

ANNUAL BUDGET



FISCAL YEAR 2021-2022
CITY OF SEDONA, AZ

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State of Arizona Official Budget

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To view the City of Sedona
Budget-in-Brief, click [here](#).

*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 01, 2020

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 road improvement, 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.

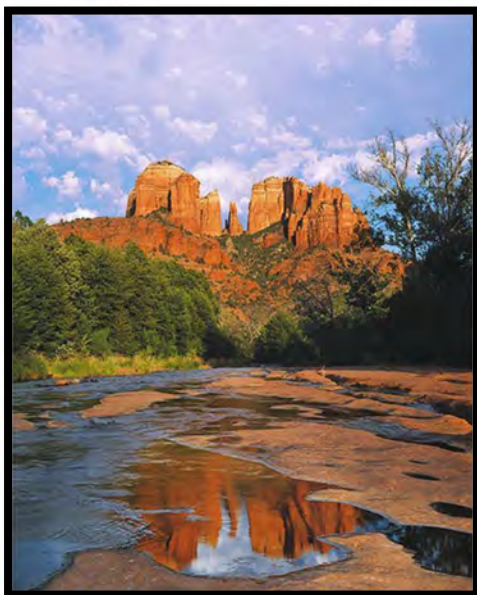
Budget as an Operations Guide

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

Scott Jablow – Vice Mayor



Vice Mayor Jablow holds a degree in criminal justice and worked for the Port Authority of New York and 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.

Kathy Kinsella – Councilor

Councilor Kinsella has owned her home in Sedona since 2010. She joined the Sedona City Council after serving for three years on the City's Planning & Zoning Commission, which oversees land use development review and design throughout the city. She has more than 25 years' experience working in state and local government in Arizona and New York, and served for ten years as the elected Superintendent of Highways in Rhinebeck, NY before moving to Sedona as a full time resident.

An active volunteer in our community, Kathy is a past President of the League of Women Voters

Greater Verde Valley, has served on the boards of numerous community organizations, and works with local non-profits focusing on food insecurity, civil rights, and justice. She is a recipient of the League of Women Voters Greater Verde Valley 2017 Citizen Engagement Award. Kathy believes in bringing all sides to the table to reach solutions on civic issues.



MEET THE CITY COUNCIL

continued

Tom Lamkin – Councilor



Councilor Lamkin 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 and speaking with tourists who ask for help or need more information about Sedona. He is 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.

Holli Ploog – Councilor

Councilor Ploog and her husband Bert have lived in Sedona since 2013, first visiting as a tourist in winter 1993. They fell in love with the natural beauty of the landscape and the people of Sedona who were welcoming, inclusive, collaborative, supportive, and demonstrated a strong sense of community.

Holli received a B.A. in International Affairs from the Elliott School at George Washington University and a law degree from Golden Gate University where she received the prestigious book award on constitutional law. Her work has been recognized by Who's Who of Executives & Professionals, Who's Who of the West and of the East, Who's Who of American Politics, and Who's Who of Communications.

A retired attorney with a 30-year background in information technology, transformation, and government coalition building, she worked with local, state, federal, and international agencies. Implementing change in a bureaucracy requires community engagement and a great deal of collaboration between stakeholders. This is one of the areas of particular interest to Holli as the City

moves forward with large scale, complex, challenging transportation, transit, and housing proposals.



Holli spent 5 years on the City's Budget Work Group and on the Fiscal Sustainability Work Group, developing *financial* solutions for large-scale infrastructure projects. She is currently President of the Sedona Arts Center, Past President of the Rotary Club of Sedona, and board member of The Sedona Women. She has served on several local non-profit boards dedicated to public policy issues in the areas of education, justice, and community building. She is the recipient of the 2018 Sprit of Sedona Volunteer of the Year Award.

Holli is passionate about arts and culture and appreciates that creative energy is a hallmark of Sedona. She is an avid reader, traveler, mentor, organizer, community volunteer, and swimmer. She is an advocate of staying healthy and is committed to achieving a sustainable community.



MEET THE CITY COUNCIL

continued

Jon Thompson – Councilor



Councilor Thompson and his wife Felicia spent their honeymoon in Sedona in 1969 and returned for their 25th wedding anniversary, buying a lot determined to make this their retirement home. They realized that dream when they built their

house in west Sedona and moved in on Groundhog Day in 2006.

Both Jon and Felicia earned B.A. degrees from California Lutheran University. Jon holds an M.A. in English from Stanford, where he was a Wallace Stegner Fellow in the Creative Writing program. He has been a Managing Editor for a major college textbook publisher, but most of his career was spent in the technical writing field in California's Silicon Valley. He has held positions from Senior Manager through Vice President at several high-tech companies, including Apple, Silicon Graphics, Crossworlds, IBM, and two pre-IPO startups. "JT" has managed multimillion-dollar budgets and staffs of up to 40. He retired in 2007, again on Groundhog Day.

In his retirement, Jon was a volunteer litter lifter with Keep Sedona Beautiful for over 10 years. He

has done volunteer work at the Verde Valley Medical Center, the Sedona City Clerk's office, and Chamber Music Sedona. In recent years, he has focused his time on causes advocating for human, animal, and planetary health, as a board member of Healthy World Sedona, and as that organization's liaison with the Sustainability Alliance.

From November 2010 to March 2014, he was proud to serve on the Citizens Steering Committee for the Community Plan update, the final 2½ years as Chair. That exceptional experience created the desire to continue serving our magnificent city and was the primary reason JT decided to seek a Council seat. He was elected to Council in 2014, serving a four-year term before deciding to focus his efforts full-time on raising sustainability awareness in the community.

JT returned to Council in March 2021, appointed to serve out the remaining 1½ years of a vacated seat. His hope is to help provide long-term vision to Council. He believes this long-term view has never been more important and challenging than now, when not only preparing for our own future, but also realizing the opportunity and responsibility we share with our state, nation, and world to secure a safe and just future.

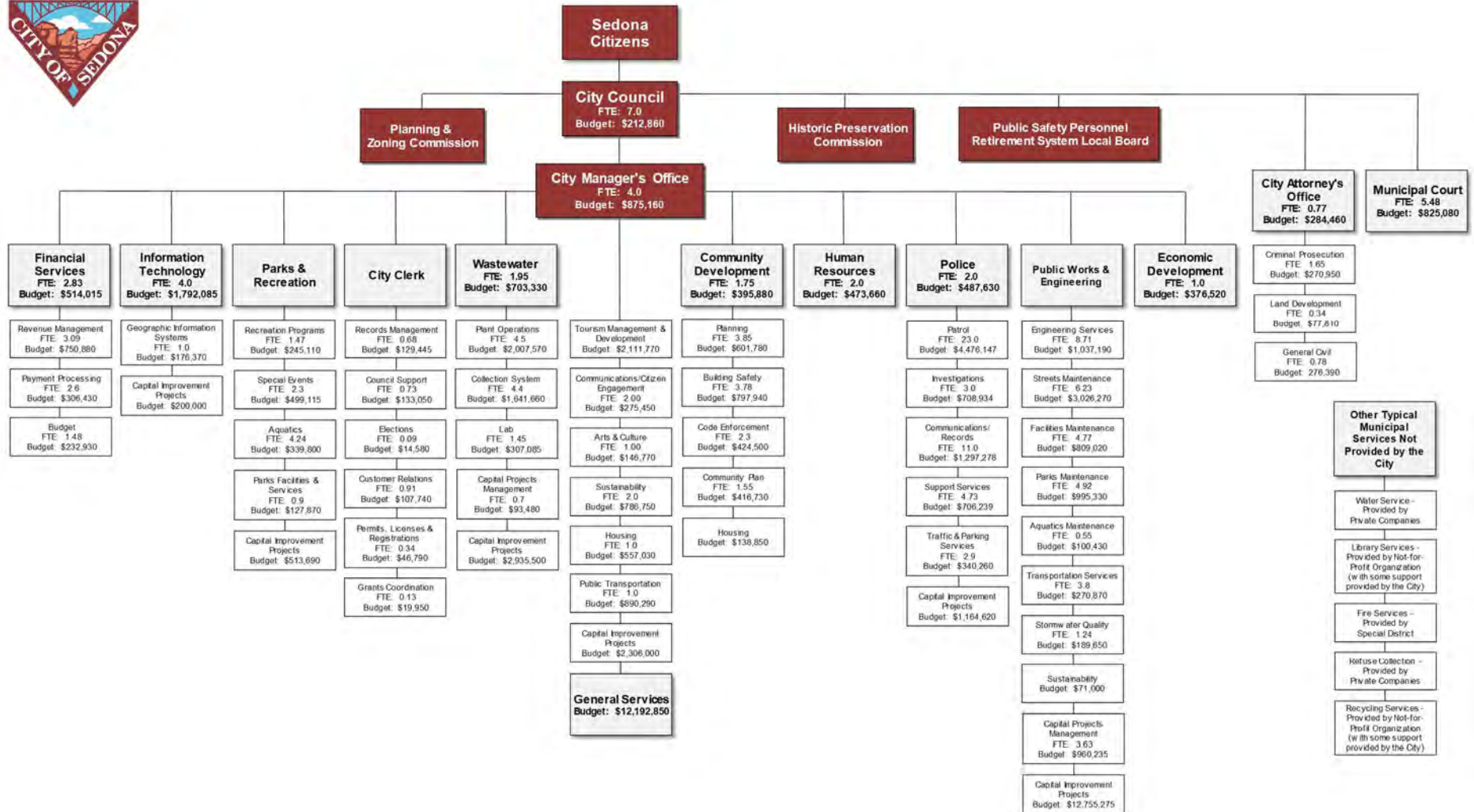
Jessica Williamson – Councilor

Councilor Williamson was born in Los Angeles and raised 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, where Jessica worked for the city. Her last job was Director of Departmental Affairs at the Department of Design & 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 says Sedona's beauty still takes her breath away. You may see her at the Sedona Dog Park where she often thinks that dogs exist to make her laugh. Jessica gardens, with mixed success; she likes to read and belongs to a political book club. She tries to work out at least three times a week, but also likes to cook and makes a very tasty cheesecake.



ORGANIZATION CHART



CITY STAFF

CITY APPOINTED OFFICIALS AND DEPARTMENT HEADS

As of July 1, 2021

City Manager	Karen Osburn
Deputy City Manager	Joanne Keene
City Attorney	Kurt W. Christianson
Magistrate Judge	Lisa Parsons
City Clerk	Susan L. Irvine
Chief of Police	Charles Husted
Community Development Director	Vacant
Public Works Director	J. Andy Dickey
Economic Development Director	Molly Spangler
Financial Services Director	Cherie R. Wright
Wastewater Director	Roxanne Holland
Human Resources Manager	Brenda Tammarine
Information Technology Manager	Charles Hardy
Parks & Recreation Manager	Dawn Norman

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.

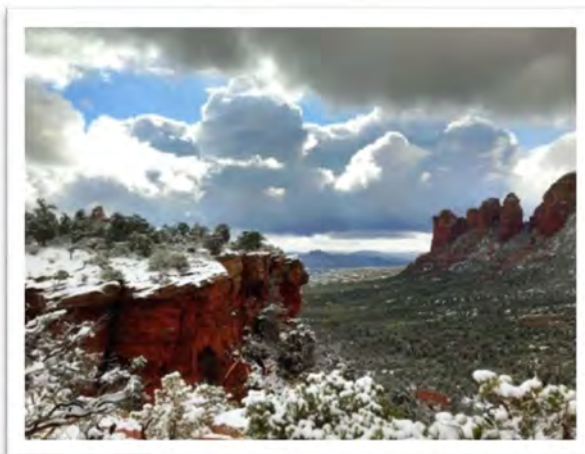
For action plans and other information on the Community Plan, visit the City's website at www.sedonaaz.gov.



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 February 2021, the City Council established the following list of priorities as part of the fiscal year 2021-22 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 2021-22 budget for all priorities with financial implications. Many of the projects are anticipated to involve staff time only, but some may include additional costs in future years. The funding sources for fiscal year 2021-22, excluding staff time costs, are identified below.

High Priority Items:

- **Complete Various Traffic Improvements** (*\$7.1 million included in Capital Improvements Program for fiscal year 2021-22*)
A comprehensive transportation master plan 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 that has been identified as a separate priority due to its significance.
- **Public Transit System** (*Total \$3,060,290: \$890,290 included in Public Transit operating budget and \$2.2 million included in Capital Improvements Program for fiscal year 2021-22*)
A transit study was completed, and a financial plan was developed by the consultants. The City Council anticipates removing the sunset on the half-cent sales tax to help fund transit operations when the system is fully developed. The build-out of the transit system is expected to extend over several fiscal years. More immediate goals include the implementation of a trailhead shuttle system and a micro-transit pilot project for an app-enabled on-demand public transportation service.
- **Trailhead Congestion/Impact to Neighborhoods** (*staff time and development of trailhead shuttle system included in Public Transit System priority*)
In contrast to initial expectations, due to the impact of the COVID-19 pandemic, tourism is at an all-time high with drastic increases in surrounding National Forest use. Parking and traffic congestion have continued to deteriorate at some of the City's most popular trailhead locations. Traffic control employees have been deployed to the busiest locations, and the trailhead shuttle system will be implemented to mitigate traffic in and around some of these more heavily impacted areas.

COUNCIL PRIORITIES

continued

High Priority Items (cont'd):

- **Affordable Housing** (*\$402,500 included in Affordable Housing Fund budget, plus \$2,100,000 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 needs assessment and 5-year action plan for addressing the concerns was completed. An intergovernmental agreement with City of Cottonwood for a shared Housing Manager will be entered into in fiscal year 2021-22.
- **Environmental Stewardship/Sustainability** (*Total \$785,100: \$510,100 included in City Manager's Office budget, \$1,000 included in Parks & Recreation budget, \$71,000 included in Public Works budget, and \$203,000 included in General Services budget*)
The City Council gave direction that as opportunities arise, the following sustainability areas should be pursued, keeping in mind the value return of each strategy: improve energy use/efficiency at City Hall facilities, improve internal environmental sustainability practices, explore possible increased use of renewable energy, leverage existing projects/City Council priorities to advance sustainability, leverage existing relationships to develop next steps. The development of a climate action plan is anticipated to be completed in July 2021.

Medium Priority Items:

- **Improve Citizen Communications/Relations** (*\$8,100 increase in City Manager's Office budget*)
This priority was established to improve communications with citizens. The City Council has identified goals for this priority. The second communications position was originally frozen during the onset of the COVID-19 pandemic and has since been filled. With the combination of a second person and outsourcing dedicated public relations efforts on high profile projects, the status of communications will be reevaluated in the next priorities setting process. This project is anticipated to be ongoing.
- **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** (*\$163,200 included in Economic Development Department budget*)
Diversifying the Sedona economy has long been a priority. To further this effort, Council approved an Economic Diversification Plan. The Schires v. Carlat case has brought into question the feasibility of many economic diversification strategies. The Arizona Supreme Court found that while the public expenditure in question met the requirement for public purpose, it did not meet the requirement that the expenditure "is not so inequitable and unreasonable that it amounts to an abuse of discretion, thus providing a subsidy to the private entity." Projects will be evaluated in consideration of the impacts of the case. This project is anticipated to be ongoing.



COUNCIL PRIORITIES

continued

Medium Priority Items (cont'd):

- **Emergency Preparedness** (*only staff time anticipated for fiscal year 2021-22*)
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:

- **Sense of Place** (*(\$75,000 included in Community Development Department budget and \$1.9 million included in Capital Improvements Program for fiscal year 2021-22)*
The Community Plan includes a value of sense of place. The City Council plans to clarify goals related to this priority; however, one strategy identified is the acquisition of real estate and land to better manage how property is development within the expectations of maintaining the community character and facilitating the advancement of initiatives in the Community Plan. Another strategy is the completion of the plan for the use of the Dells land further discussed below. City staff will also look for opportunities to enhance sense of place values in development applications. No timeline has been identified yet for this project.
- **Complete Dells Land Use Planning** (*consultant assistance included in the Sense of Place priority*)
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. This project is expected to be completed in fiscal year 2022-23.

