time Revenues/Expenditures	(\$5,318,175)	(\$8,883,507)	(\$9,598,749)	(\$6,129,499)
Transfers:				
Transfer from General Fund	\$3,400,000	\$3,447,000	\$3,447,000	\$4,599,709
Net Transfers	\$3,400,000	\$3,447,000	\$3,447,000	\$4,599,709
Beginning Fund Balance	\$15,161,724	\$17,599,586	\$18,293,936	\$15,994,239
Equipment Replacement Reserve				
Reserve Contributions	\$0	\$524,000	\$524,000	\$430,268
Equipment Purchases	(\$100,600)	(\$155,000)	(\$147,200)	(\$54,500)
Net Contribution to Equipment Replacement Reserve	(100,600)	\$369,000	\$376,800	\$375,768
Major Maintenance Reserve				
Reserve Contributions	\$0	\$109,350	\$109,350	\$16,286
Major Maintenance Costs	\$0	\$0	\$0	\$0
Net Contribution to Major Maintenance Reserve	\$0	\$109,350	\$109,350	\$16,286
Ending Fund Balances				
Operating Reserve*	\$1,498,675	\$1,889,285	\$1,889,285	\$1,700,939
Capital Improvements Reserve	\$3,900,000	\$1,748,232	\$1,380,000	\$1,225,000
Equipment Replacement Reserve	\$858,159	\$975,641	\$958,759	\$581,959
Major Maintenance Reserve	\$125,636	\$71,150	\$125,636	\$16,286
Budget Carryovers	\$0	\$0	\$10,000	\$340,100
Remaining Available Fund Balance	\$9,483,554	\$10,264,611	\$10,798,044	\$14,429,652
Total Ending Fund Balances	\$15,866,024	\$14,948,919	\$15,161,724	\$18,293,936

* Operating reserve is 33.3% of operating expenditures.

FUND SUMMARIES

continued

Information Technology Internal Service Fund

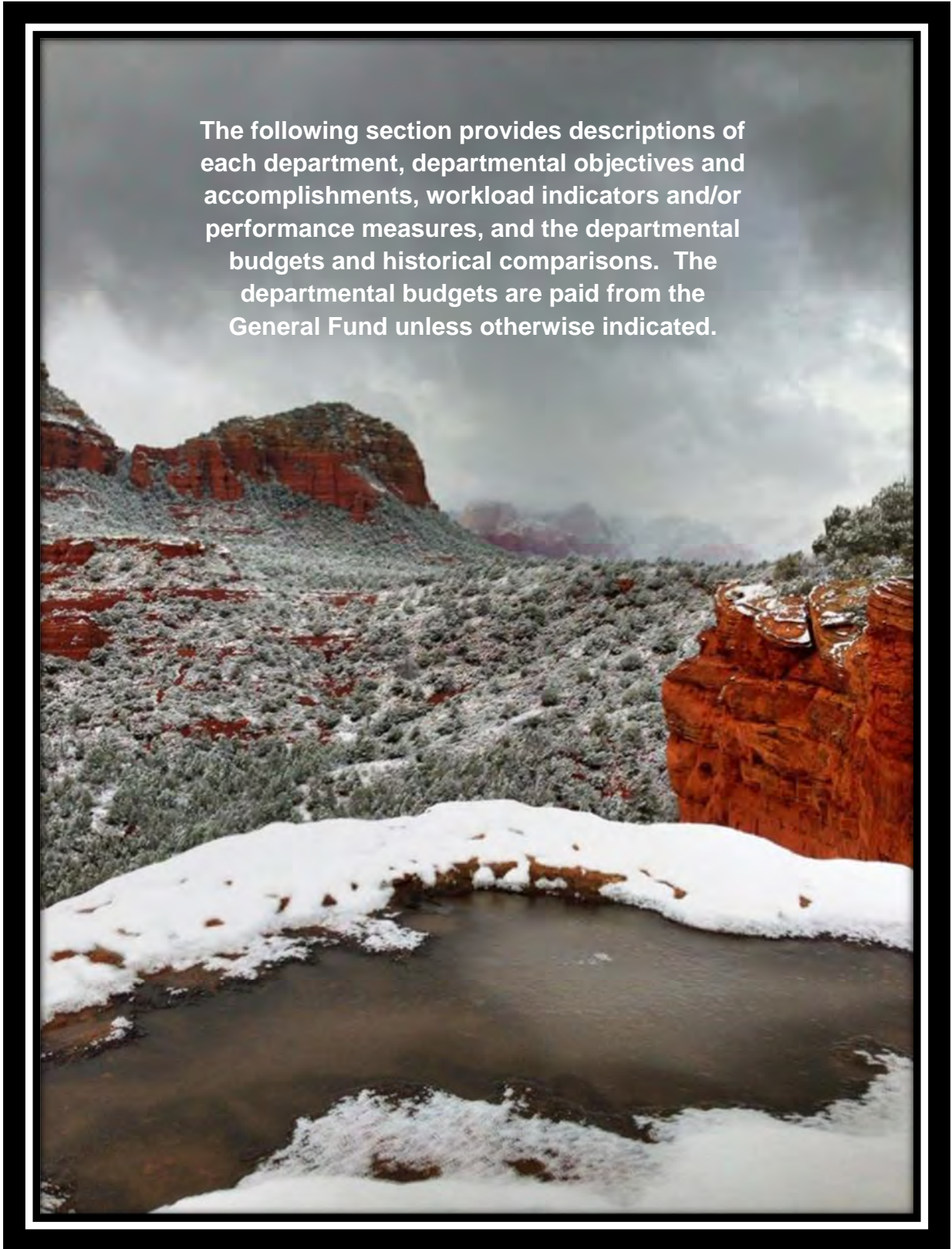
	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals
Ongoing Revenues				
Internal Cost Charges	\$1,749,870	\$1,559,540	\$1,555,500	\$1,706,140
Charges for Services	\$700	\$800	\$700	\$669
Other Revenue	\$3,230	\$2,400	\$7,470	\$7,751
Total Ongoing Revenues	\$1,753,800	\$1,562,740	\$1,563,670	\$1,714,560
Ongoing Expenditures				
Information Technology Services	\$1,042,977	\$1,185,865	\$1,091,696	\$1,042,539
Geographic Information Systems	\$149,490	\$145,070	\$140,325	\$134,817
Departmental Direct Allocations	\$141,155	\$94,850	\$114,665	\$0
Indirect Cost Allocations	\$118,960	\$122,120	\$127,570	\$312,200
Total Ongoing Expenditures	\$1,452,582	\$1,547,905	\$1,474,256	\$1,489,556
Net Ongoing	\$301,218	\$14,835	\$89,414	\$225,004
Other				
One-Time Revenues:				
Internal Cost Charges	\$7,500	\$142,400	\$119,000	\$80,830
One-Time Expenditures:				
Information Technology Services	(\$7,500)	(\$142,400)	(\$119,000)	(\$80,830)
Geographic Information Systems	\$0	\$0	\$0	(\$219)
Departmental Direct Allocations	\$0	(\$2,100)	(\$5,000)	\$0
Net One-Time Revenues/Expenditures	\$0	(\$2,100)	(\$5,000)	(\$219)
Beginning Fund Balance	\$650,226	\$326,331	\$452,312	\$0
Equipment Replacement Reserve				
Reserve Contributions	\$0	\$177,950	\$177,950	\$227,527
Equipment Purchases	(\$148,350)	(\$64,450)	(\$64,450)	\$0
Net Use of Operating Revenues	(\$148,350)	\$113,500	\$113,500	\$227,527
Ending Fund Balances				
Equipment Replacement Reserve	\$373,252	\$359,351	\$521,602	\$408,102
Budget Carryovers	\$0	\$0	\$0	\$36,750
Remaining Available Fund Balance	\$429,842	\$93,215	\$128,624	\$7,460
Total Ending Fund Balances	\$803,094	\$452,566	\$650,226	\$452,312



Departmental Budgets

DEPARTMENTAL BUDGETS

The following section provides descriptions of each department, departmental objectives and accomplishments, workload indicators and/or performance measures, and the departmental budgets and historical comparisons. The departmental budgets are paid from the General Fund unless otherwise indicated.



CITY COUNCIL

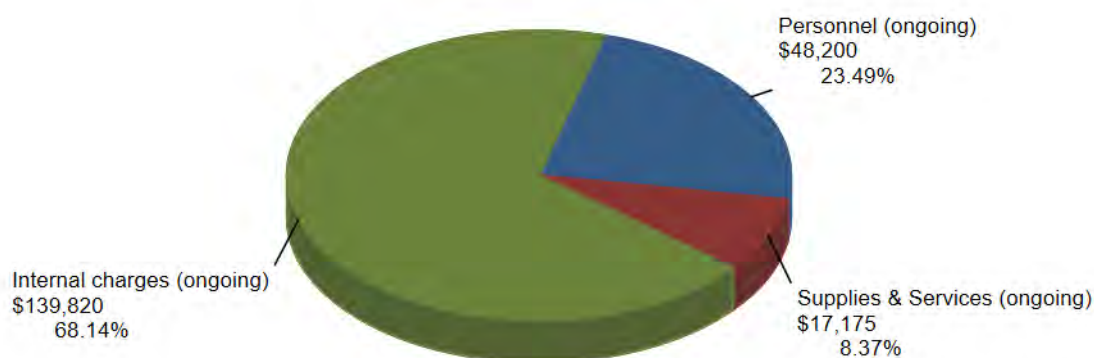
Mission Statement

To encourage partnering to maximize resources and opportunities in sustaining Sedona's vibrant economy, which includes an interdependence of residents, visitors, and surrounding communities. The City Council, Boards and Commissions, staff, and volunteers partner in being responsive to the needs of the community to accomplish the City's mission.

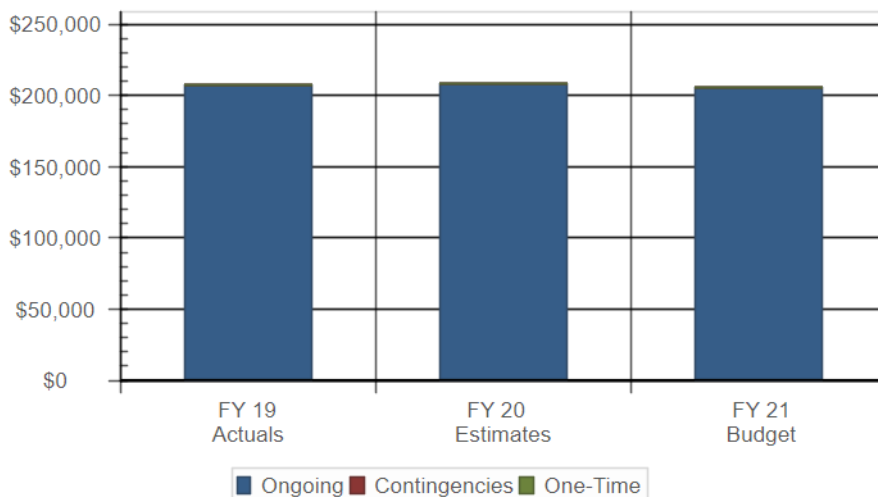
Description

The Mayor and City Councilors are elected at large and consist of seven members. The Mayor presides over the City Council meetings. The City Council is mostly responsible for policies and appoints a City Manager who is responsible for the day-to-day operations of the City.

FY 2021 PROGRAM EXPENDITURES: \$205,195



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



City Council-Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 48,200	23 %	\$ 48,120	\$ 48,110	\$ 48,622
Supplies & Services	17,175	8 %	25,350	18,300	15,307
Subtotal Direct Costs	\$ 65,375	32 %	\$ 73,470	\$ 66,410	\$ 63,929
Internal Charges	139,820	68 %	145,630	141,450	143,476
Total Expenditures	205,195	99 %	219,100	207,860	207,405
Expenditures by Fund					
General Fund Portion	\$ 205,195	100 %	\$ 219,100	\$ 207,860	\$ 207,405
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 71,818	35 %	\$ 76,685	\$ 72,751	\$ 72,592
Estimated Visitor Generated	\$ 133,377	65 %	\$ 142,415	\$ 135,109	\$ 134,813
Employee Time Allocation (FTEs) Budgeted	7.00	-	7.00	-	7.00

FY 2020 Accomplishments

Overall City Value - Fiscal Sustainability:

* Approved a balanced budget.

Council Priorities:

- * Continued improvements to storm water drainage system.
- * Hosted the 10th Annual Citizens Academy.
- * Updated the Building Code.
- * Approved installation of solar carports and electric car chargers at City Hall.
- * Evaluated Permanent Base Adjustment versus Alternative Expenditure Limitation.
- * Reviewed and approved some of the Sedona In Motion transportation projects.
- * Completed the economic diversification strategic planning process and created a work plan.

FY 2021 Objectives

Overall City Value - Good Governance:

* Continue to work toward achievements within the Council's top priorities.

Council Priorities:

- * Continue storm water management projects.
- * Continue working on Sedona In Motion transportation projects.
- * Continue evaluation of transit system and projects.
- * Evaluate and pursue affordable housing opportunities.
- * Continue to improve communications efforts with the public.
- * Work with the Sedona Chamber of Commerce and Tourism Bureau on sustainable tourism.
- * Continue to review long-term capital needs and funding options.
- * Develop strategies to improve the City's internal and external sustainability.
- * Develop an emergency preparedness plan in coordination with Sedona Fire District and Yavapai and Coconino Counties.
- * Manage and monitor impacts of short-term rentals and consider additional changes to City Code.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
City Council communications reviewed	130	130	130	150	175
Public meetings held	50	48	50	59	52
Hours spent in City Council meetings	150	150	150	168	139

City Council-Administration

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Expenditures per capita: All General Fund services (ICMA Benchmark 2016-2018)		\$1,856	\$1,944	\$1,856	\$1,735	\$1,735
Expenditures per capita + annualized visitor population: All General Fund services		\$948	\$999	\$948	\$849	\$849

**CITY COUNCIL
Continued**

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
General Fund					
10-5210-01 - Administration					
Personnel (ongoing)	\$48,200	\$48,120	\$48,110	\$48,622	
Supplies & Services (ongoing)	\$17,175	\$25,350	\$18,300	\$15,307	Budget Decrease: Reduction in League Conference costs.
Direct Costs (Ongoing) Subtotal	\$65,375	\$73,470	\$66,410	\$63,929	
Internal Charges	\$139,820	\$145,630	\$141,450	\$143,476	
Administration Total	\$205,195	\$219,100	\$207,860	\$207,405	

CITY COUNCIL
Continued

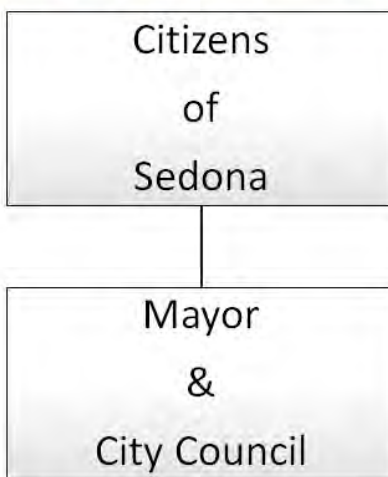
POSITIONS SUMMARY

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Councilor	5.00	5.00	5.00	5.00
Mayor	1.00	1.00	1.00	1.00
Vice-Mayor	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5210-01	Administration	7.00	7.00	7.00	7.00
General Fund Total		7.00	7.00	7.00	7.00

DEPARTMENTAL ORGANIZATION CHART



CITY MANAGER'S OFFICE

Mission Statement

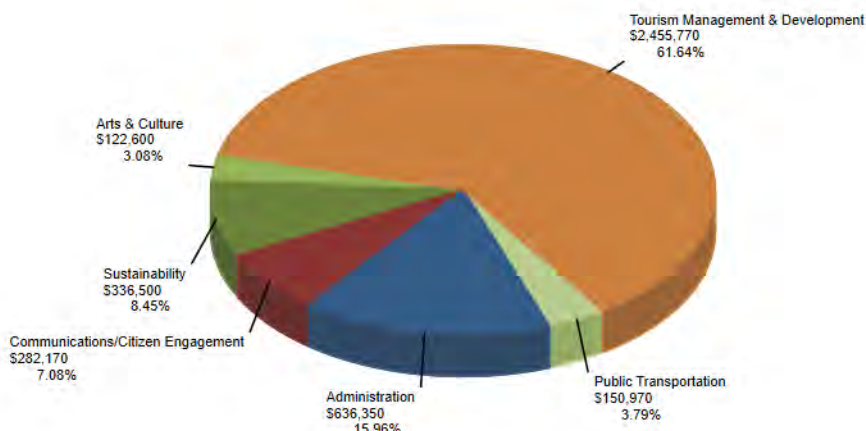
To assist departments and City Council in meeting performance goals by fostering an organizational environment that encourages a commitment to teamwork and delivery of quality municipal services to external customers (residents) and internal customers (employees).

Description

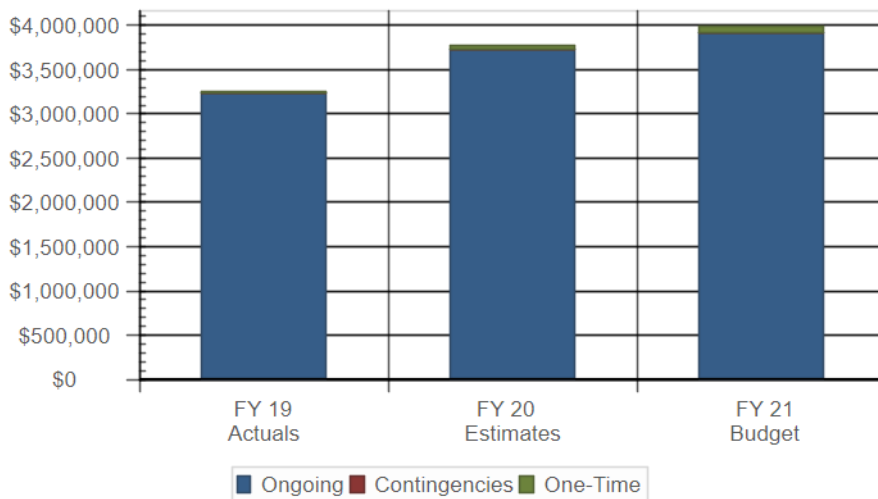
The City Manager's Office is responsible for the following program areas:

- * Administration
- * Communications and Citizen Engagement
- * Arts and Culture
- * Tourism Management and Development
- * Sustainability

FY 2021 PROGRAM EXPENDITURES: \$3,984,360



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



City Manager's Office-Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 489,870	77 %	\$ 484,240	\$ 479,890	\$ 467,668
Supplies & Services	32,080	5 %	21,580	21,880	40,960
Subtotal Direct Costs	\$ 521,950	82 %	\$ 505,820	\$ 501,770	\$ 508,628
Internal Charges	114,400	18 %	106,760	107,970	87,731
Total Expenditures	636,350	100 %	612,580	609,740	596,359
Expenditures by Fund					
General Fund Portion	\$ 636,350	100 %	\$ 612,580	\$ 609,740	\$ 571,419
Other Funds Portion	\$ -	- %	\$ -	\$ -	\$ 24,940
Funding Sources					
Allocations to Other Departments	\$ 636,340	100 %	\$ 612,580	\$ 609,740	\$ 569,655
Funding from General Revenues:					
Estimated Resident Generated	\$ 4	- %	\$ -	\$ -	\$ 9,346
Estimated Visitor Generated	\$ 7	- %	\$ -	\$ -	\$ 17,358
Employee Time Allocation (FTEs) Budgeted	3.40	-	3.40	-	3.00

The Administration program consists of the City Manager, Assistant City Manager, Management Analyst and Administrative Assistant who are responsible for all day to day operations, the implementation of City Council policy and work plans and directing all department head positions.

In fiscal year 2018-19, the Assistant City Manager took on the role of Community Development Director in addition to her current duties, and sixty percent of her time is currently allocated to that department. The Management Analyst position that was added in fiscal year 2018-19 was reclassified in fiscal year 2019-20 to function at a higher level with more complex assignments and responsibility in order to support the reorganization.

City Manager's Office-Administration

Continued

FY 2020 Accomplishments

Overall City Value - Good Governance:

* Oversaw and/or directly led City Council Priorities.

Council Priority - Complete Various Traffic Improvements:

* Continued to mitigate traffic and parking issues in Uptown, including the completion of construction of Uptown Roadway Improvements Project and the completion of the Uptown Sedona Parking Facility Needs, Siting and Design Concept Assessment.

* Continued development and execution of other Sedona in Motion projects including roadway connections, bike and pedestrian improvements, slip lanes, and traveler information signs.

* Initiated and completed the Greater Sedona/Oak Creek Canyon Transit System Development and Implementation Plan in coordination with surrounding jurisdictions.

Council Priority - Sustainable Tourism:

* Worked with Sedona Chamber of Commerce and Tourism Bureau to support execution of the Sustainable Tourism Plan to guide future tourism activities.

* Worked with the Chamber to ensure their work plan met the goal of maintaining, but not growing, current levels of tourist activity.

Council Priority - Affordable Housing:

* Initiated efforts to pursue public/private partnerships to address the lack of availability of affordable housing, including completion of a housing needs assessment and five-year affordable housing action plan.

Council Priority - Permanent Base Adjustment:

* Formed a citizen work group to evaluate expenditure limitation options, including exploration of a city-initiated Permanent Base Adjustment for public vote on the August 2020 ballot culminating in a recommendation and decision by Council that Home Rule is the option that makes most sense for Sedona.

Council Priority - Environmental Sustainability:

* Developed strategies to improve the City's internal sustainability through the creation of a Municipal Sustainability Plan and initiated a community-based climate action and resiliency plan.

* Initiated an update to the emergency preparedness plan in coordination with Sedona Fire District and Yavapai and Coconino Counties.

Council Priority - Communications:

* Developed strategies to increase public trust within the community.

* Created talking points for City Council hot topics.

Council Priority - Economic Diversification:

* Participated in the economic diversification strategic planning process and creation a work plan that outlines what strategies will be pursued.

Overall City Value - Good Governance:

* Completed comprehensive Lean training for approximately 20 internal team members and implemented a committee structure to oversee the completion of Lean projects.

FY 2021 Objectives

Council Priority - Complete Various Traffic Improvements:

* Continue development and execution of Sedona in Motion projects, particularly related to public safety and roadway connections where there is only one ingress and egress.

* Continue implementation of the Greater Sedona/Oak Creek Canyon Transit System Development and Implementation Plan, in coordination with surrounding jurisdictions.

Council Priority - Affordable Housing:

* Continue efforts to address the lack of availability of affordable housing, including implementation of the Housing Needs Assessment and Action Plan, staffing and consideration of funding from increased bed tax revenues related to short-term rentals.

Council Priority - Environmental Stewardship:

* Implement strategies from the Municipal Sustainability Plan to improve the City's internal sustainability.

Council Priority - Sustainable Tourism:

* Continue to work with Sedona Chamber of Commerce and Tourism Bureau to implement strategies included in the Sustainable Tourism Plan to guide future tourism activities.

* Work with the Chamber to ensure their work plan meets the goal of maintaining, but not growing, current levels of tourist activity.

Council Priority - Communications:

* Continue to implement ongoing efforts at communication improvements.

Council Priority - Short Term Rentals:

* Continue monitoring and internal reviews and evaluate reported issues and complaints to consider possible additional changes to City code.

Council Priority - Sedona Recycles:

* Complete evaluation and consider long-term options for Sedona Recycles.

Council Priority - Major Plan Amendments:

* Analyze and evaluate changes in major vs. minor plan amendments.

Council Priority - Community Plan Update:

* Develop a plan to execute Community Plan Update.

Council Priority - Early Head Start

* Explore ability to leverage federal funds for Early Head Start program for Sedona residents.

Council Priority - Small Town Character:

* Consider strategies to refine community understanding and expectations of maintaining small town character.

Overall City Value - Good Governance:

* Continue implementation of Lean process improvement initiatives.

City Manager's Office-Administration
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
City Council agenda bill items reviewed	140	150	135	142	171
Adopted Council Priorities	16	16	16	19	15

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
% of City Council annual priority goals completed by established deadlines		80%	80%	80%	80%	80%
National Citizen Survey 2017: Quality of all local government services: % Excellent or Good (ICMA Benchmark 2016-2018)		70% (Similar to NCS benchmark)	N/A	68% (Similar to NCS benchmark)	68% (Similar to NCS benchmark)	68% (Similar to NCS benchmark)
National Citizen Survey 2017: Overall customer service by Sedona employees (police, receptionists, planners, etc.): % Excellent or Good		77% (Similar to NCS benchmark)	N/A	75% (Similar to NCS benchmark)	75% (Similar to NCS benchmark)	75% (Similar to NCS benchmark)
Employee Survey: The City is a good place to work: % Strongly Agree or Agree		92%	92%	92%	92%	N/A

City Manager's Office-Communications & Citizens Engagement

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 193,060	68 %	\$ 193,160	\$ 191,420	\$ 183,799
Supplies & Services	37,940	13 %	56,580	26,560	10,268
Subtotal Direct Costs	\$ 231,000	82 %	\$ 249,740	\$ 217,980	\$ 194,067
Internal Charges	51,170	18 %	60,610	62,270	52,925
Total Expenditures	282,170	99 %	310,350	280,250	246,992
Expenditures by Fund					
General Fund Portion	\$ 279,230	99 %	\$ 308,070	\$ 279,290	\$ 246,992
Info Tech Internal Service Fnd	\$ 2,940	1 %	\$ 2,280	\$ 960	\$ -
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 98,760	35 %	\$ 108,623	\$ 98,088	\$ 86,447
Estimated Visitor Generated	\$ 183,411	65 %	\$ 201,728	\$ 182,163	\$ 160,545
Employee Time Allocation (FTEs) Budgeted	2.00	-	1.88	-	1.88

The Communications and Citizen Engagement program is responsible for keeping Sedona citizens informed and involved. Services include the Citizen Engagement Program and public information activities such as website management, digital and printed information materials, citizen services, and media relations.

A portion of the Communications and Citizen Engagement program is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Community Plan Community Goal - Cultivate an appreciation and respect for Sedona's distinctive community character:

- * Coordinated City Talk articles for publication; placed news releases in local media publications.
- * Executed social media policy and consolidation, and increased followers.
- * Placed Sedona in Motion programs on Yavapai Broadcasting's County Wide TV and radio program.
- * Helped with launch of new website.
- * Launched new graphic standards.
- * Launched video initiative.
- * Executed the Uptown Roadway Improvements Project Public Involvement Plan.
- * Continued to develop online opportunities to engage residents including online surveys.
- * Hosted a volunteer luncheon and awards program for Citizens Engagement Program (CEP) participants and other volunteers.
- * Communicated City Council's priorities to residents.
- * Council Priority - Alternative Expenditure Limitation: coordinated work group effort on this effort.
- * Overall City Value - Good Governance: initiated Lean Government and Six Sigma quality training and initiated Advance SedonaQuality to execute future projects.

FY 2021 Objectives

Community Plan Community Goal - Cultivate an appreciation and respect for Sedona's distinctive community character:

- * Continue to engage residents in Sedona in Motion public involvement opportunities like work groups, surveys, public meetings, etc.
- * Continue to offer meaningful work group opportunities for citizens.
- * Conduct 2020 Citizen Survey.
- * Continuous improvement of usability and functionality of the City website and other digital communication tools.
- * Expand the video series.
- * Coordinate the 2020 Citizens Academy.

City Manager's Office-Communications & Citizens Engagement

Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Citizens participating in City work groups	50	50	50	38	59
Citizens participating in Citizens Academy	22	22	0	23	15
New citizen work groups created	5	4	5	4	5
Active work groups	6	6	6	5	7
Nixle community alert subscribers	2,800	1,200	2,600	2,191	855
Total Facebook followers	8,000	5,600	7,500	6,721	3,868
Sedona resident Facebook followers	1,150	1,000	1,090	1,017	N/A
Press releases issued	120	N/A	95	82	N/A
Total Instagram followers	1,500	N/A	1,200	N/A	N/A
City Talk columns published	24	N/A	24	24	N/A

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
National Citizen Survey 2017: Respondents likely to use City website or eNotify emails to learn about City issues: % Very and Somewhat Likely		70%	N/A	67%	67%	67%
National Citizen Survey 2017: Quality of Public information services: % Excellent and Good		64%	N/A	N/A	N/A	63% (Similar to NCS benchmark)
Digital reach and open rates of City issued news releases		3,700 subscribers / 25% open	3,500 subscribers / 25% open	3,250 subscribers / 27% open	N/A	1,500 subscribers / 35% open
Citizens Academy Participants Survey: % Good or Excellent		100%	100%	100%	100%	100%
Work Group Participants Survey: % rating experience as Good or Excellent		100%	100%	100%	100%	N/A
Employee Survey: Overall, I am satisfied with internal City communication: % Strongly Agree or Agree		70%	65%	55%	53%	N/A

City Manager's Office-Sustainability

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 95,100	28 %	\$ 90,680	\$ 92,520	\$ 74,641
Supplies & Services	170,400	51 %	149,650	135,350	15,481
Capital & Debt Service	38,000	11 %	18,000	-	8,616
Subtotal Direct Costs	\$ 303,500	90 %	\$ 258,330	\$ 227,870	\$ 98,738
Internal Charges	33,000	10 %	25,620	26,470	19,712
Total Expenditures	336,500	100 %	283,950	254,340	118,450
Expenditures by Fund					
General Fund Portion	\$ 334,500	99 %	\$ 283,950	\$ 254,340	\$ 118,450
Info Tech Internal Service Fnd	\$ 2,000	1 %	\$ -	\$ -	\$ -
Funding Sources					
Allocations to Other Departments	\$ -	- %	\$ -	\$ -	\$ 569,655
Funding from General Revenues:					
Estimated Resident Generated	\$ 117,775	35 %	\$ 99,383	\$ 89,019	\$ (157,922)
Estimated Visitor Generated	\$ 218,725	65 %	\$ 184,568	\$ 165,321	\$ (293,283)
Employee Time Allocation (FTEs) Budgeted	1.00	-	1.00	-	1.00

The Sustainability Program was newly created in fiscal year 2018-19. Sustainability is a significant component of the Community Plan and a Council Priority. The Sustainability Program develops and implements policies, projects, and programming to enhance municipal operations and community-wide sustainability.

A portion of the Sustainability program is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Council Priority - Environmental Sustainability:

- * Finalized Municipal Sustainability Plan process to establish goals and actions for sustainable efforts.
- * Partnered with APS on 150kW solar carport installation at City Hall.
- * Installed four public electric vehicle charging ports at City Hall.
- * Purchased first electric vehicle for city fleet.
- * Installed water bottle refill stations at the Hub and Community Pool.
- * Hosted community-wide household hazardous waste and electronics recycling event.
- * Completed greenhouse gas emission inventory for community.
- * Hosted two community-wide Fix-It Clinics.
- * Developed zero waste stations and began recycling and composting at large, city-hosted events.
- * Hosted first Pumpkin-Drop composting event to begin diverting Halloween waste from landfill.
- * Partnered with the Climate Assessment for the Southwest (CLIMAS) to develop a climate profile for the Verde Valley.
- * Researched and provided recommendations for electric vehicle and solar readiness provisions in building codes adopted by Council.
- * Represented the city at biweekly Sustainability Alliance meetings and monthly meetings for Oak Creek Watershed Council, Verde River Sustainability Flows Council, and Arizona Forward's Statewide Sustainability Plan Committee.
- * Provided annual financial assistance to the U.S. Forest Service for trails maintenance and to Oak Creek Watershed Council for stormwater outreach.

City Manager's Office-Sustainability
Continued

FY 2021 Objectives

Council Priority - Environmental Sustainability:

- * Expand public electric vehicle charging infrastructure.
- * Increase number of hybrid and electric vehicles in city fleet.
- * Complete community-wide Climate Resiliency Plan.
- * Adopt Green Fleet Policy.
- * Conduct second phase of Midstate Energy upgrades.
- * Develop on-site solar energy project for city operations.
- * Develop community campaign directed at increasing material reuse.
- * Host annual Fix-it Clinic.
- * Host Household Hazardous Waste and Electronics Collection event.
- * Continue participation in Oak Creek Watershed Council, Verde River Sustaining Flows Council and Sustainability Alliance.
- * Provide annual financial assistance to the U.S. Forest Service for trails maintenance and to Oak Creek Watershed Council for stormwater outreach.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Energy consumed at City facilities	3,500,000 kWh	N/A	4,000,000 kWh	4,281,452 kWh	N/A
Renewable energy generated at City facilities	3,500,000 kWh	N/A	1,330,500 kWh	1,330,509 kWh	N/A
Water consumed in City operations	500,000 gallons	N/A	600,000 gallons	602,300 gallons	N/A
Fuel used by City fleet	38,000 gallons	N/A	40,000 gallons	40,522 gallons	N/A
Paper purchased for City operations	350,000 sheets	N/A	400,000 sheets	516,000 sheets	N/A
Electronics recycling (weight in pounds) collected* For FY19, this was in City Clerk's Office budget	19,000 lbs	28,000 lbs	18,000 lbs	17,237 lbs	26,515 lbs
Household hazardous waste (weight in pounds) collected* For FY19, this was in City Clerk's Office budget	10,000 lbs	4,000 lbs	9,000 lbs	8,770 lbs	0 lbs

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Sustainability Alliance rating		Silver	Bronze	Silver	Bronze	Bronze

City Manager's Office-Arts & Culture

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 76,200	62 %	\$ 75,450	\$ 75,460	\$ 70,760
Supplies & Services	21,950	18 %	19,980	20,350	11,180
Subtotal Direct Costs	\$ 98,150	80 %	\$ 95,430	\$ 95,810	\$ 81,940
Internal Charges	24,450	20 %	23,230	24,100	20,933
Total Expenditures	122,600	100 %	118,660	119,910	102,873
Expenditures by Fund					
General Fund Portion	\$ 122,600	100 %	\$ 118,660	\$ 119,910	\$ 102,873
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 42,910	35 %	\$ 41,531	\$ 41,969	\$ 36,006
Estimated Visitor Generated	\$ 79,690	65 %	\$ 77,129	\$ 77,942	\$ 66,867
Employee Time Allocation (FTEs) Budgeted	0.75	-	0.75	-	0.75

Being a city animated by the arts, the Arts and Culture program supports and facilitates numerous quality programs that generate creative growth for our community. This division is responsible for overseeing seven major areas: Art in Public Places, Art in Private Development, the City Hall Art Rotation Program, the Artist in the Classroom Program, the Street Performance Program, the Mayor's Arts Awards, the monthly Moment of Arts presentations to City Council, as well as upgrading needs for the Hub, our city's performance venue.

FY 2020 Accomplishments

Community Plan Community Goal - Enhance opportunities for artistic display, engagement, and learning:

- * Nancy Lattanzi has been nominated for a Governor's Art Award under the category Art Administrator.
- * Contributed to the Uptown Roundabout Art Selection Committee from initial stages to City Council presentation.
- * Elevated the Artist in the Classroom program by hiring 14 new accomplished artists to collaborate with the team.
- * Upgraded the digital screens on campus with new, rotating photographic images; replacing old slides.
- * Created a comprehensive updated list of all permanent and temporary Public Art and their values.
- * Collected proposals and chose a vendor to improve and update lighting over both stage areas in the Hub.

FY 2021 Objectives

Community Plan Community Goal - Enhance opportunities for artistic display, engagement, and learning:

- * Submit an RFP, create a work group and start the process to acquire sculptures for four roundabouts.
- * Develop a sculpture maintenance program, scheduling all City public art to be cleaned on a regular basis.
- * Update the Arts and Culture website pages with current photos, videos and information for all programs.
- * Collaborate with Parks and Recreation to create and supervise art programming for their children's summer art camp.
- * Partner with the Sustainability Coordinator to introduce environmental art projects via Artist in the Classroom.
- * Create an Art and Coffee Series, offering artist presentations to the public on campus three times per year.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Artist in the Classroom assignments per year	45	40	40	27	38
Artist in the Classroom students reached	750	1,500	700	633	1,200
City Hall Art Rotation Program artists exhibited per year	6	6	6	5	27
City Hall Art Rotation Program viewings plus attendees for Artist Receptions	350	400	350	450	300
Moment of Art for City Council artists performed	16	16	16	14	14

City Manager's Office-Arts & Culture
Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Teacher Survey: Artist in the Classroom % positive feedback		100%	100%	100%	100%	98%
National Citizen Survey 2017: Opportunities to attend cultural/arts/music activities: % Excellent or Good		69% (Similar to NCS benchmark)	66% (Similar to NCS benchmark)	66% (Similar to NCS benchmark)	66% (Similar to NCS benchmark)	66% (Similar to NCS benchmark)

City Manager's Office-Tourism Management & Development

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Supplies & Services	\$ 2,446,060	100 %	\$ 2,492,500	\$ 2,492,500	\$ 2,176,400
Internal Charges	9,710	- %	12,770	13,040	9,785
Total Expenditures	2,455,770	100 %	2,505,270	2,505,540	2,186,185
Expenditures by Fund					
General Fund Portion	\$ 2,455,770	100 %	\$ 2,505,270	\$ 2,505,540	\$ 2,186,185
Funding Sources					
Allocations to Other Departments	\$ -	- %	\$ -	\$ -	\$ 569,655
Funding from General Revenues:					
Estimated Resident Generated	\$ 859,520	35 %	\$ 876,845	\$ 876,939	\$ 565,786
Estimated Visitor Generated	\$ 1,596,251	65 %	\$ 1,628,426	\$ 1,628,601	\$ 1,050,745

With tourism being the primary economic engine in Sedona, the City contracts with the Sedona Chamber of Commerce and Tourism Bureau (SCCTB) to initiate, implement, and administer a comprehensive destination services program. The destination services plan is designed to outline the programs and services with a focus on implementing the Sustainable Tourism Plan (STP) which was unanimously approved by City Council in March 2019.

The STP is the strategic plan to balance Sedona's fragile environment and small-town quality of life with a healthy economy and a world-class visitor experience. It is a way to engage visitors more deeply while raising awareness of environmentally and culturally sensitive behavior. It's a plan to improve Sedona's transportation infrastructure while at the same time dispersing visitors and finding ways to get people out of their cars. Finally, it includes more contact between visitors and residents to develop a mutual appreciation and a genuine experience that enriches everyone.

The Plan focuses on tactics that mitigate negative impacts of tourism such as: encouraging multi-modal solutions, additional parking facilities, public transit, wayfinding signage, support of SIM projects, visitor education, and new technologies.

The components of the plan are aimed to fulfill the following long-term goals and objectives:

1. Implement the Sustainable Tourism Plan to facilitate a healthy balance between the environment, quality of life for residents, the economy and the visitor experience.
2. To attract, manage and monitor sustainable tourism for the benefit of residents, industry and visitors.
3. To make visiting Sedona a positive and memorable experience.

ENVIRONMENT: To lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

QUALITY OF LIFE: To protect and enhance the quality of life by mitigating impacts of tourism.

QUALITY OF ECONOMY: To shape the Sedona economy in ways that balance its long-term sustainability and vibrancy.

VISITOR EXPERIENCE: To provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

City Manager's Office-Tourism Management & Development

Continued

FY 2020 Accomplishments

Council Priority - Sustainable Tourism:

Environment:

- * Began implementation of Sustainable Tourism Plan, which involved the active participation of Sedona residents, community groups, businesses and visitors.
- * Continued educating visitors on how to drive roundabouts and how to drive safely with bikes.
- * Developed VoluntourismInSedona.com and implemented a voluntourism program to encourage visitors to give back while visiting Sedona.
- * Developed the Sedona Cares Pledge and SedonaCares.com website.
- * Supported the Sustainability Alliance's certification program and provided incentives for business participation.
- * Developed a Zero Waste logo and promotional program for events to strive towards zero waste.
- * Developed, designed and executed the Straw Free Sedona campaign engaging 50 (up for 37 in FY19) businesses in the program, saving 1 million straws in FY20.
- * Expanded the Sedona Trail Keeper program to 50 (up from 35 in FY19) sponsors, generating \$50,000 in private sector funds for trail maintenance and development. Held special event in February 2020.

Quality of Life:

- * Developed the Locals Nite Out program to mitigate construction impacts in Uptown. Held 17 events at nine restaurants engaging nearly 850 locals. One restaurant reported \$8,000 in revenue generated in one night.
- * Engaged daily with more than 250,000 fans/followers on social media outlets educating on stewardship, arts, outdoor adventure, wellness and events.
- * Managed property at 401 Jordan Road for immediate use for additional public parking and future strategic development. City's CFA program is currently in process.
- * Managed comprehensive event calendar, SedonaEvents.com, and supported 50+ events.
- * Worked with City to develop wayfinding kiosk signs in Uptown.
- * Enhanced WalkSedona.com and ParkInSedona.com and developed GetAroundSedona.com to help educate visitors on how to navigate Sedona and displayed available parking and walkability options. Promoted in hotel rooms, at Visitor Center and in collateral materials.

Quality Economy:

- * Focused on attracting a quality visitor who stayed longer and spends more in the community rather than simply bringing more visitors. Targeted high value visitors who share stewardship ethos, value the arts and have an annual household income of \$150,000+, in target markets of Phoenix, Chicago, Los Angeles, and international visitors in Europe, Japan.
- * Generated 70 million impressions through targeted seasonal marketing campaigns resulting in maintaining occupancy levels and increasing tax generation.
- * Assisted 350 travel media professionals and distributed 20 press releases, resulting in stories worth \$8 million in advertising value.
- * Assisted 300 professional meeting planners at eight tradeshows and sales missions, generating 200 hotel leads representing 50,000 (up from 23,000 in FY19) room night opportunities.
- * Reached out to more than 450 travel trade industry professionals on eight tradeshows and sales missions; producing approximately 850 service request referrals.
- * Produced, printed and distributed 275,000 Experience Sedona Guides, 5,000 Destination Event Planner Guides and Sedona brochures in multiple languages.

Visitor Experience:

- * Assisted more than 280,000 visitors in-person at the Visitor Center, via email, and via telephone.
- * Managed 80 local volunteers, held six training sessions and 13 FAM tours. Volunteers donated 11,500 hours with a value of \$292,000.
- * Developed and distributed weekly (52) front-liner e-newsletters.
- * Renovated the public restrooms located at 331 Forest Road in Uptown.
- * Led the Sedona Verde Valley Tourism Council and enhanced the National G

FY 2021 Objectives

Council Priority - Sustainable Tourism:

Marketing and Communications

1. Maintain the number of visitors and the revenues associated with visitor spending with a focus on mid-week and off-peak seasons.
2. Focus on arts and culture, wellness, outdoor adventure, stewardship and sustainability.
3. Conduct research to inform decision-making for the organization and stakeholders.
4. Actively engage in Sedona Reinvestment Programs to link, enhance and create amenities that contribute to the quality of life for residents, enrich the tourism experience, and mitigate visitor impacts.

Group/Meeting and Travel Trade Industry Sales

1. Maintain sales efforts in group and international markets with a focus on meeting planners, incentive planners and travel trade industry.
2. Position Sedona as the premier destination for small meetings.
3. Position Sedona as a top leisure destination for national and international travelers through travel trade tour programs.

Visitor Services

1. Provide the highest level of customer service at the Visitor Center.
2. Maintain a trained, engaged and vibrant volunteer core.
3. Provide resources to visitors to support sustainability and stewardship efforts.

City Manager's Office-Tourism Management & Development

Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Annual daily room rate for hotels (ADR)		\$240.00	\$225.00	\$237.00	\$233.90	\$228.61
Bed tax collections (in millions)		\$5.5	\$4.8	\$5.2	\$4.8	\$4.3
City sales tax collections (in millions)* includes new 0.5% sales tax implemented March 1, 2018		\$23.6*	\$21.2*	\$22.7*	\$21.4*	\$18.4*
Hotel occupancy rate		71%	69.0%	70.5%	70.1%	70.1%
Visitors assisted at visitor center, via email, via telephone, and via text		295,000	290,199	295,000	293,179	281,227
Visitor Service Survey: % satisfied measured at visitor center and/or electronically		98%	95%	98%	87% Excellent, 13% Good	N/A

City Manager's Office - Transportation

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 140,350	93 %	\$ -	\$ -	\$ -
Internal Charges	10,620	7 %	-	-	-
Total Expenditures	150,970	100 %	-	-	-
Expenditures by Fund					
Other Funds Portion	\$ 150,970	100 %	\$ -	\$ -	\$ -
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 52,840	35 %	\$ -	\$ -	\$ -
Estimated Visitor Generated	\$ 98,131	65 %	\$ -	\$ -	\$ -
Employee Time Allocation (FTEs) Budgeted	1.00	-	-	-	-

CITY MANAGER'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
General Fund					
10-5220-01 - Administration					
Personnel (ongoing)	\$489,870	\$484,240	\$479,890	\$467,668	
Supplies & Services (ongoing)	\$32,080	\$21,580	\$21,880	\$16,020	Budget Increase: Moved the city-wide training budget from Human Services.
Direct Costs (Ongoing) Subtotal	\$521,950	\$505,820	\$501,770	\$483,688	
Internal Charges	\$(521,940)	\$(505,810)	\$(501,760)	\$(481,924)	
Administration Total	\$10	\$10	\$10	\$1,764	
10-5220-03 - Communications & Citizens Engagement					
Personnel (ongoing)	\$193,060	\$193,160	\$191,420	\$183,799	
Supplies & Services (ongoing)	\$35,000	\$26,300	\$25,600	\$10,268	
Direct Costs (Ongoing) Subtotal	\$228,060	\$219,460	\$217,020	\$194,067	
Internal Charges	\$51,170	\$60,610	\$62,270	\$52,925	
Ongoing Total	\$279,230	\$280,070	\$279,290	\$246,992	
Supplies & Services (one-time)	\$0	\$28,000	\$0	\$0	Budget Decrease: Reduction in one-time costs related to public communications.
Communications & Citizens Engagement Total	\$279,230	\$308,070	\$279,290	\$246,992	
10-5220-09 - Sustainability					
Personnel (ongoing)	\$95,100	\$90,680	\$92,520	\$74,641	
Supplies & Services (ongoing)	\$141,400	\$100,150	\$102,850	\$15,481	Budget Increase: Americorps volunteer, Renewable Energy Purchase, and Marketing.
Direct Costs (Ongoing) Subtotal	\$236,500	\$190,830	\$195,370	\$90,122	
Internal Charges	\$33,000	\$25,620	\$26,470	\$19,712	
Ongoing Total	\$269,500	\$216,450	\$221,840	\$109,834	
Supplies & Services (one-time)	\$27,000	\$49,500	\$32,500	\$0	Budget Decrease: Partial carryover for Climate Action Plan; Renewable Site Analysis.
Capital & Debt Service	\$38,000	\$18,000	\$0	\$8,616	Budget Increase: Electric vehicle charging station.
One-Time Total	\$65,000	\$67,500	\$32,500	\$8,616	
Sustainability Total	\$334,500	\$283,950	\$254,340	\$118,450	

CITY MANAGER'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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10-5220-41 - Arts & Culture

Personnel (ongoing)	\$76,200	\$75,450	\$75,460	\$70,760	
Supplies & Services (ongoing)	<u>\$21,950</u>	<u>\$19,980</u>	<u>\$20,350</u>	<u>\$11,180</u>	
Direct Costs (Ongoing) Subtotal	\$98,150	\$95,430	\$95,810	\$81,940	
Internal Charges	<u>\$24,450</u>	<u>\$23,230</u>	<u>\$24,100</u>	<u>\$20,933</u>	
Arts & Culture Total	\$122,600	\$118,660	\$119,910	\$102,873	

10-5220-72 - Tourism Management & Development

Supplies & Services (ongoing)	<u>\$2,446,060</u>	<u>\$2,492,500</u>	<u>\$2,492,500</u>	<u>\$2,176,400</u>	
Direct Costs (Ongoing) Subtotal	\$2,446,060	\$2,492,500	\$2,492,500	\$2,176,400	
Internal Charges	<u>\$9,710</u>	<u>\$12,770</u>	<u>\$13,040</u>	<u>\$9,785</u>	
Tourism Management & Development Total	\$2,455,770	\$2,505,270	\$2,505,540	\$2,186,185	

General Fund Totals

Personnel Subtotal	\$854,230	\$843,530	\$839,290	\$796,868	
Supplies & Services (Ongoing) Subtotal	<u>\$2,676,490</u>	<u>\$2,660,510</u>	<u>\$2,663,180</u>	<u>\$2,229,349</u>	
Direct Costs (Ongoing) Subtotal	\$3,530,720	\$3,504,040	\$3,502,470	\$3,026,217	
Internal Charges Subtotal	<u>\$(403,610)</u>	<u>\$(383,580)</u>	<u>\$(375,880)</u>	<u>\$(378,569)</u>	
Ongoing Subtotal	\$3,127,110	\$3,120,460	\$3,126,590	\$2,647,648	
Supplies & Services (One-Time) Subtotal	\$27,000	\$77,500	\$32,500	\$0	
Capital & Debt Service Subtotal	<u>\$38,000</u>	<u>\$18,000</u>	<u>\$0</u>	<u>\$8,616</u>	
One-Time Subtotal	\$65,000	\$95,500	\$32,500	\$8,616	
General Fund Total	\$3,192,110	\$3,215,960	\$3,159,090	\$2,656,264	

Transportation Sales Tax Fund

17-5220-93 Public Transportation

Personnel (ongoing)	\$140,350	\$0	\$0	\$0	Budget Increase: Transit Manager Position moved to the City Manager's Office.
Internal Charges (ongoing)	<u>\$10,620</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
Ongoing Total	\$150,970	\$0	\$0	\$0	
Administration Total	\$150,970	\$0	\$0	\$0	

CITY MANAGER'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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Dev. Impact Fees - Parks & Recreation - Post 1/1/12

46-5220-01 - Administration

	\$0	\$0	\$0	\$6,740	
Direct Costs (Ongoing) Subtotal	\$0	\$0	\$0	\$6,740	
Ongoing Total	\$0	\$0	\$0	\$6,740	
Administration Total	\$0	\$0	\$0	\$6,740	

Dev. Impact Fees - Police Facilities - Post 1/1/12

47-5220-01 - Administration

	\$0	\$0	\$0	\$6,740	
Direct Costs (Ongoing) Subtotal	\$0	\$0	\$0	\$6,740	
Ongoing Total	\$0	\$0	\$0	\$6,740	
Administration Total	\$0	\$0	\$0	\$6,740	

Dev. Impact Fees - Streets - Post 1/1/12

48-5220-01 - Administration

	\$0	\$0	\$0	\$11,460	
Direct Costs (Ongoing) Subtotal	\$0	\$0	\$0	\$11,460	
Ongoing Total	\$0	\$0	\$0	\$11,460	
Administration Total	\$0	\$0	\$0	\$11,460	

Info Tech Internal Service Fnd

60-5220-03 - Communications & Citizens Engagement

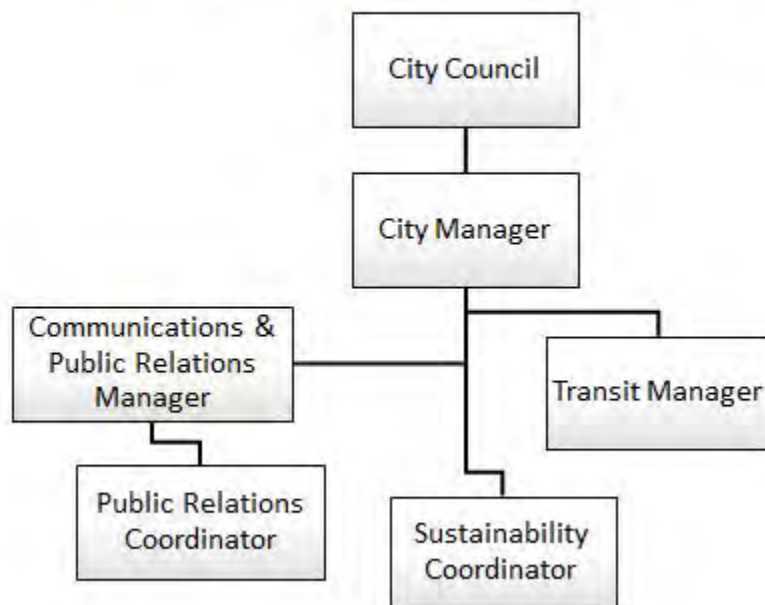
Supplies & Services (ongoing)	\$4,940	\$2,280	\$960	\$0	Budget Increase: Network fees for electric vehicle charging station.
Communications & Citizens Engagement Total	\$4,940	\$2,280	\$960	\$0	

CITY MANAGER'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
Grand Totals					
Personnel (Ongoing) Subtotal	\$994,580	\$843,530	\$839,290	\$796,868	
Supplies & Services (Ongoing) Subtotal	\$2,681,430	\$2,662,790	\$2,664,140	\$2,254,289	
Direct Costs (Ongoing) Subtotal	\$3,676,010	\$3,506,320	\$3,503,430	\$3,051,157	
Internal Charges Subtotal	<u>\$(392,990)</u>	<u>\$(383,580)</u>	<u>\$(375,880)</u>	<u>\$(378,569)</u>	
Ongoing Subtotal	\$3,283,020	\$3,122,740	\$3,127,550	\$2,672,588	
Supplies & Services (One-Time) Subtotal	\$27,000	\$77,500	\$32,500	\$0	
Capital & Debt Service Subtotal	<u>\$38,000</u>	<u>\$18,000</u>	<u>\$0</u>	<u>\$8,616</u>	
One-Time Subtotal	\$65,000	\$95,500	\$32,500	\$8,616	
Grand Total	\$3,348,020	\$3,218,240	\$3,160,050	\$2,681,204	

DEPARTMENTAL ORGANIZATION CHART



CITY MANAGER'S OFFICE
Continued

POSITIONS SUMMARY

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Administrative Assistant	1.00	1.00	0.00	0.00
Arts and Culture Coordinator	0.75	0.75	0.75	0.75
Assist City Manager/Dir of Community Develop	0.40	0.40	0.00	0.00
Assistant City Manager	0.00	0.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Communications & Public Relations Manager	1.00	1.00	1.00	1.00
Executive Assistant to the City Manager	0.00	0.00	1.00	1.00
Intern	0.00	0.00	0.00	0.40
Management Analyst	1.00	1.00	0.00	0.00
Public Relations Coordinator	1.00	0.88	0.88	0.88
Sustainability Coordinator	1.00	1.00	1.00	0.00
Transit Manager	1.00	0.00	0.00	0.00
Total	8.15	7.03	6.63	6.03

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5220-01	Administration	3.40	3.40	3.00	3.40
10-5220-03	Communicatns/Citizen Engagemnt	2.00	1.88	1.88	1.88
10-5220-09	Sustainability	1.00	1.00	1.00	0.00
10-5220-41	Arts & Culture	0.75	0.75	0.75	0.75
General Fund Total		7.15	7.03	6.63	6.03

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Transportation Sales Tax Fund					
17-5220-93	Public Transportation	1.00	0.00	0.00	0.00
Transportation Sales Tax Fund Total		1.00	0.00	0.00	0.00
Grand Total		8.15	7.03	6.63	6.03

- (1) Part-time positions
- (2) Temporary position.

HUMAN RESOURCES

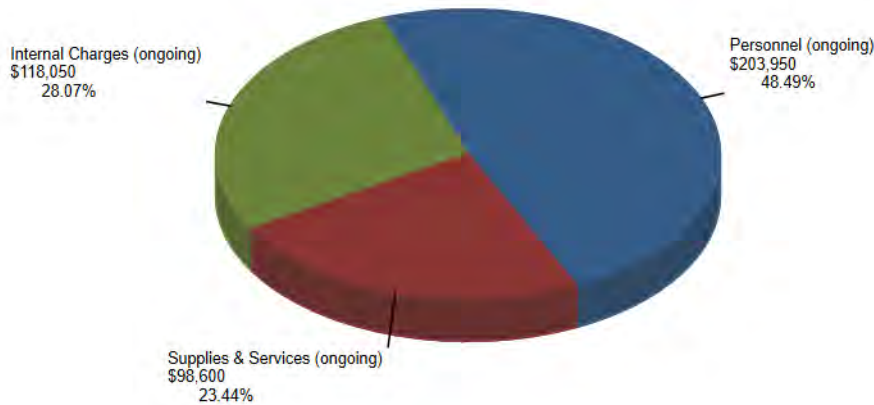
Mission Statement

To optimize the City of Sedona’s human capital by recruiting, developing, and retaining a workforce that achieves the mission and goals of the organization.

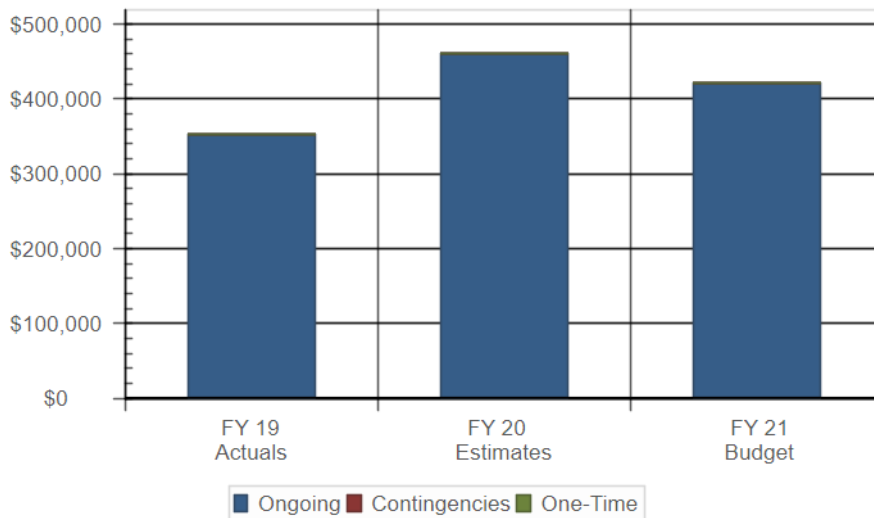
Description

The Human Resources Department provides a full range of services to regular and seasonal employees. The two-person department implements best practices recruitment procedures, interview processes, hiring, and retention development. The department provides information regarding benefits, salary studies, working conditions and relationships, employee development, and safety training and concerns.

FY 2021 PROGRAM EXPENDITURES: \$420,600



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



Human Resources-Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 203,950	48 %	\$ 203,750	\$ 201,540	\$ 192,766
Supplies & Services	98,600	23 %	99,100	141,900	54,167
Subtotal Direct Costs	\$ 302,550	72 %	\$ 302,850	\$ 343,440	\$ 246,933
Internal Charges	118,050	28 %	119,120	116,810	106,420
Total Expenditures	420,600	99 %	421,970	460,250	353,353
Expenditures by Fund					
General Fund Portion	\$ 420,600	100 %	\$ 421,970	\$ 460,250	\$ 353,353
Funding Sources					
Allocations to Other Departments	\$ 420,640	100 %	\$ 421,980	\$ 460,190	\$ 353,354
Funding from General Revenues:					
Estimated Resident Generated	\$ (14)	- %	\$ (4)	\$ 21	\$ -
Estimated Visitor Generated	\$ (26)	- %	\$ (7)	\$ 39	\$ (1)
Employee Time Allocation (FTEs) Budgeted	2.00	-	2.00	-	2.00

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * Continued successful NurseTriage workers compensation program.
- * Maintained new in-house workers compensation forms to assist with reduction in future injuries.
- * Modernized and improved safety meetings for increased participation and engaged employee interaction.
- * Increased safety training opportunities between departments by including guest speakers.
- * Partnered with our risk management provider to increase safety awareness.
- * Continual implementation of innovative and economical recruitment techniques.
- * Increased interaction for new employee on-boarding efforts.
- * Organized the Employee Wellness Fair at City Hall with new vendors and organizations.
- * Worked closely with supervisors to maintain updated job descriptions and restructured department positions.
- * Implemented further employee appreciation programs including pool and park passes.
- * Focused reduction in workers compensation claims by assisting in the implementation of a Collusion Review Board.
- * Recruitment and hiring of key positions including Assistant Engineer, City Attorney, Parks and Recreation Manager, and Magistrate Judge.
- * Implemented innovative on-boarding techniques to allow new employees to be effective in their positions immediately.
- * Created new employee paperless on-boarding system.

FY 2021 Objectives

Overall City Value - Good Governance:

- * Continual improvement of employee performance reviews with updated organizational values and modernized forms.
- * Increase implementation of employee recognition programs and opportunities.
- * Provide innovative and engaging in-house trainings and seminars.
- * Continue to work with managers to reduce the City's workers compensation experience modifier (EMOD).
- * Further outreach to peer organizations in order to maintain a strong network of local knowledge, wisdom, and assistance.
- * Commit to excellence in public service and a vision of the Human Resources role in shaping the culture of the organization.
- * Updated research efforts in compensation, benefits, and industry best practices.
- * Provide an enjoyable workplace of openness, teamwork, equality, fairness, and continual productivity.

Human Resources-Administration
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Job postings	40	32	50	37	48
Applications received and reviewed	1,000	1,000	1,300	606	1,100
Individual job interviews conducted	200	125	225	147	175
Regular new hires on-boarded	30	18	35	27	33
Workers comp injuries processed	5	12	10	7	8

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Email and phone call responsiveness		1-24 hours	1-24 hours	1-24 hours	1-24 hours	1-24 hours
Workers comp EMOD ratings		0.75	0.79	0.80	0.79	0.74
Total FTEs per 1,000 population (ICMA Benchmark 2016-2018)		14.2	14.2	14.2	14.2	14.0
Total FTEs per 1,000 population + annualized visitor population		7.2	7.0	7.2	7.2	6.9
Turnover percentages (ICMA Benchmark July 1, 2018 - June 30, 2019)		6%	10%	6%	9.5%	5.1%
Employee Survey: I plan to be working here in five years: % of responses Strongly Agree and Agree (84 responses)		68%	70%	68%	66.7%	66%
Employee Survey: I am satisfied with our healthcare-related benefits: % of responses Strongly Agree and Agree (84 responses)		75%	92%	75%	73%	N/A

HUMAN RESOURCES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
General Fund					
10-5221-01 - Administration					
Personnel (ongoing)	\$203,950	\$203,750	\$201,540	\$192,766	
Supplies & Services (ongoing)	\$98,600	\$99,100	\$141,900	\$45,554	Current Year Over Budget: City-wide LEAN training.
Direct Costs (Ongoing) Subtotal	\$302,550	\$302,850	\$343,440	\$238,320	
Internal Charges	\$(302,590)	\$(302,860)	\$(343,380)	\$(246,934)	
Ongoing Total	\$(40)	\$(10)	\$60	\$(8,614)	
Supplies & Services (one-time)	\$0	\$0	\$0	\$8,613	
One-Time Total	\$0	\$0	\$0	\$8,613	
Administration Total	\$(40)	\$(10)	\$60	\$(1)	

HUMAN RESOURCES
Continued

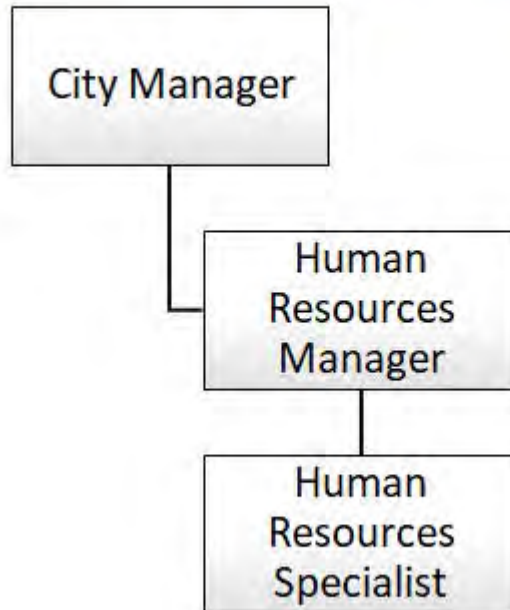
POSITIONS SUMMARY

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Human Resources Manager	1.00	1.00	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5221-01	Administration	2.00	2.00	2.00	2.00
General Fund Total		2.00	2.00	2.00	2.00

DEPARTMENTAL ORGANIZATION CHART



FINANCIAL SERVICES

Mission Statement

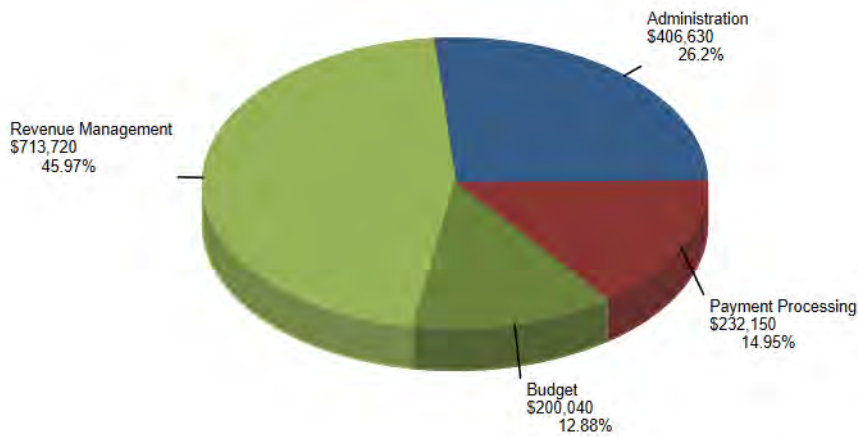
Dedicated to providing thoughtful, accurate, and timely financial services to all

Description

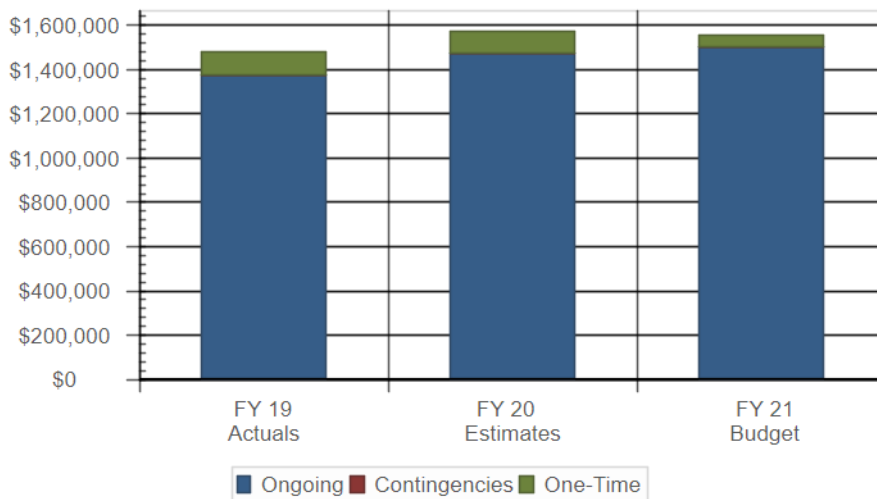
The Financial Services Department is responsible for the following program areas:

- * Administration
- * Payment Processing
- * Budget
- * Revenue Management

FY 2021 PROGRAM EXPENDITURES: \$1,552,540



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



Financial Services-Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 240,900	59 %	\$ 259,060	\$ 243,180	\$ 212,421
Supplies & Services	114,370	28 %	88,480	83,680	120,580
Subtotal Direct Costs	\$ 355,270	87 %	\$ 347,540	\$ 326,860	\$ 333,001
Internal Charges	51,360	13 %	50,090	51,210	55,955
Total Expenditures	406,630	100 %	397,630	378,070	388,956
Expenditures by Fund					
General Fund Portion	\$ 406,630	100 %	\$ 397,630	\$ 378,070	\$ 388,956
Funding Sources					
Allocations to Other Departments	\$ 406,630	100 %	\$ 397,630	\$ 378,070	\$ 388,956
Employee Time Allocation (FTEs) Budgeted	2.43	-	2.43	-	1.70

The Administration program is responsible for the supervision of the Financial Services Department as well as financial reporting, debt management, and treasury services.

The fiscal year 2019-20 budget includes the addition of a part-time Administrative Assistant position.

FY 2020 Accomplishments

Overall City Value - Fiscal Sustainability:

- * Received the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for FY 2018 – the 20th year the City has received this award.
- * Prepared the Comprehensive Annual Financial Report internally, rather than contracting with the City's auditors to prepare the document.
- * Assisted the City Clerk's Office and Information Technology Department with implementation of a grants management program.
- * Coordinated a Springbrook training for all users to help improve efficiencies in the use of the software.
- * Initiated process for replacing the City's ERP system.
- * Coordinated biennial development impact fee audit.

FY 2021 Objectives

Overall City Value - Fiscal Sustainability:

- * Obtain the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for FY 2019.
- * Close each month within five business days after all revenue accrual documents are received.
- * Prepare monthly financial reports within ten business days after all revenue accrual documents are received.
- * Select and begin implementation of a new ERP system.
- * Complete all account reconciliations by established deadlines.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Manual journal entries	825	750	N/A	834	868

Financial Services-Administration
Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
GFOA Certificate of Achievement in Financial Reporting		Yes	Yes	Yes	Yes	Yes
Issue monthly financial reports within 60 days of the end of the month. (All necessary sales tax information is not available from Arizona Department of Revenue until approximately 45 days after the end of the month.)		Yes	Yes	No	No	No
Average investment yield compared to policy benchmark as of 6/30 (Policy benchmark is the Local Government Investment Pool (LGIP) Pool 5 yield.)		N/A	2.3% yield	1.915% yield / 1.790% benchmark (as of 2/6/2020)	2.044% yield / 1.940% benchmark	2.044% yield / 1.940% benchmark
Bond Rating (Standard and Poors)		AA-	AA	AA-	A	AA
Audit findings		0	0	1	0	0
Department ongoing expenditures as percentage of total City operating expenditures (FY2018 forward includes indirect costs)		N/A	4.07%	N/A	3.96%	3.96%
Internal Survey: Overall satisfaction with service and support (% of responses favorable)		95%	95%	100%	97%	97%
Internal Survey: Satisfaction with management services (% of responses favorable)		95%	95%	99%	95%	95%

Financial Services-Payment Processing

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 157,740	68 %	\$ 156,750	\$ 174,030	\$ 149,781
Supplies & Services	1,220	<1 %	1,220	1,220	559
Subtotal Direct Costs	\$ 158,960	68 %	\$ 157,970	\$ 175,250	\$ 150,340
Internal Charges	73,190	32 %	67,690	68,180	61,563
Total Expenditures	232,150	100 %	225,660	243,430	211,903
Expenditures by Fund					
General Fund Portion	\$ 232,150	100 %	\$ 225,660	\$ 243,430	\$ 211,903
Funding Sources					
Allocations to Other Departments	\$ 232,150	100 %	\$ 225,660	\$ 243,430	\$ 211,903
Employee Time Allocation (FTEs) Budgeted	0.85	-	0.85	-	0.85

The Payment Processing program includes payroll and accounts payable processing as well as oversight of the City's decentralized purchasing process.

The payroll section is responsible for paying all employees and payroll-related vendors and ensuring that these transactions are accurately posted in the general ledger. The section also works closely with the City's Human Resources Department for employee benefit administration.

The accounts payable/purchasing section is responsible for paying all vendors and issuing all payments and ensuring that all payments are properly recorded in the general ledger. The section is also responsible for reviewing purchase orders (POs) and procurements as well as participating in citywide procurement policy development.

FY 2020 Accomplishments

Overall City Value - Fiscal Sustainability:

- * Purged on-site and off-site storage in accordance with retention policies and procedures.
- * Implemented identified improvements to internal controls and workflow efficiencies.

FY 2021 Objectives

Overall City Value - Fiscal Sustainability:

- * Ensure that all purchase orders and bids have followed the purchasing policy.
- * Ensure that auto-pay batches are posted to the general ledger within five days of receiving all required supporting documentation.
- * Update the Purchasing Manual to improve internal controls.
- * Reduce the number of paper checks by expanding ACH and employee direct deposit as well as purchasing card (P-card) transactions.
- * Reach procurement card threshold of \$1.5 million for cash back awards.
- * Develop plan for allowing decentralized input of accounts payable invoices.
- * Conduct procurement for banking services.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Employee payments (total direct deposits and checks issued annually)	4,160	4,200	4,000	3,970	N/A
W-2s issued	235	220	230	222	211
Accounts payable payments processed	4,000	3,600	3,800	3,783	3,545
Purchase orders issued	220	90	210	200	71
Special check runs	25	25	20	16	19

Financial Services-Payment Processing

Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Permanent employees paid via direct deposit		100%	100%	100%	100%	100%
Cost per employee pay		\$17.00	\$24.17	\$16.00	\$15.47	N/A
Accounts payable transactions processed within 30 calendar days: Date received by various City departments to date processed by Financial Services (ICMA Benchmark 2016-2018)		85%	85%	85%	80%	80%
Purchases made via purchasing card/credit card as a percentage of all purchases (ICMA Benchmark 2016-2018)		6.5%	6%	6.5%	6.0%	5.9%
Eligible purchasing card transactions paid with a check		10%	15%	10%	15%	20%
Purchasing card cash back awards (standard transactions)		\$20,000	\$20,000	\$16,402	\$0	\$0
Purchasing card cash back awards (Tier 1 transactions - "large ticket" transactions)		\$1,000	\$650	\$923	\$631	\$0
Cost per accounts payable transaction		\$25.00	\$33.32	\$24.00	\$23.50	\$31.59
Internal Survey: Satisfaction with payment processing services (% of responses favorable)		95%	95%	99%	95%	96%

Financial Services-Budget

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 161,380	81 %	\$ 155,010	\$ 155,420	\$ 147,623
Supplies & Services	6,060	3 %	51,060	50,860	50,011
Subtotal Direct Costs	\$ 167,440	84 %	\$ 206,070	\$ 206,280	\$ 197,634
Internal Charges	32,600	16 %	32,440	33,270	45,264
Total Expenditures	200,040	100 %	238,510	239,550	242,898
Expenditures by Fund					
General Fund Portion	\$ 200,040	100 %	\$ 238,510	\$ 239,550	\$ 242,898
Funding Sources					
Allocations to Other Departments	\$ 200,040	100 %	\$ 238,510	\$ 239,550	\$ 242,898
Employee Time Allocation (FTEs) Budgeted	1.15	-	1.15	-	1.15

The Budget program includes responsibilities for the development and monitoring of the City's annual operating budget, capital improvement budget, and the budgets of the City's two community facilities districts. This program is also responsible for development of revenue projections and the City's long-term forecast, assisting other departments with development and monitoring of performance measures.

FY 2020 Accomplishments

Overall City Value - Fiscal Sustainability:

- * Obtained the GFOA Distinguished Budget Presentation Award for FY 2019 Budget – the sixth year the City has received the award.
- * Continued implementation of the software solution for more efficient budget preparation.
- * Performed an analysis comparing sales taxes generated by residents and visitors.
- * Added linkages of program goals, accomplishments, and measures to overall City goals.
- * In collaboration with the City Manager's Office, conducted reviews with each department of performance metrics and assisted with identification of other meaningful information to be included in the budget document.

FY 2021 Objectives

Overall City Value - Fiscal Sustainability:

- * Obtain the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the FY 2020 Budget.
- * Monitor the budget status throughout the year.
- * Complete implementation of the software solution for more efficient budget preparation.
- * Implement an analysis of user fees to identify full cost recovery levels and facilitate policy decisions regarding subsidization of services.
- * Develop a budget-in-brief document for public distribution and submit to GFOA review program.

Council Priority - Permanent Base Adjustment:

- * Facilitate a citizens work group for analysis of expenditure limitation options (Home Rule option compared to Permanent Base Adjustment).

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Operational budgetary organization units	280	360	250	242	231
Projects in capital improvement plan	55	66	51	59	58

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
GFOA Distinguished Budget Presentation Award		Yes	Yes	Yes	Yes	Yes
Percentage difference in budgeted revenues to actuals		10%	10%	7%	3.0%	6.7%
Percentage difference in budgeted expenditures to actuals		10%	10%	20%	22.4%	23.9%
Internal Survey: Satisfaction with budget services (% of responses favorable)		95%	95%	99%	95%	98%

Financial Services-Revenue Management

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 232,890	33 %	\$ 229,260	\$ 223,460	\$ 220,607
Supplies & Services	352,310	49 %	363,720	353,420	289,141
Subtotal Direct Costs	\$ 585,200	82 %	\$ 592,980	\$ 576,880	\$ 509,748
Internal Charges	128,520	18 %	135,180	134,190	127,650
Total Expenditures	713,720	100 %	728,160	711,070	637,398
Expenditures by Fund					
General Fund Portion	\$ 590,390	83 %	\$ 596,350	\$ 584,500	\$ 456,013
Wastewater Enterprise Fund	\$ 123,330	17 %	\$ 131,810	\$ 126,570	\$ 181,385
Funding Sources					
Allocations to Other Departments	\$ 535,770	75 %	\$ 491,670	\$ 536,030	\$ 407,954
Program Revenues	\$ -	- %	\$ 57,000	\$ 6,500	\$ 58,059
Funding from General Revenues:					
Estimated Resident Generated	\$ 62,283	9 %	\$ 62,822	\$ 58,989	\$ 59,985
Estimated Visitor Generated	\$ 115,668	16 %	\$ 116,669	\$ 109,551	\$ 111,400
Employee Time Allocation (FTEs) Budgeted	3.00	-	3.00	-	3.10

The Revenue Management program includes responsibilities for utility billing, miscellaneous accounts receivable, cash receipting, business licenses, delinquent collections, and monitoring of sales tax reporting, collections, and audits.

A portion of the Revenue Management program is allocated to the Wastewater Enterprise Fund and represents the Fund's portion of the cost for utility billing services. In addition, a portion of the program costs is covered by revenues from the paid parking program.

FY 2020 Accomplishments

Overall City Value - Fiscal Sustainability:

- * Hired a consultant to perform a wastewater rate study.
- * Streamlined the business license application application form to one page.
- * Conducted training on Arizona Department of Revenue (ADOR) sales tax confidentiality rules.

FY 2021 Objectives

Overall City Value - Fiscal Sustainability:

- * Digitize wastewater billing historical files to facilitate research and save space.
- * Implement identified improvements to internal controls and workflow efficiencies.
- * Establish defined collections criteria and procedures to ensure the best use of in-house collections resources.
- * Increase the percentage of business license renewals received before the renewal deadline.
- * Increase the percentage of customers paying their wastewater bills electronically.
- * Implement new wastewater rate structure as recommended by the consultant and approved by Council.

Financial Services-Revenue Management
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
New business licenses issued	N/A	210	N/A	182	197
Business license renewals issued	N/A	1,050	N/A	1,344	2,612
Temporary business licenses issued	N/A	300	N/A	273	327
Closed business licenses	N/A	250	N/A	200	325
Home-based business licenses	N/A	220	N/A	N/A	N/A
Wastewater accounts billed per month	6,900	6,850	6,880	6,860	6,818
Wastewater account transfers	680	670	690	673	639
Wastewater deferred connection agreements	30	46	45	46	46
Delinquent wastewater accounts and total delinquent balance	80/\$200K	100/\$230K	80/\$200K	74/\$185K	97/\$230K
Parking pay station cash and coin boxes counted	300	140	280	326	332
Miscellaneous receivable invoices	120	160	120	120	164
Cash receipts paid by credit card	22,500	20,500	22,100	20,632	19,259
Cash receipts paid by other electronic means	34,000	32,800	33,700	32,891	30,191
Cash receipts paid by cash/check	3,950	3,950	N/A	N/A	N/A
Outstanding liens (as of 12/31)	55	40	50	43	N/A

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Business licenses processed within 30 days		N/A	100%	N/A	100%	100%
Business license renewals submitted correctly by December 31st that were processed by December 31st		N/A	95%	N/A	86%	64%
Wastewater delinquency rate		28%	33%	27%	28%	32%
Wastewater customers paying electronically		74%	74%	74%	73%	73%
Process pay station cash and coin deposits within one business day		Yes	Yes	Yes	Yes	Yes
Accuracy of parking meter reconciliation		99.9%	99.9%	99.9%	99.4%	99.96%
Cost per cash receipt transaction		\$6.36	\$11.68	\$6.15	\$5.59	N/A
Internal Survey: Satisfaction with revenue management services (% of responses favorable)		95%	98%	99%	98%	99%

FINANCIAL SERVICES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
---------------	------------------	------------------	------------------------	-------------------	------------------------

General Fund

10-5222-01 - Administration

Personnel (ongoing)	\$240,900	\$259,060	\$243,180	\$212,421	
Supplies & Services (ongoing)	\$92,370	\$88,480	\$81,680	\$96,748	
Direct Costs (Ongoing) Subtotal	\$333,270	\$347,540	\$324,860	\$309,169	
Internal Charges	\$(355,280)	\$(347,530)	\$(326,850)	\$(332,375)	
Ongoing Total	\$(22,010)	\$10	\$(1,990)	\$(23,206)	
Supplies & Services (one-time)	\$22,000	\$0	\$2,000	\$23,832	
Administration Total	\$(10)	\$10	\$10	\$626	

10-5222-11 - Payment Processing

Personnel (ongoing)	\$157,740	\$156,750	\$174,030	\$149,781	Current Year Over Budget: One-time leave payouts and additional staff support.
Supplies & Services (ongoing)	\$1,220	\$1,220	\$1,220	\$559	
Direct Costs (Ongoing) Subtotal	\$158,960	\$157,970	\$175,250	\$150,340	
Internal Charges	\$(158,960)	\$(157,980)	\$(175,240)	\$(150,334)	
Payment Processing Total	\$0	\$(10)	\$10	\$6	

10-5222-14 - Budget

Personnel (ongoing)	\$161,380	\$155,010	\$155,420	\$147,623	
Supplies & Services (ongoing)	\$6,060	\$6,060	\$5,860	\$3,726	
Direct Costs (Ongoing) Subtotal	\$167,440	\$161,070	\$161,280	\$151,349	
Internal Charges	\$(167,440)	\$(206,070)	\$(206,280)	\$(197,632)	
Ongoing Total	\$0	\$(45,000)	\$(45,000)	\$(46,283)	
Supplies & Services (one-time)	\$0	\$45,000	\$45,000	\$46,285	Budget Decrease: Reduction in one-time costs for CaseWare reports.
Budget Total	\$0	\$0	\$0	\$2	

10-5222-88 - Revenue Management

Personnel (ongoing)	\$232,890	\$229,260	\$223,460	\$220,607	
Supplies & Services (ongoing)	\$235,310	\$238,720	\$233,920	\$122,253	
Direct Costs (Ongoing) Subtotal	\$468,200	\$467,980	\$457,380	\$342,860	
Internal Charges	\$(413,580)	\$(363,300)	\$(408,910)	\$(294,801)	
Revenue Management Total	\$54,620	\$104,680	\$48,470	\$48,059	

FINANCIAL SERVICES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
General Fund Totals					
Personnel Subtotal	\$792,910	\$800,080	\$796,090	\$730,432	
Supplies & Services (Ongoing) Subtotal	\$334,960	\$334,480	\$322,680	\$223,286	
Direct Costs (Ongoing) Subtotal	\$1,127,870	\$1,134,560	\$1,118,770	\$953,718	
Internal Charges Subtotal	<u>\$(1,095,260)</u>	<u>\$(1,074,880)</u>	<u>\$(1,117,280)</u>	<u>\$(975,142)</u>	
Ongoing Subtotal	\$32,610	\$59,680	\$1,490	\$(21,424)	
Supplies & Services (One-Time) Subtotal	\$22,000	\$45,000	\$47,000	\$70,117	
One-Time Subtotal	\$22,000	\$45,000	\$47,000	\$70,117	
General Fund Total	\$54,610	\$104,680	\$48,490	\$48,693	

Wastewater Enterprise Fund

59-5222-88 - Revenue Management

Supplies & Services (ongoing)	\$87,000	\$75,000	\$69,500	\$130,850	Budget Increase: Wastewater billing postage costs.
Direct Costs (Ongoing) Subtotal	\$87,000	\$75,000	\$69,500	\$130,850	
Internal Charges	\$6,330	\$6,810	\$7,070	\$14,497	
Ongoing Total	\$93,330	\$81,810	\$76,570	\$145,347	
Supplies & Services (one-time)	\$30,000	\$50,000	\$50,000	\$36,038	Budget Decrease: Wastewater Rate Study.
Revenue Management Total	\$123,330	\$131,810	\$126,570	\$181,385	

Wastewater Enterprise Fund Totals

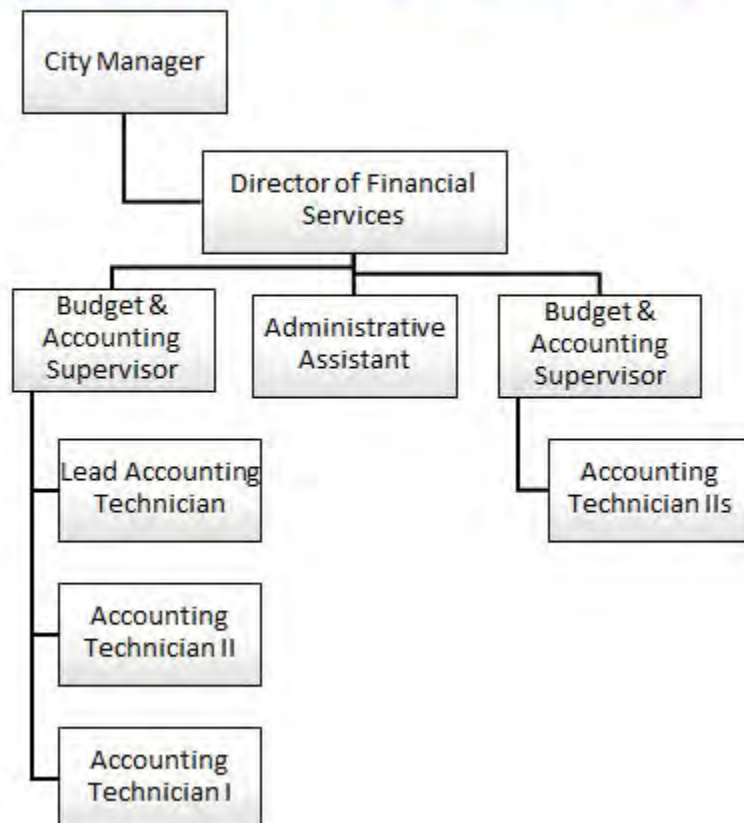
Supplies & Services (Ongoing) Subtotal	\$87,000	\$75,000	\$69,500	\$130,850
Direct Costs (Ongoing) Subtotal	\$87,000	\$75,000	\$69,500	\$130,850
Internal Charges Subtotal	\$6,330	\$6,810	\$7,070	\$14,497
Ongoing Subtotal	\$93,330	\$81,810	\$76,570	\$145,347
Supplies & Services (One-Time) Subtotal	\$30,000	\$50,000	\$50,000	\$36,038
One-Time Subtotal	\$30,000	\$50,000	\$50,000	\$36,038
Wastewater Enterprise Fund Total	\$123,330	\$131,810	\$126,570	\$181,385

FINANCIAL SERVICES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
Grand Totals					
Personnel (Ongoing) Subtotal	\$792,910	\$800,080	\$796,090	\$730,432	
Supplies & Services (Ongoing) Subtotal	\$421,960	\$409,480	\$392,180	\$354,136	
Direct Costs (Ongoing) Subtotal	\$1,214,870	\$1,209,560	\$1,188,270	\$1,084,568	
Internal Charges Subtotal	<u>\$(1,088,930)</u>	<u>\$(1,068,070)</u>	<u>\$(1,110,210)</u>	<u>\$(960,645)</u>	
Ongoing Subtotal	\$125,940	\$141,490	\$78,060	\$123,923	
Supplies & Services (One-Time) Subtotal	\$52,000	\$95,000	\$97,000	\$106,155	
Grand Total	\$177,940	\$236,490	\$175,060	\$230,078	

DEPARTMENTAL ORGANIZATION CHART



Continued

POSITIONS SUMMARY

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Accounting Supervisor	0.00	0.00	0.00	1.00
Accounting Technician	0.05	0.05	0.00	0.00
Accounting Technician I	0.95	0.95	1.00	1.00
Accounting Technician II	3.00	3.00	3.01	3.00
Administrative Assistant	0.73	0.73	0.00	0.00
Budget & Accounting Supervisor	2.00	2.00	2.00	0.00
Budget Analyst	0.00	0.00	0.00	1.00
Director of Financial Services	1.00	1.00	1.00	1.00
Lead Accounting Technician	1.00	1.00	1.00	1.00
Temporary City Employee	0.00	0.00	0.17	0.17
Total	8.73	8.73	8.18	8.17

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5222-01	Administration	2.43	2.43	1.70	1.65
10-5222-11	Payroll	0.85	0.85	0.85	0.85
10-5222-12	Payables/Purchasing	1.20	1.20	1.20	1.30
10-5222-14	Budget	1.15	1.15	1.15	1.20
10-5222-42	Uptown Paid Parking	0.10	0.10	0.18	0.00
10-5222-88	Revenue Management	3.00	3.00	3.10	3.17
General Fund Total		8.73	8.73	8.18	8.17

(1) Temporary position.

INFORMATION TECHNOLOGY

Mission Statement

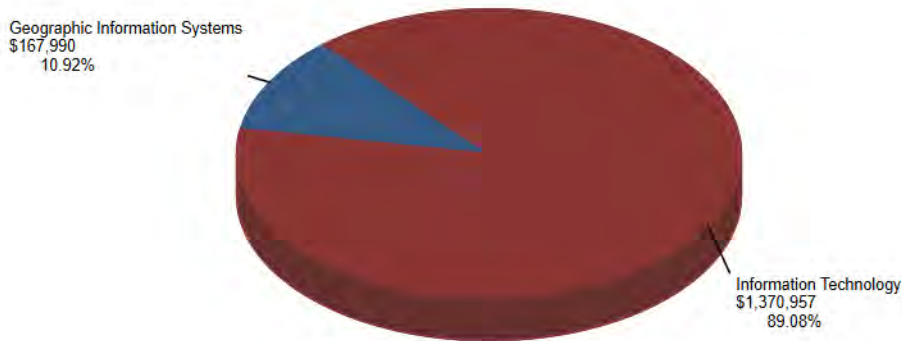
- * Provide reliable state-of-the-art technologies that empower City staff to be successful.
- * Be prepared for future organizational needs and changes.
- * Use sound judgment in identifying and recommending reasonable solutions.

Description

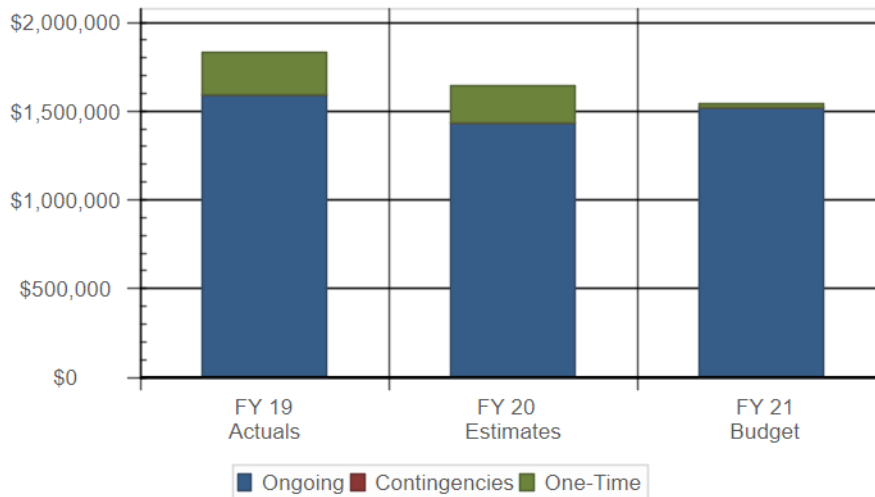
The Information Technology Department is responsible for the following program areas:

- * Information Technology Services
- * Geographic Information Systems (GIS)

FY 2021 PROGRAM EXPENDITURES: \$1,538,947



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



Information Technology-Geographic Information Systems

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 123,490	74 %	\$ 122,670	\$ 122,500	\$ 117,639
Supplies & Services	26,000	15 %	22,400	17,825	17,180
Subtotal Direct Costs	\$ 149,490	89 %	\$ 145,070	\$ 140,325	\$ 134,819
Internal Charges	18,500	11 %	18,310	19,110	23,931
Total Expenditures	167,990	100 %	163,380	159,435	158,750
Expenditures by Fund					
Funding Sources					
Program Revenues	\$ 700	0.42 %	\$ 800	\$ 700	\$ 669
Funding from General Revenues:					
Estimated Resident Generated	\$ 58,552	35 %	\$ 56,903	\$ 55,557	\$ 55,328
Estimated Visitor Generated	\$ 108,739	65 %	\$ 105,677	\$ 103,178	\$ 102,753

The Geographic Information Systems (GIS) program within the Information Technology Department provides maps, data, and spatial analysis to City departments and to the public through the City's comprehensive GIS database and the City's website (www.SedonaAZ.gov).

The Geographic Information Systems program is allocated to the Information Technology Internal Service Fund.

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * Updated trails using 2018 aerial
- * Updated City's building footprints.
- * Updated business license data and maps.
- * Updated the web maps by creating web apps with the current version of Enterprise/Server to correct maintenance issues.
- * Updated street centerlines address ranges, as well as populate new attributes.

FY 2021 Objectives

Overall City Value - Good Governance:

- * Update the GIS to version 6.7.
- * Update building footprints.
- * Update 911 street centerlines.
- * Story Map familiarization for additional WW support.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Active GIS layers supported	190	193	190	190	186
GIS requests	240	250	240	237	242

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Public access to GIS information (web page hits)		5,000	6,000	5,000	6,794	6,185
GIS problem/issue reports		2	4	2	0	9

Information Technology-Information Technology Services

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 490,260	38 %	\$ 481,200	\$ 477,390	\$ 455,587
Supplies & Services	693,627	54 %	709,140	630,438	552,765
Subtotal Direct Costs	\$ 1,183,887	92 %	\$ 1,190,340	\$ 1,107,828	\$ 1,008,352
Internal Charges	104,320	8 %	286,730	287,580	521,497
Total Expenditures	1,288,207	100 %	1,477,070	1,395,408	1,529,849
Expenditures by Fund					
Wastewater Enterprise Fund	\$ 71,690	6 %	\$ 101,795	\$ 92,878	\$ 65,145
Other Funds Portion	\$ 1,299,267	101 %	\$ 1,475,325	\$ 1,389,656	\$ 1,605,777
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 450,872	35 %	\$ 516,974	\$ 488,393	\$ 535,447
Estimated Visitor Generated	\$ 837,335	65 %	\$ 960,096	\$ 907,015	\$ 994,402
Employee Time Allocation (FTEs) Budgeted	4.00	-	4.00	-	4.00

The Information Technology Services program manages the acquisition, maintenance, and support of the City's computer, network, and communication systems, including computer hardware and software, servers, network switches, routers and firewalls, telephone systems, voice mail and e-mail, the City's Internet and Intranet sites, and database and application maintenance and development.

A portion of the Information Technology Services program is allocated to the Wastewater Enterprise Fund and represents the Fund's share of the cost for direct information technology costs. The remainder is allocated to the Information Technology Internal Service Fund.

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * Updated Active Directory for email signatures.
- * Upgraded Spillman to version 19.3.
- * Enhanced SQL backups to cover all existing and unknown future backups automatically.
- * Migrated the firewall to the latest technologies.
- * Refresh WAN links.
- * Improve security and functionality of Supervisory Control and Data Acquisition (SCADA) network.

Overall City Value - Fiscal Sustainability:

- * Migrated WW L drive to SharePoint
- * Migrated WW H drives to OneDrive
- * Moved backups from cloud solution to in-house solution saving approximately \$10,000/year.
- * Upgrade the City's phone system from PRI to SIP (traditional copper lines to IP) saving the City approximately \$24,000/year.
- * Upgrade high speed connection to WW saving about \$7,200/year.
- * Consolidate resources between the Police Department and City Hall using virtual security saving the City approximately \$7,500/year

Information Technology-Information Technology Services
Continued

FY 2021 Objectives

Overall City Value - Good Governance:

- * Upgrade security and lean process door locks at the Hub.
- * Install a security camera at the PD shooting range.
- * Work with the IT team developing the next level of disaster recovery with multiple remote sites.
- * Develop and write a new disaster recovery plan.
- * Improve security through network segmentation.
- * Begin roll out of third factor authentication solution.

Overall City Value - Fiscal Sustainability:

- * Investigate a redundant internet path through the WW microwave link.
- * Decommission existing telephone servers by consolidating into existing VMware cluster.
- * Refresh City WiFi network including consolidation of public and private infrastructure.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Unique major software systems	130	120	127	120	104
Unique network devices (core network)	15	98	12	99	98
Unique other systems	20	124	15	132	94
Unique server systems (unique technologies)	2	74	2	74	72
End points served	300	324	300	328	282
Help Desk requests per end point (ICMA Benchmark 2016-2018)	7.89	10.9	7.89	9.96	10.9
Help Desk requests received	4000	3,200	4000	3268	3,065
SQL databases/total size	70/500GB	68/485GB	70/497GB	64/370GB	68/485GB

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
% of Help Desk requests resolved within 4 Hours (ICMA Benchmark 2016-2018)		85%	85%	84.8%	80.28	78.6%
IT expenditures per end point served (ICMA Benchmark 2016-2018)		\$4,093	\$4,092	\$5,110	\$3,239	\$3,239
IT expenditures per FTE		\$12,000	\$8,015	\$10,155	\$6,493	\$6,493
Internal Survey: Approachability (% of responses favorable)		100%	98%	100%	100%	100%
Internal Survey: Product quality (% of responses favorable)		100%	98%	100%	98%	100%
Internal Survey: Project support (% of responses favorable)		100%	98%	100%	98%	100%
Internal Survey: Response timeliness (% of responses favorable)		100%	98%	100%	100%	100%
Internal Survey: Technical skills (% of responses favorable)		100%	98%	100%	100%	100%

INFORMATION TECHNOLOGY
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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Wastewater Enterprise Fund

59-5224-21 - Administration

Supplies & Services (ongoing)	\$64,830	\$58,525	\$49,558	\$42,692	Budget Increase: SCADA and WMS system support.
Direct Costs (Ongoing) Subtotal	\$64,830	\$58,525	\$49,558	\$42,692	
Internal Charges	\$3,860	\$4,970	\$5,120	\$5,101	
Ongoing Total	\$68,690	\$63,495	\$54,678	\$47,793	
Supplies & Services (one-time)	\$3,000	\$2,700	\$2,600	\$17,352	
Capital & Debt Service	\$0	\$35,600	\$35,600	\$0	Budget Decrease: Reduction in one-time costs for network connectivity.
One-Time Total	\$3,000	\$38,300	\$38,200	\$17,352	
Administration Total	\$71,690	\$101,795	\$92,878	\$65,145	

Info Tech Internal Service Fnd

60-5224-20 - Geographic Information Systems

Personnel (ongoing)	\$123,490	\$122,670	\$122,500	\$117,639	
Supplies & Services (ongoing)	\$26,000	\$22,400	\$17,825	\$16,961	
Direct Costs (Ongoing) Subtotal	\$149,490	\$145,070	\$140,325	\$134,600	
Internal Charges	\$18,500	\$18,310	\$19,110	\$23,931	
Ongoing Total	\$167,990	\$163,380	\$159,435	\$158,531	
Supplies & Services (one-time)	\$0	\$0	\$0	\$219	
Geographic Information Systems Total	\$167,990	\$163,380	\$159,435	\$158,750	

INFORMATION TECHNOLOGY
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
60-5224-21 - Information Technology Services					
Personnel (ongoing)	\$490,260	\$481,200	\$477,390	\$455,587	
Supplies & Services (ongoing)	<u>\$618,297</u>	<u>\$505,515</u>	<u>\$459,280</u>	<u>\$411,891</u>	
Direct Costs (Ongoing) Subtotal	\$1,108,557	\$986,715	\$936,670	\$867,478	
Internal Charges	<u>\$100,460</u>	<u>\$281,760</u>	<u>\$282,460</u>	<u>\$516,396</u>	
Ongoing Total	\$1,209,017	\$1,268,475	\$1,219,130	\$1,383,874	
Supplies & Services (one-time)	\$7,500	\$142,400	\$119,000	\$80,830	Budget Decrease: Reduction in one-time costs for computer equipment.
Capital & Debt Service	\$82,750	\$64,450	\$51,526	\$141,073	Budget Increase: Server upgrades and network refresh.
One-Time Total	\$90,250	\$206,850	\$170,526	\$221,903	
Information Technology Services Total	\$1,299,267	\$1,475,325	\$1,389,656	\$1,605,777	

Info Tech Internal Service Fnd Totals

Personnel Subtotal	\$613,750	\$603,870	\$599,890	\$573,226
Supplies & Services (Ongoing) Subtotal	<u>\$709,127</u>	<u>\$586,440</u>	<u>\$526,663</u>	<u>\$471,544</u>
Direct Costs (Ongoing) Subtotal	\$1,322,877	\$1,190,310	\$1,126,553	\$1,044,770
Internal Charges Subtotal	<u>\$122,820</u>	<u>\$305,040</u>	<u>\$306,690</u>	<u>\$545,428</u>
Ongoing Subtotal	\$1,445,697	\$1,495,350	\$1,433,243	\$1,590,198
Supplies & Services (One-Time) Subtotal	\$10,500	\$145,100	\$121,600	\$98,401
Capital & Debt Service Subtotal	<u>\$82,750</u>	<u>\$100,050</u>	<u>\$87,126</u>	<u>\$141,073</u>
One-Time Subtotal	\$93,250	\$245,150	\$208,726	\$239,474
Info Tech Internal Service Fnd Total	\$1,538,947	\$1,740,500	\$1,641,969	\$1,829,672

Grand Totals

Personnel (Ongoing) Subtotal	\$613,750	\$603,870	\$599,890	\$573,226
Supplies & Services (Ongoing) Subtotal	<u>\$709,127</u>	<u>\$586,440</u>	<u>\$526,663</u>	<u>\$471,544</u>
Direct Costs (Ongoing) Subtotal	\$1,322,877	\$1,190,310	\$1,126,553	\$1,044,770
Internal Charges Subtotal	<u>\$122,820</u>	<u>\$305,040</u>	<u>\$306,690</u>	<u>\$545,428</u>
Ongoing Subtotal	\$1,445,697	\$1,495,350	\$1,433,243	\$1,590,198
Supplies & Services (One-Time) Subtotal	\$10,500	\$145,100	\$121,600	\$98,401
Capital & Debt Service Subtotal	<u>\$82,750</u>	<u>\$100,050</u>	<u>\$87,126</u>	<u>\$141,073</u>
Grand Total	\$1,538,947	\$1,740,500	\$1,641,969	\$1,829,672

INFORMATION TECHNOLOGY Continued

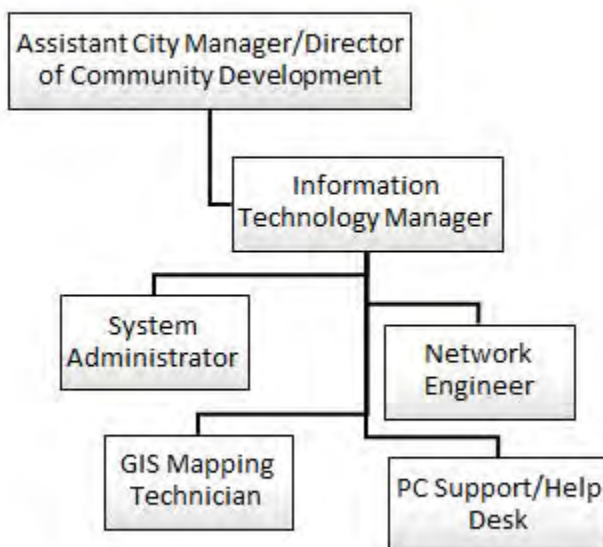
POSITIONS SUMMARY

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Database Web Developer	0.00	0.00	0.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Network Engineer	1.00	1.00	1.00	0.00
PC Support/Help Desk Technician	1.00	1.00	1.00	0.60
System Administrator	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	4.60

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Info Tech Internal Service Fnd					
60-5224-20	Geographic Information Systems	1.00	1.00	1.00	1.00
60-5224-21	Information Technology	4.00	4.00	4.00	3.60
Info Tech Internal Service Fnd Total		5.00	5.00	5.00	4.60
Grand Total		5.00	5.00	5.00	4.60

DEPARTMENTAL ORGANIZATION CHART



CITY ATTORNEY'S OFFICE

Mission Statement

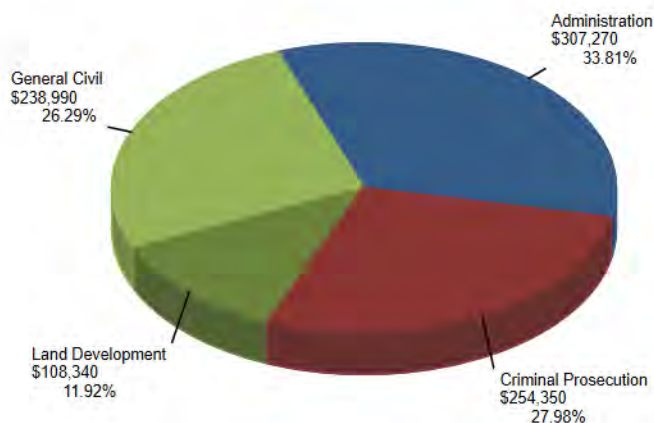
The department strives to provide quality legal advice and services to the City Council, City departments and commissions. To vigorously prosecute criminal cases in a fair manner that leads to just results.

Description

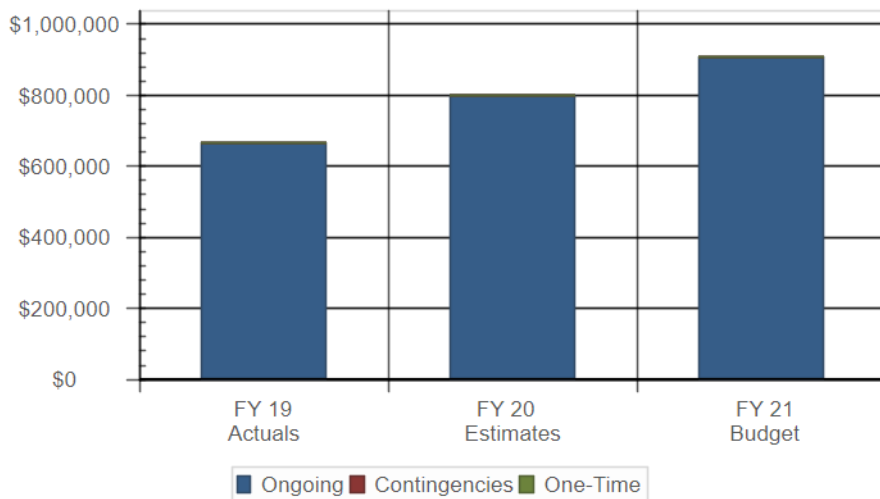
The City Attorney's Office provides internal services to City departments and personnel in several program areas:

- * Administration
- * General Civil
- * Land Development
- * Criminal Prosecution

FY 2021 PROGRAM EXPENDITURES: \$908,950



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



City Attorney's Office-Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 156,620	51 %	\$ 167,120	\$ 154,680	\$ 119,976
Supplies & Services	115,000	37 %	115,000	20,700	14,577
Subtotal Direct Costs	\$ 271,620	88 %	\$ 282,120	\$ 175,380	\$ 134,553
Internal Charges	35,650	12 %	36,860	37,860	45,044
Total Expenditures	307,270	100 %	318,980	213,240	179,597
Expenditures by Fund					
General Fund Portion	\$ 207,270	67 %	\$ 218,980	\$ 206,240	\$ 179,597
Wastewater Enterprise Fund	\$ 100,000	33 %	\$ 100,000	\$ -	\$ -
Other Funds Portion	\$ -	- %	\$ -	\$ 7,000	\$ -
Funding Sources					
Allocations to Other Departments	\$ 207,230	67.44 %	\$ 219,000	\$ 206,260	\$ 179,590
Program Revenues	\$ -	- %	\$ -	\$ 120	\$ -
Funding from General Revenues:					
Estimated Resident Generated	\$ 35,014	11 %	\$ 34,993	\$ 2,401	\$ 2
Estimated Visitor Generated	\$ 65,026	21 %	\$ 64,987	\$ 4,459	\$ 5
Employee Time Allocation (FTEs) Budgeted	0.89	-	0.89	-	0.89

The City Attorney's Office provides legal advice to the Mayor and Council, the City Manager, the City departments and the City's boards and commissions. The office defends claims and suits brought against the City; drafts, reviews, and approves all contracts entered into by the City; assists in drafting all resolutions and ordinances submitted for City Council approval; and manages the activities of retained legal counsel.

A portion of the Administration program is allocated to the Wastewater Enterprise Fund and represents the Fund's share of direct legal costs.

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * Hired a full-time Assistant City Attorney.
- * Implemented the City Attorney Annual Action Plan.
- * Successfully resolved an investigation by the Arizona Attorney General's Office regarding the City's contract with the Chamber of Commerce for tourism promotion.
- * Engaged the City Council in a dialogue regarding the First Amendment rights of street performers and street vendors.
- * Acted as the City's designated public lobbyist represented the City's interests on various pieces of legislation.

Council Priority - Manage Impacts from Short-Term Rentals:

- * Worked with the League of Arizona Cities and Towns on the passage of HB2672 which restored certain regulatory authority to cities and towns over short-term vacation rentals.
- * Drafted and presented a revised short-term vacation rental ordinance which was approved by the City Council.
- * Participated in community outreach to increase awareness of opportunities for residents to engage in legislative activity relating to short-term vacation rentals.

FY 2021 Objectives

Overall City Value - Good Governance:

- * Work to transition a new City Attorney into the organization
- * Continue to engage in legislative activity and strengthen the City's position on significant issues.
- * Implement the City Attorney Annual Action Plan.

Overall City Value - Public Safety:

- * Work with Community Development to resolve high profile code enforcement issues.
- * Continue to refine short-term vacation rental regulations.

City Attorney's Office-Administration
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
City Council agenda bill items reviewed	88	48	124	150	52
Ordinances processed	13	15	12	7	14
Resolutions processed	29	25	22	36	35
Public meetings attended	54	48	56	59	52
Contracts reviewed	175	150	200	171	150
Legal opinions provided	316	157	499	327	133

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Internal Survey: Quality of legal advice and services provided to City staff and officials (% responses favorable)		90%	90%	88%	85%	92%
Internal Survey: Timeliness of responses to requests for legal services (% responses favorable)		92%	90%	92%	90%	92%
Internal Survey: Confidence in legal services provided to City staff and officials (% responses favorable)		97%	95%	96%	95%	97%
Internal Survey: Accessibility or approachability of legal department staff to City staff and officials (% responses favorable)		97%	96%	96%	95%	97%
Internal Survey: Communication with City staff and officials (% responses favorable)		90%	91%	90%	92%	87%
Internal Survey: Effectiveness of legal department to achieve its goals (% responses favorable)		93%	94%	92%	91%	93%
Internal Survey: Legal departments effectiveness to community with City staff and officials (% responses favorable)		92%	91%	92%	87%	92%

City Attorney's Office-Criminal Prosecution

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 205,630	81 %	\$ 201,670	\$ 201,950	\$ 192,520
Supplies & Services	2,700	1 %	2,700	1,200	(511)
Subtotal Direct Costs	\$ 208,330	82 %	\$ 204,370	\$ 203,150	\$ 192,009
Internal Charges	46,020	18 %	45,230	46,710	36,578
Total Expenditures	254,350	100 %	249,600	249,860	228,587
Expenditures by Fund					
General Fund Portion	\$ 254,350	100 %	\$ 249,600	\$ 249,860	\$ 228,587
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 89,023	35 %	\$ 87,360	\$ 87,451	\$ 80,005
Estimated Visitor Generated	\$ 165,328	65 %	\$ 162,240	\$ 162,409	\$ 148,582
Employee Time Allocation (FTEs) Budgeted	1.65	-	1.65	-	1.65

The Criminal Prosecution program is responsible for administering justice for violations of law.

FY 2020 Accomplishments

Overall City Value - Public Safety:

- * Prosecuted a total of 264 cases, consisting of 68 Driving Under the Influence (DUI) cases, 34 crimes involving drugs or controlled substances, 60 criminal traffic matters, 102 criminal misdemeanor matters.
- * Continued discussion about a mental health court program, intended to help people suffering with mental illness, obtain beneficial services in lieu of being prosecuted.

FY 2021 Objectives

Overall City Value - Public Safety:

- * Continue to vigorously and fairly prosecute all criminal misdemeanor cases.
- * Identify areas for enhanced training of law enforcement personnel.
- * Continue to develop specialty court programs such as mental health court, veteran's court and homeless court.
- * Improve access and enrollment to defendants that qualify for Treatment Assessment Screening Center (TASC) drug diversion program.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Criminal cases filed	264	237	264	264	263
Provide an annual case law update to Police Department	6	4	7	6	5
Hours of training provided to Police Department on operational matters	8.2	12.7	9.4	6.0	7.0

City Attorney's Office-Criminal Prosecution

Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Internal Survey: Effectiveness of City Prosecutor to review and charge matters (% responses favorable)		85%	85%	84%	83%	86%
Internal Survey: Quality of prosecutions litigated by City Prosecutor (% responses favorable)		81%	84%	76%	73%	86%
Internal Survey: Satisfaction of plea agreements negotiated by City Prosecutor (% responses favorable)		73%	73%	72%	66%	74%
Internal Survey: Satisfaction with level of justice achieved on matters resolved by City Prosecutor (% responses favorable)		72%	73%	70%	73%	73%
Internal Survey: Confidence in representation by City Prosecutor to the organization (% responses favorable)		87%	89%	86%	82%	88%

City Attorney's Office-Land Development

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 90,950	84 %	\$ 99,390	\$ 88,390	\$ 23,062
Internal Charges	17,390	16 %	17,550	18,100	13,268
Total Expenditures	108,340	100 %	116,940	106,490	36,330
Expenditures by Fund					
General Fund Portion	\$ 108,340	100 %	\$ 116,940	\$ 106,490	\$ 36,330
Funding Sources					
Allocations to Other Departments	\$ 108,350	100.01 %	\$ 116,950	\$ 106,490	\$ 36,330
Funding from General Revenues:					
Estimated Resident Generated	\$ (4)	- %	\$ (4)	\$ -	\$ -
Estimated Visitor Generated	\$ (7)	- %	\$ (7)	\$ -	\$ -
Employee Time Allocation (FTEs) Budgeted	0.60	-	0.60	-	0.60

The Land Development program is responsible for reviewing all planning and zoning matters related to the City and recommending changes to the Sedona Land Development Code. In addition, the program provides guidance to staff of the City's Community Development Department on land development matters.

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * Litigated in-house the special action appeal of the Arizona Water Company conditional use permit case.
- * Pursued injunctive relief in the superior court regarding a long-time code enforcement case.
- * Guided the City through the process of reviewing major amendments to the Community Plan.

Council Priority - Land Development Code Update:

- * Assisted in the development of the Sunset Live/Work Area Community Focus Area.

Council Priority - Community Focus Area Plans Development:

- * Assisted in the development and review of the Sunset Live/Work Area Community Focus Area.

FY 2021 Objectives

Overall City Value - Public Safety:

- * Continue to aggressively pursue code enforcement for properties that are in violation of the Land Development Code and CityCode.

Council Priority - Land Development Code Update:

- * Assist with the development and approval of community focus areas.

Council Priority - Affordable Housing:

- * Work with City staff on the development of an affordable housing program.

Overall City Value - Good Governance:

- * Monitor land use legislation and provide advice on impacts to the City.
- * Participate in training and education to strengthen the overall capacity to manage land use issues.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Planning and zoning matters reviewed	18	26	10	24	26

City Attorney's Office-Land Development

Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Internal Survey: Confidence in legal department's ability to effectively advice on land use matters(% responses favorable)		96%	95%	98%	97%	94%
Internal Survey: Satisfaction with timeliness of legal department's response to requests for advice on land use matters (% responses favorable)		93%	94%	94%	92%	92%
Internal Survey: Satisfaction with level of support provided to Planning and Zoning Commission, Board of Adjustment and other organizational partners on land use matters (% responses favorable)		88%	90%	88%	85%	88%

City Attorney's Office-General Civil

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 136,860	57 %	\$ 144,650	\$ 130,410	\$ 100,221
Supplies & Services	75,000	31 %	75,000	70,000	96,503
Subtotal Direct Costs	\$ 211,860	89 %	\$ 219,650	\$ 200,410	\$ 196,724
Internal Charges	27,130	11 %	27,260	28,230	23,682
Total Expenditures	238,990	99 %	246,910	228,640	220,406
Expenditures by Fund					
General Fund Portion	\$ 238,990	100 %	\$ 246,910	\$ 228,640	\$ 220,406
Funding Sources					
Allocations to Other Departments	\$ 238,980	100.00 %	\$ 246,910	\$ 228,630	\$ 220,460
Funding from General Revenues:					
Estimated Resident Generated	\$ 4	- %	\$ -	\$ 4	\$ (19)
Estimated Visitor Generated	\$ 7	- %	\$ -	\$ 7	\$ (35)
Employee Time Allocation (FTEs) Budgeted	0.90	-	0.90	-	0.90

The General Civil program is responsible for defending claims and suits brought against the City.

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * City Attorney continued to serve on Board of Trustees of the Arizona Municipal Risk Retention Pool.
- * Reviewed and assisted Human Resources in responding to EEOC complaints, unemployment claim appeals and personnel actions.

Overall City Value - Fiscal Sustainability:

- * Developed an Enterprise Risk Management program to review and comment on areas of organizational risk for the City.

FY 2021 Objectives

Overall City Value - Good Governance:

- * Manage the work of outside legal counsel on outstanding litigation matters.

Overall City Value - Fiscal Sustainability:

- * Continue to improve efficiencies in managing claims.
- * Continue to expand the Enterprise Risk Management program for the City.
- * Work with the Arizona Municipal Risk Retention Pool on improving loss coverage and mitigation for Arizona cities and towns.
- * Explore opportunities to test short-term vacation rental regulatory authority.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Claims and suits against City	12	14	8	7	15
Claims against City resolved without litigation	10	11	8	7	11
Traffic accidents involving City vehicles	18	14	24	27	11
Claims regarding property damage to City property	16	8	24	20	7

City Attorney's Office-General Civil
Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Internal Survey: Satisfaction with quality of City's legal representation on claims against City (% responses favorable)		90%	93%	88%	85%	92%
Internal Survey: Appropriate results achieved in defending and resolving claims against City (% responses favorable)		87%	88%	86%	82%	88%
Workers comp claims per 100 FTEs (ICMA Benchmark 2016-2017)		8.1	8.1	8.1	7.8	7.8
Worker days lost to injury per 100 FTEs (ICMA Benchmark 2016-2017)		10.1	10.1	10.1	20.6	20.6

CITY ATTORNEY'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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General Fund

10-5230-01 - Administration

Personnel (ongoing)	\$156,620	\$167,120	\$154,680	\$119,976	
Supplies & Services (ongoing)	\$15,000	\$15,000	\$13,700	\$14,577	
Direct Costs (Ongoing) Subtotal	\$171,620	\$182,120	\$168,380	\$134,561	
Internal Charges	\$(171,580)	\$(182,140)	\$(168,400)	\$(134,546)	
Administration Total	\$40	\$(20)	\$(20)	\$7	

10-5230-17 - Criminal Prosecution

Personnel (ongoing)	\$205,630	\$201,670	\$201,950	\$192,520	
Supplies & Services (ongoing)	\$2,700	\$2,700	\$1,200	\$(511)	
Direct Costs (Ongoing) Subtotal	\$208,330	\$204,370	\$203,150	\$192,017	
Internal Charges	\$46,020	\$45,230	\$46,710	\$36,578	
Ongoing Total	\$254,350	\$249,600	\$249,860	\$228,587	

10-5230-18 - Land Development

Personnel (ongoing)	\$90,950	\$99,390	\$88,390	\$23,062	Current Year Under Budget: Vacancy savings
Direct Costs (Ongoing) Subtotal	\$90,950	\$99,390	\$88,390	\$23,070	
Internal Charges	\$(90,960)	\$(99,400)	\$(88,390)	\$(23,062)	
Land Development Total	\$(10)	\$(10)	\$0	\$0	

10-5230-19 - General Civil

Personnel (ongoing)	\$136,860	\$144,650	\$130,410	\$100,221	
Supplies & Services (ongoing)	\$75,000	\$75,000	\$70,000	\$96,503	
Direct Costs (Ongoing) Subtotal	\$211,860	\$219,650	\$200,410	\$196,732	
Internal Charges	\$(211,850)	\$(219,650)	\$(200,400)	\$(196,778)	
General Civil Total	\$10	\$0	\$10	\$(54)	

General Fund Totals

Personnel Subtotal	\$590,060	\$612,830	\$575,430	\$435,779	
Supplies & Services (Ongoing) Subtotal	\$92,700	\$92,700	\$84,900	\$110,569	
Direct Costs (Ongoing) Subtotal	\$682,760	\$705,530	\$660,330	\$546,348	
Internal Charges Subtotal	\$(428,370)	\$(455,960)	\$(410,480)	\$(317,808)	
Ongoing Subtotal	\$254,390	\$249,570	\$249,850	\$228,540	

CITY ATTORNEY'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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Wastewater Enterprise Fund

59-5230-01 - Administration

Supplies & Services (ongoing)	\$100,000	\$100,000	\$0	\$0	Current Year Under Budget: No legal claims anticipated for the year.
Ongoing Total	\$100,000	\$100,000	\$0	\$0	
Administration Total	\$100,000	\$100,000	\$0	\$0	

Grand Totals

Personnel (Ongoing) Subtotal	\$590,060	\$612,830	\$575,430	\$435,779
Supplies & Services (Ongoing) Subtotal	\$192,700	\$192,700	\$91,900	\$110,569
Direct Costs (Ongoing) Subtotal	\$782,760	\$805,530	\$667,330	\$546,348
Internal Charges Subtotal	<u>\$(428,370)</u>	<u>\$(455,960)</u>	<u>\$(410,480)</u>	<u>\$(317,808)</u>
Ongoing Subtotal	\$354,390	\$349,570	\$256,850	\$228,540

CITY ATTORNEY'S OFFICE
Continued

POSITIONS SUMMARY

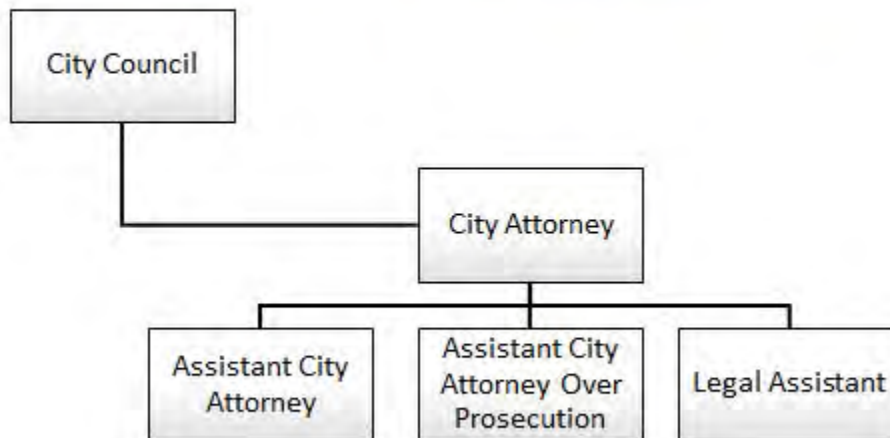
Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Assistant City Attorney	2.00	2.00	1.00	2.00
Associate Attorney	0.00	0.00	1.00	0.00
City Attorney	1.00	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00
Temporary City Employee	0.04	0.04	0.04	0.00
Total	4.04	4.04	4.04	4.00

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5230-01	Administration	0.89	0.89	0.89	0.85
10-5230-17	Criminal Prosecution	1.65	1.65	1.65	1.65
10-5230-18	Land Development	0.60	0.60	0.60	0.60
10-5230-19	General Civil	0.90	0.90	0.90	0.90
General Fund Total		4.04	4.04	4.04	4.00

(1) Temporary position.

DEPARTMENTAL ORGANIZATION CHART



CITY CLERK'S OFFICE

Mission Statement

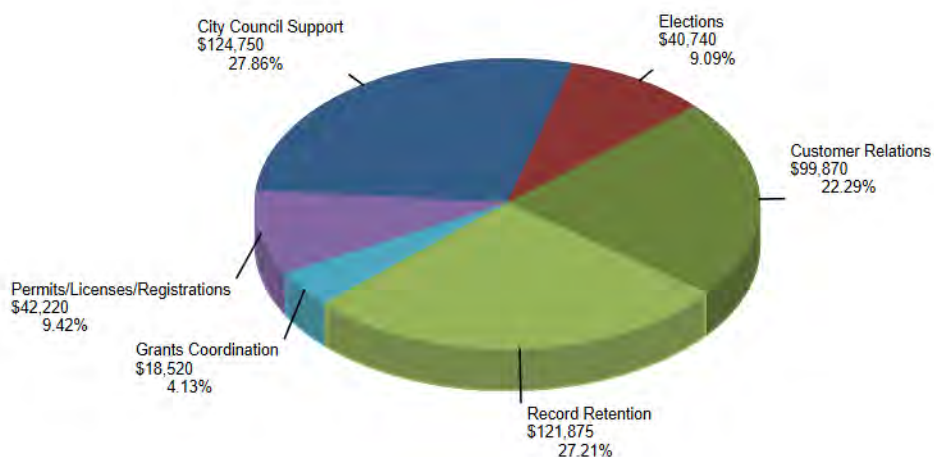
To provide exceptional service to the Mayor and City Council, the public, and City staff so that all may be guaranteed fair and impartial elections and open access to information and the legislative process.

Description

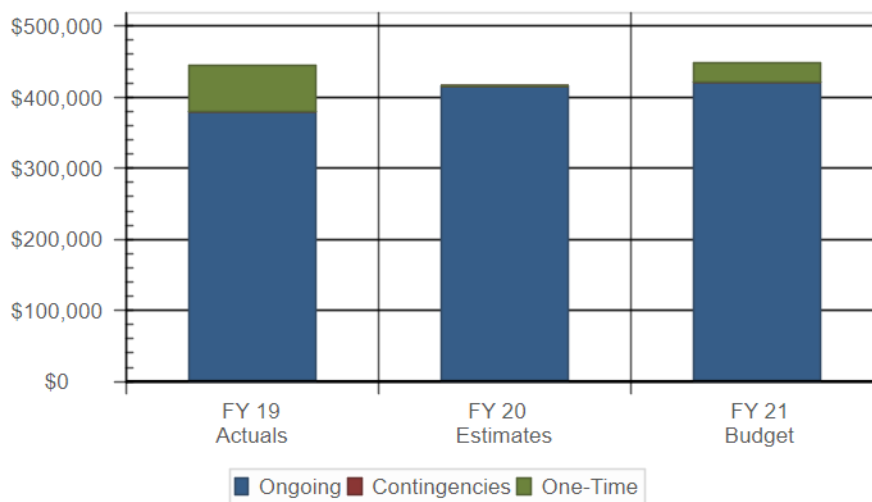
The City Clerk's Department is responsible for the following program areas:

- * City Council Support
- * Elections
- * Customer Relations
- * Records Management
- * Permits, Licenses, and Registrations
- * Grants Coordination

FY 2021 PROGRAM EXPENDITURES: \$447,975



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



City Clerk's Office - Council Support

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 74,890	60.03 %	\$ 73,660	\$ 74,100	\$ 66,537
Supplies & Services	15,000	12.02 %	15,000	15,000	14,883
Subtotal Direct Costs	\$ 89,890	72.06 %	\$ 88,660	\$ 89,100	\$ 81,420
Internal Charges	34,860	27.94 %	33,870	34,990	36,609
Total Expenditures	124,750	99.99 %	122,530	124,090	118,029
Expenditures by Fund					
General Fund Portion	\$ 124,750	100.00 %	\$ 122,530	\$ 124,090	\$ 118,029
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 43,663	35.00 %	\$ 42,886	\$ 43,432	\$ 41,310
Estimated Visitor Generated	\$ 81,088	65.00 %	\$ 79,645	\$ 80,659	\$ 76,719
Employee Time Allocation (FTEs) Budgeted	0.73	-	0.73	-	0.80

This program area includes agendas, packets, minutes, action item lists, proclamations, Open Meeting Law compliance, processing of ordinances and resolutions, processing of applications for voluntary service on City Boards and Commissions, and general City Council support.

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * Provided Council support.
- * Completed agendas, packets, minutes, action item lists, and proclamations in an accurate and timely fashion.
- * Processed ordinances, resolutions, and applications for voluntary service on City boards and commissions.

FY 2021 Objectives

Overall City Value - Good Governance:

- * Provide Council support.
- * Complete agendas, packets, minutes, action item lists, and proclamations in an accurate and timely fashion.
- * Process ordinances, resolutions, and applications for voluntary service on City boards and commissions.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
City Council agendas posted	50	48	56	59	52
City Council communications reviewed	130	130	130	150	175
City Council meetings attended with minutes completed	50	48	56	59	52
Hours spent in City Council meetings	150	150	150	168	139
Ordinances processed	10	15	12	7	14
Resolutions processed	25	25	25	36	35

City Clerk's Office - Elections

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 8,640	21.21 %	\$ 8,480	\$ 8,500	\$ 7,695
Supplies & Services	28,300	69.46 %	1,000	900	38,034
Subtotal Direct Costs	\$ 36,940	90.67 %	\$ 9,480	\$ 9,400	\$ 45,729
Internal Charges	3,800	9.33 %	3,440	3,590	5,269
Total Expenditures	40,740	100.00 %	12,920	12,990	50,998
Expenditures by Fund					
General Fund Portion	\$ 40,740	100.00 %	\$ 12,920	\$ 12,990	\$ 50,998
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 14,259	35.00 %	\$ 4,522	\$ 4,547	\$ 17,849
Estimated Visitor Generated	\$ 26,481	65.00 %	\$ 8,398	\$ 8,444	\$ 33,149
Employee Time Allocation (FTEs) Budgeted	0.09	-	0.09	-	0.09

This program area includes conducting regular and special municipal elections, accepting campaign finance filings, and assisting Yavapai and Coconino Counties with elections.

The fiscal year 2019-20 costs were lower since it was not an election year.

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * Served as an early voting location for Coconino County.
- * Provided ballot drop boxes for Coconino and Yavapai Counties.
- * Performed identification verification for conditional provisional voters for Coconino and Yavapai Counties.
- * Prepared packets for City Council candidates.
- * Ensured filing and posting of campaign finance filings.

FY 2021 Objectives

Overall City Value - Good Governance:

- * Ensure filing and posting of campaign finance filings.
- * Serve as an early voting location for Coconino County.
- * Provide ballot drop boxes for Coconino and Yavapai Counties.
- * Perform identification verification for conditional provisional voters for Coconino and Yavapai Counties.
- * Coordinate Primary Election for City Council.
- * Coordinate General Election for City Council, if needed.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
City elections	2	0	0	2	0

City Clerk's Office - Elections

Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Cost of Primary Election for City Council		\$13,850	N/A	\$200	0	N/A
Cost of General Election for City Council.		\$13,600	N/A	\$0	0	N/A
Cost of Alternative Expenditure Limitation and Primary Election for City Council.		\$0	\$0	\$0	\$22,132	\$0
Cost of General Election for Citizen Initiative for a Permanent Base Adjustment.		\$0	\$0	\$0	\$15,115	\$0

City Clerk's Office - Customer Relations

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 65,350	65.44 %	\$ 64,920	\$ 64,520	\$ 44,969
Internal Charges	34,520	34.56 %	33,900	35,210	30,433
Total Expenditures	99,870	100.00 %	98,820	99,730	75,402
Expenditures by Fund					
General Fund Portion	\$ 99,870	100.00 %	\$ 98,820	\$ 99,730	\$ 75,402
Funding Sources					
Allocations to Other Departments	\$ 99,870	100.00 %	\$ 98,810	\$ 99,730	\$ 75,400
Program Revenues	\$ -	- %	\$ -	\$ -	\$ 27
Funding from General Revenues:					
Estimated Resident Generated	\$ -	- %	\$ 4	\$ -	\$ (9)
Estimated Visitor Generated	\$ -	- %	\$ 7	\$ -	\$ (16)
Employee Time Allocation (FTEs) Budgeted	0.91	-	0.91	-	0.82

This program area includes acting as receptionist for the City, face-to-face customer service, acting as the gatekeeper for Sedona Citizens Connect, accepting claims against the City and service of other legal documents, administering oaths of office, processing incoming and outgoing mail, notarization, and other duties.

FY 2020 Accomplishments

Overall City Value - Good Governance:

* Acted as a gatekeeper for the Sedona Citizens Connect.

FY 2021 Objectives

Overall City Value - Good Governance:

* Act as the gatekeeper for the Sedona Citizens Connect, monitor issues for completion, suggest enhancements, and look for ways to increase usage by citizens.

* Assist customers by phone and in person in a timely and courteous fashion.

Overall City Value - Fiscal Sustainability:

* Deliver claims to the City Attorney's Office in a timely fashion.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Sedona Citizens Connect issues processed	150	150	175	159	188

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Sedona Citizens Connect average days to close an issue		11	9.0	13	11	10.0

City Clerk's Office - Records Management

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 53,690	44.05 %	\$ 61,030	\$ 55,700	\$ 50,462
Supplies & Services	13,365	10.97 %	8,400	11,315	3,246
Subtotal Direct Costs	\$ 67,055	55.02 %	\$ 69,430	\$ 67,015	\$ 53,708
Internal Charges	54,820	44.98 %	57,270	57,060	50,762
Total Expenditures	121,875	100.00 %	126,700	124,075	104,470
Expenditures by Fund					
General Fund Portion	\$ 121,875	100.00 %	\$ 126,700	\$ 124,075	\$ 104,470
Funding Sources					
Allocations to Other Departments	\$ 121,900	100.02 %	\$ 126,700	\$ 124,070	\$ 104,472
Funding from General Revenues:					
Estimated Resident Generated	\$ (9)	(0.01)%	\$ -	\$ 2	\$ (1)
Estimated Visitor Generated	\$ (16)	(0.01)%	\$ -	\$ 3	\$ (1)
Employee Time Allocation (FTEs) Budgeted	0.68	-	0.81	-	0.66

This program area includes preservation, research, and providing access to Sedona's records; recording of legal documents; and maintaining the City Code and Land Development Code.

FY 2020 Accomplishments

Overall City Value - Good Governance:

* Fulfilled 100% of the records requests received in a timely manner.

FY 2021 Objectives

Overall City Value - Good Governance:

* Continue improvements to the records archive and management system.

* Ensure records requests are fulfilled in a timely manner.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Records requests processed	150	225	150	257	255

City Clerk's Office - Sustainability

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ -	- %	\$ -	\$ -	\$ 11,306
Supplies & Services	-	- %	-	500	32,007
Subtotal Direct Costs	\$ -	- %	\$ -	\$ 500	\$ 43,313
Internal Charges	-	- %	-	-	8,265
Total Expenditures	-	- %	-	500	51,578
Expenditures by Fund					
General Fund Portion	\$ -	- %	\$ -	\$ 500	\$ 51,578
Funding Sources					
Program Revenues	\$ -	- %	\$ -	\$ -	\$ 9,195
Funding from General Revenues:					
Estimated Resident Generated	\$ -	- %	\$ -	\$ 175	\$ 14,834
Estimated Visitor Generated	\$ -	- %	\$ -	\$ 325	\$ 27,549

This program area includes coordination of Citywide electronics and household hazardous waste recycling events, coordination of City Hall recycling and composting programs, and other City environmental policies and sustainability related initiatives.

In FY 2020, the costs associated with this program were transferred to the City Manager's Office.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Electronics recycling (weight in pounds) * This program will be moved to the Sustainability Program in the City Manager's Office for FY 2020	19,000	28,000	18,000	17,237	26,515
Household hazardous waste (weight in pounds) * This program will be moved to the Sustainability Program in the City Manager's Office for FY 2020	10,000	4,000	9,000	8,770	0

City Clerk's Office - Permits, Licenses, Registrations

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 30,850	73.07 %	\$ 22,280	\$ 27,210	\$ 22,022
Internal Charges	11,370	26.93 %	9,700	10,060	9,369
Total Expenditures	42,220	100.00 %	31,980	37,270	31,391
Expenditures by Fund					
General Fund Portion	\$ 42,220	100.00 %	\$ 31,980	\$ 37,270	\$ 31,391
Funding Sources					
Program Revenues	\$ 2,500	5.92 %	\$ 2,500	\$ 2,510	\$ 3,395
Funding from General Revenues:					
Estimated Resident Generated	\$ 13,902	32.93 %	\$ 10,318	\$ 12,166	\$ 9,799
Estimated Visitor Generated	\$ 25,818	61.15 %	\$ 19,162	\$ 22,594	\$ 18,197
Employee Time Allocation (FTEs) Budgeted	0.34	-	0.21	-	0.24

This program area includes business licenses, liquor license and special event applications, civil union registrations, and peddler/solicitor permits.

FY 2020 Accomplishments

Overall City Value - Public Safety:

* Processed peddler/solicitor permits within 14 days of application.

Community Plan Economic Development Goal - Support locally owned business:

* Processed liquor license applications according to required deadlines.

Overall City Value - Good Governance:

* Took over business licensing from Finance Department effective November 4, 2019.

* Developed Change of Address/Information Form for business licenses to conform with City Code requirements.

FY 2021 Objectives

Overall City Value - Public Safety:

* Process peddler/solicitor permits within 14 days of application.

Community Plan Economic Development Goal - Support locally owned business:

* Process liquor license and special event applications according to required deadlines.

Overall City Value - Good Governance:

* Assess business license process and evaluate ways to streamline.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Business license renewals issued	1,225	N/A	1,216	N/A	N/A
Temporary business licenses issued	150	N/A	80	N/A	N/A
New business licenses issued	100	N/A	60	N/A	N/A
Home-based business licenses	240	N/A	236	N/A	N/A
Closed business licenses	150	N/A	150	N/A	N/A
Special event liquor licenses	35	30	40	37	42
Liquor licenses	10	10	10	17	17
Civil union registrations	5	10	5	18	17
Peddler/solicitor permits	2	5	2	3	6

City Clerk's Office - Permits, Licenses, Registrations

Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Business licenses processed within 30 days.		100%	N/A	100%	N/A	N/A
Business license renewals submitted correctly by December 31st and processed by December 31st.		100%	N/A	100%	N/A	N/A

City Clerk's Office - Grants Coordination

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 11,200	60 %	\$ 11,090	\$ 11,050	\$ 9,186
Supplies & Services	1,500	8 %	2,000	1,200	750
Subtotal Direct Costs	\$ 12,700	69 %	\$ 13,090	\$ 12,250	\$ 9,936
Internal Charges	5,820	31 %	5,530	5,740	3,064
Total Expenditures	18,520	99 %	18,620	17,990	13,000
Expenditures by Fund					
General Fund Portion	\$ 18,520	100 %	\$ 18,620	\$ 17,990	\$ 13,000
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 6,482	35 %	\$ 6,517	\$ 6,297	\$ 4,550
Estimated Visitor Generated	\$ 12,038	65 %	\$ 12,103	\$ 11,694	\$ 8,450
Employee Time Allocation (FTEs) Budgeted	0.13	-	0.13	-	0.08

This program area includes identifying grant opportunities, ensuring adherence to grant terms, and grant follow-up.

FY 2020 Accomplishments

Overall City Value - Fiscal Sustainability:

- * Identified grant opportunities and shared with appropriate staff members.
- * Worked with IT to customize the Grants Tracking System.
- * Trained staff members on the grants process and Grants Tracking System.

FY 2021 Objectives

Overall City Value - Fiscal Sustainability:

- * Identify grant opportunities and share with appropriate staff members.
- * Assist with grant follow-up.
- * Ensure data is entered into the Grants Tracking System.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Grants awarded	5	N/A	5	3	N/A

CITY CLERK'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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General Fund

10-5240-05 - City Council Support

Personnel (ongoing)	\$74,890	\$73,660	\$74,100	\$66,537	
Supplies & Services (ongoing)	<u>\$15,000</u>	<u>\$15,000</u>	<u>\$15,000</u>	<u>\$14,883</u>	
Direct Costs (Ongoing) Subtotal	\$89,890	\$88,660	\$89,100	\$81,420	
Internal Charges	<u>\$34,860</u>	<u>\$33,870</u>	<u>\$34,990</u>	<u>\$36,609</u>	
City Council Support Total	\$124,750	\$122,530	\$124,090	\$118,029	

10-5240-06 - Elections

Personnel (ongoing)	\$8,640	\$8,480	\$8,500	\$7,695	
Supplies & Services (ongoing)	\$850	\$1,000	\$700	\$787	Budget Decrease: Decrease in travel and training.
Direct Costs (Ongoing) Subtotal	\$9,490	\$9,480	\$9,200	\$8,482	
Internal Charges	<u>\$3,800</u>	<u>\$3,440</u>	<u>\$3,590</u>	<u>\$5,269</u>	
Ongoing Total	\$13,290	\$12,920	\$12,790	\$13,751	
Supplies & Services (one-time)	<u>\$27,450</u>	<u>\$0</u>	<u>\$200</u>	<u>\$37,247</u>	
Elections Total	\$40,740	\$12,920	\$12,990	\$50,998	

10-5240-07 - Customer Relations

Personnel (ongoing)	\$65,350	\$64,920	\$64,520	\$44,969	
Internal Charges	<u>\$(65,350)</u>	<u>\$(64,910)</u>	<u>\$(64,520)</u>	<u>\$(44,967)</u>	
Customer Relations Total	\$0	\$10	\$0	\$2	

10-5240-08 - Records Management

Personnel (ongoing)	\$53,690	\$61,030	\$55,700	\$50,462	Budget Decrease: Change in allocations to programs
Supplies & Services (ongoing)	<u>\$13,365</u>	<u>\$8,400</u>	<u>\$11,315</u>	<u>\$3,246</u>	
Direct Costs (Ongoing) Subtotal	\$67,055	\$69,430	\$67,015	\$53,708	
Internal Charges	<u>\$(67,080)</u>	<u>\$(69,430)</u>	<u>\$(67,010)</u>	<u>\$(53,710)</u>	
Records Management Total	\$(25)	\$0	\$5	\$(2)	

CITY CLERK'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
10-5240-09 - Sustainability					
Personnel (ongoing)	\$0	\$0	\$0	\$11,306	
Supplies & Services (ongoing)	<u>\$0</u>	<u>\$0</u>	<u>\$500</u>	<u>\$4,730</u>	
Direct Costs (Ongoing) Subtotal	\$0	\$0	\$500	\$16,036	
Internal Charges	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$8,265</u>	
Ongoing Total	\$0	\$0	\$500	\$24,301	
Supplies & Services (one-time)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$27,277</u>	
Sustainability Total	\$0	\$0	\$500	\$51,578	
10-5240-10 - Permits, Licenses, & Registrations					
Personnel (ongoing)	\$30,850	\$22,280	\$27,210	\$22,022	Budget Increase: Change in allocations to programs. Current Year Over Budget:
Internal Charges	<u>\$11,370</u>	<u>\$9,700</u>	<u>\$10,060</u>	<u>\$9,369</u>	
Permits, Licenses, & Registrations Total	\$42,220	\$31,980	\$37,270	\$31,391	
10-5240-16 - Grants Coordination					
Personnel (ongoing)	\$11,200	\$11,090	\$11,050	\$9,186	
Supplies & Services (ongoing)	\$1,500	\$2,000	\$1,200	\$750	Budget Decrease: Decrease in subscription costs.
Direct Costs (Ongoing) Subtotal	\$12,700	\$13,090	\$12,250	\$9,936	
Internal Charges	<u>\$5,820</u>	<u>\$5,530</u>	<u>\$5,740</u>	<u>\$3,064</u>	
Grants Coordination Total	\$18,520	\$18,620	\$17,990	\$13,000	
Grand Totals					
Personnel (Ongoing) Subtotal	\$244,620	\$241,460	\$241,080	\$212,177	
Supplies & Services (Ongoing) Subtotal	\$30,715	\$26,400	\$28,715	\$24,396	
Direct Costs (Ongoing) Subtotal	\$275,335	\$267,860	\$269,795	\$236,573	
Internal Charges Subtotal	<u>\$(76,580)</u>	<u>\$(81,800)</u>	<u>\$(77,150)</u>	<u>\$(36,101)</u>	
Ongoing Subtotal	\$198,755	\$186,060	\$192,645	\$200,472	
Supplies & Services (One-Time) Subtotal	\$27,450	\$0	\$200	\$64,524	
Grand Total	\$226,205	\$186,060	\$192,845	\$264,996	

CITY CLERK'S OFFICE
Continued

POSITIONS SUMMARY

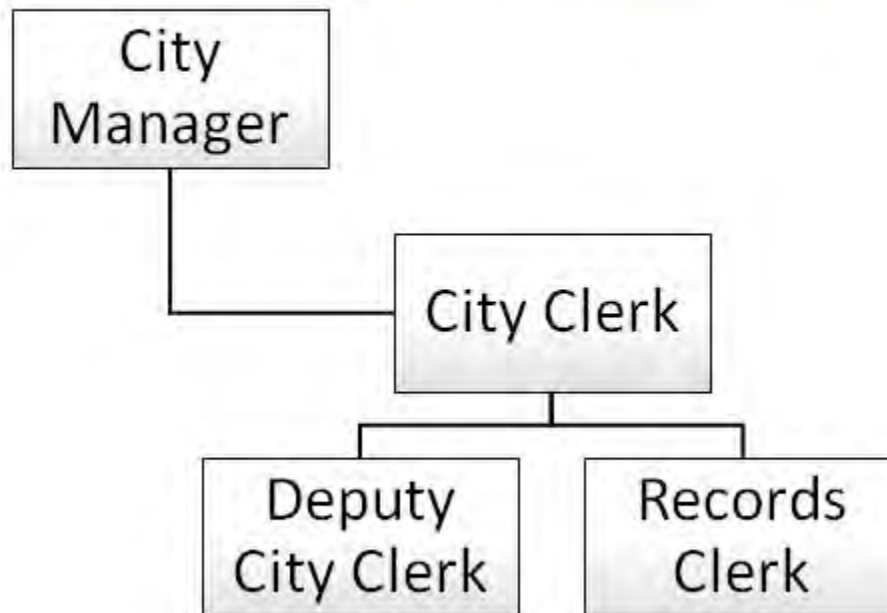
Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
Records Clerk	0.88	0.88	0.87	0.88
Total	2.88	2.88	2.87	2.88

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5240-05	City Council Support	0.73	0.73	0.80	0.80
10-5240-06	Elections	0.09	0.09	0.09	0.09
10-5240-07	Customer Relations	0.91	0.91	0.82	0.82
10-5240-08	Records Management	0.68	0.81	0.66	0.66
10-5240-09	Sustainability	0.00	0.00	0.18	0.18
10-5240-10	Permits/Licenses/Registrations	0.34	0.21	0.24	0.24
10-5240-16	Grants Coordination	0.13	0.13	0.08	0.08
General Fund Total		2.88	2.88	2.87	2.87

- (1) Part-time position
- (2) Beginning FY2018, the City Clerk's Office positions were allocated to individual programs.

DEPARTMENTAL ORGANIZATION CHART



PARKS & RECREATION

Mission Statement

It is the mission of the Sedona Parks and Recreation Department to provide diverse year-round leisure opportunities through the preservation of open space, park settings, recreational facilities, and recreation programs for citizens, visitors, and future generations of Sedona.

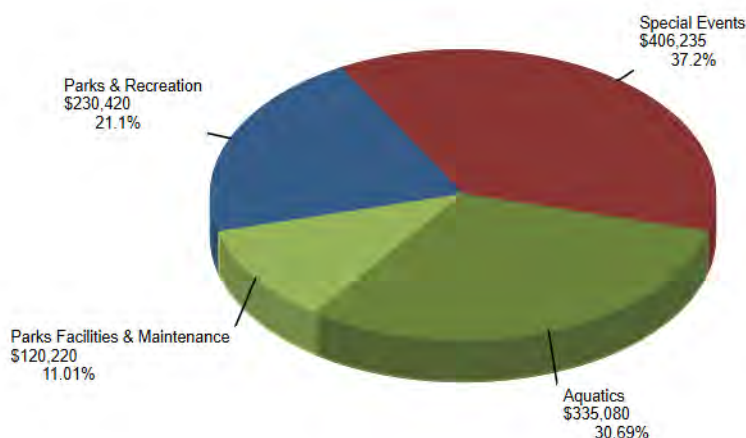
It is the culture of the Sedona Parks and Recreation Department to work within an environment of CITY PRIDE: Deliver the best Customer service, display unwavering Integrity, foster Teamwork and find ways to get to Yes! Embody Professionalism, show Respect, lead with Innovation and demonstrate Dedication to Excellence.

Description

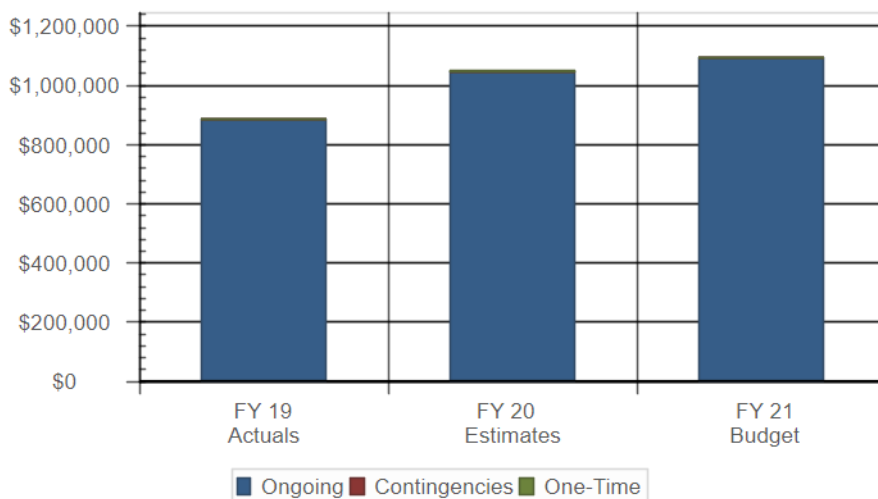
The Parks and Recreation Department is responsible for the following program areas:

- * Recreation Programs
- * Special Events
- * Aquatics Operations and Maintenance
- * Parks Facilities and Maintenance

FY 2021 PROGRAM EXPENDITURES: \$1,091,955



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



Parks & Recreation - Recreation

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 101,940	44 %	\$ 95,290	\$ 96,020	\$ 97,503
Supplies & Services	56,700	25 %	49,400	51,545	43,105
Subtotal Direct Costs	\$ 158,640	69 %	\$ 144,690	\$ 147,565	\$ 140,608
Internal Charges	71,780	31 %	73,060	74,940	53,343
Total Expenditures	230,420	100 %	217,750	222,505	193,951
Expenditures by Fund					
General Fund Portion	\$ 222,420	97 %	\$ 209,750	\$ 218,675	\$ 189,524
Other Funds Portion	\$ 8,000	3 %	\$ 8,000	\$ 3,830	\$ 4,427
Funding Sources					
Program Revenues	\$ 20,780	9 %	\$ 28,000	\$ 16,095	\$ 35,487
Funding from General Revenues:					
Estimated Resident Generated	\$ 73,374	32 %	\$ 66,413	\$ 72,244	\$ 55,462
Estimated Visitor Generated	\$ 136,266	59 %	\$ 123,338	\$ 134,167	\$ 103,002
Employee Time Allocation (FTEs) Budgeted	1.47	-	1.47	-	1.57

Throughout the year, Parks and Recreation is pleased to offer a variety of sports leagues, specialty classes, camps and workshops. We strive to offer programming for different age groups and athletic abilities. By working with specialized professionals as independent contractors, we can increase our variety of offerings.

A portion of this program is paid by the Grants and Donations Funds. In addition, a portion of the program costs are allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Maintained participant levels in Grasshopper Youth Basketball
- * Maintained the number of summer camps offered
- * Increased the number of volunteers for Grasshopper Youth Basketball

FY 2021 Objectives

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Continue to explore alternative classes and sports offerings

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Recreation programs	17	21	16	27	14
Days of programs	700	600	N/A	715	720
Independent contracts signed	20	19	25	28	26
Parks and recreation class/program/facility registrants	18,000	10,570	N/A	12,676	16,111

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Revenue from City programs		\$69,600	\$44,200	\$84,500	\$66,334	\$51,580
Parks and recreation class/program/facility registrants per 1,000 population (ICMA Benchmark 2016-2018)		1,800	1,053	N/A	1,260	1,606

Parks & Recreation - Special Events

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 133,860	37 %	\$ 126,620	\$ 132,890	\$ 113,170
Supplies & Services	175,385	48 %	214,700	162,408	160,296
Subtotal Direct Costs	\$ 309,245	85 %	\$ 341,320	\$ 295,298	\$ 273,466
Internal Charges	52,690	15 %	51,040	52,480	38,626
Total Expenditures	361,935	100 %	392,360	347,778	312,092
Expenditures by Fund					
General Fund Portion	\$ 392,735	109 %	\$ 382,360	\$ 378,078	\$ 305,972
Other Funds Portion	\$ 13,500	4 %	\$ 10,000	\$ 14,000	\$ 17,585
Funding Sources					
Program Revenues	\$ 6,250	2 %	\$ 10,000	\$ 1,500	\$ 11,798
Funding from General Revenues:					
Estimated Resident Generated	\$ 124,490	34 %	\$ 133,826	\$ 121,197	\$ 105,103
Estimated Visitor Generated	\$ 231,195	64 %	\$ 248,534	\$ 225,081	\$ 195,191
Employee Time Allocation (FTEs) Budgeted	1.35	-	1.35	-	1.30

Sedona Parks and Recreation Department provides a multitude of special events to serve the interests and needs of residents and visitors. The diversity of events is reflective of community interests and requests, and they are widely acclaimed by the public as being high quality, appropriate to the City's character and resident expectations. Our established calendar of events is:

- * St. Patrick's Parade
- * Sedona Food Truck Festival
- * Sedona Stumble 5K and 10K Trail Run
- * Celebration of Spring
- * Red Dirt Concerts
- * Summer Cinema Series
- * 4th of July Wet Fest
- * Star Party
- * Wagfest and Fair
- * Pumpkin Splash
- * Breakfast with Santa

Our events range from \$2,000 to \$26,000.

A portion of this program is paid by the Grants and Donations Funds. In addition, a portion of the program costs is covered by revenues from the paid parking program.

FY 2020 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * 15% participant return on satisfaction survey issued at three community events.
- * 21 days of events
- * Of the 46 partners worked with this year, 8 of those were new to FY20.

Parks & Recreation - Special Events
Continued

FY 2021 Objectives

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Refine, restructure, and reevaluate events to better serve the community with fresh and relevant experiences.
- * Research, outreach and procurement of new annual event sponsors.
- * Curate events for the local community that focus on quality versus quantity.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Days of events	21	23	21	33	29

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Revenue from event sponsors		\$13,500	\$15,500	\$14,000	\$34,000	\$5,750
Customer Satisfaction Survey: Celebration of Spring (% responses favorable)		100%	100%	100%	95%	98%
Customer Satisfaction Survey: Pumpkin Splash (% responses favorable)		100%	100%	94%	98%	88%
Customer Satisfaction Survey: Breakfast with Santa (% responses favorable)		100%	100%	94%	98%	100%

Parks & Recreation - Aquatics

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 198,410	59 %	\$ 191,760	\$ 174,230	\$ 149,125
Supplies & Services	20,900	6 %	21,050	24,600	15,323
Subtotal Direct Costs	\$ 219,310	65 %	\$ 212,810	\$ 198,830	\$ 164,448
Internal Charges	115,770	35 %	114,810	117,100	92,635
Total Expenditures	335,080	100 %	327,620	315,930	257,083
Expenditures by Fund					
General Fund Portion	\$ 335,080	100 %	\$ 327,620	\$ 310,930	\$ 257,083
Other Funds Portion	\$ -	- %	\$ -	\$ 5,000	\$ -
Funding Sources					
Program Revenues	\$ 36,850	11 %	\$ 56,700	\$ 30,080	\$ 50,471
Funding from General Revenues:					
Estimated Resident Generated	\$ 104,381	31 %	\$ 94,822	\$ 100,048	\$ 72,314
Estimated Visitor Generated	\$ 193,850	58 %	\$ 176,098	\$ 185,803	\$ 134,298
Employee Time Allocation (FTEs) Budgeted	4.84	-	4.98	-	4.52

Open from Memorial Day weekend through October, the Sedona Community Pool offers activities and quality programming for everyone. Amenities enjoyed at the facility include an eight-lane pool, with a four-to-seven foot depth, a water slide and an in-deck water feature. Activities offered include: lap swim, recreational swim, various aqua fitness classes, private and group swim lessons, water safety trainings and certifications, private rentals, and special events. Throughout the year, three swim teams train at the facility during non-operating hours. It takes a collaborative effort between the Parks and Recreation and Public Works Departments to keep the aquatic facility running smoothly. The Parks and Recreation Department oversees the management and operations while the Public Works Department oversees the maintenance of the facility.