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. 2021-19

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SEDONA, ARIZONA, ADOPTING THE BUDGET FOR FISCAL YEAR 2021-2022.

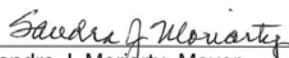
WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council did, on July 13, 2021, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year and also an estimate of revenues 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 13, 2021 and August 10, 2021 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 13, 2021 and August 10, 2021 at the City Council Chambers 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/expenses 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 2021-2022.

PASSED AND ADOPTED by the Mayor and Council of the City of Sedona, Arizona this 10th day of August, 2021.


Sandra J. Moriarty, Mayor

ATTEST:


Susan L. Irvine, CMC, City Clerk

APPROVED AS TO FORM:


Kurt W. Christanson, 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 2021-22 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 2021-22 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 \$71,692,843. The budget is balanced between expenditures, revenues and one-time available fund balances above the policy operating reserve levels, including an estimated General Fund surplus of \$16.3 million¹ and an estimated Wastewater Fund surplus of \$9.6 million.²

The operating budget represents a \$6.7 million or 19% increase from fiscal year 2020-21. The most significant increases are increases in the Affordable Housing Fund of \$1.6 million and \$1.7 million for anticipated American Rescue Plan Act (ARPA) funding that is expected to be used for the affordable housing program. Other significant increases include \$0.9 million for Police operations and the resumption of additional payments toward the Public Safety Personnel Retirement System (PSPRS) unfunded liability; \$0.7 million for implementation of the transit system (largely covered by federal grant funding); \$0.5 million for expansion of the sustainability program including a curbside yard waste program; and \$0.4 million for Public Works operations including staffing for maintenance, traffic control coverage, and project management. Across several departments and programs, eleven full-time positions were added to address staffing gaps in expanded City service levels, to improve succession planning, and to accelerate the City's sustainability program. Further discussion of staffing changes can be found in the Position List/Full-Time Equivalents section.

The capital improvements budget represents a \$4.8 million or 32% increase from fiscal year 2020-21. The most significant increases are \$2.9 million for traffic improvements and \$1.9 million for acquisition of land for the strategic protection of the City's future development. 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.

*Operating budget is
\$42.8 million.*

*Capital improvements
budget is \$19.9 million.*

*Debt refunding budget is
\$9.0 million.*

¹ Allocation of the actual fiscal year 2020-21 General Fund surplus to advance Council priorities will be determined during the fiscal year 2022-23 budget process, and allocation of the actual fiscal year 2021-22 General Fund surplus to advance Council priorities will be determined during the fiscal year 2023-24 budget process.

² During discussions regarding the wastewater rate study, the intention has been to use the surpluses to delay the need for future rate increases. Actions taken to reduce customer bills during the COVID-19 crisis will have some impact on the timing of future rate increases but are still expected to be several years in the future.



CITY MANAGER'S BUDGET MESSAGE

continued

The debt refunding does not occur every year – only years when savings will occur and are significant enough to justify the refunding. The refunding anticipated for fiscal year 2021-22 is estimated to generate a savings of approximately \$732,000 for bonds in the Wastewater Fund.

The following tables summarize the comparison to the prior year based on budget type and fund type.

SUMMARY COMPARISON BY BUDGET TYPE

(In Thousands)

	FY22 Budget	FY21 Budget	% Change
Operating Budget			
Ongoing Operational	\$30,246	26,814	13%
One-Time Operational	1,965	1,598	23%
Debt Service	5,830	5,725	2%
Contingencies ³	4,777	2,019	137%
Subtotal Operating Budget	42,817	36,156	19%
Capital Improvements Budget	19,875	15,059	32%
Subtotal Expenditure Budget	62,693	51,214	22%
Debt Refunding Budget	9,000	-	∞
Total Expenditures & Other Financing Uses	\$71,693	\$51,214	40%

SUMMARY COMPARISON BY FUND TYPE

(In Thousands)

	FY22 Budget	FY21 Budget	% Change
General Fund	\$23,379	\$21,908	7%
Special Revenue Funds ³	7,067	3,380	22%
Capital Projects Funds	14,542	13,399	9%
Enterprise Funds ⁴	24,850	10,853	129%
Internal Service Fund	1,854	1,674	11%
Total Expenditures & Other Financing Uses	\$71,693	\$51,214	40%

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 due to the COVID-19 pandemic. Mandated closures in response to the pandemic occurred during mid-March 2020 to mid-May 2020, which is typically the City's busiest portion of the year for tourism, and hotel occupancy rates hit bottom in April 2020 with an 83% decrease.

³ Includes \$1.3 million increase for Affordable Housing and \$1.7 million for ARPA funding.

⁴ Includes \$9.0 million for debt refunding and an increase of \$4.0 million for capital improvement projects.



CITY MANAGER'S BUDGET MESSAGE

continued

However, since reopening, the tourism activity has returned and far exceeded prior highs. The estimated fiscal year 2020-21 sales taxes were up 30% and bed taxes were up 55% resulting in the highest year that the City has ever seen. The significant increases in tourism are primarily responsible for the previously mentioned significant surpluses anticipated.

In response to the dramatic increases in tourism levels, the City Council directed the Sedona Chamber of Commerce & Tourism Bureau (SCCTB) to fully suspend the destination marketing program during the fiscal year 2021-22 budget process. Even with the suspension of destination marketing, it is expected that tourism levels will not decrease and likely increase as private marketing continues, as well the free advertising that occurs with every social media post and visitors sharing stories of their Sedona experience with others.

The fiscal year 2021 22 budget includes priorities intended to help mitigate the impacts of the high tourism levels such as the implementation of a trailhead shuttle system and micro-transit program, design of facilities for a fixed route transit system, numerous traffic improvements, and deployment of traffic control employees to the busiest trailhead locations.

A summary of the overall budget changes and additional discussion can be found in the Budget Overview section.

FY 2020-21 Accomplishments

Most of the Council Priorities from fiscal year 2020-21 were anticipated to be multi-year projects and are in progress. Their continuation has been included in the fiscal year 2021-22 budget. The priorities accomplished during fiscal year 2020-21 are below.

- **Complete Various Traffic Improvements** – The transportation projects included in this priority extend over several fiscal years. During fiscal year 2020-21, the most significant project completed was the roadway improvements in Uptown, including a raised median with a decorative barrier to direct pedestrians to controlled crossings, an additional southbound lane, two new roundabouts, and a new access road to free parking via Schnebly Road.
- **Complete Storm Water Projects** – The last significant project identified in the 2005 Storm Water Master Plan was completed. An update to the master plan is in progress and expected to be completed in fiscal year 2021-22.

FY 2021-22 Priorities

The City Council has evaluated the priorities established and has designated them as high, medium, and low to reflect elements such as urgency and the level of staff time and other resources required. 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 improvement budgets as appropriate. See the Council Priorities section for a description of each priority.

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): Cynthia Belowski, Peter Furman, Scott Law, Robert Pifke, Robert Porter, Laura Rumann, Roger Shlonsky, and William Spring. This was the eighth year the City has included a citizen work group in the budget development process.



CITY MANAGER'S BUDGET MESSAGE

continued

Citizens Budget Work Group (cont'd)

The CBWG members selected the following programs for in-depth review: SCCTB budget, affordable housing program, and traffic improvement projects. The work group also requested the following information for further review: City financial audit reports, SCCTB audit reports, variance calculations for expenditures by function and program, wage and benefit information for all employees, budgets by fund, and bed tax ordinance.

The work group brought insights from their unique perspectives and added value to the overall process. Their input was greatly appreciated.

Community Budget Survey

Parallel to the Citizen Budget Work Group, a public online survey was release to gauge support on a variety of budget topics. 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, eNotify, social media, and the City's website. We would like to thank the members of the community who took the time to respond to this survey and provide their thoughts on their needs, wants, and desires for our city.

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, 2020. This is the eighth 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 very strong with many options to address the significant Council priorities. I believe the fiscal year 2021-22 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,



Karen Osburn
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 9,700 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, the City Attorney's Office, the City Clerk's Office, Parks & Recreation, Community Development, Public Works, Economic Development, Police, the Municipal Court, Public Transit, Wastewater, and Information Technology. 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 with some contract funding from the City.

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	9,684

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

Gender (YCREDC 2021 est.)

Male	47.3%
Female	52.7%

Age Composition (YCREDC 2021 est.)

0-5	3.1%
6-11	3.3%
12-17	4.1%
18-24	3.4%
25-44	13.9%
45-54	11.7%
55-64	23.8%
65+	36.7%

Median Age 59.4

Race/Ethnic Origin (YCREDC 2021 est.)

White	88.1%
Hispanic or Latino (any race).....	14.8%
American Indian	0.7%
Asian	2.5%
African American.....	0.7%
Other	8.0%

Income (YCREDC 2021 est.)

Median Household Income \$71,355

Labor Force (YCREDC 2021 est.)

Civilian Labor Force.....	4,567
Unemployment Rate.....	2.0%
Education Attainment:	
Less than High School.....	6.0%
High School or equivalent.....	14.0%
Some College or Associates.....	31.6%
Bachelor's or Advanced Degree.....	48.4%

Industry Ranked by Employment (YCREDC 2021 est.)

Arts, Entertainment, Food, Recreation ..	24.2%
Education, Health Care, Social Assistance	23.2%
Professional, Scientific, Administrative...	10.9%
Retail	9.7%
Construction.....	8.0%
Other Services, except Public Administration	5.4%
Finance, Insurance, Real Estate	5.3%
Information.....	5.2%
Manufacturing	3.4%
Public Administration	2.3%
Transportation, Warehousing, Utilities	1.7%
Wholesale Trade	0.8%
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	556
L'Auberge de Sedona Resort.....	550
Hilton Sedona Resort at Bell Rock	380
Orchards Inn	220
City of Sedona	146
Arizona Elder Care.....	120
Sedona/Oak Creek School District	115
Kachina Point Rehabilitation Hospital.....	110
Verde Valley Medical Center/Sedona Emergency Department.....	110
Picazzo's Healthy Italian Kitchen.....	80

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

General Government Principal Sales Tax Remitters (Arizona Department of Revenue)⁽³⁾

Hotels & Other Lodging.....	\$14,459,426
Retail Trade	\$9,816,161
Restaurants & Bars.....	\$5,217,637
Rental/Leasing/Licensing.....	\$1,840,313
Construction	\$1,806,117
All Other	\$1,041,101
Transportation/Communication/ Utilities	\$789,032

⁽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 2021 est.)

Owner-Occupied Housing	70.5% ⁽⁴⁾
Housing Units	7,144

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

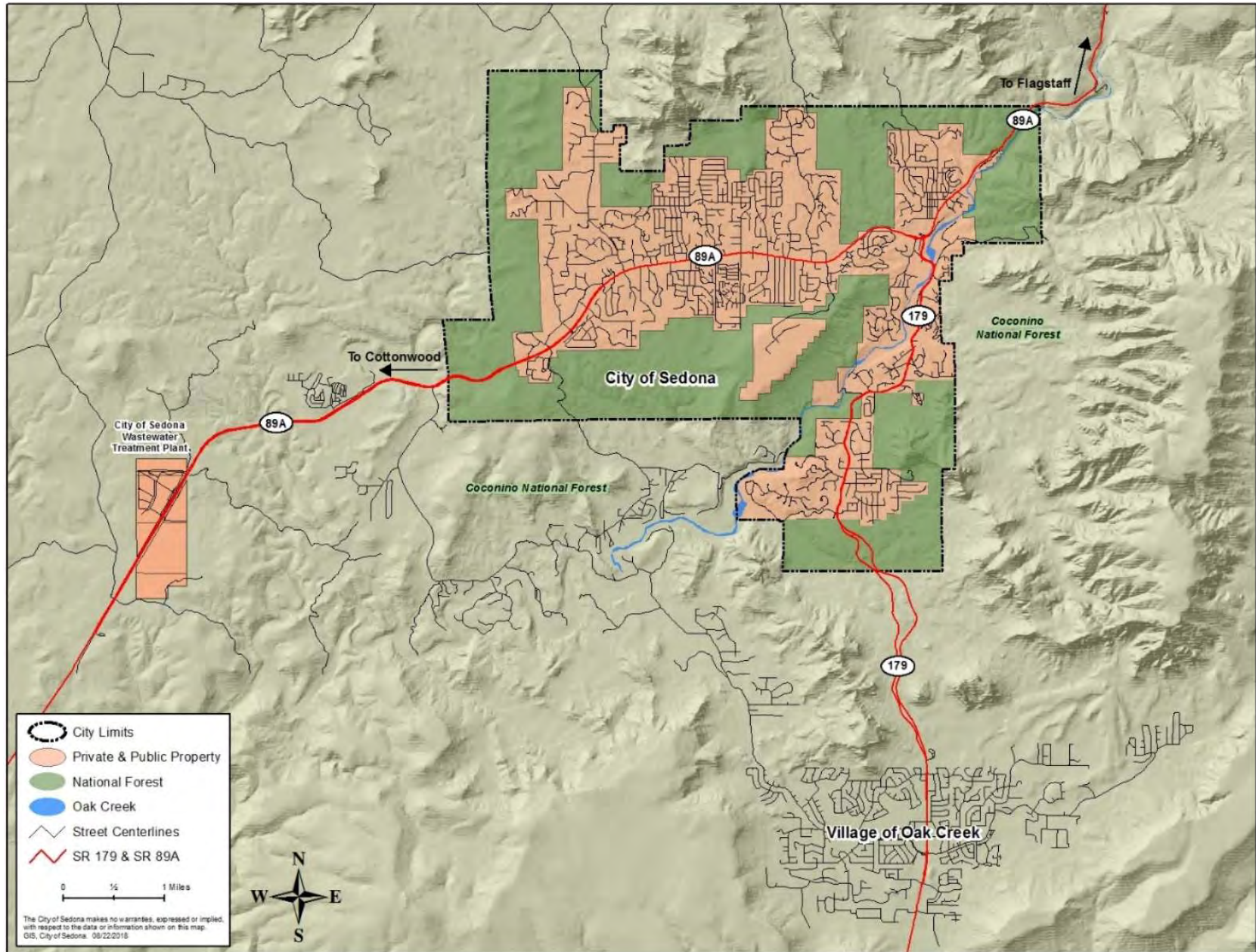
Land Use (2014 – City of Sedona)

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



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 for the annual streets rehabilitation and pavement preservation program, along with other maintenance costs for public streets. The state shared HURF is primarily funded with tax on gasoline and other fuels, but also includes other transportation related fees.
- The **Affordable Housing Fund** accounts for monies received from developers in lieu of complying with the City's affordable housing requirements along with support from the General Fund for housing programs designed to improve affordability opportunities 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 enterprise funds include:

- The **Public Transit Enterprise Fund** accounts for monies collected through fares, grants, and transfers of restricted transportation sales tax revenues. The Public Transit Fund supports the operations of the transit system and transit capital projects.
- 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, 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.

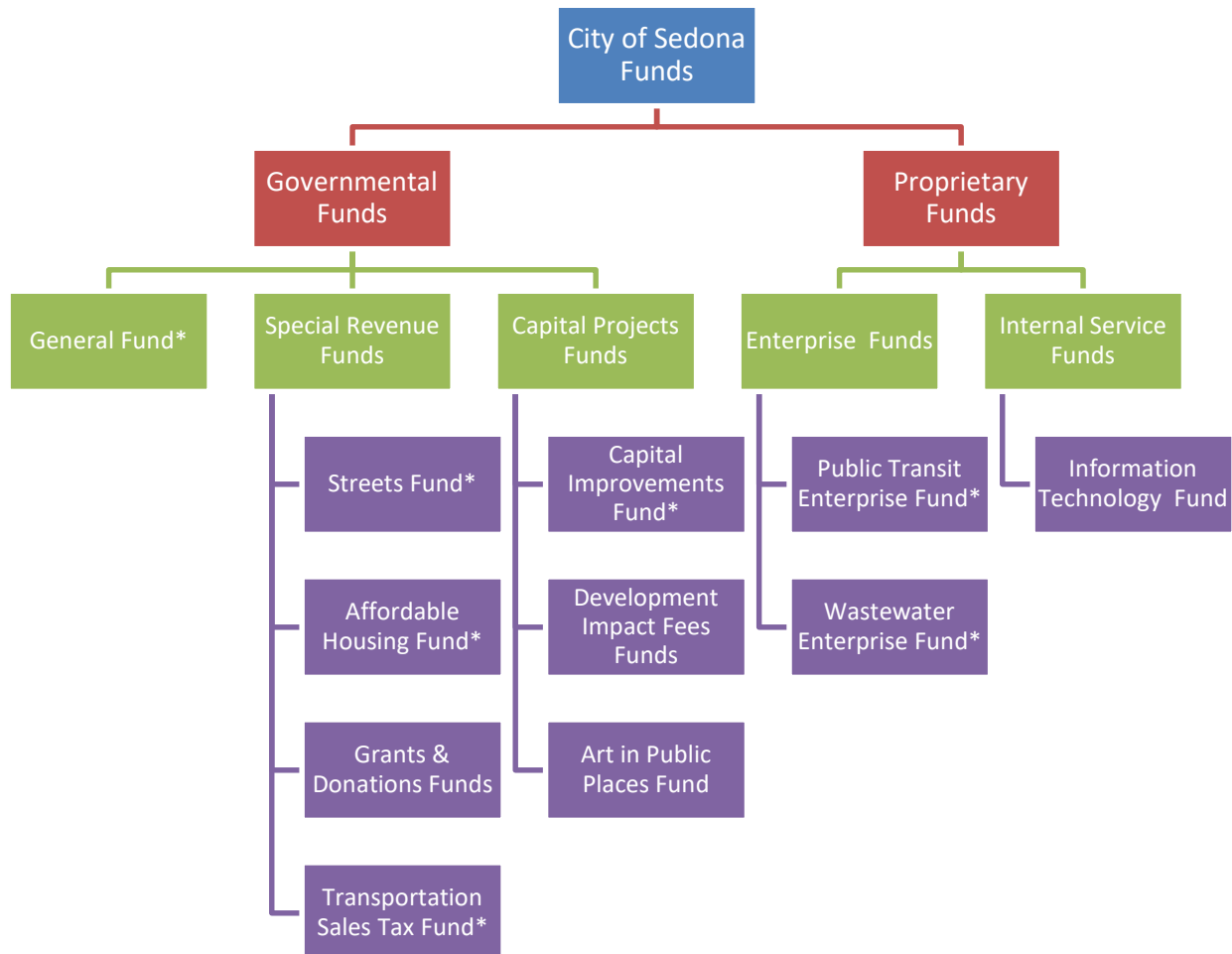


FUND STRUCTURE AND BASIS FOR BUDGETING

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, Public Transit Enterprise 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	Public Transit Enterprise Fund	Wastewater Enterprise Fund	Information Technology Fund
City Council	X								
City Manager's Office	X		X			X			X
Human Resources	X								
Financial Services	X							X	
City Attorney's Office	X							X	
City Clerk's Office	X								
Parks & Recreation	X			X		X			X
General Services*	X			X					
Community Development	X			X					X
Public Works	X	X			X	X		X	X
Economic Development	X								
Police	X			X		X			X
Municipal Court	X								X
Public Transit							X		
Wastewater								X	
Information Technology						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, debt service 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 collected 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
Public Transit Enterprise Fund	Modified Accrual	Full Accrual
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 forecasted, 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 2021-22. 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 & Poor's was raised from A to AA- based on the City's stable outlook. No change in the City's rating has occurred since.
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>	√	

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard



COMPREHENSIVE FINANCIAL POLICIES

continued

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.
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>	√	

Legend:

√ Compliance with policy standard

-- Noncompliance with policy standard



COMPREHENSIVE FINANCIAL POLICIES
continued

Grants Management (cont'd)

STATUS OF GRANTS MANAGEMENT POLICIES

Policy Statement	Status	Comments
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>	√	

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 3 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 3 years, an analysis including both the direct and indirect costs components has been implemented as individual fee changes are proposed.

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



COMPREHENSIVE FINANCIAL POLICIES

continued

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>	√	
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. <i>(Administrative Policy)</i>	√	See the City's Comprehensive Annual Financial Report at www.sedonaaz.gov .
The City's Comprehensive Annual Financial Report 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 22 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 three years through asset audits of City departments. <i>(Administrative Policy)</i>	--	Due to the impacts of COVID-19 and staffing shortages, the physical inventory was postponed.

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 June 22, 2021)</i></p>	√	Unassigned fund balance projected to be 104% due to substantially higher revenues than anticipated during the COVID-19 pandemic. Excess to be appropriated by the City Council during the next budget cycle.
<p>Streets Fund: The fund balance target shall be the difference between the highest expected annual pavement preservation/street rehabilitation cost and the average annual pavement preservation/street rehabilitation cost. <i>(Council Policy revised June 22, 2021)</i></p>	√	Fund balance projected to be 67% higher than target. General Fund subsidy will be suspended for fiscal year 2021-22.
<p>Wastewater Enterprise Fund: The fund balance range, 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 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 June 22, 2021)</i></p>	√	Fund balance projected to be 213%. Excess to 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 June 22, 2021)</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 June 22, 2021)</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 June 22, 2021)</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 2021-2022 BUDGET CALENDAR

Date	Description	Legal Requirements
Policy/Strategy Phase		
January 19, 2021	Operating Budget Kickoff Meeting with Department and Division Heads	
January 19, 2021	Staff CIP Committee Kickoff Meeting	
February 3-4, 2021	City Council Budget Retreat and Priority Setting	
Budget Development Phase		
February 11, 2021	Deadline to Submit CIP Requests	
February 18, 2021	CIP Committee Review of Project Submittals	
March 4, 2021	Operating Base Budgets, Updated CIP Budgets and Decision Packages Due	
March 11, 2021	Citizens Budget Work Group Kickoff Meeting	
March 22, 2021	Review of Revenue Projection Assumptions	
March 23, 2021	Online Community Budget Survey Released	
March 25, 2021	Citizens Budget Work Group Deep Dive on Selected Topics	
April 5-15, 2021	City Manager Review with Departments	
April 8, 2021	Citizens Budget Work Group Follow-Up and Review of Decision Packages	
Budget Review Phase		
May 27, 2021	Proposed Budget Distributed to City Council	
June 2-3, 2021	City Council Work Sessions	
July 13, 2021	Public Hearing and City Council Adoption of Tentative Budget	ARS §42-17101 – On or before the third Monday in July
Budget Adoption Phase		
July 21 and 28, 2021	Published Public Notice	ARS §42-17103 – Once a week for 2 consecutive weeks
August 10, 2021	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

Kickoff meetings with City staff were held in January 2021 for both the Operating Budget and Capital Improvement Program (CIP) to provide overall guidance for the development of the fiscal year 2021-22 budget.

In February 2021, 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 information regarding the significant increases in sales and budget tax revenues and an eight-year forecast of revenues and expenditures. Staff also presented information regarding required reserve balances, the significant surplus levels anticipated, recommendations for allocation of surplus to Council priorities, and a list of other potential priorities not yet included in the forecast. This was an opportunity for the City Council to provide key policy directives and goals for consideration during the fiscal year 2021-22 budget process and to provide input on upcoming priorities.

Budget Development Phase

Department heads and program managers used the information from the policy/strategy phase meetings to begin work on their base budgets for continuing operations. In April 2021, 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. The goal for the 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 group members dug in deep in quite a few areas and brought insights from their unique perspectives and added value to the overall process.

A public online survey was released to gather broader community interest on a variety of budget topics, including options to address trailhead parking issues, environmental sustainability projects, expansion of communication efforts, expansion options for the Posse Grounds Park, and acceleration of shared-use path projects. 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. Over 500 completed surveys were received and included the following results.

- Among the budget initiatives included in the survey, additional funding to address trailhead parking issues was the highest ranked initiative with 83% supporting additional funding.
- When asked about the expansion and restructure of the Posse Grounds Park, 53% did not agree with accelerating the project and felt there were greater needs to invest the City's resources.
- Among the capital improvement projects included in the survey, the acceleration of shared-use path projects was the highest ranked.
- Numerous comments were related to the increased level of tourism, including traffic, parking, the Chamber contract, public transportation, and focus on resident needs.



BUDGET PROCESS AND CALENDAR

continued

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 final budget adoption, original revenues and expenditures estimates, along with the final budget, are to be archived on the organization's website for no less than sixty months.

Budget Review Phase

The City Council held public work sessions on June 2nd and 3rd. 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 the budget cap, on July 13, 2021. Arizona Revised Statutes (ARS) §42-17101 requires tentative budget adoption on or before the third Monday in July.

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 21st and 28th. 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 10th, 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.



BUDGET PROCESS AND CALENDAR

continued

State-Imposed Expenditure Limitation (cont'd)

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.

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

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.

Budget Implementation/Monitoring/Amendment Phase

Following the adoption of the final budget in August 2021, 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.

No amendments can be made to increase the total 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 total budget once adopted. Amendments require approval as follows:

REQUIRED APPROVALS FOR BUDGET AMENDMENTS

Amendment	Required Approval
Use of Contingency Reserve	City Council
Inter-fund, 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 2021-22 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, impacts of short-term rentals, and affordable housing. Specific projects within these priority areas have been funded and included in the fiscal year 2021-22 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 9,700. The City's 2020 population decreased as a result of the number of permanent residents displaced by growth in short-term rental properties. The tourism trade has grown significantly over the past several years.

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. Prior to the COVID-19 pandemic, international travelers comprised an estimated 20% of the annual visitors, while domestic long-distance travelers were also estimated at 20% of the annual visitors. Since the COVID-19 pandemic, there has been a substantial decrease in international and domestic long-distance travelers that has been supplemented with a substantial increase in domestic regional travelers.



BUDGET OVERVIEW

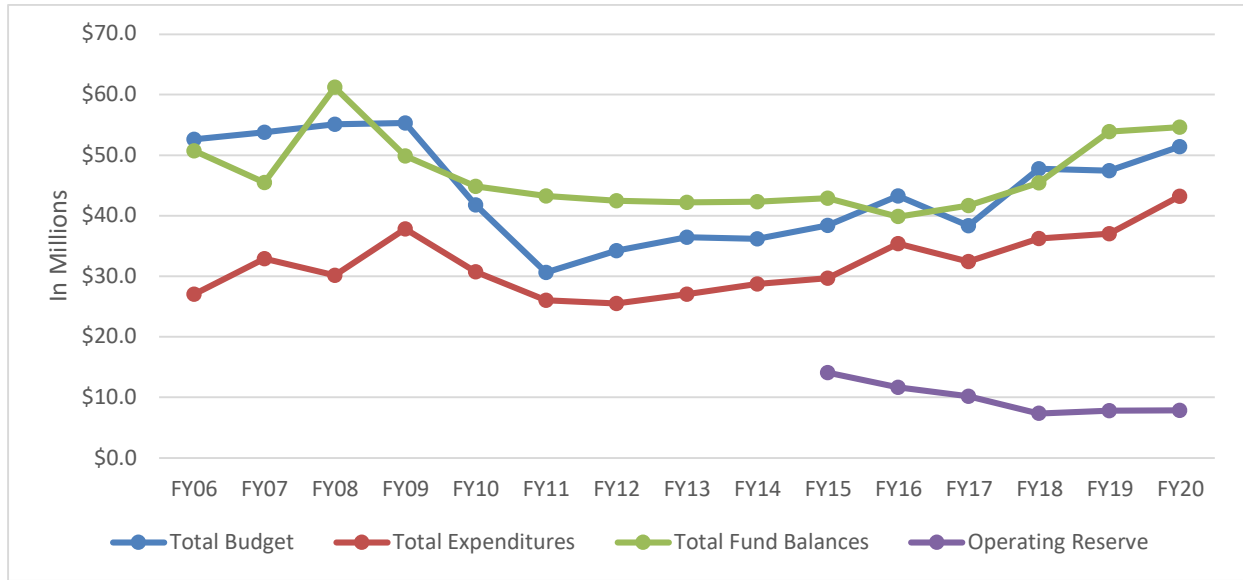
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Economic Overview (cont'd)

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 Great 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, actual fund balances, and minimum operating reserves for fiscal years 2005-06 to 2019-20.



During the Great 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 has been focused on increasing interest and visitation to Sedona as a destination with local options for many types of activities and attractions. The focus has been on need during the summer and winter seasons with an aim for overnight and higher-income visitors. The management program has been 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 have increased 4% with a 9% increase in rooms, and average daily room rates have increased 55%.

The Sedona Chamber of Commerce & Tourism Bureau (SCCTB) kicked off the destination marketing program in mid-July 2014. Since the program began, it has exceeded all expectations. In addition, Senate Bill (SB) 1350 took away the City's authority to prohibit short-term residential rentals effective January 1, 2017. The increases in revenue collections for transient occupancy have also been attributable to this legalization of short-term residential rentals.

Since fiscal year 2018-19, the marketing efforts have been reduced and more effort has been placed on the management of tourism to achieve a sustainable balance. For fiscal year 2020, bed tax revenues were less than the prior year actuals by 13% due to the COVID-19 closures. Since reopening, bed tax revenues have drastically exceeded expectations and prior year levels and are expected to continue at these strong levels barring any substantial reclosures due to the pandemic. In response to the dramatic increases in tourism levels, the City Council directed the SCCTB to fully suspend the destination marketing program during the fiscal year 2022 budget process. Even with the suspension of destination marketing, it is expected that tourism levels will not decrease and likely increase as private marketing continues, as well the free advertising that occurs with every social media post and visitors sharing stories of their Sedona experience with others.

During fiscal year 2020-21, key tourism indicators were strong including average room occupancy rates of 68% and a 33% increase in average daily room rates over the prior year. That represents an increase in average occupancy rates of 4% since the inception of the program with an increase in rooms of 9% and an increase in average daily room rates of 55%.

Mandated closures in response to the COVID-19 pandemic occurred during mid-March 2020 to mid-May 2020, which is typically the City's busiest portion of the year for tourism. Hotel occupancy rates hit bottom in April 2020 with an 83% decrease. Concerned about the City's reliance on tourism, revenue losses for fiscal years 2019-20 and 2020-21 were anticipated to be significant. However, since reopening, the tourism activity has returned and far exceeded prior highs. The estimated fiscal year 2020-21 sales taxes were up 30% and bed taxes were up 55% resulting in the highest year that the City has ever seen.

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 all funds 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.



BUDGET OVERVIEW

continued

Long-Range Forecasts (cont'd)

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 future 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
- 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 Improvements

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. A financial plan was developed as part of the transit study. Anticipated funding sources include cooperative multijurisdictional intergovernmental agreements and federal grants. Long-range forecasts demonstrate adequate funding exists for the City's estimated portion of costs. Expected funding sources may include the half-cent transportation sales tax, surplus from the payoff of existing bonds in fiscal year 2026-27, and potential debt financing.

Council Priorities

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.



BUDGET OVERVIEW

continued

Long-Range Forecasts (cont'd)

The estimated costs for Council Priorities have been included in the fiscal year 2021-22 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 have been discussed with the City Council as items not yet incorporated.