FY 2020 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Provided sustainable training and certification programs for recruitment and delivery of quality programs, both in lifeguarding and swim instruction.
- * Introduced team building and fun elements into weekly in-service trainings to foster a positive culture to retain staff, including manager.
- * Implemented a learn to swim program that offers a curriculum of water safety and improving swimming skills.
- * Increased number of swim lesson participants.
- * Participated for the first time in The World's Largest Swimming Lesson on June 20, 2019.
- * Expanded staff recruitment efforts.
- * Expanded marketing efforts.
- * Facilitated and managed the joint use of the facility by three swim teams, including winter months.

FY 2021 Objectives

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * To meet the demand for outdoor water recreation, including leisure, fitness, competition, and educational needs.
- * To provide equal opportunities for aquatic experiences to all demographics, income levels and ages.
- * To provide educational aquatic opportunities for the community linked to safety, health and wellness: The World's Largest Swimming Lesson (event designed to build awareness and generate local and national press attention about the vital importance of teaching kids to swim to help prevent drowning), Drowning Impact Awareness Month (August), water safety and trainings for the general public (water awareness, CPR, etc.).
- * To provide a clean and safe environment that fosters a sense of community for all guests and welcomes new users.
- * To provide quality programming that creates and sustains a base of users that drive program attendance and improves staffing.
- * To hire and train team members to deliver quality aquatic programs.

Parks & Recreation - Aquatics
Continued

WORKLOAD INDICATORS		FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Days staff responsible for facility		365	365	365	365	231
Days pool open to public		145	181	N/A	168	168
Swim lessons taught		550	340	506	426	330
Attendance at lap swim and open swim		11,700	11,400	11,400	9,329	12,039
Staff hired and trained for the season		22	25	22	18	28
Hours spent on staff development		66	84	61	71	78

PERFORMANCE MEASURES		Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Satisfactory health inspections			100%	100%	100%	80%	100%
Customer Satisfaction Survey: Swim lessons (% responses favorable)			100%	N/A	100%	100%	N/A

Parks & Recreation - Parks Maintenance

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 78,790	66 %	\$ 70,920	\$ 77,980	\$ 57,930
Supplies & Services	10,500	9 %	10,700	9,800	14,636
Subtotal Direct Costs	\$ 89,290	74 %	\$ 81,620	\$ 87,780	\$ 72,566
Internal Charges	30,930	26 %	29,950	30,940	22,126
Total Expenditures	120,220	101 %	111,570	118,720	94,692
Expenditures by Fund					
General Fund Portion	\$ 117,220	98 %	\$ 108,370	\$ 116,420	\$ 87,622
Other Funds Portion	\$ 3,000	2 %	\$ 3,200	\$ 2,300	\$ 23,638
Funding Sources					
Program Revenues	\$ 28,100	23 %	\$ 27,000	\$ 14,900	\$ 32,560
Funding from General Revenues:					
Estimated Resident Generated	\$ 32,242	27 %	\$ 29,600	\$ 36,337	\$ 21,746
Estimated Visitor Generated	\$ 59,878	50 %	\$ 54,971	\$ 67,483	\$ 40,386
Employee Time Allocation (FTEs) Budgeted	0.85	-	0.85	-	0.65

There are nine City parks totaling 123.18 acres owned and/or maintained by the City of Sedona. This system includes a neighborhood and community park as well as unique sites such as a small botanical garden, pocket parks, a historical park, a wetlands preserve, and most recently a neighborhood park property with historical significance. Overall, the City of Sedona is an active community with a hearty appetite for high quality park and recreation sites, facilities, and services. The City parks and facilities are maintained by the Public Works Department and costs for day-to-day maintenance of parks are reflected in the Public Works budget. While most features within a park can be rented/reserved, there are seven facilities that generate the most attention. These include: two ramadas at Sunset Park, ten ramadas at Posse Grounds Park, recreation room, multi-use field, softball fields, Posse Grounds Pavilion and the Hub performance venue. The facilities are rented for a variety of reasons which include special events, sports leagues and practices, birthday parties, baby showers, weddings, and concerts. A portion of this program is paid by the Grants and Donations Funds.

FY 2020 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Installed rubberized playground surfacing for both playgrounds, installed 6 benches and installed 4 trees at Sunset Park.
- * Complete additional phases of the Bike Skills Park to include the Drop Zone and Skills Zone.

FY 2021 Objectives

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Promote and improve existing facilities.
- * Complete the Posse Grounds Evaluation.
- * Work collaboratively with the Public Works Department to maintain parks and facilities.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Facility rentals processed	316	316	235	250	189
Rental hours	2,860	2,860	2,150	2,000	971

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Customer Satisfaction Survey: Overall facilities (% responses favorable)		95%	96%	95%	96%	N/A

PARKS & RECREATION
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
10-5242-23 - Recreation Programs					
Personnel (ongoing)	\$101,940	\$95,290	\$96,020	\$97,503	
Supplies & Services (ongoing)	\$48,700	\$41,400	\$47,715	\$38,678	
Direct Costs (Ongoing) Subtotal	\$150,640	\$136,690	\$143,735	\$136,181	
Internal Charges	\$71,780	\$73,060	\$74,940	\$53,343	
Ongoing Total	\$222,420	\$209,750	\$218,675	\$189,524	
Recreation Programs Total	\$222,420	\$209,750	\$218,675	\$189,524	
10-5242-24 - Special Events					
Personnel (ongoing)	\$133,860	\$126,620	\$132,890	\$113,170	
Supplies & Services (ongoing)	\$161,885	\$204,700	\$148,408	\$142,711	Budget Decrease: Reduction in holiday decorations to be paid from paid parking program revenues, canceled installment purchase for decorations and reallocated to decoration purchases.
Direct Costs (Ongoing) Subtotal	\$295,745	\$331,320	\$281,298	\$255,881	
Internal Charges	\$52,690	\$51,040	\$52,480	\$38,626	
Ongoing Total	\$348,435	\$382,360	\$333,778	\$294,507	
Capital & Debt Service	\$44,300	\$0	\$44,300	\$11,465	
Special Events Total	\$392,735	\$382,360	\$378,078	\$305,972	
10-5242-25 - Aquatics Operations & Maintenance					
Personnel (ongoing)	\$198,410	\$191,760	\$174,230	\$149,125	
Supplies & Services (ongoing)	\$20,900	\$19,600	\$19,600	\$13,751	
Direct Costs (Ongoing) Subtotal	\$219,310	\$211,360	\$193,830	\$162,876	
Internal Charges	\$115,770	\$114,810	\$117,100	\$92,635	
Ongoing Total	\$335,080	\$326,170	\$310,930	\$255,511	
Supplies & Services (one-time)	\$0	\$1,450	\$0	\$1,572	
Aquatics Operations & Maintenance Total	\$335,080	\$327,620	\$310,930	\$257,083	

PARKS & RECREATION
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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10-5242-26 - Parks Facilities & Maintenance

Personnel (ongoing)	\$78,790	\$70,920	\$77,980	\$57,930	Budget Increase: New Parks and Recreation Manager.
Supplies & Services (ongoing)	<u>\$7,500</u>	<u>\$7,500</u>	<u>\$7,500</u>	<u>\$7,566</u>	
Direct Costs (Ongoing) Subtotal	\$86,290	\$78,420	\$85,480	\$65,496	
Internal Charges	<u>\$30,930</u>	<u>\$29,950</u>	<u>\$30,940</u>	<u>\$22,126</u>	
Parks Facilities & Maintenance Total	\$117,220	\$108,370	\$116,420	\$87,622	

General Fund Totals

Personnel Subtotal	\$513,000	\$484,590	\$481,120	\$417,728
Supplies & Services (Ongoing) Subtotal	<u>\$238,985</u>	<u>\$273,200</u>	<u>\$223,223</u>	<u>\$202,706</u>
Direct Costs (Ongoing) Subtotal	\$751,985	\$757,790	\$704,343	\$620,434
Internal Charges Subtotal	<u>\$271,170</u>	<u>\$268,860</u>	<u>\$275,460</u>	<u>\$206,730</u>
Ongoing Subtotal	\$1,023,155	\$1,026,650	\$979,803	\$827,164
Supplies & Services (One-Time) Subtotal	\$0	\$1,450	\$0	\$1,572
Capital & Debt Service Subtotal	<u>\$44,300</u>	<u>\$0</u>	<u>\$44,300</u>	<u>\$11,465</u>
One-Time Subtotal	\$44,300	\$1,450	\$44,300	\$13,037
General Fund Total	\$1,067,455	\$1,028,100	\$1,024,103	\$840,201

Donations & Contributions Fund

15-5242-23 - Recreation Programs

Supplies & Services (ongoing)	<u>\$1,000</u>	<u>\$1,000</u>	<u>\$1,000</u>	<u>\$2,427</u>
Recreation Programs Total	\$1,000	\$1,000	\$1,000	\$2,427

15-5242-24 - Special Events

Supplies & Services (ongoing)	<u>\$13,500</u>	<u>\$10,000</u>	<u>\$14,000</u>	<u>\$17,585</u>
Special Events Total	\$13,500	\$10,000	\$14,000	\$17,585

15-5242-26 - Parks Facilities & Maintenance

Supplies & Services (ongoing)	<u>\$3,000</u>	<u>\$3,200</u>	<u>\$2,300</u>	<u>\$7,070</u>
Parks Facilities & Maintenance Total	\$3,000	\$3,200	\$2,300	\$7,070

PARKS & RECREATION
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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Donations & Contributions Fund Totals

Supplies & Services (Ongoing) Subtotal	\$17,500	\$14,200	\$17,300	\$27,082	
Direct Costs (Ongoing) Subtotal	\$17,500	\$14,200	\$17,300	\$27,082	
Donations & Contributions Fund Total	\$17,500	\$14,200	\$17,300	\$27,082	

Operating Grants Fund

16-5242-23 - Recreation Programs

Supplies & Services (ongoing)	\$0	\$2,000	\$0	\$2,000	Budget Decrease: Missoula grant.
Recreation Programs Total	\$0	\$2,000	\$0	\$2,000	

Operating Grants Fund Totals

Supplies & Services (Ongoing) Subtotal	\$0	\$2,000	\$0	\$2,000	
Direct Costs (Ongoing) Subtotal	\$0	\$2,000	\$0	\$2,000	
Ongoing Subtotal	\$0	\$2,000	\$0	\$2,000	

Capital Grants Fund

19-5242-26 - Parks Facilities & Maintenance

Capital & Debt Service	\$0	\$0	\$0	\$16,568	
Parks Facilities & Maintenance Total	\$0	\$0	\$0	\$16,568	

Info Tech Internal Service Fnd

60-5242-23 - Recreation Programs

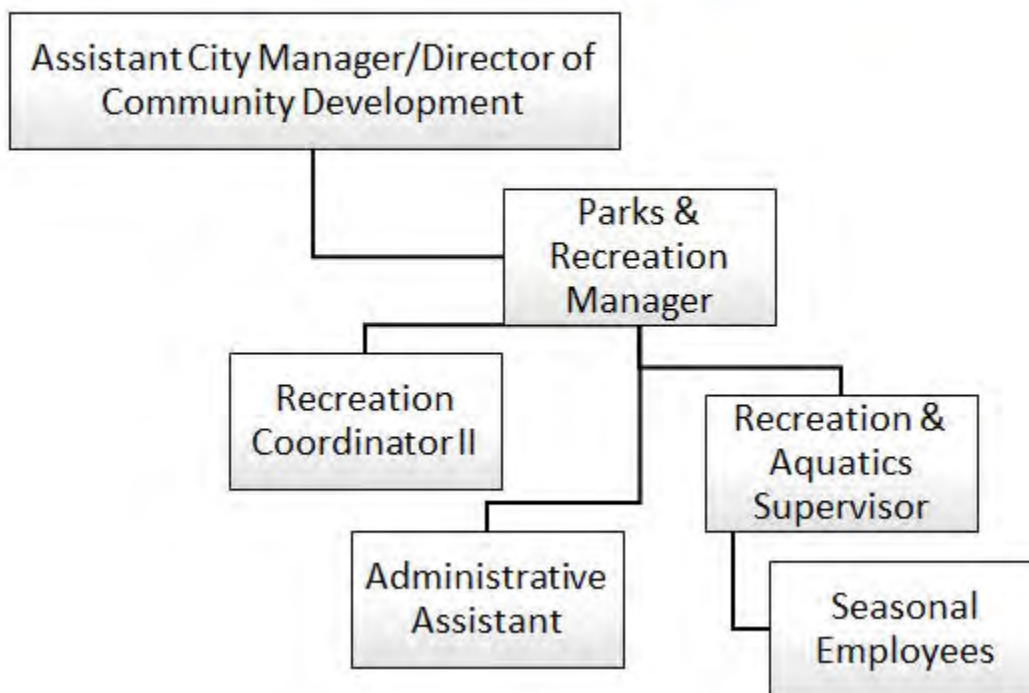
Supplies & Services (ongoing)	\$7,000	\$5,000	\$2,830	\$0	Budget Increase: SportSites software maintenance costs.
	<u>\$0</u>	<u>\$0</u>	<u>\$5,000</u>	<u>\$0</u>	
One-Time Total	\$0	\$0	\$5,000	\$0	
Recreation Programs Total	\$7,000	\$5,000	\$7,830	\$0	

PARKS & RECREATION
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
Grand Totals					
Personnel (Ongoing) Subtotal	\$513,000	\$484,590	\$481,120	\$417,728	
Supplies & Services (Ongoing) Subtotal	\$263,485	\$294,400	\$243,353	\$231,788	
Direct Costs (Ongoing) Subtotal	\$776,485	\$778,990	\$724,473	\$649,516	
Internal Charges Subtotal	\$271,170	\$268,860	\$275,460	\$206,730	
Ongoing Subtotal	\$1,047,655	\$1,047,850	\$999,933	\$856,246	
Supplies & Services (One-Time) Subtotal	\$0	\$1,450	\$5,000	\$1,572	
Capital & Debt Service Subtotal	\$44,300	\$0	\$44,300	\$28,033	
Grand Total	\$1,091,955	\$1,049,300	\$1,049,233	\$885,851	

DEPARTMENTAL ORGANIZATION CHART



PARKS & RECREATION
Continued

POSITIONS SUMMARY

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Administrative & Recreation Assistant	1.00	1.00	0.00	0.00
Administrative Assistant	0.00	0.00	1.00	1.00
Head Lifeguard	0.00	0.00	0.64	0.00
Lifeguard	2.21	2.11	1.92	1.95
Lifeguard Instructor	1.43	1.43	1.05	0.69
Parks and Recreation Manager	1.00	1.00	1.00	1.00
Pool Assistant Manager	0.03	0.03	0.00	0.00
Pool Manager	0.33	0.57	0.00	0.00
Pool Office Assistant	0.00	0.00	0.00	0.70
Recreation & Aquatics Supervisor	1.00	1.00	1.00	1.00
Recreation Assistant	0.13	0.13	0.13	0.15
Recreation Coordinator II	1.00	1.00	1.00	1.00
Referee	0.15	0.15	0.15	0.14
SAI Instructor Trainer	0.00	0.00	0.06	0.00
Scorekeeper	0.09	0.09	0.09	0.09
Water Aerobics Instructor	0.19	0.19	0.10	0.16
Total	8.56	8.70	8.14	7.88

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5242-23	Parks & Recreation	1.47	1.47	1.57	1.58
10-5242-24	Special Events	1.35	1.35	1.30	1.30
10-5242-25	Aquatics	4.84	4.98	4.52	4.26
10-5242-26	Parks Facilities & Maintenance	0.85	0.85	0.65	0.65
10-5242-89	Capital Projects	0.05	0.05	0.10	0.10
General Fund Total		8.56	8.70	8.14	7.89

(1) Includes 4.56 of temporary positions

GENERAL SERVICES

Mission Statement

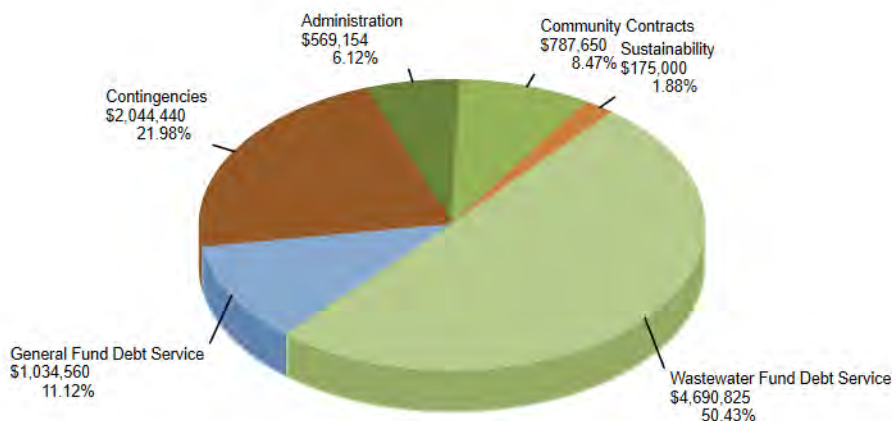
Description

The General Services Department is established as an accounting unit in order to capture the various “non-departmental” and other centralized expenses. These include service contracts with non-profits, Citywide liability and other insurances, and debt service. The debt service costs include General Fund, Development Impact Fees Funds, and Wastewater Enterprise Fund debt. Additional information on the City’s debt service can be found in the Debt Service section.

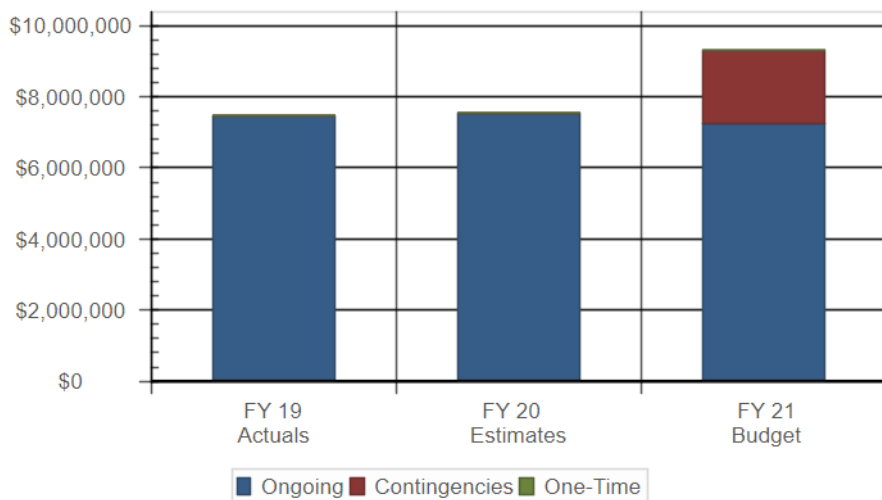
The General Services Department also includes the General Fund, Grants and Donation Funds, and Wastewater Enterprise Fund contingency budgets, which include the following:

- * \$200,000 general operating contingency (General Fund)
- * \$100,000 general operating contingency (Wastewater Enterprise Fund)
- * \$100,000 contingency for judgments (General Fund)
- * \$800,000 contingency for Affordable Housing Program (Grants and Donations Funds)
- * \$300,000 contingency for unknown grants and donations revenues that may be received during the year (Grants and Donations Funds)

FY 2021 PROGRAM EXPENDITURES: \$9,301,629



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



General Services-Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ (60,156)	(1)%	\$ 44,385	\$ (57,996)	\$ 8,029
Supplies & Services	1,578,050	17 %	1,845,521	1,859,204	1,565,561
Capital & Debt Service	5,733,535	62 %	5,737,975	5,733,725	5,865,949
Contingencies (ongoing)	2,044,440	22	2,595,000	-	-
Subtotal Direct Costs	\$ 9,295,869	100 %	\$ 10,222,881	\$ 7,534,933	\$ 7,439,539
Internal Charges	5,760	- %	11,380	11,640	9,299
Total Expenditures	9,301,629	100 %	10,234,261	7,546,573	7,448,838
Expenditures by Fund					
General Fund Portion	\$ 3,297,434	35 %	\$ 3,223,156	\$ 2,852,394	\$ 3,000,154
Wastewater Enterprise Fund	\$ 4,790,825	52 %	\$ 4,793,205	\$ 4,693,225	\$ 4,439,144
Other Funds Portion	\$ 1,213,370	13 %	\$ 1,285,268	\$ 1,756,010	\$ 1,862,331
Funding Sources					
Allocations to Other Departments	\$ 397,070	4.27 %	\$ 346,100	\$ 381,120	\$ 222,478
Funding from General Revenues:					
Estimated Resident Generated	\$ 3,116,596	34 %	\$ 3,460,856	\$ 2,507,909	\$ 2,529,226
Estimated Visitor Generated	\$ 5,787,963	62 %	\$ 6,427,305	\$ 4,657,544	\$ 4,697,134
Employee Time Allocation (FTEs) Budgeted	-		-		-

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Small grants awarded	19	20	N/A	20	17
Average small grant award amount	\$8,858	\$8,325	N/A	\$8,475	\$9,500
Total small grants awarded	\$168,300	\$166,500	\$161,500	\$169,500	\$161,500
Range of small grant awards	\$1,200 - \$21,000	\$1,000 - \$24,000	N/A	\$1,200 - \$21,000	\$1,020 - \$24,000

GENERAL SERVICES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
General Fund					
10-5245-01 - Administration					
Personnel (ongoing)	\$(60,156)	\$(30,615)	\$(57,996)	\$8,029	Budget Decrease: Vacancy savings offsets.
Supplies & Services (ongoing)	\$594,100	\$544,770	\$580,040	\$549,343	
Direct Costs (Ongoing Subtotal)	\$533,944	\$514,155	\$522,044	\$557,372	
Internal Charges	\$(391,360)	\$(334,900)	\$(369,680)	\$(213,288)	
Ongoing Total	\$142,584	\$179,255	\$152,364	\$344,084	
Capital & Debt Service	\$8,200	\$8,200	\$6,200	\$0	Current Year Under Budget: Enterprise Fleet vehicle leasing program.
Administration Total	\$150,784	\$187,455	\$158,564	\$344,084	
10-5245-09 - Sustainability					
Supplies & Services (ongoing)	\$175,000	\$203,100	\$203,100	\$100,000	Budget Decrease: Reduction for Sedona Recycles.
Sustainability Total	\$175,000	\$203,100	\$203,100	\$100,000	
10-5245-90 - Comm Contracts - Public Safety					
Supplies & Services (ongoing)	\$71,300	\$71,293	\$71,300	\$69,098	
Comm Contracts - Public Safety Total	\$71,300	\$71,293	\$71,300	\$69,098	
10-5245-91 - Comm Contracts - Cult & Recr					
Supplies & Services (ongoing)	\$485,000	\$484,974	\$485,000	\$470,392	
Comm Contracts - Cult & Recr Total	\$485,000	\$484,974	\$485,000	\$470,392	
10-5245-92 - Comm Contracts - Health & Welf					
Supplies & Services (ongoing)	\$179,800	\$179,770	\$180,000	\$174,365	
Comm Contracts - Health & Welf Total	\$179,800	\$179,770	\$180,000	\$174,365	

GENERAL SERVICES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
10-5245-93 - Comm Contracts - Public Transp					
Personnel (ongoing)	\$0	\$75,000	\$0	\$0	Budget Decrease: Transit Manager position transferred to 10-5222-93.
Supplies & Services (ongoing)	<u>\$51,550</u>	<u>\$338,714</u>	<u>\$338,810</u>	<u>\$202,363</u>	
Comm Contracts - Public Transp Total	\$51,550	\$413,714	\$338,810	\$202,363	
10-5246-01 - Administration					
Contingencies	\$844,440	\$300,000	\$0	\$0	Budget Increase: Increase in the contingency for the Chamber of Commerce.
Administration Total	\$844,440	\$300,000	\$0	\$0	
10-5255-15 - Debt Service					
Capital & Debt Service	<u>\$1,034,560</u>	<u>\$1,036,750</u>	<u>\$1,034,500</u>	<u>\$1,417,374</u>	
Debt Service Total	\$1,034,560	\$1,036,750	\$1,034,500	\$1,417,374	
General Fund Totals					
Personnel Subtotal	\$(60,156)	\$44,385	\$(57,996)	\$8,029	
Supplies & Services (Ongoing) Subtotal	<u>\$1,556,750</u>	<u>\$1,822,621</u>	<u>\$1,858,250</u>	<u>\$1,565,561</u>	
Direct Costs (Ongoing) Subtotal	\$1,496,594	\$1,867,006	\$1,800,254	\$1,573,590	
Internal Charges Subtotal	\$(391,360)	\$(334,900)	\$(369,680)	\$(213,288)	
Contingencies Subtotal	<u>\$844,440</u>	<u>\$300,000</u>	<u>\$0</u>	<u>\$0</u>	
Ongoing Subtotal	\$1,949,674	\$1,832,106	\$1,430,574	\$1,360,302	
Capital & Debt Service Subtotal	<u>\$1,042,760</u>	<u>\$1,044,950</u>	<u>\$1,040,700</u>	<u>\$1,417,374</u>	
One-Time Subtotal	\$1,042,760	\$1,044,950	\$1,040,700	\$1,417,374	
General Fund Total	\$2,992,434	\$2,877,056	\$2,471,274	\$2,777,676	

GENERAL SERVICES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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Affordable Housing Fund

12-5246-01 - Administration

Contingencies	\$800,000	\$1,895,000	\$0	\$0	Budget Decrease: Reduction in affordable housing contingency.
Administration Total	\$800,000	\$1,895,000	\$0	\$0	

Donations & Contributions Fund

15-5245-01 - Administration

Supplies & Services (ongoing)	\$1,300	\$1,300	\$954	\$0	
Administration Total	\$1,300	\$1,300	\$954	\$0	

Operating Grants Fund

16-5245-01 - Administration

Supplies & Services (ongoing)	\$20,000	\$18,100	\$0	\$0	Current Year Under Budget: Yavapai Apache Nation Prop 202 allocation.
Administration Total	\$20,000	\$18,100	\$0	\$0	

16-5246-01 - Administration

Contingencies	\$300,000	\$300,000	\$0	\$0	Current Year Under Budget: Reinstate contingency for amount used during the current year
Administration Total	\$300,000	\$300,000	\$0	\$0	

Operating Grants Fund Totals

Supplies & Services (Ongoing) Subtotal	\$20,000	\$18,100	\$0	\$0	
Contingencies Subtotal	\$300,000	\$300,000	\$0	\$0	
Operating Grants Fund Total	\$320,000	\$318,100	\$0	\$0	

Dev. Impact Fees - General Government - Post 1/1/12

45-5255-15 - Debt Service

Capital & Debt Service	\$0	\$0	\$0	\$9,540	
Debt Service Total	\$0	\$0	\$0	\$9,540	

GENERAL SERVICES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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Wastewater Enterprise Fund

59-5246-01 - Administration

Contingencies	\$100,000	\$100,000	\$0	\$0	
Administration Total	\$100,000	\$100,000	\$0	\$0	

59-5255-15 - Debt Service

Internal Charges	\$50	\$180	\$200	\$109	
Capital & Debt Service	\$4,690,775	\$4,693,025	\$4,693,025	\$4,439,035	
Debt Service Total	\$4,690,825	\$4,693,205	\$4,693,225	\$4,439,144	

Wastewater Enterprise Fund Totals

Internal Charges Subtotal	\$50	\$180	\$200	\$109	
Contingencies Subtotal	\$100,000	\$100,000	\$0	\$0	
Ongoing Subtotal	\$100,050	\$100,180	\$200	\$109	
Capital & Debt Service Subtotal	\$4,690,775	\$4,693,025	\$4,693,025	\$4,439,035	
Wastewater Enterprise Fund Total	\$4,790,825	\$4,793,205	\$4,693,225	\$4,439,144	

Info Tech Internal Service Fnd

60-5245-01 - Administration

Supplies & Services (ongoing)	\$0	\$3,500	\$0	\$0	Budget Decrease: Envisio Benchmark software subscription canceled.
Administration Total	\$0	\$3,500	\$0	\$0	

GENERAL SERVICES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
Grand Totals					
Personnel (Ongoing) Subtotal	\$(60,156)	\$44,385	\$(57,996)	\$8,029	
Supplies & Services (Ongoing) Subtotal	\$1,578,050	\$1,845,521	\$1,859,204	\$1,565,561	
Direct Costs (Ongoing) Subtotal	\$1,517,894	\$1,889,906	\$1,801,208	\$1,573,590	
Internal Charges Subtotal	\$(391,310)	\$(334,720)	\$(369,480)	\$(213,179)	
Contingencies Subtotal	<u>\$2,044,440</u>	<u>\$2,595,000</u>	<u>\$0</u>	<u>\$0</u>	
Ongoing Subtotal	\$3,171,024	\$4,150,186	\$1,431,728	\$1,360,411	
Capital & Debt Service Subtotal	\$5,733,535	\$5,737,975	\$5,733,725	\$5,865,949	
Grand Total	\$8,904,559	\$9,888,161	\$7,165,453	\$7,226,360	

COMMUNITY DEVELOPMENT

Mission Statement

Managing growth through responsible stewardship and excellent customer service – we make a difference.

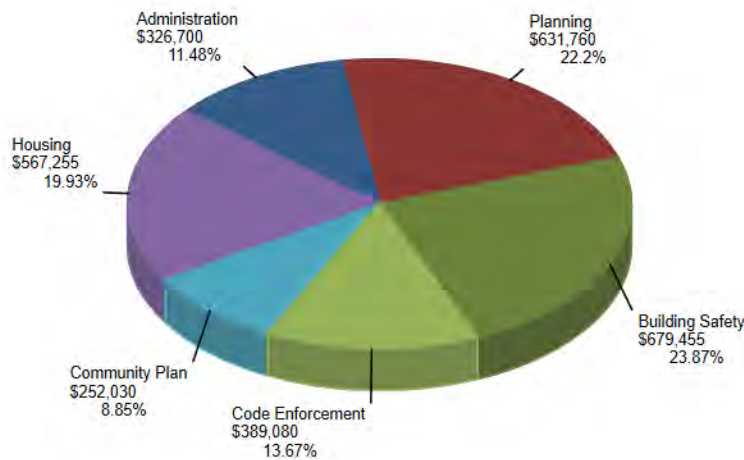
Description

The Community Development Department is comprised of 12.6 full-time employees, one part-time employee and six program areas. The Department provides support to the City Council and the Historic Preservation and Planning and Zoning Commissions, as well as the Board of Adjustment.

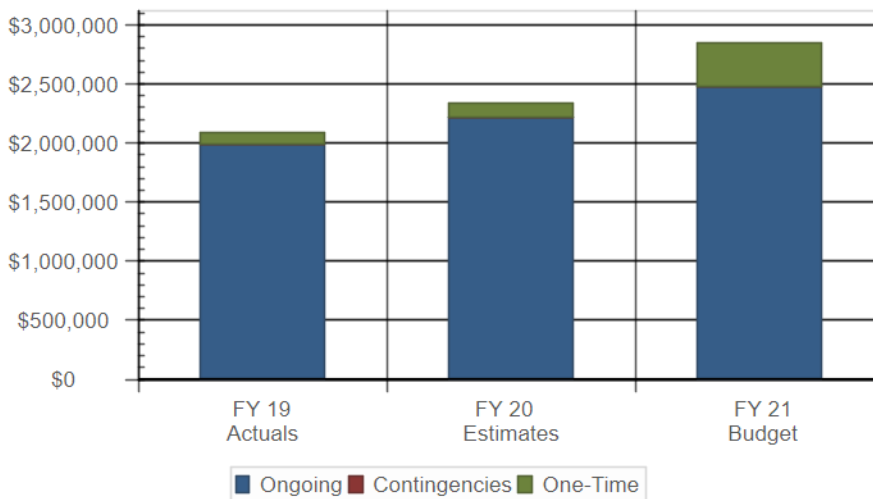
The Community Development Department is responsible for the following program areas:

- * Administration
- * Planning (Including the Planning and Zoning and Historic Preservation Commissions)
- * Building Safety
- * Code Enforcement
- * Community Plan
- * Housing

FY 2021 PROGRAM EXPENDITURES: \$2,846,280



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



Community Development - Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 195,290	60 %	\$ 184,740	\$ 184,430	\$ 131,877
Supplies & Services	47,800	15 %	27,200	33,495	2,712
Subtotal Direct Costs	\$ 243,090	74 %	\$ 211,940	\$ 217,925	\$ 134,589
Internal Charges	83,610	26 %	89,520	90,670	41,618
Total Expenditures	326,700	101 %	301,460	308,595	176,207
Expenditures by Fund					
General Fund Portion	\$ 286,700	88 %	\$ 281,460	\$ 280,385	\$ 176,207
Other Funds Portion	\$ 40,000	12 %	\$ 20,000	\$ 28,210	\$ -
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 114,345	35 %	\$ 105,511	\$ 108,008	\$ 61,672
Estimated Visitor Generated	\$ 212,355	65 %	\$ 195,949	\$ 200,587	\$ 114,535
Employee Time Allocation (FTEs) Budgeted	1.40		1.25		1.20

The Administration program accounts for support to the other program areas of Community Development: Code Enforcement, Building Safety, Planning (including the Planning and Zoning and Historic Preservation Commissions), Community Plan and Housing efforts.

The Community Development Department began tracking administrative costs in this separate program in FY 2019. A portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Overall City Value - Good Governance Implementation of Advance Sedona Quality (ASQ):

- * Staff training completed for each program area.
- * All scheduled Commission training completed.
- * Began video recording and broadcasting Planning and Zoning Commission meetings.

Council Priority - Monitor Short-Term Rentals:

- * Procured a new professional monitoring software service to compile more extensive data on short term rental activity in the City and to develop a hotline and nuisance reporting system to track and monitor complaints about short term rental activities.

Overall City Value - Fiscal Sustainability:

- * Continue to operate with a consolidated Assistant City Manager and Director of Community Development position.

Community Development - Administration

Continued

FY 2021 Objectives

Overall City Value - Good Governance Implementation of Advance Sedona Quality (ASQ):

- * Identify and promote professional development opportunities to develop and maintain highly-qualified, professional and responsive work team that supports the City's Core Values and Department's mission.
- * Enhance quality and realize efficiencies in department processes through application of Six Sigma principles and implementation of process improvements.
- * Identify ways to improve communication with our customers specifically, and the community in general, including better utilization of the department website.
- * Improve methods of distribution, collection, and tracking of customer service surveys and results to better inform opportunities for improvement.
- * Update the Developer Incentives Guidelines for Affordable Housing (DIGAH) Policy Document.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Public Meetings and Work Sessions - City Council	15	25	15	23	18
Public Meetings and Work Sessions - Planning and Zoning Commission	20	24	15	17	26
Public Meetings - Historic Preservation Commission	5	5	5	5	5
Public Meetings - Hearing Officer	2	2	2	1	2

Community Development - Planning

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 366,050	58 %	\$ 369,175	\$ 369,225	\$ 418,087
Supplies & Services	59,470	9 %	52,225	33,865	107,684
Subtotal Direct Costs	\$ 425,520	67 %	\$ 421,400	\$ 403,090	\$ 525,771
Internal Charges	206,240	33 %	205,170	204,700	180,723
Total Expenditures	631,760	100 %	626,570	607,790	706,494
Expenditures by Fund					
General Fund Portion	\$ 631,760	100 %	\$ 626,570	\$ 607,790	\$ 706,494
Funding Sources					
Program Revenues	\$ 286,050	45 %	\$ 296,350	\$ 241,050	\$ 210,607
Funding from General Revenues:					
Estimated Resident Generated	\$ 120,999	19 %	\$ 115,577	\$ 128,359	\$ 173,560
Estimated Visitor Generated	\$ 224,712	36 %	\$ 214,643	\$ 238,381	\$ 322,327
Employee Time Allocation (FTEs) Budgeted	3.78		3.86		3.28

The Planning program plans and regulates all land uses and development within City limits, informing and educating property owners, residents, and business owners of the City's vision, and land use and development policies and procedures. The Planning staff review and process various applications and permits such as zone change requests, development proposals, subdivisions, appeals and variances, administrative waivers, conditional use permits, temporary use permits, and sign permits and provide support to the Planning and Zoning Commission, Historic Preservation Commission, and the Board of Adjustment. The staff also provide research and technical assistance related to zoning codes, land use, housing, historic preservation, and demographics. Additionally, they are responsible for maintaining and implementing the Community Plan. Of note, the Planning team's activity demand only reflects those applications and permits that are directly related to current and long-range planning. Not reflected in the activity demand is the team's review of all residential and commercial building permits for zoning compliance.

In general, the number of planning applications processed has held steady for the past couple years, with increases in some areas offset by decreases in others. However, the complexity of projects has increased, with applications for large hotels and multi-use developments replacing small office buildings. In addition, as Sedona approaches build-out, the properties available include more challenging development projects, such as building on steeper slopes, floodplains, and oddly shaped parcels. The rising complexity and challenging nature of recent projects has resulted in more staff time being devoted to each application than has been seen in the past. In addition, the challenging properties have become more appealing to developers, which has led to a steady stream of variance and minor modification (formerly: administrative waiver) applications as well as zoning verification letters, as potential developers seek to determine how to best utilize the limited vacant land remaining in the City.

The Planning and Zoning Commission (Commission) is the decision-making authority for conditional use permits and development review applications. The Commission makes recommendations to the City Council on such things as amendments to the Community Plan and the Land Development Code, specific planning projects, re-zonings, and subdivision requests. The planning team devotes a large proportion of its time to the preparation of materials for Commission and public review and the holding public hearings.

The Historic Preservation Commission (Commission) is comprised of seven members appointed by the City Council. The Commission was created in 1998 to conduct hearings relative to the identification and preservation of landmarks representing distinctive elements of Sedona's historic, archeological, and cultural heritage.

Community Development - Planning

Continued

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * Completed a cost of service study, evaluating the various reviews conducted, applications processed, permits issued, etc., and revise fee schedules to better reflect costs. Fees had not been updated since 2005.

Community Plan Land Use, Housing, and Growth Goal - Grow only within currently established residential and commercial limits:

- * Completed development review, conditional use permit, and development agreement for Ambiente: A Landscape Hotel.

Council Priority - Update Land Development Code:

- * Completed a package of revisions to the Land Development Code (LDC).

Council Priority - Affordable Housing

- * Initiated a Housing Needs Assessment and Five-Year Affordable Housing Action Plan

Community Plan Goal - Preserve and Celebrate the community's history:

- * Implemented the Historic Resource Recognition Program and awarded the first designation to the Sedona Arts Center.

FY 2021 Objectives

Overall City Value - Good Governance Implementation of Advance Sedona Quality (ASQ):

- * As we continue to gain experience applying the new Land Development Code to real world situations, identify areas where clean up to Code is needed, and bring revisions back to Planning and Zoning and Council for approval.

- * Continue to improve records filing through conversion to a parcel based system. Notable progress was made this past year, approximately 10% completed.

- * Conduct reviews of all residential and commercial building permit applications within mandated timeframes.

- * Evaluate possible revisions to staff report format to incorporate additional evaluations of projects from economic development and sustainability perspectives to provide greater consideration of these Council policy priority areas in decision-making.

- * Establish a new Planning Commissioner Training Program.

- * Expand upon use of exhibits, illustrations, and/or pictures to help commissioners visualize the project/proposal.

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active healthy lifestyles:

- * Implement next phase of the Ranger Station Park Master Plan including exterior rehabilitation of the historic buildings.

Council Priority - Sustainable Tourism:

- * Participate in Sustainable Tourism efforts.

Council Priority - Affordable Housing:

- * Participate in Affordable Housing activities.

- * Update the Developer Incentives Guidelines for Affordable Housing (DIGAH) Policy Document

Planning Commission -

Overall City Value - Good Governance:

- * Conduct meetings in accordance with Open Meeting Laws, Rules and Operating Procedures.

- * Make decisions based on facts, utilizing codes, regulations, reports, testimony, data, and other applicable documentation.

Community Plan Land Use, Housing, and Growth Goal - Grow only within currently established residential and commercial limits:

- * Hold hearings to review and act upon matters related to planning and development.

Historic Preservation Commission -

Community Plan Community Goal - Preserve and celebrate the community's history:

- * Participate in implementing the USFS Ranger Station (Brewer Road) Master Plan, including efforts to restore the interior and exterior of both structures.

- * Update the Historic Uptown Sedona Walking Tour Guide brochure.

Community Development - Planning
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Community Plan Amendments	2	2	3	3	6
Zone Changes	5	5	7	4	8
Development Reviews - Major	8	10	8	10	12
Development Reviews - Minor	4	1	2	0	N/A
Conditional Use permits	8	10	6	8	10
Temporary Use permits	40	60	40	38	57
Sign permits, permanent	70	85	60	71	87
Film permits	10	10	10	9	7
Subdivisions	8	3	10	8	5
Minor Modifications (formerly Admin. Waiver)	4	3	4	5	2
Land Division permits	20	15	20	22	16
Variance/appeals	2	2	3	1	2
Land Development Code amendments	1	1	1	2	2
Zoning Verification Letters	30	20	30	15	15
Public Meetings and Work Sessions - City Council	15	25	15	23	21
Public Meetings and Work Sessions - Planning and Zoning Commission	20	24	15	17	26
Public Meeting - Historic Preservation Commission	5	5	5	5	5
New Landmarked Properties - Historic Preservation Commission	1	1	1	0	0
Civic Pride/Education Events - Historic Preservation Commission	1	1	1	1	1
Certificates of Appropriateness Issued - Historic Preservation Commission	1	1	1	0	0
Certificate of No Effect Issued - Historic Preservation Commission	4	4	4	2	3
Historic Recognition Awards Issued - Historic Preservation Commission	1	1	1	1	0
Education Training Exercises - Historic Preservation Commission	1	1	1	1	1

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Customer Survey: Percent of applicants rating overall customer service as good or excellent		100	0.9	100	100	N/A
Temporary use permits: Average days to issue		12	12	12	11.7	20
Sign permits, permanent: Average days to issue		5	4.0	5	5.1	4.55

Community Development-Building Safety

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 368,130	55 %	\$ 335,700	\$ 325,190	\$ 277,937
Supplies & Services	126,585	19 %	122,495	122,905	95,040
Subtotal Direct Costs	\$ 494,715	74 %	\$ 458,195	\$ 448,095	\$ 372,977
Internal Charges	171,540	26 %	175,350	175,770	155,895
Total Expenditures	666,255	100 %	633,545	623,865	528,872
Expenditures by Fund					
General Fund Portion	\$ 678,055	102 %	\$ 637,845	\$ 629,200	\$ 528,872
Other Funds Portion	\$ 1,400	- %	\$ 1,400	\$ 1,400	\$ -
Funding Sources					
Program Revenues	\$ 390,500	59 %	\$ 307,250	\$ 335,550	\$ 296,256
Funding from General Revenues:					
Estimated Resident Generated	\$ 96,514	14 %	\$ 114,203	\$ 100,910	\$ 81,416
Estimated Visitor Generated	\$ 179,241	27 %	\$ 212,092	\$ 187,405	\$ 151,200
Employee Time Allocation (FTEs) Budgeted	4.01		3.68		3.18

The Building Safety program is responsible for issuing all residential and commercial building permits in accordance with the adopted and amended building codes. This work includes processing and reviewing construction plans, conducting inspections for the work allowed under these permits and coordinating this work with several other departments. Building Safety also partially or wholly processes applications and payments for off-premise signs, temporary signs, liquor licenses, wastewater permits, and right-of-way permits.

Building Safety strives to be a partner in the permit and building process by fostering a culture that is helpful, approachable and knowledgeable. It remains our goal to provide effective, fair and consistent reviews and inspections on a timely basis and within mandated timeframes.

In an effort to promote higher quality development, Building Safety has adopted the most current building codes and has increased its expectations and requirements for more complete plan submittals. Making these changes requires staff to invest additional time and effort in customer education and more thorough and comprehensive review. In the short-term this has resulted in a high number of corrections issued and plan resubmittals received. Additionally, the raised expectations of compliance have created longer review and inspection times, along with a large number of meetings and consultations to inform and educate applicants, designers, architects and contractors on code and correction requirements. The number of reinspections will also continue to be high as the raised level of compliance with the new City codes and the approved plans initially result in more failed inspections. Over time, however, and with continued training of, and interaction with, the construction and development community, they will become accustomed to working within the framework of higher standards, and the community as a whole will be safer and better built. This level of enforcement is expected to continue in part due to a greater emphasis on in-house and off-site training in order to raise the knowledge and abilities of staff.

Staff consists of the Chief Building Official, Building Inspector and two Permit Technicians, both of whom are being trained to elevate their roles in the plan review and inspection processes to help alleviate current pressures in these areas. Fiscal year 2020 - 2021 will likely see the construction of multiple lodging, single family residential and multi-family residential development projects.

A portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

Community Development-Building Safety

Continued

FY 2020 Accomplishments

City Plan Land Use, Housing, and Growth Goal – Grow only within currently established residential and commercial limits:

- * Will be sending our two Permit Technicians and our full-time Building Inspector for ICC Certification testing.
- * Continued an in-house training program for the Permit Technician positions to raise their level of knowledge and understanding of the codes so as to be able to perform increasingly more complicated plan reviews and inspections.
- * Continued a program to address and close the hundreds of open and expired permits going back more than 10 years thus keeping all permits current.

City Plan Land Use, Housing, and Growth Goal – Ensure harmony between the built and natural environments:

- * Continued a cooperative partnership with the Sedona Fire District including the establishment of monthly coordination meetings.
- * Continued to foster relationships and connections with agencies, community groups, the business community, the Chamber of Commerce and the Sustainability Alliance.
- * Sponsored classes on the 2018 International Energy Conservation Code to help educate the construction and development community on the newly adopted energy code.
- * Received an award from ICC for Achievement in Education for the Promotion of Education through In-house Training and Member Programs.
- * Continued the process of working with and coordinating educational, community, industry and code organizations to foster awareness, desire and growth in employment in the construction and municipal inspector/plans examiner positions. (The average age of the workforce in these positions is well over 40 years, and new recruits have been on a steady decline.)

Overall City Value – Good Governance:

- * Consistently met the mandated plan review time frames set within Senate Bill SB1598.
- * Created a program to address the overwhelming amount of work being done without a permit by making contractors liable through the reporting of such actions to the Registrar of Contractors.

Council Priority – Building Code Update:

- * Have brought forth the Building Code updates to Council and received approval for the adoption and amendment of the 2018 I-Codes and the 2017 NEC. The new codes include an energy code and certain allowances for green and sustainable building practices and additional provisions for tiny homes.

FY 2021 Objectives

Overall City Value – Good Governance:

- * Continue to conduct reviews of all residential and commercial building permit applications within the mandated timeframes.
- * Participate in an ISO evaluation with a goal of obtaining a department rating of five or less while also identifying areas for future improvement.
- * Continue the in-house training of the Permit Technicians to increase their ability to perform increasingly more involved plan reviews and inspections.
- * Promote the need and provide the resources for staff to expand their knowledge base and expertise by pursuing national building safety certifications.

City Plan Land Use, Housing, and Growth Goal – Ensure harmony between the built and natural environments:

- * Continue to coordinate plan reviews and inspections with the Sedona Fire District to provide a more efficient and seamless process for the customer in obtaining their final inspection approval and/or Certificates of Occupancy.
- * Adopt the 2018 Property Maintenance Code, or adopt many of the IPMC requirements into the City Code, to better provide the Building Safety and Code Enforcement divisions with tools to address many of the outstanding code and property maintenance violations.
- * Continue to identify and pursue opportunities for engagement with and education of the contractor and development community regarding the newly adopted building codes and amendments.
- * Continue to conduct a review of all permit packets and information and revise as necessary in an attempt to make them easier to understand and complete for the customer.
- * Continue to create avenues for growth and promotion from within Building Safety to fill the currently open Plans Examiner position and to remove the need for our current temporary Building Inspector position through training and reorganization.
- * Update the building permit fees which were last updated in 2007.

Community Development-Building Safety
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Single-family building permits - new construction	60	41	55	58	43
Single-family permits - new construction - Total valuation	\$26,000,000	\$18,500,000	27,000,000	\$28,358,672	\$17,859,460
Single-family building permits - remodel/rehab	85	90	90	77	96
Single-family permits - remodel/rehab - Total valuation	\$4,500,000	\$5,000,000	\$4,750,000	\$4,574,711	\$4,820,006
Commercial building permits - new construction	2	4	4	5	1
Commercial building permits, new construction - Total valuation	\$5,000,000	\$7,000,000	\$13,980,000	\$6,500,000	\$550,000
Commercial building permits - remodel/rehab	37	40	32	55	50
Commercial building permits - remodel/rehab - Total valuation	\$5,500,000	\$2,000,000	\$5,000,000	\$4,884,977	\$3,436,781
Manufactured Homes building permits	7	4	7	5	2
Manufactured Homes building permits - Total valuation	\$425,000	\$400,000	\$400,000	\$414,000	\$95,000
Photovoltaic building permits	55	50	55	39	68
Photovoltaic building permits - Total valuation	\$1,250,000	\$1,200,000	\$1,250,000	\$992,800	\$1,584,881
Photovoltaic building permits - Total KW	725		725	367	
Tenant Occupancy permits (CofOs)	75	100	70	98	105
Miscellaneous permits (sheds, decks, fences, pools, etc.)	150	180	150	183	163
Miscellaneous permits - Total valuation	\$1,450,000	\$850,000	\$1,425,000	\$1,432,878	\$1,322,492
Off-premise Sign permits	60	80	50	78	75
Temporary Sign permits	60	90	50	70	68
Right-of-Way permits	175	55	180	238	51
Wastewater permits	12	8	12	14	10
Liquor Licenses	N/A	77	99	94	59
Inspections	4,000	4,500	4,000	3,954	4,085

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Initial plan review: Timeframe in days - Residential permits		10	10	4.89	11	6.3
Initial plan review: Timeframe in days - Residential Alterations		9	7.0	7.28	6.5	6.1
Initial plan review: Timeframe in days - Commercial permits		17	17	11	17	21
Initial plan review: Timeframe in days - Photovoltaic		7	7	6.94	6.5	7
Initial plan review: Timeframe in days - Tenant Occupancy		4	4	3.55	3.6	3.6
Initial plan review: Timeframe in days - Tenant Improvements		7	7	8.26	7.2	4.0
Initial plan review: Timeframe in days - Miscellaneous permits		4	3	3.53	2.4	3.1
Internal Survey: Applicants rating overall customer service as good or excellent		90%	90%	100%	90%	N/A

Community Development-Code Enforcement

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 177,050	46 %	\$ 173,500	\$ 162,960	\$ 185,455
Supplies & Services	18,390	5 %	24,350	10,210	31,594
Subtotal Direct Costs	\$ 195,440	50 %	\$ 197,850	\$ 173,170	\$ 217,049
Internal Charges	193,640	50 %	197,920	195,290	162,652
Total Expenditures	389,080	101 %	395,770	368,460	379,701
Expenditures by Fund					
General Fund Portion	\$ 387,680	100 %	\$ 394,370	\$ 367,060	\$ 379,701
Other Funds Portion	\$ 1,400	0.36 %	\$ 1,400	\$ 1,400	\$ -
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 136,178	35 %	\$ 138,520	\$ 128,961	\$ 132,895
Estimated Visitor Generated	\$ 252,902	65 %	\$ 257,251	\$ 239,499	\$ 246,806
Employee Time Allocation (FTEs) Budgeted	2.20		2.20		2.45

The Code Enforcement program is responsible for the enforcement of City codes regulating land use matters; public nuisances; public health, safety and welfare issues; building standards; and other City ordinances and ensuring compliance in a timely manner within the limits of the law. Code enforcement activities are important for accomplishing community goals such as protecting property values, the natural environment and providing a good quality of life for residents.

Although the number of cases has remained relatively stable over the last few years, the complexity of some types has grown. The advent of legalized short-term vacation rentals has resulted in increases in two primary areas. First, property owners are modifying their homes without proper approvals, permits, and/or licensed contractors. Secondly, there have been a number of illegal conversions of non-habitable space into long-term living space (crawl space, sheds, etc.). Some of the most common code cases include outside storage, unsightly properties, overgrown weeds, exterior lighting, illegal signs, and noise violations. One code case spanning a number of years reached a successful conclusion in the Arizona Court of Appeals upholding the City's position.

A portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Community Plan Land Use, Housing, and Growth Goal - Ensure harmony between the built and natural environments:

- * Maintained a cooperative working relationship with the City of Sedona Chief Building Official related to reviewing the International Property Maintenance Code (IPMC) and illegal building issues.

Community Plan Land Use, Housing, and Growth Goal - Create mixed-use walkable districts:

- * Participated in code collaboration meetings with Community Development and City Attorney's Office staff to better understand legal avenues of code enforcement.

- * Attempted to collect all necessary documentation to obtain an administrative search warrant.

Council Priority - Monitor Short-Term Rentals:

- * Worked with Director of Community Development and Building Safety staff to inform the public and construction contractors on enforcement of penalties for work conducted without proper permits.

Community Development-Code Enforcement

Continued

FY 2021 Objectives

Overall City Value - Good Governance:

- * Strengthen penalties for repeat code offenders by way of civil or criminal prosecution.
- * Provide education for residents, businesses, property owners and managers on key code enforcement issues.

Overall City Value - Public Safety:

- * Provide proactive weed enforcement to ensure properties are maintained free of nuisances and fire hazards.
- * Provide noise enforcement training to City of Sedona Police Department staff.

Community Plan Land Use, Housing, and Growth Goal - Ensure harmony between the built and natural environments:

- * Provide code enforcement efforts that promote voluntary compliance in a timely manner through prompt site inspections and/or notice of violation letters.
- * Provide proactive permit checks for new construction that is witnessed by Code Enforcement staff.
- * Complete further education for Code Enforcement staff on building code and permit requirements.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Total code cases/investigations	400	410	410	376	435
Cases resolved through voluntary compliance	200	175	200	197	186
Cases resolved through forced compliance	20	2	5	0	5
Cases unsubstantiated	75	82	75	63	87
Cases closed/miscellaneous	105	151	130	107	157

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Average days from complaint to first investigation		1	1	1	1	1
Average days from investigation to voluntary compliance		24	40	25	26	39
Average days from investigation to transfer to court		N/A	80	N/A	N/A	71

Community Development-Historic Preservation Commission

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ -	- %	\$ 33,680	\$ 33,610	\$ 34,894
Supplies & Services	-	- %	4,200	4,200	2,053
Subtotal Direct Costs	\$ -	- %	\$ 37,880	\$ 37,810	\$ 36,947
Internal Charges	-	- %	12,770	12,880	11,223
Total Expenditures	-	- %	50,650	50,690	48,170
Expenditures by Fund					
General Fund Portion	\$ -	- %	\$ 50,650	\$ 50,690	\$ 48,170
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ -	- %	\$ 17,728	\$ 17,742	\$ 16,860
Estimated Visitor Generated	\$ -	- %	\$ 32,923	\$ 32,949	\$ 31,311
Employee Time Allocation (FTEs) Budgeted	-		0.30		0.35

The Historic Preservation Commission is comprised of seven members appointed by the City Council. The Commission was created in 1998 as a working Commission and was allocated 20% of one full-time employee's time. However, the amount of staff time dedicated is now approximately twice the original 20% allocation. The purpose of the Commission is to:

- * Conduct hearings relative to the identification and preservation of landmarks representing distinctive elements of Sedona's historic, archeological, and cultural history.
- * Identify and preserve the historic resources that represent distinctive elements of Sedona's historic, archaeological, architectural, and cultural heritage.
- * Promote the use and adaptive reuse of historic resources for the education, pleasure, and welfare of the people of the community.
- * Foster civic pride in the accomplishments of indigenous people, pioneers, artists, and others of the past.
- * Protect and enhance Sedona's attractiveness as a destination to visitors and the economic benefit incurred through tourism.
- * Stabilize and improve property values of restored, renovated, rehabilitated, and protected historic resources.
- * Provide incentives where appropriate for restoration by owners of landmarks or historic resources.
- * Provide standards for restoration and adaptive reuse of designated historic resources and new construction within Historic Districts.

FY 2020 Accomplishments

Community Plan Community Goal - Preserve and celebrate the community's history:

- * Participated in the conversion of Article 15 into the format of the new Land Development Code.
- * Landmark Properties Appreciation Open House and Historic Preservation Month event held at Sedona Art Barn: May 2019.
- * Created a Historic Resource Recognition Program.
- * Supported the effort to designate Route 66 a National Historic Trail with the assistance of Council.

FY 2021 Objectives

Community Plan Community Goal - Preserve and celebrate the community's history:

- * Review the Historic Landmark Information and Historic Resource Survey for possible update.
- * Designate and recognize a historic resource through the Historic Resource Recognition Program.
- * Assist the City in implementing USFS Ranger Station (Brewer Road) Master Plan.
- * Prepare an Annual Report for State Historic Preservation Office.
- * Host a Historic Preservation appreciation event in May 2020.
- * Update the Historic Uptown Sedona Walking Tour Guide brochure.

Community Development-Historic Preservation Commission

Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Public meetings	5	5	5	5	5
New landmarked properties	1	1	1	0	0
Civic pride/education events	1	1	1	1	1
Certificates of appropriateness issued	1	1	1	0	0
Certificate of No Effect	4	4	4	2	3
Historic Recognition Awards issued	1	1	1	1	0
Educational training exercises (Commissioners)	1	1	1	1	1

Community Development-Community Plan

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 154,340	61 %	\$ 162,220	\$ 164,460	\$ 137,715
Supplies & Services	28,650	11 %	21,025	15,525	5,088
Subtotal Direct Costs	\$ 182,990	73 %	\$ 183,245	\$ 179,985	\$ 142,803
Internal Charges	69,040	27 %	71,710	71,930	62,652
Total Expenditures	252,030	99 %	254,955	251,915	205,455
Expenditures by Fund					
General Fund Portion	\$ 252,030	100 %	\$ 254,955	\$ 251,915	\$ 205,455
Funding Sources					
Program Revenues	\$ 11,000	4 %	\$ 2,500	\$ 9,220	\$ 2,220
Funding from General Revenues:					
Estimated Resident Generated	\$ 84,361	33 %	\$ 88,359	\$ 84,943	\$ 71,132
Estimated Visitor Generated	\$ 156,670	62 %	\$ 164,096	\$ 157,752	\$ 132,103
Employee Time Allocation (FTEs) Budgeted	1.45		1.55		1.46

The Sedona Community Plan (Plan) is an expression of Sedona citizens' vision of their community and is the City's "general plan" required by the State of Arizona. The Plan proposes desired conditions for the future of the community. It is intended to guide future growth, not to regulate it. Ongoing functions related to the Community Plan include implementation of identified goals and strategies, specific planning efforts (Community Focus Areas or CFAs), and minor and major amendments to the Plan.

FY 2020 Accomplishments

Council Priority - Community Focus Area Plans Development:

* Uptown CFA which will comprise two CFAs; underway.

* Sunset CFA adopted.

* Draft of the Sedona Bike and Pedestrian Plan near completion.

* Facilitated the Uptown Sedona Parking Facility Needs, Siting, and Design Concept Assessment and presented the outcomes to Council.

FY 2021 Objectives

Overall City Value - Good Governance:

* Pursue possible modifications to the criteria for major amendments to the Community Plan that can enhance customer service and create efficiency in amendment process requirements.

Council Priority - Community Focus Area Plans Development:

* CFA planning efforts: initiate plans for other identified areas as capacity and need arise (Dry Creek, Coffeepot).

* Conduct extensive stakeholder and public outreach activities for the development of the Uptown CFA

* Pursue Council direction regarding the Uptown Parking Facility Needs, Siting, and Design Concept Assessment study, in conjunction with the CFA work.

* Seek adoption of the Sedona Bike and Pedestrian Plan.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Public meetings (CFAs)	4	8	2	0	2
Work group meetings (CFAs)	30	18	45	25	2
Planning and Zoning Commission meetings (CFAs and Community Plan Amendments)	8	4	8	6	5
City Council meetings (CFAs and Community Plan Amendments)	4	4	4	3	5

Community Development-Housing

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 127,400	22 %	\$ -	\$ -	\$ -
Supplies & Services	439,855	78 %	435,000	114,730	38,451
Subtotal Direct Costs	\$ 567,255	100 %	\$ 435,000	\$ 114,730	\$ 38,451
Total Expenditures	567,255	100 %	435,000	114,730	38,451
Expenditures by Fund					
Funding Sources					
Program Revenues	\$ 199,000	35 %	\$ 625,000	\$ -	\$ 625,000
Funding from General Revenues:					
Estimated Resident Generated	\$ 128,889	23 %	\$ (66,500)	\$ 40,156	\$ (205,292)
Estimated Visitor Generated	\$ 239,366	42 %	\$ (123,500)	\$ 74,575	\$ (381,257)
Employee Time Allocation (FTEs) Budgeted					
	1.00		-		-

Housing is a program area identified as one of the City Council's current priorities and is intended to better understand existing housing conditions, explore options for the expansion and preservation of affordable homeownership and rental opportunities in Sedona; provide provisions for access to safe, decent, affordable housing; and encourage public-private partnerships in the development and creation of affordable and/or workforce housing.

FY 2020 Accomplishments

Council Priority - Affordable Housing:

- * Participated in a grassroots citizens group working on housing issues.
- * Selected a consultant team and initiated the process to conduct a Housing Needs Assessment and develop a Five-Year Action Plan.
- * Continued to support Habitat for Humanity in the creation of three owner-occupied affordable housing units in Sedona.
- * Worked with developers to implement the new Land Development Code regarding several provisions to encourage affordable housing.

FY 2021 Objectives

Council Priority - Affordable Housing:

- * Continue to provide staff support to the grassroots citizens group on related housing issues.
- * Update the Development Incentives and Guidelines for Affordable Housing policy document.
- * Conduct a Housing Needs Assessment and create a Five-Year Affordable Action Plan providing background information, identified issues, and possible strategies.
- * Within the Housing Needs Assessment and Five-Year Action plan establish a housing baseline including inventory, availability, rents and housing costs, salaries, etc. as well as the impacts of short-term vacation rentals on the long-term rental market.
- * Partner where appropriate in the creation and preservation of more affordable housing options.

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Housing Investment: Affordable housing projects assisted with housing funds		1	1	1	N/A	N/A
Housing Production: New affordable housing units		3	3	3	N/A	N/A

COMMUNITY DEVELOPMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
General Fund					
10-5310-01 - Administration					
Personnel (ongoing)	\$195,290	\$184,740	\$184,430	\$131,877	
Supplies & Services (ongoing)	\$7,800	\$7,200	\$5,285	\$2,712	
Direct Costs (Ongoing) Subtotal	\$203,090	\$191,940	\$189,715	\$134,589	
Internal Charges	\$83,610	\$89,520	\$90,670	\$41,618	
Administration Total	\$286,700	\$281,460	\$280,385	\$176,207	
10-5310-31 - Planning					
Personnel (ongoing)	\$366,050	\$369,175	\$369,225	\$418,087	
Supplies & Services (ongoing)	\$59,470	\$52,225	\$33,865	\$27,520	
Direct Costs (Ongoing) Subtotal	\$425,520	\$421,400	\$403,090	\$445,607	
Internal Charges	\$206,240	\$205,170	\$204,700	\$180,723	
Ongoing Total	\$631,760	\$626,570	\$607,790	\$626,330	
Supplies & Services (one-time)	\$0	\$0	\$0	\$80,164	
One-Time Total	\$0	\$0	\$0	\$80,164	
Planning Total	\$631,760	\$626,570	\$607,790	\$706,494	
10-5310-32 - Building Safety					
Personnel (ongoing)	\$368,130	\$335,700	\$325,190	\$277,937	
Supplies & Services (ongoing)	\$125,185	\$121,095	\$121,505	\$94,091	
Direct Costs (Ongoing) Subtotal	\$493,315	\$456,795	\$446,695	\$372,028	
Internal Charges	\$171,540	\$175,350	\$175,770	\$155,895	
Ongoing Total	\$664,855	\$632,145	\$622,465	\$527,923	
Supplies & Services (one-time)	\$0	\$0	\$0	\$949	
Capital & Debt Service	\$13,200	\$5,700	\$6,735	\$0	Budget Increase: Enterprise leased vehicles replacement program.
One-Time Total	\$13,200	\$5,700	\$6,735	\$949	
Building Safety Total	\$678,055	\$637,845	\$629,200	\$528,872	

COMMUNITY DEVELOPMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
10-5310-33 - Code Enforcement					
Personnel (ongoing)	\$177,050	\$173,500	\$162,960	\$185,455	
Supplies & Services (ongoing)	\$16,990	\$22,950	\$8,810	\$29,682	Budget Decrease: Reduction in anticipated costs for abatement of code violations.
Direct Costs (Ongoing) Subtotal	\$194,040	\$196,450	\$171,770	\$215,137	
Internal Charges	\$193,640	\$197,920	\$195,290	\$162,652	
Ongoing Total	\$387,680	\$394,370	\$367,060	\$377,789	
Supplies & Services (one-time)	\$0	\$0	\$0	\$1,912	
Code Enforcement Total	\$387,680	\$394,370	\$367,060	\$379,701	
10-5310-62 - Historic Preservation Commission					
Personnel (ongoing)	\$0	\$33,680	\$33,610	\$34,894	Budget Decrease: For FY21, Program 62 was combined with Program 31 (Planning).
Supplies & Services (ongoing)	\$0	\$4,200	\$4,200	\$2,053	Budget Decrease: For FY21, Program 62 was combined with Program 31 (Planning).
Direct Costs (Ongoing) Subtotal	\$0	\$37,880	\$37,810	\$36,947	
Internal Charges	\$0	\$12,770	\$12,880	\$11,223	Budget Decrease: For FY21, Program 62 was combined with Program 31 (Planning).
Historic Preservation Commission Total	\$0	\$50,650	\$50,690	\$48,170	
10-5310-67 - Community Plan					
Personnel (ongoing)	\$154,340	\$162,220	\$164,460	\$137,715	
Supplies & Services (ongoing)	\$28,650	\$21,025	\$15,525	\$288	Budget Increase: Less than anticipated costs for major amendment mailings.
Direct Costs (Ongoing) Subtotal	\$182,990	\$183,245	\$179,985	\$138,003	
Internal Charges	\$69,040	\$71,710	\$71,930	\$62,652	
Supplies & Services (one-time)	\$0	\$0	\$0	\$4,800	
Community Plan Total	\$252,030	\$254,955	\$251,915	\$205,455	

COMMUNITY DEVELOPMENT
Continued

EXPENDITURE SUMMARY

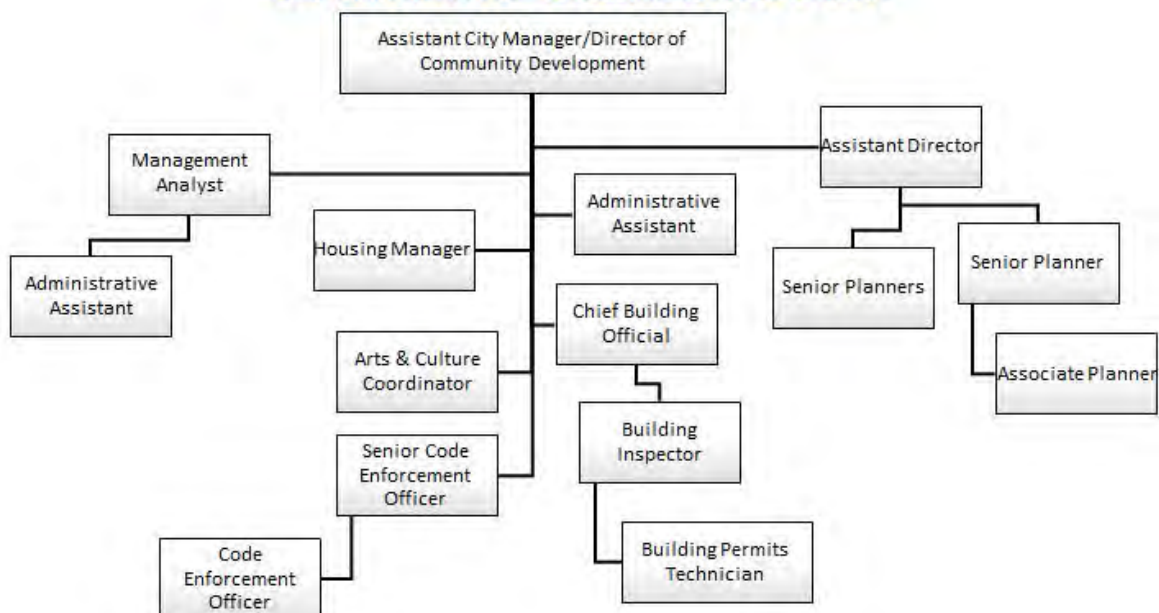
Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
General Fund Totals					
Personnel Subtotal	\$1,260,860	\$1,259,015	\$1,239,875	\$1,185,965	
Supplies & Services (Ongoing) Subtotal	\$238,095	\$228,695	\$189,190	\$156,346	
Direct Costs (Ongoing) Subtotal	\$1,498,955	\$1,487,710	\$1,429,065	\$1,342,311	
Internal Charges Subtotal	\$724,070	\$752,440	\$751,240	\$614,763	
Ongoing Subtotal	\$2,223,025	\$2,240,150	\$2,180,305	\$1,957,074	
Supplies & Services (One-Time) Subtotal	\$0	\$0	\$0	\$87,825	
Capital & Debt Service	\$13,200	\$5,700	\$6,735	\$0	
One-Time Subtotal	\$13,200	\$5,700	\$6,735	\$87,825	
General Fund Total	\$2,236,225	\$2,245,850	\$2,187,040	\$2,044,899	
Affordable Housing Fund					
12-5310-59 - Administration					
Personnel (ongoing)	\$127,400	\$0	\$0	\$0	Budget Increase: New Affordable Housing Manager position.
Supplies & Services (ongoing)	\$72,600	\$0	\$230	\$38,451	
Supplies & Services (One-Time)	\$20,555	\$105,000	\$102,000	\$0	
One-Time Total	\$20,555	\$105,000	\$102,000	\$0	
Administration Total	\$220,555	\$105,000	\$102,230	\$38,451	
Operating Grants Fund					
16-5310-59 - Housing					
Supplies & Services (One-Time)	\$346,700	\$330,000	\$12,500	\$0	Current Year Under Budget: CDBG grant.
Housing Total	\$346,700	\$330,000	\$12,500	\$0	
Info Tech Internal Service Fund					
60-5310-01 - Administration					
Supplies & Services (ongoing)	\$40,000	\$20,000	\$28,210	\$0	Budget Increase: Short-term rental tracking and monitoring software.
Administration Total	\$40,000	\$20,000	\$28,210	\$0	
60-5310-32 - Building Safety					
Supplies & Services (ongoing)	\$1,400	\$1,400	\$1,400	\$0	
Building Safety Total	\$1,400	\$1,400	\$1,400	\$0	

COMMUNITY DEVELOPMENT Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
60-5310-33 - Code Enforcement					
Supplies & Services (ongoing)	\$1,400	\$1,400	\$1,400	\$0	
Code Enforcement Total	\$1,400	\$1,400	\$1,400	\$0	
Info Tech Internal Service Fund Totals					
Supplies & Services (Ongoing) Subtotal	\$42,800	\$22,800	\$31,010	\$0	
Info Tech Internal Service Fund Total	\$42,800	\$22,800	\$31,010	\$0	
Grand Totals					
Personnel (Ongoing) Subtotal	\$1,388,260	\$1,259,015	\$1,239,875	\$1,185,965	
Supplies & Services (Ongoing) Subtotal	\$353,495	\$251,495	\$220,430	\$194,797	
Direct Costs (Ongoing) Subtotal	\$1,741,755	\$1,510,510	\$1,460,305	\$1,380,762	
Internal Charges Subtotal	\$724,070	\$752,440	\$751,240	\$614,763	
Ongoing Subtotal	\$2,465,825	\$2,262,950	\$2,211,545	\$1,995,525	
Supplies & Services (One-Time) Subtotal	\$367,255	\$435,000	\$114,500	\$87,825	
Capital & Debt Service Subtotal	\$13,200	\$5,700	\$6,735	\$0	
One-Time Subtotal	\$380,455	\$440,700	\$121,235	\$87,825	
Grand Total	\$2,846,280	\$2,703,650	\$2,332,780	\$2,083,350	

DEPARTMENTAL ORGANIZATION CHART



COMMUNITY DEVELOPMENT
Continued

POSITIONS SUMMARY

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Administrative Assistant	1.00	1.00	1.00	1.00
Assist City Manager/Dir of Community Develop	0.60	0.60	0.00	0.00
Assistant Community Development Director	1.00	1.00	1.00	1.00
Assistant Planner	0.00	0.00	0.00	2.00
Associate Planner	1.00	1.00	1.00	0.00
Building Inspector	1.00	1.00	1.00	1.00
Building Permit Technician	0.30	0.30	0.00	0.00
Building Permits Technician	1.70	1.70	2.00	0.00
Chief Building Official	1.00	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	1.00
Development Services Representative	0.00	0.00	0.00	1.00
Director of Community Development	0.00	0.00	1.00	1.00
Housing Manager	1.00	0.00	0.00	0.00
Plans Examiner	0.00	0.00	0.00	1.00
Senior Code Enforcement Officer	1.00	1.00	1.00	1.00
Senior Planner	3.00	3.00	3.00	3.00
Temporary City Employee	0.24	0.24	0.24	0.08
Total	13.84	12.84	13.24	14.08

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5310-01	Administration	1.40	1.25	1.20	0.00
10-5310-31	Planning	3.82	3.86	3.28	2.99
10-5310-32	Building Safety	3.97	3.68	3.18	4.74
10-5310-33	Code Enforcement	2.20	2.20	2.45	2.41
10-5310-62	Historic Preservation Commission	0.00	0.30	0.35	0.47
10-5310-67	Community Plan	1.45	1.55	1.46	2.02
10-5310-71	Planning & Zoning Commission	0.00	0.00	1.32	1.45
General Fund Total		12.84	12.84	13.24	14.08

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Affordable Housing Fund					
12-5310-59	Housing	1.00	0.00	0.00	0.00
Affordable Housing Fund Total		1.00	0.00	0.00	0.00
Grand Total		13.84	12.84	13.24	14.08

(1) Temporary position.

(2) The appointed commissioners are unpaid volunteers and are not included in the employee full-time equivalency (FTE) count.

PUBLIC WORKS

Mission Statement

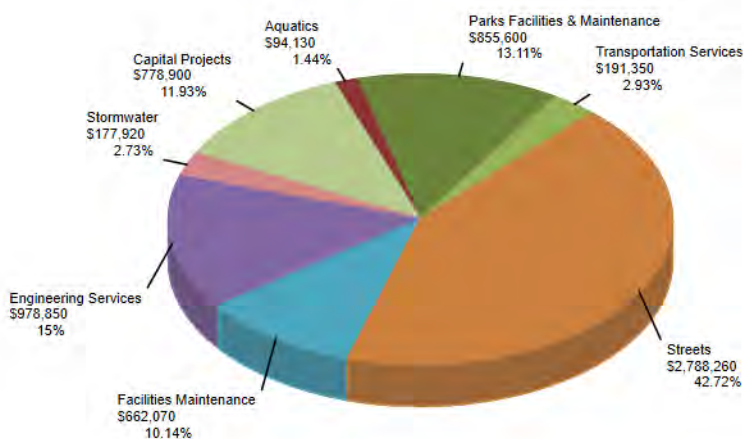
Providing a safe and enjoyable experience through cost effective, quality infrastructure and services.

Description

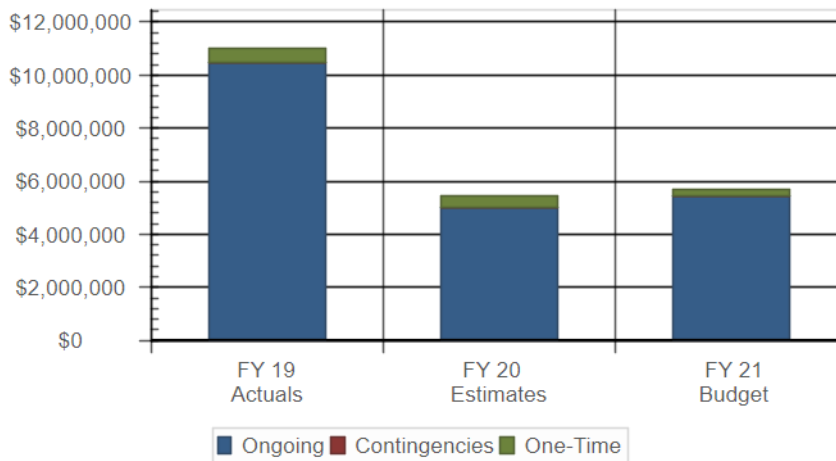
The main program areas and the services included in the Public Works Department are:

- * Engineering Services - Administrative services, office support and supplies, development review, stafftraining, and general professional services.
- * Streets Maintenance - Streets rehabilitation, pavement preservation, equipment and machinery operationand maintenance, utilities, landscaping, right-of-way maintenance, traffic control, drainage maintenanceand multi-modal facility maintenance in the public right-of-way.
- * Facilities Maintenance - Maintenance of City buildings, service contracts, facility utilities, and facilityimprovements.
- * Parks Maintenance - Maintenance of parks grounds, equipment and machinery, service contracts, andutilities.
- * Aquatics Maintenance - Maintenance of community pool.
- * Stormwater Quality - Stormwater quality permit fees, professional services, and public outreach.
- * Capital Projects Management - Personnel management of capital improvement projects.
- * Transportation Services - Traffic control aid support for congestion relief traffic control operations.

FY 2021 PROGRAM EXPENDITURES: \$6,527,080



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



Public Works - Sustainability

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Supplies & Services	\$ -	- %	\$ -	\$ -	\$ 55,000
Internal Charges	-	- %	-	-	2,472
Total Expenditures	-	- %	-	-	57,472
Expenditures by Fund					
General Fund Portion	\$ -	- %	\$ -	\$ -	\$ 57,472
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ -	- %	\$ -	\$ -	\$ 20,115
Estimated Visitor Generated	\$ -	- %	\$ -	\$ -	\$ 37,357

The Sustainability program includes the agreement with the U.S. Forest Service for trails maintenance (Adopt-a-Trail program) and the support of the Oak Creek Watershed Council.

The costs associated with the U.S. Forest Service trails maintenance were recorded in the Parks Facilities and Maintenance program prior to fiscal year 2018-19. The costs associated with the Oak Creek Watershed Council were recorded in the Stormwater Quality program prior to fiscal year 2018-19. Both of these items are budgeted in the City Manager's Office Sustainability program for fiscal year 2019-20.

FY 2020 Accomplishments

Council Priority - Environmental Sustainability:

- * Continued participation in Oak Creek Watershed Council.
- * Provided annual financial assistance to the U.S. Forest Service for trails maintenance.

FY 2021 Objectives

Council Priority - Environmental Sustainability:

- * Continue participation in Oak Creek Watershed Council (this will be moved to City Manager's Office Sustainability program for FY 2020).
- * Provide annual financial assistance to the U.S. Forest Service for trails maintenance (this will be moved to City Manager's Office Sustainability program for FY 2020).

Public Works - Aquatics

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 34,140	36 %	\$ 30,130	\$ 30,190	\$ 2,064,895
Supplies & Services	37,800	40 %	35,400	40,960	2,305,614
Capital & Debt Service	10,000	11 %	38,000	26,130	510,413
Subtotal Direct Costs	\$ 81,940	87 %	\$ 103,530	\$ 97,280	\$ 4,880,922
Internal Charges	12,190	13 %	13,770	14,060	1,126,049
Total Expenditures	94,130	100 %	117,300	111,340	6,006,971
Expenditures by Fund					
Funding Sources					
Program Revenues	\$ -	- %	\$ -	\$ 4,520	\$ -
Funding from General Revenues:					
Estimated Resident Generated	\$ 32,946	35 %	\$ 41,055	\$ 37,387	\$ 2,102,440
Estimated Visitor Generated	\$ 61,185	65 %	\$ 76,245	\$ 69,433	\$ 3,904,531
Employee Time Allocation (FTEs) Budgeted	0.50		0.20		0.20

The program accounts for the maintenance of the community pool.

FY 2020 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Maintained the level of maintenance to allow expansion of programming and participation, in events and rentals, for the public pool facility.
- * Completed repairs to the slide, slide gate, pool blanket reel, and pool light.
- * Replaced handrail covers, pool heater, lifeguard stands, fence at slide, and thermal cover and reel.

FY 2021 Objectives

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Continue to build team effectiveness with the Parks and Recreation Department to provide a high level of service for maintenance of the public pool facility.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Days staff responsible for facility	365	231	365	231	183
Attendance at lap swim and open swim	11,400	11,500	11,123	12,039	6,036

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Health inspections passed		100%	100%	80%	100%	100%

Public Works - Parks

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 246,790	32 %	\$ 261,390	\$ 258,690	\$ 261,340
Supplies & Services	320,140	41 %	314,425	313,890	307,688
Subtotal Direct Costs	\$ 566,930	73 %	\$ 575,815	\$ 572,580	\$ 569,028
Internal Charges	210,270	27 %	223,160	230,560	259,402
Total Expenditures	777,200	100 %	798,975	803,140	828,430
Expenditures by Fund					
General Fund Portion	\$ 852,940	110 %	\$ 840,175	\$ 838,250	\$ 910,764
Other Funds Portion	\$ 2,660	- %	\$ 3,200	\$ 2,880	\$ -
Funding Sources					
Program Revenues	\$ 4,600	0.59 %	\$ 4,800	\$ 3,000	\$ 7,447
Funding from General Revenues:					
Estimated Resident Generated	\$ 270,410	35 %	\$ 277,961	\$ 280,049	\$ 287,344
Estimated Visitor Generated	\$ 502,190	65 %	\$ 516,214	\$ 520,091	\$ 533,639
Employee Time Allocation (FTEs) Budgeted	4.18		4.28		4.45

This program accounts for maintenance of parks grounds, equipment and machinery, service contracts, and utilities.

A portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * In-house projects completed in FY 2019 included the Ranger Station Park shared use path, Ranger Station Park sewer line, wetlands viewing pad, miscellaneous facilities projects, and pool water slide.
- * Continued to build in-house staff abilities. This has resulted in more projects being completed in-house during regular business hours, which is not reflected in the savings.
- * Maintained lawn area maintenance below \$7,000 per acre in FY 2019.

FY 2021 Objectives

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Maintain lawn area maintenance below \$7,000 per acre in FY 2020.
- * Save \$70,000 or more due to completing in-house projects in FY 2020.
- * Continue to build in-house staff abilities.

Public Works - Parks
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Parks lawn area acres	6.2	6.2	6.2	6.2	6.2
Parks maintained acres	72	72	72	72	72
Parks lawn area maintenance cost	\$40,800	\$25,600	\$39,800	\$42,880	\$18,400
Parks maintenance expenditure	\$670,000	N/A	\$650,000	\$630,577	\$461,237
In-house projects completed	8	8	10	6	6
In-house projects contractor bid amount	\$200,000	\$200,000	\$235,000	\$351,400	\$208,815
In-house projects actual cost	\$100,000	\$100,000	\$160,000	\$246,400	\$93,780

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Parks lawn area cost per acre		\$7,000	\$4,100	\$6,400	\$6,900	\$3,000
Savings due to in-house projects		\$100,000	\$100,000	\$75,000	\$105,000	\$115,000
Park maintenance expenditure per developed park acre (ICMA Benchmark 2016-2018)	\$5,294 (all) / \$10,120 (cities under 30,000 pop.)	\$9,305	\$8,128	\$9,027	\$8,758	\$6,406

Public Works - Engineering

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 649,250	66 %	\$ 641,160	\$ 628,570	\$ 605,425
Supplies & Services	63,110	6 %	65,025	58,625	41,923
Capital & Debt Service	25,200	3 %	6,600	-	-
Subtotal Direct Costs	\$ 737,560	75 %	\$ 712,785	\$ 687,195	\$ 647,348
Internal Charges	241,290	25 %	221,180	220,240	195,774
Total Expenditures	978,850	100 %	933,965	907,435	843,122
Expenditures by Fund					
General Fund Portion	\$ 658,090	67 %	\$ 634,355	\$ 605,885	\$ 588,897
Wastewater Enterprise Fund	\$ 318,350	33 %	\$ 297,760	\$ 299,870	\$ 254,225
Other Funds Portion	\$ 2,410	- %	\$ 1,850	\$ 1,680	\$ -
Funding Sources					
Program Revenues	\$ 4,900	0.50 %	\$ 5,000	\$ 4,700	\$ 5,335
Funding from General Revenues:					
Estimated Resident Generated	\$ 340,883	35 %	\$ 325,138	\$ 315,957	\$ 293,225
Estimated Visitor Generated	\$ 633,068	65 %	\$ 603,827	\$ 586,778	\$ 544,562
Employee Time Allocation (FTEs) Budgeted	4.49		4.49		4.95

The Engineering Services program is responsible for administrative services, office support and supplies, development review, staff training, and general professional services.

A portion of the Engineering Services program is allocated to the Wastewater Enterprise Fund and represents the Fund's share of the cost for support services. In addition, a portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Overall City Value - Good Governance:

* Maintained service in this program area, with the increase in projects and overall development.

Overall City Value - Fiscal Sustainability:

* Continue to support the review and update of Development Impact Fees.

FY 2021 Objectives

Overall City Value - Good Governance:

* Continue to build team effectiveness with the Community Development Department to provide a high level of service for development services support.

Council Priority - Land Development Code Update:

* Continue to support the review and update of the LDC with the Community Development Department.

Council Priority - Community Focus Area Plans Development:

* Continue to support development of Community Focus Areas with the Community Development Department.

Public Works - Engineering
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Building permits reviewed	444	330	405	354	305
Commercial permits reviewed	243	250	231	220	229
Blue stakes completed	3,000	N/A	2,800	2,415	N/A



Public Works - Streets

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 419,830	15 %	\$ 386,680	\$ 374,240	\$ 373,461
Supplies & Services	1,944,080	70 %	1,787,200	1,646,265	1,474,125
Capital & Debt Service	\$ 61,200	2 %	\$ 179,800	\$ 160,540	\$ 33,582
Internal Charges	363,150	13 %	416,910	429,880	355,608
Total Expenditures	2,788,260	100 %	2,770,590	2,610,925	2,236,776
Expenditures by Fund					
General Fund Portion	\$ 1,578,090	57 %	\$ 1,560,920	\$ 1,515,445	\$ 1,204,209
Other Funds Portion	\$ 1,210,170	43 %	\$ 1,209,670	\$ 1,095,480	\$ 1,032,567
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 975,891	35 %	\$ 969,706	\$ 913,824	\$ 782,872
Estimated Visitor Generated	\$ 1,812,369	65 %	\$ 1,800,884	\$ 1,697,101	\$ 1,453,904
Employee Time Allocation (FTEs) Budgeted	3.42		3.42		5.18

Streets operation and maintenance including equipment and machinery, utilities, landscaping, right-of-way maintenance, pavement rehabilitation and preservation, drainage maintenance, and multi-modal facility maintenance in the public right-of-way.

The streets rehabilitation and pavement preservation costs are paid from the Streets Fund. The Streets Fund is primarily funded by Highway User Revenue Funds (HURF) revenues (the state shared gas tax revenues), which are restricted for the maintaining, repairing, and upgrading of streets. Major street improvements and construction are included in the Capital Improvement Plan budget and paid from the Capital Improvement Fund.

A portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

All other streets related costs are paid from the General Fund. This program also includes storm clean-up and equipment, supplies, machinery, materials, utilities, and personnel costs for maintenance of traffic control devices.

FY 2020 Accomplishments

Community Plan Circulation Goal - Provide for safe and smooth flow of traffic:

- * Provided required traffic count data and maintained NACOG funding eligibility.
- * Milled and overlaid Brewer Road.
- * Applied Fractured Aggregate Surface Treatment (FAST) on Jordan Park Glenn & Ridge, a portion of Kachina Subdivision, and Las Lomas 1-2 and Quail Run Subdivisions streets.
- * Completed budgeted streets rehabilitation and preservation projects, including 4.25 miles.
- * Increased the paved lane miles assessed as satisfactory.
- * Responded to 100% of storm emergencies requiring response in FY 2019.
- * Completed 98% of Variable Message Sign deployment requests.

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Increased the number of culverts cleaned compared to prior fiscal year.

Public Works - Streets
Continued

FY 2021 Objectives

Community Plan Circulation Goal - Provide for safe and smooth flow of traffic:

- * Continue to accelerate re-paving program with a target to complete 4 to 5 miles of street rehabilitation per year.
- * Continue to Increase the paved lane miles assessed as satisfactory.
- * Respond to 100% of storm emergencies requiring response in FY 2020.
- * Complete a minimum of 90% of Variable Message Sign deployment requests.

Community Plan Circulation Goal - Create a more walkable and bike-able community:

- * Continue to enhance bicycle route signage.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Pavement rehabilitation cost	\$1,150,000	\$1,150,000	\$1,150,000	\$1,133,528	\$1,226,594
Paved lane miles of City maintained streets	176	176	176	175	173
Culverts cleaned	30	30	30	26	25
Storms responded to after normal business hours	3	3	3	3	N/A
Traffic control signs damaged and replaced	100	100	100	100	159
Variable Message Sign deployments	10	10	10	10	16

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Centerline miles of streets rehabilitation completed (average annual goal 5.0 miles)		4.9	6.2	4.3	5.9	6.8
Pavement rehabilitation cost per mile (* = cost includes CIP overlay)		\$234,700 *	\$279,300 *	\$267,400 *	\$192,100 *	\$180,400
Paved lane miles assessed as satisfactory as a percentage of miles assessed (ICMA Benchmark 2016-2017)	70% (all) / 67% (cities under 30,000 pop.)	50%	50%	50%	48%	43%
Paved road rehabilitation expenditures, per paved lane mile (ICMA Benchmark 2016-2017)	\$7,959 (all) / \$10,622 (cities under 30,000 pop.)	\$6,979	\$6,979	\$6,979	\$6,477	\$7,090
Maintained NACOG Funding Eligibility (provided traffic count data)		Yes	Yes	Yes	Yes	Yes
National Citizen Survey 2017: Respondents rating of quality of street repair: % Excellent or Good		N/A	N/A	N/A	48% (Similar to NCS benchmark)	N/A
Storm emergencies requiring response and responded to		100%	100%	100%	100%	N/A
Variable Message Sign deployment requests completed		98%	98%	98%	98%	N/A

Public Works - Stormwater

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 106,250	60 %	\$ 104,370	\$ 107,980	\$ 100,515
Supplies & Services	27,500	15 %	33,800	30,790	28,984
Subtotal Direct Costs	\$ 133,750	75 %	\$ 138,170	\$ 138,770	\$ 129,499
Internal Charges	44,170	25 %	45,370	47,540	35,726
Total Expenditures	177,920	100 %	183,540	186,310	165,225
Expenditures by Fund					
General Fund Portion	\$ 173,420	97 %	\$ 179,240	\$ 182,440	\$ 165,225
Other Funds Portion	\$ 4,500	3 %	\$ 4,300	\$ 3,870	\$ -
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 62,272	35 %	\$ 64,239	\$ 65,209	\$ 57,829
Estimated Visitor Generated	\$ 115,648	65 %	\$ 119,301	\$ 121,102	\$ 107,396
Employee Time Allocation (FTEs) Budgeted	1.26		1.29		1.30

The Stormwater Quality program is responsible for Arizona Department of Environmental Quality (ADEQ) permit fees, supplies, street sweeping of City parking lots, analytical monitoring of stormwater outfalls, professional services, and public outreach.

A portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Completed Pre-Monsoon Program for FY 2018.
- * Met the ADEQ requirements for Municipal Separate Storm Sewer System (MS4) compliance per ADEQ Permit No. AZG2016-002, and our Notice of Intent with ADEQ.
- * Held 6 tabling/outreach events, interacting with 677 people for a total of 72 education hours.
- * Presented stormwater pollution's effect in Oak Creek to two organizations.
- * Held two trash pickup events within Sedona with a total of 18 volunteers, collecting 159 pounds of trash.
- * Installed numerous "NO DUMPING – Drains to Oak Creek" curb markers.
- * Maintained 13 pet waste stations throughout Sedona, collecting 3,572 pounds of feces during FY 2017, and 3,423 pounds of feces during FY 2018.
- * City parking lots were power swept on a regular basis.
- * Identified and collected GPS information on 286 stormwater outfalls.

FY 2021 Objectives

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Complete Pre-Monsoon Program for FY 2019.
- * Meet the ADEQ requirements for MS4 compliance per ADEQ Permit No. AZG2016-002, and our Notice of Intent (NOI) with ADEQ.

Public Works - Stormwater
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Letters written to property owners regarding Pre-Monsoon Program inspection outcomes	15	15	15	12	21
Stormwater compliance inspections (active CIP projects - every two weeks)	30	30	30	29	27
CIP project post-construction Best Management Practices (BMP) inspections	24	22	21	19	0
Stormwater compliance inspections (active private development projects - every month)	36	36	21	4	12
Letters sent regarding illicit discharges to the MS4	10	10	10	11	6
Public outreach tabling events	4	4	6	4	8
Educational brochures sent to local contractors	54	142	54	54	142
Presentations to local organizations	2	2	2	2	2
Trash pickup events	2	2	2	2	2
Pounds of dog feces collected through semimonthly pet waste station maintenance	3,500	3,500	3,500	3,423	3,572
Stormwater based articles in news outlets	3	3	3	4	4
Dry weather outfall monitoring inspections	58	57	57	61	28
Visual and analytical wet weather monitoring inspections	20	20	20	12	0
Internal inspections of City maintenance yards	12	12	12	6	0

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
MS4 Compliant		Yes	Yes	Yes	Yes	Yes
Single family home active construction site inspections		75	75	75	46	N/A
Private development post-construction BMP inspections		8	8	8	8	N/A

Public Works - Transportation

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 131,620	69 %	\$ 134,890	\$ 85,550	\$ 122,482
Supplies & Services	8,500	4 %	8,250	7,540	4,630
Subtotal Direct Costs	\$ 140,120	73 %	\$ 143,140	\$ 93,090	\$ 127,112
Internal Charges	51,230	27 %	49,200	50,240	43,275
Total Expenditures	191,350	100 %	192,340	143,330	170,387
Expenditures by Fund					
General Fund Portion	\$ 191,350	100 %	\$ 192,340	\$ 143,330	\$ 170,387
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 66,973	35 %	\$ 67,319	\$ 50,166	\$ 59,635
Estimated Visitor Generated	\$ 124,378	65 %	\$ 125,021	\$ 93,165	\$ 110,752
Employee Time Allocation (FTEs) Budgeted	2.80		2.51		1.82

The Transportation Services program is responsible for traffic congestion relief. The new traffic control operations includes setting up, operating, and maintaining on-going traffic control operations throughout the year, primarily focused on improving traffic flows through Uptown and the State Route (SR) 179 corridor. A reduction in travel times will improve the quality of life for residents and the Sedona experience for visitors.

FY 2020 Accomplishments

Community Plan Circulation Goal - Provide for safe and smooth flow of traffic:

- * Continued and expanded traffic control operations management by public works in FY 2019.
- * Continued measuring travel time delay in FY 2019.
- * Increased the number of days traffic control operations were maintained for days experiencing high congestion on SR 89A and SR 179.
- * Maintained traffic control operations for 13 of 13 holidays expected to have high congestion in FY 2019.

FY 2021 Objectives

Community Plan Circulation Goal - Provide for safe and smooth flow of traffic:

- * Reduce the number of days of travel time, exceeding the high congestion threshold on SR 89A and SR 179, below the number of days experienced in the previous fiscal year. The thresholds considered high congestion on SR 89A in Uptown and SR 179 are 30 minutes and 10 minutes for SR 89A on Cook's Hill.
- * Maintain traffic control operations for a minimum of 90% of those days experiencing high congestion on SR 89A and SR 179.
- * Maintain traffic control operations for all holidays expected to have high congestion.

Public Works - Transportation
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Days with traffic control on SR 89A	110	72	103	63	35*
Days with traffic control on SR 179	140	25	131	63	12*
Holiday weekends with delays > 30 min. – SR 89A Uptown	7	7	6	7	3*
Holiday weekends with delays > 30 min. – SR 179	7	6	6	6	3*
Holiday weekends with delays > 10 min. – SR 89A Cook's Hill	7	7	6	7	3*
Holiday weekends with traffic control	13	13	13	10	6*
Days of delays > 30 min. – SR 89A Uptown	30	20	30	40	16*
Days of delays > 30 min. – SR 179	40	13	39	37	13*
Days of delays > 10 min. – SR 89A Cook's Hill	60	60	60	56	6*
Average peak vehicles per hour, with traffic control, vehicles traveling SB SR 89A thru Uptown (weekends, July thru November and February thru June)	880	880	865	876	846
Average peak vehicles per hour, WITHOUT traffic control, vehicles traveling SB SR 89A thru Uptown (weekends, July thru November and February thru June)	800	800	800	803	799

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Avg. travel time reduction, with traffic control vs. w/o, traveling SB SR 89A through Uptown (weekends, July-Nov. and Feb.-June) NOTE: Travel reduced from 33 min. to 24 min. in FY18 and from 41 min. to 26 min. in FY17 for March through June.		10 minutes	18 minutes	8 minutes	9 minutes	15 minutes
Traffic control operations maintained for days experiencing high congestion (> 30 min.) on SR 89A and SR 179		90%	75%	89%	49%	46%

Public Works - Facilities Maintenance

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 222,990	34 %	\$ 245,365	\$ 232,250	\$ 127,529
Supplies & Services	225,610	34 %	187,790	217,625	347,212
Capital & Debt Service	\$ 155,500	24 %	\$ 205,540	\$ 222,390	\$ 373,942
Internal Charges	57,970	9 %	64,330	65,440	64,830
Total Expenditures	662,070	101 %	703,025	737,705	913,513
Expenditures by Fund					
General Fund Portion	\$ 659,570	100 %	\$ 701,125	\$ 735,405	\$ 913,513
Other Funds Portion	\$ 2,500	- %	\$ 1,900	\$ 2,300	\$ -
Funding Sources					
Allocations to Other Departments	\$ 659,540	99.62 %	\$ 675,370	\$ 735,420	\$ 578,539
Program Revenues	\$ -	- %	\$ -	\$ 12,100	\$ 10,709
Funding from General Revenues:					
Estimated Resident Generated	\$ 886	- %	\$ 9,679	\$ (3,435)	\$ 113,493
Estimated Visitor Generated	\$ 1,645	- %	\$ 17,976	\$ (6,380)	\$ 210,772
Employee Time Allocation (FTEs) Budgeted	3.79		1.79		1.60

This program accounts for maintenance of City buildings, service contracts, facility utilities, and facility improvements.

Beginning in fiscal year 2019-20, custodial services are budgeted as in-house staff instead of contract services.

A portion of the Facilities Maintenance program is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Overall City Value - Good Governance:

* Developed Property Management Maintenance Plan.

Overall City Value - Fiscal Sustainability:

* Fiscal year 2018-19 reported administrative/office facilities custodial expenditure per square foot well below the average reported in the ICMA key performance indicators.

FY 2021 Objectives

Overall City Value - Good Governance:

* Continue to enhance Property Management Maintenance Plan.

* Utilize Property Manager program to continue to improve customer service.

* Eliminate contracted custodial services and hire two in-house custodians.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Facilities maintenance cost (revised to include employee costs)	\$646,060	\$592,580	\$609,030	\$580,356	\$520,029
City maintained facilities	22	22	22	22	22
Property Manager requests submitted	600	350	550	354	N/A

Public Works - Facilities Maintenance
Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Administrative/office facilities, custodial expenditure per square foot (ICMA Benchmark 2016-2017)	\$1.67 (all) / \$1.57 (cities under 30,000 pop.)	\$0.90	\$0.81	\$0.80	\$0.80	\$0.70
Facilities cost per facility		\$29,366	\$21,468	\$27,683	\$26,380	\$23,638

Public Works - Capital Projects

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 516,250	66 %	\$ 519,970	\$ 498,340	\$ 461,942
Supplies & Services	41,730	5 %	11,630	20,110	13,142
Subtotal Direct Costs	\$ 557,980	72 %	\$ 531,600	\$ 518,450	\$ 475,084
Internal Charges	220,920	28 %	215,760	221,560	160,223
Total Expenditures	778,900	99 %	747,360	740,010	635,307
Expenditures by Fund					
General Fund Portion	\$ 606,670	78 %	\$ 597,170	\$ 608,960	\$ 521,124
Wastewater Enterprise Fund	\$ 66,810	9 %	\$ 4,130,319	\$ 4,744,934	\$ 1,377,558
Other Funds Portion	\$ 117,420	15 %	\$ 93,870	\$ 74,760	\$ 63,685
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 272,615	35 %	\$ 261,576	\$ 259,003	\$ 222,357
Estimated Visitor Generated	\$ 506,285	65 %	\$ 485,784	\$ 481,007	\$ 412,950
Employee Time Allocation (FTEs) Budgeted	3.42		3.42		2.66

The Public Works Department manages projects for multiple budget programs. These projects in the Capital Improvement Program (CIP) include:

- * Drainage – Sunset Drive, easement acquisition, and Stormwater Master Plan.
- * Municipal Court – Sinagua building remodel.
- * Public Works – Recycle drop off, and Uptown enhancements.
- * Streets and Sedona in Motion – Transportation master plan implementation projects and road overlay projects.
- * Wastewater – Collections system master plan implementation projects, remodel or expansion of administrative building, and tertiary filter upgrades.

A portion of the Capital Projects Management program is allocated to the Wastewater Enterprise Fund and the Transportation Sales Tax Fund and represents those funds' share of the cost for support services.

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * Maintained the comprehensible communication report for capital improvement project updates. See www.sedonaaz.gov/CIP.
- * Completed over 51% of budgeted capital improvement projects across multiple departments.

Council Priority - Complete Various Traffic Improvements:

- * Began implementation of projects recommended in the Transportation Master Plan Update.
- * Completed master plan design for Brewer Road Park.

Public Works - Capital Projects
Continued

FY 2021 Objectives

Overall City Value - Good Governance:

- * Complete design and construction of budgeted capital improvement projects on time.

Overall City Value - Fiscal Sustainability:

- * Complete design and construction of budgeted capital improvement projects within budget.

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Complete wastewater projects recommended in the Wastewater Master Plan Update.

Council Priority - Complete Various Traffic Improvements:

- * Complete traffic improvement projects recommended in the Transportation Master Plan Update. See

www.sedonaaz.gov/SIM.

- * Begin barn restoration work for Brewer Road Park.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
CIP projects managed by Public Works	24	23	23	24	26
Total CIP project budgets managed by Public Works	\$10.0M	\$13.1M	\$11.3M	\$8.5M	\$10.9M
Total CIP projects completed and managed by Public Works	\$11.1M	\$10.5M	\$6.0M	\$4.3M	\$9.6M
Value of Parks and Recreation projects budgeted (not including land acquisition)	\$853,000	\$0	\$0	\$429,775	\$1.5M
Value of Streets projects budgeted	\$13.4M	\$5.0M	\$5.0M	\$2.36M	\$1.70M

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Percentage of CIP projects completed and managed by Public Works		91%	80%	69%	50%	89%
Value of projects completed / FTE		\$3.4M	\$2.8M	\$1.8M	\$2.3M	\$3.85M
Total projects completed (managed by Public Works) / FTE		3.1	8.6	1.9	1.6	10.4

PUBLIC WORKS
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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General Fund

10-5320-25 - Aquatics Operations & Maintenance

Personnel (ongoing)	\$34,140	\$30,130	\$30,190	\$12,201	
Supplies & Services (ongoing)	<u>\$32,800</u>	<u>\$35,400</u>	<u>\$35,670</u>		
Direct Costs (Ongoing) Subtotal	\$66,940	\$65,530	\$65,860	\$41,686	
Internal Charges	<u>\$12,190</u>	<u>\$13,770</u>	<u>\$14,060</u>	<u>\$8,739</u>	
Ongoing Total	\$79,130	\$79,300	\$79,920	\$50,425	
	\$5,000	\$0	\$5,290	\$3,425	
Capital & Debt Service	\$10,000	\$38,000	\$26,130	\$20,555	Budget Decrease: Reduction in one-time costs for the pool chair lift and pool equipment.
Aquatics Operations & Maintenance Total	\$94,130	\$117,300	\$111,340	\$74,405	

10-5320-26 - Parks Facilities & Maintenance

Personnel (ongoing)	\$246,790	\$261,390	\$258,690	\$261,340	
Supplies & Services (ongoing)	<u>\$290,080</u>	<u>\$298,245</u>	<u>\$279,670</u>	<u>\$279,806</u>	
Direct Costs (Ongoing) Subtotal	\$536,870	\$559,635	\$538,360	\$541,146	
Internal Charges	<u>\$210,270</u>	<u>\$223,160</u>	<u>\$230,560</u>	<u>\$259,402</u>	
Ongoing Total	\$747,140	\$782,795	\$768,920	\$800,548	
Supplies & Services (one-time)	\$27,400	\$12,980	\$31,340	\$27,882	Current Year Over Budget: Exterior paint service for the Parks & Rec office.
Capital & Debt Service	\$78,400	\$44,400	\$37,990	\$82,334	Budget Increase: Replacement of bollards at Sunset Park, fence replacement at Posse Grounds Park, urethane coating at Sunset Park.
One-Time Total	\$105,800	\$57,380	\$69,330	\$110,216	
Parks Facilities & Maintenance Total	\$852,940	\$840,175	\$838,250	\$910,764	

PUBLIC WORKS
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
10-5320-38 - Engineering Services					
Personnel (ongoing)	\$441,480	\$441,310	\$423,360	\$414,594	
Supplies & Services (ongoing)	<u>\$30,770</u>	<u>\$33,225</u>	<u>\$30,005</u>	<u>\$31,171</u>	
Direct Costs (Ongoing) Subtotal	\$472,250	\$474,535	\$453,365	\$445,765	
Internal Charges	\$172,640	\$153,220	\$152,520	\$143,132	
Capital & Debt Service	\$13,200	\$6,600	\$0	\$0	
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
One-Time Total	<u>\$13,200</u>	<u>\$6,600</u>	<u>\$0</u>	<u>\$0</u>	
Engineering Services Total	\$658,090	\$634,355	\$605,885	\$588,897	
10-5320-39 - Streets Maintenance					
Personnel (ongoing)	\$419,830	\$386,680	\$374,240	\$373,461	
Supplies & Services (ongoing)	\$789,890	\$633,550	\$607,985	\$491,084	Budget Increase: Drainage maintenance services, contracted concrete and sinkhold repairs.
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
Direct Costs (Ongoing) Subtotal	\$1,209,720	\$1,020,230	\$982,225	\$864,545	
Internal Charges	\$307,170	\$360,890	\$372,680	\$303,881	Budget Decrease: Reduction in equipment maintenance reserve.
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
Ongoing Total	\$1,516,890	\$1,381,120	\$1,354,905	\$1,168,426	
Supplies & Services (one-time)	\$0	\$0	\$0	\$2,201	
Capital & Debt Service	\$61,200	\$179,800	\$160,540	\$33,582	
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
One-Time Total	<u>\$61,200</u>	<u>\$179,800</u>	<u>\$160,540</u>	<u>\$35,783</u>	
Streets Maintenance Total	\$1,578,090	\$1,560,920	\$1,515,445	\$1,204,209	
10-5320-68 - Stormwater Quality					
Personnel (ongoing)	\$106,250	\$104,370	\$107,980	\$100,515	
Supplies & Services (ongoing)	\$23,000	\$29,500	\$26,920	\$28,984	
Internal Charges	<u>\$44,170</u>	<u>\$45,370</u>	<u>\$47,540</u>	<u>\$35,726</u>	
Ongoing Total	<u>\$173,420</u>	<u>\$179,240</u>	<u>\$182,440</u>	<u>\$165,225</u>	
Stormwater Quality Total	\$173,420	\$179,240	\$182,440	\$165,225	

PUBLIC WORKS
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
10-5320-77 - Transportation Services					
Personnel (ongoing)	\$131,620	\$134,890	\$85,550	\$122,482	
Supplies & Services (ongoing)	<u>\$8,500</u>	<u>\$8,250</u>	<u>\$7,540</u>	<u>\$4,630</u>	
Direct Costs (Ongoing) Subtotal	\$140,120	\$143,140	\$93,090	\$127,112	
Internal Charges	<u>\$51,230</u>	<u>\$49,200</u>	<u>\$50,240</u>	<u>\$43,275</u>	
Ongoing Total	<u>\$191,350</u>	<u>\$192,340</u>	<u>\$143,330</u>	<u>\$170,387</u>	
Transportation Services Total	\$191,350	\$192,340	\$143,330	\$170,387	
10-5320-79 - Facilities Maintenance					
Personnel (ongoing)	\$222,990	\$245,365	\$232,250	\$127,529	
Supplies & Services (ongoing)	<u>\$223,110</u>	<u>\$185,890</u>	<u>\$197,325</u>	<u>\$329,425</u>	
Direct Costs (Ongoing) Subtotal	\$446,100	\$431,255	\$429,575	\$456,954	
Internal Charges	<u>\$(601,570)</u>	<u>\$(611,040)</u>	<u>\$(669,980)</u>	<u>\$(513,709)</u>	
Ongoing Total	<u>\$(155,470)</u>	<u>\$(179,785)</u>	<u>\$(240,405)</u>	<u>\$(56,755)</u>	
Supplies & Services (one-time)	\$0	\$0	\$18,000	\$17,787	
Capital & Debt Service	<u>\$155,500</u>	<u>\$205,540</u>	<u>\$222,390</u>	<u>\$373,942</u>	
Facilities Maintenance Total	\$30	\$25,755	\$(15)	\$334,974	
10-5320-89 - Capital Projects Management					
Personnel (ongoing)	\$386,820	\$382,270	\$389,590	\$364,418	
Supplies & Services (ongoing)	<u>\$9,130</u>	<u>\$9,500</u>	<u>\$8,520</u>	<u>\$5,871</u>	
Direct Costs (Ongoing) Subtotal	\$395,950	\$391,770	\$398,110	\$370,289	
Internal Charges	\$210,720	\$205,400	\$210,850	\$150,835	
Capital & Debt Service	<u>_____</u>	<u>_____</u>	<u>_____</u>	<u>_____</u>	
Capital Projects Management Total	\$606,670	\$597,170	\$608,960	\$521,124	

PUBLIC WORKS
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
General Fund Totals					
Personnel Subtotal	\$1,989,920	\$1,986,405	\$1,901,850	\$1,776,540	
Supplies & Services (Ongoing) Subtotal	\$1,407,280	\$1,233,560	\$1,193,635	\$1,255,456	
Direct Costs (Ongoing) Subtotal	\$3,397,200	\$3,219,965	\$3,095,485	\$3,031,996	
Internal Charges Subtotal	\$406,820	\$439,970	\$408,470	\$433,753	
Ongoing Subtotal	\$3,804,020	\$3,659,935	\$3,503,955	\$3,465,749	
Supplies & Services (One-Time) Subtotal	\$32,400	\$12,980	\$54,630	\$51,295	
Capital & Debt Service Subtotal	\$318,300	\$474,340	\$447,050	\$510,413	
One-Time Subtotal	\$350,700	\$487,320	\$501,680	\$561,708	
General Fund Total	\$4,154,720	\$4,147,255	\$4,005,635	\$4,027,457	
Streets Fund					
11-5320-39 - Streets Maintenance					
Supplies & Services (ongoing)	\$1,150,000	\$1,150,000	\$1,035,000	\$980,840	
Internal Charges	\$55,980	\$56,020	\$57,200	\$51,727	
Streets Maintenance Total	\$1,205,980	\$1,206,020	\$1,092,200	\$1,032,567	
Transportation Sales Tax Fund					
17-5320-89 - Capital Projects Management					
Personnel (ongoing)	\$86,130	\$93,870	\$65,100	\$56,414	
Supplies & Services (ongoing)	\$30,000	\$0	\$8,620	\$7,271	
Capital Projects Management Total	\$116,130	\$93,870	\$73,720	\$63,685	
Wastewater Enterprise					
59-5320-38 - Engineering Services					
Personnel (ongoing)	\$207,770	\$199,850	\$205,210	\$190,831	
Supplies & Services (ongoing)	\$29,930	\$29,950	\$26,940	\$10,752	
Direct Costs (Ongoing) Subtotal	\$237,700	\$229,800	\$232,150	\$201,583	
Internal Charges	\$68,650	\$67,960	\$67,720	\$52,642	
Ongoing Total	\$306,350	\$297,760	\$299,870	\$254,225	
Engineering Services Total	\$306,350	\$297,760	\$299,870	\$254,225	

PUBLIC WORKS
Continued

EXPENDITURE SUMMARY

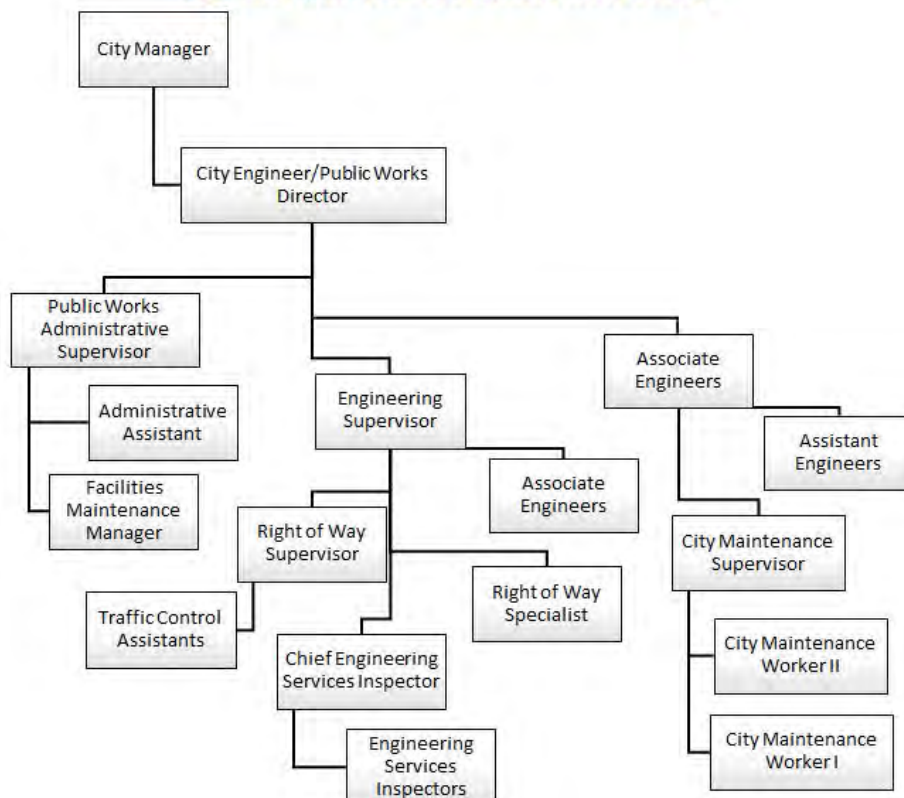
Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
59-5320-89 - Capital Projects Management					
Personnel (ongoing)	\$43,300	\$43,830	\$43,650	\$41,110	
Supplies & Services (ongoing)	<u>\$1,310</u>	<u>\$2,130</u>	<u>\$1,930</u>	<u>\$0</u>	
Direct Costs (Ongoing) Subtotal	\$44,610	\$45,960	\$45,580	\$41,110	
Internal Charges	\$10,200	\$10,360	\$10,710	\$9,388	
Capital & Debt Service	<u>\$12,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	Budget Increase: Enterprise leased vehicles program.
Capital Projects Management Total	\$66,810	\$56,320	\$56,290	\$50,498	
Wastewater Enterprise Fund Totals					
Personnel Subtotal	\$251,070	\$243,680	\$248,860	\$231,941	
Supplies & Services (Ongoing) Subtotal	<u>\$31,240</u>	<u>\$32,080</u>	<u>\$28,870</u>	<u>\$10,752</u>	
Direct Costs (Ongoing) Subtotal	\$282,310	\$275,760	\$277,730	\$242,693	
Internal Charges Subtotal	<u>\$78,850</u>	<u>\$78,320</u>	<u>\$78,430</u>	<u>\$62,030</u>	
Ongoing Subtotal	\$361,160	\$354,080	\$356,160	\$304,723	
Capital & Debt Service Subtotal	<u>\$12,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
One-Time Subtotal	<u>\$12,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
Wastewater Enterprise Fund Total	\$373,160	\$354,080	\$356,160	\$304,723	
Info Tech Internal Service Fnd					
60-5320-26 - Parks Facilities & Maintenance					
Supplies & Services (ongoing)	<u>\$2,660</u>	<u>\$3,200</u>	<u>\$2,880</u>	<u>\$0</u>	
Parks Facilities & Maintenance Total	\$2,660	\$3,200	\$2,880	\$0	
60-5320-38 - Engineering Services					
Supplies & Services (ongoing)	<u>\$2,410</u>	<u>\$1,850</u>	<u>\$1,680</u>	<u>\$0</u>	
Engineering Services Total	\$2,410	\$1,850	\$1,680	\$0	
60-5320-39 - Streets Maintenance					
Supplies & Services (ongoing)	<u>\$4,190</u>	<u>\$3,650</u>	<u>\$3,280</u>	<u>\$0</u>	
Streets Maintenance Total	\$4,190	\$3,650	\$3,280	\$0	
60-5320-68 - Stormwater Quality					
Supplies & Services (ongoing)	<u>\$4,500</u>	<u>\$4,300</u>	<u>\$3,870</u>	<u>\$0</u>	
Stormwater Quality Total	\$4,500	\$4,300	\$3,870	\$0	

**PUBLIC WORKS
Continued**

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
60-5320-79 - Facilities Maintenance					
Supplies & Services (ongoing)	\$2,500	\$1,900	\$2,300	\$0	
Facilities Maintenance Total	\$2,500	\$1,900	\$2,300	\$0	
Info Tech Internal Service Fnd Totals					
Supplies & Services (Ongoing) Subtotal	\$17,550	\$14,900	\$15,050	\$0	
Info Tech Internal Service Fnd Total	\$17,550	\$14,900	\$15,050	\$0	
Grand Totals					
Personnel (Ongoing) Subtotal	\$2,327,120	\$2,323,955	\$2,215,810	\$2,064,895	
Supplies & Services (Ongoing) Subtotal	\$2,636,070	\$2,430,540	\$2,281,175	\$2,254,319	
Direct Costs (Ongoing) Subtotal	\$4,963,190	\$4,754,495	\$4,496,985	\$4,319,214	
Internal Charges Subtotal	\$541,650	\$574,310	\$544,100	\$547,510	
Ongoing Subtotal	\$5,504,840	\$5,328,805	\$5,041,085	\$4,866,724	
Supplies & Services (One-Time) Subtotal	\$32,400	\$12,980	\$54,630	\$51,295	
Capital & Debt Service Subtotal	\$342,300	\$474,340	\$447,050	\$510,413	
Grand Total	\$5,879,540	\$5,816,125	\$5,542,765	\$5,428,432	

DEPARTMENTAL ORGANIZATION CHART



PUBLIC WORKS
continued

POSITIONS/ALLOCATIONS SUMMARIES

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Administrative Assistant ⁽¹⁾	0.60	0.60	0.60	0.60
Assistant Engineer	2.00	3.00	3.00	2.00
Associate Engineer	4.00	3.00	3.00	3.00
Bike Park Maintenance Worker ⁽²⁾	0.25	0.25	0.25	0.25
Chief Engineering Inspector	1.00	1.00	1.00	1.00
City Maintenance Supervisor	1.00	1.00	1.00	1.00
City Maintenance Worker I	4.00	4.00	4.00	6.00
City Maintenance Worker II	4.00	4.00	4.00	2.00
Custodial Maintenance Worker	2.00	2.00	0.00	0.00
Director of Public Works/City Engineer	1.00	1.00	1.00	1.00
Engineering Services Inspector	2.00	2.00	2.00	2.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Facilities Maintenance Manager	1.00	1.00	1.00	1.00
Public Works Administrative Supervisor	1.00	1.00	1.00	1.00
Right-of-Way Specialist	1.00	1.00	1.00	1.00
Right-of-Way Supervisor	1.00	1.00	1.00	1.00
Traffic Control Assistant ⁽²⁾	2.60	2.60	2.60	1.72
Total	29.45	29.45	27.45	25.57

Org Unit	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5320-25	Aquatics	0.55	0.50	0.20	0.20
10-5320-26	Parks Facilities & Maintenance	3.79	4.18	4.28	4.44
10-5320-35	Storm Clean-Up	0.32	0.30	0.30	0.00
10-5320-36	Traffic Control	1.53	1.53	1.70	0.00
10-5320-38	Engineering Services	4.41	4.49	4.49	4.93
10-5320-39	Streets Maintenance	3.97	3.42	3.42	5.17
10-5320-42	Uptown Paid Parking	0.00	0.00	0.29	0.00
10-5320-68	Stormwater Quality	1.26	1.26	1.29	1.29
10-5320-77	Transportation Services	2.80	2.80	2.51	1.82
10-5320-79	Facilities Maintenance	3.62	3.79	1.79	1.60
10-5320-89	Capital Projects Management	3.42	3.42	3.42	2.65
General Fund Total		25.67	25.69	23.69	22.10

Transportation Sales Tax Fund					
17-5320-89	Capital Projects Management	1.00	1.00	1.00	0.00
Transportation Sales Tax Fund Total		1.00	1.00	1.00	0.00

Wastewater Enterprise Fund					
59-5250-01	Administration	0.00	0.00	0.00	0.00
59-5252-89	Capital Projects Management	0.00	0.00	0.00	0.00
59-5320-38	Engineering Services	2.38	2.36	2.36	2.58
59-5320-89	Capital Projects Management	0.40	0.40	0.40	0.89
Wastewater Enterprise Fund Total		2.78	2.76	2.76	3.47

Grand Total 29.45 29.45 27.45 25.57

⁽¹⁾ Part-time position
⁽²⁾ Temporary positions

ECONOMIC DEVELOPMENT

Mission Statement

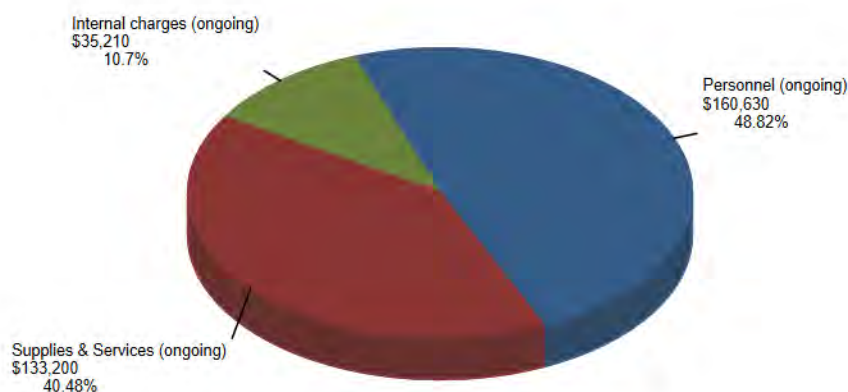
The intent of the Economic Development program is to diversify Sedona's economy consistent with the Community Plan. The program will focus on services and programs that foster entrepreneurship, leveraging existing public and private resources at the local, regional, and state level whenever possible.

Description

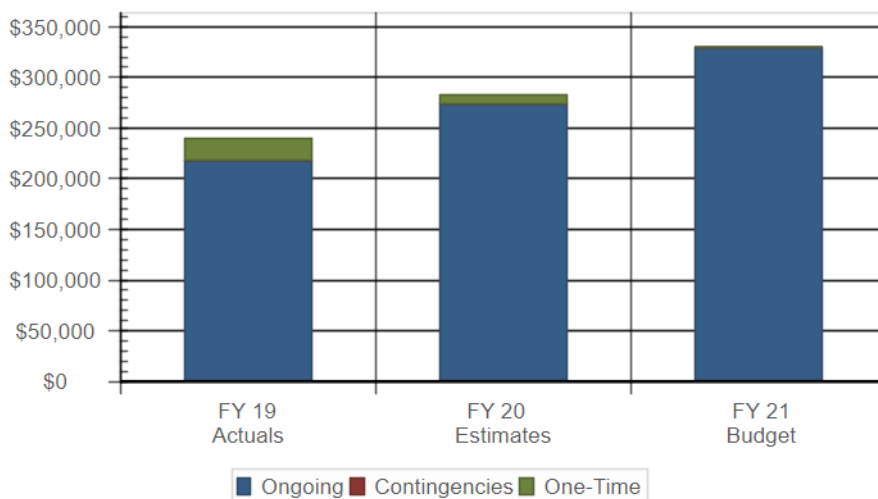
The Economic Development Department offers:

- Strategic planning and implementation of the city's economic diversification vision.
- Business assistance to local businesses inclusive of assistance with loans, business planning, and community assistance.
- Additional resources to partner organizations to help establish or grow business.
- Strategic planning for Sedona's economic diversification in accordance with the community plan.
- Data and demographic information both locally and regionally.
- Funding opportunities through partner organizations.
- Workshops and other opportunities to learn more about business planning, financial structuring, small business loans, marketing, and training.
- Advocating as the voice of the businesses while working internally with the city team.

FY 2021 PROGRAM EXPENDITURES: \$329,040



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



Economic Development-Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 160,630	49 %	\$ 164,730	\$ 160,910	\$ 157,190
Supplies & Services	133,200	40 %	89,100	91,800	58,640
Subtotal Direct Costs	\$ 293,830	89 %	\$ 253,830	\$ 252,710	\$ 215,830
Internal Charges	35,210	11 %	29,450	30,560	24,490
Total Expenditures	329,040	100 %	283,280	283,270	240,320
Expenditures by Fund					
General Fund Portion	\$ 329,040	100 %	\$ 283,280	\$ 283,270	\$ 212,820
Other Funds Portion	\$ -	- %	\$ -	\$ -	\$ 27,500
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 115,164	35 %	\$ 99,148	\$ 99,145	\$ 84,112
Estimated Visitor Generated	\$ 213,876	65 %	\$ 184,132	\$ 184,126	\$ 156,208
Employee Time Allocation (FTEs) Budgeted	1.00		1.00		1.00

FY 2020 Accomplishments

- Completed the five-year Sedona Economic Diversification Plan.
- Acquired \$525,500 grant and/or leverage funds for economic diversification.
 1. Acquired \$500,000 of grant funds from the Arizona Commerce Authority to upgrade Shelby Road.
 2. Leveraged NACET resources in the amount of \$25,500 for entrepreneurial assistance for food and beverage programming.
- Started Food and Beverage academy/cohort in Sedona. This supports the targeted industry of food and beverage manufacturing. (To be completed early 2021)
- Featured Sedona business and business partners through story-telling marketing. This marketing approach has resulted in many inquiries for additional business assistance and growth.
- Started parentship to work on an economic development marketing magazine. (To be completed early 2021)
- Partner with VVREO to promote and host the second annual Pioneer Pitch competition in March of 2020.
- Continue to chair the loan committee for VVREO. This year VVREO received accolades from the USDA Rural Development for having a well-managed loan program.
- Worked with more than 50 local business owners this year to provide assistance, programming and networking to additional resources.
- Hosted and partnered to deliver over 20 training opportunities for businesses.
- Provided business services such as loan applications, business planning, data, sustainability certification, and access to other technical resources.
- Build capacity of the Economic Development Department through the addition of an AmeriCorps VISTA volunteer.
- The department director was elected to the Northern Arizona Council of Governments (NACOG) Economic Development Council.

FY 2021 Objectives

- Complete five-year economic development diversification plan.
- Support, attract and expand targeted industries for diversification.
- Generate more opportunities for entrepreneurs to learn and thrive.
- Create marketing a marketing plan in alignment with economic diversification plan.
- Continue to build contacts and networks.

Economic Development-Administration
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Percentage of businesses surveyed that wish to attend more city hosted workshops	85	N/A	85	100	N/A
Unique website visits	800	800	750	720	680
Inquiries from businesses	50	50	50	55	50
Business visits/outreach	30	30	30	30	30
Businesses assisted with business planning	25	25	25	32	25
Business workshops/trainings hosted or partnered	12	N/A	18	10	N/A
Percentage of businesses surveyed that finding value in the workshops hosted by the city	85	N/A	85	100	N/A

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Expansion and investment in targeted sector		\$75,000	\$50,000	\$75,000	\$150,000	\$0
Private capital investment invested by businesses served		\$100,000	\$50,000	\$325,000	\$250,000	\$50,000
Number of business loans / total value of loans		2/\$100,000	2/\$100,000	6/\$1,200,000	5/\$575,000	3/\$400,000
Jobs resulting from businesses served		10	15	25	40	10
Jobs created above median earnings*		5	5	20	30	3

ECONOMIC DEVELOPMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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General Fund

10-5330-01 - Administration

Personnel (ongoing)	\$160,630	\$164,730	\$160,910	\$157,190	
Supplies & Services (ongoing)	\$133,200	\$79,600	\$81,800	\$31,140	Budget Increase: Increase for AmeriCorps volunteer and Marketing Plan
Direct Costs (Ongoing) Subtotal	\$293,830	\$244,330	\$242,710	\$188,330	
Internal Charges	\$35,210	\$29,450	\$30,560	\$24,490	
Ongoing Total	\$329,040	\$273,780	\$273,270	\$212,820	
Supplies & Services (one-time)	\$0	\$9,500	\$10,000	\$0	Budget Decrease: AmeriCorps volunteer costs moved to ongoing.
Administration Total	\$329,040	\$283,280	\$283,270	\$212,820	

Operating Grants Fund

16-5330-01 - Administration

Supplies & Services (ongoing)	\$0	\$0	\$0	\$5,000	
Ongoing Total	\$0	\$0	\$0	\$5,000	
Supplies & Services (one-time)	\$0	\$0	\$0	\$22,500	
Administration Total	\$0	\$0	\$0	\$27,500	

Grand Totals

Personnel (Ongoing) Subtotal	\$160,630	\$164,730	\$160,910	\$157,190	
Supplies & Services (Ongoing) Subtotal	\$133,200	\$79,600	\$81,800	\$36,140	
Direct Costs (Ongoing) Subtotal	\$293,830	\$244,330	\$242,710	\$193,330	
Internal Charges Subtotal	\$35,210	\$29,450	\$30,560	\$24,490	
Ongoing Subtotal	\$329,040	\$273,780	\$273,270	\$217,820	
Supplies & Services (One-Time) Subtotal	\$0	\$9,500	\$10,000	\$22,500	
Grand Total	\$329,040	\$283,280	\$283,270	\$240,320	

ECONOMIC DEVELOPMENT
Continued

POSITIONS SUMMARY

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Economic Development Director	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5330-01	Administration	1.00	1.00	1.00	1.00
General Fund Total		1.00	1.00	1.00	1.00

DEPARTMENTAL ORGANIZATION CHART



POLICE DEPARTMENT

Mission Statement

The Sedona Police Department is committed to working in partnership with the community to improve quality of life and safety, and actively engage in problem solving. We are dedicated to reducing harm and safeguarding our community through maintaining public order, preventing and suppressing crime, and being responsive to needs within the city.

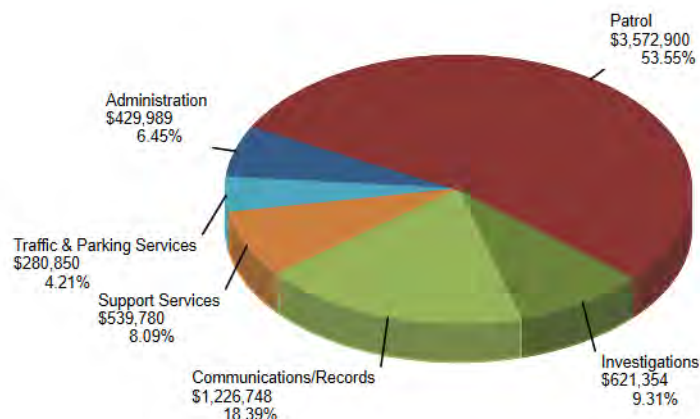
Description

Under the philosophy of community policing and problem-solving partnerships, the Department provides professional law enforcement, traffic safety, and crime prevention services to the residents, business owners, and visitors of Sedona. The Department deploys personnel 24 hours a day, 7 days a week in our Communications center and in the field responding to emergency incidents and non-emergency calls for service, and conducting proactive patrol operations. Additional administrative and support personnel are assigned various shifts throughout the week to provide field personnel and the public with timely information, documents, and other important material and services. The Police Department is the sole public safety agency within the Sedona city government.

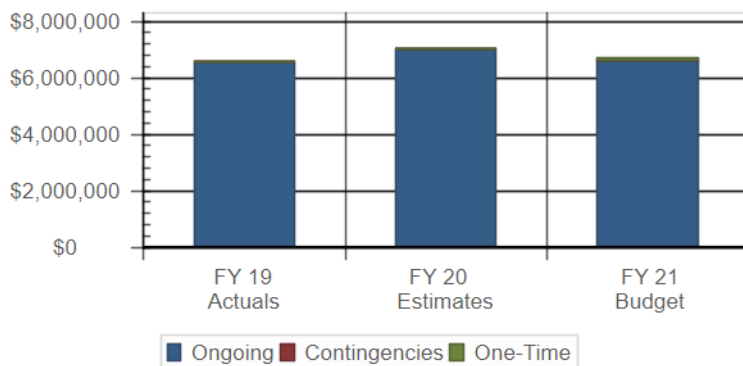
The Police Department is responsible for the following primary program areas:

- * Administration - includes the Office of the Chief of Police and the Executive Assistant and administration of the Uptown Paid Parking Program
- * Patrol Division - includes all patrol functions: Special Weapons and Tactics (SWAT), Community Services Aides, K-9-unit, School Resource Officer, Police Volunteers, Police Explorers, Community Services Officers, and Animal Control
- * Support Services Division - includes all support functions of the Department and assists the patrol division operations, including Investigations and Communications. This program secures, operates, and oversees the Computerized Aide Dispatch/Record Management System, crime analysis, in-car video recording systems, conducts the Police Community Academy, radios, grants and state and federal mandated reporting.
- * Investigations Program – conducts follow up criminal investigations, background investigations, processing criminal complaints, assigned to the municipal and count courts and sex offender registrant monitoring.
- * Communications/Records Program – provides support to all Department personnel through radio communications, Computer Aide Dispatch, Mobile Data Computer software applications, records storage and retrieval, and public record access and production.
- * Traffic and Parking Services – are responsible for parking enforcement in the Uptown area and some trailhead parking lots, assist with traffic control during special events and spontaneous, urgent field incidents, and handle minor issues with the paystations in the Uptown area.

FY 2021 PROGRAM EXPENDITURES: \$6,671,621



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



Police Department - Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 281,400	65 %	\$ 312,590	\$ 305,820	\$ 259,269
Supplies & Services	56,969	13 %	69,695	66,105	53,924
Subtotal Direct Costs	\$ 338,369	79 %	\$ 382,285	\$ 371,925	\$ 313,193
Internal Charges	91,620	21 %	103,250	104,380	90,510
Total Expenditures	429,989	99 %	485,535	476,305	403,703
Expenditures by Fund					
General Fund Portion	\$ 423,314	98 %	\$ 478,860	\$ 469,355	\$ 398,671
Other Funds Portion	\$ 6,675	2 %	\$ 6,675	\$ 6,950	\$ 5,032
Funding Sources					
Program Revenues	\$ 200	- %	\$ 100	\$ 6,350	\$ 90
Funding from General Revenues:					
Estimated Resident Generated	\$ 150,426	35 %	\$ 169,902	\$ 164,484	\$ 141,265
Estimated Visitor Generated	\$ 279,363	65 %	\$ 315,533	\$ 305,471	\$ 262,348
Employee Time Allocation (FTEs) Budgeted	2.00		2.00		2.00

The Police Administration program (Office of the Chief of Police) consists of the Police Chief and the Chief's Executive Assistant. The Chief's Office is responsible for essential administrative services such as the development and implementation of policy and procedure, budget planning and management, long range planning, grant development and management, coordination of all training and travel, and facility maintenance coordination. Liaisons to the City Manager and the City Council are also assigned to this program, as well as media relations and the investigations and reporting of all Department complaints and commendations.

The Administration program also focuses on quality of life issues important to the public we serve through our Police Volunteers and the Police Explorer Post. These programs and the people who staff them work tirelessly to improve our way of life in Sedona by handling lower-level calls for service and other tasks so the sworn officers stay in the field and available for calls for service.

The Sedona Police Volunteer program is comprised of local volunteers dedicated to assisting the Sedona Police Department in serving fellow members of our community and providing professional public safety services. Some of the assistance the volunteers provide are fingerprinting, vacation house watch, prisoner transport, traffic/crowd control, special events and speed monitoring. Sedona Police Volunteers serve our community and the Sedona Police Department with honesty, fairness and integrity at all times.

Sedona Police Explorer Post 7100 is a community-based policing program. We educate and involve young men and women between the ages of 14-21 in police operations and spark interest in law enforcement. Our members become involved in community activities and provide support to the police department. The Explorers program is part of the Boy Scouts of America but is distinctively different from scouting. It's developed and supervised by local organizations and provides an opportunity for young people to explore a particular career area. They meet often and learn about not only about policing, but also about decision-making, building character, leadership, anti-bullying, and personal accountability. They travel to various competitions in the Western US and apply their skills and abilities against other Explorer posts from Arizona and beyond. They also volunteer hundreds of hours of their personal time helping various non-profits and events in Sedona and the Verde Valley.

A portion of this program is paid by the Grants and Donations Funds. In addition, a portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

Police Department - Administration

Continued

FY 2020 Accomplishments

Overall City Value – Public:

- * Held nine community-police events, including Celebration of Women in Policing, Special Olympic, Tip a Cop, National Night Out, four Coffee with a Cop, and a Hispanic Outreach.
- * Participated in the Sedona Run, St. Patrick's Day Parade, Sedona Mountain Bike Festival Special Olympic Fundraisers, Halloween event in Uptown, West Sedona Walk to School Day and the Women's March.
- * Submitted applications for grant funding from five governmental and community entities to enhance Department operations.
- * Implemented Nextdoor to enhance communication and engagement with Sedona residents.
- * Conducted Active Attacker training for all city departments and provided safety tips which included covering building layouts and exit locations.
- * Volunteers worked approximately 4,000 hours for community services in FY 2020, including vacation home checks, fingerprinting, traffic mitigation, and staffing other events.
- * The Police Explorer Program participated in several community events and received awards at the Chandler Competition.
- * Refined the organizational hierarchy (organizational chart), using existing personnel, to reflect enhanced efficiencies of operation and administration workload.
- * Worked with our first responder colleagues (SFD and other regional law enforcement agencies) to enhance our mutual aid response plans to critical incidents, including potential mass casualty events. Plan and conducted two multi-agency critical incident exercise.
- * Updated the SPD Policy Manual, ensuring alignment with contemporary police standards and disseminated to employees.
- * Added members to the Volunteer Program.
- * Deployed Message Trailers fourteen times for messages and collecting traffic enforcement data.
- * Evaluated and implemented new in-car camera system.
- * Created a Crime Analyst role to begin using data to inform policing strategies and identify opportunities for efficiency
- * Through a public/private partnership, launched a PD sub-station in Uptown

FY 2021 Objectives

Overall City Value - Public Safety:

- * Develop training materials for Critical Incident/Emergency Management deployment, and conduct training exercises for critical City staff and Council Members.
- * Continue to train Department employees on mental health problems, recognition, and responses.
- * Secure multiple grant awards in community donations to purchase additional equipment to enhance Department operations, including officer safety equipment, community and public welfare, Explorer Program and K-9.
- * Achieve consistent full staffing levels, to include filling the open traffic officer, Investigation and PANT officer positions.
- * Train and deploy a new SRO.
- * Provide leadership and wellness trainings for staff.
- * Fully launch a PD Resource Center in Uptown
- * Actively train for and engage in a regional Peer Support program with Sedona Fire and other partner agencies

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Sworn staff trained on Critical Incident Training (CIT)/Mental Health Interactions	5	5	10	16	2
Sworn staff trained on Incident Command System/National Incident Management System (ICS/NIMS) protocols	5	4	7	1	7
Community interaction events	12	4	11	7	3

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Retention of sworn employees (excluding retirement)		100% (27/27)	100% (27/27)	96% (26/27)	96% (26/27)	96% (26/27)
Retention of civilian employees (excluding retirement)		94% (17/18)	83% (10/12)	94% (17/18)	73% (11/15)	67% (8/12)
Sworn personnel turnover (ICMA Benchmark 2016-2018)		7.5%	7%	18%	3.7%	0.7%
Sworn police overtime as % of total sworn police compensation (ICMA Benchmark 2016-2018)		4.6%	4.8%	4.6%	7.8%	7.8%
FTEs: Sworn positions per 1,000 population (ICMA Benchmark 2016-2018)		2.6	2.9	2.6	2.6	2.9

Police Department - Patrol

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 2,332,180	67 %	\$ 2,592,700	\$ 2,595,860	\$ 2,517,168
Supplies & Services	288,560	8 %	245,985	212,890	245,602
Subtotal Direct Costs	\$ 2,620,740	75 %	\$ 2,838,685	\$ 2,808,750	\$ 2,762,770
Internal Charges	867,960	25 %	1,078,790	1,101,660	957,340
Total Expenditures	3,488,700	100 %	3,917,475	3,910,410	3,720,110
Expenditures by Fund					
General Fund Portion	\$ 3,514,480	101 %	\$ 4,088,609	\$ 4,087,044	\$ 3,906,743
Other Funds Portion	\$ 58,420	2 %	\$ 103,500	\$ 24,600	\$ 3,000
Funding Sources					
Program Revenues	\$ 15,000	- %	\$ 18,000	\$ 15,000	\$ 14,756
Funding from General Revenues:					
Estimated Resident Generated	\$ 1,215,795	35 %	\$ 1,364,816	\$ 1,363,394	\$ 1,296,874
Estimated Visitor Generated	\$ 2,257,905	65 %	\$ 2,534,659	\$ 2,532,017	\$ 2,408,480
Employee Time Allocation (FTEs) Budgeted	21.00		22.00		21.73

The Patrol program is currently managed by a Police Lieutenant and consists of all sworn and civilian uniformed personnel who carry out the Department's direct field operations to the community, which includes responding to emergency and routine calls for service, enforcing traffic laws, enforcing parking ordinances (through patrol officers, Community Service Officers [CSOs] and Community Services Aides [CSAs]), and effectively dealing with various quality of life matters. The personnel within the program are also responsible for temporary holding facility and operations, maintenance of the Department's fleet of vehicles, coordination and maintenance of the police range and training facility, maintenance of all equipment utilized within the program, and ensuring the on-going mandated professional development of personnel within the program. A portion of this program is paid by grants.

The Special Weapons and Tactics (SWAT) program operates under the Patrol Division Commanding Officer, as most of the members are assigned to the Patrol Division. The Verde Valley Regional SWAT Team consists of officers and supervisors from all police agencies in the Verde Valley. In the past several years, Sedona Police Department has dedicated two officers to the 12-person SWAT team. The SWAT team is an ancillary assignment, where officers are called in to deploy to a field incident as needed.

A portion of this program is paid by the Grants and Donations Funds. In addition, a portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Overall City Value - Public Safety:

- * Police Bicycle Officer were deployed during special events; Mountain Bike Fest, RunSedona, St. Patrick's Day Parade, Halloween and other events.
- * Trained supervisors and patrol officers better understand the crime picture in their area and the City, using Command Solutions with data from Motorola Flex CAD/RMS system. Continue to enhance and produce the information/data available with this new system.
- * The mobile digital speed indicator was deployed approximately 20 times in high traffic areas before June 30, 2020, to collect data and address concerns of unsafe driving.
- * Maintained budget funding to accommodate the SWAT team members.
- * Awarded a grant and purchased four LIDAR units (speed measuring devices) to use while conducting speed enforcement as well as 12 speed enforcement details paid for by GOHS.
- * Awarded a grant for a new speed and message trailer which was purchased and will be deployed within Sedona City Limits.
- * Awarded a grant for DUI enforcement and patrols throughout the year to pay for officers to work special details in Sedona and throughout the Verde Valley.
- * Trained each squad member on the proper and proficient deployment of our flexible baton less-lethal system

Police Department - Patrol
Continued

FY 2021 Objectives

Overall City Value - Public Safety:

- * Deploy officers of the ancillary Police Bicycle Officer program during the busy months in high density areas such as Uptown, and during special events.
- * Continue to enhance and produce the information/data available with Command Solutions from Motorola CAD/RMS System to better understand deployment of resources throughout the City.
- * Recruit and hiring officers to achieve and maintain full staffing levels.
- * Deploy the mobile digital speed indicator in high traffic areas on at least 20 occasions before June 30, 2021, to collect data and address concerns of unsafe driving.
- * Maintain budget funding to accommodate the SWAT team members.
- * Continue to train officers on mental health problems, recognitions, and responses to complete IACP's One Mind Challenge.
- * Actively engage our schools and community groups through classroom reading opportunities and presentations, and crime prevention/Neighborhood Watch presentations

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
UCR Part I violent crimes*Criminal homicide, sexual assault, rape, robbery and aggravated assault	40	42	40	48	89
UCR Part I property crimes *Burglary, theft and arson	200	200	210	218	206
Traffic collisions - Fatal (ICMA Benchmark 2016-2017)	0	0	1	1	0
Traffic collisions - Injury	30	28	35	28	37
Traffic collisions - Non-injury	200	450	210	244	337
Officer-initiated activity	18,000	8,500	15,678	9,045	8,673
Calls for service from the community	11,000	15,500	10,520	10,002	15,374
Warnings	3,500	4,500	3,378	3,456	4,911
Citations	1,300	900	1,286	931	1,310
Arrests - Misdemeanor	460	550	454	331	382
Arrests - Felony	120	102	112	100	74
Arrests - DUI(increased due to state DUI funding and Verde Valley DUI Taskforce details in FY 20)	80	30	80	39	66
Deploy mobile digital speed indicator sign in areas of reported OHV/city streets speeding or unsafe driving issues within city limits	15 deploys	15 deploys	20 deploys	14 deploys	4 deploys

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Maintain a response time of seven minutes or less 90% of the time to emergency calls		90%	85%	80%	90%	80%
Average response time - Priority 1 (ICMA Benchmark 2016-2018)*Collisions with injuries or death and attempted suicides		5 minutes	5.25 minutes	6 minutes	5 minutes	6 minutes
Average response time - Priority 2*Domestic Violence, just occurred sex offenses, bomb threats, deaths and medical assists		5 minutes	7 minutes	6 minutes	6 minutes	9 minutes
Average response time - Priority 3*Collisions with no injuries, assaults, suspicious activity and abuse cases		6 minutes	N/A	6 minutes	7 minutes	N/A
Calls for service from the community per sworn FTE (ICMA Benchmark 2016-2018)		523	529	500	477	524.3
Calls for service from the community and officer initiated activity per sworn FTE		1,381	1,119.05	1,247.5	907	1,145.10
Calls for service from the community and officer initiated activity per 1,000 population		2,788.5	N/A	2,519	1,831.4	N/A
Calls for service from the community per 1,000 population (ICMA Benchmark 2016-2018)		1,057.7	1,475	1,011.5	961	1,533
DUI arrests per 1,000 population (ICMA Benchmark 2016-2018)		7.69	2.9	7.69	3.75	6.6
UCR Part I property crimes reported per 1,000 population		20.2	19.0	20.2	20.9	20.5
UCR Part I violent crimes reported per 1,000 population		3.85	3.8	3.85	4.61	8.9

Police Department - Investigations

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 468,110	75 %	\$ 377,729	\$ 244,070	\$ 282,039
Supplies & Services	52,144	8 %	57,974	53,794	55,799
Subtotal Direct Costs	\$ 520,254	84 %	\$ 435,703	\$ 297,864	\$ 337,838
Internal Charges	101,100	16 %	103,580	106,570	89,630
Total Expenditures	621,354	99 %	539,283	404,434	427,468
Expenditures by Fund					
General Fund Portion	\$ 619,974	100 %	\$ 537,903	\$ 403,034	\$ 427,468
Other Funds Portion	\$ 1,380	- %	\$ 1,380	\$ 1,400	\$ -
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 217,474	35 %	\$ 188,749	\$ 141,552	\$ 149,614
Estimated Visitor Generated	\$ 403,880	65 %	\$ 350,534	\$ 262,882	\$ 277,854
Employee Time Allocation (FTEs) Budgeted	2.00		2.00		2.00

The Investigations program is managed by the Support Services Commanding Officer (currently a Lieutenant) and consists of sworn personnel who are assigned to conduct follow up criminal investigations, background investigations, processing of criminal complaints assigned to the municipal and county courts, police employee background investigations, and sex offender registrant monitoring. Personnel in this program are also assigned to specialized regional investigative task forces which bring resources and expertise to the Department and community that would not otherwise be feasible. Property and evidence processing, and storage functions are also carried out within this program by civilian personnel.

Investigations also includes the Partners Against Narcotics Trafficking (PANT) program. The Department provides a sworn police officer to work on the PANT task force to combat illegal narcotics possession, use, sales and transportation. With this commitment of resources, the Department is able to fill a seat on the PANT Board of Directors.

Investigations also includes The Gang and Immigration Intelligence Team Enforcement Mission (GIITEM) program. The Department assigns a sworn police officer to the GIITEM task force to combat criminal gangs and their illegal activities within the greater Sedona area and the Verde Valley. The GIITEM task force is operated by the Department of Public Safety (DPS), and 75% of the employee cost of our assigned detective is paid by DPS.

A portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Overall City Value - Public Safety:

- * Conducted two Sexual Offender Registrant compliance operations.
- * Conducted advanced crime scene investigation skills to the patrol staff.
- * Worked with several different law enforcement agencies in multi-jurisdiction cases ranging from burglary rings, stalking and child pornography.
- * Participated in one regional enforcement task force to serve outstanding arrest warrants.
- * Exceeded the state's clearance rates for violent crimes by 18.9%.
- * Exceeded the state's clearance rates for property crimes by 11.5%

FY 2021 Objectives

Overall City Value - Public Safety:

- * Conduct two Sexual Offender Registrant compliance operations.
- * Maintain case clearance to maximum of six months, excluding complicating paper crime cases. Paper crime cases requires subpoena bank records, which can take more than six months to receive all required documents.
- * Develop familiarity of the Crime Data System called Command Solutions to help find patterns of crime and build a profile from the patterns.
- * Completely transfer all evidence data from our old Computer Aided Dispatch/Records Management System (CAD/RMS) system into Motorola Flex CAD/RMS system.

Police Department - Investigations
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Total cases assigned (felony and misdemeanor)(Decreased due to one detective In FY 20, also handling backgrounds and training)	80	168	72	119	96
Detective initiated arrests	32	32	20	28	18
Felony and misdemeanor cases sent to prosecuting attorney's office for filing charges	3	6	2	6	13
Conduct sexual offender registrant compliance operations	2	2	2	2	2

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Exceed annual state crime clearance rate (16.30%) for property crime (Arizona Department of Public Safety Benchmark 2018)*		30% (exceeds state by 14.2%)	37.9% (exceeds state by 22.1%)	30% (exceeds state by 14.2%)	27.8% (exceeds state by 11.5%)	33.7% (exceeds state by 17.9%)
Exceed annual state crime clearance rate (38.21%) for violent crime (Arizona Department of Public Safety Benchmark 2018)*		40% (exceeds state by 1.8%)	61.7% (exceeds state by 29.8%)	40% (exceeds state by 1.8%)	57.2% (exceeds state by 18.9%)	64.4% (exceeds state by 32.5%)
Complete investigation on all cases (including lengthy fraud cases) within six months from being assigned		90%	90%	85%	85%	85%

Police Department - Communications/Records

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 771,850	63 %	\$ 768,260	\$ 757,690	\$ 675,517
Supplies & Services	63,008	5 %	67,760	54,303	55,993
Subtotal Direct Costs	\$ 834,858	68 %	\$ 836,020	\$ 811,993	\$ 731,510
Internal Charges	391,890	32 %	391,930	400,230	363,784
Total Expenditures	1,226,748	100 %	1,227,950	1,212,223	1,095,294
Expenditures by Fund					
General Fund Portion	\$ 1,225,838	100 %	\$ 1,227,040	\$ 1,211,503	\$ 1,102,311
Other Funds Portion	\$ 910	- %	\$ 910	\$ 720	\$ -
Funding Sources					
Program Revenues	\$ 7,500	1 %	\$ 4,300	\$ 6,700	\$ 4,790
Funding from General Revenues:					
Estimated Resident Generated	\$ 426,737	35 %	\$ 428,278	\$ 421,933	\$ 381,676
Estimated Visitor Generated	\$ 792,511	65 %	\$ 795,373	\$ 783,590	\$ 708,828
Employee Time Allocation (FTEs) Budgeted	11.00		11.00		10.00

The Communications/Records program consists of civilian personnel who provide support to all Department personnel through radio communications, Computer-Aided Dispatching (CAD), Mobile Data Computer software applications, records storage and retrieval, and public record access and production. The Communications Section employs specially trained personnel who are responsible for answering 9-1-1 emergency telephone lines including all wireless and Voice Over Internet Protocol (VOIP) calls from all providers in our jurisdiction, interpreting the level of priority of the call, and dispatching the call for service to field personnel. Additionally, personnel within this program are the answering and relay point for after-hours calls for emergency service or questions for other City departments.

The Records Section provides first-level contact for all Police Department business and is the primary service provider for public inquiries, report releases, and other front-counter customer services. This function is responsible for processing police reports; facilitating tow hearings; collecting court bonds and administrative fees; and tracking and recording court dispositions, citations, and any other patrol related documentation. In addition, Records responds to all civil and criminal subpoenas and processes requests for the disclosure of public records. The Records Clerk verifies and inputs data into the Department's Records Management System (RMS) and various other criminal justice databases for the purpose of collection and analyses of statistical data related to state and federal reporting requirements.

A portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Overall City Value - Public Safety:

- * Updated the Public Records Request protocols.
- * Updated the Public Records Request forms.
- * Updated the field training manual for communications specialist.
- * Updated the Emergency Response Protocols.
- * Promoted the Record's Clerk into a newly created supervisory position, Record's Clerk II.
- * Hired and trained a new Records Clerk I position.

Police Department - Communications/Records
Continued

FY 2021 Objectives

Overall City Value - Public Safety:

- * Maintain as close to 100% dispatcher employment as possible.
- * Dispatch calls to officers within 60 seconds from receiving the call.
- * Switch data reporting for the FBI from Unified Crime Reporting (UCR) to National Incident Based Reporting System (NIBRS).

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Telephone calls received - Emergency	6,200	6,150	6,149	6,074	4,598
Telephone calls received - Non-Emergency	27,500	29,000	27,169	28,474	21,942

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Time to answer 9-1-1 calls(National Emergency Number Association NENA benchmark standard)		4 seconds	5 seconds	4 seconds	4 seconds	5 seconds
Average time to dispatch call to field unit		100 seconds	45 seconds	100 seconds	101 seconds	83 seconds
Average backlog of records merged into system once the reports are approved by a supervisor		100 cases	100 cases	170 cases	280 cases	220 cases
Average wait time for public records requests once the reports are approved by a supervisor		3 days	1 day	5 days	5 days	3 days

Police Department - Support Services

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 389,030	72 %	\$ 398,220	\$ 421,860	\$ 398,599
Supplies & Services	46,520	9 %	46,465	39,350	27,932
Subtotal Direct Costs	\$ 435,550	81 %	\$ 444,685	\$ 461,210	\$ 426,531
Internal Charges	104,230	19 %	108,030	106,210	66,489
Total Expenditures	539,780	100 %	552,715	567,420	493,020
Expenditures by Fund					
General Fund Portion	\$ 536,350	99 %	\$ 550,015	\$ 561,685	\$ 492,966
Other Funds Portion	\$ 3,430	1 %	\$ 2,700	\$ 5,735	\$ 54
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 188,923	35 %	\$ 193,450	\$ 198,597	\$ 172,557
Estimated Visitor Generated	\$ 350,857	65 %	\$ 359,265	\$ 368,823	\$ 320,463
Employee Time Allocation (FTEs) Budgeted	2.73		2.73		2.00

The Support Services program is managed by the Commanding Officer, currently a Lieutenant. Within Support Services are the Investigations Section, Communications/Dispatch, Evidence, Records, Police Support Services Technician, Community Service Officer, School Resource Officer, K9 Officer and the Traffic Unit and the Support Services Sergeant. Support Services handles all support functions of the Department and assists the patrol division operations. This program secures, operates, and oversees the computerized systems of the Department (other than IT-related components), including 9-1-1 telephone and VOIP systems, the Computerized Aide Dispatch/Record Management System (CAD/RMS), crime analysis, in-car video recording systems, conducting the Police Community Academy, radios (both hand-held and mobile vehicle), department grants and state and federal mandated reporting, including but not limited to Uniformed Crime Reporting/National Incident Based Reporting System.