Operational Costs

Modest annual inflationary increases were forecasted for operational costs. 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.

Unfunded Liabilities

Since fiscal year 2017-18, the City has adopted a level-funding approach to address its Public Safety Personnel Retirement System (PSPRS) unfunded liability. City police employees who were members of PSPRS before July 1, 2017 (Tiers 1 and 2) participate in the agent multiple-employer plan which tracks assets and liabilities for each individual participating employer. City police employees who were members of PSPRS after July 1, 2017 (Tier 3) participate in the cost-sharing multiple-employer plan which does not track assets and liabilities for each individual participating employer. As of the latest actuarial valuation date, June 30, 2020, the unfunded liability for Tiers 1 and 2 employees was \$5.1 million with a funding ratio of 65%. As of June 30, 2020, there was only one Tier 3 employees and only a very minor unfunded liability estimate. The long-range forecast includes annual payments of \$1.0 million calculated as the level payment amount to pay off the unfunded liability for Tiers 1 and 2 employees by the end of the 18-year closed amortization period.

All other eligible City employees participate in the Arizona State Retirement System (ASRS), a cost-sharing multiple-employer plan. While the ASRS plan assets and liabilities are not tracked separately for each individual participating employer, ASRS estimates a proportionate share of the unfunded liability for each participating employer. The City's estimated portion of the unfunded liability as of June 30, 2020 was \$10.7 million with a funding ratio of 69%. ASRS's projections of future contribution rates indicate slight increases can be expected over the next five years. These modest increases have been incorporated in the City's long-range forecasts.

Inter-Fund Transfers

Inter-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, Public Transit Enterprise 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.



BUDGET OVERVIEW

continued

Long-Range Forecasts (cont'd)

Baseline Forecasts

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.

SUMMARY FORECASTS BY FUND

NEXT 5 YEARS
(In Thousands)

	FY22	FY23	FY24	FY25	FY26
General Fund:					
Revenues	\$33,723	\$34,624	\$35,204	\$35,793	\$36,396
Expenditures	21,252	21,872	22,590	23,212	23,850
Net transfers	(6,987)	(6,890)	(6,795)	(6,698)	(6,602)
Net surplus/deficit	5,485	5,861	5,819	5,882	5,944
Beginning fund balance	19,487	24,972	30,833	36,653	42,535
Ending fund balance	\$24,972	\$30,833	\$36,653	\$42,535	\$48,478
<i>Over (under) minimum reserve requirements</i>	<i>\$17,204</i>	<i>\$22,643</i>	<i>\$28,010</i>	<i>\$33,472</i>	<i>\$38,990</i>
Capital Improvements Fund:					
Revenues	\$ 468	\$ 632	\$ 376	\$ 376	\$ 376
Expenditures	8,337	132	3,737	3,737	3,737
Net transfers	3,631	1,479	5,437	5,437	5,437
Net surplus/deficit	(4,238)	1,979	2,076	2,076	2,076
Beginning fund balance	7,379	3,141	5,120	7,196	9,273
Ending fund balance	\$ 3,141	\$ 5,120	\$ 7,196	\$ 9,273	\$11,349
Wastewater Enterprise Fund:					
Revenues	\$ 8,614	\$ 6,954	\$ 6,967	\$ 6,980	\$ 6,993
Expenditures	11,374	10,845	10,975	10,903	11,041
Net transfers	3,300	3,200	3,100	3,000	2,900
Net surplus/deficit	539	(691)	(908)	(924)	(1,148)
Beginning fund balance	16,927	17,466	16,775	15,867	14,943
Ending fund balance	\$17,466	\$16,775	\$15,867	\$14,943	\$13,795
<i>Over (under) minimum reserve requirements</i>	<i>\$13,250</i>	<i>\$12,301</i>	<i>\$11,133</i>	<i>\$9,949</i>	<i>\$8,538</i>

Projections for 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 and Wastewater Enterprise Fund are projected to far exceed the minimum reserve requirements. Projections for the Capital Improvements Fund demonstrate adequate funding for capital projects included in the baseline scenario.

*Fund balances far exceed the
minimum reserve requirements.*



BUDGET OVERVIEW

continued

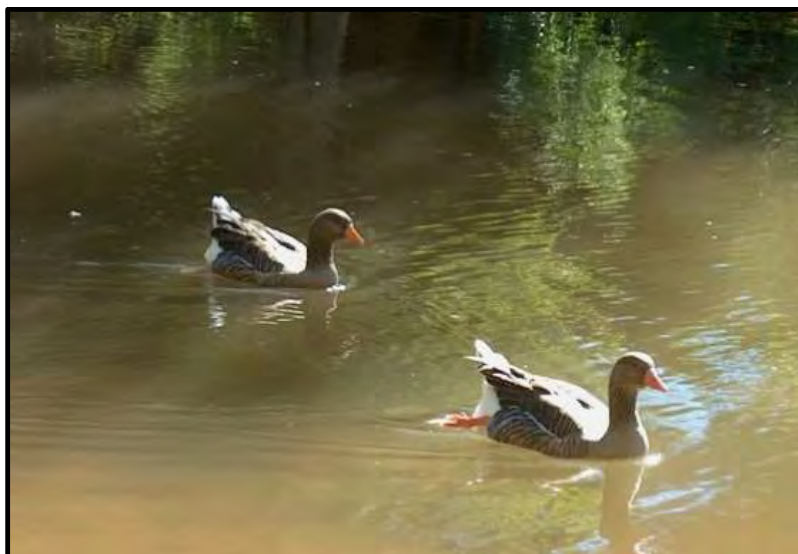
Long-Range Forecasts (cont'd)

Options Beyond Baseline Forecasts

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.

- Implementation of public transit system – added cost of electric buses not included in the original transit study
- Uptown parking garage construction – any costs for expanded project scope not covered by paid parking fees
- Recreation center – estimated at \$20 to \$30 million for construction plus \$2 to \$4 million for annual operating costs
- Broadband internet service – estimated at \$10 million or more
- 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
- 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
- Affordable housing program – project costs could vary widely
- Administrative staffing to accommodate increased service levels
- Facility needs due to expanded staffing levels
- CIP projects in later years with funding not yet identified
- Any other Council priorities not already included in the base budget



BUDGET OVERVIEW

continued

FY 2021-22 City-Wide Revenue and Expenditure Budgets

The total appropriation for fiscal year 2021-22 has increased by 40% (including carryforward budget amounts) from \$51.2 million to \$71.7 million, which is comprised of an operating budget of \$42.8 million, a capital improvements budget of \$19.9 million, and a debt refunding budget of \$9.0 million. The debt refunding does not occur every year – only years when savings will occur and are significant enough to justify the refunding. The refunding anticipated for fiscal year 2021-22 is estimated to generate a savings of approximately \$732,000 for bonds in the Wastewater Enterprise Fund.

Total appropriation increased by \$20.5 million or 40%, including \$9.0 million for debt refunding estimated to generate a savings of approximately \$732,000.

Operating budget increased by \$6.7 million or 19%, including \$1.7 million for ARPA funding and other increases for significant Council priorities.

The operating budget represents a \$6.7 million or 18% increase from fiscal year 2020-21. The most significant increases are increases in the Affordable Housing Fund of \$1.6 million and \$1.7 million for anticipated American Rescue Plan Act (ARPA) funding that is expected to be used for the affordable housing program. Other significant increases include \$0.9 million for Police operations and the resumption of additional payments toward the Public Safety Personnel Retirement System (PSPRS) unfunded liability; \$0.7 million for implementation of the transit system (largely covered by federal grant funding); \$0.5 million for expansion of the sustainability program including a curbside yard waste program; and \$0.4 million for Public Works operations including staffing for maintenance, traffic control coverage, and project management.

The capital improvements budget represents a \$4.8 million or 32% increase from fiscal year 2020-21. The most significant increases are \$2.9 million for traffic improvements and \$1.9 million for acquisition of land for the strategic protection of the City's future development.

Capital improvements budget increased by \$4.8 million or 32%, including \$2.9 million increase for traffic improvements.

The following table reflects the overall revenue and expenditure changes by fund.

BUDGETED REVENUES & EXPENDITURES BY FUND

(In Thousands)

Fund	Revenues			Expenditures		
	FY22 Budget	FY21 Budget	% Change	FY22 Budget	FY21 Budget	% Change
General Fund:						
Ongoing Operations	\$37,402	\$24,165	55%	\$21,427	\$19,615	9%
One-Time Operations	171	159	8%	748	415	80%
Debt Service	-	-	-	1,035	1,035	<1%
Contingencies	-	-	-	550	844	-35%
Total General Fund	\$37,573	\$24,324	54%	\$23,760	\$21,908	8%



BUDGET OVERVIEW

continued

FY 2021-22 City-Wide Revenue and Expenditure Budgets (cont'd)

BUDGETED REVENUES & EXPENDITURES BY FUND

continued
(In Thousands)

Fund	Revenues			Expenditures		
	FY22 Budget	FY21 Budget	% Change	FY22 Budget	FY21 Budget	% Change
Streets Fund:						
Ongoing Operations	\$ 1,032	\$ 933	11%	\$ 2,007	\$ 1,206	66%
One-Time Operations	-	-	-	70	-	∞
Total Streets Fund	\$ 1,032	\$ 933	11%	\$ 2,077	\$ 1,206	72%
Affordable Housing Fund:						
Ongoing Operations	\$ 93	\$ 6	1,384%	\$ 557	\$ 200	179%
One-Time Operations	-	199	-100%	-	21	-100%
Contingencies	-	-	-	2,100	800	163%
Total Affordable Housing Fund	\$ 93	\$ 205	-55%	\$ 2,657	\$ 1,021	160%
Grants & Donations Funds:						
Ongoing Operations	\$ 46	\$ 80	-43%	\$ 25	\$ 53	-53%
One-Time Operations	1,893	443	327%	166	419	-60%
Capital Improvements	-	-	-	-	280	-100%
Contingencies	300	275	9%	2,027	275	637%
Total Grants & Donations Funds	\$ 2,239	\$ 798	180%	\$ 2,218	\$ 1,027	116%
Transportation Sales Tax Fund:						
Ongoing Operations	\$ 665	\$ 127	425%	\$ 116	\$ 127	-9%
Capital Improvements	3,344	2,478	35%	-	-	-
Total Transportation Sales Tax Fund	\$ 4,010	\$ 2,605	54%	\$ 116	\$ 167	-9%
Capital Improvements Fund:						
Capital Improvements	\$ 2,238	\$ 1,234	81%	\$11,274	\$11,995	-6%
Total Capital Improvements Fund	\$ 2,238	\$ 1,264	81%	\$11,274	\$11,995	-6%
Development Impact Fees Funds:						
Capital Improvements	\$ 544	\$ 630	-14%	\$ 3,132	\$ 1,404	123%
Debt Service	-	3	-100%	-	-	-
Total Development Impact Fees Funds	\$ 544	\$ 633	-14%	\$ 3,132	\$ 1,404	123%
Art in Public Places Fund:						
Capital Improvements	\$ 1	\$ 1	-45%	\$ 136	\$ -	∞
Total Art in Public Places Fund	\$ 1	\$ 1	-45%	\$ 136	\$ -	∞



BUDGET OVERVIEW

continued

FY 2021-22 City-Wide Revenue and Expenditure Budgets (cont'd)

BUDGETED REVENUES & EXPENDITURES BY FUND

continued
(In Thousands)

Fund	Revenues			Expenditures		
	FY22 Budget	FY21 Budget	% Change	FY22 Budget	FY21 Budget	% Change
Public Transit Enterprise Fund:						
Ongoing Operations	\$ 117	\$ -	∞	\$ 872	\$ 135	544%
One-Time Operations	-	-	-	18	3	620%
Capital Improvements	985	-	∞	2,170	-	∞
Total Public Transit Enterprise Fund	\$ 1,102	\$ -	∞	\$ 3,060	\$ 138	2,120%
Wastewater Enterprise Fund:						
Ongoing Operations	\$ 6,306	\$ 6,427	-2%	\$ 5,078	\$ 4,196	21%
One-Time Operations	2	-	∞	238	248	-4%
Capital Improvements	932	1,593	-42%	3,163	1,380	129%
Debt Service	9,000	-	∞	13,795	4,691	194%
Contingencies	-	-	-	100	100	-
Total Wastewater Enterprise Fund	\$16,239	\$ 8,020	102%	\$22,374	\$10,615	111%
Information Technology Internal Service Fund:						
Ongoing Operations	\$ 1,650	\$ 1,450	-2%	\$ 1,791	\$ 1,450	24%
One-Time Operations	75	76	<-1%	262	224	17%
Total Information Technology Fund	\$ 1,725	\$ 1,761	-2%	\$ 2,052	\$ 1,674	23%
TOTAL ALL FUNDS	\$66,795	\$40,515	65%	\$71,693	\$51,214	40%
Operating Budget	\$49,751	\$34,579	44%	\$42,817	\$36,156	18%
Capital Improvements Budget	\$ 8,044	\$ 5,936	36%	\$19,875	\$15,059	32%
Debt Refunding Budget	\$ 9,000	\$ -	∞	\$ 9,000	\$ -	∞

The operating budget is presented as a balanced plan between expenditures and revenues. Although the total fiscal year 2021-22 projected new revenues are \$66.8 million and total fiscal year 2021-22 budgeted expenditures are \$71.7 million, an additional \$9.2 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 \$4.3 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 2021-22 City-Wide Revenue and Expenditure Budgets (cont'd)

TOTAL FUNDING SOURCES AND USES
(In Thousands)

FY 2021-22	Revenues & Other Sources of Funds	Expenditures & Other Uses of Funds
Total Revenues & Expenditures	\$66,795	\$71,693
Plus: Use of Accumulated Balances:		
Streets Fund – Use of surplus balances	1,045	-
Affordable Housing Fund – Use of funding received in prior years for their dedicated purpose	268	-
Transportation Sales Tax Fund – Net of use of accumulated balances set aside for capital projects	2,868	-
Development Impact Fee Funds – Use of accumulated balances set aside for funding of capital projects	2,588	-
Art in Public Places Fund – Use of accumulated balances set aside for funding of capital projects	123	-
Wastewater Enterprise Fund – Use of accumulated balances set aside for funding of capital projects and use of surplus balances	2,250	-
Information Technology Internal Service Fund – Use of funding received in prior years for their dedicated purpose	80	-
Total Use of Accumulated Balances	9,223	-
Less: Additions to Accumulated Reserves:		
General Fund – Net increase in surplus balances	3,974	-
Grants & Donations Funds – Net increase in accumulated balances received for dedicated purposes	21	-
Capital Improvements Fund – Net in accumulated balances set aside for anticipated capital project costs	330	-
Total Additions to Accumulated Reserves	4,325	-
Totals	\$71,693	\$71,693



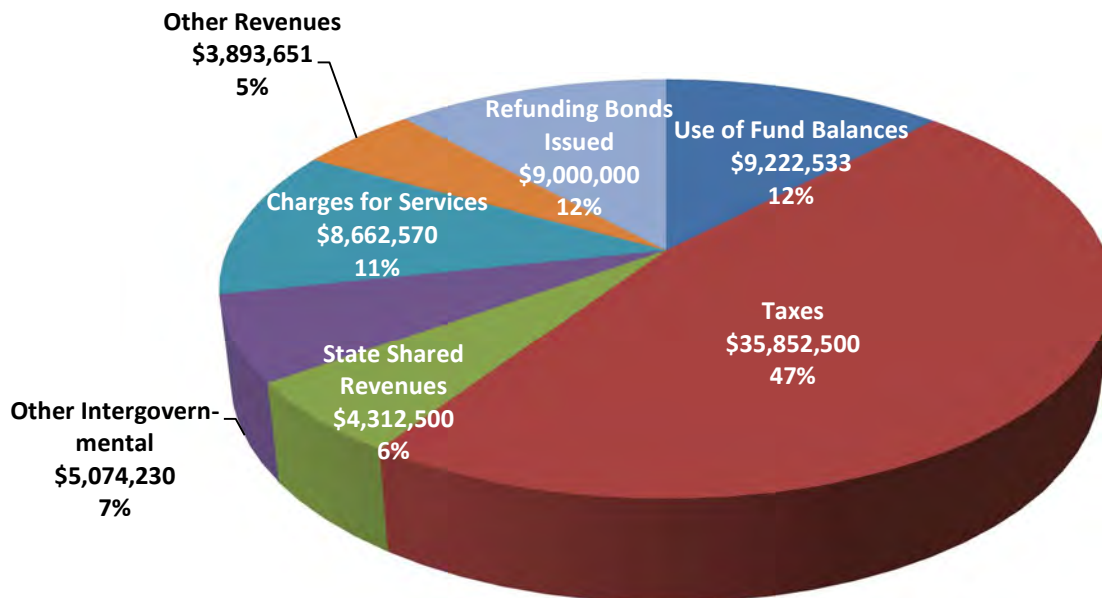
BUDGET OVERVIEW

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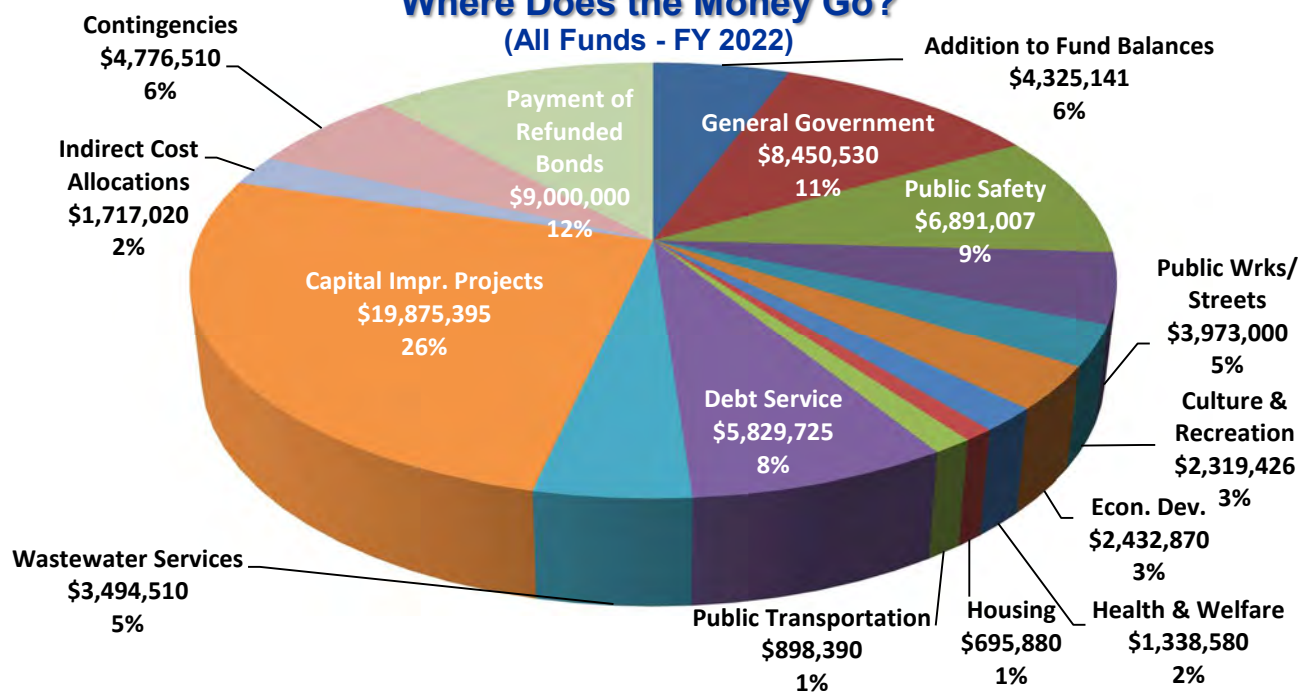
FY 2021-22 City-Wide Revenue and Expenditure Budgets (cont'd)

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

Where Does the Money Come From? (All Funds - FY 2022)



Where Does the Money Go? (All Funds - FY 2022)



BUDGET OVERVIEW

continued

FY 2021-22 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 2021-22 budget.

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

FY 2022 DECISION PACKAGES

Department	Description/Basis of Request	Ongoing Costs	One-Time Costs	Total Request
City Manager's Office	Sustainability Manager (<i>New – Added Service</i>)	\$ 122,760	\$ 2,600	\$ 125,360
City Manager's Office	Community Compost Initiatives (<i>New – Added Service</i>)	16,000	-	16,000
City Manager's Office	Energy Retrofit & Rebate Program (<i>New – Added Service</i>)	90,000	-	90,000
City Manager's Office	Sustainability Professional Services (<i>Improve Existing Service Level</i>)	40,000	-	40,000
City Manager's Office	Municipal Sustainability Plan Projects (<i>Improve Existing Service Level</i>)	50,000	-	50,000
City Manager's Office	Increase Arts & Culture Coordinator Position to Full-Time (<i>Improve Existing Service Level</i>)	20,720	-	20,720
Human Resources	Salary Study (<i>Improve Existing Service Level</i>)	-	25,000	25,000
Financial Services	Department Reorganization (<i>New – Added Service and Improve and Maintain Existing Service Level</i>)	188,600	5,000	193,600
Parks & Recreation	Recreation Coordinator (<i>Improve and Maintain Existing Service Level</i>)	40,160	3,000	43,160
Community Development	Building Safety Reorganization (<i>Improve and Maintain Existing Service Level</i>)	109,400	-	109,400
Community Development	Sedona Community Plan Update (<i>New – Added Service</i>)	-	66,570	66,570
Community Development	Affordable Housing Options (<i>New – Added Service – at net cost of \$0</i>)	-	-	-
Public Works	New City Maintenance Worker, Full-Time Traffic Control Assistant II, Facilities Maintenance Worker, Assistant Project Manager (<i>New – Added Service and Improve and Maintain Existing Service Level</i>)	305,850	10,700	316,550
Public Works	Curbside Yard Waste Collection (<i>New – Added Service</i>)	71,000	-	71,000
Public Works	Trailer Boom Lift (<i>Improve Existing Service Level</i>)	(9,700)	30,000	20,300
Public Works	Video Cameras (<i>Improve Existing Service Level</i>)	-	25,000	25,000
Police	Capacity Building & Succession Planning (<i>New – Added Service and Improve and Maintain Existing Service Level</i>)	293,185	98,400	391,585
Police	Drone Program (<i>Grant Funded – New – Improve Existing Service Level</i>)	-	20,000	20,000
Police	DUI Enforcement (<i>Grant Funded – Improve Existing Service Level</i>)	-	7,500	7,500
Public Transit	Trailhead Shuttle/Micro-Transit Project (<i>New – Added Service</i>)	448,750	18,000	466,770
TOTAL		\$1,786,725	\$311,770	\$2,098,495



BUDGET OVERVIEW

continued

FY 2021-22 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 2020-21 and carried forward to fiscal year 2021-22.

FY 2022 BUDGET CARRYOVERS

Department	Description	Carryover Amount
General Fund:		
City Manager's Office	Renewable Site Analysis and Contract Review (<i>Not Started</i>)	\$ 10,000
City Manager's Office	Electric Vehicle Charging Infrastructure (<i>Not Started</i>)	38,000
General Services	Small Grants Balance from FY 2021 (<i>Held due to COVID-19</i>)	121,300
Subtotal		169,300
Wastewater Enterprise Fund:		
Wastewater	Injection Well 1 Pull Pipe to Back Flush (<i>Not Started</i>)	30,000
Wastewater	Water Information Management Solution (WIMS) Training and Development (<i>Not Started</i>)	5,000
Wastewater	Northview Generator Replacement Install (<i>Not Started</i>)	25,000
Wastewater	Constituents of Emerging Concern (CEC) Suite and Per- and Polyfluoroalkyl Substances (PFAS) Tests (<i>Not Started</i>)	8,000
Wastewater	Lab Fume Hood Motor Replacement & Relocation (<i>Not Started</i>)	12,000
Subtotal		80,000
Information Technology Internal Service Fund:		
Information Technology	Wireless Network Upgrade (<i>Not Started</i>)	30,000
TOTAL		\$279,300

Changes from Proposed to Adopted

During the budget process, changes may be made prior to final adoption as new or better information is obtained. In addition, allocation of surpluses to Council Priorities is not included in the proposed budget and reserved for discussion during the City Council budget work sessions. The changes to the proposed budget identified in the City Council budget work sessions include:

- Adjustment for negotiation of the Sedona Chamber of Commerce & Tourism Bureau (SCCTB) contract conducted after the proposed budget was developed.



BUDGET OVERVIEW

continued

FY 2021-22 City-Wide Revenue and Expenditure Budgets (cont'd)

- Carryover of land acquisition budget for the Forest Road connection project since negotiations were no longer expected to be completed before the end of fiscal year 2020-21.
- Incremental increase in transit vehicle acquisition cost based on City Council direction to pursue hybrid vehicles.
- Acceleration of the Council Priority for the Dells land use planning in light of the progress of other priorities that involve land needs (e.g., construction of facilities for a public transit system, affordable housing opportunities, and economic diversification).
- Additional Recreation Coordinator position with the assumption the position would not start until six months into the new fiscal year to further meet the needs of the community.
- In light of the significant surpluses available, additional funding for even further acceleration of the Sustainability program to be used for consultant services or an additional position as deemed most beneficial.
- In light of the significant surpluses available, create a strategic real estate/land acquisition program to better manage how property is developed within the expectations of maintaining the community character and facilitating the advancement of initiatives in the Community Plan.
- The balance of fiscal years 2018-19 and 2019-20 surpluses to be earmarked for the Affordable Housing program.
- Incremental increase to ARPA contingency based on updated information about expected funding level.
- Addition of lease payments for the former Sedona-Oak Creek Unified School District administration site. Plans are in process for the relocation of the Municipal Court and other potential City functions to this site.

An additional change was made after the tentative budget adoption and prior to the final budget adoption to include expected federal stimulus funding for the police station remodel and expansion project and the Shelby Drive/Sunset Drive improvements project.

SUMMARY OF BUDGET CHANGES FROM PROPOSED TO ADOPTED

	FY2022 Proposed	Adjustments	FY2022 Tentative	Adjustments	FY2022 Adopted
Estimated Fund Balances as of July 1, 2021	\$65,233,303	\$ (498,103)	\$64,735,200	\$ -	\$64,735,200
Estimated Revenues	55,900,501	494,950	56,395,451	1,400,000	57,795,451
Budgeted Expenditures	(57,980,733)	(4,712,110)	(62,692,843)	-	(62,692,843)
Other Financing Sources	9,000,000	-	9,000,000	-	9,000,000
Other Financing Uses	(9,000,000)	-	(9,000,000)	-	(9,000,000)
Estimated Fund Balances as of June 30, 2022	\$63,153,071	\$(4,715,263)	\$58,437,808	\$ 1,400,000	\$59,837,808



BUDGET OVERVIEW

continued

FY 2021-22 City-Wide Revenue and Expenditure Budgets (cont'd)

Summary of Changes from FY 2021 to FY 2022

The following table summarizes the changes from the fiscal year 2020-21 adopted budget to the fiscal year 2021-22 adopted budget

SUMMARY OF BUDGET CHANGES FROM FY 2021 TO FY 2022

	Operating Budget	Capital Improvements Budget	Debt Refinancing Budget	Totals
FY 2021 Adopted Budget	\$36,108,407	\$15,105,877	\$ -	\$51,214,284
Potential refunding of Series 2012 Bonds (including debt issuance costs)	102,000	-	9,000,000	9,102,000
Increase for traffic improvements	-	2,946,208	-	2,946,208
Increase for implementation of transit system	699,640	500,000	-	1,199,640
Real estate/land acquisition for strategic protection of the City's future development	-	1,850,000	-	1,850,000
Contingency for American Relief Plan Act (ARPA) monies - expected to be used for affordable housing program	1,726,510	-	-	1,726,510
Increase in Affordable Housing Fund	1,636,475	-	-	1,636,475
Evaluation of Delis land for potential uses (such as affordable housing, economic diversification, etc.)	75,000	-	-	75,000
Expansion and increases for Police Department operations (including positions to address staffing shortages in patrol, increase responsiveness for dealing with parking and traffic issues, and address gaps in leadership for proper succession planning)	586,387	-	-	586,387
Resume PSPRS level funding of \$1 million annually	328,263	-	-	328,263
One-time carryover of small grants	121,300	-	-	121,300
Reinstate support for Verde Shuttle (paid by CARES Act in FY 2021)	224,000	-	-	224,000
Tourism Bureau budget reduction	(346,060)	-	-	(346,060)
Tourism Bureau contingency reduction	(294,440)	-	-	(294,440)
Expansion of sustainability program (including curbside yard waste program)	492,360	-	-	492,360
Expansion of Public Works Department operations (including positions to address staffing gaps for maintenance of parks, streets, and facilities, as well as traffic control coverage gaps and gaps in engineering project management)	361,850	-	-	361,850
Expansion of Community Development Department operations (including positions to address staffing shortages for building safety plan reviews and inspections)	109,400	-	-	109,400
Expansion of Financial Services Department operations (including positions to address staffing shortages related to expanded City service levels and creation of a centralized procurement process to better manage City purchasing and contract management needs)	193,600	-	-	193,600
Mandated update to Community Plan	66,570	-	-	66,570
Other position adjustment/addition and salary study to address competitiveness in recruitment and retention	88,880	-	-	88,880
Other increases in wages (combination of FY 2021 pay adjustments not budgeted and budgeted FY 2022 merit adjustments) and increases in employee benefit costs	376,511	-	-	376,511
Increase in capital lease payments (including new court facility)	317,067	-	-	317,067
Net decrease in other CIP projects	-	(526,690)	-	(526,690)
Other miscellaneous changes	(156,272)	-	-	(156,272)
FY 2022 Adopted Budget	\$42,817,448	\$19,875,395	\$9,000,000	\$71,692,843



BUDGET OVERVIEW

continued

General Fund

The General Fund budget increased from \$21.9 million to \$23.8 million this year, an increase of 8%, largely due to increases in salaries and benefits costs.

General Fund budgeted expenditures increased 8%.

Salaries & Benefits Expenditures

General Fund budgeted salaries and benefits increased 14%.

Of the total General Fund expenditures, \$12.9 million, or 55%, is attributable to salaries and benefits for the City's employees. This is an increase of approximately \$1.5 million, or 14%, from fiscal year 2020-21. The adjustments to salaries and benefits included in the fiscal year 2021-22 budget included the following:

- **Pay Adjustments** – The overall salary budgets were increased for an average merit increase of approximately 2% prorated based on anniversary dates by employee, in addition to adjustments made during fiscal year 2020-21 in consideration of the added hardships on employees due to COVID-19 shortages, offset by the transfer of streets maintenance costs to the Streets Fund, for a total increase of approximately \$148,000.
- **Decision Packages** – Salaries and benefits related Decision Packages include:
 - A Sustainability Manager position was added for a cost of approximately \$119,000.
 - The Arts & Culture Coordinator position was increased from part-time to full-time for a cost of approximately \$21,000.
 - The Financial Services Department was reorganized to allow for adequate succession planning and the creation of a centralized procurement function for a cost of approximately \$186,000.
 - A Recreation Coordinator position was added for a cost of approximately \$40,000.
 - The Building Safety Division was reorganized to allow for adequate succession planning and increased capacity to address growing construction activity levels for a cost of approximately \$108,000.
 - A temporary position was added to facilitate the mandated Community Plan update for a cost of approximately \$31,000.
 - Several positions were added to the Public Works Department to cover increasing service level needs for a cost of approximately \$306,000.
 - The Police Department was reorganized to allow for adequate succession planning and capacity building for increasing service level needs for a cost of approximately \$247,000.
- **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 6%; however, due to changes in insurance plan options chosen by employees, the budgeted cost decreased approximately \$28,000.
 - The Arizona State Retirement System (ASRS) rates changed from 12.22% to 12.41% for an increase in cost of approximately \$42,000.
 - The PSPRS actuarially determined contribution rate increased from 38.85% of wages to 37.07%; however, the budget includes a resumption of the level-funding approach taken to address unfunded PSPRS liabilities that was temporarily suspended in reaction to the anticipated COVID-19 financial crisis. The total budgeted PSPRS contribution is \$1 million. The net increase results in an increase of costs of approximately \$353,000.