A portion of the program costs is allocated to the Information Technology Internal Service Fund for technology costs not managed by the Information Technology Department.

FY 2020 Accomplishments

Overall City Value - Public Safety:

- * Implemented the upgrade to the Motorola Flex CAD/RMS system.
- * Provided data driven policing training to the staff using the crime analysis program, called Command Solutions.
- * Also see the School Resource Officer, K9 Officer, Investigations and Communication's sections for more accomplishments.

FY 2021 Objectives

Overall City Value - Public Safety:

- * Investigate and recommend the next generation of in-car camera system, and potentially body-cameras for patrol staff.
- * Implement the Insight program, which allows the surrounding law enforcement agencies to share police related information.
- * Implement phase 2 of 4 of the radio infrastructure project that will increase radio communication in the Uptown area and along SR 179.
- * Update the current department policy.
- * Conduct at least one Community Police Academy.

Police Department - Support Services

Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Fire drills conducted at Sedona Red Rock High School and Junior High School	10	6	10	10	N/A
Fire drills conducted at West Sedona School	10	6	10	10	N/A
Lock-down/evacuation drills conducted at Sedona Red Rock High School and Junior High School	2	4	2	2	N/A
Lock-down/evacuation drills conducted at West Sedona School	2	4	2	2	N/A
Awareness training sessions conducted geared toward student issues/trends at Sedona Red Rock High School and Junior High School	6	1	6	6	N/A
Awareness training sessions conducted geared toward student issues/trends at West Sedona School	3	1	3	3	N/A
Crime prevention presentations conducted by SRO	3	2	3	3	N/A

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Percentage of time SRO is deployed at a school, when in session		75%	75%	75%	75%	80%

Police Department - Traffic and Parking Services

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 124,330	44 %	\$ 124,220	\$ 76,240	\$ 76,795
Supplies & Services	53,970	19 %	45,030	52,170	43,213
Subtotal Direct Costs	\$ 178,300	63 %	\$ 169,250	\$ 128,410	\$ 120,008
Internal Charges	102,550	37 %	125,480	127,890	103,043
Total Expenditures	280,850	100 %	294,730	256,300	223,051
Expenditures by Fund					
General Fund Portion	\$ 242,380	86 %	\$ 265,275	\$ 218,880	\$ 223,051
Other Funds Portion	\$ 38,470	14 %	\$ 29,455	\$ 37,420	\$ -
Funding Sources					
Program Revenues	\$ 7,500	3 %	\$ 10,000	\$ 7,500	\$ 11,100
Funding from General Revenues:					
Estimated Resident Generated	\$ 95,673	34 %	\$ 99,656	\$ 87,080	\$ 74,183
Estimated Visitor Generated	\$ 177,678	63 %	\$ 185,075	\$ 161,720	\$ 137,768

The Traffic and Parking Services program consists of part-time civilian personnel, known as Community Services Aides (CSAs), who are responsible for parking enforcement in the Uptown area and at some trail head parking lots. They also assist patrol officers in some traffic control (movement of traffic) during special events and spontaneous, urgent field incidents. With the addition of the pay stations in the Uptown area, CSAs patrol and enforce parking regulations, and they ensure the operation of the parking kiosks.

Traffic and parking services also includes the uptown paid parking program. This program was initiated in mid-FY 2018 and includes the collection of cash from the various stand-alone kiosks are handled by our Community Service Aides (CSAs) under the Patrol Division, and the citation appeals are handled by the Chief's Executive Assistant. The troubleshooting of the error messages at kiosks are handled initially by the Executive Assistant, and if maintenance is required it is handled by Public Works staff.

FY 2020 Accomplishments

Overall City Value - Public Safety:

- * Create and implement a process for collecting money from the new parking meters installed in the Uptown area.
- * Deploy personnel efficiently and effectively to provide timely response to parking complaints and ensure effective levels of parking enforcement.
- * Identify and develop key metrics to effectively track and measure workload and productivity factors for Community Service Aide (CSA) activities in Uptown.
- * Increase patrols in the parking lots and trailheads due to Community Service Aides (CSA) assuming the traffic duties in Uptown.

FY 2021 Objectives

Overall City Value - Public Safety:

- * Maintain full deployment of personnel (the CSAs are part-time civilian employees who are difficult to recruit and retain).
- * Update the process for collection of money from the meters in the Uptown area to implement safety and accountability measures.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Parking citations written in the Uptown three-hour parking lots	1,950	2,100	1,922	1,913	2,330
Parking citations written at trailhead locations.	1,100	420	1,080	636	489
Total hours worked	4,000 hours	3,130 hours	4,000 hours	3,794 hours	N/A
Total time conducting Uptown activities (patrol the uptown area and interacting with the public)	2,800 hours	1,100 hours	2,669 hours	2,194 hours	N/A
Total time checking the trailhead areas	150 hours	335 hours	141 hours	121 hours	N/A
Total time parking meter maintenance (handling money transfers to finance, paper and card issues)	45 hours	N/A	43 hours	40 hours	N/A
Total miscellaneous time (reports, court, checking e-mails, lunch, drive time between locations, etc.)	1,250 hours	700 hours	1,232 hours	752 hours	N/A

POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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General Fund

10-5510-01 - Administration

Personnel (ongoing)	\$281,400	\$312,590	\$305,820	\$259,269	
Supplies & Services (ongoing)	\$50,294	\$63,020	\$57,955	\$48,810	Budget Decrease: Reduction in professional services and storage rental costs.
Direct Costs (Ongoing) Subtotal	\$331,694	\$375,610	\$363,775	\$308,079	
Internal Charges	\$91,620	\$103,250	\$104,380	\$90,510	
Ongoing Total	\$423,314	\$478,860	\$468,155	\$398,589	
Supplies & Services (one-time)	\$0	\$0	\$1,200	\$82	
One-Time Total	\$0	\$0	\$1,200	\$82	
Administration Total	\$423,314	\$478,860	\$469,355	\$398,671	

10-5510-43 - Patrol

Personnel (ongoing)	\$2,332,180	\$2,592,700	\$2,595,860	\$2,517,168	
Supplies & Services (ongoing)	\$219,340	\$227,485	\$199,890	\$242,602	
Direct Costs (Ongoing) Subtotal	\$2,551,520	\$2,820,185	\$2,795,750	\$2,759,770	
Internal Charges	\$867,960	\$1,078,790	\$1,101,660	\$957,340	
Ongoing Total	\$3,419,480	\$3,898,975	\$3,897,410	\$3,717,110	
Supplies & Services (one-time)	\$22,000	\$0	\$0	\$0	Budget Increase: Taser replacements and INTOX system.
Capital & Debt Service	\$73,000	\$189,634	\$189,634	\$189,633	Budget Decrease: Reduction in leased vehicle payments.
One-Time Total	\$95,000	\$189,634	\$189,634	\$189,633	
Patrol Total	\$3,514,480	\$4,088,609	\$4,087,044	\$3,906,743	

POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
10-5510-44 - Investigations					
Personnel (ongoing)	\$468,110	\$377,729	\$244,070	\$282,039	Budget Increase: Pay adjustments.
Supplies & Services (ongoing)	\$50,764	\$56,594	\$52,394	\$55,799	
Direct Costs (Ongoing) Subtotal	\$518,874	\$434,323	\$296,464	\$337,838	
Internal Charges	\$101,100	\$103,580	\$106,570	\$89,630	
Ongoing Total	\$619,974	\$537,903	\$403,034	\$427,468	
Investigations Total	\$619,974	\$537,903	\$403,034	\$427,468	
10-5510-45 - Communications/Records					
Personnel (ongoing)	\$771,850	\$768,260	\$757,690	\$675,517	
Supplies & Services (ongoing)	\$58,698	\$58,650	\$51,583	\$54,487	Current Year Under Budget: Decrease in radio maintenance contract, employee exams, and training costs.
Direct Costs (Ongoing) Subtotal	\$830,548	\$826,910	\$809,273	\$730,004	
Internal Charges	\$391,890	\$391,930	\$400,230	\$363,784	
Ongoing Total	\$1,222,438	\$1,218,840	\$1,209,503	\$1,093,788	
Supplies & Services (one-time)	\$3,400	\$8,200	\$2,000	\$1,506	
Capital & Debt Service	\$0	\$0	\$0	\$7,017	
Communications/Records Total	\$1,225,838	\$1,227,040	\$1,211,503	\$1,102,311	
10-5510-74 - Support Services					
Personnel (ongoing)	\$389,030	\$398,220	\$421,860	\$398,599	
Supplies & Services (ongoing)	\$43,090	\$43,765	\$33,615	\$27,878	Current Year Under Budget: Decrease in Travel & Training.
Direct Costs (Ongoing) Subtotal	\$432,120	\$441,985	\$455,475	\$426,477	
Internal Charges	\$104,230	\$108,030	\$106,210	\$66,489	
Support Services Total	\$536,350	\$550,015	\$561,685	\$492,966	

POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
10-5510-81 - Traffic & Parking Services					
Personnel (ongoing)	\$124,330	\$124,220	\$76,240	\$76,795	
Supplies & Services (ongoing)	<u>\$15,500</u>	<u>\$15,575</u>	<u>\$14,750</u>	<u>\$43,213</u>	
Direct Costs (Ongoing) Subtotal	\$139,830	\$139,795	\$90,990	\$120,008	
Internal Charges	<u>\$102,550</u>	<u>\$125,480</u>	<u>\$127,890</u>	<u>\$103,043</u>	
Traffic & Parking Services Total	\$242,380	\$265,275	\$218,880	\$223,051	

General Fund Totals

Personnel Subtotal	\$4,366,900	\$4,573,719	\$4,401,540	\$4,209,387
Supplies & Services (Ongoing) Subtotal	<u>\$437,686</u>	<u>\$465,089</u>	<u>\$410,187</u>	<u>\$472,789</u>
Direct Costs (Ongoing) Subtotal	\$4,804,586	\$5,038,808	\$4,811,727	\$4,682,176
Internal Charges Subtotal	<u>\$1,659,350</u>	<u>\$1,911,060</u>	<u>\$1,946,940</u>	<u>\$1,670,796</u>
Ongoing Subtotal	\$6,463,936	\$6,949,868	\$6,758,667	\$6,352,972
Supplies & Services (One- Time) Subtotal	\$25,400	\$8,200	\$3,200	\$1,588
Capital & Debt Service Subtotal	<u>\$73,000</u>	<u>\$189,634</u>	<u>\$189,634</u>	<u>\$196,650</u>
One-Time Subtotal	\$98,400	\$197,834	\$192,834	\$198,238
General Fund Total	\$6,562,336	\$7,147,702	\$6,951,501	\$6,551,210

RICO Fund

14-5510-43 - Patrol

Supplies & Services (ongoing)	<u>\$5,000</u>	<u>\$5,000</u>	<u>\$0</u>	<u>\$0</u>
Patrol Total	\$5,000	\$5,000	\$0	\$0

RICO Fund Totals

Supplies & Services (Ongoing) Subtotal	<u>\$5,000</u>	<u>\$5,000</u>	<u>\$0</u>	<u>\$0</u>
RICO Fund Total	\$5,000	\$5,000	\$0	\$0

POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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Donations & Contributions Fund

15-5510-01 - Administration

Supplies & Services (ongoing)	\$6,000	\$6,000	\$6,850	\$5,032	
Administration Total	\$6,000	\$6,000	\$6,850	\$5,032	

15-5510-74 - Support Services

Supplies & Services (ongoing)	\$0	\$0	\$3,260	\$54	
Support Services Total	\$0	\$0	\$3,260	\$54	

Donations & Contributions Fund Totals

Supplies & Services (Ongoing) Subtotal	\$6,000	\$6,000	\$10,110	\$5,086	
Donations & Contributions Fund Total	\$6,000	\$6,000	\$10,110	\$5,086	

Operating Grants Fund

16-5510-43 - Patrol

Supplies & Services (ongoing)	\$3,000	\$0	\$0	\$3,000	
Ongoing Total	\$3,000	\$0	\$0	\$3,000	
Personnel	\$11,200	\$25,000	\$0	\$0	Budget Decrease: DUI and Traffic Enforcement grants.
Supplies & Services (one-time)	\$25,000	\$10,000	\$9,300	\$0	Budget Increase: Traffic Enforcement grant.
Capital & Debt Service	\$0	\$60,000	\$11,600	\$0	Budget Decrease: Decrease in one-time traffic equipment grant.
One-Time Total	\$36,200	\$95,000	\$20,900	\$0	
Patrol Total	\$39,200	\$95,000	\$20,900	\$3,000	

Info Tech Internal Service Fnd

60-5510-01 - Administration

Supplies & Services (ongoing)	\$675	\$675	\$100	\$0	
Administration Total	\$675	\$675	\$100	\$0	

POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

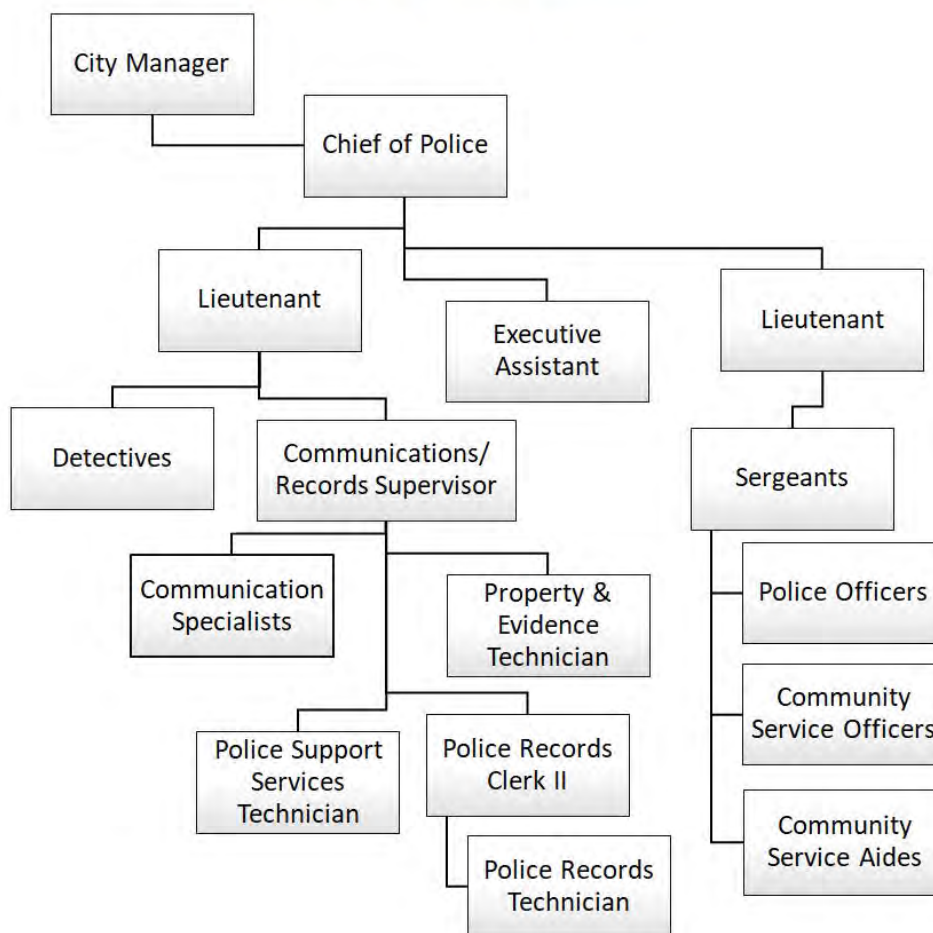
Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
60-5510-43 - Patrol					
Supplies & Services (ongoing)	\$14,220	\$3,500	\$3,700	\$0	Budget Increase: Traffic Suite Reporting for speed signs.
Patrol Total	\$14,220	\$3,500	\$3,700	\$0	
60-5510-44 - Investigations					
Supplies & Services (ongoing)	\$1,380	\$1,380	\$1,400	\$0	
Investigations Total	\$1,380	\$1,380	\$1,400	\$0	
60-5510-45 - Communications/Records					
Supplies & Services (ongoing)	\$910	\$910	\$720	\$0	Current Year Under Budget: Moved Tech costs to IT Fund
Communications/Records Total	\$910	\$910	\$720	\$0	
60-5510-74 - Support Services					
Supplies & Services (ongoing)	\$3,430	\$2,700	\$2,475	\$0	Budget Increase: Moved Tech costs to IT Fund
Support Services Total	\$3,430	\$2,700	\$2,475	\$0	
60-5510-81 - Traffic & Parking Services					
Supplies & Services (ongoing)	\$38,470	\$29,455	\$37,420	\$0	Budget Increase: Paid parking IT system support.
Traffic & Parking Services Total	\$38,470	\$29,455	\$37,420	\$0	
Info Tech Internal Service Fnd Totals					
Supplies & Services (Ongoing) Subtotal	\$59,085	\$38,620	\$45,815	\$0	

POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
Grand Totals					
Personnel (Ongoing) Subtotal	\$4,366,900	\$4,573,719	\$4,401,540	\$4,209,387	
Supplies & Services (Ongoing) Subtotal	\$510,771	\$514,709	\$466,112	\$480,875	
Direct Costs (Ongoing) Subtotal	\$4,877,671	\$5,088,428	\$4,867,652	\$4,690,262	
Internal Charges Subtotal	\$1,659,350	\$1,911,060	\$1,946,940	\$1,670,796	
Ongoing Subtotal	\$6,537,021	\$6,999,488	\$6,814,592	\$6,361,058	
Personnel (One-Time) Subtotal	\$11,200	\$25,000	\$0	\$0	
Supplies & Services (One- Time) Subtotal	\$50,400	\$18,200	\$12,500	\$1,588	
Capital & Debt Service Subtotal	\$73,000	\$249,634	\$201,234	\$196,650	
Grand Total	\$6,671,621	\$7,292,322	\$7,028,326	\$6,559,296	

DEPARTMENTAL ORGANIZATION CHART



POLICE DEPARTMENT
Continued

POSITIONS SUMMARY

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Chief of Police	1.00	1.00	1.00	1.00
Communications Specialist	7.00	7.00	7.00	7.00
Communications/Records Supervisor	1.00	1.00	1.00	1.00
Community Services Aide	2.90	2.90	2.90	2.90
Community Services Officer	1.00	1.00	1.00	1.00
Executive Assistant to the Chief of Police	1.00	1.00	1.00	1.00
Police Commander	2.00	2.00	2.00	2.00
Police Detective	2.00	2.00	2.00	2.00
Police Officer	17.00	17.00	17.00	17.00
Police Records Clerk I	1.00	1.00	0.00	0.00
Police Records Technician	1.00	1.00	1.00	1.00
Police Sergeant	5.00	5.00	5.00	5.00
Police Support Services Technician	1.00	1.00	1.00	1.00
Property & Evidence Technician	0.73	0.73	0.73	0.73
Total	43.63	43.63	42.63	42.63

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5510-01	Administration	2.00	2.00	2.00	3.00
10-5510-43	Patrol	20.00	22.00	21.73	22.73
10-5510-44	Investigations	2.00	2.00	2.00	2.00
10-5510-45	Communications/Records	11.00	11.00	10.00	10.00
10-5510-61	PANT Officer	1.00	0.00	0.00	0.00
10-5510-63	GIITEM Assignment	1.00	0.00	1.00	1.00
10-5510-64	Community Relations	1.00	1.00	1.00	1.00
10-5510-74	Support Services	2.73	2.73	2.00	0.00
10-5510-81	Traffic & Parking Services	2.90	2.90	2.90	2.90
General Fund Total		43.63	43.63	42.63	42.63

(1)Part-time positions.

MUNICIPAL COURT

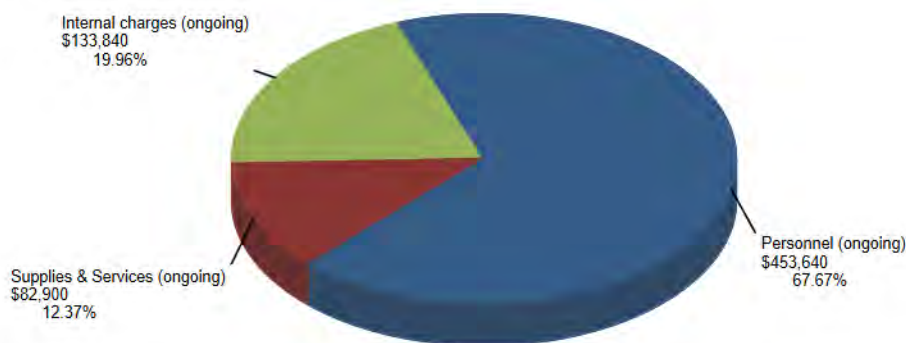
Mission Statement

To serve the community and to protect individual rights through the administration of justice. We pledge to serve each member of our community promptly with integrity, fairness, and respect.

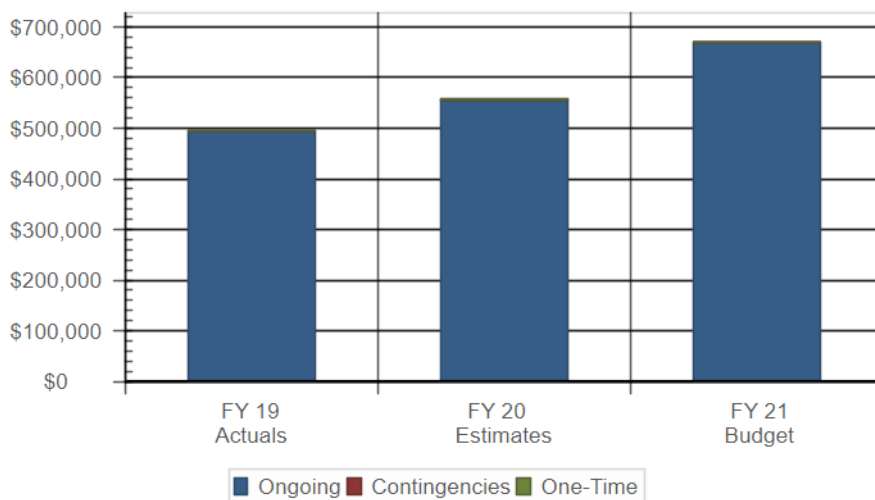
Description

The Municipal Court is the judicial branch of Sedona City government and is also a part of the State of Arizona court system. The Court is responsible for the adjudication of several different types of cases including: civil traffic, parking, City code violations, criminal traffic including Driving Under the Influence cases (DUIs), and criminal misdemeanor violations. The Court handles petitions for orders of protection and injunctions prohibiting harassment. The Judge also performs weddings.

FY 2021 PROGRAM EXPENDITURES: \$670,380



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



Municipal Court-Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 453,640	68 %	\$ 351,790	\$ 354,580	\$ 335,132
Supplies & Services	82,900	12 %	65,125	70,165	47,972
Subtotal Direct Costs	\$ 536,540	80 %	\$ 416,915	\$ 424,745	\$ 383,104
Internal Charges	133,840	20 %	127,400	133,810	112,188
Total Expenditures	670,380	100 %	544,315	558,555	495,292
Expenditures by Fund					
General Fund Portion	\$ 649,380	97 %	\$ 520,750	\$ 546,940	\$ 495,292
Other Funds Portion	\$ 21,000	3 %	\$ 23,565	\$ 11,615	\$ -
Funding Sources					
Program Revenues	\$ 187,930	28.03 %	\$ 181,700	\$ 165,380	\$ 190,336
Funding from General Revenues:					
Estimated Resident Generated	\$ 168,858	25 %	\$ 126,915	\$ 137,611	\$ 106,735
Estimated Visitor Generated	\$ 313,593	47 %	\$ 235,700	\$ 255,564	\$ 198,221
Employee Time Allocation (FTEs) Budgeted	5.18		4.66		4.66

FY 2020 Accomplishments

Overall City Value - Good Governance:

- * Hired new City Magistrate.
- * Hired and trained a new Court Administrator.
- * Managed caseload so that defendants are offered a prompt resolution.
- * Initiated planning for remodel and transition to new courtroom facilities.
- * Cross trained staff to handle more civil traffic procedures at the front window and on the phone.
- * Purged or renewed warrants five years and older by City Prosecutor's discretion.
- * Managed caseload so that defendants are offered a prompt resolution.
- * Completed transition to AJACS Case Management System.
- * Improved collection of outstanding fines.
- * Clerks received training in Civil Traffic and AJACS Case Management System.
- * Judge and clerks fulfilled annual COJET training requirements.
- * Clerk became a Notary Public.
- * Clerks received training in FARE Collections.

FY 2021 Objectives

Overall City Value - Good Governance:

- * Complete relocation of court facilities and inform the public of the new location.
- * Apply for available grant funding to improve and update courtroom security.
- * Improve security measures before the public enters the courtroom.
- * Update and implement security procedures and protocols.
- * Adapt to the new remodeled courtroom.
- * Improve payment collection on outstanding receivables with emphasis on outstanding parking fines.
- * Continual training and better utilization of case management systems.
- * Maintain professional relationship with City Prosecutor's Office to continue efficient processing of case flow.
- * Complete transition to AJACS case management system.

Overall City Value - Fiscal Sustainability:

- * Improve payment collection on outstanding receivables with particular emphasis on outstanding parking fines.

Municipal Court-Administration
Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Orders of protection and injunctions against harassment filed and processed	80	74	76	68	47
Civil traffic citation counts filed: TR1-TR5 Category	1106	1,260	1053	928	837
Civil traffic citation counts processed: TR1-TR5 Category	1183	1,208	1127	902	777
City parking citations filed	2249	1,733	2142	2349	1,199
City parking citations processed	2144	1,628	2042	2523	1,144
Criminal charges filed: R01-R89	298	1,155	284	246	781
Criminal charges processed	258	1,050	246	214	874
Non-parking City ordinance violations filed	22	20	21	10	16
Non-parking City ordinance violations processed	22	20	22	10	13

MUNICIPAL COURT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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General Fund

10-5520-01 - Administration

Personnel (ongoing)	\$453,640	\$351,790	\$354,580	\$335,132	Budget Increase: Magistrate Judge position converted to full-time.
Supplies & Services (ongoing)	\$61,900	\$40,300	\$56,940	\$47,972	Budget Increase: Enhanced court security.
Direct Costs (Ongoing) Subtotal	\$515,540	\$392,090	\$411,520	\$383,104	
Internal Charges	\$133,840	\$127,400	\$133,810	\$112,188	
Ongoing Total	\$649,380	\$519,490	\$545,330	\$495,292	
Supplies & Services (one-time)	\$0	\$1,260	\$1,610	\$0	
Administration Total	\$649,380	\$520,750	\$546,940	\$495,292	

Operating Grants Fund

16-5520-01 - Administration

Supplies & Services (ongoing)	\$11,200	\$15,815	\$4,615	\$0	Current Year Under Budget: Carryover for court security grant.
Direct Costs (Ongoing) Subtotal	\$11,200	\$15,815	\$4,615	\$0	
Ongoing Total	\$11,200	\$15,815	\$4,615	\$0	
Administration Total	\$11,200	\$15,815	\$4,615	\$0	

Info Tech Internal Service Fnd

60-5520-01 - Administration

Supplies & Services (ongoing)	\$9,800	\$7,750	\$7,000	\$0	Budget Increase: Budgeted increase in AOC computer equipment.
Direct Costs (Ongoing) Subtotal	\$9,800	\$7,750	\$7,000	\$0	
Administration Total	\$9,800	\$7,750	\$7,000	\$0	

MUNICIPAL COURT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
Grand Totals					
Personnel (Ongoing) Subtotal	\$453,640	\$351,790	\$354,580	\$335,132	
Supplies & Services (Ongoing) Subtotal	\$82,900	\$63,865	\$68,555	\$47,972	
Direct Costs (Ongoing) Subtotal	\$536,540	\$415,655	\$423,135	\$383,104	
Internal Charges Subtotal	\$133,840	\$127,400	\$133,810	\$112,188	
Ongoing Subtotal	\$670,380	\$543,055	\$556,945	\$495,292	
Supplies & Services (One-Time) Subtotal	\$0	\$1,260	\$1,610	\$0	
Grand Total	\$670,380	\$544,315	\$558,555	\$495,292	

MUNICIPAL COURT Continued

POSITIONS SUMMARY

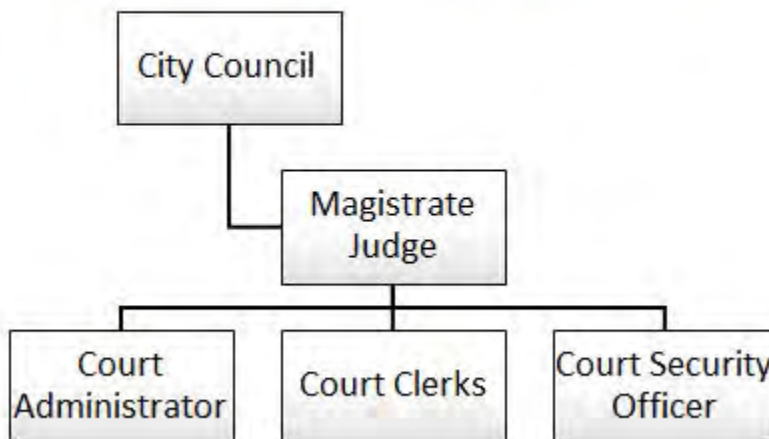
Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Court Administrator	1.01	1.01	1.01	1.00
Court Clerk	3.00	3.00	3.00	2.60
Court Security Officer	0.12	0.00	0.00	0.00
Magistrate Judge	1.00	0.60	0.60	0.60
Magistrate Judge Pro Tem	0.05	0.05	0.05	0.05
Total	5.18	4.66	4.66	4.25

ALLOCATIONS SUMMARY

Position	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
General Fund					
10-5520-01	Administration	5.01	4.49	4.49	4.25
10-5520-42	Uptown Paid Parking	0.17	0.17	0.17	0.00
General Fund Total		5.18	4.66	4.66	4.25

- (1) Part-time position
- (2) Temporary position
- (3) Magistrate Judge converted from part-time to full-time.

DEPARTMENTAL ORGANIZATION CHART



WASTEWATER DEPT

Mission Statement

The mission of the Wastewater Department is to protect public health and safety by providing professional and efficient maintenance and operation of the wastewater system in a manner that takes into account the requirements of the Arizona Department of Environmental Quality (ADEQ), the direction of the City Manager and the City Council, and the professional standards governing wastewater system operations.

Description

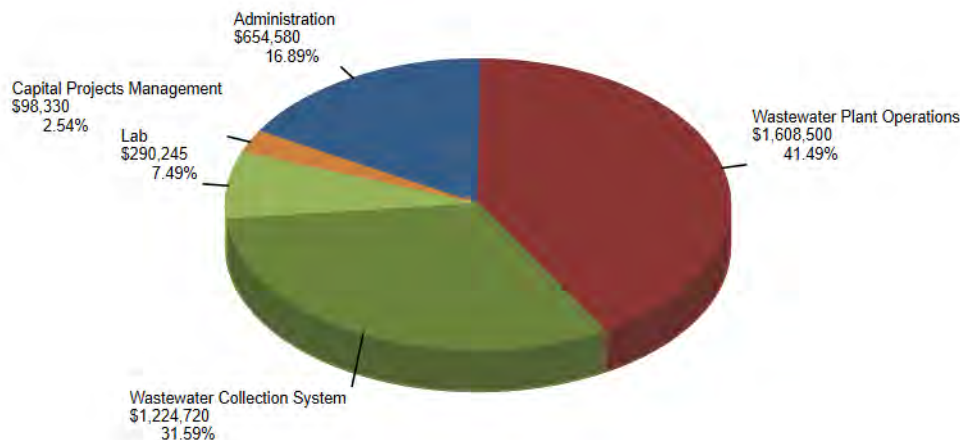
The Wastewater Department is responsible for the day-to-day operations of the wastewater collection system, treatment facility, and disposal of A+ quality treated effluent. The Wastewater Department works collaboratively with several City departments who assist in the administration, operation, and expansion of wastewater facilities; the Finance Department performs administrative duties related to sewer billing and bill collection functions, in addition to management of other administrative support functions; the Public Works Department shares the responsibilities of capital improvements project management, and performs inspections, blue-staking, plan reviews, and capacity fee determinations related to connections to the collection system.

The Wastewater Department consists of the following program areas:

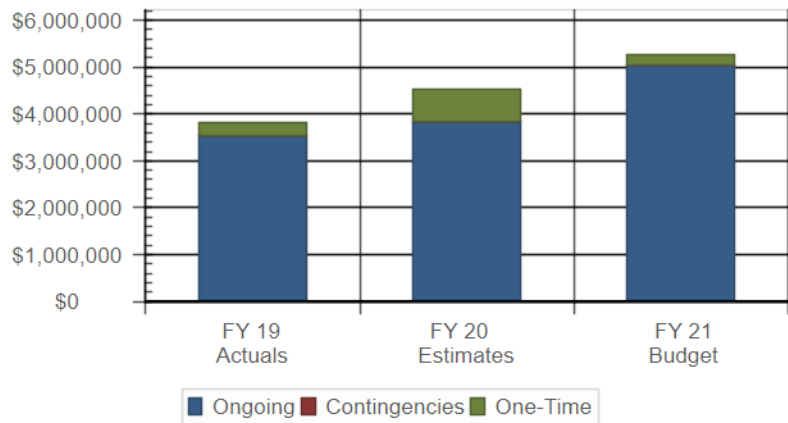
- * Administration
- * Collection System
- * Plant Operations
- * Lab
- * Wastewater Capital Projects

The wastewater utility is funded by a combination of user fees (monthly sewer fees and new connection fees) and a city sales tax subsidy. These revenues are expended in the operational costs of the collection system, debt service, and capital improvement costs.

FY 2021 PROGRAM EXPENDITURES: \$3,876,375



FY 2019 - FY 2021 ONGOING VS. ONE-TIME EXPENDITURES



Wastewater Dept-Administration

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 177,580	27 %	\$ 171,540	\$ 180,760	\$ 192,660
Supplies & Services	41,250	6 %	44,151	41,825	53,101
Subtotal Direct Costs	\$ 218,830	33 %	\$ 215,691	\$ 222,585	\$ 245,761
Internal Charges	435,750	67 %	407,740	431,590	355,455
Total Expenditures	654,580	100 %	623,431	654,175	601,216
Expenditures by Fund					
Wastewater Enterprise Fund	\$ 654,580	100 %	\$ 623,431	\$ 654,575	\$ 605,606
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 229,103	35 %	\$ 218,201	\$ 228,961	\$ 210,426
Estimated Visitor Generated	\$ 425,477	65 %	\$ 405,230	\$ 425,214	\$ 390,790
Employee Time Allocation (FTEs) Budgeted	1.95		1.95		2.15

The mission of Administration is to provide direction and assistance to all Wastewater program areas, as well as serve as a primary link between the Wastewater Department and other City Departments.

The Administration program consists of the Wastewater Manager, the Regulatory Compliance Specialist and the Department's Administrative Assistant. The personnel within the program provide essential administrative services such as the development and implementation of policy and procedure; budget planning and management; monitoring and reporting to state regulatory agencies; and long-range planning. The administration program also oversees all wastewater capital improvement projects and shares the project management duties related to CIP projects with the Public Works Department.

Wastewater Dept-Administration

Continued

FY 2020 Accomplishments

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Successfully completed an amendment to the Aquifer Protection Permit to include new monitoring requirements for point of compliance wells and aquifer recharge.
- * Maintained active membership in the Arizona Water Association and participated in organizing educational opportunities for wastewater operators throughout the state.
- * Revised and update the Stormwater Pollution Prevention Plan and Emergency Response Plan.
- * Completed all required regulatory quarterly, semi-annual, and annual reports on time.
- * Obtained Arizona Department of Water Resources Underground Storage Facility and Water Storage Permits to collect storage credits as part of the recharge well program.

Overall City Value - Fiscal Sustainability:

- * Processed over 1,200 purchase transactions with 90% correct coding and on-time payments.
- * Auctioned surplus equipment and material through public auction.

Overall City Value – Good Governance:

- * In conjunction with the Public Works Department, substantially completed the administration office building remodel to create a more efficient use of space for staff training, lab equipment, and offices for staff members.
- * Actively managed 30+ service contracts with vendors for work varying from waste disposal to technical support.
- * Developed a database to more accurately and efficiently monitor and report on regulatory compliance issues.
- * Updated safety program and actively tracked staff certifications to ensure staff is up-to-date on required safety training and industry standards for safety procedures.
- * Developed an inventory/tool checkout process to avoid unnecessary purchases of additional tools for each department program.
- * Eliminated hundreds of old paper files that did not need to be kept in compliance with retention guidelines.
- * Improved record keeping of resident calls/issues, inspections and performance data for performance measures.
- * Conducted plant tours for several groups including Cottonwood-Oak Creek School District, University Women of Sedona, Yavapai College, and individuals interested in the wastewater treatment process.
- * Implemented a monthly Lunch and Learn program to offer training on wastewater treatment, laboratory processes, collections system work, and computer skills.

FY 2021 Objectives

Overall City Value - Fiscal Sustainability:

- * Process purchase transactions with the goal of having 90% of invoices and procurement card transactions each month processed with correct coding and within 30 days.
- * Continue programs to recover value from Department assets by sale of surplus material.

Overall City Value - Good Governance:

- * Improve the Department web page layout to focus on public education of the wastewater collection and treatment process.
- * Continue to reduce paper files to comply with retention guidelines.
- * Implement process improvement to more efficiently process invoices and credit card transactions.
- * Continue to implement means to collect and track data for a more transparent presentation of performance measures.
- * Continue to develop of a cross-training program between collections and treatment operations.
- * Participate in STEAM events at local school districts.
- * Develop an Education and Outreach Program.
- * Develop a Collection System Capacity, Management, Operation, and Maintenance Manual.
- * Become a member of AZWARN; a statewide mutual aid assistance program for utilities.
- * Obtain Reclaimed Water Agent Permit to allow the City to issue permits for Reclaimed Water Reuse at its discretion, in accordance with regulations.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Tours given	6	6	6	3	3
Safety training sessions	8	8	6	5	8
Safety Talks	24	24	22	16	30
Cross-training sessions (Lunch and Learn)	12	12	12	9	7
Regulatory compliance reports submitted	10	15	11	15	9

Wastewater Dept-Administration
Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Single family residential monthly sewer rate for high flows. (Benchmark is average monthly sewer bill of 10 participating municipalities in the Valley Cities Consortium for FY2017, most recent data readily available.)		\$61.11	\$54.30 (estimate based on 2,000 gal. water)*	\$61.11	\$61.11	\$61.11
Single family residential monthly sewer rate for low flows (Benchmark is average monthly low flow sewer bill low flow of 10 participating municipalities in the Valley Cities Consortium for FY2017, most recent data readily available.)		\$47.52	\$39.29 (estimate based on 2,000 gal. water)*	\$47.52	\$47.52	\$47.52

Wastewater Dept-Capital Projects Management

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 81,460	83 %	\$ 79,300	\$ 83,090	\$ 58,376
Internal Charges	16,870	17 %	16,410	16,900	11,337
Total Expenditures	98,330	100 %	95,710	99,990	69,713
Expenditures by Fund					
Wastewater Enterprise Fund	\$ 98,330	100 %	\$ -	\$ -	\$ -
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 34,416	35 %	\$ 33,499	\$ 34,997	\$ 24,400
Estimated Visitor Generated	\$ 63,915	65 %	\$ 62,212	\$ 64,994	\$ 45,313
Employee Time Allocation (FTEs) Budgeted	0.70		0.70		0.55

The Director of Wastewater oversees the Wastewater Capital Projects Management program and provides project management, along with Public Works Engineering staff, for capital projects throughout the collection system and at the Wastewater Reclamation Plant (WWRP). Project management consists of overseeing contracts with design professionals to provide upgrades to the existing infrastructure in response to increase capacity, improve operations, or repair/upgrade antiquated or deteriorating infrastructure; bid phased project management to secure qualified contractors to complete the improvements; and oversight of all construction activities to ensure quality construction with minimal change orders.

FY 2020 Accomplishments

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Completed construction of the Mystic Hills and Chapel Lift Station Upgrades Project.
- * Completed construction of the Tertiary Filter Upgrades Project.
- * Completed design of the SR 179 Sewer Main Upsize Project.

FY 2021 Objectives

Overall City Value - Fiscal Sustainability:

- * Provide sound judgement in making decisions during design and construction of capital projects to ensure fiscal responsibility.
- * Provide analysis of operational and/or personnel needs required by capital improvements.

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Collaboratively work with Public Works Engineering in the design, plan review, bidding, and construction of capital improvement projects.

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Total CIP projects	5	8	4	4	7
Percentage of CIP projects managed by Public Works	0%	25%	40%	50%	29%
Percentage of CIP projects managed by Wastewater	100%	75%	60%	50%	71%
Active CIP contracts in planning or design phase (includes professional services during construction)	4	4	4	3	6
Total design projects completed (includes professional services during construction)	\$477,600	\$432,600	\$288,000	\$437,150	\$754,926
Total change orders for design phase (including professional services during construction)	\$0	\$26,638	\$8,000	\$2,715	\$0
Active CIP contracts in construction phase	4	5	5	3	4
Total construction projects completed	\$3,045,600	\$3,441,094	\$3,380,000	\$1,007,600	\$3,850,114
Total change orders for construction phase	\$180,000	\$243,829	\$100,000	\$52,440	\$0

Wastewater Dept-Capital Projects Management
Continued

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
Average percentage of change orders to original contract amount for design phase (including professional services during construction)		0%	0.0%	7%	0.9%	3.5%
Average percentage of change orders to original contract amount for construction phase		5.9%	0.0%	2%	2.7%	6.3%

Wastewater Dept-Plant Operations

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 479,400	31 %	\$ 476,750	\$ 415,550	\$ 417,253
Supplies & Services	913,870	58 %	858,911	697,450	787,640
Subtotal Direct Costs	\$ 1,393,270	89 %	\$ 1,335,661	\$ 1,113,000	\$ 1,204,893
Internal Charges	171,030	11 %	490,270	472,290	406,694
Total Expenditures	1,564,300	100 %	1,825,931	1,585,290	1,611,587
Expenditures by Fund					
Wastewater Enterprise Fund	\$ 1,608,500	103 %	\$ 2,010,931	\$ 1,775,290	\$ 1,667,240
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 547,505	35 %	\$ 639,076	\$ 554,852	\$ 564,055
Estimated Visitor Generated	\$ 1,016,795	65 %	\$ 1,186,855	\$ 1,030,439	\$ 1,047,532
Employee Time Allocation (FTEs) Budgeted	4.50		4.50		4.45

The program consists of a Chief Plant Operator, three plant operators, and a plant mechanic/electrician, who are responsible for the treatment, disinfection, and disposal of wastewater. The treatment process consists of pre-treatment (screening/headworks), primary treatment (activated sludge), secondary treatment (secondary clarification), tertiary treatment (sand filters), disinfection (UV), and disposal (irrigation, wetlands, aquifer recharge) resulting in over 400 million gallons of A+ quality effluent annually. The WWRP also includes three solids-handling facilities (aerobic digester, centrifuge, and drying beds) which process over 200 dry tons of sludge annually.

FY 2020 Accomplishments

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Worked with the Public Works Department to complete in-house maintenance of the wetlands.
- * Rehabilitated Aeration Basin #2, including the replacement of diffusers.
- * Completed installation of an automatic transfer switch on the main power, providing more reliability in generator switch over during power outages.
- * Assisted several overnight plant shut downs to aid in the construction of capital improvement projects.

FY 2021 Objectives

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Maintain regulatory compliance.
- * Continue with the Implementation of the JobCal program to schedule work orders for system repairs, maintenance, and routine inspections.
- * Maintain safety of plant personnel by participating in required safety training and practicing safe operations of equipment.
- * Send one operator per year to Hach Water Information Management Solution (Hach WIMS) training.

Wastewater Dept-Plant Operations

Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Annual average influent flow (millions of gallons)	420	420	415	419	422
Average daily influent flow (million gallons per day)	1.15	1.15	1.14	1.15	1.16
Volume of treated effluent sent to wetlands (million gallons)	75	75	77	52	65
Amount spent for wetlands maintenance	\$25,000	\$37,000	\$10,100	\$20,000	\$51,221
Volume of treated effluent sent to injection wells (million gallons)	118	125	55	90	59
Amount spent for injection well maintenance	\$58,000	\$71,700	\$33,000	\$40,000	\$21,361
Volume of treated effluent sent to irrigation (million gallons)	200	175	250	231	250
Amount spent for irrigation maintenance	\$56,000	\$91,000	\$37,200	\$40,100	\$45,499
Volume of treated effluent used as re-use for construction activities (There is no cost to the City for this and no cost to the end-user.)	0.25	0	0.14	0.07	0.16
Amount of biosolids processed (wet tons)	1,000	1,000	846	1,113	1,009
Amount of biosolids disposed (dry tons)	200	200	218	230	212

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
ADEQ reportable APP Violations		5	5	4	7	6
ADEQ reportable APP Violations: Violations preventable(something could have been done to stop violation, i.e. result of operator error)		0	0	1	2	3
ADEQ reportable APP Violations: Major violations(something that resulted in penalty, notice of violation, fine or consent judgement)		0	0	0	0	0
ADEQ - Off-site discharges		0	0	0	0	1
Cost per million gallons for wetlands		\$330	\$605	\$131	\$385	\$268
Cost per million gallons for injection wells * Note that the cost in FY 2017 is not representative of actual operating costs because the wells were on-line for only 3 months.		\$490	\$350	\$600	\$444	\$462
Cost per million gallons for irrigation		\$280	\$520	\$149	\$174	\$182
On-the-job injuries resulting in worker's compensation		0	0	0	0	1

Wastewater Dept-Collection Systems

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 423,250	37 %	\$ 437,430	\$ 396,050	\$ 311,223
Supplies & Services	572,150	50 %	668,660	520,995	585,307
Subtotal Direct Costs	\$ 995,400	87 %	\$ 1,106,090	\$ 917,045	\$ 896,530
Internal Charges	145,920	13 %	434,870	407,980	310,163
Total Expenditures	1,141,320	100 %	1,540,960	1,325,025	1,206,693
Expenditures by Fund					
Wastewater Enterprise Fund	\$ 1,224,720	107 %	\$ 2,001,544	\$ 1,739,755	\$ 1,237,958
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 399,462	35 %	\$ 539,336	\$ 463,759	\$ 422,343
Estimated Visitor Generated	\$ 741,858	65 %	\$ 1,001,624	\$ 861,266	\$ 784,350
Employee Time Allocation (FTEs) Budgeted	4.40		4.40		3.40

This program consists of a Chief Collections Operator and three collections operators who are responsible for managing the collection and transportation of domestic sewage through a wastewater collection system, which is comprised of sewer pipes and lift stations, to the Wastewater Reclamation Plant (WWRP) for treatment. In addition operators are responsible for conducting CCTV assessments of the entire collection system at least once every 5 years, including videoing, reviewing, coding defects, and scheduling repairs. The collections system consists of approximately 5,600 connections, 110 miles of gravity sewer pipes, 1,950 manholes, and 17 lift stations.

FY 2020 Accomplishments

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Replaced 2 severely deteriorated manholes and a portion of sewer pipe on the WWRP interceptor line .
- * Developed an in-house CCTV program
- * Obtained certification for national pipeline, manhole, and lateral assessment standards for all collections operators.
- * Completed repairs to piping and coatings at the Uptown Lift Station.
- * Maintained regulatory compliance, achieving less than three violations in FY 2020.
- * Installed isolation valves on low pressure lines in order to isolate sections of the line in case of sewer emergencies

FY 2021 Objectives

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Maintain regulatory compliance.
- * Continue to improve preventative maintenance program.
- * Continue with the implementation the JobCal program to schedule work orders for pump repairs, routine contract inspections, and system repairs for manholes, pump stations, and lines.
- * Respond to non-emergency service calls within 48 hours.
- * Complete at least two inspections per year for every grease trap on record.
- * Implement recommendations on line assessment strategies for the WWRP interceptor line that runs between City limits and the WWRP.
- * Conduct CCTV operations to assess at least 20% of the gravity sewer mains.

Wastewater Dept-Collection Systems

Continued

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Service calls	15	15	8	13	17
Emergency callouts	3	5	2	2	4
Sewer inquiries or complaints received	20	20	25	32	19
Grease trap inspections	135	135	122	96	103

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
ADEQ reportable collection system incidents		3	3	2	1	2
ADEQ reportable collection systems incidents resulting in penalty, notice of violation, fine, or consent agreement		0	0	0	0	0
On-the-job injuries resulting in worker's compensation		0	0	0	0	0
Percentage of service calls that are the City of Sedona's responsibility		20%	20%	12%	38%	24%
Percentage of emergency callouts that are the City of Sedona's responsibility		0%	20%	0%	0%	50%

Wastewater Dept-Laboratory

Budget Summary	FY2021 Budget	% of FY2021 Budget	FY2020 Budget	FY2020 Estimate	FY2019 Actuals
Program Expenditures					
Personnel Services	\$ 129,040	46 %	\$ 122,760	\$ 121,850	\$ 111,706
Supplies & Services	108,565	39 %	94,565	88,635	82,301
Subtotal Direct Costs	\$ 237,605	85 %	\$ 217,325	\$ 210,485	\$ 194,007
Internal Charges	40,640	15 %	40,400	41,370	36,613
Total Expenditures	278,245	100 %	257,725	251,855	230,620
Expenditures by Fund					
Wastewater Enterprise Fund	\$ 290,245	104 %	\$ 257,725	\$ 251,855	\$ 230,620
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 97,386	35 %	\$ 90,204	\$ 88,149	\$ 80,717
Estimated Visitor Generated	\$ 180,859	65 %	\$ 167,521	\$ 163,706	\$ 149,903
Employee Time Allocation (FTEs) Budgeted	1.45		1.45		1.45

The wastewater laboratory is responsible for sampling, testing, and reporting of water quality data required by the Arizona Department of Environmental Quality (ADEQ). The Regulatory Compliance Specialist oversees lab operations, while the lab tests are conducted primarily by the Lab Technician, with assistance from the Regulatory Compliance Specialist and qualified Plant Operators. Water quality testing methods and certifications are regulated by the Arizona Department of Health Services (AZDHS). Lab results are inputted into the Hach Water Information Management Solution database and are reported to ADEQ on ADEQ's Self Monitoring Report Forms on a quarterly, semi-annual, and annual basis. The laboratory also performs numerous tests on samples from all stages of the treatment process; those test results are used to make operational decisions on process control to ensure a high quality of effluent is maintained, which also helps the Department maintain permit compliance with ADEQ.

FY 2020 Accomplishments

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Successfully completed blind Proficiency Testing for fecal coliform, E. Coli and colilert testing procedures as required by AZDHS with 100% passing rate
- * Renewed laboratory license through AZDHS
- * Revised the Quality Assurance Plan
- * Developed a Laboratory Turbidimeter Standard Operating Procedure for the new 360and#9702; laser turbidimeter
- * Developed a Plant On-Line Turbidimeter Standard Operating Procedure
- * Developed a Compliance Sampling Book
- * Completed 100% of required daily, monthly, quarterly, and semi-annual samples and tests.
- * Accurately reported results of all lab tests required by ADEQ.

Wastewater Dept-Laboratory

Continued

FY 2021 Objectives

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Maintain the highest of safety standards in sampling and testing wastewater
- * Complete annual AZDHS inspections with zero deficiencies
- * Complete all required Proficiency Testing with a 100% pass rate
- * Complete 100% of all compliance sample testing required by the APP permit
- * Accurately and honestly report all data gathered
- * Update the following Laboratory Standard Operating Procedures: Suspended Solids, Settleability, Microbiology, Nitrate, Nitrite, pH, Conductivity, COD and SOUR
- * Follow professional methods for testing procedures
- * Repair laboratory fume hood to provide a safe working environment to perform lab testing
- * Develop Chlorine Probe and Chlorine Analyzer Standard Operating Procedures

WORKLOAD INDICATORS	FY21 Projection	FY20 Projection	FY20 Estimate	FY19 Actual	FY18 Actual
Compliance samples: Daily effluent samples analyzed for fecal coliform. Benchmark is total number of samples per year that are required as a part of APP permit. If this benchmark is not met, it results in a violation of the APP permit.	365	365	365	365	365
Compliance samples: Other samples required as part of APP permit. Benchmark is total number of samples per year. If benchmark not met, results in violation of APP permit. (Increase in benchmark from 69 to 87 for FY20 includes new well)	87	87	87	87	69
Daily process control samples: Effluent, activated sludge, sandfilter-used to evaluate, make adjustments to process (not required by ADEQ). Benchmark is total days per year of scheduled sampling and testing; goal at least 95% or 347 days.	>347	>347	365	364	362
Weekday samples: Activated sludge, influent, effluent, temperature, conductivity - used to evaluate, make adjustments to process (not required by ADEQ). Benchmark is total days of scheduled sampling/testing; goal at least 80% or 208 days.	>208	>208	208	233	192
Process control samples 3 per week: Activated sludge analyzed for oxygen uptake - used to evaluate condition of microorganisms (not required by ADEQ). Benchmark is total days of scheduled sampling and testing; goal is at least 80% or 125 days.	>125	>125	116	128	95
Process control samples 2 per week: Influent and effluent for TSS/VSS, COD, ammonia - used to evaluate efficiency of process (not required by ADEQ). Benchmark is the total days of scheduled sampling/testing; goal is at least 80% or 83 days.	>83	>83	98	91	59

PERFORMANCE MEASURES	Benchmark	FY21 Target	FY20 Target	FY20 Estimate	FY19 Actual	FY18 Actual
AZDHS annual inspection deficiencies		0	0	0	4	0
AZDHS annual inspection recommendations		0	0	0	2	0
% completed of all compliance samples required by ADEQ to be analyzed		100%	100%	100%	100%	100%
% of analysts passing Proficiency Testing (Samples of unknown concentrations are purchased from a company, samples are analyzed by each analyst, and results are sent to the company. They report results to AZ Dept of Health.)		100%	100%	100%	100%	100%

Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
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Wastewater Enterprise Fund

59-5250-01 - Administration

Personnel (ongoing)	\$177,580	\$171,540	\$180,760	\$192,660	
Supplies & Services (ongoing)	<u>\$39,750</u>	<u>\$36,195</u>	<u>\$39,125</u>	<u>\$40,878</u>	
Direct Costs (Ongoing) Subtotal	\$217,330	\$207,735	\$219,885	\$233,538	
Internal Charges	<u>\$435,750</u>	<u>\$407,740</u>	<u>\$431,590</u>	<u>\$355,455</u>	
Ongoing Total	\$653,080	\$615,475	\$651,475	\$588,993	
Supplies & Services (one-time)	\$1,500	\$7,956	\$2,700	\$12,223	
Capital & Debt Service	<u>\$0</u>	<u>\$0</u>	<u>\$800</u>	<u>\$8,780</u>	
One-Time Total	\$1,500	\$7,956	\$3,500	\$21,003	
Administration Total	\$654,580	\$623,431	\$654,975	\$609,996	

59-5252-89 - Capital Projects Management

Personnel (ongoing)	\$81,460	\$79,300	\$83,090	\$58,376	
Internal Charges	<u>\$16,870</u>	<u>\$16,410</u>	<u>\$16,900</u>	<u>\$11,337</u>	
Capital Projects Management Total	\$98,330	\$95,710	\$99,990	\$69,713	

59-5253-55 - Plant Operations

Personnel (ongoing)	\$479,400	\$476,750	\$415,550	\$417,253	
Supplies & Services (ongoing)	<u>\$831,870</u>	<u>\$804,821</u>	<u>\$642,350</u>	<u>\$724,993</u>	
Direct Costs (Ongoing) Subtotal	\$1,311,270	\$1,281,571	\$1,057,900	\$1,142,246	
Internal Charges	<u>\$171,030</u>	<u>\$490,270</u>	<u>\$472,290</u>	<u>\$406,694</u>	Budget Decrease: Reduction in equipment reserve.
Ongoing Total	\$1,482,300	\$1,771,841	\$1,530,190	\$1,548,940	
Supplies & Services (one-time)	\$82,000	\$54,090	\$55,100	\$62,647	Budget Increase: Injection Well maintenance services.
Capital & Debt Service	\$44,200	\$185,000	\$190,000	\$55,653	Budget Decrease: Reduction in one-time costs for the air curtain burner and cattail cutter.
Plant Operations Total	\$1,608,500	\$2,010,931	\$1,775,290	\$1,667,240	

Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
59-5253-56 - Collection System					
Personnel (ongoing)	\$423,250	\$437,430	\$396,050	\$311,223	
Supplies & Services (ongoing)	<u>\$494,650</u>	<u>\$495,308</u>	<u>\$377,695</u>	<u>\$489,401</u>	
Direct Costs (Ongoing) Subtotal	\$917,900	\$932,738	\$773,745	\$800,624	
Internal Charges	\$145,920	\$434,870	\$407,980	\$310,163	Budget Decrease: Decrease in funding of major maintenance reserve.
Ongoing Total	\$1,063,820	\$1,367,608	\$1,181,725	\$1,110,787	
Supplies & Services (one-time)	\$77,500	\$173,352	\$143,300	\$95,906	Budget Decrease: Reduction in one-time costs related to lift station upgrades and improvements.
Capital & Debt Service	\$83,400	\$460,584	\$414,730	\$31,265	Budget Decrease: Reduction in one-time costs related to the CCTV Van and generator replacement.
One-Time Total	\$160,900	\$633,936	\$558,030	\$127,171	
Collection System Total	\$1,224,720	\$2,001,544	\$1,739,755	\$1,237,958	
59-5253-66 - Lab					
Personnel (ongoing)	\$129,040	\$122,760	\$121,850	\$111,706	
Supplies & Services (ongoing)	<u>\$92,365</u>	<u>\$87,165</u>	<u>\$82,135</u>	<u>\$70,647</u>	
Direct Costs (Ongoing) Subtotal	\$221,405	\$209,925	\$203,985	\$182,353	
Internal Charges	<u>\$40,640</u>	<u>\$40,400</u>	<u>\$41,370</u>	<u>\$36,613</u>	
Ongoing Total	\$262,045	\$250,325	\$245,355	\$218,966	
Supplies & Services (one-time)	\$16,200	\$7,400	\$6,500	\$11,654	Budget Increase: Storage services related to CEC Suite and PFAS Tests.
Capital & Debt Service	<u>\$12,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
One-Time Total	\$28,200	\$7,400	\$6,500	\$11,654	
Lab Total	\$290,245	\$257,725	\$251,855	\$230,620	

Continued

EXPENDITURE SUMMARY

Cost Category	FY2021 Budget	FY2020 Budget	FY2020 Est. Actuals	FY2019 Actuals	Explanation of Changes
Grand Totals					
Personnel (Ongoing) Subtotal	\$1,290,730	\$1,287,780	\$1,197,300	\$1,091,218	
Supplies & Services (Ongoing) Subtotal	\$1,458,635	\$1,423,489	\$1,141,305	\$1,325,919	
Direct Costs (Ongoing) Subtotal	\$2,749,365	\$2,711,269	\$2,338,605	\$2,417,137	
Internal Charges Subtotal	<u>\$810,210</u>	<u>\$1,389,690</u>	<u>\$1,370,130</u>	<u>\$1,120,262</u>	
Ongoing Subtotal	\$3,559,575	\$4,100,959	\$3,708,735	\$3,537,399	
Supplies & Services (One- Time) Subtotal	\$177,200	\$242,798	\$207,600	\$182,430	
Capital & Debt Service Subtotal	\$139,600	\$645,584	\$605,130	\$91,308	
One-Time Subtotal	<u>\$316,800</u>	<u>\$888,382</u>	<u>\$812,730</u>	<u>\$273,738</u>	
Grand Total	\$3,876,375	\$4,989,341	\$4,521,465	\$3,811,137	

WASTEWATER

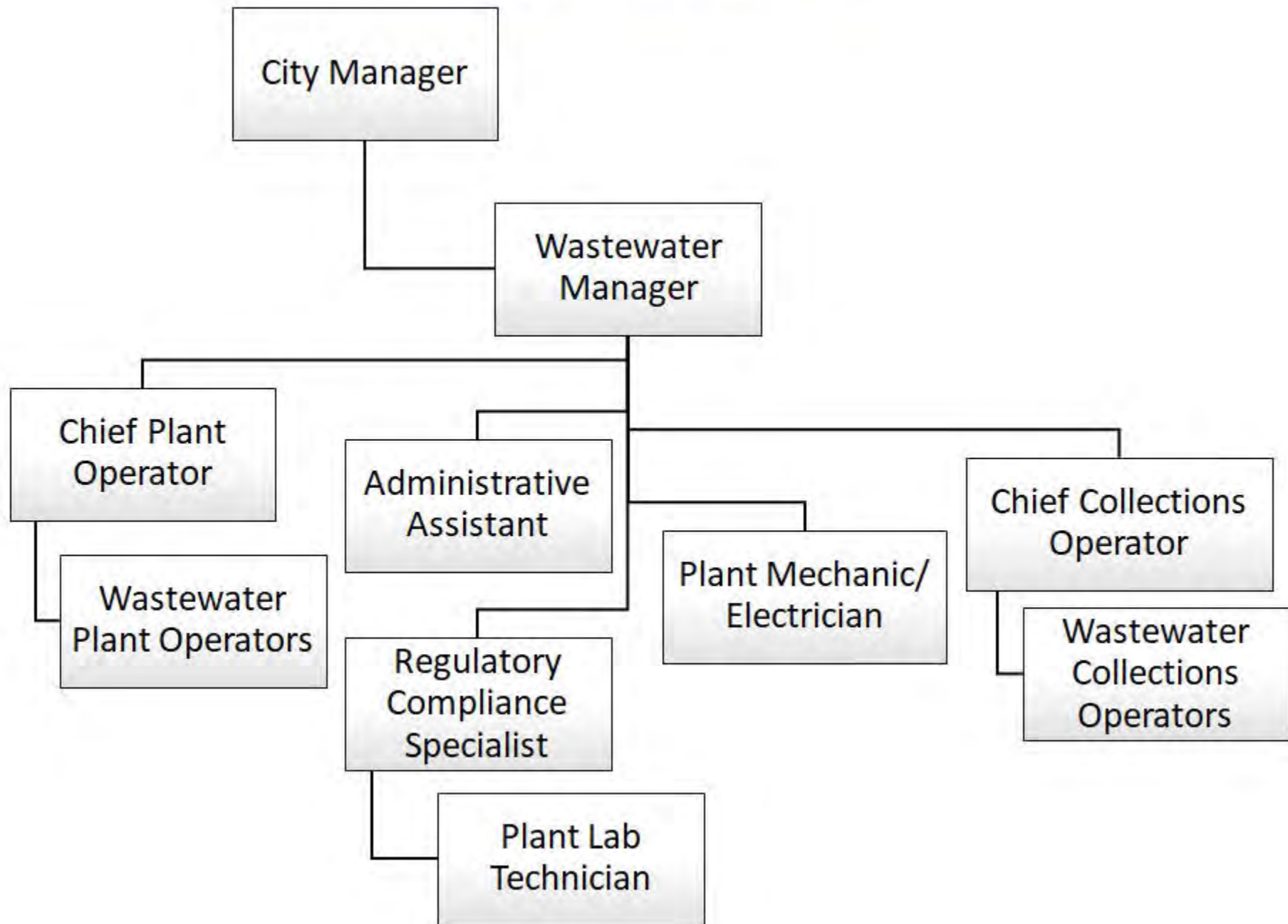
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POSITIONS/ALLOCATIONS SUMMARIES

Position	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Administrative Assistant	1.00	1.00	1.00	1.00
CCTV Van Operator	1.00	1.00	0.00	0.00
Chief Collections Officer	1.00	1.00	1.00	1.00
Chief Plant Operator	1.00	1.00	1.00	1.00
Director of Wastewater	0.00	0.00	1.00	1.00
Plant Chemist	0.00	0.00	1.00	1.00
Wastewater Manager	1.00	1.00	0.00	0.00
WW Collections Operator - Entry	0.00	0.00	1.00	1.00
WW Collections Operator I	1.00	1.00	0.00	0.00
WW Collections Operator II	1.00	1.00	0.00	0.00
WW Collections Operator III	1.00	1.00	1.00	1.00
WW Lab Technician	1.00	1.00	0.00	0.00
WW Plant Mechanic/Electrician	1.00	1.00	1.00	1.00
WW Plant Operator - Entry	0.00	0.00	2.00	2.00
WW Plant Operator I	0.00	0.00	2.00	2.00
WW Plant Operator II	1.00	1.00	0.00	0.00
WW Plant Operator III	1.00	1.00	0.00	0.00
WW Regulatory Compliance Specialist	1.00	1.00	0.00	0.00
Total	13.00	13.00	12.00	12.00

Org Unit	Org Description	FY21 FTE	FY20 FTE	FY19 FTE	FY18 FTE
Wastewater Enterprise Fund					
59-5250-01	Administration	1.95	1.95	1.65	1.65
59-5252-89	Capital Projects Management	0.70	0.70	0.55	0.55
59-5253-55	Plant Operations	4.50	4.50	5.40	5.40
59-5253-56	Collection System	4.40	4.40	3.40	3.40
59-5253-66	Lab	1.45	1.45	1.00	1.00
Wastewater Enterprise Fund Total		13.00	13.00	12.00	12.00

DEPARTMENTAL ORGANIZATION CHART





Capital Improvement Program

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

Introduction

Providing infrastructure is a primary function of a local government. Maintaining public safety, city services, parks and recreation facilities, adequate transportation systems, and the community's quality of life are all heavily dependent on how the City plans for future infrastructure needs.

Providing infrastructure is a primary function of a local government.

CIP identifies and balances capital needs within fiscal capabilities and limitations.

The Capital Improvement Program (CIP) is a comprehensive multi-year plan of proposed capital projects that will support the continued growth and development of the City. It represents the City's plan for physical development and is intended to identify and balance capital needs within the fiscal capabilities and limitations of the City. The plan is reviewed each year to reflect changing priorities and provides an ongoing framework for identifying capital requirements, scheduling projects over a period of years, coordinating related projects, and identifying future fiscal impacts.

Generally, the CIP includes improvements that are relatively expensive, have a multi-year useful life, like capital outlay items, and result in capital assets. These include the construction of new buildings, additions to or renovations of existing buildings, construction of streets, sewer improvements, land purchases, and major software or equipment purchases.

Due to the nature and total costs of the identified projects, the City often builds up revenue over a period of time in order to save for major projects; therefore, a major funding source is the City's "Capital Reserves." The reserve funds identified represent existing available funds that were accumulated over time when revenues exceeded expenditures, in order to fund major capital expenditures. However, projects could be simultaneously funded from general operating funds, impact fees, grants, intergovernmental funding, and/or bond funds or other debt financing.

"Capital Reserves," accumulated over time, are a major funding source for projects.

First year of CIP is appropriated. First 3 years of CIP are funded.

The first year of the CIP is the basis for actual appropriations authorized by the City Council for capital projects when adopting the Annual Budget. The remaining nine years are a guide for the future development of the City's new and replacement infrastructure needs. The projects reflected in the second and third years of the Plan reflect projects the City believes it has the financial ability to fund within that time frame. The remaining seven years of the Plan reflect projects that are important to the community, but their inclusion in the Plan does not necessarily mean that the City has or will have the requisite funding to complete them.

The overall CIP schedule is formulated to reflect City priorities and needs, by taking into consideration:

- The City's goals and policies
- Various master and strategic plans
- Urgency of a project
- The City's ability to administer a project
- The involvement of outside agencies
- The potential for future project funding
- Ongoing operational requirements

The CIP is a dynamic process, with anticipated projects being changed, added, and deleted from the plan as the ten-year timeline moves forward.

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Capital Projects

The purpose of the Capital Improvement Program (CIP) is to systematically identify, plan, schedule, finance, track, and monitor capital projects. Most capital outlays more than \$50,000 are included in the CIP, rather than the operating budget. Items under \$50,000, or items that involve operation and maintenance, will be included in the operating budget in the appropriate line item category.

The objectives used to develop the CIP are:

- To preserve and improve the basic infrastructure of the City through public facility construction and rehabilitation.
- To maximize the useful life of capital investments by scheduling renovations and modifications at the appropriate time in the life cycle of the facility.
- To identify and examine current and future infrastructure needs and establish priorities among projects so that available resources are used to the community's best advantage.
- To improve the financial planning by comparing needs with resources, estimating future needs, and identifying fiscal implications.



Capital projects:

- Are defined as activities that lead to the acquisition, construction, or extension of the useful life of capital assets.
- Are one-time outlays, which are non-recurring in nature.
- Must have a total cost greater than \$50,000 and a useful life of more than three years.
- Must add to, enhance the value of, or extend the life of the City's physical assets.
- Can include studies that may lead to activities fitting within this definition of a capital project.

The Fiscal Years 2021-2030 Capital Improvement Program provides an implementation schedule for each of the capital improvements that provides for:

- Coordination and timing of project construction/acquisition amongst other competing needs
- Estimate of each project's costs
- Anticipated sources of revenue for financing the project
- Estimate of the impact of each project on City revenues and ongoing operating budgets

No project will be funded unless operating impacts assessed and funding available.

Operating impact information has been forecasted from the scheduled date of the capital improvement project. No capital project will be funded unless operating impacts have been assessed and the necessary funds can be reasonably anticipated to be available when needed.

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Capital Projects (cont'd)

This capital plan attempts to meet the highest priority needs of the community. It will be continually re-evaluated in the future to ensure that it is consistent with the priorities of the City Council, with sound financial practices, and the available resources of the City.

The major items of the Fiscal Years 2021-2030 Capital Improvement Program are categorized by broad service area, then itemized by project title, year, and cost on the summary sheet of the CIP document. The project detail sheets for individual projects anticipated within the first three years of the program follow the summary sheet.

Project detail sheets are included for those projects anticipated within the first 3 years of the program.

The broad service area categories included in the Capital Improvement Program are:

- Art in Public Places
- Information Technology
- Municipal Court
- Parks & Recreation
- Police
- Public Works
- Storm Drainage
- Sedona in Motion
- Streets & Transportation
- Wastewater

FY 2021 CIP budget is \$15,319,985.

The first year of the CIP is included in the current fiscal year budget. The total fiscal year 2020-21 budget amount is \$15,319,985 and includes funding for the Art in Public Places Fund of \$38,108. The 10-year CIP total is \$137,600,031, with \$18,876,931 of projects with no funding identified. See the Funding the Capital Improvement Plan for further discussion of funding.

Capital Outlay in the Operating Budget

In addition to the Capital Improvement Program, the City funds an equipment replacement reserve out of the General Fund, Wastewater Fund, and Information Technology Fund operating budgets. These plans provide replacements for capital equipment such as vehicles, technology-related items, and other equipment as the existing equipment meets its useful life. Fiscal year 2020-21 is the fourth year since these reserves were established. Previously, the replacement of equipment was simply added to the budgets of the applicable funds. While the contributions to these reserves have been suspended for fiscal year 2020-21 as a result of anticipated revenue losses due to COVID-19 closures, over time the City expects to build up the equipment replacement reserves, so all equipment replacement needs are fully funded. See the Budget Summary – Internal Charges section for further discussion.

Outside of the CIP, the City also funds a streets maintenance plan for pavement preservation and streets rehabilitation within the City, accounted for in the Streets Fund. The streets maintenance program is funded from a combination of dedicated Highway User Revenue Funds (HURF) and City general funds. The HURF funds are restricted for use in public rights of way and are provided to the City based on a population formula that accounts for the City, County and State ratio, and City General Fund dollars. Only street repaving projects funded fully by outside sources/grants will be reflected in the CIP.

Capital equipment under \$50,000 and streets maintenance costs funded by HURF are not included in the CIP.

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Capital Improvement Program Development Process

In developing the CIP, staff looked at a variety of comprehensive assessments of the City's capital assets and priorities in order to provide a more complete understanding of the City's future needs. These have included:

- Sedona Community Plan
- City Council Priorities
- Prior year capital budgets and requests
- Development Impact Fee Study
- Parking Management Plan
- Parks and Recreation Master Plan
- Storm Drainage Master Plan
- Transportation Master Plan
- Transit System Study
- Wastewater Master Plan

These studies and planning documents serve as the foundation for the staff recommendations set forth in the Capital Improvement Program. As the City moves forward and in particular as the priorities and needs of the community change, the ongoing infrastructure needs and project priorities must continue to be assessed.

Project managers were instructed to rank projects using the following definitions:

- Priority I: IMPERATIVE (Must-Do) – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.
 - Corrects a condition dangerous to public health or safety
 - Satisfies a legal obligation
 - Alleviates an emergency service disruption or deficiency
 - Prevents irreparable damage to a valuable public facility
- Priority II: ESSENTIAL (Should-Do) – Projects that address clearly demonstrated needs or objectives.
 - Rehabilitates or replaces an obsolete public facility or attachment thereto
 - Stimulates economic growth and private capital investment
 - Reduces future operating and maintenance costs
 - Leverages available state or federal funding
- Priority III: IMPORTANT (Could-Do) – Projects that benefit the community but may be delayed without detrimental effects to basic services.
 - Provides a new or expanded level of service
 - Promotes intergovernmental cooperation
 - Reduces energy consumption
 - Enhances cultural or natural resources
- Priority IV: DESIRABLE (Other Year) – Desirable projects that are not included within 3-year funded time frame because of funding limitations



CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

CIP Committee

The annual Capital Improvement Plan process begins at the staff level with the CIP Committee.

CITY STAFF COMMITTEE

Karen Osburn, Assistant City Manager/Community Development Director	J. Andy Dickey, Director of Public Works
Cherie R. Wright, Director of Financial Services	Stephen Craver, Engineering Supervisor
Charles Husted, Chief of Police	James Crowley, Associate Engineer
Roxanne Holland, Wastewater Director	Robert Welch, Associate Engineer
Lisa Parsons, Magistrate Judge	David Peck, Associate Engineer
Steve Richardson, Parks & Recreation Manager	Ryan Mortillaro, Associate Engineer
Charles Hardy, Information Technology Manager	



To start the process, a CIP kickoff meeting was held with the City staff committee members in December 2019, at which time each department was asked to anticipate their capital needs over the next ten years and to prepare capital project requests in accordance with the established CIP requirements. These project requests provided a basis for review, assessment of appropriateness for capital funding, and prioritization of projects for the ten-year plan.

The Committee then presented the proposed CIP to the City Manager for feedback and input, including available and appropriate funding sources, in March 2020. The public City Council Work Sessions were held on June 3 and June 4, 2020.

Council Action

The final CIP document was adopted by City Council in August 2020 as part of the fiscal year 2020-21 budget.

Formal City Council adoption of the Capital Improvement Plan indicates the City's commitment to the plan but does not in itself authorize expenditures. The necessary funding mechanisms must be adopted each year to pay for the improvements – as mentioned previously, year one has become the approved Capital Budget for which Council approval authorizes expenditures, with years two and three reflecting what the City believes it has funding to complete and the remaining years reflecting the City's conceptual plan for improvements but no relative certainty regarding funding availability.

Prior to COVID-19, Capital Reserves dedicated to SIM projects were to be spent first. The half-cent sales tax has been accumulating and will be spent starting in FY 2020-21.

Sedona in Motion

The largest CIP category, Sedona in Motion (SIM), reflects the projects from the Transportation Master Plan and are intended to help alleviate traffic congestion largely related to tourism. The City Council had dedicated a portion of the Capital Reserves to fund some of the projects during the fiscal year 2017-18 budget process that remained unspent. Those funds were carried over and re-appropriated to the SIM projects in subsequent years.

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Sedona in Motion (cont'd)

Also during the fiscal year 2017-18 budget process, the fund balance policy was changed to reduce the General Fund Operating Reserve from 50% to 30%. The City Council directed that the monies released from the General Fund Operating Reserve be transferred to the Capital Reserves and dedicated to SIM projects. The dedicated Capital Reserves were to be spent first while the dedicated half-cent sales tax accumulated to a sufficient balance to fund SIM projects in future years.

As a result of anticipated revenue losses due to COVID-19 closures, the City Council directed the remaining Capital Reserves planned for SIM projects be made available to fund other needs and begin using the accumulated half-cent sales tax for SIM projects in fiscal year 2020-21. The estimated balance of Capital Reserves planned for SIM projects at the end of fiscal year 2019-20 was \$5.3 million.



Funding the Capital Improvement Plan

The City has developed a multi-year plan for capital improvement funding that anticipates revenue/funding from a variety of sources. This plan is part of the ongoing effort by the City Council and management to meet the needs of our community, by most efficiently utilizing existing revenue sources and limiting increases in the tax burden within the City. This strategy includes:

- Managing the costs of capital projects
- Utilizing alternative funding sources (grants), when possible
- Identifying possible funding shortfalls in order to reprioritize projects or recommend new sources of revenue (typically fees or taxes)

To do so, and in recognizing the need to balance the projects requested with the funds available, as well as the capacity for staff and the physical environment to manage a set of projects at any one time, projects may have a high priority but not begin in the first fiscal year of the plan.

The anticipated funding sources include both restricted and unrestricted sources of funds. Unrestricted sources are those that can be used for a variety of projects as needed and include the capital reserves/surplus balances (accumulated savings). Restricted sources are sources that must be used for specific projects and include:

- 1% for Arts monies
- City sales taxes dedicated to transportation
- Community Facilities Districts' monies
- Debt financing
- Development impact fees
- Grants and other outside participation
- Paid parking revenue
- Wastewater Fund revenues

The anticipated funding sources serve as a plan for staff to use in order to schedule and move forward with projects. If a project shows anticipated grant funding, staff will need to aggressively pursue that funding to move that project forward in a timely manner. If grant funding is not achieved, the project may not move forward, or other projects will have to be delayed in order to fund the entire project from City revenue.

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Funding the Capital Improvement Plan (cont'd)

The 10-year CIP includes \$18.9 million of unfunded projects after Year 3. Projects are planned based on funding availability, with a focus on the first 3 years of the plan. If funding is not available at the time originally programmed, projects are typically delayed until reserves/fund balances have been accumulated to cover the costs. While the City Council's preference has been pay-as-you-go funding, debt financing will be considered for certain priority projects.

Unfunded projects after Year 3 may be delayed until adequate funding is available.

A brief description of each revenue/funding source follows.

- **1% for Arts Monies:** In 1992, the City Council adopted a resolution requiring 1% of all capital projects budgets to be designated for art in public places. To comply with this requirement for City projects, the City transfers capital reserve funding to the Art in Public Places Fund in the amount required. In addition, developers can choose to include public art in their development projects or contribute to the City's Art in Public Places Fund.
- **City Sales Taxes Dedicated to Transportation:** Effective March 1, 2018, the City Council approved a half cent sales tax increase dedicated to transportation projects and related administrative and operational costs.
- **Community Facilities Districts' (CFDs) Monies:** Within the City's jurisdictional boundaries, there are 2 separate legal entities set up to collect and spend payments received in lieu of city sales and bed taxes from 2 specific timeshare development agreements. The revenues are restricted by State statute and each executed development agreement. Projects funded through the CFDs will be reflected in the overall infrastructure plan but are part of a separate legally adopted budget for these 2 sole and separate entities and are not part of the City's budget.
- **Debt Financing:** The proceeds of new bond issuances would be used to cover the costs of certain capital improvement projects. The bonds would be repaid over a period of several years in accordance with a debt retirement schedule identified in the bond covenants.
- **Development Impact Fees:** Fees are assessed to offset costs incurred by the City in providing additional public services created by new development. This funding is regulated by local ordinance and state statute and is restricted.
- **Grants and Other Participation:** Funds may be contributed by another governmental unit or organization to support a particular function or project.
- **Paid Parking Revenues:** The City Council promised the merchants in the Uptown area that a portion of the proceeds from the paid parking program, net of program costs, would be reinvested in the Uptown area.
- **Wastewater Revenues:** User fees and capacity fees are collected and used to pay the current wastewater debt, operation, and capital improvements for the wastewater treatment system. Wastewater revenues also include a portion of the city sales tax collected and existing fund balance (accumulated savings) created over time in order to fund future wastewater related projects.

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Funding the Capital Improvement Plan (cont'd)

- **Reserves/Fund Balances/Surplus Funds:** The amount of assets in excess of the liabilities or appropriations for expenditures and required reserve balances is designated as surplus funds. Both the General Fund and Wastewater Enterprise Fund balances are in excess of existing reserve requirements. Other funds have fund balances that are available for use as needed and within the legal restrictions of the revenues that make up each fund.

Significant FY 2021 Capital Projects

Some of the more significant capital projects included in the fiscal year 2020-21 CIP include the following:

Sedona in Motion

- **SIM-03a Uptown Parking Improvements (\$1.4 million in FY 2021, \$14.5 million total):** The Transportation Master Plan recommended increasing the supply of parking facilities centered within the Uptown area. The project includes design and construction of a parking structure on property purchased by the City on Forest Road. This is a multi-year project that began in fiscal year 2019-20, and estimated completion is December 2022.
- **SIM-04c Pedestrian Crossing at Tlaquepaque (\$1.4 million in FY 2021, \$2.2 million total):** The City Council identified this project as a high priority in the Transportation Master Plan. The project includes design and construction of a north-south pedestrian crossing of State Route (SR) 179 at the Tlaquepaque Arts & Crafts Village. The pedestrian crossing will be a multi-use pathway proposed along the west embankment of Oak Creek and passing beneath the SR 179 bridge over Oak Creek to connect with existing sidewalks along SR 179 on each side. This is a multi-year project that began in fiscal year 2018-19, and estimated completion is October 2022.
- **SIM-05b Forest Road Connection (\$1.1 million in FY 2021, \$3.1 million total):** The City Council identified this project as a high priority in the Transportation Master Plan. The project includes construction of a new roadway to extend Forest Road from its current terminus to intersect with SR 89A to allow for an alternate route out of the Uptown area. This is a multi-year project that began in fiscal year 2017-18, and estimated completion is May 2021.
- **SIM-08 Enhanced Transit Service (\$1.7 million in FY 2021, \$60.1 million total):** The Transportation Master Plan proposed implementation of a City-run transit service. Currently, the City contributes funding to the City of Cottonwood for the Verde Lynx transit system that provides commuter service between Cottonwood and Sedona. This proposed project contemplates a transit system that would provide for service from the Village of Oak Creek and Oak Creek Canyon, as well as links to West Sedona and key trailheads. The project would include construction of park-and-ride lots, bus stop improvements, a maintenance and storage facility, and a transit hub. A development study and implementation would be prepared to further the feasibility of this project. The study portion of this project began in fiscal year 2018-19 and is estimated to be completed in June 2025.

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Significant FY 2021 Capital Projects (cont'd)

- **SIM-011g Thunder Mountain/Sanborn Shared-Use Path & Drainage Improvements (\$1.3 million in FY 2021, \$2.7 million total):** The Transportation Master Plan proposed various shared-use paths to improve the walkability and bikeability of the City. The project includes design and construction of a shared-use path from the east end of the Thunder Mountain Subdivision to Coffee Pot Drive and would begin with installation of storm drainage improvements along Thunder Mountain Road from Rhapsody Road to Andante Drive. This is a multi-year project that began in fiscal year 2019-20 and is estimated to be completed in June 2021.

Storm Drainage

- **SD-11 Sunset Drive Crossing Drainage Improvements (\$1.2 million in FY 2021, \$1.3 million total):** The Shelby/Sunset Live/Work CFA Plan prioritizes the installation of this wash crossing as well as a safe pedestrian connection between South Monte Verde Drive and Sunset Park. The capacity of a new drainage culvert would be designed to pass the 25-year storm runoff of approximately 1,155 cubic feet per second. This is a multi-year project that began in fiscal year 2019-20, and estimated completion is June 2021.

Streets & Transportation

- **ST-04 Shelby Drive/Sunset Drive Improvements (\$1.6 million in FY 2021, \$1.8 million total):** Improvements to this roadway would allow for potential redevelopment consistent with the the Shelby/Sunset Live/Work CFA Plan. This project includes converting the existing private portion of Shelby Drive to a public street. The improvements would include new base course and asphalt, curb/gutter, sidewalk, and utility/drainage improvements. This is a multi-year project that began in fiscal year 2019-20, and estimated completion is June 2021.

Flexibility of Project Programming & Assumed Project Carryovers

While CIP projects programmed for fiscal year 2020-21 were considered the priority projects, many of these projects are still somewhat speculative and require additional vetting and/or outreach. Since some projects may stall or may potentially not be approved by the City Council, the City Council granted authority for projects programmed in later fiscal years to be moved forward as a replacement of a stalled or cancelled fiscal year 2020-21 project. Projects would move forward based on priority and feasibility of forward progress.

With the uncertainties of which projects will move forward in fiscal year 2020-21 and in order to present a more reasonable estimate of CIP expenditures, generalized adjustments to the CIP have been included as an estimate of project carryovers to the following year. The adjustments were based on an estimation of the maximum workload capacity of project managers each year. The following table summarizes the carryovers included in the plan.

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Flexibility of Project Programming & Assumed Project Carryovers (cont'd)

10-YEAR CAPITAL IMPROVEMENT PLAN

(In Thousands)

	Projects Proposed	Estimated Net Carryover to Following Year*	Proposed Budget
FY 2021	\$ 19,145	\$(3,825)	\$ 15,320
FY 2022	23,940	(4,495)	19,445
FY 2023	25,639	(3,582)	22,057
Future Years	68,876	11,903	80,778
Grand Totals	\$137,600	\$ -	\$137,600

* Estimations of project balances not completed as of year-end and carried over to the following fiscal year were entered as offsets to the budget totals. Each year during the budget process, projects are reevaluated so the projects proposed and carryovers estimated may shift between years beyond the proposed budget year.

Impact on the Operating Budget

The City’s operating budget is directly affected by the CIP. When certain types of capital projects are developed and completed, they also have ongoing financial impacts. For example, if the City were to construct a new park or ball field, the operating budget would increase to include capacity for any new staff, equipment, utilities, supplies, etc. that would be necessary to maintain and operate the new facility.

In the Fiscal Years 2021-2030 Capital Improvement Program, the individual projects include an estimated future operating budget impact, if it is possible to identify the cost at this time in the project’s lifecycle. The City carefully considers these operating costs when deciding which projects move forward in the CIP.

Added operating costs are considered when deciding which CIP project will move forward.



CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Impact on the Operating Budget (cont'd)

The following table summarizes the projected annual impact of the fiscal year 2020-21 CIP on the City's operating budget:

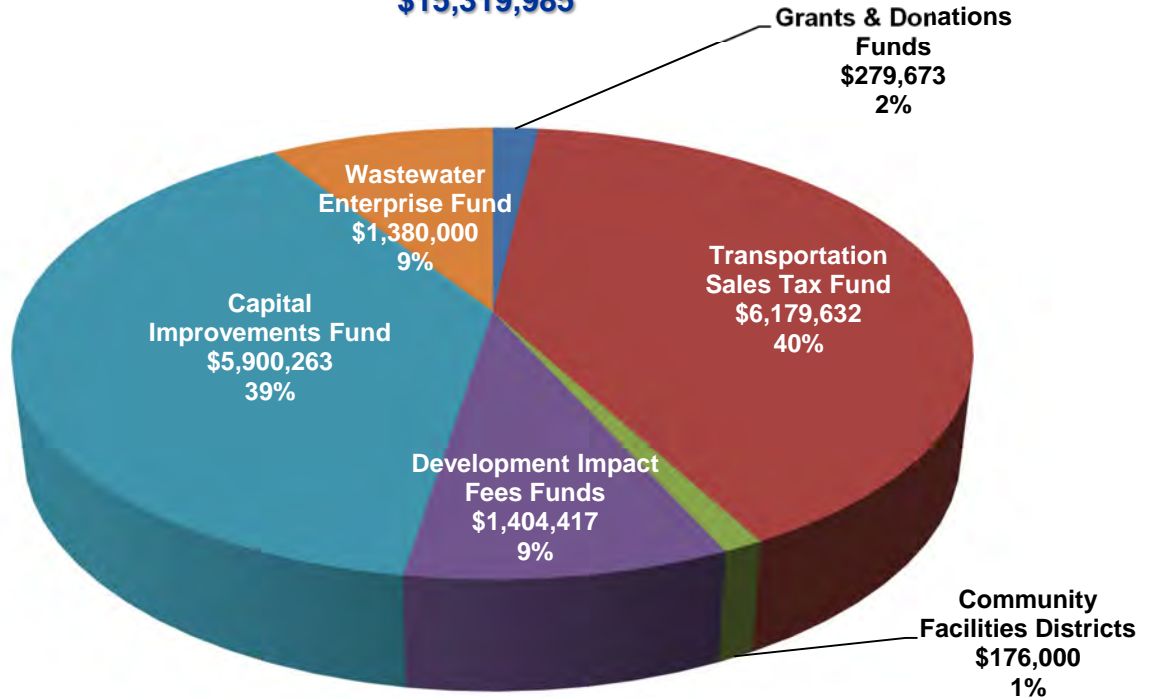
FY 2021 CIP IMPACTS ON OPERATING BUDGET

FY 2021 Projects	Operating Impact	Projected Annual Amount
MC-01 Sinagua Courtroom Remodel	Utilities, janitorial, and maintenance supplies	\$ 1,500
PR-03 Improvements at Ranger Station	Event planning, parks maintenance, utilities, and commodities	9,720
PR-07 Bike Skills Park – Phase III	Dirt and soil stabilizer	1,000
PD-03 Police Station Remodel	Utilities and janitorial	14,000
PD-04 Shooting Range Improvements	Utilities, janitorial, and maintenance	1,500
PD-05 In-Car Video System Replacement	Reduction of annual software maintenance costs	(5,000)
PW-01 Uptown Enhancements	Maintenance of new sidewalks and lighting	5,000
SIM-01 Uptown Roadway Improvements	Crack sealing, fog seal, pavement markings, drainage, signs	7,000
SIM-03a Uptown Parking Improvements	Operating costs for a parking garage, net of parking in-lieu fees for the Uptown District plus debt service for repayment of bonds	550,000
SIM-04c Pedestrian Crossing at Tlaquepaque	Utilities, site sweeping, refuse pickup, landscape maintenance, and general maintenance of site infrastructure and features	6,500
SIM 05a Portal Lane to Ranger Road Connection	Pavement management, striping, and signage maintenance	2,000
SIM-05b Forest Road Connection	Pavement management, stormwater drainage, striping, and signage maintenance	5,000
SIM-08 Enhanced Transit Service	Transit operations and maintenance of facilities and equipment net of cooperative funding through multijurisdictional intergovernmental agreements and grant funding	3,889,787
SIM-11b Posse Grounds Parking Improvements/Soldiers Pass Shared-Use Path	Pavement maintenance of paths, pavement patching, curb replacement, signage, striping, etc.	10,000
SIM-11e Navoti Drive to Dry Creek Road Shared-Use Path	Pavement maintenance of paths, pavement patching, curb replacement, signage, striping, etc.	3,000
SIM-11f Bicycle Green Lanes	Pavement maintenance of paths, pavement patching, curb replacement, signage, striping, etc.	3,000
SIM-11g Thunder Mountain/Sanborn Shared-Use Path and Drainage Improvements	Maintenance materials and supplies, signage, striping, debris removal, erosion repair, etc.	2,500
SIM-11h Chapel Road Shared-Use Path	Pavement maintenance of paths, pavement patching, curb replacement, signage, striping, etc.	3,000
SIM-11i Dry Creek Road Shared-Use Path	Pavement maintenance of paths, pavement patching, curb replacement, signage, striping, etc.	6,000
SIM-12a Travel Information System	Annual license cost to collect travel time data	30,000
SD-11 Sunset Drive Crossing Drainage Improvements	Debris, large rock, and sediment removal	500
ST-02 Sanborn Drive/Thunder Mountain Road Overlay	Pavement management, striping, and signage maintenance	2,000
ST-04 Shelby Drive/Sunset Drive Improvements	Crack sealing, fog seal, pavement markings, drainage, signs, and sewer maintenance	3,000
Total		\$4,551,007

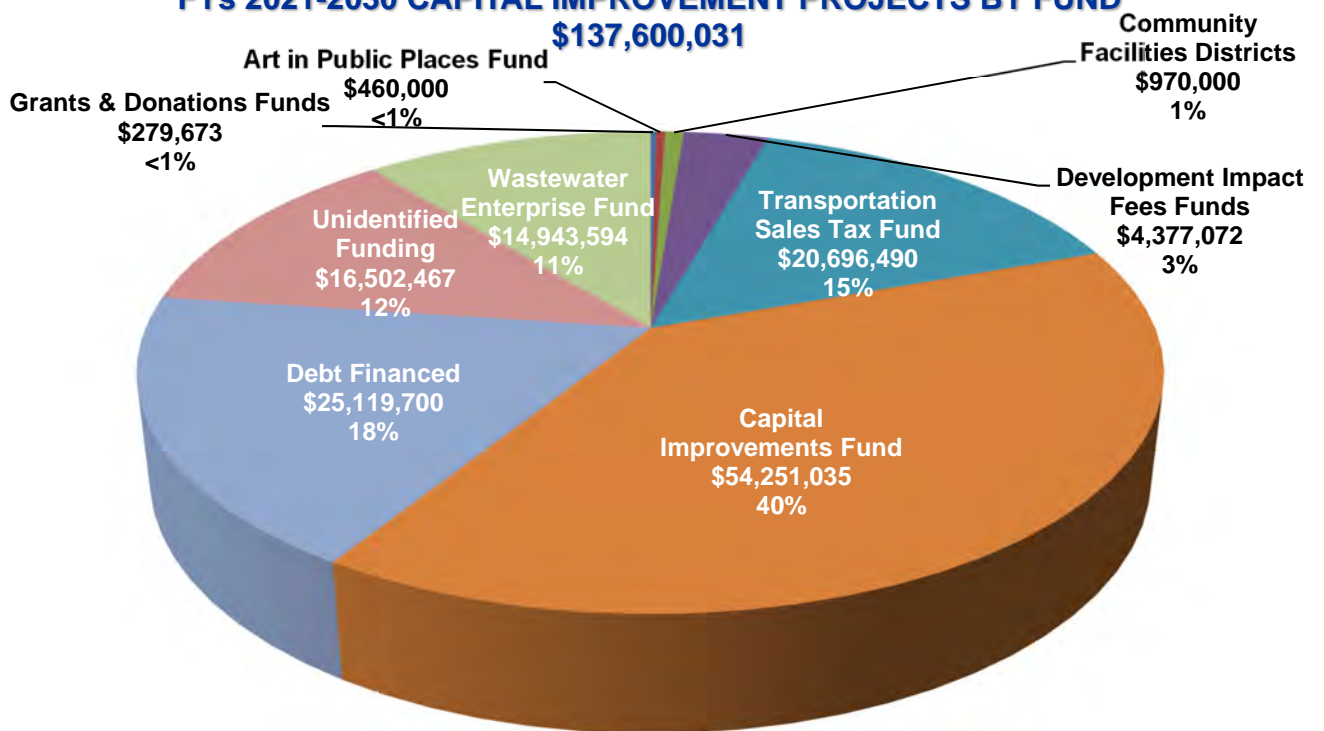
Note: This list represents projects that were approved for funding in fiscal year 2020-21 that have a quantifiable impact on the City's operating budget. For a complete list of funded projects, see the Summary of Capital Projects section.

SUMMARY OF CAPITAL PROJECTS

FY 2021 CAPITAL IMPROVEMENT PROJECTS BY FUND
\$15,319,985



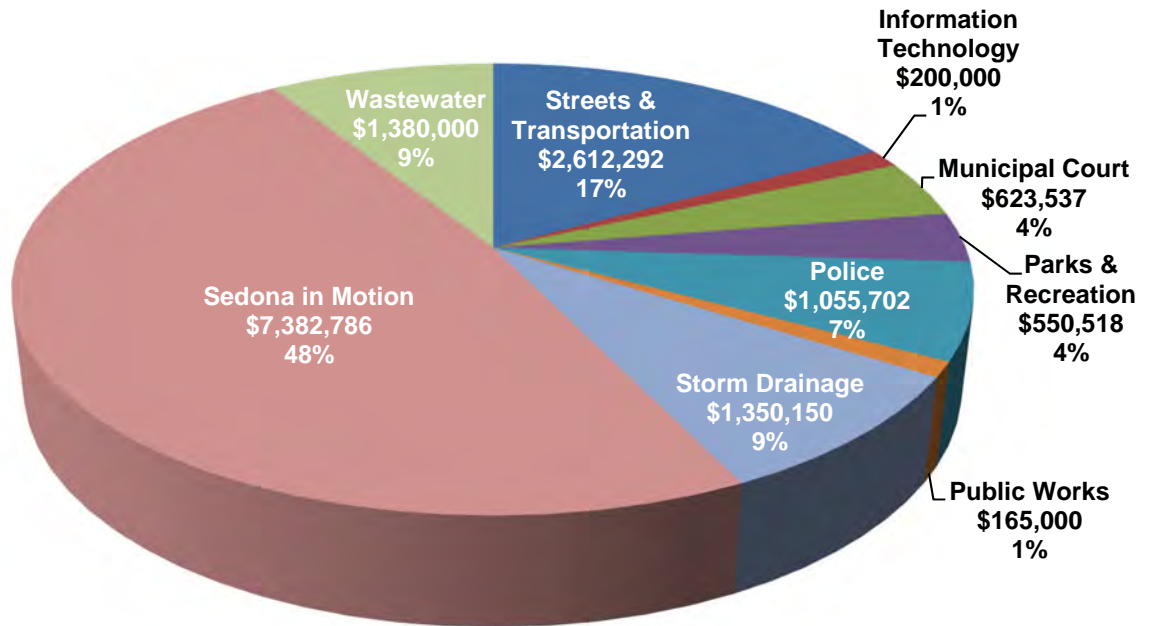
FYs 2021-2030 CAPITAL IMPROVEMENT PROJECTS BY FUND
\$137,600,031



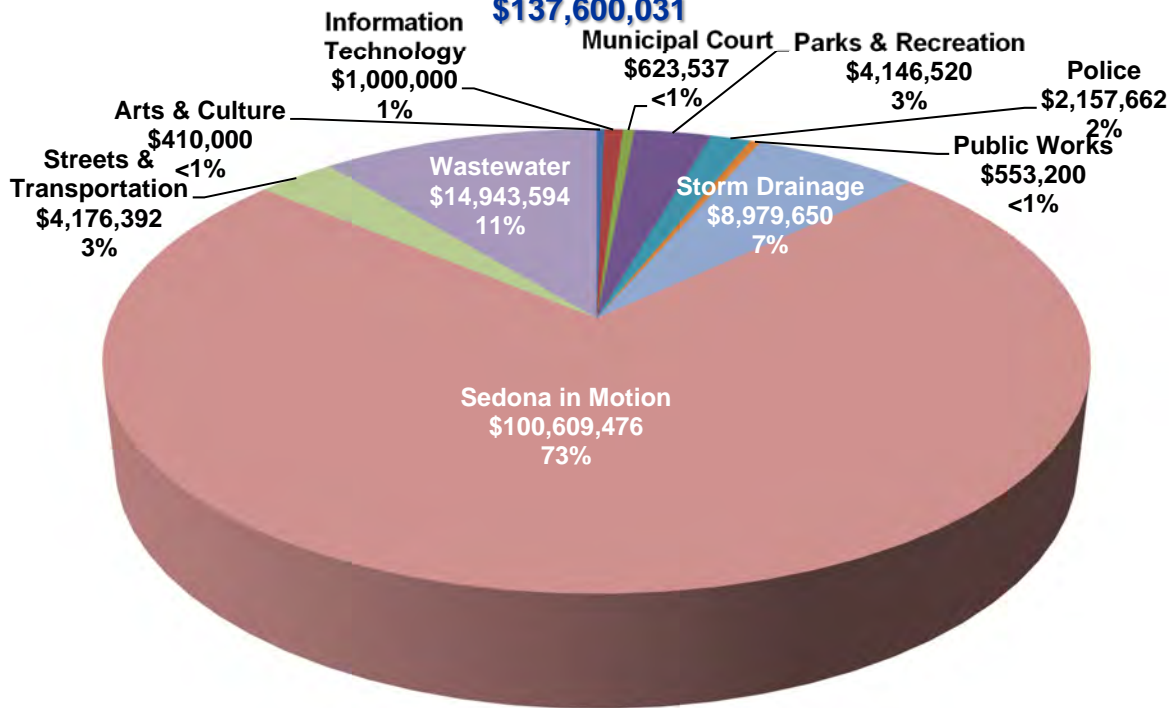
SUMMARY OF CAPITAL PROJECTS

continued

FY 2021 CAPITAL IMPROVEMENT PROJECTS BY CATEGORY \$15,319,985



FYs 2021-2030 CAPITAL IMPROVEMENT PROJECTS BY CATEGORY \$137,600,031



SUMMARY OF CAPITAL PROJECTS
continued

FY 2021 - FY 2030 Master Summary Project List by Major Program

Project dollar amounts in grey and italics are unfunded.

Project Name	Funding Sources Type	Priority	Project #	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Totals (excluding Prior Years Estimate)
AC - Arts & Culture									
Art in the Roundabouts	Restricted	Important (Could-Do)	AC-02	\$0	\$0	\$300,000	\$0	\$110,000	\$410,000
IT - Information Technology									
Citywide Business Software	Capital Reserves	Essential (Should-Do)	IT-01	\$0	\$200,000	\$800,000	\$0	\$0	\$1,000,000
MC - Municipal Court									
Sinagua Courtroom Remodel	Restricted & Capital Reserves	Important (Could-Do)	MC-01	\$40,011	\$623,537	\$0	\$0	\$0	\$623,537
PR - Parks & Recreation									
New Concession Stand	Restricted	Important (Could-Do)	PR-01	\$0	\$0	\$379,000	\$0	\$0	\$379,000
Restructure of Posse Grounds Park	Restricted & Capital Reserves	Important (Could-Do)	PR-02	\$60,000	\$0	\$538,083	\$0	\$0	\$538,083
Improvements at Ranger Station	Restricted & Capital Reserves	Imperative (Must-Do)	PR-03	\$340,741	\$492,815	\$975,590	\$471,556	\$613,515	\$2,553,476
Shade Structures and Playground Equipment Replacement	Restricted & Capital Reserves	Important (Could-Do)	PR-05	\$24,490	\$0	\$442,250	\$0	\$0	\$442,250
New Toddler Pool	Restricted & Unidentified	Desirable (Other Year)	PR-06	\$0	\$0	\$0	\$0	\$75,432	\$75,432
Bike Skills Park- Phase III	Restricted & Capital Reserves	Important (Could-Do)	PR-07	\$306,564	\$57,703	\$100,576	\$0	\$0	\$158,279
PR - Parks & Recreation Subtotal (excluding projects not funded)				\$731,795	\$550,518	\$2,435,499	\$471,556	\$613,515	\$4,071,088
Projects Not Funded				\$0	\$0	\$0	\$0	\$75,432	\$75,432
PD - Police									
Radio Infrastructure	Capital Reserves	Imperative (Must-Do)	PD-02	\$243,939	\$100,000	\$150,000	\$500,000	\$0	\$750,000
Police Station Remodel	Restricted & Capital Reserves	Essential (Should-Do)	PD-03	\$108,423	\$677,171	\$451,960	\$0	\$0	\$1,129,131
Shooting Range Improvements	Restricted & Capital Reserves	Important (Could-Do)	PD-04	\$608,501	\$93,231	\$0	\$0	\$0	\$93,231
In-Car Video System Replacement	Restricted & Capital Reserves	Imperative (Must-Do)	PD-05	\$0	\$185,300	\$0	\$0	\$0	\$185,300
PD - Police Subtotal				\$960,863	\$1,055,702	\$601,960	\$500,000	\$0	\$2,157,662
PW - Public Works									
Uptown Enhancements	Restricted	Important (Could-Do)	PW-01	\$127,714	\$165,000	\$0	\$0	\$250,000	\$415,000
Recycle Drop Off Locations (ESP)	Capital Reserves	Important (Could-Do)	PW-02	\$0	\$0	\$138,200	\$0	\$0	\$138,200
PW - Public Works Subtotal				\$127,714	\$165,000	\$138,200	\$0	\$250,000	\$553,200

ESP = Environmental Sustainability Project

SUMMARY OF CAPITAL PROJECTS
continued

FY 2021 - FY 2030 Master Summary Project List by Major Program

Project dollar amounts in grey and italics are unfunded.

Project Name	Funding Sources Type	Priority	Project #	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Totals (excluding Prior Years Estimate)	
SIM - Sedona in Motion										
Sedona in Motion Unspecified Projects	Restricted	Imperative (Must-Do)	SIM-00	\$0	(\$3,824,911)	(\$4,195,286)	(\$3,282,350)	\$11,902,547	\$600,000	
Uptown Roadway Improvements	Restricted & Capital Reserves	Imperative (Must-Do)	SIM-01	\$4,868,309	\$100,000	\$0	\$0	\$0	\$100,000	
Uptown Pedestrian Improvements	Unidentified	Desirable (Other Year)	SIM-02	\$0	\$0	\$0	\$0	\$5,048,000	\$5,048,000	
Uptown Parking Improvements	Capital Reserves	Important (Could-Do)	SIM-03a	\$1,003,599	\$1,350,000	\$8,586,700	\$3,680,000	\$0	\$13,616,700	
Wayfinding Signage	Restricted & Capital Reserves	Important (Could-Do)	SIM-03b	\$59,720	\$0	\$243,280	\$0	\$0	\$243,280	
Schnebly Hill Roundabout Expansion	Unidentified	Desirable (Other Year)	SIM-04a	\$0	\$0	\$0	\$0	\$5,447,990	\$5,447,990	
SR 179 Lane Expansion from Schnebly Hill Roundabout to Y	Unidentified	Desirable (Other Year)	SIM-04b	\$0	\$0	\$0	\$0	\$109,586	\$109,586	
Pedestrian Crossing at Tlaquepaque (ESP)	Restricted & Capital Reserves	Essential (Should-Do)	SIM-04c	\$277,587	\$1,401,800	\$500,000	\$0	\$0	\$1,901,800	
SR 89A & SR 179 Right Turn Y Roundabout Bypass	Restricted & Capital Reserves	Essential (Should-Do)	SIM-04d	\$270,005	\$943,599	\$0	\$0	\$0	\$943,599	
Portal Lane to Ranger Road Connection	Restricted & Capital Reserves	Important (Could-Do)	SIM-05a	\$59,648	\$624,953	\$0	\$0	\$0	\$624,953	
Forest Road Connection	Restricted & Capital Reserves	Imperative (Must-Do)	SIM-05b	\$251,400	\$1,148,860	\$1,744,800	\$0	\$0	\$2,893,660	
Neighborhood Street Connections	Restricted & Unidentified	Desirable (Other Year)	SIM-06	\$0	\$0	\$0	\$0	\$1,166,423	\$1,166,423	
Enhanced Transit Service (ESP)	Restricted & Capital Reserves	Essential (Should-Do)	SIM-08	\$306,132	\$1,670,000	\$3,400,000	\$19,975,000	\$34,770,000	\$59,815,000	
Neighborhood Vehicles - Tourism Focus	Unidentified	Important (Could-Do)	SIM-09	\$0	\$0	\$0	\$0	\$340,000	\$340,000	
West SR 89A Access Improvements and Adaptive Signal Control	Restricted	Important (Could-Do)	SIM-10	\$0	\$0	\$0	\$0	\$2,970,000	\$2,970,000	
Rodeo Road to Dry Creek Road - Shared Use Path (ESP)	Restricted & Capital Reserves	Important (Could-Do)	SIM-11a	\$0	\$0	\$90,000	\$200,000	\$0	\$290,000	
Posse Ground Parking Improvements & Soldiers Pass Shared Use Path (ESP)	Capital Reserves	Important (Could-Do)	SIM-11b	\$73,730	\$610,000	\$0	\$0	\$0	\$610,000	
Schnebly Hill Shared Use Path (ESP)	Restricted & Capital Reserves	Desirable (Other Year)	SIM-11d	\$19,300	\$0	\$0	\$0	\$200,000	\$200,000	
Navoti Dr to Dry Creek Rd Shared Use Path (ESP)	Capital Reserves	Important (Could-Do)	SIM-11e	\$40,950	\$155,000	\$0	\$0	\$0	\$155,000	
Bicycle Green Lanes	Restricted & Capital Reserves	Imperative (Must-Do)	SIM-11f	\$1,515	\$18,500	\$0	\$0	\$30,000	\$48,500	
Thunder Mountain/Sanborn Shared Use Path and Drainage Improvements (ESP)	Restricted & Capital Reserves	Essential (Should-Do)	SIM-11g	\$1,386,070	\$1,317,985	\$0	\$0	\$0	\$1,317,985	
Chapel Road Shared Use Path (ESP)	Restricted & Capital Reserves	Important (Could-Do)	SIM-11h	\$69,034	\$260,000	\$300,000	\$0	\$0	\$560,000	
Dry Creek Road Shared Use Path (ESP)	Restricted & Capital Reserves	Important (Could-Do)	SIM-11i	\$53,227	\$707,000	\$0	\$0	\$0	\$707,000	
Travel Information System	Restricted & Capital Reserves	Important (Could-Do)	SIM-12a	\$99,300	\$850,000	\$0	\$0	\$0	\$850,000	
Traffic Video Cameras	Restricted & Capital Reserves	Important (Could-Do)	SIM-12b	\$46,370	\$50,000	\$0	\$0	\$0	\$50,000	
SIM - Sedona in Motion Subtotal (excluding projects not funded)					\$8,885,896	\$7,382,786	\$10,669,494	\$20,572,650	\$49,872,547	\$88,497,477
Projects Not Funded					\$0	\$0	\$0	\$0	\$12,111,999	\$12,111,999

ESP = Environmental Sustainability Project

SUMMARY OF CAPITAL PROJECTS
continued

FY 2021 - FY 2030 Master Summary Project List by Major Program

Project dollar amounts in grey and italics are unfunded.

Project Name	Funding Sources Type	Priority	Project #	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Totals (excluding Prior Years Estimate)
SD - Storm Drainage									
Improvements to Back-O-Beyond Road, Low Water Crossing (Yavapai County)	Restricted & Unidentified	Important (Could-Do)	SD-03	\$0	\$0	\$0	\$0	\$720,000	\$720,000
View Drive Area Drainage Improvements (Yavapai County)	Restricted & Unidentified	Important (Could-Do)	SD-04	\$0	\$0	\$0	\$0	\$1,660,750	\$1,660,750
Saddlerock Area Drainage Improvements (Yavapai County)	Restricted & Unidentified	Important (Could-Do)	SD-05	\$0	\$0	\$0	\$0	\$1,484,250	\$1,484,250
Mystic Hills Lift Station Access Improvements (Coconino County)	Restricted	Important (Could-Do)	SD-08	\$0	\$0	\$0	\$0	\$290,000	\$290,000
Stormwater Drainage Easements Acquisition (ESP)	Restricted & Unidentified	Essential (Should-Do)	SD-09	\$50,761	\$25,000	\$50,000	\$50,000	\$350,000	\$475,000
Stormwater Master Plan Update & Project Implementations (ESP)	Restricted & Unidentified	Essential (Should-Do)	SD-10	\$80,000	\$100,000	\$550,000	\$0	\$2,474,500	\$3,124,500
Sunset Drive Crossing Drainage Improvements (Yavapai County) (ESP)	Restricted & Capital Reserves	Essential (Should-Do)	SD-11	\$120,200	\$1,225,150	\$0	\$0	\$0	\$1,225,150
SD - Storm Drainage Subtotal (excluding projects not funded)				\$250,961	\$1,350,150	\$600,000	\$50,000	\$290,000	\$2,290,150
Projects Not Funded				\$0	\$0	\$0	\$0	\$6,689,500	\$6,689,500
ST - Streets & Transportation									
Sanborn Drive/Thunder Mountain Road Overlay	Restricted & Capital Reserves	Essential (Should-Do)	ST-02	\$173,083	\$810,525	\$0	\$0	\$0	\$810,525
Ranger Road / Brewer Road Intersection Improvements	Restricted & Capital Reserves	Important (Could-Do)	ST-03	\$0	\$0	\$0	\$302,350	\$1,261,750	\$1,564,100
Shelby Drive / Sunset Drive Improvements	Restricted & Capital Reserves	Essential (Should-Do)	ST-04	\$179,108	\$1,621,767	\$0	\$0	\$0	\$1,621,767
Street Sweeper	Capital Reserves	Important (Could-Do)	ST-05	\$0	\$180,000	\$0	\$0	\$0	\$180,000
ST - Streets & Transportation Subtotal				\$352,191	\$2,612,292	\$0	\$302,350	\$1,261,750	\$4,176,392
Subtotal Non-Wastewater Projects (excluding projects not funded)				\$11,349,431	\$13,939,985	\$15,545,153	\$21,896,556	\$52,397,812	\$103,779,506

ESP = Environmental Sustainability Project

SUMMARY OF CAPITAL PROJECTS
continued

FY 2021 - FY 2030 Master Summary Project List by Major Program

Project dollar amounts in grey and italics are unfunded.

Project Name	Funding Sources Type	Priority	Project #	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Totals (excluding Prior Years Estimate)
WW - Wastewater									
WW Collection System Improvements - SR179 Sewer Main Replacement	WW Revenues	Imperative (Must-Do)	WW-01B	\$1,353,148	\$700,000	\$0	\$0	\$0	\$700,000
WW Collection System Improvements - Brewer Road Force Main Valve Replacements	WW Revenues	Essential (Should-Do)	WW-01C	\$0	\$100,000	\$0	\$0	\$0	\$100,000
WW Collection System Improvements - Misc. Rehabs/Replacements	WW Revenues	Important (Could-Do)	WW-01D	\$0	\$0	\$390,000	\$0	\$0	\$390,000
WW Collection System Improvements - Future Collections Projects	WW Revenues	Desirable (Other Year)	WW-01E	\$0	\$0	\$0	\$0	\$1,135,000	\$1,135,000
WW Collection System Improvements - Major Lift Station Upgrades	WW Revenues	Imperative (Must-Do)	WW-01F	\$0	\$100,000	\$860,000	\$0	\$0	\$960,000
SCADA System and Configuration Upgrade	WW Revenues	Essential (Should-Do)	WW-04	\$0	\$310,000	\$0	\$0	\$0	\$310,000
WWRP Odor Control Upgrades	WW Revenues	Important (Could-Do)	WW-05	\$24,660	\$0	\$0	\$0	\$335,000	\$335,000
WWRP Recharge Wells	WW Revenues	Important (Could-Do)	WW-06	\$5,477,699	\$0	\$0	\$0	\$5,143,594	\$5,143,594
WWRP Reservoir Liner Replacement	WW Revenues	Essential (Should-Do)	WW-07	\$0	\$50,000	\$1,000,000	\$0	\$0	\$1,050,000
WWRP Drying Beds Replacement	WW Revenues	Important (Could-Do)	WW-08	\$0	\$0	\$1,650,000	\$0	\$0	\$1,650,000
WWRP Treatment Process Upgrades	WW Revenues	Essential (Should-Do)	WW-09	\$0	\$0	\$0	\$60,000	\$2,470,000	\$2,530,000
Wastewater Master Plan Update	WW Revenues	Important (Could-Do)	WW-10	\$0	\$0	\$0	\$100,000	\$0	\$100,000
WWRP Paving	WW Revenues	Desirable (Other Year)	WW-11	\$0	\$0	\$0	\$0	\$420,000	\$420,000
Replace HVAC System	WW Revenues	Essential (Should-Do)	WW-13	\$0	\$120,000	\$0	\$0	\$0	\$120,000
WW - Wastewater Subtotal				\$6,855,507	\$1,380,000	\$3,900,000	\$160,000	\$9,503,594	\$14,943,594
TOTAL ALL PROJECTS (excluding projects not funded)				\$18,204,938	\$15,319,985	\$19,445,153	\$22,056,556	\$61,901,406	\$118,723,100
Total Projects Not Funded				\$0	\$0	\$0	\$0	\$18,876,931	\$18,876,931
Grand Totals Funded and Unfunded				\$18,204,938	\$15,319,985	\$19,445,153	\$22,056,556	\$80,778,337	\$137,600,031

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Art in the Roundabouts

Phase: of Project #: AC-02
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

To continue adding public art for beautification of SR 179. The Schnebly Roundabout public art piece was the last to be installed in FY 2016. The next project adds art pieces to the four remaining roundabouts on SR179.

Project Justification:

This project will enhance the City's image as a city animated by the arts, where public art may be enjoyed by residents and visitors. The roundabouts along SR 179 and SR 89A are highly visible. There are four remaining roundabouts on SR 179 that have yet to have art placed.

Location:

SR 179 Roundabouts

	Original	Revised (if applicable)
Start Date	July 2019	July 2021
Estimated Completion Date	June 2020	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2020:

The RFP has been finalized but waiting to issue due to likely delays due to COVID-19.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

This project has been delayed due to the unexpected economic impacts of the COVID-19 situation and the low priority of this project relative to other more critical city infrastructure.

Project Balance		
Original Approved Project Budget		\$300,000
Approved Budget Increases/Decreases		\$0
Current Approved Total Project Budget		\$300,000
Requested Budget Increase/Decrease		\$0
Requested Total Project Budget		\$300,000
Estimated Expenditures through June 30, 2020		\$0
Budget Balance Remaining		\$300,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Construction - Contracted			\$40,000			\$40,000
Future Estimate	Construction - Contracted					\$20,000	\$20,000
Carry Over	Public Art Purchase			\$260,000			\$260,000
Future Estimate	Public Art Purchase					\$90,000	\$90,000
Totals		\$0	\$0	\$300,000	\$0	\$110,000	\$410,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
1% for Arts			\$300,000		\$110,000	\$410,000
Totals	\$0	\$0	\$300,000	\$0	\$110,000	\$410,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Maintenance costs for current public art have been minimal and absorbed in the City's existing budget. If there are any significant costs associated with future art projects, they will be determined once the projects are more fully identified.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Citywide Business Software

Phase: of **Project #:** IT-01
(If Applicable)

Ranking: Essential (Should-Do)

Project Description:
Replace existing ERP (Enterprise Resource Planning) Springbrook software.

Project Justification:
The City purchased Springbrook in 2012 which is primarily financial based; however, it also includes other modules such as permits and code enforcement. While considered an integrated system, the City has struggled with many of its components. The report generation is limited and often takes several steps to print a simple report. The data gathering function necessary for performance measures is also weak and in some cases, not able to provide desired data. Additionally, this program does not consistently and accurately communicate with other users and modules creating confusion and duplication of efforts.

In addition, customer service has been poor. Many requests for service have taken weeks and sometimes months to resolve. With all the turnover that has been experienced since Springbrook was implemented, requests have been made for additional training which was originally approved by Council in the FY 2017 budget process and did not occur until Nov/Dec 2018 due to lack of returned communications from Springbrook personnel. While there were a few useful items learned in the trainings, staff agreed that the software is deficient for the City's needs.

It would be beneficial for the City to have an ERP system that would consolidate existing systems for ease of management and shared resources. Systems like Sedona Citizens Connect (a.k.a. Report It), if tied into an ERP system, could potentially be transferred to the right department for processing. The sharing of resources could reduce staff time by keeping employees from entering data multiple times. The overhead of keeping multiple systems operational increases staff time and resources. Costs could be reduced with consolidation.

This request is to budget for funds to replace this outdated system with a more comprehensive program that utilizes current technologies, better addresses the varied organizational needs, enhances the City's overall efficiencies and provides for better customer service. General components of a replacement system would include: operates in real time, common data base that supports all applications, parcel based, online capabilities, permit and licenses, code enforcement, financial management, utility billing and collections, plan review, etc. Departments that would benefit from an integrated system include Finance, Public Works, Community Development, City Clerk, and Parks and Recreation.

A software selection committee consisting of employees across multiple departments would be responsible for viewing product demos and selection of a vendor for recommendation to Council. The budget request is a placeholder based on rough estimates which will be refined once the demos and RFP process begins.

Location:
N/A

	Original	Revised (if applicable)
Start Date	April 2019	April 2019
Estimated Completion Date	June 2021	June 2022

Enterprise Resource Planning (ERP) System



For Continuing Projects

Estimated Project Status as of June 30, 2020:
A committee consisting of employees across multiple departments has been formed and has met to discuss the needs and the results of an employee survey regarding ERP system needs. The next step is to develop an RFP to solicit consultants for the selection and implementation process.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Due to workloads with other significant projects in process, the timeline for this project has been delayed.

Project Balance	
Original Approved Project Budget	\$1,000,000
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$1,000,000
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$1,000,000
Estimated Expenditures through June 30, 2020	\$0
Budget Balance Remaining	\$1,000,000

Budget Detail

Project Cost Estimates:							
Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Technology		\$200,000	\$800,000			\$1,000,000
Totals		\$0	\$200,000	\$800,000	\$0	\$0	\$1,000,000

Project Funding Estimates:						
Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Capital Reserves		\$200,000	\$800,000			\$1,000,000
Totals	\$0	\$200,000	\$800,000	\$0	\$0	\$1,000,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:				
	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:
Operational impacts would typically include an ongoing software maintenance agreement which would be offset by the elimination of the Springbrook maintenance agreement and the ADP contract.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Sinagua Courtroom Remodel

Location:
55 Sinagua Drive

Phase: of **Project #:** MC-01
(If Applicable)

Ranking: Important (Could-Do)

Project Description:
Establish a separate courtroom, office space for 3 clerks, court administrator office, judge's chambers, jury room, lawyer conference room, file room, bathroom facilities, and kitchen area.

	Original	Revised (if applicable)
Start Date	July 2017	January 2021
Estimated Completion Date	June 2018	June 2021



Project Justification:
The court and City Council compete for use of the council chambers due to respective schedules. The judge conducts in-court business Monday through Wednesday. There are only 10 actual days out of the month during which to schedule in-court business. As work of the court increases, this limitation becomes more apparent. There have already been instances where time sensitive matters have been redirected to other courts because the courtroom was not available. The Sinagua building is approximately 4,000 square feet, and the remodel will encompass the total square footage. The new city master plan will look in to city needs across the board, which will cover the court room. The results of this study will determine what and where the court will need and go.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
Project is temporarily on hold while a more comprehensive City Hall needs assessment is performed.

Project Balance	
Original Approved Project Budget	\$273,000
Approved Budget Increases/Decreases	\$27,102
Current Approved Total Project Budget	\$300,102
Requested Budget Increase/Decrease	\$363,446
Requested Total Project Budget	\$663,548
Estimated Expenditures through June 30, 2020	\$40,011
Budget Balance Remaining	\$623,537

Explanation for Revised Project Dates and/or Project Budget (if applicable):
The initial project budget was based on placeholders. Now that the project has been designed, a more refined cost has been determined. In addition, a portion of the budget originally contemplated the City Attorney also moving to the new facility which is no longer part of the project scope. The new construction appropriation is meant to cover construction costs now that pricing data via the bid process has proven. Additionally, the

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$18,201					\$18,201
Carry Over	Construction - Contracted		\$239,930				\$239,930
New Appropriation	Construction - Contracted		\$360,070				\$360,070
Carry Over	Equipment Purchase	\$11,200					\$11,200
Carry Over	Technology	\$10,585	\$20,084				\$30,669
Carry Over	Arts Transfer	\$25	\$77				\$102
New	Arts Transfer		\$3,376				\$3,376
Totals		\$40,011	\$623,537	\$0	\$0	\$0	\$663,548

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Grant	\$11,200					\$11,200
Court Restricted Revenues	\$15,716	\$254,673				\$270,389
Capital Reserves	\$13,095	\$368,864				\$381,959
Totals	\$40,011	\$623,537	\$0	\$0	\$0	\$663,548

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
The AOC Grant for security equipment was originally budgeted as part of the operating budget, not the capital improvement budget.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies		\$300	\$300	\$300
Contractual Services		\$1,200	\$1,200	\$1,200
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$1,500	\$1,500	\$1,500

Explanation of Operating Impacts:
Estimated utilities, janitorial, and maintenance supplies.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

New Concession Stand

Phase: of Project #: PR-01
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

The concession stand and restrooms building (combined) is located between the softball fields at Posse Grounds Park. An approved budget would allow for concept and development of plans and specification for an entirely new building with restrooms, storage, concession capabilities, and improved access. The original building will be torn down.

Project Justification:

This building has been in need of repair and remodel for many years; however, the demand for the building was not large enough to justify the budget. With the increase of special events at this facility as well as the development of the new bike skills park and Pavilion, the demand on this building has increased and will continue to do so. This is the main public restroom facility for the skate park, basketball court, ball fields, special events, rentals, and bike park. This restroom will support any Pavilion rentals as well during the fall/winter seasons since those restrooms are closed. This building also provides storage for Little League equipment.

Location:

Posse Grounds Park

	Original	Revised (if applicable)
Start Date	July 2020	July 2021
Estimated Completion Date	June 2021	July 2022



For Continuing Projects

Estimated Project Status as of June 30, 2020:

N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):

This project has been delayed due to the unexpected economic impacts of the COVID-19 situation and the low priority of this project relative to other more critical city infrastructure.

Project Balance		
Original Approved Project Budget		\$0
Approved Budget Increases/Decreases		\$0
Current Approved Total Project Budget		\$0
Requested Budget Increase/Decrease		\$0
Requested Total Project Budget		\$0
Estimated Expenditures through June 30, 2020		\$0
Budget Balance Remaining		\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Future Estimate	Design - Contracted			\$77,000			\$77,000
Future Estimate	Construction - Contracted			\$282,000			\$282,000
Future Estimate	Contingency			\$20,000			\$20,000
Totals		\$0	\$0	\$379,000	\$0	\$0	\$379,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Summit CFD			\$379,000			\$379,000
Totals	\$0	\$0	\$379,000	\$0	\$0	\$379,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services			\$1,000	\$1,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$1,000	\$1,000

Explanation of Operating Impacts:

A new building will replace the currently existing building so operating expenses are already accounted for.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Restructure of Posse Grounds Park

Phase: of **Project #:** PR-02
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

Evaluate the current needs and goals of the park land. Where once it was good enough to function as just a community park and sports area, the desire may be to focus on event space as well. Hire a firm to evaluate, conduct community outreach, and design a feasible space that could benefit the majority of park users. Identify constraints, limitations, and possibilities for mingling of the park amenities.

The project costs in FY 2022 are a placeholder for implementation. Further definition of the restructure implementation will be determines once an approach has been decided.

Project Justification:

Sedona is a city with multiple annual special events. Event promoters need an area that can efficiently, safely, and strategically work as an event venue. Posse Grounds Park is gaining popularity as a location to hold events; however, it has limited parking, fencing restraints, limited lighting and electrical, multiple competing facilities, and really, the fields are maintained and meant to be used as athletic fields. Each event that takes place causes a different level of damage to the fields. If Council is going to continue to support events and event growth in Sedona, in lieu of purchasing new land, it may be appropriate to reevaluate the needs of the park. A plan could be created to potentially move around amenities or restructure in a way that both events and sports can still use the park. It was shown in the most recent Community Survey that the purchasing of new land for parks is not a desire. Chapter 6 of the Community Plan says, "1. Provide and support community events, festivals, and programs that offer a variety of opportunities for social interaction and contribute to a sense of community."

Location:
Posse Grounds Park

	Original	Revised (if applicable)
Start Date	July 2019	July 2019
Estimated Completion Date	June 2020	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2020:

The evaluation is expected to be complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

The original timeline was for the project evaluation. The estimated completion date has been extended to cover the implementation of the park restructure.

Project Balance	
Original Approved Project Budget	\$60,000
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$60,000
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$60,000
Estimated Expenditures through June 30, 2020	\$60,000
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Project Evaluation	\$60,000					\$60,000
Future Estimate	Design - Contracted			\$35,000			\$35,000
Future Estimate	Construction - Contracted			\$500,000			\$500,000
Future Estimate	Arts Transfer			\$3,083			\$3,083
Totals		\$60,000	\$0	\$538,083	\$0	\$0	\$598,083

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Post			\$226,706			\$226,706
Capital Reserves	\$60,000		\$311,377			\$371,377
Totals	\$60,000	\$0	\$538,083	\$0	\$0	\$598,083

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

The potential for rental income is strong for an event venue. With convenience of layout, more and larger events would likely entertain renting the park. There could potentially be additional costs for water, electricity, and man hours spent on upkeep. Creating a more inviting event venue would also have an impact on the park in general. Efforts would have to be made to balance the facility for events and general park users. The operational impacts will be determined once an approach to the restructure of the park has been decided.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Improvements at Ranger Station

Phase: of Project #:
(If Applicable)

Ranking:

Location:

Brewer Road Property

	Original	Revised (if applicable)
Start Date	July 2019	
Estimated Completion Date	June 2022	

Project Description:

Continued development and construction of improvements approved in the Ranger Station Master Plan:
 FY 2017: The master plan was completed, hazardous material was removed from the site, one building and three sheds were removed, and Phase 1 of the master plan was designed.
 FY 2018: Phase 1A funding supports the completion of underground utilities and rough grading which also utilizes available resources from the Soldier Wash project. This creates efficiencies and cost saving opportunities.
 FY 2020: Exterior restoration work for the barn and house was completed.
 FY 2021: Interior restoration work for the barn and the house is programmed.
 FY 2022: Construction of the parking lot, restrooms, lawn, playground, and central seating areas.
 FYs 2023-2024: Phase 2 (the plaza, landscape barn, and house areas), Phase 3 (perimeter trail and landscaping), and Phase 4 (the pickleball court and gardens).



Project Justification:

The City purchased the "Old Ranger Station" at 250 Brewer Road in 2014 and has now developed a master plan for the site. This master plan reflects the future community vision for this property as a community park. Detailed design needs to be developed, for all phases of the Master Plan, to allow construction of the approved master plan concepts. Although the development of the park is scheduled in future years due to funding availability, the current historic barn and house are dilapidated and in dire need of repair and restoration before further degradation occurs. Without these repairs building safety may begin to be compromised. These repairs and improvements began in FY 2020 and will continue in FY 2021.

For Continuing Projects

Estimated Project Status as of June 30, 2020:

Site environmental work, site structure removal (as previously specified), and Phase 1 design are complete. In addition, the underground utilities and rough grading were completed in FY 2018. Minor structural repairs were made to the porch deck and doors in FY 2019. Exterior building

Explanation for Revised Project Dates and/or Project Budget (if applicable):

The building restoration was added in FY 2020 due to the fact that the buildings have deteriorated faster than expected, and a historic building evaluation and cost estimate was completed in 2017.

Project Balance		
Original Approved Project Budget		\$261,600
Approved Budget Increases/Decreases		\$245,401
Current Approved Total Project Budget		\$507,001
Requested Budget increase/Decrease		\$326,555
Requested Total Project Budget		\$833,556
Estimated Expenditures through June 30, 2020		\$340,741
Budget Balance Remaining		\$492,815

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Master Plan	\$17,646					\$17,646
Carry Over	Demolition/Site Prep - Contracted	\$28,353					\$28,353
Carry Over	Demolition/Site Prep - In-House	\$38,182					\$38,182
Carry Over	Design - Contracted	\$53,955					\$53,955
Future Estimate	Design - Contracted			\$50,000	\$70,000	\$90,000	\$210,000
Carry Over	Construction - Contracted	\$146,492	\$166,000				\$312,492
New Appropriation	Construction - Contracted		\$325,000				\$325,000
Future Estimate	Construction - Contracted			\$920,000	\$400,000	\$520,000	\$1,840,000
Carry Over	Environmental	\$56,113					\$56,113
Carry Over	Arts Transfer		\$260				\$260
New Appropriation	Arts Transfer		\$1,555				\$1,555
Future Estimate	Arts Transfer			\$5,590	\$1,556	\$3,515	\$10,661
Totals		\$340,741	\$492,815	\$975,590	\$471,556	\$613,515	\$2,894,217

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Post 7/2014		\$133,481	\$411,036	\$114,412	\$258,487	\$917,416
Summit CFD	\$105,214	\$50,000		\$60,000		\$215,214
Fairfield CFD	\$235,527	\$126,000		\$140,000		\$501,527
Capital Reserves		\$183,334	\$564,554	\$157,144	\$355,028	\$1,260,060
Totals	\$340,741	\$492,815	\$975,590	\$471,556	\$613,515	\$2,894,217

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies		\$600	\$600	\$600
Contractual Services		\$9,120	\$9,120	\$9,120
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$9,720	\$9,720	\$9,720

Explanation of Operating Impacts:

Once the park is built out, there will be impacts to the operating budget due to additional demands for event planning, parks maintenance, utilities, commodities, etc.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Shade Structures and Playground Equipment Replacement

Phase: of Project #: PR-05
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

Remove all existing outdated playground equipment, and replace with new inclusive and adaptive equipment. Completion of this project will result in two new shade structures and two new playgrounds. Includes installation of a rubberized safety playground surface, new equipment, water feature, and shade structures over both of the new playground areas.

Project Justification:

According to the 2012 Parks and Recreation Master Plan: Capital Maintenance Priorities Upgrade Existing Playgrounds at Posse Grounds Community Park, shade structures should be installed on all playgrounds within 1-3 years.

A design was completed in 2016 that would replace both playgrounds at Posse Grounds Park. The new playground design will be inclusive by nature so as to invite children of all abilities to play and imagine together. The rubberized playground surface will be ADA accessible so as not to eliminate anyone (adult or child) from being able to use the park. By installing this weather/sun protection structure, it will increase the life of the playground equipment and protect the users of the playground equipment. These are the last two playgrounds that need to be covered in order to accomplish one of the goals in the Master Plan.

Location:

Posse Grounds Park

	Original	Revised (if applicable)
Start Date	July 2020	
Estimated Completion Date	June 2021	



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Design was completed in 2016.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Project Balance	
Original Approved Project Budget	\$30,630
Approved Budget Increases/Decreases	-\$6,140
Current Approved Total Project Budget	\$24,490
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$24,490
Estimated Expenditures through June 30, 2020	\$24,490
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$24,490					\$24,490
	Construction - Contracted			\$400,000			\$400,000
Future Estimate	Contingency			\$40,000			\$40,000
Future Estimate	Arts Transfer			\$2,250			\$2,250
	Totals	\$24,490	\$0	\$442,250	\$0	\$0	\$466,740

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Pre	\$24,490					\$24,490
Summit CFD			\$50,000			\$50,000
Fairfield CFD			\$165,000			\$165,000
Capital Reserves			\$227,250			\$227,250
Totals	\$24,490	\$0	\$442,250	\$0	\$0	\$466,740

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

There is already a playground here so it would not increase the level of work that Maintenance is already providing. It may decrease costs, however, since wood chips would not have to be replaced annually.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Bike Skills Park- Phase III

Phase: of Project #:
(If Applicable)

Ranking:

Project Description:

The bicycle community fundraised \$37,000 for the design of the park in FY 2015, and the City subsequently agreed to construct the park. The contributed funds paid for a complete master plan design. It included future phases (not currently budgeted) that could be built, if additional funding becomes available. Phase One and Two, and the drop zone (Phase Three) has been built. Additional funding would build the remainder of Phases Three and Four which would include these additional features: dirt jump park, and skills zone.

Project Justification:

The City's Strategic Plan states that the community should be served with a variety of recreational opportunities and the parks should be expanded based on identified community needs. Since a master plan design has been approved by the community, the Planning & Zoning Commission, and the City Council, it would be in the best interest for our users if the park was completed in its potential entirety.

Since the first two phases have been built volunteers have come forward to help keep the park in good condition. It is embraced by the biking community. The Sedona Mountain Bike Festival has been held in this area three times and workshops held at the park have benefited from its features.

Location:

Posse Grounds Park

	Original	Revised (if applicable)
Start Date	July 2020	February 2020
Estimated Completion Date	June 2022	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Phases One and Two, and the drop zone portion of Phase Three, have been completed.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budgets were reallocated to complete a portion of Phase Three work in-house and split the remaining work over FY 2021 and FY 2022 to accommodate higher priority projects in FY 2021. Staff capacity was available to start the project earlier than anticipated.

Project Balance		
Original Approved Project Budget		\$274,296
Approved Budget Increases/Decreases		\$69,861
Current Approved Total Project Budget		\$344,157
Requested Budget Increase/Decrease		\$20,110
Requested Total Project Budget		\$364,267
Estimated Expenditures through June 30, 2020		\$306,564
Budget Balance Remaining		\$57,703

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$30,417					\$30,417
Carry Over	Construction - Contracted	\$275,994					\$275,994
New Appropriation	Construction - Contracted		\$20,000				\$20,000
Future Estimate	Construction - Contracted			\$100,000			\$100,000
Carry Over	Construction - In-House		\$37,372				\$37,372
Carry Over	Arts Transfer	\$153	\$221				\$374
New	Arts Transfer		\$110				\$110
Future Estimate	Arts Transfer			\$576			\$576
Totals		\$306,564	\$57,703	\$100,576	\$0	\$0	\$464,843

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Pre	\$103,785					\$103,785
Development Impact Fees - Post	\$11,284	\$24,311	\$42,375			\$77,970
Donations	\$40,581					\$40,581
Capital Reserves	\$150,914	\$33,392	\$58,201			\$242,507
Totals	\$306,564	\$57,703	\$100,576	\$0	\$0	\$464,843

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

Community members and businesses raised money for the design and start of the park.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies	\$1,000	\$1,000	\$1,000	\$1,000
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$1,000	\$1,000	\$1,000	\$1,000

Explanation of Operating Impacts:

Currently, a staff person is dedicated to maintenance of this park at a cost of \$10,000 annually. Additional costs are for dirt and soil stabilizer.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Radio Infrastructure

Phase: of Project #:
(If Applicable)

Ranking:

Project Description:

Enhance radio system to improve radio transmitting and receiving of police radio communications. Identify and recommend various alternatives to ensure that the radio system will meet current and future interoperability requirements.

Phase 2 is to create one simulcast site on the west side of the City. This will increase the radio coverage in the West Sedona area.

Project Justification:

A vital and critical resource to any public safety entity is reliable and effective radio communications. For the past several years, police personnel have experienced ongoing problems with transmitting and receiving radio communications, including dead spots (inability to communicate based on terrain or infrastructure blockage), and frequent inaudible or garbled transmissions. This is a public safety issue that impacts our ability to keep our employees and the public safe. Slight improvements have been made to the system based on recommendations from the previous system assessment study along with the planned upgrading of other system components. There are five major antenna sites, which are designed to either listen or talk to the other antenna sites, but not both. The project is to get all the antenna sites to listen and talk, which will improve the radio coverage within the City.

In FY 2019, radio equipment was purchased to improve the radio infrastructure at the Forest Road location, which will improve the Uptown area and along most of SR 179 to the Doodle Bug area. The equipment is still being built and will be shipped to the Police Department to be installed before the end of FY 2019. Before each new phase is started, the improvements from the prior phase will be evaluated before moving forward onto the next phase. The Phase 2 request is \$100,000 delayed to FY 2021 for enhancement of the current radio infrastructure (transmitting/receiving towers, equipment) for the antenna at the Southwest Drive location, which will improve the areas between Southwest Drive and Soldier Pass Road. In FY 2022, \$150,000 is requested to enhance the current radio infrastructure located at the Police Department, which will improve the area between the department and Bristlecone Drive. In FY 2023, \$500,000 is requested to build radio infrastructure near the high school to improve this area. These different phases will eliminate dead spots and increase reliability and coverage.

This project qualifies as Priority 1 because clear radio communications between/among officers and dispatch is critical and necessary in the performance of the mission to protect the public and the officers.

Location:

Southwest Drive Antenna

	Original	Revised (if applicable)
Start Date	July 2017	January 2019
Estimated Completion Date	June 2018	June 2023



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Phase 2 has been delayed to FY 2021.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

In 2018, a meeting was held with Motorola and Sedona Fire Communications to discuss updating the antennas at the simulcast sites to improve transmission. The updates discussed will be done in different phases so not to interrupt the current communication systems. Phase 1 consisted of purchasing the equipment. The equipment is made to order and is a very long process. Phase 2 consists of updating the Southwest Drive site which has been delayed to FY 2021. In Phase 3 which will take place in FY 2021, the Police Department site will be updated. If the work during the different phases does not fix the communications problem, Phase 4 will be building a brand new site at Sedona High School.

Project Balance	
Original Approved Project Budget	\$40,000
Approved Budget Increases/Decreases	\$303,939
Current Approved Total Project Budget	\$343,939
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$343,939
Estimated Expenditures through June 30, 2020	\$243,939
Budget Balance Remaining	\$100,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Study	\$49,990					\$49,990
Carry Over	Equipment Purchase	\$193,949	\$100,000				\$293,949
Future Estimate	Equipment Purchase			\$150,000	\$500,000		\$650,000
Totals		\$243,939	\$100,000	\$150,000	\$500,000	\$0	\$993,939

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Capital Reserves	\$243,939	\$100,000	\$150,000	\$500,000		\$993,939
Totals	\$243,939	\$100,000	\$150,000	\$500,000	\$0	\$993,939

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

No additional operating costs anticipated.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Police Station Remodel

Phase: of Project #:
(If Applicable)

Ranking:

Project Description:

Design and remodel existing police station, adding square footage to the original footprint from the soon-to-be-vacant Magistrate's offices and adjacent courtyard.

A complete rebuild of the current police station, incorporating space from the soon to be vacated Magistrate's offices and the adjacent patio will lead to a modern, well-functioning public safety facility that meets the needs of a modern police force.

Project Justification:

The current police station was never designed as a critical, 24-hour public safety facility and does not allow for efficient, effective and safe workflow processes, security of confidential/sensitive documents or work stations, or accommodations for support functions. Since the station opened in 1998, it has been operating as a 24/7 police facility, 365 days per year, which has significantly worn on our facility much more rapidly than an office building with limited hours of operation. The police personnel, equipment, and work space needs have outgrown the current facility design and footprint.

The current station lacks a proper evidence storage room, interview room, public meeting space, proper storage areas, and proper officer work stations. The communications center and evidence storage rooms flood during rains. Of critical importance is the unsafe factors associated with prisoner detention and processing.

During last budget discussions, the need to either remodel or build a new station was discussed. It was the desire of the Citizens Budget Work Group and the City Council to begin moving in the direction of either a new police station or a complete remodel of the existing station, and funding placeholders were set in FY 2019 and FY 2020 for a remodel. Because the Magistrate will be moving to another facility, adjacent space to the existing police station has been made available. The cost savings in remodeling versus a new build is significant, and a complete remodel of the police station is now the preferred option.

This project qualifies as Priority 2 based on the critical need to have a high functioning, 24-hour public safety building that can be operational at all times and can withstand any/all natural or man-made hazards.

Phase 1 of this project will consist of remodeling the men's and women's locker rooms, as well as expanding in to the courtyard with office space, quiet room, storage, and an interview room. Phase 2 will be determined under the new city master plan.

Location:

Police Station - City Hall 102 Roadrunner Dr, Sedona, AZ

	Original	Revised (if applicable)
Start Date	July 2018	August 2019
Estimated Completion Date	June 2021	June 2023



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Project design is underway.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

The previous budget was for an evaluation that was carried over to begin design. The added budget was for the remainder of the project. Budget was adjusted from \$1,640,000 to \$2,132,000 due to current rising construction costs. Design to begin in FY2020, and construction to begin in FY 2021 and end in FY 2023.

Project Balance	
Original Approved Project Budget	\$20,000
Approved Budget Increases/Decreases	\$1,217,554
Current Approved Total Project Budget	\$1,237,554
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$1,237,554
Estimated Expenditures through June 30, 2020	\$108,423
Budget Balance Remaining	\$1,129,131

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$107,820	\$58,450	\$13,620			\$179,890
Carry Over	Construction - Contracted		\$612,000	\$408,000			\$1,020,000
Carry Over	Equipment Purchase			\$15,000			\$15,000
Carry Over	Technology			\$10,000			\$10,000
Carry Over	Temporary Relocation		\$3,000	\$3,000			\$6,000
Carry Over	Arts Transfer	\$603	\$3,721	\$2,340			\$6,664
	Totals	\$108,423	\$677,171	\$451,960	\$0	\$0	\$1,237,554

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Post 7/2014	\$47,531	\$298,327	\$187,606			\$533,464
Capital Reserves	\$60,892	\$378,844	\$264,354			\$704,090
	Totals	\$108,423	\$677,171	\$451,960	\$0	\$1,237,554

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$14,000	\$14,000	\$14,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$14,000	\$14,000	\$14,000

Explanation of Operating Impacts:

The new building (footprint) will have additional space to heat/cool and will have a slight increase in utility and janitorial expenses annually.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Shooting Range Improvements

Phase: of Project #:
(If Applicable)

Ranking:

Project Description:

A study has been completed on the renovation and enhancement of the police shooting range. The study encompassed needed critical safety improvements and enhancements that would provide the department with an effective training facility. The continuance of this project will focus on the construction of training rooms, restrooms, secured storage areas, parking areas, and a new access road to the facility.

The completion of needed renovations will enhance the training and the human needs when utilizing the range.

Project Justification:

Over the years, the police department shooting range has been renovated to address critical safety issues and make minor improvements to enhance its functionality as a training facility. The department is in need of dedicated space and areas in which their training activities can be conducted in a safe, secured, and controlled location. The areas adjacent to the shooting range are large enough to accommodate the space needed for the construction of restrooms, training rooms, secured storage areas, and parking areas. Additionally, a new access road to the facility could be designed and constructed to provide an entrance to the facility that would not require travel through sensitive areas within the Wastewater Treatment Plant or the recreational wetlands. Such improvements to the facility would create opportunities to provide training space for other city departments.

This project is being funded from a carryover of the project from FY 2018 that was not completed during FY 2018. The purchase and install of the modular classroom (restrooms included) was completed in FY 2019. Construction of the potable water well, electrical transformer and panel, site lighting, and associated utility connections remain. The previous iteration of the project had a separate restroom building, but that was removed as a modular with restrooms included is far more cost effective. A new phase III is being proposed which will include the design and construction of a new road from SR89A directly to the material yard at the WWRP. Phase III will include associated drainage improvements and gates/fences.

Location:

Shooting Range at the Wastewater Treatment Plant

	Original	Revised (if applicable)
Start Date	July 2016	September 2019
Estimated Completion Date	June 2018	September 2020



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Construction is expected to be 40%-50% complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Phase III (construction of roadway and access driveway to WWRP and the Range) as described in the justification was covered by a portion of the existing budget and was completed in FY 2020. Phase II (construction of utilities and connection to the new modular classroom) is currently underway, however issues with the contractor has slowed progress. It is anticipated that the project will be completed in FY 2020; however, that is to be determined. The current funding allocated is adequate to complete Phase II. Due to uncertainty on completion of Phase II within FY 2020, carryover is anticipated. There have been some delays related to COVID-19.

Project Balance	
Original Approved Project Budget	\$796,250
Approved Budget Increases/Decreases	-\$94,518
Current Approved Total Project Budget	\$701,732
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$701,732
Estimated Expenditures through June 30, 2020	\$608,501
Budget Balance Remaining	\$93,231

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Study	\$19,900					\$19,900
Carry Over	Design - Contracted	\$48,109					\$48,109
Carry Over	Construction - Contracted	\$447,239	\$93,210				\$540,449
Carry Over	Equipment Purchase	\$89,965					\$89,965
Carry Over	Arts Transfer	\$3,288	\$21				\$3,309
	Totals	\$608,501	\$93,231	\$0	\$0	\$0	\$701,732

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Pre 8/2014	\$56,526					\$56,526
Development Impact Fees - Post 7/2014	\$108,061	\$66,159				\$174,220
RICO Monies	\$41,388	\$25,000				\$66,388
Capital Reserves	\$402,526	\$2,072				\$404,598
Totals	\$608,501	\$93,231	\$0	\$0	\$0	\$701,732

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	\$1,500	\$1,500	\$1,500	\$1,500
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$1,500	\$1,500	\$1,500	\$1,500

Explanation of Operating Impacts:

The addition of a large classroom may have an incremental increase in utilities to support the additional square footage. The addition of a larger male/female restroom will also incur slightly additional maintenance costs (maintaining, servicing the facility).



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
In-Car Video System Replacement

Location:
All Patrol Vehicles

Phase: of **Project #:** PD-05
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2020	
Estimated Completion Date	June 2021	

Ranking: Imperative (Must-Do)

Project Description:

Replace the audio/video system in all patrol cars, booking room, and intox room, and issue three body worn cameras as a test for future potential integration of body worn cameras for all patrol related staff. Staff will be evaluating the time it takes to redact the recordings from all the in-car cameras, booking room, intox room, and the three body worn cameras, before the decision is made to implement a full body worn program for the department.

Today's modern police organizations have in-car and/or body cameras to record officers' actions and field incidents, and it has become almost a required piece of law enforcement equipment. Departments choosing not to deploy these systems will be the focus of scrutiny, as they will be the anomaly. We currently have the L-3 system in our patrol vehicles, booking room, and intox room, and this project will replace the L-3 system, along with issuing three body worn cameras, one for the K-9 officer, a traffic officer, and investigations.



Project Justification:

The current in-car video system is over 11 years old. The current system does not have the ability to redact any recordings, which is required by law and does not have a program in development. The recorded media is being stored on DVDs, which causes storage issues and retention issues since we are unable to separate media from the DVDs per the State of Arizona retention laws.

The option to utilize the body-camera accessory is available, and is contained in the all-in-one-system price. Body cameras have become the national industry standard for law enforcement.

The preference is to replace all units at once (24 units, a booking room, an intox room, and three body cameras for the K-9 officer, a traffic officer, and investigations), so each officer is equipped with the same system, and the training, software, and storage/retrieval system are all the same.

For Continuing Projects

Estimated Project Status as of June 30, 2020:

N/A

Project Balance		
Original Approved Project Budget		\$0
Approved Budget Increases/Decreases		\$0
Current Approved Total Project Budget		\$0
Requested Budget Increase/Decrease		\$185,300
Requested Total Project Budget		\$185,300
Estimated Expenditures through June 30, 2020		\$0
Budget Balance Remaining		\$185,300

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
New	Equipment Purchase		\$185,300				\$185,300
Totals		\$0	\$185,300	\$0	\$0	\$0	\$185,300

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Post		\$20,881				\$20,881
Capital Reserves		\$164,419				\$164,419
Totals	\$0	\$185,300	\$0	\$0	\$0	\$185,300

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	-\$5,000	-\$5,000	-\$5,000	-\$5,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	-\$5,000	-\$5,000	-\$5,000	-\$5,000

Explanation of Operating Impacts:

Annual licensing/maintenance costs would be reduced by approximately \$5,000 a year. However, if the department decides to equip officers with the body-camera utility, there may be additional storage costs for additional video data that have yet to be determined.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Uptown Enhancements

Phase: of Project #: PW-01
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

This project currently serves as a placeholder for enhancement(s) to Uptown as identified and prioritized by the Uptown Parking Advisory Committee (merchant group). The future years include the possibility of adding restrooms at the municipal parking lot, and the extensions of sidewalks and other pedestrian connections from the various parking lots to Main Street and Jordan commercial districts.

Project Justification:

As a result of implementing paid parking on Main Street in Uptown, the City committed to reinvest the proceeds of the paid parking in to Uptown. It was agreed that the Uptown stakeholders would be involved in determining what those enhancements would consist of. This group conducted a survey of the larger merchant group and identified priority projects for FY 2020 and beyond. This CIP project budget is based on completing additional improvements on that list and continuing to identify, prioritize, and complete these reinvestment projects.

Location:

Uptown

	Original	Revised (if applicable)
Start Date	July 2018	July 2018
Estimated Completion Date	June 2019	June 2021



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Due to delays, the Jordan Road lighting project and Elote Cafe sidewalk project are expected to begin in FY 2021. All other identified projects identified by the Uptown Parking Advisory Committee, with the exception of SIM-03a, will be complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Priorities for the available net paid parking revenues have shifted with the approval to pursue a parking garage (SIM-03a). These projects will be ongoing as needs are identified for utilization of net paid parking revenue. Net paid parking revenues will also be utilized for SIM-03a.

Project Balance	
Original Approved Project Budget	\$400,000
Approved Budget Increases/Decreases	-\$107,286
Current Approved Total Project Budget	\$292,714
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$292,714
Estimated Expenditures through June 30, 2020	\$127,714
Budget Balance Remaining	\$165,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$30,000					\$30,000
Carry Over	Construction - Contracted	\$97,714	\$165,000				\$262,714
Future Estimate	Construction - Contracted					\$200,000	\$200,000
Future Estimate	Public Art Purchase					\$50,000	\$50,000
Totals		\$127,714	\$165,000	\$0	\$0	\$250,000	\$542,714

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
1% for Arts					\$50,000	\$50,000
Paid Parking Revenue	\$127,714	\$165,000			\$200,000	\$492,714
Totals	\$127,714	\$165,000	\$0	\$0	\$250,000	\$542,714

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	\$3,000	\$4,000	\$4,000	\$5,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$3,000	\$4,000	\$4,000	\$5,000

Explanation of Operating Impacts:

Maintenance of new sidewalks / paths, and new lighting.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Recycle Drop Off Locations

Phase: of Project #: PW-02
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

Add three recycling drop off locations within the City of Sedona. Includes construction costs for walls and earthwork for a 5' x 4' area, as well as three 8-cubic yard bins/dumpsters and two polyethylene glass bins per site.

Project Justification:

Environmental sustainability has been identified as a priority area for City Council. In the recent citizen survey, 90% of respondents said they support the City investing in creating sustainability policies and programs to increase recycling services. When asked to select up to three service areas for the City to contribute additional funding in order to expand existing services over the next few years, the number one area (ranked by 36% of respondents) was recycling services. The City's Community Plan, Environment section, lists supporting recycling and other waste stream reduction efforts as one of its identified environment policies.

Location:

Three sites TBD

	Original	Revised (if applicable)
Start Date	July 2018	July 2021
Estimated Completion Date	June 2019	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2020:

N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Project is on hold while further evaluation of the recycling market is performed.

Project Balance		
Original Approved Project Budget		\$138,200
Approved Budget Increases/Decreases		\$0
Current Approved Total Project Budget		\$138,200
Requested Budget Increase/Decrease		\$0
Requested Total Project Budget		\$138,200
Estimated Expenditures through June 30, 2020		\$0
Budget Balance Remaining		\$138,200

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Construction - Contracted			\$120,000			\$120,000
Carry Over	Equipment Purchase			\$17,000			\$17,000
Carry Over	Arts Transfer			\$1,200			\$1,200
Totals		\$0	\$0	\$138,200	\$0	\$0	\$138,200

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Capital Reserves			\$138,200			\$138,200
Totals	\$0	\$0	\$138,200	\$0	\$0	\$138,200

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Sedona Recycles, Inc. will be responsible for any maintenance needed.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Sedona in Motion Unspecified Projects

Location:
Various

Phase: of **Project #:** SIM-00
(If Applicable)

	Original	Revised (if applicable)
Start Date		
Estimated Completion Date		

Ranking: Imperative (Must-Do)

Project Description:
These funds could be used for a number of projects if opportunities are available. Some examples in FY 2021 are:

SIM-01 - SIM-12: General overages related to uncertainty of construction scope
SIM-10 - Driveway consolidations along SR 89A in West Sedona

In FY 2020, these funds were used for:
-Purchase of a modular classroom for the PD Shooting Range
-Numerous SIM-11 projects
-SIM-12 camera installations and travel time data

This project is also used for an offset to Public Works managed projects for an assumed carryover since historically there has been some carryover of CIP budget capacity to the following year.



Project Justification:
N/A

For Continuing Projects

Estimated Project Status as of June 30, 2020:
N/A

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$0
Estimated Expenditures through June 30, 2020	\$0
Budget Balance Remaining	\$0

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Contingency		-\$3,824,911	-\$4,495,286	-\$3,582,350	\$11,902,547	\$0
Future Estimate	Contingency			\$300,000	\$300,000		\$600,000
Totals		\$0	-\$3,824,911	-\$4,195,286	-\$3,282,350	\$11,902,547	\$600,000

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Transportation Sales Tax		-\$3,824,911	-\$4,195,286	-\$3,282,350	\$11,902,547	\$600,000
Totals	\$0	-\$3,824,911	-\$4,195,286	-\$3,282,350	\$11,902,547	\$600,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:
Operating impacts will be determined as projects are identified.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Uptown Roadway Improvements

Phase: of **Project #:** SIM-01
(If Applicable)

Ranking: Imperative (Must-Do)

Location:
Uptown (SR 89A)

	Original	Revised (if applicable)
Start Date	July 2017	April 2018
Estimated Completion Date	June 2018	July 2020

Project Description:

Construction of Uptown roadway improvements consisting of the following:

1. Construction of a raised median with decorative landscaping or decorative barrier to direct pedestrians to controlled crossings;
2. Construction of an additional southbound travel lane on SR 89A through Uptown;
3. Construction of a turnaround or roundabout at the north end of Uptown near Art Barr Road (Contingency funds are shown in FY 2019 if it is determined that a roundabout is necessary);
4. Construction of a roundabout at the south end (Jordan Road) of Uptown on SR 89A;
5. Construction of a new access road from SR 89A to free parking via Schnebly Road; and
6. Timing signal analysis and coordinate mid-block and Forest Road traffic signals.