BUDGET OVERVIEW

continued

General Fund (cont'd)

- **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, \$7.7 million, or 33%, is attributable to supplies and services. This is an increase of approximately \$192,000, or 3%, from fiscal year 2020-21. The adjustments to supplies and services included in the fiscal year 2021-22 budget included the following:

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

- **Ongoing Decision Packages** – Supplies and services costs included in the Decision Packages represent approximately \$311,000 of ongoing costs.
 - Enhancements to the environmental sustainability program were included for a cost of approximately \$200,000.
 - A curbside yard waste collection program was added to the Public Works Department for a cost of \$71,000.
 - Other costs mostly related to the addition of new positions were added for a cost of approximately \$41,000.
- **One-Time Decision Packages** – Supplies and services costs included in the Decision Packages represent approximately \$109,000 of one-time costs.
 - A salary study to address the high cost of turnover and difficulties in recruiting due to the high cost-of-living in the area was included for a cost of \$25,000.
 - Consultant costs and other associated costs to facilitate the mandated Community Plan update was included for a cost of \$36,000.
 - Other costs mostly related to the addition of new positions were added for a cost of approximately \$18,000.
- **Ongoing Costs** – Some of the more significant changes in ongoing costs include the following:
 - The City Council added \$100,000 to the environmental sustainability program to supplement the enhancement requests proposed by staff.
 - The tourism management and development program was decreased by approximately \$346,000 as a result of contract negotiations with the Sedona Chamber of Commerce & Tourism Bureau (SCCTB). An additional \$250,000 is held in contingency to be evaluated at a later date based on the continued impacts of the COVID-19 pandemic.
 - Community service contracts were increased a total of approximately \$78,000 for inflationary factors built into the agreements.
- **One-Time Costs** – Some of the more significant changes in one-time costs include the following:
 - The fiscal year 2020-21 small grants program balance of approximately \$121,000 was carried over to fiscal year 2021-22.
 - Consultant costs for an evaluation of potential uses of the Dells land was included for a cost of \$75,000.
- **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 decreased 28%.

Of the total General Fund expenditures, approximately \$487,000, or 2%, is attributable to indirect cost allocations. This is a decrease of approximately \$185,000, or 28%, from fiscal year 2020-21. The most significant decrease was related to indirect cost allocations for information technology – a decrease of approximately \$97,000, or 17%. See the Internal Charges section for more details.

Capital & Debt Service Expenditures

Of the total General Fund expenditures, \$1.7 million, or 7%, is attributable to capital and debt service expenditures. This is an increase of approximately \$217,000 or 14%.

General Fund budgeted capital and debt service increased 14%.

Debt service costs increased approximately \$216,000. 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. New leases were added for fiscal year 2021-22 including \$144,000 for the lease of the former Administration Building for the Sedona-Oak Creek Unified School District but is not utilized for current school operations.

Capital expenditures for fiscal year 2021-22 of approximately \$282,000 included the following:

- Approved Decision Packages for the following items:
 - Added video cameras were included for \$25,000.
 - Vehicle upfit costs for new police positions were included for \$16,000.
- Placeholders for various City facility improvements were included for approximately \$191,000.
- The fiscal year 2020-21 electric vehicle charging infrastructure budget of approximately \$38,000 was carried over to fiscal year 2021-22.
- Other miscellaneous equipment purchases and replacements were also included for approximately \$12,000.

Contingencies

General Fund contingency budget decreased 35%.

Of the total General Fund expenditures, \$550,000, or 8%, is attributable to contingency budgets. This is a decrease of approximately \$294,000 or 35% due to a reduction of the 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.



BUDGET OVERVIEW

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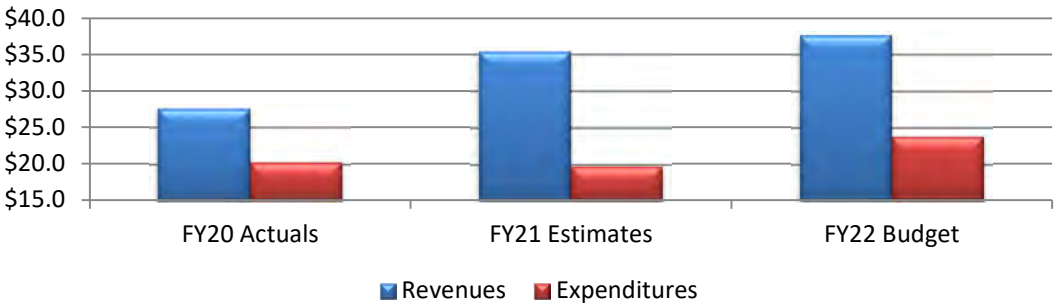
General Fund (cont'd)

Revenues

General Fund revenues are projected to increase \$13.2 million, or 54%, in fiscal year 2021-22; however, the fiscal year 2020-21 budget assumed significant revenue losses due to the COVID-19 pandemic that did not occur. Compared to fiscal year 2020-21 estimates, revenue is projected to increase less than 1%. More details regarding the projection of revenues can be found in the Revenue Trends section.

General Fund budgeted revenues increased 54%.

General Fund Revenues & Expenditures (In Millions)



Streets Fund

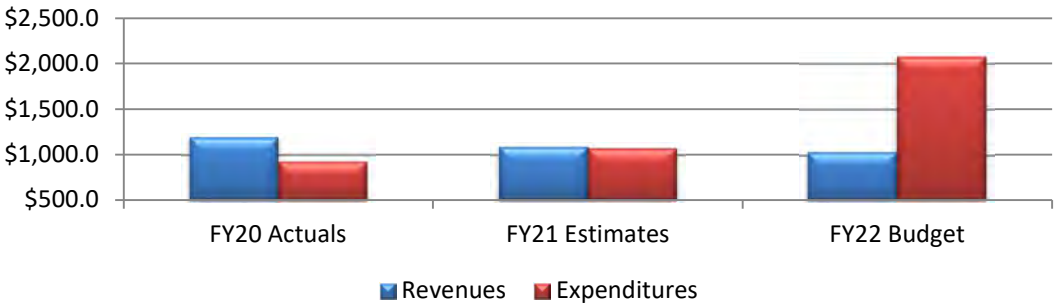
The Streets Fund expenditure budget increased from \$1.2 million to \$2.1 million this year, an increase of 72%. The increase is primarily due to the transfer of streets maintenance costs from the General Fund.

Streets Fund budgeted expenditures increased 72%.

Budgeted revenues increased by approximately \$99,000, or 11%. The increase is the net result of anticipated increases in state shared revenues.

Streets Fund budgeted revenues increased 11%.

Streets Fund Revenues & Expenditures (In Thousands)



BUDGET OVERVIEW

continued

Affordable Housing Fund

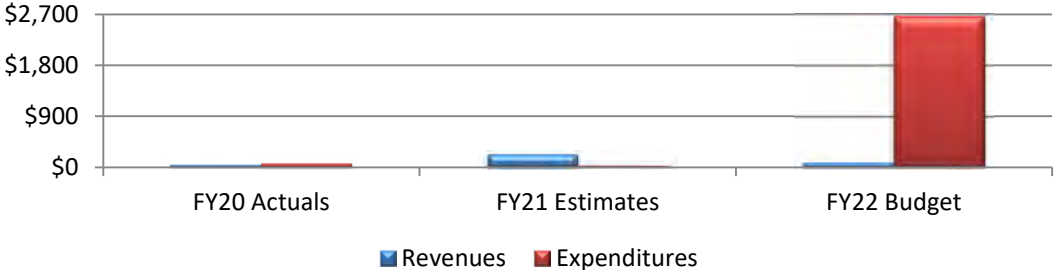
The Affordable Housing Fund expenditure budget increased from \$1.0 million to \$2.7 million this year, an increase of 160%. The increase is primarily due an increase in the contingency for potential program costs.

Affordable Housing Fund budgeted expenditures increased 160%.

Budgeted revenues decreased by approximately \$112,000, or 55%. The decrease is primarily due to one-time in-lieu fees received in fiscal year 2020-21.

Affordable Housing Fund budgeted revenues decreased 55%.

Affordable Housing Fund Revenues & Expenditures (In Thousands)



Grants & Donations Funds

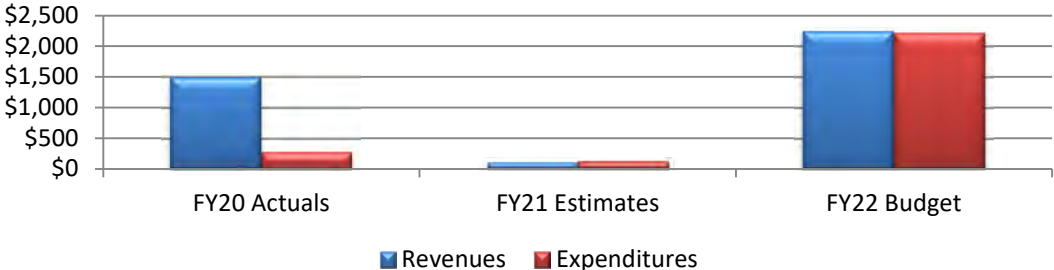
The Grants & Donations Funds expenditure budget increased from \$1.0 million to \$2.2 million this year, an increase of 121%. The increase is primarily due to a contingency for the American Rescue Plan Act (ARPA) funding.

Grants & Donations Funds budgeted expenditures increased 121%.

Budgeted revenues increased by \$1.4 million, or 180%. The increase is primarily due to the American Rescue Plan Act (ARPA) funding.

Grants & Donations Funds budgeted revenues increased 180%.

Grants & Donations Funds Revenues & Expenditures (In Thousands)



BUDGET OVERVIEW

continued

Transportation Sales Tax Fund

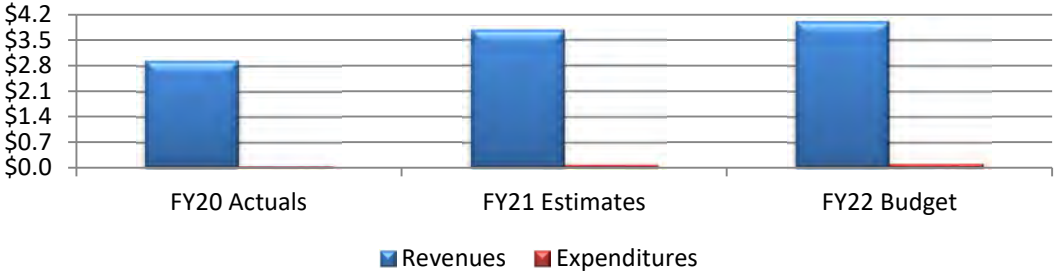
The Transportation Sales Tax Fund expenditure budget decreased from approximately \$127,000 to approximately \$116,000 this year, a decrease of 9%, largely due to the elimination of indirect cost allocations that were not intended to be charged to the Fund.

Transportation Sales Tax Fund budgeted expenditures decreased 9%.

Budgeted revenues increased by \$1.4 million, or 54%; however, the fiscal year 2020-21 budget assumed significant revenue losses due to the COVID-19 pandemic that did not occur. Compared to fiscal year 2020-21 estimates, revenue is projected to increase 6%. 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. More details regarding the projection of revenues can be found in the Revenue Trends section.

Transportation Sales Tax Fund budgeted revenues increased 54%.

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



Capital Improvements Fund

Capital Improvements Fund budgeted expenditures decreased 6%.

Capital Improvements Fund budgeted revenues increased 81%.

The Capital Improvements Fund expenditure budget decreased from \$12.0 million to \$11.3 million this year, a decrease of 6%. Of the total expenditures, \$11.7 million represents continuing projects. Other capital projects added for fiscal year 2021-22 include \$1.9 million for strategic real estate/land acquisition, and an offset of \$3.8 million for an assumed carryover of projects to the subsequent fiscal year.

Budgeted revenues increased by approximately \$1.0 million, or 81%. A significant portion of the increase is due to anticipated grant funding designated for capital projects.

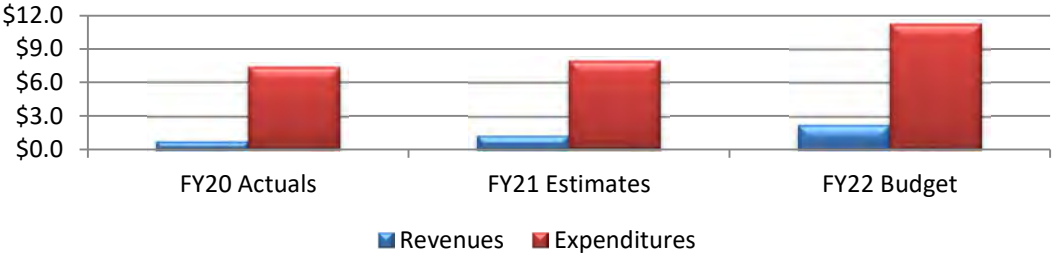


BUDGET OVERVIEW

continued

Capital Improvements Fund (cont'd)

Capital Improvements Fund Revenues & Expenditures (In Millions)



Development Impact Fees Funds

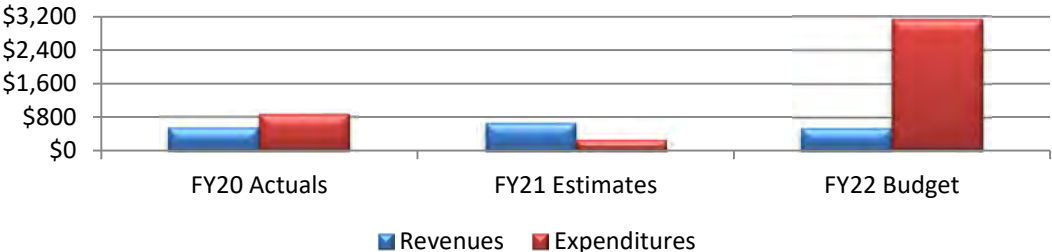
The Development Impact Fees Funds expenditure budget increased from approximately \$1.4 million to \$3.1 million this year, an increase of 123%. The budgeted expenditures are related to streets and transportation projects, parks projects, and police projects.

Development Impact Fees Funds budgeted expenditures increased 123%.

Budgeted revenues decreased from approximately \$633,000 to approximately \$544,000, a decrease of 14% due to an anticipated reduction in large one-time development projects.

Development Impact Fees Funds budgeted revenues decreased 14%.

Development Impact Fees Funds Revenues & Expenditures (In Thousands)



Art in Public Places Fund

There have been no projects for the Art in Public Places Fund since fiscal year 2015-16, and revenues have been minor. For fiscal year 2021-22, a project is planned for the initiation of art in several roundabouts for \$136,000.

Art in Public Places Fund budgeted expenditures are \$136,000.