Project Justification:

The Uptown roadway improvements will reduce turning movement and pedestrian conflicts between through traffic and local traffic. Analysis shows that this combination of improvements would reduce travel time under peak congested conditions from 42 minutes to 15 minutes.

Uptown Sedona Roadway Improvements

PROJECT DESCRIPTION:

- 1 Construct a raised median with decorative fence to direct pedestrians to controlled crossings.
- 2 Construct an additional southbound travel lane on SR 89A through Uptown.
- 3 Construct a turnaround or roundabout at the north end (e.g. at Art Barr).
- 4 Construct a roundabout at the south end (Jordan Road) of Uptown on SR 89A.
- 5 Create one-way access from 89A to free parking via Schnebly Road (NOT Schnebly Hill Road, see #5 on map above).

BENEFITS:

- With no traffic, it takes 7 minutes to travel from the Trout Farm to the Y. In severe congestion it takes 42 minutes. This level of severe congestion occurred on 7 days between February 1 and June 4, 2017. With this strategy, a severely congested trip would be reduced from 42 minutes, to 15 minutes.
- Raised median reduces turning movement conflicts and uncontrolled pedestrian crossings.
- Roundabouts facilitate U-turns and serve to keep vehicles consistently moving at safe speeds.

COSTS:

- Total estimated cost is \$3.6M.

TRADEOFFS:

- Lengthy disruption from construction.
- Possible loss of some landscape area, seating and sidewalk at Jordan Road to expand roadway.
- Expands two lanes of traffic to three, impacting pedestrian crossings and overall character in Uptown.
- Possible added traffic near Schnebly Road.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
Construction will be nearly complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Project construction cost budget revised consistent with Consultants 60% project design plans and estimate. Project scope additions/enhancements made following project scoping phase, public outreach, and enhanced median landscaping. Significant cost increase is a result of identifying the preference for a roundabout at the north end of Uptown. Those funds were moved from SIM-00 to SIM-01. The end date has pushed slightly in to FY 2021 because we are waiting on the completion of a waterline relocation before we can complete the Schnebly Road extension.

Project Balance	
Original Approved Project Budget	\$3,545,120
Approved Budget Increases/Decreases	\$1,311,052
Current Approved Total Project Budget	\$4,856,172
Requested Budget Increase/Decrease	\$112,137
Requested Total Project Budget	\$4,968,309
Estimated Expenditures through June 30, 2020	\$4,868,309
Budget Balance Remaining	\$100,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Land Acquisition	\$250,000					\$250,000
Carry Over	Design - Contracted	\$352,500					\$352,500
Carry Over	Construction - Contracted	\$4,153,215					\$4,153,215
New	Construction - Contracted	\$12,137	\$100,000				\$112,137
Carry Over	Public Art Purchase	\$92,593					\$92,593
Carry Over	Arts Transfer	\$7,864					\$7,864
Totals		\$4,868,309	\$100,000	\$0	\$0	\$0	\$4,968,309

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Post	\$624,753	\$16,743				\$641,496
Transportation Sales Tax		\$83,257				\$83,257
Capital Reserves	\$4,243,556					\$4,243,556
Totals	\$4,868,309	\$100,000	\$0	\$0	\$0	\$4,968,309

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies	\$2,000	\$2,000	\$2,000	\$2,000
Contractual Services	\$5,000	\$5,000	\$15,000	\$5,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$7,000	\$7,000	\$17,000	\$7,000

Explanation of Operating Impacts:

Operating costs include crack sealing, fog seal, pavement markings, drainage, signs. A seal coat would be required in FY 2023 for approximately \$15,000.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Uptown Parking Improvements

Phase: of Project #:
(If Applicable)

Ranking:

Project Description:

This project is associated with Strategy 3 of the City's 2017 TMP. The project involves three components as follows:
1. Design and construction of converting Smith Road, Wilson Road, and Van Deren Road to one-way streets between Forest Road and Schnebly Road, in order to improve parking supply and safety.
2. Walter P Moore, consultant with expertise in siting, design, needs assessment and cost estimating for parking structures, was hired to assess parking capacity and needs in Uptown and study area configuration and potential options for siting, design of future parking. This has been done in conjunction with the CFA planning for Uptown.
3. Design (FYs 2021 and 2022) and development of new parking facilities (FYs 2022 and 2023) consistent with the needs and siting assessment.

Project Justification:

The City's 2017 TMP indicates a lack of awareness for existing parking as well as a need for additional parking. The study indicated that demand for on-street parking is very high compared to off-street parking and that 28% of traffic congestion in Uptown can be attributed to arriving visitors searching for parking along SR 89A. The TMP recommends focus on improving awareness of existing parking through marketing, outreach, and added tools by which patrons can locate parking. Additionally, the TMP recommends increasing the supply of parking facilities centered within the Uptown area; however, given the range of strategies and projects, construction of a new parking structure or creation of other additional parking is not one of the highest priority projects. Therefore, to move this project forward in a more timely fashion, should it be a high priority of Uptown stakeholders, it would need to be funded through the paid parking revenue. This study would inform the City and the stakeholders about options and costs. Since the Uptown CFA is commencing, this type of analysis is also needed to inform the CFA planning process.

Location:

N/A

	Original	Revised (if applicable)
Start Date	August 2017	December 2017
Estimated Completion Date	December 2017	December 2022

Uptown Sedona Parking Improvements

PROJECT DESCRIPTION:
1. Expand parking areas either through additional parking lots, on-street parking, or a new parking garage.
2. Enhance signs that provide directions to city parking lots.

BENEFITS:
- Less congestion related to searching for parking.

COSTS:
- A new parking structure would cost between \$5M and \$15M depending on the size and design.

TRADEOFFS:
- Parking structure could impact views.
- Additional parking in Uptown brings more vehicles and traffic into the Uptown area.

Legend: Public Parking (Blue), Existing Off-Street Parking (Green), Existing On-Street Parking (Red)

For Continuing Projects

Estimated Project Status as of June 30, 2020:

Parking garage siting study and purchase of land parcels complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Council approved proceeding with development of a parking garage structure on Forest Rd in February 2020; therefore, the project was accelerated to FYs 2021 through 2023. Project was split and schedule revised for earlier development of street side parking opportunities and to more closely reflect project development and construction associated with an off-street parking structure.

Project Balance	
Original Approved Project Budget	\$111,100
Approved Budget Increases/Decreases	\$152,499
Current Approved Total Project Budget	\$263,599
Requested Budget Increase/Decrease	\$14,356,700
Requested Total Project Budget	\$14,620,299
Estimated Expenditures through June 30, 2020	\$1,003,599
Budget Balance Remaining	\$13,616,700

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Study	\$100,000					\$100,000
New Appropriation	Land Acquisition	\$890,000					\$890,000
Carry Over	Design - Contracted		\$50,000				\$50,000
New Appropriation	Design - Contracted		\$1,200,000	\$420,000	\$180,000		\$1,800,000
Carry Over	Construction - Contracted	\$13,463	\$100,000				\$113,463
New Appropriation	Construction - Contracted			\$8,166,700	\$3,500,000		\$11,666,700
Unfunded	Contingency						\$0
Carry Over	Arts Transfer	\$136					\$136
Totals		\$1,003,599	\$1,350,000	\$8,586,700	\$3,680,000	\$0	\$14,620,299

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Paid Parking Revenue	\$990,000					\$990,000
Transportation Sales Tax		\$1,350,000	\$1,150,000			\$2,500,000
Capital Reserves	\$13,599					\$13,599
Debt Financing			\$7,436,700	\$3,680,000		\$11,116,700
Totals	\$1,003,599	\$1,350,000	\$8,586,700	\$3,680,000	\$0	\$14,620,299

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies	\$2,000	\$2,000	\$2,000	\$2,000
Contractual Services			\$68,000	\$68,000
Debt Service			\$580,000	\$580,000
Revenue Offset		-\$75,000	-\$75,000	-\$100,000
Total Expenditure Impacts	\$2,000	-\$73,000	\$575,000	\$550,000

Explanation of Operating Impacts:

Material costs for additional signage and striping. Operating costs for a parking garage vary depending on the type of structure and whether fees will be charged. Annual costs could be anywhere from \$68,000 to \$136,000. A parking in-lieu fee for the Uptown District would be implemented. This fee, in addition to the net revenues already generated by the Main Street paid parking program, could cover most if not all of the debt service and operating costs.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Wayfinding Signage

Phase: 2 of 3 **Project #:** SIM-03b
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

This project is associated with Strategy 3 of the City's 2017 TMP. The project involves improving driver awareness of the existing parking supply through improved wayfinding, developing branded parking signage unique and in stark contrast to MUTCD sign standards to clearly direct traffic to parking areas, and developing and installing vehicular and pedestrian wayfinding signage for the three distinct districts within Sedona (Uptown, West Sedona, Gallery Row). The City is working on approval of an ADOT encroachment permit for the City-wide wayfinding package that will be implemented in phases, including monument signage at entry points to the City.

Project Justification:

The City's 2017 TMP indicates a lack of awareness for existing parking as well as a need for additional parking. The study indicated that demand for on-street parking is very high compared to off-street parking and that 28% of traffic congestion in Uptown can be attributed to arriving visitors searching for parking along SR 89A. The TMP recommends focus on improving awareness of existing parking through improved signage, marketing, outreach, and added tools by which patrons can locate parking. It also recommends overall improvements to vehicular and pedestrian wayfinding to/from all destinations through branded wayfinding signage.

Location:
Citywide

	Original	Revised (if applicable)
Start Date	July 2018	July 2018
Estimated Completion Date	June 2021	June 2022

Uptown Sedona Parking Improvements

PROJECT DESCRIPTION:

- Expand parking areas either through additional parking lots, on-street parking, or a new parking garage.
- Enhance signs that provide directions to city parking lots.

BENEFITS:

- Less congestion related to searching for parking.

COSTS:

- A new parking structure would cost between \$5M and \$15M depending on the size and design.

TRADEOFFS:

- Parking structure could impact views.
- Additional parking in Uptown brings more vehicles and traffic into the Uptown area.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
A portion of City-wide wayfinding signage is expected to be installed.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
This project has been deferred until additional staff capacity is available to manage this project.

Project Balance		
Original Approved Project Budget		\$151,500
Approved Budget Increases/Decreases		\$0
Current Approved Total Project Budget		\$151,500
Requested Budget Increase/Decrease		\$0
Requested Total Project Budget		\$151,500
Estimated Expenditures through June 30, 2020		\$59,720
Budget Balance Remaining		\$91,780

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$1,623					\$1,623
Carry Over	Construction - Contracted	\$57,506		\$91,780			\$149,286
Future Estimate	Construction - Contracted			\$150,000			\$150,000
Carry Over	Arts Transfer	\$591					\$591
Future Estimate	Arts Transfer			\$1,500			\$1,500
Totals		\$59,720	\$0	\$243,280	\$0	\$0	\$303,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Transportation Sales Tax			\$243,280			\$243,280
Capital Reserves	\$59,720					\$59,720
Totals	\$59,720	\$0	\$243,280	\$0	\$0	\$303,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies		\$2,000	\$2,000	\$2,000
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$2,000	\$2,000	\$2,000

Explanation of Operating Impacts:

Materials are for signage maintenance.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Pedestrian Crossing at Tlaquepaque

Phase: of **Project #:** SIM-04c
(If Applicable)

Ranking: Essential (Should-Do)

Project Description:

Design and Construction of a north-south pedestrian crossing of SR 179 at Tlaquepaque. The pedestrian crossing will be a multi-use pathway proposed along west embankment of Oak Creek and passing beneath the SR 179 bridge over Oak Creek to connect with existing sidewalks along SR 179 on each side.

Project Justification:

The pedestrian crossing will serve to reduce conflicts between pedestrian and vehicle traffic on SR 179 near the Tlaquepaque corridor. Additionally, the pathway will enhance opportunities to expand the multi-use pathway network and improve connectivity of multi-use pathways across Sedona.

Location:
SR 179 at Tlaquepaque

	Original	Revised (if applicable)
Start Date	July 2018	July 2018
Estimated Completion Date	June 2023	October 2022



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Final design is estimated to be 65% complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

The project budget was slightly reduced as a result of refinement of estimated costs. Project timeline was moved forward because the project was identified as a higher priority.

Project Balance	
Original Approved Project Budget	\$2,261,135
Approved Budget Increases/Decreases	-\$81,748
Current Approved Total Project Budget	\$2,179,387
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$2,179,387
Estimated Expenditures through June 30, 2020	\$277,587
Budget Balance Remaining	\$1,901,800

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Study						\$0
Carry Over	Land Acquisition		\$25,000				\$25,000
Carry Over	Design - Contracted	\$274,839	\$105,000				\$379,839
New	Design - Contracted						\$0
Carry Over	Construction - Contracted		\$1,271,800	\$500,000			\$1,771,800
Carry Over	Arts Transfer	\$2,748					\$2,748
Totals		\$277,587	\$1,401,800	\$500,000	\$0	\$0	\$2,179,387

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Post						\$0
Transportation Sales Tax		\$1,401,800	\$500,000			\$1,901,800
Capital Reserves	\$277,587					\$277,587
Totals	\$277,587	\$1,401,800	\$500,000	\$0	\$0	\$2,179,387

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$4,300	\$6,500	\$6,500
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$4,300	\$6,500	\$6,500

Explanation of Operating Impacts:

Operating impacts include utilities (irrigation and electric); routine site sweeping and refuse pickup; landscape maintenance; and general operating and maintenance of site infrastructure and features. Anticipated average annual cost is \$6,500.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

SR 89A & SR 179 Right Turn Y Roundabout Bypass

Phase: of Project #: SIM-04d
(If Applicable)

Ranking: Essential (Should-Do)

Project Description:

Construction of a separated right turn lanes at the "Y" roundabout for SR 89A to southbound SR 179, and channelizing movements for northbound SR 179 to northbound SR 89A. The right turn lane would be separated from the roundabout approach lanes by a narrow median forming a bypass lane.

Project Justification:

The addition of a right turn lanes and channelized movements at the "Y" roundabout removes right turning traffic volumes from the overall traffic volume within the roundabout. This reduction of traffic flow within the roundabout will improve the Levels of Service (LOS) at the "Y" roundabout from a LOS D to a LOS C and improve the performance of both the west and south approach.

Location:

SR 89A / SR 179 Intersection

	Original	Revised (if applicable)
Start Date	July 2018	February 2019
Estimated Completion Date	June 2022	June 2021



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Trial for northbound improvements will be complete. Scoping memo will be complete, and design will be 60% complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Refined right-of-way costs. In addition, the portion paid by ADOT has been eliminated. Only the required City contribution portion has been included. Project budgeted in the ADOT FY 2021 construction program.

Project Balance	
Original Approved Project Budget	\$2,741,524
Approved Budget Increases/Decreases	-\$1,542,690
Current Approved Total Project Budget	\$1,198,834
Requested Budget Increase/Decrease	\$14,770
Requested Total Project Budget	\$1,213,604
Estimated Expenditures through June 30, 2020	\$270,005
Budget Balance Remaining	\$943,599

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Land Acquisition		\$150,325				\$150,325
Carry Over	Design - Contracted	\$267,331					\$267,331
Carry Over	Construction - Contracted		\$778,504				\$778,504
New Appropriation	Construction - Contracted		\$14,770				\$14,770
Carry Over	Arts Transfer	\$2,674					\$2,674
Totals		\$270,005	\$943,599	\$0	\$0	\$0	\$1,213,604

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Bed Tax Allocation	\$132,946					\$132,946
Transportation Sales Tax		\$943,599				\$943,599
Capital Reserves	\$137,059					\$137,059
Totals	\$270,005	\$943,599	\$0	\$0	\$0	\$1,213,604

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

This is an ADOT administered project, with the City agreeing to pay half of the total project costs. The costs shown are reflective of the City contribution only. The bed tax allocation represents the portion of the FY 2019 amount that exceeded the cap agreed upon for the Sedona Chamber of Commerce and Tourism Bureau contract to contribute to SIM projects.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Any new maintenance costs will be handled by ADOT.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Portal Lane to Ranger Road Connection

Phase: of **Project #:** SIM-05a
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

Construction of new roadway improvements to connect/extend Portal Lane from its current terminus through Tlaquepaque to an intersection with Ranger Road. Portal Lane exiting traffic would be directed to exit out to Ranger Road, unless they are traveling south on SR 179. Will partner with Tlaquepaque to reconfigure the lot which will improve circulation and encourage vehicles to exit on to Ranger Road.

Project Justification:

The Transportation Master Plan, Strategy 5, Major Roadway Connections. Consistent with the Neighborhood and Regional Roadway Connections strategy, this strategy similarly intends to promote a better-connected community by improving thoroughfares for through-travel between adjoining neighborhoods. Improving local street connectivity between subdivisions/neighborhoods and offering parallel, and alternate routes for local trips, traffic volumes can be reduced on the arterial roadways of SR 89A and SR 179.

Location:
Portal Lane

	Original	Revised (if applicable)
Start Date	July 2017	July 2017
Estimated Completion Date	June 2018	November 2020

Major Neighborhood Connections

- CONNECT PORTAL LANE FROM ITS CURRENT TERMINUS THROUGH TLAQUEPAQUE TO AN INTERSECTION WITH RANGER ROAD.
- CONNECT TLAQUEPAQUE PARKING LOT TO RANGER ROAD / BREWER ROAD FOR EXISTING VEHICLES.
- EXTEND WEST END OF FOREST ROAD TO CONNECT TO SOUTHBOUND SR 89A.

PROJECT DESCRIPTION:

- Male Portal Lane one-way in to Tlaquepaque / Los Abogados area.
- Connect Tlaquepaque parking lot to Ranger Road / Brewer Road for existing vehicles.
- Extend west end of Forest Road to connect to Southbound SR 89A.

BENEFITS:

- Brewer/Ranger connection diverts vehicles that would be making a U-turn movement at the Schnebly Hill roundabout, reducing SR 179 congestion.
- With no traffic, it takes 12 minutes to travel from Bell Rock Blvd (VOC) to the "Y". In severe congestion it takes 36 minutes. This level of severe congestion occurred on 6 days between February 1 and June 4, 2017. With this strategy, a severely congested trip would be reduced from 36 minutes, to 33 minutes.
- Brewer/Ranger connection is a relatively low cost improvement.
- Brewer/Ranger connection creates a more convenient route for northbound and westbound SR179 travelers, with minimal impact to southbound SR179 travelers.
- Forest Road connection allows Uptown residents and emergency responders to avoid congestion in Uptown and at the "Y".

COSTS:

- Total estimated cost for Brewer/Ranger connection is \$500K.
- Total estimated cost for Forest connection is \$1.3M.

TRADEOFFS:

- Forest Road connection requires property acquisition.
- Potential for increased traffic in Forest Road neighborhoods.
- Impacts to private property.
- Visual and aesthetic impacts.

For Continuing Projects

Estimated Project Status as of June 30, 2020:

Design is expected to be complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Construction budget updated to reflect recent 60% design estimate. Land acquisition costs omitted as the value of the acquisition will be recognized by improvements on the private portion of the Portal Lane parking lot. Completion extended due to additional

Project Balance	
Original Approved Project Budget	\$763,600
Approved Budget Increases/Decreases	-\$78,999
Current Approved Total Project Budget	\$684,601
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$684,601
Estimated Expenditures through June 30, 2020	\$59,648
Budget Balance Remaining	\$624,953

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$59,235					\$59,235
Carry Over	Construction - Contracted		\$624,953				\$624,953
Carry Over	Arts Transfer	\$413					\$413
Totals		\$59,648	\$624,953	\$0	\$0	\$0	\$684,601

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Post	\$17,851	\$278,903				\$296,754
Transportation Sales Tax		\$346,050				\$346,050
Capital Reserves	\$41,797					\$41,797
Totals	\$59,648	\$624,953	\$0	\$0	\$0	\$684,601

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$2,000	\$8,000	\$2,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$2,000	\$8,000	\$2,000

Explanation of Operating Impacts:

Increased operating and maintenances costs related to additional infrastructure, including pavement management (i.e. crack sealing, surface treatments), pavement striping, and signage maintenance. A seal coat would be required in FY 2023 for approximately \$8,000.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Forest Road Connection

Phase: of Project #: SIM-05b
(If Applicable)

Ranking: Imperative (Must-Do)

Project Description:

Construction of new roadway improvements to connect/extend Forest Road from its current terminus to intersect with SR 89A. Residents and visitors would use the Forest Road connection to bypass SR 89A in Uptown and the "Y" to get from Uptown to West Sedona. At its intersection with SR 89A, vehicles would be able to turn right onto southbound SR 89A, but precluded from making a left turn from Forest Road to northbound SR 89A. Vehicles on northbound SR 89A would be able to make a left turn onto Forest Road at a directional median opening at the intersection of SR 89A and Forest Road. A cost contingency has been added to the project recognizing the difficulty of the terrain and right-of-way constraints.

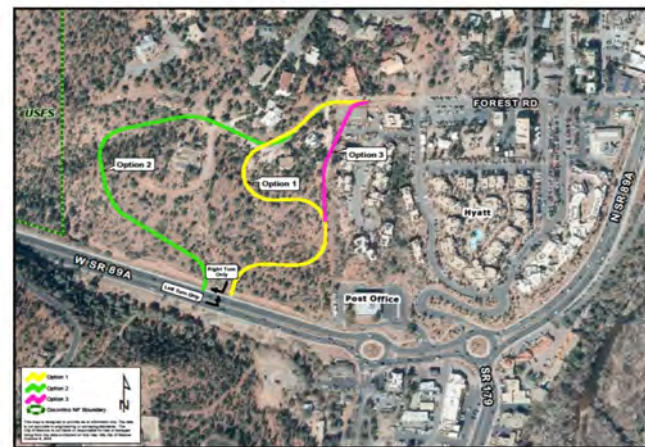
Project Justification:

The Transportation Master Plan, Strategy 5, Major Roadway Connections. Consistent with the Neighborhood and Regional Roadway Connections strategy, this strategy similarly intends to promote a better-connected community by improving thoroughfares for through-travel between adjoining neighborhoods. Improving local street connectivity between subdivisions/neighborhoods and offering parallel, and alternate routes for local trips, traffic volumes can be reduced on the arterial roadways of SR 89A and SR 179. The new connection between Uptown and West Sedona will provide the only secondary access, beyond the Y Roundabout. This provides a safety improvement, as a secondary emergency access, that will be valuable when access through the Y Roundabout is restricted.

Location:

Forest Road

	Original	Revised (if applicable)
Start Date	December 2017	December 2017
Estimated Completion Date	June 2020	May 2021



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Final design is expected to be 60% complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Construction budget was revised consistent with the most recent cost data from the consultant. Project delayed in order to conduct additional alignment analysis and public outreach (public opinion survey). End date extended 2 months due to concept design delay.

Project Balance		
Original Approved Project Budget		\$1,321,200
Approved Budget Increases/Decreases		\$1,823,721
Current Approved Total Project Budget		\$3,144,921
Requested Budget Increase/Decrease		\$139
Requested Total Project Budget		\$3,145,060
Estimated Expenditures through June 30, 2020		\$251,400
Budget Balance Remaining		\$2,893,660

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Study	\$36,894					\$36,894
Carry Over	Land Acquisition		\$400,000				\$400,000
Carry Over	Design - Contracted	\$213,280	\$167,121				\$380,401
New	Design - Contracted		\$139				\$139
Carry Over	Construction - Contracted		\$581,600	\$1,744,800			\$2,326,400
Carry Over	Arts Transfer	\$1,226					\$1,226
Totals		\$251,400	\$1,148,860	\$1,744,800	\$0	\$0	\$3,145,060

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Post	\$90,657	\$636,148	\$966,133			\$1,692,938
Transportation Sales Tax		\$512,712	\$778,667			\$1,291,379
Capital Reserves	\$160,743					\$160,743
Totals	\$251,400	\$1,148,860	\$1,744,800	\$0	\$0	\$3,145,060

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$5,000	\$5,000	\$5,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$5,000	\$5,000	\$5,000

Explanation of Operating Impacts:

Increased operating and maintenance costs related to additional infrastructure, including pavement management (i.e. crack sealing, surface treatments), stormwater drainage facilities, pavement striping, and signage maintenance.)



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Enhanced Transit Service

Phase: of **Project #:** SIM-08
(If Applicable)

Ranking: Essential (Should-Do)

Project Description:

The project is associated with Strategies 7 and 8 of the City's TMP. The project proposes implementation of a transit system from Village of Oak Creek to Oak Creek Canyon, as well as links to West Sedona and key trailheads, together with construction of a park-and-ride lot(s), bus stop improvements, maintenance/storage facility and transit hub. As a first phase, a transit system development study and implementation plan was completed in FY 2020. Funds for land acquisition for park and ride and/or transit hub facilities and/or rights of way are programmed for FY 2021.

Project Justification:

The Transportation Master Plan, Strategies 7 and 8 Enhanced Transit Service - Fixed Route, states that transit is most efficient when a series of high demand activity centers are linked via linear corridors. This allows for high visibility of available transit routes as well as a clear understanding of where the transit goes and how to access the service. Sedona's two major thoroughfares, SR 89A and SR 179, are ideal opportunities for transit service "trunk" lines. These two main routes throughout the region serve employment centers, schools, visitor attractions, and civic spaces. This allows destinations to be served with a minimum of out-of-direction travel for passengers, creating a more efficient system and a more desirable customer experience. The Verde Lynx service, operated by Cottonwood Area Transit (CAT), does not extend south to the VOC. Connections into Oak Creek Canyon will require cooperative governance through multiple jurisdictions given this area is outside of the City's boundaries.

Location:
Greater Sedona - Oak Creek Canyon

	Original	Revised (if applicable)
Start Date	July 2018	July 2018
Estimated Completion Date	June 2023	June 2025

Enhanced Transit Service - Tourism Focused

PROJECT DESCRIPTION:

- Implement a tourist-focused bus shuttle system from Village of Oak Creek to Slide Rock State Park. Buses would run every 15 to 20 minutes, 8 am to 8 pm, between March and October.
- Park-and-Ride lot near Red Rock Ranger Station; additional stops and pick-up points along SR 179 and SR 89A.

BENEFITS:

- Reduced vehicles entering Oak Creek Canyon from Sedona, reducing congestion. High usage could result in 2,000 to 3,000 fewer vehicles in Oak Creek Canyon on an average day in peak season.
- With no traffic, it takes 7 minutes to travel from the Trout Farm to the "Y". In severe congestion it takes 42 minutes. This level of severe congestion occurred on 7 days between February 1 and June 4, 2017. With this strategy, a severely congested trip would be reduced from 42 minutes, to 36 minutes.
- Also, with no traffic, it takes 12 minutes to travel from Bell Rock Blvd (VOC) to the "Y". In severe congestion it takes 36 minutes. This level of severe congestion occurred on 6 days between February 1 and June 4, 2017. With this strategy, a severely congested trip would be reduced from 36 minutes, to 24 minutes.
- Reduced Vehicle Emissions.

COSTS:

- Capital Costs = \$2.4 M (9 new buses and park-and-ride lot improvements)
- Operating Costs = \$460,000 / yr. Costs may be shared between ADOT, Coconino County, Yavapai County, and City of Sedona.

TRADEOFFS:

- Ongoing operational expenses to operate the service.
- Multi-jurisdictional coordination necessary.
- Need to create strong incentives for utilization.
- Seasonality of operations/demand periods.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
Exploring feasibility.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
The previous budget was for the study. The added budget is for the remainder of the project. Project delays are a result of unexpected economic impacts of COVID-19 and reluctance to initiate such large project with significant initial infrastructure and ongoing costs until able to assess financial losses.

Project Balance	
Original Approved Project Budget	\$200,000
Approved Budget Increases/Decreases	\$5,600,000
Current Approved Total Project Budget	\$5,800,000
Requested Budget Increase/Decrease	\$54,321,132
Requested Total Project Budget	\$60,121,132
Estimated Expenditures through June 30, 2020	\$306,132
Budget Balance Remaining	\$59,815,000

Budget Detail

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Study	\$186,132					\$186,132
Carry Over	Land Acquisition		\$1,370,000	\$1,000,000	\$1,000,000	\$1,630,000	\$5,000,000
Carry Over	Design - Contracted	\$120,000	\$200,000	\$100,000			\$420,000
New Appropriation	Design - Contracted					\$250,000	\$250,000
New Appropriation	Construction - Contracted			\$2,000,000	\$11,050,000	\$13,150,000	\$26,200,000
Carry Over	Environmental		\$100,000	\$93,868			\$193,868
New Appropriation	Environmental			\$206,132	\$100,000		\$306,132
New Appropriation	Vehicle Purchase				\$7,800,000		\$27,490,000
New Appropriation	Technology				\$25,000	\$50,000	\$75,000
Totals		\$306,132	\$1,670,000	\$3,400,000	\$19,975,000	\$34,770,000	\$60,121,132

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Grant	\$160,000	\$100,000	\$1,050,000	\$11,800,000	\$26,962,000	\$40,072,000
Outside Participation	\$10,000			\$225,000	\$475,000	\$710,000
Bed Tax Allocation	\$10,000					\$10,000
Transportation Sales Tax		\$1,570,000	\$1,000,000	\$1,000,000	\$1,630,000	\$5,200,000
Capital Reserves	\$126,132					\$126,132
Debt Financing			\$1,350,000	\$6,950,000	\$5,703,000	\$14,003,000
Totals	\$306,132	\$1,670,000	\$3,400,000	\$19,975,000	\$34,770,000	\$60,121,132

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

\$10,000 contribution from Coconino County, received in FY 2018 for transit study.
 \$10,000 bed tax allocation represents portion of the FY 2019 amount that exceeded the cap agreed upon for the Sedona Chamber of Commerce and Tourism Bureau contract to contribute to the transit study.
 \$160,000 FTA transit planning grant, passed through ADOT (reimbursement grant)
 \$30,000 grant match from City of Sedona. Budgeted in General Services in FY 2018 (carryover from operating budget).
 Grants for implementation include FTA/ADOT 5311, FTA 5339, FTA 5339c, Federal Land Access Program, and AZ State Parks.
 Outside participation for implementation includes cost sharing with Coconino and Yavapai Counties.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	\$168,000	\$168,000	\$168,000	\$6,724,000
Debt Service				\$900,000
Revenue Offset				-\$3,734,213
Total Expenditure Impacts	\$168,000	\$168,000	\$168,000	\$3,889,787

Explanation of Operating Impacts:

A new bus service will require on-going operation and maintenance costs. The bus service will be subject to seasonal variations in ridership demand, making operations more complex and difficult to manage. The service will require multi-jurisdictional support and coordination. Unless congestion is eliminated from Oak Creek Canyon, buses will be impacted by congestion and bus routes will experience chronic schedule delays.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Rodeo Road to Dry Creek Road - Shared Use Path

Location:
West Sedona, Rodeo Road to Dry Creek Road

Phase: of **Project #:** SIM-11a
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2018	
Estimated Completion Date	June 2020	

Ranking: Important (Could-Do)

Project Description:
Construction of roadway improvements, restripe existing lanes for walking and bicycling facilities.



Project Justification:
The Transportation Master Plan, Strategy 11, Walking and Bicycling Facilities, indicates that these improvements collectively encourage use of alternative modes of travel in Sedona, and support a park-once culture where visitors are encouraged to leave their vehicles at their place of lodging. To have a measurable impact on traffic congestion, a shared use trail system will be constructed.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
Design is on hold. A portion of this path is expected to be completed by future development.

Project Balance	
Original Approved Project Budget	\$13,199
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$13,199
Requested Budget Increase/Decrease	\$200,000
Requested Total Project Budget	\$213,199
Estimated Expenditures through June 30, 2020	\$0
Budget Balance Remaining	\$213,199

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Future Estimate	Land Acquisition			\$75,000			\$75,000
Carry Over	Design - Contracted			\$13,199			\$13,199
Future Estimate	Design - Contracted			\$1,801			\$1,801
New Appropriation	Construction - Contracted				\$200,000		\$200,000
Totals		\$0	\$0	\$90,000	\$200,000	\$0	\$290,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Transportation Sales Tax			\$90,000	\$200,000		\$290,000
Totals	\$0	\$0	\$90,000	\$200,000	\$0	\$290,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	\$2,000	\$10,000	\$10,000	
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$2,000	\$10,000	\$10,000	\$0

Explanation of Operating Impacts:

Additional operational and maintenance costs related to added infrastructure. Additional personnel time related to managing additional facilities/infrastructure will be covered within existing capacity. Additional recurring maintenance costs are related to materials and supplies for pavement maintenance (seal coating, or other) of paths, pavement patching, curb replacement, signage and striping, etc.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Posse Ground Parking Improvements & Soldiers Pass Shared Use Path

Phase: of Project #: SIM-11b
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

This project would provide additional parking at Posse Ground Park and provide a shared use trail connection to the Sunrise trail. Improvement of the Sunrise trail to the connection with Soldiers Pass Road. A shared use path will provide safe connection to the existing Soldiers Pass Trailhead.
Projected components of the project are as follows:
1. Additional parking.
2. Improved shared use path to trailhead at Soldier Pass.
3. Expanded area neighborhood parking restrictions.

Project Justification:

The Transportation Master Plan, Strategy 11, Walking and Bicycling Facilities, indicates that these improvements collectively encourage use of alternative modes of travel in Sedona, and support a park-once culture where visitors are encouraged to leave their vehicles at a central location. To have a measurable impact on traffic congestion at trailheads, pedestrian improvements would be required. Incentives such as limited parking availability at trailheads and expanded no parking in residential neighborhoods along Soldiers Pass Road.

Location:

Posse Grounds Park & Soldiers Pass Road

	Original	Revised (if applicable)
Start Date	February 2019	
Estimated Completion Date	June 2021	



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Design completed.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budget estimate was updated after development of a design cost estimate. The prior budget amount was based on the preliminary planning level estimate.

Project Balance	
Original Approved Project Budget	\$674,680
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$674,680
Requested Budget Increase/Decrease	\$9,050
Requested Total Project Budget	\$683,730
Estimated Expenditures through June 30, 2020	\$73,730
Budget Balance Remaining	\$610,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$73,000					\$73,000
Carry Over	Construction - Contracted		\$600,950				\$600,950
New	Construction - Contracted		\$9,050				\$9,050
Carry Over	Arts Transfer	\$730					\$730
Totals		\$73,730	\$610,000	\$0	\$0	\$0	\$683,730

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Transportation Sales Tax		\$610,000				\$610,000
Capital Reserves	\$73,730					\$73,730
Totals	\$73,730	\$610,000	\$0	\$0	\$0	\$683,730

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	\$10,000	\$10,000	\$10,000	\$10,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$10,000	\$10,000	\$10,000	\$10,000

Explanation of Operating Impacts:

Additional operational and maintenance costs related to added infrastructure. Additional personnel time related to managing additional facilities/infrastructure will be covered within existing capacity. Additional recurring maintenance costs are related to materials and supplies for pavement maintenance (seal coating, or other) of paths, pavement patching, curb replacement, signage and striping, etc.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Navoti Dr to Dry Creek Rd Shared Use Path

Phase: of Project #: SIM-11e
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

This project would provide a shared use pathway connection from Navoti Drive to White Bear Road. This will also provide a multi-modal connection to western Sedona/Red Rock High School other than SR 89A.

Project Justification:

The Transportation Master Plan, Strategy 11, Walking and Bicycling Facilities, indicates that these improvements collectively encourage use of alternative modes of travel in Sedona, and support a park-once culture where visitors and residents are encouraged to leave their vehicles at their place of lodging/residence. To have a measurable impact on traffic congestion, shared use path connections will be required.

Location:

White Bear Road (Sedona Public Library) to Navoti Drive

	Original	Revised (if applicable)
Start Date	February 2019	July 2019
Estimated Completion Date	June 2019	December 2020



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Design completed.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budget estimate was updated after development of a design cost estimate. The prior budget amount was based on the preliminary planning estimate. During the FY 2020 budget development process, it was originally anticipated that this project would move

Project Balance		
Original Approved Project Budget		\$156,550
Approved Budget Increases/Decreases		\$0
Current Approved Total Project Budget		\$156,550
Requested Budget Increase/Decrease		\$39,400
Requested Total Project Budget		\$195,950
Estimated Expenditures through June 30, 2020		\$40,950
Budget Balance Remaining		\$155,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$40,545					\$40,545
Carry Over	Construction - Contracted		\$115,600				\$115,600
New Appropriation	Construction - Contracted		\$39,400				\$39,400
Carry Over	Arts Transfer	\$405					\$405
Totals		\$40,950	\$155,000	\$0	\$0	\$0	\$195,950

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Transportation Sales Tax		\$155,000				\$155,000
Capital Reserves	\$40,950					\$40,950
Totals	\$40,950	\$155,000	\$0	\$0	\$0	\$195,950

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	\$3,000	\$3,000	\$3,000	\$3,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$3,000	\$3,000	\$3,000	\$3,000

Explanation of Operating Impacts:

Additional operational and maintenance costs related to added infrastructure. Additional personnel time related to managing additional facilities/infrastructure will be covered within existing capacity. Additional recurring maintenance costs are related to materials and supplies for pavement maintenance (seal coating, or other) of paths, pavement patching, curb replacement, signage and striping, etc.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Bicycle Green Lanes

Phase: of Project #: SIM-11f
(If Applicable)

Ranking: Imperative (Must-Do)

Project Description:

Provide additional marking/visual contrast for bicycle lanes. Colored pavement within a bicycle lane increases the visibility of the facility, identifies potential areas of conflict, and reinforces priority to bicyclists in conflict areas and in areas with pressure for illegal parking. Colored pavement can be utilized either as a corridor treatment along the length of a bike lane or cycle track, or as a spot treatment, such as a bike box, conflict area, or intersection crossing marking. Color can be applied along the entire length of bike lane or cycle track to increase the overall visibility of the facility. Consistent application of color across a bikeway corridor is important to promote clear understanding for all users.

Project Justification:

The Transportation Master Plan, Strategy 11, Walking and Bicycling Facilities, indicates that these improvements collectively encourage use of alternative modes of travel in Sedona, and support a park-once culture where visitors and residents are encouraged to leave their vehicles at their place of lodging. This project provides a safety improvement, as the green pavement marking will alert both bicyclists and motorists at conflict points.

Location:

Citywide

	Original	Revised (if applicable)
Start Date	February 2019	
Estimated Completion Date	August 2020	



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Design is complete. Construction is pending ADOT permit approval.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

The budget was reduced slightly as a result of the elimination of the arts transfer due to a change in the funding source used.

Project Balance	
Original Approved Project Budget	\$20,200
Approved Budget Increases/Decreases	-\$185
Current Approved Total Project Budget	\$20,015
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$20,015
Estimated Expenditures through June 30, 2020	\$1,515
Budget Balance Remaining	\$18,500

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - In-House	\$1,500					\$1,500
Carry Over	Construction - Contracted		\$18,500				\$18,500
Future Estimate	Construction - Contracted					\$30,000	\$30,000
Carry Over	Arts Transfer	\$15					\$15
Totals		\$1,515	\$18,500	\$0	\$0	\$30,000	\$50,015

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Transportation Sales Tax		\$18,500			\$30,000	\$48,500
Capital Reserves	\$1,515					\$1,515
Totals	\$1,515	\$18,500	\$0	\$0	\$30,000	\$50,015

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	\$1,500	\$1,500	\$1,500	\$3,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$1,500	\$1,500	\$1,500	\$3,000

Explanation of Operating Impacts:

Additional operational and maintenance costs related to added infrastructure. Additional personnel time related to managing additional facilities/infrastructure will be covered within existing capacity. Additional recurring maintenance costs are related to materials and supplies for pavement marking (seal coating, or other) of lanes, pavement patching, signage and striping, etc.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Thunder Mountain/Sanborn Shared Use Path and Drainage Improvements

Phase: of Project #:
(If Applicable)

Ranking:

Project Description:

Design and construction of a shared use concrete path 8' to 10' wide from the east end of the Thunder Mountain Subdivision to Coffee Pot Drive (one-mile). The pathway portion of this project is being designed during FY 2020 and will be constructed during FY 2021. The project also involves design and installation of storm drainage improvements along Thunder Mountain Road from Rhapsody Road to Andante Drive (aka Harmony/Windsong Phase 5). Other drainage related work will be necessary to accommodate the shared use path as it continues east of Andante to Coffee Pot Drive. The drainage portion of the project is being designed in FY 2020, with construction of the drainage improvements taking place during FY 2020 as well. The drainage improvements between Rhapsody and Andante are within the Dry Creek Drainage Basin, and the existing drainage capacity will be increased. The FY 2021 design expense is for construction phase services.

Project Justification:

The Transportation Master Plan, Strategy 11, Walking and Bicycling Facilities, indicates that these improvements collectively encourage residents and visitors to leave their cars parked and engage in more walking and bicycling. This also provides more comfort and safety for bicyclists and pedestrians.

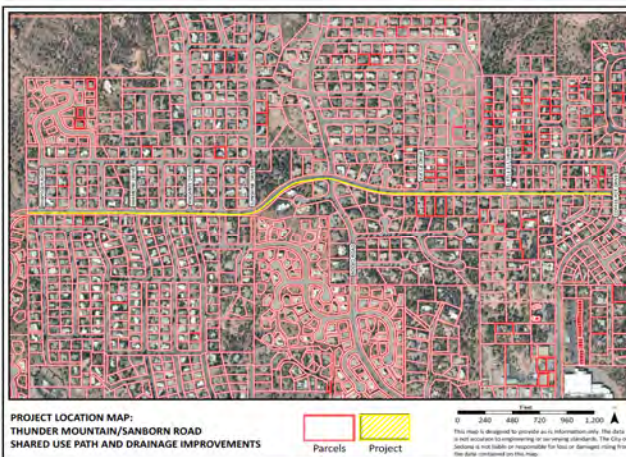
Drainage Portion: The 2005 Stormwater Master Plan identified drainage improvements at the upper end of the Harmony/Windsong drainage improvements along Thunder Mountain Road from Rhapsody Road to Andante Drive. This is the final upstream piece of the Harmony/Windsong drainage project, and it is necessary to make full use of the existing capacity of the Harmony/Windsong system. Other drainage related work will be necessary to accommodate the shared use path as it continues east to Coffee Pot Drive.

Note: The drainage work between Rhapsody and Andante would be considered essential (should-do), while the shared use path would be considered important (could-do).

Location:

Thunder Mountain Road and Sanborn Drive

	Original	Revised (if applicable)
Start Date	July 2019	
Estimated Completion Date	June 2021	



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Design of the shared use path and drainage improvements are complete. Construction of the major drainage portion of the project is expected to be close to completion.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

A new appropriation of \$389,250 for construction was necessary based on having the design and associated engineer's opinion of probable cost completed.

Project Balance	
Original Approved Project Budget	\$2,312,570
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$2,312,570
Requested Budget Increase/Decrease	\$391,485
Requested Total Project Budget	\$2,704,055
Estimated Expenditures through June 30, 2020	\$1,386,070
Budget Balance Remaining	\$1,317,985

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$200,000	\$40,000				\$240,000
Carry Over	Construction - Contracted	\$1,175,000	\$885,000				\$2,060,000
New Appropriation	Construction - Contracted		\$390,000				\$390,000
Carry Over	Arts Transfer	\$11,070	\$1,500				\$12,570
New Appropriation	Arts Transfer		\$1,485				\$1,485
Totals		\$1,386,070	\$1,317,985	\$0	\$0	\$0	\$2,704,055

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Yavapai County Flood Control	\$195,000					\$195,000
Development Impact Fees - Pre 8/2014	\$70,000					\$70,000
Development Impact Fees - Post 7/2014	\$3,000	\$1,900				\$4,900
Transportation Sales Tax		\$1,014,625				\$1,014,625
Capital Reserves	\$1,118,070	\$301,460				\$1,419,530
Totals	\$1,386,070	\$1,317,985	\$0	\$0	\$0	\$2,704,055

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies		\$2,500	\$2,500	\$2,500
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$2,500	\$2,500	\$2,500

Explanation of Operating Impacts:

Additional operational and maintenance costs related to added infrastructure. Additional recurring maintenance costs related to materials and supplies for a concrete pathway, curb replacement, signage and striping, etc. The operating expenditures also account for drainage maintenance costs related to debris removal, erosion repair, etc.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Chapel Road Shared Use Path

Phase: of Project #: SIM-11h
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

Construction of a shared use path on the north side of Chapel Road from SR 179 to Fox Road. This also includes parking improvements at the Mystic Trailhead.

Project Justification:

This will provide a safe walkway for tourists and residents between SR 179 and the Chapel of the Holy Cross. This would make it safer for tourists off loading from buses on SR 179 and walking along the roadway. It would also improve access to the Mystic Hills trailhead.

Location:

Chapel Road

	Original	Revised (if applicable)
Start Date	July 2019	August 2019
Estimated Completion Date	June 2020	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Design is complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Construction budget was carried over to FY 2021 due to design taking longer than expected. The design budget was also increased to reflect actual cost rather than the previous planning level estimate. Several factors have contributed to the delay including added levels of coordination and impacts of COVID-19.

Project Balance		
Original Approved Project Budget		\$623,200
Approved Budget Increases/Decreases		\$0
Current Approved Total Project Budget		\$623,200
Requested Budget Increase/Decrease		\$5,834
Requested Total Project Budget		\$629,034
Estimated Expenditures through June 30, 2020		\$69,034
Budget Balance Remaining		\$560,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$68,350					\$68,350
Carry Over	Construction - Contracted		\$260,000	\$294,166			\$554,166
New Appropriation	Construction - Contracted			\$5,834			\$5,834
Carry Over	Arts Transfer	\$684					\$684
Totals		\$69,034	\$260,000	\$300,000	\$0	\$0	\$629,034

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Transportation Sales Tax		\$260,000	\$300,000			\$560,000
Capital Reserves	\$69,034					\$69,034
Totals	\$69,034	\$260,000	\$300,000	\$0	\$0	\$629,034

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Additional operational and maintenance costs related to added infrastructure. Additional personnel time related to managing additional facilities/infrastructure will be covered within existing capacity. Additional recurring maintenance costs are related to materials and supplies for pavement maintenance (seal coating, or other) of paths, pavement patching, curb replacement, signage and striping, etc.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title: Dry Creek Road Shared Use Path

Location: Dry Creek Road

Phase: of **Project #:** SIM-11i
(If Applicable)

Ranking: Important (Could-Do)

	Original	Revised (if applicable)
Start Date	July 2020	May 2019
Estimated Completion Date	June 2022	June 2021

Project Description:

Construction of a shared use path on Dry Creek Road from Thunder Mountain Road to FS152. This will provide a safe shared use pathway for residents and tourists between White Bear Road and FS 152 and access to the multiple trailheads: Dry Creek Vista, Devils Bridge, Brins Mesa and Chuck Wagon. This path will connect to the shared use paths proposed at White Bear Road and Thunder Mountain Road.



Project Justification:

The Transportation Master Plan, Strategy 11, Walking and Bicycling Facilities, indicates that these improvements collectively encourage use of alternative modes of travel in Sedona, and support a park-once culture where visitors are encouraged to leave their vehicles at their place of lodging. The trails/pathway master plan update has identified this pathway as a priority.

For Continuing Projects

Estimated Project Status as of June 30, 2020:

Design is complete.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$53,227
Current Approved Total Project Budget	\$53,227
Requested Budget Increase/Decrease	\$707,000
Requested Total Project Budget	\$760,227
Estimated Expenditures through June 30, 2020	\$53,227
Budget Balance Remaining	\$707,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):

This project was not originally appropriated in FY 2020. The project began design in FY 2020 due to being identified as a high priority by the adjacent community, who has committed \$17,000 towards construction of the project. Budget numbers are updated to reflect actual design cost, and design level estimates, rather than the previous planning level estimates.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$52,700					\$52,700
New	Design - Contracted		\$7,000				\$7,000
New	Construction - Contracted		\$700,000				\$700,000
Carry Over	Arts Transfer	\$527					\$527
Totals		\$53,227	\$707,000	\$0	\$0	\$0	\$760,227

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Outside Participation		\$17,000				\$17,000
Transportation Sales Tax		\$690,000				\$690,000
Capital Reserves	\$53,227					\$53,227
Totals	\$53,227	\$707,000	\$0	\$0	\$0	\$760,227

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

The Estates at North Slopes has committed \$17,000 toward the construction of the project.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$6,000	\$6,000	\$6,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$6,000	\$6,000	\$6,000

Explanation of Operating Impacts:

Additional operational and maintenance costs related to added infrastructure. Additional personnel time related to managing additional facilities/infrastructure will be covered within existing capacity. Additional recurring maintenance costs are related to materials and supplies for pavement maintenance (seal coating, or other) of paths, pavement patching, curb replacement, signage and striping, etc.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Travel Information System

Phase: of **Project #:** SIM-12a
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

Travel information technology on corridors leading to Sedona - Implement advanced Intelligent Transportation System (ITS) technology and infrastructure on the corridors leading to Sedona, at alternate routes' decision points such as I-17/SR 260 in Camp Verde and at SR 89A/I-17 in Flagstaff. The technology will have the capability of communicating real-time travel times to inbound Sedona travelers, via advanced highway signing and dynamic travel time information, allowing travelers to make a decision based on their preferred travel time. Data will be obtained either by private data providers, or through a system developed collaboratively with ADOT. This could also include development of a smartphone app to provide travel time, transit, and parking information.

Project Justification:

The Transportation Master Plan, Strategy 12, Travel Information System, indicates real-time traveler information will maximize the efficiency and capacity of SR 179 and SR 260. Travelers who choose to use SR 260, based on real-time travel information, would arrive in Sedona quicker and under less-congested routes. The mobility pattern data shows that approximately 4,000 weekend trips, and 2,500 weekday trips could potentially be diverted from SR 179 to SR 260/SR 89A to access Sedona.

Location:
N/A

	Original	Revised (if applicable)
Start Date	August 2017	July 2018
Estimated Completion Date	February 2018	June 2021

Traveler Information

PROJECT DESCRIPTION:

- Electronic message signs on I-17 at Camp Verde and at SR 89A south of Flagstaff display travel time information to Sedona.

BENEFITS:

- With no traffic, it takes 13 minutes to travel from Bell Rock Blvd (VOC) to the "Y". In severe congestion it takes 36 minutes. This level of severe congestion occurred on 6 days between February 1 and June 4, 2017. With this strategy, a severely congested trip would be reduced from 36 minutes, to 26 minutes.
- Keeping drivers informed of real time travel time information enables them to make informed decisions regarding alternative routes.

COSTS:

- Design and construction cost = \$100,000.

TRADEOFFS:

- Coordination required between ADOT, City of Sedona.
- Concern from businesses about diverting traffic.
- Would modestly increase congestion on SR 89A in West Sedona because of traffic diverted through Cottonwood.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
Coordinating with ADOT.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Amounts for ongoing travel time data license were moved to operating budget. Project rescheduled consistent with ADOT anticipated schedule for additional Dynamic Message Sign (DMS) boards on I-17.

Project Balance	
Original Approved Project Budget	\$151,000
Approved Budget Increases/Decreases	\$798,300
Current Approved Total Project Budget	\$949,300
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$949,300
Estimated Expenditures through June 30, 2020	\$99,300
Budget Balance Remaining	\$850,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted		\$125,000				\$125,000
Carry Over	Construction - Contracted		\$725,000				\$725,000
Carry Over	Technology	\$99,300					\$99,300
Totals		\$99,300	\$850,000	\$0	\$0	\$0	\$949,300

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Post	\$288	\$51,000				\$51,288
Transportation Sales Tax		\$799,000				\$799,000
Capital Reserves	\$99,012					\$99,012
Totals	\$99,300	\$850,000	\$0	\$0	\$0	\$949,300

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	\$30,000	\$30,000	\$30,000	\$30,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$30,000	\$30,000	\$30,000	\$30,000

Explanation of Operating Impacts:

Maintenance and operational costs of DMS boards will be covered by ADOT. The operational costs shown are for the annual license cost to continue to collect travel time data.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Traffic Video Cameras

Location:
Citywide

Phase: of **Project #:** SIM-12b
(If Applicable)

	Original	Revised (if applicable)
Start Date	October 2018	
Estimated Completion Date	June 2021	

Ranking: Important (Could-Do)

Project Description:
Cameras will provide real-time video monitoring and evaluation of current traffic congestion at key locations.



Project Justification:
The cameras will provide staff with real-time traffic conditions at key locations. Should the chosen locations have limited deployment time the cameras can be relocated to other key locations.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
Three new video cameras have been installed.

Project Balance		
Original Approved Project Budget		\$47,470
Approved Budget Increases/Decreases		\$30,300
Current Approved Total Project Budget		\$77,770
Requested Budget Increase/Decrease		\$18,600
Requested Total Project Budget		\$96,370
Estimated Expenditures through June 30, 2020		\$46,370
Budget Balance Remaining		\$50,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):
The budget was increased to allow for additional new cameras.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$18,518	\$13,793				\$32,311
New	Design - Contracted		\$6,207				\$6,207
Carry Over	Construction - Contracted	\$27,393	\$17,607				\$45,000
New	Construction - Contracted		\$12,393				\$12,393
Carry Over	Arts Transfer	\$459					\$459
Totals		\$46,370	\$50,000	\$0	\$0	\$0	\$96,370

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Transportation Sales Tax		\$50,000				\$50,000
Capital Reserves	\$46,370					\$46,370
Totals	\$46,370	\$50,000	\$0	\$0	\$0	\$96,370

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

None anticipated.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Stormwater Drainage Easements Acquisition

Location:
City-Wide

Phase: of **Project #:** SD-09
(If Applicable)

Ranking: Essential (Should-Do)

	Original	Revised (if applicable)
Start Date	July 2016	
Estimated Completion Date	June 2030	

Project Description:

Acquisition of drainage easements as needed for upcoming CIP drainage projects throughout the City. The project would require identification of drainage ways to be acquired, sizing of easements, appraisal of easements, and offers to purchase easements in the City's name. This assumes work is contracted out.



Project Justification:

There are major drainage ways throughout the City that are identified only as public drainage easements. The primary responsibility for maintenance of these drainage ways lies with the property owner. For public safety and maintenance resources, it may be better for the City of Sedona to own and maintain these drainage ways. City ownership will help to assure more uniform maintenance of major drainage ways, which should reduce the adverse impact of major storms on areas throughout the City. In prior years, these funds were used for survey work, easement appraisals, and easement acquisition associated with CIP drainage projects. Staff expects these funds to be necessary in FY 2021 for acquisition of easements for upcoming drainage projects.

For Continuing Projects

Estimated Project Status as of June 30, 2020:

This is an on-going budget item used to obtain easements as needed.

Project Balance	
Original Approved Project Budget	\$72,500
Approved Budget Increases/Decreases	-\$21,739
Current Approved Total Project Budget	\$50,761
Requested Budget Increase/Decrease	\$25,000
Requested Total Project Budget	\$75,761
Estimated Expenditures through June 30, 2020	\$50,761
Budget Balance Remaining	\$25,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):

This is an on-going budget item used to obtain easements as needed.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Land Acquisition	\$50,761					\$50,761
New	Land Acquisition		\$25,000				\$25,000
Future Estimate	Land Acquisition			\$50,000	\$50,000		\$100,000
Unfunded	Land Acquisition					\$350,000	\$350,000
Totals		\$50,761	\$25,000	\$50,000	\$50,000	\$350,000	\$525,761

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals	
Development Impact Fees - Pre	\$37,006					\$37,006	
Development Impact Fees - Post	\$13,755					\$13,755	
Capital Reserves		\$25,000	\$50,000	\$50,000		\$125,000	
Unidentified					\$350,000	\$350,000	
Totals		\$50,761	\$25,000	\$50,000	\$50,000	\$350,000	\$525,761

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

None anticipated - operating impacts are identified in conjunction with the specific drainage projects.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Stormwater Master Plan Update & Project Implementations

Phase: of Project #:
(If Applicable)

Ranking:

Project Description:

In FY 2020, we began an update of the 2005 Stormwater Master Plan (Phase 1). Phase 1 includes looking at facility improvements and priorities. This will also account for the infrastructure completed since the 2005 Plan was complete and includes public outreach to identify new problem areas.

In FY 2021, we will continue to update the Master Plan (Phase 2) to include hydrology and the study of existing conditions in problem areas. The estimated costs of potential improvements will be determined as well. Priority areas will be more closely identified.

In FY 2022, we will complete the Master Plan Update (Phase 3) to include remapping of the floodplains reduced by previous storm drainage improvement projects. The \$350,000 budget amount from YCFCD during FY2022 is for a future project that is expected to be identified (based on priority) during the earlier phases of the Master Plan Update.

Project Justification:

Master Plans are typically updated every 5 to 10 years. Since the 2005 Plan was complete, major infrastructure has been added to the City's storm drainage system. For program improvement projects, it is necessary to account for the improvements and changes to the storm drainage system that have occurred since the last update. In addition, since the 2005 Plan was complete, priorities for storm drainage construction may have changed, and new priorities will be reflected by updating the Plan.

Location:

City-Wide

	Original	Revised (if applicable)
Start Date	July 2017	July 2019
Estimated Completion Date	June 2022	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Phase 1 of the Stormwater Master Plan Update will be complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

It was decided that the best approach for the Stormwater Master Plan Update would be to spread the total scope over three phases. The remapping of local floodplains in FY 2022 is important but not necessarily essential since they are not FEMA designated floodplains with flood insurance implications. We still had priority drainage projects to complete and wanted to be able to leverage county flood control monies for the Master Plan Update.

Project Balance	
Original Approved Project Budget	\$400,000
Approved Budget Increases/Decreases	-\$20,000
Current Approved Total Project Budget	\$380,000
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$380,000
Estimated Expenditures through June 30, 2020	\$80,000
Budget Balance Remaining	\$300,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Master Plan	\$80,000	\$100,000	\$200,000			\$380,000
Future Estimate	Construction - Contracted			\$350,000			\$350,000
Unfunded	Construction - Contracted					\$2,450,000	\$2,450,000
Unfunded	Arts Transfer					\$24,500	\$24,500
Totals		\$80,000	\$100,000	\$550,000	\$0	\$2,474,500	\$3,204,500

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Yavapai County Flood Control	\$80,000		\$350,000			\$430,000
Capital Reserves		\$100,000	\$200,000			\$300,000
Unidentified					\$2,474,500	\$2,474,500
Totals	\$80,000	\$100,000	\$550,000	\$0	\$2,474,500	\$3,204,500

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Operating impacts will be determined when the projects have been identified.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Sunset Drive Crossing Drainage Improvements (Yavapai County)

Location:
Sunset Drive at the low-water crossing

Phase: of **Project #:** SD-11
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2019	
Estimated Completion Date	June 2021	

Ranking: Essential (Should-Do)

Project Description:
This project includes design and installation of storm drainage improvements at the low-water crossing on Sunset Drive. The capacity of a new drainage culvert would be designed to pass the 25-year storm runoff of approximately 1,155 cubic feet per second (CFS). These improvements are in the Yavapai County Flood Control area. The FY 2021 design expense is for construction phase services.



Project Justification:
Since there is not any capacity for runoff from Carroll Canyon Wash under the existing roadway, Sunset Drive is frequently closed at this low-water crossing. This creates a liability and a demand on our Maintenance and Police Departments. In addition, the Shelby/Sunset Live/Work CFA Plan prioritizes the installation of this wash crossing as well as a safe pedestrian connection between S. Monte Verde Drive and Sunset Park. These storm drainage improvements will provide for approximately 1,155 CFS (25-year runoff event) crossing capacity underneath the roadway and a new pedestrian connection.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
Design will be complete. The expected construction start date is October 2020.

Project Balance	
Original Approved Project Budget	\$1,150,750
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$1,150,750
Requested Budget Increase/Decrease	\$194,600
Requested Total Project Budget	\$1,345,350
Estimated Expenditures through June 30, 2020	\$120,200
Budget Balance Remaining	\$1,225,150

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Based on estimated construction costs that were received from the design consultant, the construction budget was increased from \$1.0 million to \$1.2 million.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$120,000	\$15,000				\$135,000
Carry Over	Construction - Contracted		\$1,010,000				\$1,010,000
New Appropriation	Construction - Contracted		\$190,000				\$190,000
Carry Over	Arts Transfer	\$200	\$5,550				\$5,750
New	Arts Transfer		\$4,600				\$4,600
Totals		\$120,200	\$1,225,150	\$0	\$0	\$0	\$1,345,350

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Yavapai County Flood Control	\$100,000					\$100,000
Transportation Sales Tax		\$200,000				\$200,000
Capital Reserves	\$20,200	\$1,025,150				\$1,045,350
Totals	\$120,200	\$1,225,150	\$0	\$0	\$0	\$1,345,350

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
No outside funding anticipated. Yavapai County Flood Control District monies originally anticipated for FY 2021 will be swept by the county as a result of the impact of COVID-19 to balance their own budget. The Transportation Sales Tax funding will cover the portion of the project related to the shared use path and extension of the concrete box culvert to accommodate the path.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies		\$500	\$500	\$500
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$500	\$500	\$500

Explanation of Operating Impacts:
The operating expenditures account for costs related to debris, large rock, and sediment removal.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Sanborn Drive/Thunder Mountain Road Overlay

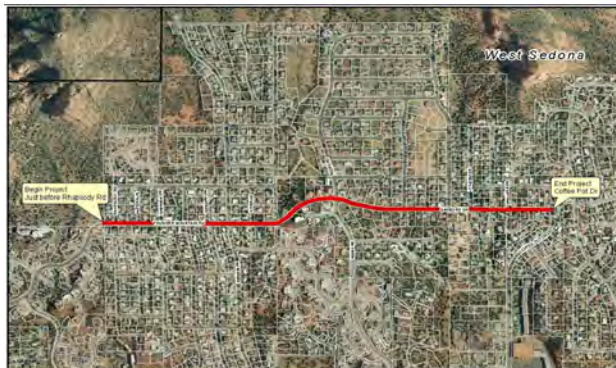
Location:
From Rhapsody Road to Coffee Pot Drive

Phase: of **Project #:** ST-02
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2018	December 2016
Estimated Completion Date	August 2018	June 2021

Ranking: Essential (Should-Do)

Project Description:
This project will consist of a 2" asphalt mill and overlay, as well as new curb and gutter along the south edge of the roadway for the one-mile distance between Rhapsody Road (approximate) and Coffee Pot Drive.



Project Justification:
The overlay work is needed based on a standard pavement overlay cycle. The pavement has degraded to the point of overlay being necessary. A significant portion of the budget will be funded through Surface Transportation Program (STP) funds. These are federal funds administered by the Arizona Department of Transportation (ADOT) through the Northern Arizona Council of Governments (NACOG).

For Continuing Projects

Estimated Project Status as of June 30, 2020:
Design completed.

Project Balance	
Original Approved Project Budget	\$738,820
Approved Budget Increases/Decreases	\$215,353
Current Approved Total Project Budget	\$954,173
Requested Budget Increase/Decrease	\$29,435
Requested Total Project Budget	\$983,608
Estimated Expenditures through June 30, 2020	\$173,083
Budget Balance Remaining	\$810,525

Explanation for Revised Project Dates and/or Project Budget (if applicable):
The construction cost increased due to the inclusion of curb and gutter on the south side of the roadway in preparation for an adjacent shared-use path. The increase in design cost is due to inclusion of post-design services. Construction has been delayed until FY 2021 to coordinate with drainage improvements.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$171,369					\$171,369
New	Design - Contracted		\$6,000				\$6,000
Carry Over	Construction - Contracted		\$776,857				\$776,857
New	Construction - Contracted		\$23,143				\$23,143
Carry Over	Appropriation		\$23,143				\$23,143
Carry Over	Arts Transfer	\$1,714	\$4,233				\$5,947
New	Arts Transfer		\$292				\$292
Totals		\$173,083	\$810,525	\$0	\$0	\$0	\$983,608

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Grant		\$353,454				\$353,454
Capital Reserves	\$173,083	\$457,071				\$630,154
Totals	\$173,083	\$810,525	\$0	\$0	\$0	\$983,608

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
Surface Transportation Program (STP) funds. These are typically federal funds administered by the Arizona Department of Transportation (ADOT) through the Northern Arizona Council of Governments (NACOG). However, we are progressing this project through the HURF exchange program which converts federal funds to state funds at 90% of the amount of federal funding.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$2,000	\$20,000	\$2,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$2,000	\$20,000	\$2,000

Explanation of Operating Impacts:
Typical practice is to provide a seal coat approximately two years after placement of new asphalt.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title: Ranger Road / Brewer Road Intersection Improvements

Location: Ranger Road/ Brewer Road

Phase: of **Project #:** ST-03
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

This project consists of a study, design, and construction to improve the existing Ranger Road/Brewer Road intersection between SR 179 and SR 89A.

Project Justification:

The improvement of SR 179 has routed additional traffic onto Ranger and Brewer Roads. Also, traffic volumes are nearing the capacity of the Y-Intersection. The current intersection and roadways are not adequate for present traffic and are in need of upgrading. Future increases in traffic will create safety issues, render the intersection ineffective, and create added congestion at adjacent intersections. The intent of the improvements would be to improve the efficiency of the intersection, and accommodate potential transit improvements via a Ranger Road extension.

	Original	Revised (if applicable)
Start Date	July 2020	July 2022
Estimated Completion Date	June 2022	June 2024



For Continuing Projects

Estimated Project Status as of June 30, 2020:
N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):
This project has been pushed out in order to be coordinated with potential transit needs and improvements in the area.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$0
Estimated Expenditures through June 30, 2020	\$0
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Future Estimate	Land Acquisition				\$50,000		\$50,000
Future Estimate	Design - Contracted				\$200,000		\$200,000
Future Estimate	Construction - Contracted					\$1,250,000	\$1,250,000
Future Estimate	Environmental				\$50,000		\$50,000
Future Estimate	Arts Transfer				\$2,350	\$11,750	\$14,100
	Totals	\$0	\$0	\$0	\$302,350	\$1,261,750	\$1,564,100

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Development Impact Fees - Post				\$18,000	\$75,000	\$93,000
Capital Reserves				\$284,350	\$1,186,750	\$1,471,100
Totals	\$0	\$0	\$0	\$302,350	\$1,261,750	\$1,564,100

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

N/A

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Shelby Drive / Sunset Drive Improvements

Location:
Shelby Drive / Sunset Drive

Phase: of **Project #:** ST-04
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2020	
Estimated Completion Date	June 2021	

Ranking: Essential (Should-Do)

Project Description:
This project would consist of converting the existing private portion of Shelby Drive to a public street. This project assumes the necessary right-of-way would be donated. The improvements would include new base course and asphalt, curb/gutter, sidewalk, and utility/drainage improvements.



Project Justification:
The existing road is in disrepair. This segment of Shelby connects two public roadways so its connectivity is crucial. Improvements to the roadway would allow for potential redevelopment consistent with the Sunset CFA plan.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
The project is expected to be at construction bid phase.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$179,108
Current Approved Total Project Budget	\$179,108
Requested Budget Increase/Decrease	\$1,621,767
Requested Total Project Budget	\$1,800,875
Estimated Expenditures through June 30, 2020	\$179,108
Budget Balance Remaining	\$1,621,767

Explanation for Revised Project Dates and/or Project Budget (if applicable):
This project was not originally appropriated in FY 2020. The budget increase reflects the full cost of the project.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$177,335					\$177,335
New	Design - Contracted		\$10,660				\$10,660
New	Construction - Contracted		\$1,500,000				\$1,500,000
New	Contingency		\$100,000				\$100,000
Carry Over	Arts Transfer	\$1,773					\$1,773
New	Arts Transfer		\$11,107				\$11,107
Totals		\$179,108	\$1,621,767	\$0	\$0	\$0	\$1,800,875

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Grant		\$500,000				\$500,000
Capital Reserves	\$179,108	\$1,121,767				\$1,300,875
Totals	\$179,108	\$1,621,767	\$0	\$0	\$0	\$1,800,875

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
An Economic Strengths Project (ESP) grant through the Arizona Commerce Authority and ADOT funded by the state's Highway User Revenue Fund.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies		\$3,000	\$10,000	\$3,000
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$3,000	\$10,000	\$3,000

Explanation of Operating Impacts:
Crack sealing, fog seal, pavement markings, drainage, signs, and sewer maintenance.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Street Sweeper

Phase: of Project #: ST-05
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

We currently have sweeping performed through a contracted service. This service addresses needs for bike lane cleaning, storm water pollution prevention, and storm cleanup. With this funding, staff would purchase a street sweeper and perform the service in-house.

Project Justification:

By acquiring this equipment and performing this service in-house staff would be able to expand the service area, adding more streets and parking lots, and respond to needs more quickly.

Location:

N/A

	Original	Revised (if applicable)
Start Date	July 2020	
Estimated Completion Date	June 2021	



For Continuing Projects

Estimated Project Status as of June 30, 2020:

N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Project Balance		
Original Approved Project Budget		\$0
Approved Budget Increases/Decreases		\$0
Current Approved Total Project Budget		\$0
Requested Budget Increase/Decrease		\$180,000
Requested Total Project Budget		\$180,000
Estimated Expenditures through June 30, 2020		\$0
Budget Balance Remaining		\$180,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
New	Equipment Purchase		\$180,000				\$180,000
Totals		\$0	\$180,000	\$0	\$0	\$0	\$180,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Capital Reserves		\$180,000				\$180,000
Totals	\$0	\$180,000	\$0	\$0	\$0	\$180,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies	\$1,200	\$1,000	\$1,000	\$1,000
Contractual Services	-\$35,000	-\$35,000	-\$35,000	-\$35,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	-\$33,800	-\$34,000	-\$34,000	-\$34,000

Explanation of Operating Impacts:

Equipment maintenance, fluids, brushes, tires. Expenses would be offset by current contract costs (approximately \$35,000 annually).

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

WW Collection System Improvements - SR179 Sewer Main Replacement

Phase: of Project #:
(If Applicable)

Ranking:

Project Description:

This project will up-size the existing 8-inch sewer main along SR 179, between Copper Cliffs Drive and the Schnebly Hill roundabout, to a 12-inch sewer main. Additionally, the project will replace the existing 12-inch sewer main that crosses Oak Creek at the pedestrian bridge along SR 179.

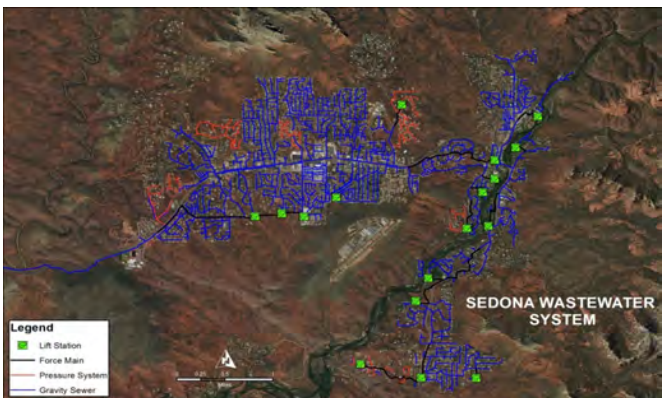
Project Justification:

This project is a result of the 2017 Wastewater Master Plan Update (WWMP). During the capacity analysis of the collection system, it was discovered that minor surcharging was occurring in the 8-inch sewer main along SR 179 between Copper Cliffs Dr and Highland Rd. during a 2017 wet weather flow condition. With anticipated flows coming online along the SR 179 corridor, it was recommended to up-size the sewer main to 12-inch. In addition, during the condition assessment phase of the 2017 WWMP, the 12-inch line that crosses Oak Creek at the pedestrian bridge at SR 179 was found to have multiple detached or failed pipe lining defects and heavy corrosion. Given the close proximity to Oak Creek, it was recommend to repair or replace the pipe to prevent further deterioration and potential spills directly into Oak Creek.

Location:

SR 179 between Copper Cliffs Drive and Schnebly Hill Roundabout; Oak Creek pedestrian

	Original	Revised (if applicable)
Start Date	January 2019	April 2020
Estimated Completion Date	June 2019	July 2020



For Continuing Projects

Estimated Project Status as of June 30, 2020:

Construction is estimated to be 65% complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

During the design phase, the Construction Manager at Risk Contractor completed an evaluation of the constructability, which lead to having to complete the project using an open-trench method of construction. This increased costs for traffic control, excavation, and sewer by-passing. In December 2019, Council approved an increase to the construction budget; an additional appropriation is included for FY 2021 for project change orders and construction phase design costs. Delays in the ADOT permitting process led to a delay in the start of construction until April 2020.

Project Balance	
Original Approved Project Budget	\$690,000
Approved Budget Increases/Decreases	\$886,500
Current Approved Total Project Budget	\$1,576,500
Requested Budget Increase/Decrease	\$476,648
Requested Total Project Budget	\$2,053,148
Estimated Expenditures through June 30, 2020	\$1,353,148
Budget Balance Remaining	\$700,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Design - Contracted	\$43,317	\$51,683				\$95,000
New	Design - Contracted		\$14,588				\$14,588
Carry Over	Construction - Contracted	\$1,279,831	\$171,669				\$1,451,500
New	Construction - Contracted		\$437,781				\$437,781
Carry Over	Contingency	\$30,000					\$30,000
New	Contingency		\$24,279				\$24,279
Totals		\$1,353,148	\$700,000	\$0	\$0	\$0	\$2,053,148

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Wastewater Revenues	\$1,353,148	\$700,000				\$2,053,148
Totals	\$1,353,148	\$700,000	\$0	\$0	\$0	\$2,053,148

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

There are no additional operational impacts associated with this project.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
WW Collection System Improvements - Brewer Road Force Main Valve Replacements

Phase: of **Project #:**
(If Applicable)

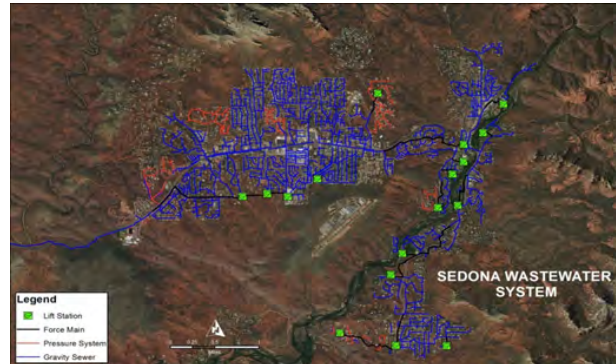
Ranking:

Project Description:
This project will replace the air release/vacuum breaking valves in the Brewer Road Force Main.

Project Justification:
The 2017 Wastewater Master Plan Update (WWMP) included both condition assessments of existing sewer infrastructure and capacity analysis of the sewer collection system. During the evaluations, it was determined that the capacity of the Brewer Road Force Main is adequate for current and future flows, however the air release/vacuum breaking valves should be replaced in order to maintain proper functionality of the force main.

Location:
Sewer force main between the Brewer Road lift station and Airport Road

	Original	Revised (if applicable)
Start Date	July 2019	July 2020
Estimated Completion Date	June 2021	June 2021



For Continuing Projects

Estimated Project Status as of June 30, 2020:
N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Funding for the design phase for this project has been removed. The project was delayed to FY 2021 due to workload of project managers in FY 2020.

Project Balance		
Original Approved Project Budget		\$190,000
Approved Budget Increases/Decreases		-\$90,000
Current Approved Total Project Budget		\$100,000
Requested Budget Increase/Decrease		\$0
Requested Total Project Budget		\$100,000
Estimated Expenditures through June 30, 2020		\$0
Budget Balance Remaining		\$100,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Construction - Contracted		\$100,000				\$100,000
Totals		\$0	\$100,000	\$0	\$0	\$0	\$100,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Wastewater Revenues		\$100,000				\$100,000
Totals		\$0	\$100,000	\$0	\$0	\$100,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

No additional operating impacts are anticipated for this project.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

WW Collection System Improvements - Misc. Rehabs/Replacements

Phase: of Project #: WW-01D
(If Applicable)

Ranking: Important (Could-Do)

Project Description:

This project will install pipe lining in Foothills Drive and El Camino Road, replace a portion of the 18-inch main line in Northview Road upstream of Carroll Canyon lift station, and repair offset joints and re-line the 8-inch mains in Lazy Bear Estates.

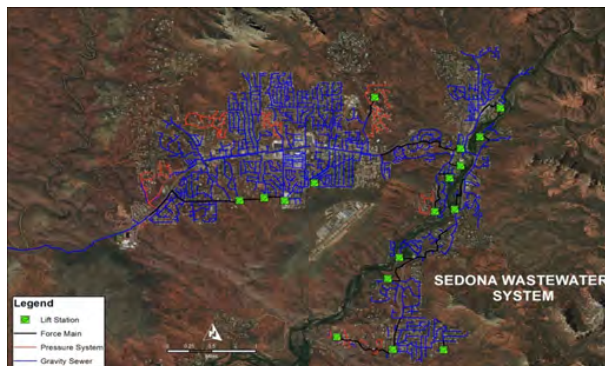
Project Justification:

The 2017 Wastewater Master Plan Update (WWMP) included both condition assessments of existing sewer infrastructure and capacity analysis of the sewer collection system. During the desktop condition assessment, several pipes were identified as having issues such as deteriorated pipe lining, offset joints, cracks in the pipe, and general deterioration from hydrogen sulfide gases.