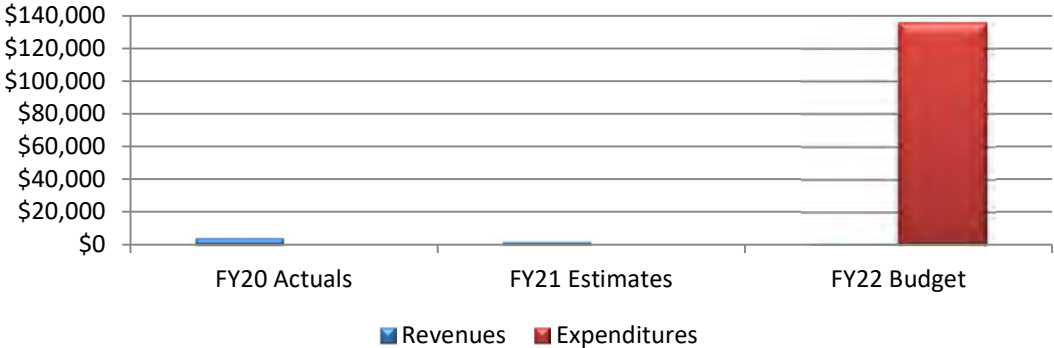


BUDGET OVERVIEW

continued

Art in Public Places Fund (cont'd)

Art in Public Places Fund Revenues & Expenditures



Public Transit Enterprise Fund

The Public Transit Enterprise Fund expenditure budget increased from approximately \$138,000 to \$3.1 million this year, an increase of 2,120%. The increase is largely due to the addition of capital improvement projects.

Public Transit Fund budgeted expenditures increased 2,120%.

Salaries & Benefits Expenditures

Public Transit Fund budgeted salaries and benefits increased 6%.

Of the total Public Transit Fund expenditures, approximately \$134,000, or 4%, is attributable to salaries and benefits for the City’s employees. This is an increase of approximately \$8,000, or 6%, over fiscal year 2020-21 due to pay adjustments and changes in benefit rates.

Supplies & Services Expenditures

Of the total Public Transit Fund expenditures, approximately \$685,000, or 22%, is attributable to supplies and services. This is an increase of approximately \$674,000 or 6,128%, primarily due to the following:

Wastewater Fund budgeted supplies and services increased 6,128%.

- **Ongoing Decision Packages** – Initiation of a trailhead shuttle system and a micro-transit system were added for a partial year cost of approximately \$449,000.
- **Ongoing Costs** – The resumption of the City’s share of support for the Verde Shuttle costs paid by the CARES Act in fiscal year 2020-21 and transferred from the General Fund were added for a cost of \$224,000.



BUDGET OVERVIEW

continued

Public Transit Enterprise Fund (cont'd)

Indirect Cost Allocations

Public Transit Fund budgeted indirect cost allocations were added.

Of the total Public Transit Fund expenditures, approximately \$53,000, or 2%, is attributable to indirect cost allocations added in the fiscal year 2021-22 budget. See the Internal Charges section for more details.

Capital Expenditures

Of the total Public Transit Fund expenditures, \$18,000, or less than 1%, is attributable to capital expenditures. This represents the capital hardware cost included in the Decision Package for the trailhead shuttle system and a micro-transit system.

Public Transit Fund budgeted capital costs of \$18,000 were added.

Capital Improvement Projects

Public Transit Fund budgeted capital improvement projects decreased 66%.

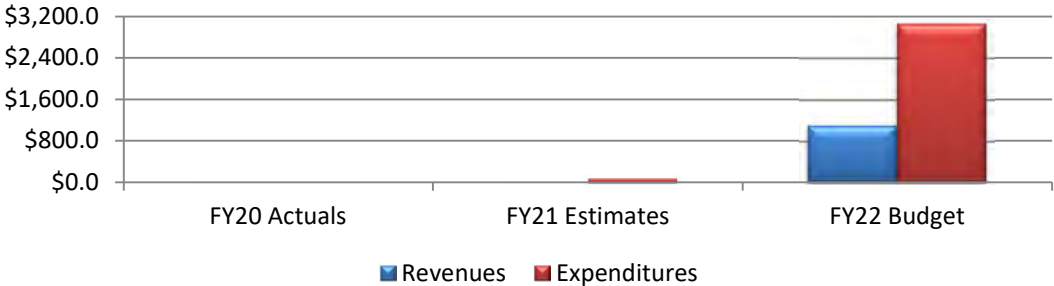
Of the total Public Transit Fund expenditures, \$2.2 million, or 71%, is attributable to capital improvement projects added in the fiscal year 2021-22 budget. Projects include \$1.4 million for acquisition of trailhead and micro-transit shuttle buses and \$820,000 for start of design for a maintenance and operations center and a transit hub.

Revenues

Public Transit Fund revenues are projected at \$1.1 million for fiscal year 2021-22, including \$1.0 million of grant funding.

Public Transit Fund budgeted revenues are \$1.1 million

**Public Transit Enterprise Fund
Revenues & Expenditures**
(In Thousands)



BUDGET OVERVIEW

continued

Wastewater Enterprise Fund

The Wastewater Enterprise Fund expenditure budget increased from \$10.7 million to \$12.8 million this year, an increase of 19%. The increase is largely due to an increase in capital improvement projects and excludes a \$9.0 million debt refunding estimated to generate a savings of approximately \$732,000.

Wastewater Fund budgeted expenditures increased 19%.

Salaries & Benefits Expenditures

Wastewater Fund budgeted salaries and benefits increased 19%.

Of the total Wastewater Fund expenditures, \$1.6 million, or 13%, is attributable to salaries and benefits for the City's employees. This is an increase of approximately \$95,000, or 6%, over fiscal year 2020-21 due to pay adjustments and changes in benefit rates.

Supplies & Services Expenditures

Of the total Wastewater Fund expenditures, \$2.0 million, or 15%, is attributable to supplies and services. This is an increase of approximately \$40,000 or 2%, primarily due to increased cost for ultraviolet (UV) bulbs and electricity costs.

Wastewater Fund budgeted supplies and services increased 2%.

Indirect Cost Allocations

Wastewater Fund budgeted indirect cost allocations increased 6%.

Of the total Wastewater Fund expenditures, approximately \$951,000, or 7%, is attributable to indirect cost allocations. This is an increase of approximately \$51,000, or 6%, over fiscal year 2020-21. The most significant increases were related to indirect cost allocations for city administration and financial services. See the Internal Charges section for more details.

Capital & Debt Service Expenditures

Of the total Wastewater Fund expenditures, \$5.0 million, or 39%, is attributable to capital and debt service expenditures. This is an increase of approximately \$104,000 or 2%.

Wastewater Fund budgeted capital and debt service increased 2%.

Debt service costs increased approximately \$109,000, primarily due to added costs for issuance of refunding bonds. 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 2021-22 of approximately \$133,000 included the following:

- Replacement of a generator at a pump station was budgeted for \$75,000.
- Other miscellaneous technology, equipment, signs, and infrastructure were also included.



BUDGET OVERVIEW

continued

Wastewater Enterprise Fund (cont'd)

Capital Improvement Projects

Of the total Wastewater Fund expenditures, \$3.2 million, or 25%, is attributable to capital improvement projects. This is an increase of approximately \$1.8 million or 129%.

Wastewater Fund budgeted capital improvement projects increased 129%.

Of the total capital improvement expenditures, \$1.8 million represents continuing projects. Other capital projects added for fiscal year 2021-22 include \$1.1 million for a reservoir liner replacement.

Contingencies

No change in Wastewater Fund contingency budget.

Of the total Wastewater Fund expenditures, \$100,000, or less than 1%, is attributable to contingency budgets. This is same level budgeted for fiscal year 2020-21.

Revenues

Wastewater Fund revenues are projected to decrease approximately \$781,000, or 10%, in fiscal year 2021-22. The decrease is primarily a result of an anticipated reduction in large one-time capacity fees for significant development projects.

Wastewater Fund budgeted revenues decreased 10%.

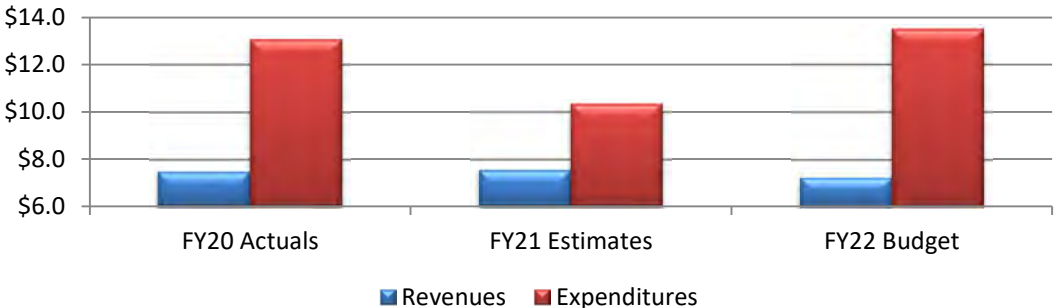
Debt Refunding

Debt refunding expected to save approximately \$732,000.

A refunding of Wastewater Fund bonds is planned during fiscal year 2021-22 and expected to create a savings of approximately \$732,000. The budget includes \$9.0 million for the proceeds of the refunding bonds and \$9.0 million for the payment to the refunded bond escrow agent.

Wastewater Enterprise Fund Revenues & Expenditures

(In Millions)



BUDGET OVERVIEW

continued

Information Technology Internal Service Fund

The Information Technology Fund expenditure budget increased from \$1.7 million to \$1.9 million this year, an increase of 11%. The increase was primarily the result of increases in hardware, software, and maintenance costs.

*Information Technology
Fund budgeted expenditures
increased 11%.*

Salaries & Benefits Expenditures

*Information Technology Fund
budgeted salaries and
benefits increased 2%.*

Of the total Information Technology Fund expenditures, approximately \$638,000, or 34%, is attributable to salaries and benefits for the City's employees. This is an increase of approximately \$25,000, or 4%, over fiscal year 2020-21 due to pay adjustments and changes in benefit rates.

Supplies & Services Expenditures

Of the total Information Technology Fund expenditures, approximately \$948,000, or 53%, is attributable to supplies and services. This is an increase of approximately \$149,000, or 20%. The increase was primarily due to increases in hardware, software, and maintenance costs.

*Information
Technology Fund
budgeted supplies and
services increased 20%.*

Indirect Cost Allocations

*Information Technology
Fund budgeted indirect
cost allocations
increased 20%.*

Of the total Information Technology Fund expenditures, approximately \$145,000, or 8%, is attributable to indirect cost allocations. This is an increase of approximately \$26,000, or 22%, over fiscal year 2020-21. The most significant increase was related to indirect cost allocations for financial services. See the Internal Charges section for more details.

Capital Expenditures

Of the total Information Technology Fund expenditures, approximately \$95,000, or 5%, is attributable to capital expenditures. This is a decrease of approximately \$35,000 or 27%.

*Information Technology
Fund budgeted capital
decreased 27%.*

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

- An upgrade of the wireless network was budgeted for \$40,000.
- Replacement of catalyst switches and drives were included for \$28,000.
- Additional computer equipment for added positions was included for approximately \$21,000.
- A third-factor authentication system was budgeted for \$6,000.



BUDGET OVERVIEW

continued

Information Technology Internal Service Fund (cont'd)

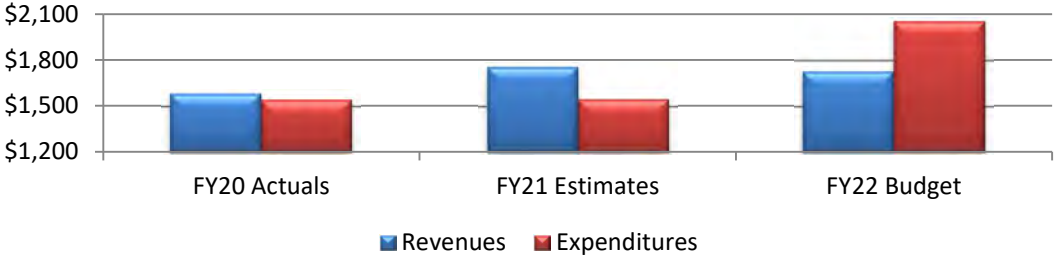
Revenues

Information Technology Fund revenues are projected to decrease approximately \$36,000, or 2%, in fiscal year 2021-22. 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 decreased 2%.

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	Debt Issuance	Debt Refunded		Expenditures
General Fund														
General Revenues		\$31,866,800		\$525,200	\$3,288,500		\$406,260	\$36,086,760						
General Government					\$31,250	\$764,730	\$521,875	\$1,317,855		(\$10,219,500)			\$3,327,405	
Public Safety					\$25,860	\$4,800	\$16,050	\$46,710					\$8,944,878	
Public Works & Streets							\$5,300	\$5,300					\$2,824,450	
Health & Welfare								\$0					\$1,251,400	
Public Transportation								\$0					\$60,900	
Culture & Recreation						\$77,080	\$39,450	\$116,530					\$2,897,146	
Economic Development								\$0					\$2,488,290	
Debt Service								\$0					\$1,034,850	
Contingencies								\$0					\$550,000	
Total General Fund	\$20,691,475	\$31,866,800	\$0	\$525,200	\$3,345,610	\$846,610	\$988,935	\$37,573,155	\$0	(\$10,219,500)	\$0	\$0	\$23,379,319	\$24,665,811
Special Revenue Funds														
Streets Fund	\$1,545,202				\$1,024,000		\$7,890	\$1,031,890					\$2,076,860	\$500,232
Affordable Housing Fund	\$2,449,227				\$69,550		\$23,630	\$93,180	\$2,296,330				\$2,657,030	\$2,181,707
Grants & Donations Funds	\$400,848		\$300,000		\$1,895,760	\$1,000	\$41,870	\$2,238,630					\$2,217,610	\$421,868
Transportation Sales Tax Fund	\$6,436,735	\$3,985,700					\$23,880	\$4,009,580		(\$6,761,843)			\$115,800	\$3,568,672
Total Special Revenue Funds	\$10,832,012	\$3,985,700	\$300,000	\$0	\$2,989,310	\$1,000	\$97,270	\$7,373,280	\$2,296,330	(\$6,761,843)	\$0	\$0	\$7,067,300	\$6,672,479
Capital Projects Funds														
Capital Improvements Fund	\$11,578,895				\$2,000,000		\$238,180	\$2,238,180	\$9,377,913	(\$12,047)			\$11,274,261	\$11,908,680
Development Impact Fees Funds	\$3,103,928						\$544,020	\$544,020	\$200				\$3,132,134	\$516,014
Art in Public Places Fund	\$172,241						\$690	\$690	\$12,047				\$136,000	\$48,978
Total Capital Projects Funds	\$14,855,064	\$0	\$0	\$0	\$2,000,000	\$0	\$782,890	\$2,782,890	\$9,390,160	(\$12,047)	\$0	\$0	\$14,542,395	\$12,473,672
Enterprise Funds														
Public Transit Fund														
Administration					\$66,400			\$66,400	\$59,060				\$125,460	
Operations & Capital Projects Management							\$50,550	\$50,550	\$714,280				\$764,830	
Capital Projects					\$985,410			\$985,410	\$1,184,590				\$2,170,000	
Total Public Transit Fund	\$0	\$0	\$0	\$0	\$1,051,810	\$50,550	\$0	\$1,102,360	\$1,957,930	\$0	\$0	\$0	\$3,060,290	\$0
Wastewater Fund														
Administration						\$6,046,990	\$1,191,896	\$7,238,886	\$3,300,000				\$251,390	
Operations & Capital Projects Management								\$0					\$2,990,340	
Departmental Allocations								\$0					\$1,489,755	
Capital Projects								\$0					\$3,163,000	
Debt Service								\$0		\$9,000,000	(\$9,000,000)		\$4,794,875	
Contingencies								\$0					\$100,000	
Total Wastewater Fund	\$17,403,394	\$0	\$0	\$0	\$0	\$6,046,990	\$1,191,896	\$7,238,886	\$3,300,000	\$0	\$9,000,000	(\$9,000,000)	\$12,789,360	\$15,152,920
Total Enterprise Funds	\$17,403,394	\$0	\$0	\$0	\$1,051,810	\$6,097,540	\$1,191,896	\$8,341,246	\$5,257,930	\$0	\$9,000,000	(\$9,000,000)	\$15,849,650	\$15,152,920
Internal Service Fund														
Information Technology Fund	\$953,255						\$1,717,420	\$7,460	\$1,724,880	\$48,970			\$1,854,179	\$872,926
Total Internal Service Fund	\$953,255	\$0	\$0	\$0	\$0	\$1,717,420	\$7,460	\$1,724,880	\$48,970	\$0	\$0	\$0	\$1,854,179	\$872,926
Total All Funds	\$64,735,200	\$35,852,500	\$300,000	\$525,200	\$9,386,730	\$8,662,570	\$3,068,451	\$57,795,451	\$16,993,390	(\$16,993,390)	\$9,000,000	(\$9,000,000)	\$62,692,843	\$59,837,808