Location:

Foothills Drive, El Camino Road, Northview Road, Lazy Bear Estates

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2022	



For Continuing Projects

Estimated Project Status as of June 30, 2020:

N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):

There is an increase of \$15,000 shown in design. This is to account for post design services.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$0
Estimated Expenditures through June 30, 2020	\$0
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Future Estimate	Design - Contracted			\$40,000			\$40,000
Future Estimate	Construction - Contracted			\$350,000			\$350,000
Totals		\$0	\$0	\$390,000	\$0	\$0	\$390,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Wastewater Revenues			\$390,000			\$390,000
Totals	\$0	\$0	\$390,000	\$0	\$0	\$390,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

There are no additional operating impacts resulting from this project.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
WW Collection System Improvements - Major Lift Station Upgrades

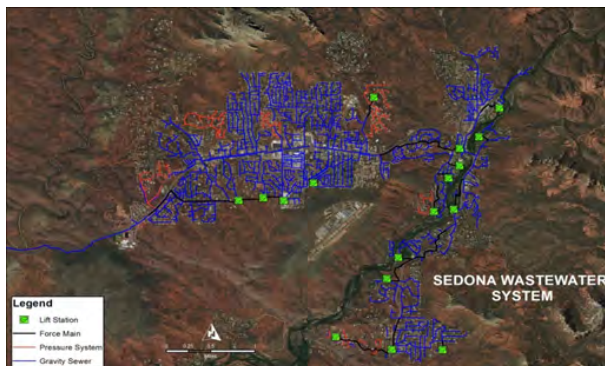
Location:
N/A

Phase: of **Project #:** WW-01F
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2020	
Estimated Completion Date	June 2022	

Ranking: Imperative (Must-Do)

Project Description:
This project will upgrade the obsolete controls at each of the three major lift stations, allowing for efficient and reliable automation. Additionally coatings will be refreshed in the wet wells, variable frequency drives, flow meters, and transfer switches will be replaced.



Project Justification:
The last upgrade to the three major lift stations was completed in 2008. The work in 2008 included electrical upgrades and wet well improvements. Controls used to automate the lift stations have become obsolete, thus finding repair parts is increasingly difficult. Additionally, the wet well coatings are deteriorating, and flow meters, variable frequency drives, and transfer switches have all operated less efficiently and/or experienced failures over the past few years.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
N/A

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$68,000
Current Approved Total Project Budget	\$68,000
Requested Budget Increase/Decrease	\$892,000
Requested Total Project Budget	\$960,000
Estimated Expenditures through June 30, 2020	\$0
Budget Balance Remaining	\$960,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):
The carryover of \$68,000 represents amounts in the FY 2020 operating budget that will be carried over to this project.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
New	Design - Contracted		\$100,000				\$100,000
Carry Over	Construction - Contracted			\$68,000			\$68,000
New	Construction - Contracted			\$682,000			\$682,000
New	Contingency			\$110,000			\$110,000
Totals		\$0	\$100,000	\$860,000	\$0	\$0	\$960,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Wastewater Revenues		\$100,000	\$860,000			\$960,000
Totals	\$0	\$100,000	\$860,000	\$0	\$0	\$960,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Energy savings are anticipated with new equipment. Until the equipment is specified, the savings cannot be quantified. An evaluation of potential savings will be included with the design.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
SCADA System and Configuration Upgrade

Phase: 1 of 2 **Project #:** WW-04
(If Applicable)

Ranking: Essential (Should-Do)

Project Description:

Supervisory Control And Data Acquisition (SCADA) is an essential function of wastewater operations, as it is the computerized control system for operating and monitoring plant processes. The intent of this project is to upgrade SCADA system components and thereby assure appropriate long-term functionality and security for this critical system. The functionality aspect of the project involves upgrading Programmable Logic Controllers (PLC) to newer versions that are supported by the manufacturer and for which parts are readily available. It also involves making repairs to the existing fiber optic system. The security aspect of the project is concerned with configuring the system to reduce the likelihood of unauthorized access to the system from outside the City. Through a study completed in 2016 of the City's SCADA system, projects were prioritized by importance. This project includes pursuing projects identified as a priority 1.

Project Justification:

A study of the system in 2016 noted that a number of control devices for the system were no longer supported by the manufacturer and parts would become more difficult to obtain. In order to reduce the SCADA failure, recommendations were made to upgrade the PLCs and associated devices. In addition, the fiber optic system has been compromised through rodent damage. This project would proceed based on the study report to make prioritized repairs. The current SCADA system has a number of security issues as currently configured and located. If this project is not pursued, the City can expect failures of the SCADA system, without continued support from the manufacturer. This would mean that staff would have to attempt to monitor and control more of the process manually, likely resulting in an increase in overtime pay as the system operates 24 hours per day. The existing staff level would not be able to do this, and a potential for an increase in violations of our permit with Arizona Department of Environmental Quality would occur due to the inability to timely monitor the system. Failure to maintain the system can result in fines of up to \$25,000 per day for the first violation and \$50,000 per day for the second.

Location:
N/A

	Original	Revised (if applicable)
Start Date	July 2017	July 2020
Estimated Completion Date	June 2019	June 2021



For Continuing Projects

Estimated Project Status as of June 30, 2020:
N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Delayed to accommodate budget constraints and workload.

Project Balance	
Original Approved Project Budget	\$185,000
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$185,000
Requested Budget Increase/Decrease	\$125,000
Requested Total Project Budget	\$310,000
Estimated Expenditures through June 30, 2020	\$0
Budget Balance Remaining	\$310,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Carry Over	Equipment Purchase		\$185,000				\$185,000
New	Equipment Purchase		\$125,000				\$125,000
Totals		\$0	\$310,000	\$0	\$0	\$0	\$310,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Wastewater Revenues		\$310,000				\$310,000
Totals	\$0	\$310,000	\$0	\$0	\$0	\$310,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

No additional operating costs are anticipated.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
WWRP Reservoir Liner Replacement

Location:
Wastewater Reclamation Plant

Phase: of **Project #:** WW-07
(If Applicable)

Ranking: Essential (Should-Do)

	Original	Revised (if applicable)
Start Date	July 2020	July 2020
Estimated Completion Date	June 2021	June 2022

Project Description:
This project will replace the liner in the 70 million gallon water reservoir used for irrigation of effluent.



Project Justification:
The reservoir liner in reservoir 1 is used to prevent seepage in a 70 million gallon earthen reservoir. The reservoir holds treated effluent prior to it being irrigated for disposal. Each year, the liner is inspected for holes, tears, or other damage and repair. The liner is original to the construction of the reservoir and is necessary to maintain compliance with the Arizona Department of Environmental Quality. In recent years, the number and cost of repairs has gradually increased leading to the need for future replacement of the liner.

For Continuing Projects

Estimated Project Status as of June 30, 2020:
N/A

Project Balance		
Original Approved Project Budget		\$0
Approved Budget Increases/Decreases		\$0
Current Approved Total Project Budget		\$0
Requested Budget Increase/Decrease		\$1,050,000
Requested Total Project Budget		\$1,050,000
Estimated Expenditures through June 30, 2020		\$0
Budget Balance Remaining		\$1,050,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Project design has been accelerated by one year. The construction will need to occur during summer months and, therefore, not feasible to do design and construction in one fiscal year.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
New	Design - Contracted		\$50,000				\$50,000
New	Construction - Contracted			\$1,000,000			\$1,000,000
Appropriation							
Totals		\$0	\$50,000	\$1,000,000	\$0	\$0	\$1,050,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Wastewater Revenues		\$50,000	\$1,000,000			\$1,050,000
Totals	\$0	\$50,000	\$1,000,000	\$0	\$0	\$1,050,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Operating costs are not anticipated to increase and may decrease after improvements are completed.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
WWRP Drying Beds Replacement

Phase: of **Project #:** WW-08
(If Applicable)

Ranking: Important (Could-Do)

Project Description:
This project would replace the original conventional drying beds with new drying beds.

Project Justification:
The existing drying beds (original drying beds, plus upgraded drying beds from 2012) do not provide the capacity to adequately manage biosolids. Recent changes to the Aquifer Protection Permit by the Arizona Department of Environmental Quality have further reduced the capacity of the drying beds by placing limits on the operational level that the beds can be filled.

Location:
Wastewater Reclamation Plant

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2022	



For Continuing Projects

Estimated Project Status as of June 30, 2020:
N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Project Balance		
Original Approved Project Budget		\$0
Approved Budget Increases/Decreases		\$0
Current Approved Total Project Budget		\$0
Requested Budget Increase/Decrease		\$0
Requested Total Project Budget		\$0
Estimated Expenditures through June 30, 2020		\$0
Budget Balance Remaining		\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Future Estimate	Design - Contracted			\$150,000			\$150,000
Future Estimate	Construction - Contracted			\$1,500,000			\$1,500,000
Totals		\$0	\$0	\$1,650,000	\$0	\$0	\$1,650,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Wastewater Revenues			\$1,650,000			\$1,650,000
Totals	\$0	\$0	\$1,650,000	\$0	\$0	\$1,650,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Operating costs are not anticipated to increase and may decrease after improvements are completed.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
WWRP Treatment Process Upgrades

Location:
Wastewater Reclamation Plant

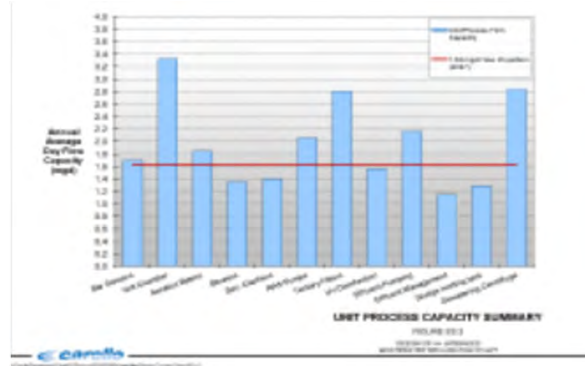
Phase: 1 of 3 **Project #:** WW-09
(If Applicable)

Ranking: Essential (Should-Do)

Project Description:
This project will be a multi-phased project to upgrade the ultra-violet (UV) disinfection, sludge digester, and aeration basin processes in order to provide adequate capacity for projected build-out flows.

Project Justification:
A study of process capacity for the WWRP A+ Upgrades in 2012 showed there were several processes at the treatment plant that were limited in capacity. Immediate needs for capacity to the blowers, secondary clarifier, and sludge digester were completed as part of the WWRP A+ Upgrades construction project in 2016. However, the study also showed that the UV disinfection and sludge digester would require upgrades to increase capacity to meet project build-out flows of 1.8 - 2.0 million gallons per day. Additionally, while capacity was added to the sludge digester as part of the WWRP A+ Upgrades, a second upgrade will be required for build-out flows.

	Original	Revised (if applicable)
Start Date	July 2022	
Estimated Completion Date	June 2027	



For Continuing Projects

Estimated Project Status as of June 30, 2020:
N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$0
Estimated Expenditures through June 30, 2020	\$0
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Future Estimate	Design - Contracted				\$60,000	\$170,000	\$230,000
Future Estimate	Construction - Contracted					\$2,300,000	\$2,300,000
Totals		\$0	\$0	\$0	\$60,000	\$2,470,000	\$2,530,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Wastewater Revenues				\$60,000	\$2,470,000	\$2,530,000
Totals	\$0	\$0	\$0	\$60,000	\$2,470,000	\$2,530,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

To be determined - the operating impacts would be dependent on the media installed as part of the upgrades (diffusers, UV lights, etc.).

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Wastewater Master Plan Update

Phase: of **Project #:** WW-10
(If Applicable)

Ranking: Important (Could-Do)

Project Description:
This project would provide an update to the Wastewater Master Plan for the collection system, if necessary.

Project Justification:
Previous updates to the Wastewater Master Plan were completed in 2000 and 2017. Industry standard is to update master plans every 5 years in order to address capacity issues due to growth and to identify infrastructure improvements needed due to an aging system. The funds allocated in FY 2023 are to provide an update to the 2017 Wastewater Master Plan.

Location:
Citywide

	Original	Revised (if applicable)
Start Date	July 2022	
Estimated Completion Date	June 2023	



For Continuing Projects

Estimated Project Status as of June 30, 2020:
N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$0
Estimated Expenditures through June 30, 2020	\$0
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Future Estimate	Master Plan				\$100,000		\$100,000
Totals		\$0	\$0	\$0	\$100,000	\$0	\$100,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Wastewater Revenues				\$100,000		\$100,000
Totals	\$0	\$0	\$0	\$100,000	\$0	\$100,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Any operating costs will be determined based on the projects identified in the master plan.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Replace HVAC System

Phase: of **Project #:** WW-13
(If Applicable)

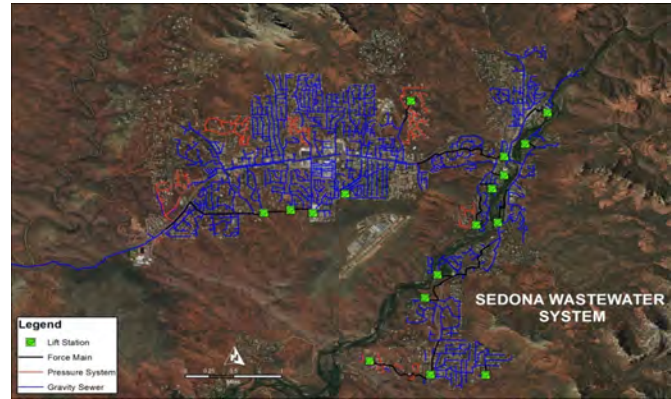
Ranking: Essential (Should-Do)

Project Description:
This project will replace failing HVAC equipment in the Wastewater Administration Building.

Project Justification:
The existing heating and cooling system at the Wastewater Administrative Building is over 20 years old and is original to the construction of the building. In the fall of 2019, there was a failure of the cooling system in the lab. Reliable temperature control in the lab is essential as many of the chemical analyses are dependent on temperature. In 2017 costly repairs were made to the cooling system when a complete loss of cooling was experienced. The repairs were a band-aid on the overall need for replacement, and even after the repairs we continue to have loss of fluids, inefficient heating and cooling of the building, and it is increasingly difficult to find parts for repair. During the building remodel in FY 2019, HVAC controls were upgraded because the existing controls were obsolete and would not communicate with newer controls where zone changes and/or additions were made.

Location:
Wastewater Administration Building

	Original	Revised (if applicable)
Start Date	July 2020	
Estimated Completion Date	June 2021	



For Continuing Projects

Estimated Project Status as of June 30, 2020:
N/A

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$120,000
Requested Total Project Budget	\$120,000
Estimated Expenditures through June 30, 2020	\$0
Budget Balance Remaining	\$120,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
New Appropriation	Construction - Contracted		\$120,000				\$120,000
Totals		\$0	\$120,000	\$0	\$0	\$0	\$120,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2021	FY2022	FY2023	Future Years	Project Totals
Wastewater Revenues		\$120,000				\$120,000
Totals	\$0	\$120,000	\$0	\$0	\$0	\$120,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2021	FY2022	FY2023	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

A new HVAC system will be more efficient and thus provide a cost savings on electricity. Actual savings can be calculated upon completion of the project.



Debt Service

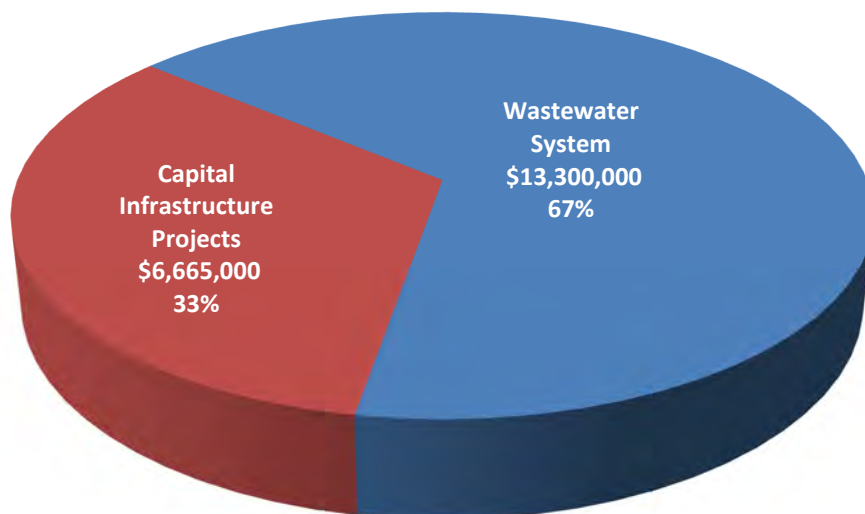
DEBT SERVICE

Bonds Overview

While pay-as-you go funding has been used for capital projects in recent years, the City has assumed debt in the past to fund the construction of capital projects. The City has approximately \$20 million in outstanding bonds – all of which are excise tax revenue bonds. The prior years' bond issuances have been for construction of the wastewater treatment system and other capital infrastructure projects. The chart below represents the percentage of outstanding bonds for various categories of projects as of July 1, 2020.

Current approach is pay-as-you-go funding of capital projects. Existing debt was used to fund capital projects in the past.

OUTSTANDING BONDS BY PROJECT TOTAL \$19,965,000



Bond Rating

In September 2019, Standard & Poor's (S&P) performed a rating review of the City's financial condition and raised the City's bond rating from A to AA- based on the City's stable outlook. The rating affirms a confidence in the City's financial management and its economic outlook. A high bond rating means the City is able to sell bonds to finance capital projects at lower interest rates. The rating also increases the value of existing bonds for investors.

*S&P Bond Rating:
AA-*

DEBT SERVICE

continued

Bonded Debt Repayment Summary

The table below summarizes the principal and interest payments for the 2020-2021 fiscal year by bond issuance.

FY 2021 BOND PAYMENTS

Bond Series	FY21 Principal*	FY21 Interest*	Total FY21 Payment
Series 1998**	\$ 1,330,000	\$ 2,980,000	\$ 4,310,000
Series 2012	-	377,775	377,775
Second Series 2015	900,000	129,310	1,029,310
Total Annual Payment	\$ 2,230,000	\$ 3,487,085	\$ 5,717,085

* The July 1, 2020 principal and interest payments have been accrued in the prior year. These amounts represent the principal and interest payments for January 1, 2021 and July 1, 2021.

** The Series 1998 bonds are comprised of capital appreciation bonds (CABs). CABs offer an investment return on an initial principal amount and are reinvested at a stated compounded rate until maturity. At maturity, the investor receives a single payment (the "maturity value") representing both the initial principal amount and the total investment return.

The following chart summarizes the total outstanding principal and interest on City bonds outstanding for the next eight years, which is when all current outstanding bonds will be retired.

REMAINING BOND PRINCIPAL AND INTEREST



* Represents compounded interest on CABs.

DEBT SERVICE

continued

Bonded Debt Repayments by Fund

The following table details the remaining principal and interest payments of all outstanding bonds by fund.

FUTURE BOND PAYMENTS BY FUND

Fiscal Year	General Fund		Wastewater Fund		Totals
	Principal	Interest	Principal	Interest	
2020-21	\$ 900,000	\$ 129,301	\$ 1,330,000	\$ 3,357,775	\$ 5,717,076
2021-22	920,000	111,841	1,255,000	3,432,775	5,719,616
2022-23	935,000	93,993	1,190,000	3,497,775	5,716,768
2023-24	945,000	75,854	1,130,000	3,557,775	5,708,629
2024-25	970,000	57,521	4,105,000	377,775	5,510,296
2025-26	990,000	38,703	4,290,000	193,050	5,511,753
2026-27	1,005,000	19,497	-	-	1,024,497
Total	\$6,665,000	\$ 526,710	\$13,300,000	\$14,416,925	\$34,908,635

The fiscal years 2020-21 through 2023-24 include payment of the CABs, which require payment of the compounded interest on the maturity date.

Capital Leases

The City has entered into a lease agreement for police vehicles, 7 lease agreements for the purchase of fleet vehicles, and a lease for the purchase of energy saving equipment. The following table details the remaining principal and interest payments for all capital leases – all of which will be paid from the General Fund and the Wastewater Fund.

FUTURE CAPITAL LEASE PAYMENTS

Fiscal Year	Principal	Interest	Totals
2020-21	\$218,628	\$ 28,099	\$246,727
2021-22	82,735	20,090	102,825
2022-23	84,392	19,174	103,566
2023-24	86,124	18,198	104,322
2024-25	87,934	17,160	105,094
2025-26	32,538	7,738	40,276
2026-27	34,513	6,567	41,080
2027-28	36,573	5,325	41,898
2028-29	37,772	4,008	41,780
2029-30	36,130	2,648	38,778
2030-31	37,429	1,347	38,776
Total	\$774,768	\$130,354	\$905,122

DEBT SERVICE

continued

Debt Limitations

The Arizona Constitution limits the City's bonded debt capacity (outstanding principal) to a certain percentage of the City's secondary assessed valuation for general obligation (G.O.) bonds as follows:

BONDED DEBT LIMITATIONS

Bond Purpose	Debt Limit as Percentage of Assessed Valuation of Taxable Property
General Municipal Purposes	6%
Water, Lighting, and Sewer Projects	20%
Acquisition and Development of Land for Open Space Preserves, Parks, Playgrounds, and Recreational Facilities	20%

The City's bond holdings do not include G.O. bonds and, therefore, are not subject to debt limitation. The City has no plans to issue G.O. bonds in the future.

No plans to issue G.O. bonds in the future.

Pledged Revenues

The City has pledged future excise taxes to repay the excise tax revenue bonds, including the following:

EXCISE TAXES PLEDGED TO REPAY REVENUE BONDS

City Sales Taxes	Transient Occupancy Taxes (or Bed Taxes)
Franchise Taxes	License and Permit Fees
State Shared Sales Taxes	State Shared Income Taxes
Vehicle License Taxes	Charges for Services

The following table summarizes projected pledged revenue coverage through the final payment on July 1, 2027.

PLEDGED REVENUE COVERAGES

Fiscal Year	Pledged Excise Tax Revenues	Principal	Interest	Total	Coverage
2020-21 (budget)	\$22,391,630	\$2,230,000	\$3,487,076	\$5,717,076	3.92
2021-22 (proj.)	22,841,740	2,175,000	3,544,616	5,719,616	3.99
2022-23 (proj.)	23,829,150	2,125,000	3,591,768	5,716,768	4.17
2023-24 (proj.)	24,625,650	2,075,000	3,633,629	5,708,629	4.31
2024-25 (proj.)	25,453,450	5,075,000	435,296	5,510,296	4.62
2025-26 (proj.)	26,321,070	5,280,000	231,753	5,511,753	4.78
2026-27 (proj.)	27,213,370	1,005,000	19,497	1,024,497	26.56

DEBT SERVICE

continued

Pledged Revenues (cont'd)

The bond covenants require that excise tax revenues be equal to at least 1.50 times the total payments for all bonds secured by a pledge of excise tax revenues. If at any time it appears that the excise tax revenues will not be sufficient to meet this 1.50 coverage requirement, the City must either impose a new excise tax or increase the rates for taxes currently imposed to reach the 1.50 coverage requirement, to the extent permitted by law.

*Projected pledged
revenues far exceed
coverage requirements.*

Debt Service Reserves

*No debt service
reserves are required
since covered by bond
insurance.*

In accordance with the bond covenants, the City has bond insurance in place to guarantee payments in lieu of reserve requirements.

For the City's Wastewater Enterprise Fund, the City's adopted policy requires a debt service reserve with a target equal to the average of one year of enterprise fund debt service repayment requirements for uninsured bonds. There are no uninsured bonds remaining.

Outstanding Debt Balances

The following information details the outstanding debt balances until all debt is paid, assuming no early redemptions or refinancing. The final payment is November 15, 2030.

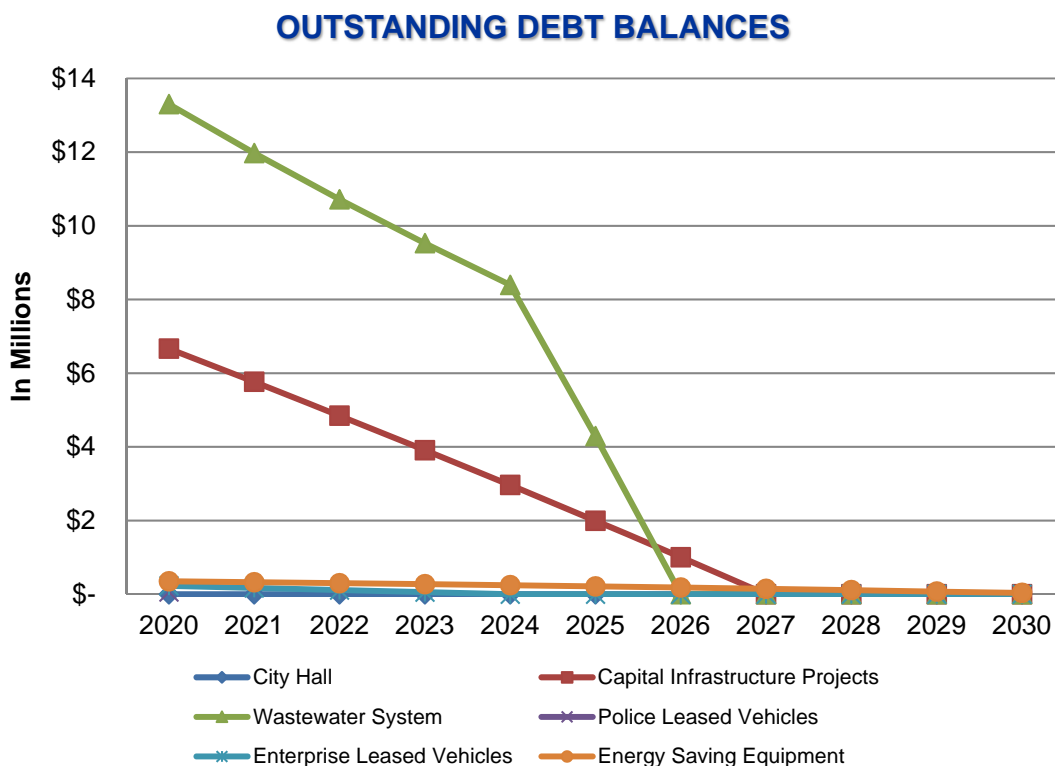
OUTSTANDING DEBT BALANCES BY FISCAL YEAR

As of July 2	Capital Infrastructure Projects	Wastewater System	Police Vehicles	Energy Saving Equipment	Enterprise Leased Vehicles	Totals
2020	\$6,665,000	\$13,300,000	\$68,740	\$350,863	\$229,142	20,613,745
2021	5,765,000	11,970,000		326,999	171,856	18,233,855
2022	4,845,000	10,715,000		301,549	114,571	15,976,120
2023	3,910,000	9,525,000		274,442	57,285	13,766,727
2024	2,965,000	8,395,000		245,603	-	11,605,603
2025	1,995,000	4,290,000		214,954		6,499,954
2026	1,005,000	-		182,416		1,187,416
2027	-	-		147,904		147,904
2028	-	-		111,330		111,330
2029	-	-		73,558		73,558
2030	-	-		37,429		37,429
2031	-	-		-		-

DEBT SERVICE

continued

Outstanding Debt Balances (cont'd)



The City currently has no plans for refinancing any of the outstanding bonds; however, periodic reviews are undertaken to determine advantageous refunding opportunities. Refunding will be considered (within federal tax law constraints) if and when there is a net economic benefit of the refunding or the refunding is essential in order to modernize covenants essential to operations and management.

No current plans for refunding any of the outstanding bonds.



DEBT SERVICE
continued

Outstanding Debt Balances (cont'd)

The following table summarizes the status of the outstanding bonds by issuance.

STATUS OF OUTSTANDING DEBT

Debt Issue	Remaining Payment Dates	Interest Rate	Remaining Principal	Remaining Interest	Status
Series 1998 Bonds	7/1/2020-2024	5.20%-5.24%	\$4,905,000	\$12,335,000	Not subject to call prior to stated maturity date
Series 2012 Bonds	7/1/2025-2026	4.50%	8,395,000	2,081,925	Eligible to be called on or after 7/1/2022 without premium
Second Series 2015 Bonds	7/1/2020-2027	1.94%	6,665,000	526,710	Eligible to be called without premium
Police Leased Vehicles	10/14/2020	5.20%	68,740	3,575	No prepayment penalty
MidState Energy Lease	11/15/2020-2030	3.60%	350,864	81,614	No prepayment penalty
Enterprise Leased Vehicles	12/20/2020-2024	4.11%-6.70%	286,425	41,590	No prepayment penalty

DEBT SERVICE
continued

Individual Debt Issuances

The following tables detail each outstanding debt issue, including the type of debt instrument, dates of issuance and/or refinance, remaining principal and interest payments, and the purpose of the debt.

SEDONA WASTEWATER MUNICIPAL PROPERTY CORPORATION*
EXCISE TAX REVENUE BONDS, SERIES 1998

Original Principal \$41,035,000

Issued August 26, 1998

(Wastewater Fund)

Remaining Payment Dates	Principal	Compounded Interest	Yield	Total
7/1/2021	\$ 1,330,000	\$ 2,980,000	5.20%	\$ 4,310,000
7/1/2022	1,255,000	3,055,000	5.24%	4,310,000
7/1/2023	1,190,000	3,120,000	5.24%	4,310,000
7/1/2024	1,130,000	3,180,000	5.24%	4,310,000
Total	\$ 4,905,000	\$ 12,335,000		\$ 17,240,000

* The Sedona Wastewater Municipal Property Corporation (SWMPC) is a nonprofit corporation incorporated under the laws of the State of Arizona. The SWMPC was formed for the purpose of assisting the City in obtaining financing for various projects of the City and exists only to serve the City. The SWMPC board of directors consists of three members which are appointed by the City Council.

The only remaining portion of the bond series are capital appreciation bonds (CABs). CABs offer an investment return on an initial principal amount and are reinvested at a stated compounded rate until maturity. At maturity, the investor receives a single payment (the “maturity value”) representing both the initial principal amount and the total investment return.

Bond Purpose	<ol style="list-style-type: none"> 1. Refinanced all of the outstanding Certificate of Participation Series 1993 2. Refinanced all of the outstanding Series 1995 3. Refinanced all of the outstanding Series 1997 4. Provided approximately \$29.8 million new money for the wastewater system
Subject to Call for Redemption Prior to Stated Maturity Dates?	No
Private Placement?	No

DEBT SERVICE

continued

Individual Debt Issuances (cont'd)

CITY OF SEDONA EXCISE TAX REVENUE REFUNDING BONDS, SERIES 2012

Original Principal \$8,395,000

Issued February 8, 2012

(Wastewater Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
1/1/2021	\$ -		\$ 188,887	\$ 188,887
7/1/2021	-		188,888	188,888
1/1/2022	-		188,887	188,887
7/1/2022	-		188,888	188,888
1/1/2023	-		188,887	188,887
7/1/2023	-		188,888	188,888
1/1/2024	-		188,887	188,887
7/1/2024	-		188,888	188,888
1/1/2025	-		188,887	188,887
7/1/2025	4,105,000	4.50%	188,888	4,293,888
1/1/2026	-		96,525	96,525
7/1/2026	4,290,000	4.50%	96,525	4,386,525
Total	\$ 8,395,000		\$ 2,081,925	\$ 10,476,925

Bond Purpose	Refinanced a portion of the Wastewater Municipal Property Corporation outstanding Series 1998
Subject to Call for Redemption Prior to Stated Maturity Dates?	Yes, on or after July 1, 2022, without premium
Private Placement?	No

DEBT SERVICE

continued

Individual Debt Issuances (cont'd)

CITY OF SEDONA EXCISE TAX REVENUE REFUNDING BONDS, SECOND SERIES 2015

Original Principal \$8,030,000

Issued December 16, 2015

(General Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
1/1/2021	\$ -		\$ 64,650	\$ 64,250
7/1/2021	900,000	1.94%	64,651	964,651
1/1/2022	-		55,920	55,920
7/1/2022	920,000	1.94%	55,921	975,921
1/1/2023	-		46,996	46,996
7/1/2023	935,000	1.94%	46,997	981,997
1/1/2024	-		37,927	37,927
7/1/2024	945,000	1.94%	37,927	982,927
1/1/2025	-		28,760	28,760
7/1/2025	970,000	1.94%	28,761	998,761
1/1/2026	-		19,351	19,351
7/1/2026	990,000	1.94%	19,352	1,009,352
1/1/2027			9,748	9,748
7/1/2027	1,005,000	1.94%	9,749	1,014,749
Total	\$ 6,665,000		\$ 526,710	\$ 7,191,710

Refinanced a portion of the outstanding Series 2007, which was used for:

Bond Purpose

1. Chapel area drainage
2. State Route 179 improvements including pedestrian bridge, landscaping, lighting, etc.
3. Harmony-Windsong drainage (partial)

Subject to Call for Redemption Prior to Stated Maturity Dates?

Yes, subject to 1% premium if prepaid Dec. 16, 2017 through Dec. 15, 2018, no premium after Dec. 15, 2018

Private Placement?

Yes

DEBT SERVICE
continued

Individual Debt Issuances (cont'd)

**CITY OF SEDONA
CAPITAL LEASE**
Original Principal \$268,509
Issued October 14, 2017
(General Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
10/14/2020	\$ 68,740	5.2%	\$ 3,575	\$ 72,315
Total	\$ 68,740		\$ 3,575	\$ 72,315

Lease Purpose	Police vehicles
Subject to Early Payoff?	Yes, no penalty

DEBT SERVICE
continued

Individual Debt Issuances (cont'd)

CITY OF SEDONA
MIDSTATE ENERGY LEASE
Original Principal \$373,498
Issued December 11, 2018
(General Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
11/15/2020	\$ 23,864	3.60%	\$ 12,631	\$ 36,495
11/15/2021	25,450	3.60%	11,772	37,222
11/15/2022	27,107	3.60%	10,856	37,963
11/15/2023	28,839	3.60%	9,880	38,719
11/15/2024	30,649	3.60%	8,842	39,490
11/15/2025	32,538	3.60%	7,738	40,276
11/15/2026	34,513	3.60%	6,567	41,080
11/15/2027	36,573	3.60%	5,325	41,898
11/15/2028	37,772	3.60%	4,008	41,780
11/15/2029	36,130	3.60%	2,648	38,778
11/15/2030	37,429	3.60%	1,347	38,776
Total	\$ 350,864		\$ 81,614	\$ 432,477

Lease Purpose	Energy Efficient Equipment
Subject to Early Payoff?	Yes, no penalty

DEBT SERVICE
continued

Individual Debt Issuances (cont'd)

CITY OF SEDONA
ENTERPRISE FLEET LEASE
Original Principal \$286,425
Issued December 12, 2019
(General Fund and Wastewater Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
12/20/20	\$ 57,285	4.11%-6.70%	\$ 8,318	\$ 65,603
12/20/21	57,285	4.11%-6.70%	8,318	65,603
12/20/22	57,285	4.11%-6.70%	8,318	65,603
12/20/23	57,285	4.11%-6.70%	8,318	65,603
12/20/24	57,285	4.11%-6.70%	8,318	65,603
Total	\$ 286,425		\$ 41,590	\$ 328,015

Lease Purpose	Fleet vehicles
Subject to Early Payoff?	Yes, no penalty



Appendices

GLOSSARY

Accessory Dwelling Unit (ADU) – A complete independent residential living space that can be created within, attached to, or detached from a single-family home. An ADU includes provisions for living, sleeping, eating, cooking and sanitation. An ADU can provide supplementary housing that can be integrated into existing single-family neighborhoods to provide a typically lower priced housing alternative.

Accrual Basis of Accounting – A method of accounting in which revenues are recorded when measurable and earned, and expenditures (or expenses) are recognized when a good or service is used, regardless of the timing of related cash flows. It is also referred to as the full accrual basis of accounting.

Adopted Budget – Formal action made by the City Council that sets the spending limits for the fiscal year.

Allocation – Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

Annualized Costs – Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

Appropriation – An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

Art in Public Places Fund – A fund used to track the one-percent of certain capital projects budgets designated by the City Council to be used for art in public places.

Assessed Valuation – Valuation that the County sets on real estate or other property as a basis for levying taxes.

Assigned Revenues – Revenues that are intended to be used for specific purposes (“earmarked”). Changes in assignments do not require formal action.

Audit – An examination to provide independent assurance that the City’s financial statements are fairly presented.

Balanced Budget – A budget in which available resources and projected revenues equal or exceed budgeted expenditures. The State or local government may set the legal requirements for a balanced budget.

Basis of Accounting – Method used to determine when revenues and expenditures/expenses are recorded.

Bed Tax – The City collects a 3.5% bed tax, also referred to as transient lodging tax, in addition to the City sales tax. The bed tax supports the General Fund. A portion of the bed tax is used to fund the Chamber Visitor Center and the destination marketing programs.

Bond – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate.

Bond Covenant – A legally binding promise made by a bond issuer to a bondholder, and spelled out clearly in the bond documents.

Bonds Proceeds – Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

GLOSSARY

continued

Budget – A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

Budgetary Control – The control of 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.

Call for Redemption – When specifically authorized in the bond documents, the ability to redeem a bond at some point before the bond reaches its date of maturity.

Capacity Fees – These fees are a one-time charge when a resident or business connects to the wastewater system.

Capital Appreciation Bond (CAB) – A bond on which the investment return on an initial principal amount is reinvested at a stated compounded rate until maturity. At maturity the investor receives a single payment representing the initial principal amount and the investment return.

Capital Assets – Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Capital Improvements Fund – The fund that accounts for the City's major capital and engineering studies. The Capital Improvements Fund revenue is provided by a transfer of surplus fund balances from the General Fund.

Capital Improvements Program – The City's ten-year plan for capital projects and the identification of funding sources to pay for them.

Capital Lease – Long-term lease agreement that provides a bargain purchase option or transfer of ownership at the end of the lease term.

Capital Outlay – Expenditures that result in the acquisition of or addition to capital assets.

Capital Project – Any project having assets of significant value and having a useful life of three years or more. Capital projects include the purchase of land, design, and engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain with the land.

Capital Projects Fund – Fund type used to account for revenues from restricted, committed, or assigned sources that are designated to finance capital outlays (excluding capital outlays financed by proprietary funds). The City's capital projects funds include the Capital Improvements Fund, Development Impact Fees Funds and Art in Public Places Fund.

Certificate of Participation (COP) – A financial instrument, a form of financing, used by governmental entities that allows an individual to buy a share of the lease revenue of an agreement made by the entity.

Charges for Services – Fees for services provided such as wastewater services, parks and recreation services, plan reviews, etc.

City Sales Tax – Technically, Arizona assesses a transaction privilege tax (TPT) as opposed to a sales tax; however, it is commonly referred to as a sales tax. TPT differs from a "true" sales tax imposed by many other states as it is imposed upon the seller or lessor rather than the purchaser or lessee.

GLOSSARY

continued

Committed Revenues – Revenues that can be used only for the specific purposes determined by a formal action of the City Council. Commitments may be changed or lifted only by the Council taking the same formal action that imposed the constraint originally.

Community Focus Area (CFA) – A location where the City will play a proactive role to implement the community’s vision.

Community Plan – An expression of the Sedona citizens’ vision of their community and is the City’s “general plan” required by the State of Arizona.

Compounded Rate – A type of interest rate that accounts for the reinvestment of interest rather than paying it out. Interest is then earned on the principal balance plus previously accumulated interest.

Comprehensive Annual Financial Report (CAFR) – A set of governmental financial statements that comply with the accounting requirements promulgated by the Governmental Accounting Standards Board.

Community Facilities District (CFD) Fund – The fund accounts for payments in lieu of sales and bed taxes from timeshare development agreements. The City has two Community Facilities Districts that are legally separate entities. The City Council sits as the board for each of these districts, and City management performs parallel duties for the districts.

Contingency – Monies budgeted to be used to finance unforeseen expenditures or potential projects not yet defined adequately to budget specific accounts.

Cost Driver – Available information used as the basis for allocating indirect costs such as number of employees per department or program.

Cost Recovery – The extent to which fees cover the direct and indirect costs of providing a particular service. For instance, full cost recovery would mean that the fees cover all the direct and indirect cost.

Court Bond – A dollar amount set by a judge that must be paid by the defendant charged with a crime to ensure that the defendant returns for trial.

COVID-19 – Coronavirus disease 2019: a potentially severe, primarily respiratory illness caused by a coronavirus and characterized by fever, coughing, and shortness of breath. In some patients, the disease can also damage major organs, as the heart or kidneys.

Debt Capacity – Limitations set by Arizona Revised Statutes on the total amount of bonds that can be outstanding at any given time.

Debt Service – Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

Decision Package – A package of justification and documentation for new budgetary needs with a significant dollar impact, generally more than \$5,000, and/or budgetary requests that result in new programs or services.

Deferred Inflows of Resources – An acquisition of net position by the City that is applicable to a future reporting period.

Deferred Outflows of Resources – An consumption of net position by the City that is applicable to a future reporting period.

GLOSSARY

continued

Department – A major administrative division of the City that indicates overall management responsibility for an operation or group of related operations within a functional area.

Depreciation – The decrease in value of capital assets.

Depreciation Expense – The allocation of the cost of capital assets to periods in which the assets are used. The City uses the straight-line depreciation method, which allocates the same amount each period over the estimated useful life of the asset.

Development Impact Fees – Fees assessed to offset costs incurred by the municipality in providing additional public services created by new development as provided for in ARS §9-463.05 .

Development Impact Fees Funds – The fund that accounts for the development impact fees restricted for certain costs, generally for capital acquisition or related debt service necessitated by new development.

Direct Costs – Costs that can be directly linked with a specific cost objective.

Economic Estimates Commission (EEC) – The commission responsible for estimating Arizona's personal income and the percentage change in the per capita personal income for each fiscal year and calculating the State-imposed expenditure limitation based on those estimates.

Employee Benefits – The cost for employee benefits including health insurance and disability insurance.

Enterprise Fund – Fund type established to account for an activity for which a fee is charged to external users for goods or services.

Environmental Sustainability Project (ESP) – Capital improvement projects aligned with the Community Plan value of environmental stewardship and the Council Priority for environmental sustainability.

Estimated Revenue – The amount of projected revenue to be collected during the fiscal year.

Excise Tax – An excise is considered an indirect tax, meaning that the producer or seller who pays the tax to the government is expected to try to recover or shift the tax by raising the price paid by the buyer. The City's bond documents have defined the pledged excise taxes as city sales taxes, bed taxes, franchise taxes, license and permit fees, state shared sales taxes, state shared income taxes, vehicle license taxes, and charges for services.

Expenditure/Expense – This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

Expenditure Limitation – The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission, based on population growth and inflation, sets this limit; however, voters of cities and towns may elect an alternative expenditure limit.

Experience Modification Rating (EMOD) – An adjustment of the annual workers compensation premium based on previous loss experience.

Fiscal Year – A 12-month period of time to which the Annual Budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. For the City of Sedona, it is July 1 through June 30.

GLOSSARY

continued

Forecast – Multi-year projections of City revenues, expenditures, and fund balances based on assumptions and/or scenario options. It is used as a planning and decision-making tool and is not adopted by the City Council.

Franchise Fee (or Franchise Tax) – The franchise fee is based on the gross sales of the utility companies. Those that currently pay the franchise fees are: Arizona Public Service (2%), Unisource Energy Services (2%), Suddenlink Communications (2%) Arizona Water Company (3%), and Oak Creek Water Company (3%).

Fund – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

Fund Accounting – An accounting system for recording resources whose use has been limited by the granting agency, legislation, the governing agency, contracts and agreements, or other authorities.

Fund Balance – The excess of assets/deferred outflows of resources over liabilities/deferred inflows of resources in governmental funds. For budgetary purposes, the proprietary funds are converted to the same basis of accounting as the governmental funds and report a budgetary fund balance.

General Fund – A fund used to account for all general-purpose transactions of the City that do not require a special type of fund.

General Obligation (G.O.) Bond – A type of municipal bond that is secured by a state or local government's pledge to use legally available resources, including tax revenues, to repay bond holders.

Generally Accepted Accounting Principles (GAAP) – The standard framework of guidelines for financial accounting.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.

Government Finance Officers Association of the United States and Canada (GFOA) – A professional association of approximately 19,100 state and local government finance officers in the U.S. and Canada.

Governmental Accounting Standards Board (GASB) – A private organization that is the source of generally accepted accounting principles for state and local governments in the U.S.

Governmental Fund – A fund type generally used to account for tax-supported activities. The City has three different types of governmental funds: the General Fund, special revenues funds, and capital projects funds.

Grant – A contribution by the state or federal government or other agency to support a particular function.

Grants & Donations Funds – A group of funds used to track the revenues and expenditures of grants and donations restricted for specific purposes.

Highway User Revenue Fund (HURF) – Arizona cities receive a share of state motor vehicle fuel taxes, and the formula is based on two separate calculations. First, it is based on a City's population in relation to the State's total population. Second, it is based on the county in which the revenues were generated. These funds are restricted to be utilized for the construction and maintenance of streets and highways.

GLOSSARY

continued

Indirect Cost Allocation Plan – Mechanism for determining the allocation of indirect costs to the benefitting departments or programs.

Indirect Costs – Costs that are not directly accountable, such as administrative costs, to a particular cost objective.

Information Technology Internal Service Fund – A fund used to track the City's information technology costs that are allocated to the various departments and programs.

Infrastructure – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples include roads, bridges, tunnels, drainage systems, and sewer systems.

Inter-fund Transfer – Amount transferred from one fund to another without equivalent flows of assets in return and without a requirement for repayment.

Internal Service Fund – Fund type established to account for any activity that provides good or services to other funds, departments, or agencies of the government on a cost reimbursement basis.

Internal Charges – Costs that were internally allocated between departments or programs and do not represent ongoing payments for goods or services.

Internal Control – A process for assuring achievement of the City's objectives in operational effectiveness and efficiency, reliable financial reporting, and compliance with laws, regulations, and policies.

International City/County Management Association (ICMA) – A professional association of approximately 11,000 city, town, and county managers, their staffs, and others throughout the world.

Investment Grade Bond Rating – A bond is considered investment grade if its credit rating is BBB- or higher by Standard & Poor's or Baa3 or higher by Moody's. Generally, they are bonds that are judged by the rating agency as likely enough to meet payment obligations that banks are allowed to invest in them.

License Fees – Revenues from this source would include the fees collected from business licenses, liquor licenses, civil union registrations, etc.

Line Item – Accounts for specific expenditures and revenues in departments.

Major Fund – Governmental or enterprise fund reported as a separate column in the City's financial statements and subject to a separate opinion in the independent auditor's report.

Matching Requirements – Some grants require the City to match a portion of the grant funding. For instance, a \$10,000 grant with a 10% matching requirement would require the City to pay \$1,000 toward the costs of the program/project. In other words, the total cost of the program/project would be \$11,000 (\$10,000 paid by the grant and \$1,000 paid by the City).

Model City Tax Code (MCTC) – The document is designed to assist the business community in determining which items are taxed by each individual city and town and which items are exempt from taxation. The MCTC provides a greater degree of uniformity, but also retains the right of individual cities and towns to determine the items taxed as well as the exemptions to be granted.

GLOSSARY

continued

Modified Accrual Accounting – Basis of accounting required for use by governmental funds in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred.

Municipal Property Corporation (MPC) – A separate legal entity created for the purpose of assisting the City in obtaining financing for various construction projects.

National Citizen Survey (NCS) – A collaborative effort between National Research Center, Inc. and the International City/County Management Association to conduct standardized surveys to assure high quality research methods and directly comparable results across communities. NCS considers the benchmarks identified in their surveys to be proprietary and only provides information regarding whether survey results were higher, similar to, or lower than the benchmark average of the participating communities.

Net Position – The excess of assets/deferred outflows of resources over liabilities/deferred inflows of resources in proprietary funds. For budgetary purposes, the proprietary funds are converted to the same basis of accounting as the governmental funds and report a budgetary fund balance.

Nonmajor Fund – All other funds not reported as a major fund. Nonmajor governmental funds, nonmajor enterprise funds, and all internal service funds are each consolidated in the City's financial statements.

Nonspendable Fund Balance – The portion of fund balance that cannot be spent either because the underlying resources are not in spendable form or because the City is legally or contractually required to maintain the resources intact.

One-Time Expenditures – Nonrecurring expenditures, expenditures not made annually, or significant revenues in excess of routine levels, such as capital asset purchases, one-time studies, payoff of debt, election costs, nonroutine increases to reserves, and nonroutine increases to contingencies.

One-Time Revenues – Revenue sources not received annually, or significant revenues in excess of routine levels, such as significant construction-related revenues (e.g., permit fees, capacity fees, development impact fees), fluctuating grants and/or donations, and "windfall" revenues.

Ongoing Expenditures – Expenditures typically occurring every year.

Ongoing Revenues – Revenue sources available on a constant basis to support operating and capital budgetary needs. These revenues are typically received every year.

Operating Expenditures – Expenditures for the ongoing operations of the City, including personnel, supplies, services and materials, and indirect cost allocations. Excludes capital expenses, debt service, and transfers to other funds.

Operating Revenue – Resources derived from recurring revenue sources used to finance recurring operating expenditures.

Other Financing Sources – Increase in fund balance other than revenues. Only items identified in authoritative accounting standards may be classified as other financing sources.

Other Financing Uses – Decrease in fund balance other than expenditures. Only items identified in authoritative accounting standards may be classified as other financing uses.

Pay-As-You-Go – A funding method using existing cash reserves or revenues that will be recognized the same year that the expenditure is undertaken.

GLOSSARY

continued

Performance Measure – Indicators that measure service efforts and accomplishments.

Permit Fees – Revenues from this source would include the fees collected from building permits, zoning permits, and a variety of other programs.

Personnel Services – Expenditures for salaries, wages, and fringe benefits of a government's employees.

Pledged Revenues – A formal commitment of specific revenues to collateralize or secure revenue bonds.

Premium– In the context of early bond redemption calls, an additional amount paid over the par value of the bond.

Program – A group of related activities performed by one or more functions/departments where there is a desire to budget and identify expenditures independently related to specific purposes or objectives.

Project 25 (P25) – A suite of standards for digital radio communications for use by federal, state, and local public safety agencies to enable them to communicate with other agencies and mutual aid response teams in emergencies.

Proprietary Fund – Fund type that focuses on the determination of cost recovery through user fees, financial position, and cash flows. The City has two different types of proprietary funds: enterprise funds and internal service funds.

Refunding – Issuance of new debt whose proceeds are used to repay previously issued debt. The purpose is typically to refinance at a lower interest rate.

Reserve Requirements – In the context of debt service, a requirement in the bond documents to maintain a reserve to cover the repayment of bond principal and interest.

Reserves – Account that records a portion of the fund balance that must be segregated for some future use, and that is, therefore, not available for further appropriation or expenditure.

Restricted Revenues – Are legally restricted for a specific purpose by external resource providers (e.g., grant providers), constitutionally, or through enabling legislation (i.e., legislation that creates a new revenue source and restricts its use). Restrictions can be changed or lifted only with the consent of the resource providers.

Revenues – Amounts estimated to be received from taxes and other sources during the fiscal year.

Revenue Bonds – A special type of municipal bond distinguished by its guarantee of repayment solely from revenues specifically pledged.

Sedona in Motion (SIM) – A branding name for the projects identified in the City's Transportation Master Plan.

Special Revenue Fund – Fund type used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government. The City's special revenue funds include the Streets Fund and Grants & Donations Funds.

State Shared Income Tax Revenue – Arizona cities share a portion of the total amount collected from the state income tax. A City's portion of the state income tax is based on the relationship of its population to the total population of all cities and towns within the state. This is referred to as Urban Revenue Sharing in the budget.

GLOSSARY

continued

State Shared Sales Tax – Arizona cities share a portion of the total amount collected from the state sales tax, which is currently 5.6%. A City's portion of the state sales tax is based on the relationship of its population to the total population of all cities and towns within the state.

Streets Fund – A fund that accounts for major street improvements including rehabilitation and pavement preservation. The major source of funding for the Streets Fund is the Highway User Revenue Fund (HURF), which is the City's share of the State gas tax.

Surplus Funds – Available fund balances that exceed the City's reserve policy requirements.

Tax – A compulsory contribution to government revenue, levied by the government on workers' income and business profits or added to the cost of some goods, services, and transactions.

Transaction Privilege Tax (TPT) – The transaction privilege tax is commonly referred to as sales tax. TPT differs from a "true" sales tax imposed by many other states as it is imposed upon the seller or lessor rather than the purchaser or lessee. The City collects a 3% City sales tax.

Transient Occupancy Tax – The City collects a 3.5% transient lodging tax, also referred to as bed tax, in addition to the City sales tax. The bed tax supports the General Fund. A portion of the bed tax is used to fund the Chamber Visitor Center and the destination marketing programs.

Unassigned Fund Balance – The remainder of fund balance after the nonspendable, restricted, committed, and assigned components.

Urban Revenue Sharing – State shared income tax revenues.

User Fees – Fees assessed to the users of a particular service. Governments typically augment tax revenues with user fees, since some services are not utilized by all taxpayers and some customers may not be taxpayers.

Vehicle License Taxes (VLT) – Arizona charges a vehicle license tax in lieu of a personal property tax on vehicles. The VLT is based on an assessed value of 60% of the manufacturer's base retail price reduced by 16.25% for each year since the vehicle was first registered in Arizona. Distributions are based on the collections within each county and allocated

Wastewater Enterprise Fund – A fund that accounts for the administrative, plant operations, and capital cost associated with the City's sewer system.

Workload Indicators – Statistical information the measures various aspects of inputs to an activity or program or outputs in units of service delivered or product produced.



ACRONYMS

Acronym	Description	Acronym	Description
AAED	Arizona Association of Economic Development	CDBG	Community Development Block Grant
AC	Arts & Culture	CFA	Community Focus Area
ADA	Americans with Disabilities Act	CFD	Community Facilities District
ADEQ	Arizona Department of Environmental Quality	CFS	Cubic Feet per Second
ADOT	Arizona Department of Transportation	CIP	Capital Improvement Program
ADP	Automatic Data Processing, LLC	CIT	Critical Incident Training
ADR	Average Daily Room Rate	CM	City Manager
ADU	Accessory Dwelling Unit	COD	Chemical Oxygen Demand
AED	Automated External Defibrillator	COLA	Cost of Living Adjustment
APS	Arizona Public Service	COP	Certificate of Participation
ARS	Arizona Revised Statutes	COVID-19	Coronavirus Disease 2019
ASRS	Arizona State Retirement System	CPI	Consumer Price Index
AZ	Arizona	CSA	Community Services Aide
AZDHS	Arizona Department of Health Services	CSO	Community Services Officer
BMP	Best Management Practices	DIF	Development Impact Fees
CAB	Capital Appreciation Bond	DPS	Arizona Department of Public Safety
CAD	Computer Aided Dispatch	DUI	Driving Under the Influence
CAFR	Comprehensive Annual Financial Report	EEC	Economic Estimates Commission
CAT	Cottonwood Area Transit	EEOC	Equal Employment Opportunity Commission
CCTV	Closed Circuit Television	EMOD	Experience Modification Rating
CD	Community Development	ESP	Environmental Sustainability Project
		FAST	Fractured Aggregate Surface Treatment

ACRONYMS

continued

Acronym	Description	Acronym	Description
FBI	Federal Bureau of Investigation	ICS	Incident Command System
FEMA	Federal Emergency Management Agency	IGA	Intergovernmental Agreement
FHWA	Federal Highway Administration	IT	Information Technology
FSWG	Fiscal Sustainability Work Group	ITS	Intelligent Transportation System
FTA	Federal Transit Authority	K-9	Canine
FTE	Full Time Equivalent	KVM	Keyboard-Video-Mouse
FY	Fiscal Year (July 1 - Jun 30)	LDC	Land Development Code
GAAP	Generally Accepted Accounting Principles	MC	Municipal Court
GASB	Governmental Accounting Standards Board	MCTC	Model City Tax Code
GFOA	Government Finance Officers Association	MGD	Million Gallons per Day
GIS	Geographic Information Systems	MPC	Municipal Property Corporation
GIITEM	Gang and Immigration Intelligence Team Enforcement Mission	N/A	Not Applicable or Not Available
G.O.	General Obligation	NACOG	Northern Arizona Council of Governments
GOHS	Governor's Office of Highway Safety	NCS	National Citizen Survey
HPC	Historic Preservation Commission	NENA	National Emergency Number Association
HR	Human Resources	NEV	Neighborhood Electric Vehicle
HT	Human Trafficking	NIBRS	National Incident Based Reporting System
HURF	Highway User Revenues Fund	NIMS	National Incident Management System
ICMA	International City/County Management Association	NOI	Notice of Intent
		O&M	Operation and Maintenance
		OCC	Oak Creek Canyon
		P&Z	Planning and Zoning

ACRONYMS

continued

Acronym	Description	Acronym	Description
P25	Project 25	SRO	School Resource Officer
PANT	Partners Against Narcotics Trafficking	ST	Streets & Transportation
PD	Police Department	STEM	Science, Technology, Engineering, and Math
PHB	Pedestrian Hybrid Beacon	STEP	Sedona Traffic Enforcement Program
PLC	Programmable Logic Controller	STP	Surface Transportation Program
POST	Peace Officer Standards and Training	S.W.A.T.	Special Weapons and Tactics
PR	Parks & Recreation Department	TPT	Transaction Privilege Tax (Sales Tax)
PSPRS	Public Safety Personnel Retirement System	TSS	Total Suspended Solids
PW	Public Works	UCR	Uniform Crime Reporting
RICO	Racketeer Influenced and Corrupt Organizations	USFS	United States Forest Service
RMS	Records Management System	UV	Ultraviolet
ROW	Right of Way	VVREO	Verde Valley Regional Economic Organization
S&P	Standard & Poor's	VLТ	Vehicle License Tax
SB	South Bound	VOC	Village of Oak Creek
SCADA	Supervisory Control and Data Acquisition	VOIP	Voice over Internet Protocol
SCCTB	Sedona Chamber of Commerce and Tourism Bureau	VSS	Volatile Suspended Solids
SFD	Sedona Fire District	WIMS	Water Information Management Solution
SD	Storm Drainage	WW	Wastewater
SIM	Sedona in Motion	WWRP	Wastewater Reclamation Plant
SPD	Sedona Police Department	YCREDC	Yavapai County Regional Economic Development Center
SR	State Route		

OFFICIAL BUDGET FORMS

CITY OF SEDONA

Fiscal Year 2021

City Council adopted the Tentative Budget on July 14, 2020



Final budget adoption will occur on August 11, 2020 at 4:00 p.m.
remotely through an electronic meeting accessible to the public

The Budget may be reviewed at:

City's website www.sedonaaz.gov

City of Sedona in the Clerk's Office, 102 Roadrunner Drive, Sedona, Arizona

City of Sedona Public Library, 3250 White Bear Road, Sedona Arizona

CITY OF SEDONA
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RESOLUTION NO. 2020-12

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SEDONA, ARIZONA, ADOPTING THE BUDGET FOR FISCAL YEAR 2020-2021.

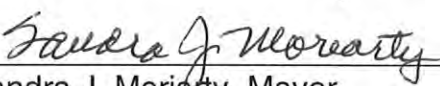
WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council did, on July 14, 2020, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year and also an estimate of revenues from sources other than property taxes; and

WHEREAS, in accordance with said sections of said statute, and following due public notice, the City Council met on July 14, 2020, and August 11, 2020, at which meetings any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses and other revenue sources; and

WHEREAS, publication has been duly made as required by law of said estimates, together with a notice that the City Council met on July 14, 2020, and August 11, 2020, remotely through electronic meetings accessible to the public for the purpose of hearing taxpayers.

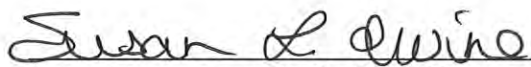
NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF SEDONA, ARIZONA, that the said estimates of revenues and expenditures/expense shown on the accompanying Official Budget Forms attached hereto and incorporated herein, as now increased, reduced, or changed by the Council, are hereby adopted as the budget of the City of Sedona, Arizona for the Fiscal Year 2020-2021.

PASSED AND ADOPTED by the Mayor and Council of the City of Sedona, Arizona this 11th day of August, 2020.




Sandra J. Moriarty, Mayor

ATTEST:



Susan L. Irvine, CMC, City Clerk

APPROVED AS TO FORM:



Robert L. Pickels, Jr., City Attorney

CITY OF SEDONA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021

Fiscal Year	S c h		FUNDS							
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
2020	E	1	21,838,403	4,345,135	0	9,766,607	0	13,910,880	1,555,605	51,416,630
2020	E	2	20,948,258	1,334,529	0	8,078,985	0	13,898,342	1,489,756	45,749,870
2021		3	11,696,653	10,141,312		12,366,555		15,161,724	650,226	50,016,470
2021	B	4	0							0
2021	B	5								0
2021	C	6	24,324,110	4,541,470	0	1,868,444	0	8,019,680	1,761,300	40,515,004
2021	D	7	0	0	0	0	0	0	0	0
2021	D	8	0	0	0	0	0	0	0	0
2021	D	9	0	472,840	0	8,382,740	0	3,400,000	0	12,255,580
2021	D	10	6,037,840	6,179,632	0	38,108	0	0	0	12,255,580
2021		11								
LESS:										
			6,118,351	120,598				1,497,668		7,736,617
			983,967					828,159	373,252	2,185,378
								125,363		125,363
				2,955,786		4,726,893		3,900,000		11,582,679
										0
2021		12	22,880,605	5,899,606	0	17,852,738	0	20,230,214	2,038,274	68,901,437
2021	E	13	21,924,060	3,520,208	0	13,446,204	0	10,715,380	1,608,432	51,214,284

EXPENDITURE LIMITATION COMPARISON

- 1 Budgeted expenditures/expenses
- 2 Add/subtract: estimated net reconciling items
- 3 Budgeted expenditures/expenses adjusted for reconciling items
- 4 Less: estimated exclusions
- 5 Amount subject to the expenditure limitation
- 6 EEC expenditure limitation

	2020	2021
1	\$ 51,416,630	\$ 51,214,284
2		
3	51,416,630	51,214,284
4		
5	\$ 51,416,630	\$ 51,214,284
6	\$ 51,416,630	\$ 51,214,284

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent 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 SEDONA
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
GENERAL FUND			
Local taxes			
City Sales Taxes	\$ 18,217,100	\$ 16,738,700	\$ 15,011,000
Bed Taxes	4,769,300	3,940,500	3,199,900
Franchise Fees	825,100	834,700	849,600
Licenses and permits			
Building Permit Fees	305,000	333,000	388,000
Business Licenses	57,000	54,800	54,800
Misc Community Development/Public Works	36,550	41,600	44,850
City Clerk	2,500	2,510	2,500
Intergovernmental			
State Shared Sales Taxes	1,040,600	996,300	985,600
State Urban Revenue Sharing	1,256,100	1,336,500	1,375,800
State Grants	20,000	3,380	23,190
County-Vehicle License Taxes	700,800	616,400	627,900
County-IGA	2,000	300	500
Charges for services			
Recreation Programs	25,000	13,300	18,500
Daily Swim Fees/Swimming Lessons/Water			
Aerobics/Swim Teams	37,600	21,850	22,710
Plan Review Fees	173,100	182,800	210,200
Contracted Plan Reviews	75,000	2,000	15,000
Misc. Community Development Fees	21,450	31,120	34,400
Misc. Parks and Recreation Fees	14,100	4,745	9,170
Paid Parking Fees	265,000	355,000	433,000
Misc. Police Fees	6,400	8,700	9,500
Other Misc. Charges for Services	7,650	3,850	7,000
Fines and forfeits			
Court Fines	181,700	164,800	187,400
STEP Administration Fees	10,000	7,500	7,500
Misc. Fines	15,060	14,260	14,060
Interest on investments			
Interest Earnings	124,010	122,680	75,900
Tax Audits - Interest/Penalty	3,300	1,900	1,900
Miscellaneous			
In-lieu Fees	496,500	486,900	498,000
Parks & Recreation Rentals	45,000	27,200	41,600
AMRRP Dividends	97,150	109,600	159,000
Auction Revenues	11,200	26,700	14,600
Other Misc. Revenues	850	24,300	1,030
Total General Fund	\$ 28,842,120	\$ 26,507,895	\$ 24,324,110

* 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 SEDONA
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
SPECIAL REVENUE FUNDS			
Streets Fund:	\$	\$	\$
HURF Revenues	1,001,830	892,400	919,200
Other State Revenues		197,800	
Interest Earnings	13,430	19,470	13,860
	\$ 1,015,260	\$ 1,109,670	\$ 933,060
Affordable Housing Fund:	\$	\$	\$
In Lieu Fees	625,000		199,000
Interest Earnings	4,010	20,330	6,280
	\$ 629,010	\$ 20,330	\$ 205,280
Grants and Donations Funds:	\$	\$	\$
Federal Grants	330,000	12,500	346,700
State Grants and Other Assistance	115,215	35,320	77,200
Prop 202 Assistance		20,000	20,000
Donations	23,950	29,450	27,950
Fines & Forfeitures	24,300	22,000	23,700
Charges for Services	1,900	1,000	1,400
Interest Earnings	1,780	1,860	1,380
Contingent Grants & Donations	300,000		300,000
	\$ 797,145	\$ 122,130	\$ 798,330
Transportation Sales Tax Fund:	\$	\$	\$
Transportation Sales Tax	3,028,700	2,751,600	2,498,500
Federal Grant			70,000
Interest Earnings	27,800	75,760	36,300
	\$ 3,056,500	\$ 2,827,360	\$ 2,604,800
AZ Cares Act Fund:	\$	\$	\$
Federal Assistance		1,187,000	
		\$ 1,187,000	
Total Special Revenue Funds	\$ 5,497,915	\$ 5,266,490	\$ 4,541,470
CAPITAL PROJECTS FUNDS			
Capital Improvements Fund:	\$	\$	\$
County Flood Control	350,000	375,000	
Federal Grant		52,800	
State Grants and Other Assistance			953,454
Contributions and Donations	50,000	50,000	67,000
Interest Earnings	231,000	195,900	214,000
	\$ 631,000	\$ 673,700	\$ 1,234,454
Art in Public Places Fund:	\$	\$	\$
Interest Earnings	1,530	2,060	1,250
	\$ 1,530	\$ 2,060	\$ 1,250
Development Impact Fees Funds:	\$	\$	\$
Development Impact Fees	626,350	405,000	595,200
Interest Earnings	44,820	45,820	37,540
	\$ 671,170	\$ 450,820	\$ 632,740
Total Capital Projects Funds	\$ 1,303,700	\$ 1,126,580	\$ 1,868,444

* 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 SEDONA
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
ENTERPRISE FUNDS			
Wastewater - Charges for Services	\$ 6,166,183	\$ 6,011,700	\$ 6,176,500
Wastewater - Capacity Fees	1,227,000	987,400	1,593,100
Wastewater - Interest Earnings	321,330	285,130	187,180
Wastewater - Misc. Revenues	98,700	34,900	62,900
	\$ 7,813,213	\$ 7,319,130	\$ 8,019,680
Total Enterprise Funds	\$ 7,813,213	\$ 7,319,130	\$ 8,019,680
INTERNAL SERVICE FUNDS			
Information Technology Fund:	\$	\$	\$
Internal Cost Charges	1,678,640	1,679,500	1,757,370
Other Charges for Services	800	700	700
Interest Earnings	2,400	7,470	3,230
	\$ 1,681,840	\$ 1,687,670	\$ 1,761,300
Total Internal Service Funds	\$ 1,681,840	\$ 1,687,670	\$ 1,761,300
TOTAL ALL FUNDS	\$ 45,138,788	\$ 41,907,765	\$ 40,515,004

* 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 SEDONA
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2021

FUND	OTHER FINANCING 2021		INTERFUND TRANSFERS 2021	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Transfer to Streets Fund	\$	\$	\$	\$ 272,840
Transfer to Wastewater Fund				3,400,000
Transfer to Capital Improvements Fund				2,165,000
Transfer to Affordable Housing Fund				200,000
Total General Fund	\$	\$	\$	\$ 6,037,840
SPECIAL REVENUE FUNDS				
Streets - From General Fund	\$	\$	\$ 272,840	\$
Affordable Housing - From General Fund			200,000	
Transportation Sales Tax - To Cap Impr				6,179,632
Total Special Revenue Funds	\$	\$	\$ 472,840	\$ 6,179,632
CAPITAL PROJECTS FUNDS				
Cap Impr - From General Fund	\$	\$	\$ 2,165,000	\$
Cap Impr - From Transportation Sales Tax			6,179,632	
Cap Impr - To Art in Public Places				38,108
Art in Public Places - From Cap Impr			38,108	
Total Capital Projects Funds	\$	\$	\$ 8,382,740	\$ 38,108
ENTERPRISE FUNDS				
Wastewater - From General Fund	\$	\$	\$ 3,400,000	\$
Total Enterprise Funds	\$	\$	\$ 3,400,000	\$
INTERNAL SERVICE FUNDS				
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$	\$	\$ 12,255,580	\$ 12,255,580

CITY OF SEDONA
Expenditures/Expenses by Fund
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
GENERAL FUND				
City Council	\$ 73,470	\$	\$ 66,410	\$ 65,375
City Manager	3,602,560	(3,020)	3,534,970	3,595,720
Human Resources	302,850		343,440	302,550
Financial Services	1,162,060	17,500	1,165,770	1,149,870
City Attorney	705,530		660,330	682,760
City Clerk	267,860		269,995	302,785
Parks & Recreation	763,240	(4,000)	748,643	796,285
General Services	1,875,206		1,806,454	1,504,794
Community Development	1,493,410		1,435,800	1,512,155
Public Works	3,792,385	(85,100)	3,597,165	3,747,900
Economic Development	256,030	(2,200)	252,710	293,830
Police	5,237,607	(965)	5,004,561	4,902,986
Municipal Court	393,350		413,130	515,540
Indirect Cost Allocations	653,880		614,380	672,510
Debt Service	1,036,750		1,034,500	1,034,560
Contingency	300,000			844,440
Total General Fund	\$ 21,916,188	\$ (77,785)	\$ 20,948,258	\$ 21,924,060
SPECIAL REVENUE FUNDS				
Streets Fund	\$ 1,206,020	\$	\$ 1,092,200	\$ 1,205,980
Affordable Housing Fund	2,000,000		102,230	1,020,555
Grants & Donations Funds	1,045,245		66,379	1,026,573
Transportation Sales Tax Fund	93,870		73,720	267,100
Total Special Revenue Funds	\$ 4,345,135	\$	\$ 1,334,529	\$ 3,520,208
CAPITAL PROJECTS FUNDS				
Capital Improvements Fund	\$ 7,354,550	\$ (4,710)	\$ 7,136,220	\$ 12,041,787
Art in Public Places Fund	130,000			
Develop. Impact Fees Funds	2,212,057	74,710	942,765	1,404,417
Total Capital Projects Funds	\$ 9,696,607	\$ 70,000	\$ 8,078,985	\$ 13,446,204
ENTERPRISE FUNDS				
Wastewater - Administration	\$ 209,585	\$ 6,106	\$ 222,985	\$ 218,830
Wastewater - Operations	3,464,065	(80,106)	2,928,350	2,847,335
Wastewater - Debt Service	4,693,025		4,693,025	4,690,775
Wastewater - Capital	4,000,000	74,000	4,688,644	1,380,000
Wastewater - Dept Allocations	1,459,005	(14,800)	1,365,338	1,478,440
Wastewater - Contingency	100,000			100,000
Total Enterprise Funds	\$ 13,925,680	\$ (14,800)	\$ 13,898,342	\$ 10,715,380
INTERNAL SERVICE FUNDS				
Information Technology Fund	\$ 1,533,020	\$ 22,585	\$ 1,489,756	\$ 1,608,432
Total Internal Service Funds	\$ 1,533,020	\$ 22,585	\$ 1,489,756	\$ 1,608,432
TOTAL ALL FUNDS	\$ 51,416,630	\$	\$ 45,749,870	\$ 51,214,284

* 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 SEDONA
Expenditures/Expenses by Department
Fiscal Year 2021

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2020	2020	2020	2021
City Council:				
General Fund	\$ 73,470	\$	\$ 66,410	\$ 65,375
Department Total	\$ 73,470	\$	\$ 66,410	\$ 65,375
City Manager:				
General Fund	\$ 3,602,560	\$ (3,020)	\$ 3,534,970	\$ 3,595,720
Transportation Sales Tax Fund				140,350
Information Technology Fund	2,280		960	4,940
Department Total	\$ 3,604,840	\$ (3,020)	\$ 3,535,930	\$ 3,741,010
Human Resources:				
General Fund	\$ 302,850	\$	\$ 343,440	\$ 302,550
Department Total	\$ 302,850	\$	\$ 343,440	\$ 302,550
Financial Services:				
General Fund	\$ 1,162,060	\$ 17,500	\$ 1,165,770	\$ 1,149,870
Wastewater Fund	142,500	(17,500)	119,500	117,000
Department Total	\$ 1,304,560	\$	\$ 1,285,270	\$ 1,266,870
Information Technology:				
Wastewater Fund	\$ 94,125	\$ 2,700	\$ 87,758	\$ 67,830
Information Technology Fund	1,317,950	20,685	1,247,521	1,348,297
Department Total	\$ 1,412,075	\$ 23,385	\$ 1,335,279	\$ 1,416,127
City Attorney:				
General Fund	\$ 705,530	\$	\$ 660,330	\$ 682,760
Wastewater Fund	100,000			100,000
Information Technology Fund			7,000	
Department Total	\$ 805,530	\$	\$ 667,330	\$ 782,760
City Clerk:				
General Fund	\$ 267,860	\$	\$ 269,995	\$ 302,785
Department Total	\$ 267,860	\$	\$ 269,995	\$ 302,785
Parks & Recreation:				
General Fund	\$ 763,240	\$ (4,000)	\$ 748,643	\$ 796,285
Grants & Donations Funds	16,200		17,300	17,500
Information Technology Fund	1,000	4,000	7,830	7,000
Department Total	\$ 780,440	\$	\$ 773,773	\$ 820,785
Community Development:				
General Fund	\$ 1,493,410	\$	\$ 1,435,800	\$ 1,512,155
Affordable Housing Fund		105,000	102,230	220,555
Grants & Donations Funds	330,000		12,500	346,700
Information Technology Fund	22,800		31,010	42,800
Department Total	\$ 1,846,210	\$ 105,000	\$ 1,581,540	\$ 2,122,210
Public Works:				
General Fund	\$ 3,792,385	\$ (85,100)	\$ 3,597,165	\$ 3,747,900
Streets Fund	1,150,000		1,035,000	1,150,000
Transportation Sales Tax Fund	93,870		73,720	116,130
Wastewater Fund	275,760		277,730	294,310
Information Technology Fund	14,900		15,050	17,550
Department Total	\$ 5,326,915	\$ (85,100)	\$ 4,998,665	\$ 5,325,890

CITY OF SEDONA
Expenditures/Expenses by Department
Fiscal Year 2021

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2020	2020	2020	2021
Economic Development				
General Fund	\$ 256,030	\$ (2,200)	\$ 252,710	\$ 293,830
Department Total	\$ 256,030	\$ (2,200)	\$ 252,710	\$ 293,830
Police:				
General Fund	\$ 5,237,607	\$ (965)	\$ 5,004,561	\$ 4,902,986
Grants & Donations Funds	106,000		31,010	50,200
Information Technology Fund	40,720	(2,100)	45,815	59,085
Department Total	\$ 5,384,327	\$ (3,065)	\$ 5,081,386	\$ 5,012,271
Municipal Court:				
General Fund	\$ 393,350		\$ 413,130	\$ 515,540
Grants & Donations Funds	15,815		4,615	11,200
Information Technology Fund	7,750		7,000	9,800
Department Total	\$ 416,915	\$	\$ 424,745	\$ 536,540
General Services:				
General Fund	\$ 1,875,206		\$ 1,806,454	\$ 1,504,794
Grants & Donations Funds	19,400		954	21,300
Information Technology Fund	3,500			
Department Total	\$ 1,898,106	\$	\$ 1,807,408	\$ 1,526,094
Indirect Cost Allocations:				
General Fund	\$ 653,880		\$ 614,380	\$ 672,510
Streets Fund	56,020		57,200	55,980
Transportation Sales Tax Fund				10,620
Wastewater Fund	846,620		880,350	899,300
Information Technology Fund	122,120		127,570	118,960
Department Total	\$ 1,678,640	\$	\$ 1,679,500	\$ 1,757,370
Contingency:				
General Fund	\$ 300,000			\$ 844,440
Affordable Housing Fund	2,000,000	(105,000)		800,000
Grants & Donations Funds	300,000			300,000
Wastewater Fund	100,000			100,000
Department Total	\$ 2,700,000	\$ (105,000)	\$	\$ 2,044,440
Capital Improvement Projects:				
Grants & Donations Funds	\$ 257,830			\$ 279,673
Capital Improvements Fund	7,354,550	(4,710)	7,136,220	12,041,787
Art in Public Places Fund	130,000			
Develop. Impact Fee Funds	2,212,057	74,710	942,765	1,404,417
Wastewater Fund	4,000,000	74,000	4,688,644	1,380,000
Department Total	\$ 13,954,437	\$ 144,000	\$ 12,767,629	\$ 15,105,877
Debt Service:				
General Fund	\$ 1,036,750		\$ 1,034,500	\$ 1,034,560
Wastewater Fund	4,693,025		4,693,025	4,690,775
Department Total	\$ 5,729,775	\$	\$ 5,727,525	\$ 5,725,335
Wastewater:				
Wastewater Fund	\$ 3,673,650	\$ (74,000)	\$ 3,151,335	\$ 3,066,165
Department Total	\$ 3,673,650	\$ (74,000)	\$ 3,151,335	\$ 3,066,165

* 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 SEDONA
Full-Time Employees and Personnel Compensation
Fiscal Year 2021

FUND	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2021	2021	2021	2021	2021	2021
GENERAL FUND	129	\$ 7,817,234	\$ 1,390,410	\$ 1,536,220	\$ 674,900	\$ 11,418,764
SPECIAL REVENUE FUNDS						
Affordable Housing Fund	1	\$ 90,000	\$ 11,000	\$ 19,000	\$ 7,400	\$ 127,400
Grants & Donations Funds		7,742	3,007		451	11,200
Transportation Sales Tax Fund	2	163,160	19,650	29,320	14,350	226,480
Total Special Revenue Funds	3	\$ 260,902	\$ 33,657	\$ 48,320	\$ 22,201	\$ 365,080
ENTERPRISE FUNDS						
Wastewater Fund	16	\$ 1,072,340	\$ 129,140	\$ 221,740	\$ 118,580	\$ 1,541,800
Total Enterprise Funds	16	\$ 1,072,340	\$ 129,140	\$ 221,740	\$ 118,580	\$ 1,541,800
INTERNAL SERVICE FUND						
Information Technology Fund	5	\$ 439,770	\$ 52,960	\$ 83,560	\$ 37,460	\$ 613,750
Total Internal Service Fund	5	\$ 439,770	\$ 52,960	\$ 83,560	\$ 37,460	\$ 613,750
TOTAL ALL FUNDS	152	\$ 9,590,246	\$ 1,606,167	\$ 1,889,840	\$ 853,141	\$ 13,939,394