POSITION LIST/FULL-TIME EQUIVALENTS

SUMMARY OF FULL-TIME EQUIVALENTS BY FUND

Fiscal Year	General Fund	Streets Fund	Affordable Housing Fund	Transp. Sales Tax Fund	Public Transit Fund	Waste-water Fund	Info. Tech. Fund	Totals
FY2020	129.19	-	-	1.00	-	15.76	5.00	150.95
FY2021	129.00	-	1.00	1.00	1.00	15.76	5.00	152.76
FY2022	136.65	3.33	1.00	1.00	1.00	15.79	5.00	163.77

SUMMARY OF FULL-TIME EQUIVALENTS BY DEPARTMENT

Department	FY2020	FY2021	FY2022
City Council	7.00	7.00	7.00
City Manager's Office ⁽¹⁾	7.03	7.15	10.00
Human Resources	2.00	2.00	2.00
Financial Services ⁽²⁾	8.73	8.73	10.00
Information Technology	5.00	5.00	5.00
City Attorney's Office ⁽³⁾	4.04	4.04	3.54
City Clerk's Office	2.88	2.88	2.88
Parks & Recreation ⁽⁴⁾	8.70	8.56	8.91
Community Development ⁽⁵⁾	13.84	13.84	13.48
Public Works ⁽⁶⁾	29.45	29.45	33.85
Economic Development	1.00	1.00	1.00
Police ⁽⁷⁾	43.63	43.63	46.63
Municipal Court	4.65	5.48	5.48
Public Transit	-	1.00	1.00
Wastewater	13.00	13.00	13.00
Total	150.95	152.76	163.77

⁽¹⁾Increase in City Manager's Office was due to addition of Sustainability Manager position, transfer of Housing Manager position from Community Development, reclassification of partial allocation of Assistant City Manager/Director of Community Development position to full-time Deputy City Manager position, and increase in Arts & Culture Coordinator position from part-time to full-time.

⁽²⁾Increase in Financial Services was due to addition of Assistant Financial Services Director position and increase in Administrative Assistant position from part-time to full-time.

⁽³⁾Decrease in City Attorney's Office was due to decrease in Assistant City Attorney position to allow for additional contracted legal services.

⁽⁴⁾Increase in Parks & Recreation was due to addition of Recreation Coordinator I position net of adjustments for seasonal positions, including decrease in lifeguards due to shortened season.

⁽⁵⁾Decrease in Community Development was due to net of transfer of Housing Manager position to City Manager's Office, addition of Plans Examiner II position and temporary employee for Community Plan update, reclassification of partial allocation of Assistant City Manager/Director of Community Development position to full-time Director of Community Development position, and elimination of Assistant Community Development Director position.

⁽⁶⁾Increase in Public Works was due to addition of Assistant Project Manager position, City Maintenance Worker I position, Facilities Maintenance Worker position, and Traffic Control Assistant II position, as well as increase in Administrative Assistant position from part-time to full-time.

⁽⁷⁾Increase in Police was due to addition of two Police Officer positions and Community Service Officer position, as well as reclassification of Police Officer position to Police Sergeant position.



POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Authorized Position	FY2020	FY2021	FY2022	Change from FY2021
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	-
Deputy City Manager (GF)	-	-	1.00	1.00
Assistant City Manager/Director of Community Developmnet (G	0.40	0.40	-	(0.40)
Housing Manager (AHF)	-	-	1.00	1.00
Communications & Public Affairs Manager (GF)	1.00	1.00	1.00	-
Sustainability Manager (GF)	-	-	1.00	1.00
Assistant to the City Manager (GF)	-	-	1.00	1.00
Management Analyst (GF)	1.00	1.00	-	(1.00)
Arts & Culture Coordinator (GF)	0.75	0.75	1.00	0.25
Citizens Engagement Coordinator (GF)	0.88	-	-	-
Public Relations Coordinator (GF)	-	1.00	1.00	-
Sustainability Coordinator (GF)	1.00	1.00	1.00	-
Executive Assistant (GF)	-	-	1.00	1.00
Adminstrative Assistant (GF)	1.00	1.00	-	(1.00)
City Manager's Office Total	7.03	7.15	10.00	2.85
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	-
Assistant Financial Services Director (GF)	-	-	1.00	1.00
Budget & Accounting Supervisor (GF)	2.00	2.00	-	(2.00)
Procurement Officer (GF)	-	-	1.00	1.00
Accountant (GF)	-	-	1.00	1.00
Revenue Supervisor (GF)	-	-	1.00	1.00
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	1.00	0.27
Financial Services Total	8.73	8.73	10.00	1.27



POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Authorized Position	FY2020	FY2021	FY2022	Change from FY2021
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	-
City Attorney's Office				
City Attorney (GF)	1.00	1.00	1.00	-
Assistant City Attorney (GF)	2.00	2.00	1.50	(0.50)
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	3.54	(0.50)
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	-
Recreation Coordinator I (GF)	-	-	1.00	1.00
Administrative & Recreation Assistant (GF)	1.00	1.00	1.00	-
Recreation Assistant (GF)	0.13	0.13	0.13	-
Pool Manager (GF)	0.57	0.33	0.33	-
Pool Assistant Manager (GF)	0.03	0.03	0.45	0.42
Lifeguard Instructor (GF)	1.43	1.43	1.43	-
Lifeguard (GF)	2.11	2.21	1.09	(1.12)
Water Exercise Instructor (GF)	0.19	0.19	0.19	-
Scorekeeper/Umpires/Referees (GF)	0.24	0.24	0.29	0.05
Parks & Recreation Total	8.70	8.56	8.91	0.35



POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Authorized Position	FY2020	FY2021	FY2022	Change from FY2021
Community Development				
Assistant City Manager/Director of CommDev (GF)	0.60	0.60	-	(0.60)
Director of Community Development (GF)	-	-	1.00	1.00
Assistant Community Development Director (GF)	1.00	1.00	-	(1.00)
Housing Manager (AHF)	-	1.00	-	(1.00)
Transit Manager (GF)	1.00	-	-	-
Chief Building Official (GF)	1.00	1.00	1.00	-
Planning Manager (GF)	-	-	1.00	1.00
Principal Planner (GF)	-	-	1.00	1.00
Senior Planner (GF)	3.00	3.00	1.00	(2.00)
Associate Planner (GF)	1.00	1.00	1.00	-
Plans Examiner II (GF)	-	-	1.00	1.00
Building Inspector II (GF)	-	-	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	0.48	0.24
Community Development Total	13.84	13.84	13.48	(0.36)



POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Authorized Position	FY2020	FY2021	FY2022	Change from FY2021
Public Works				
Director of Public Works/City Engineer (GF)	0.93	0.93	0.88	(0.05)
Director of Public Works/City Engineer (WWF)	0.07	0.07	0.07	-
Director of Public Works/City Engineer (SF)	-	-	0.05	0.05
Assistant Director of Public Works (GF)	-	-	0.75	0.75
Assistant Director of Public Works (SF)	-	-	0.25	0.25
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	2.00	0.03
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	-
City Maintenance Supervisor (GF)	0.91	0.91	0.76	(0.15)
City Maintenance Supervisor (WWF)	0.09	0.09	0.09	-
City Maintenance Supervisor (SF)	-	-	0.15	0.15
Facilities/Administrative Manager (GF)	0.81	0.81	0.78	(0.03)
Facilities/Administrative Manager (WWF)	0.19	0.19	0.19	-
Facilities/Administrative Manager (SF)	-	-	0.03	0.03
Right-of-Way Supervisor (GF)	0.94	0.94	0.36	(0.58)
Right-of-Way Supervisor (WWF)	0.06	0.06	0.06	-
Right-of-Way Supervisor (SF)	-	-	0.58	0.58
Assistant Project Manager (GF)	-	-	1.00	1.00
Right-of-Way Specialist (GF)	0.94	0.94	0.24	(0.70)
Right-of-Way Specialist (WWF)	0.06	0.06	0.06	-
Right-of-Way Specialist (SF)	-	-	0.70	0.70
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	3.08	(0.84)
City Maintenance Worker II (WWF)	0.08	0.08	0.20	0.12
City Maintenance Worker II (SF)	-	-	0.72	0.72
Facilities Maintenance Manager (GF)	0.97	0.97	0.78	(0.19)
Facilities Maintenance Manager (WWF)	0.03	0.03	0.19	0.16
Facilities Maintenance Manager (SF)	-	-	0.03	0.03
Administrative Assistant (GF)	0.60	0.60	0.91	0.31
Administrative Assistant (SF)	-	-	0.09	0.09
City Maintenance Worker I (GF)	3.75	3.75	4.14	0.39
City Maintenance Worker I (WWF)	0.25	0.25	0.13	(0.12)
City Maintenance Worker I (SF)	-	-	0.73	0.73
Custodial Maintenance Worker (GF)	2.00	2.00	2.00	-
Facilities Maintenance Worker (GF)	-	-	1.00	1.00
Traffic Control Assistant II (GF)	-	-	1.00	1.00
Traffic Control Assistant (GF)	2.60	2.60	2.60	-
Public Works Total	29.45	29.45	33.85	4.40



POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Authorized Position	FY2020	FY2021	FY2022	Change from FY2021
Economic Development				
Economic Development Director (GF)	1.00	1.00	1.00	-
Economic Development Total	1.00	1.00	1.00	-
Police				
Police Chief (GF)	1.00	1.00	1.00	-
Deputy Police Chief	-	-	1.00	1.00
Police Commander (GF)	2.00	2.00	-	(2.00)
Police Lieutenant (GF)	-	-	1.00	1.00
Police Sergeant (GF)	5.00	5.00	6.00	1.00
Police Detective (GF)	2.00	2.00	2.00	-
Police Officer (GF)	17.00	17.00	18.00	1.00
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	2.00	1.00
Executive Assistant (GF)	1.00	1.00	1.00	-
Police Records Clerk II (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	-
Community Service Aides (GF)	2.90	2.90	2.90	-
Police Total	43.63	43.63	46.63	3.00
Municipal Court				
Magistrate Judge (GF)	0.60	1.00	1.00	-
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)	-	0.43	0.43	-
Municipal Court Total	4.65	5.48	5.48	-
Public Transit				
Transit Administrator (PTF)	-	1.00	1.00	-
Public Transit Total	-	1.00	1.00	-



POSITION LIST/FULL-TIME EQUIVALENTS

continued

POSITION LIST

Department/Authorized Position	FY2020	FY2021	FY2022	Change from FY2021
Wastewater				
Director of Wastewater (WWF)	-	1.00	1.00	-
Wastewater Manager (WWF)	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	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	-
CCTV Van Operator (WWF)	1.00	1.00	1.00	-
Administrative Assistant (WWF)	1.00	1.00	1.00	-
Wastewater Total	13.00	13.00	13.00	-
City-Wide Totals				
General Fund	129.19	129.00	136.65	7.65
Streets Fund	-	-	3.33	3.33
Affordable Housing Fund	-	1.00	1.00	-
Transportation Sales Tax Fund	1.00	1.00	1.00	-
Public Transit Fund	-	1.00	1.00	-
Wastewater Fund	15.76	15.76	15.79	0.03
Information Technology Fund	5.00	5.00	5.00	-
Total City Full-Time Equivalents	150.95	152.76	163.77	11.01

- (AHF) = Affordable Housing Fund
- (GF) = General Fund
- (ITF) = Information Technology Internal Service Fund
- (PT) = Public Transit Fund
- (SF) = Streets Fund
- (TSTF) = Transportation Sales Tax Fund
- (WWF) = Wastewater Enterprise Fund

FY 2022 Staffing Changes

The City staffing changes were based on analyses of departmental needs and funding allocations. The fiscal year 2021-22 budget includes the following changes:

- Eleven full-time positions were added:
 - A Sustainability Manager position was added to the City Manager's Office to accelerate the City's sustainability program.
 - An Assistant Financial Services Director position was added to the Financial Services Department to address staffing gaps in expanded City service levels and improve succession planning.
 - A Recreation Coordinator I position was added to the Parks & Recreation Department to address staffing gaps in expanded City service levels.



POSITION LIST/FULL-TIME EQUIVALENTS

continued

FY 2022 Staffing Changes (cont'd)

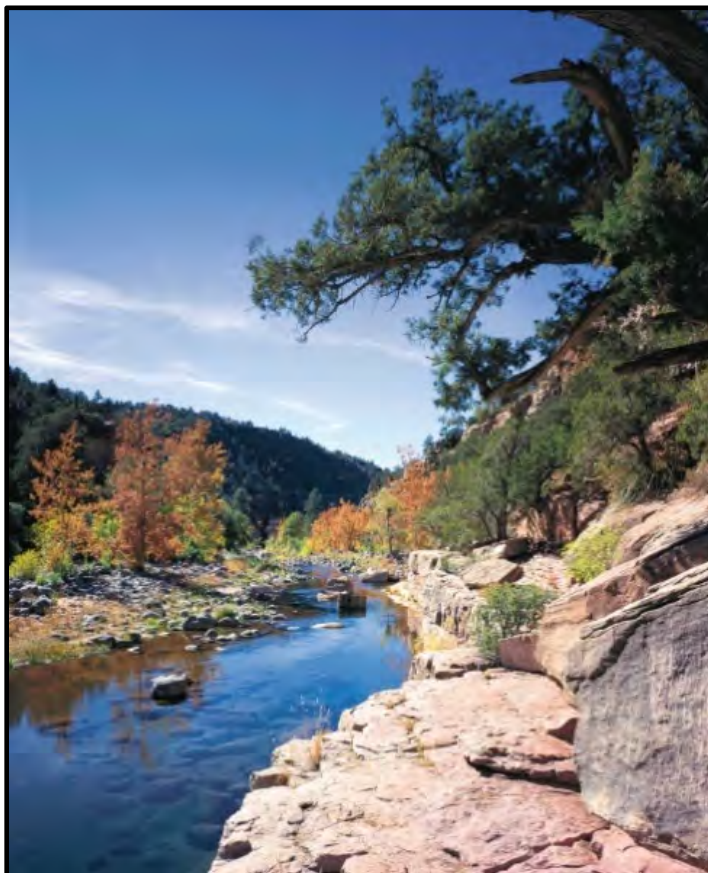
- A Plans Examiner II position was added to the Community Development Department to address staffing shortages for building safety plan reviews.
- An Assistant Project Manager position was added to the Public Works Department to address staffing shortages and project management needs that do not require a trained engineer.
- A City Maintenance Worker I position was added to the Public Works Department to address staffing gaps in expanded City service levels, including the curbside yard waste program that will be initiated in fiscal year 2021-22.
- A Facilities Maintenance Worker position was created in the Public Works Department to address staffing gaps in expanded City service levels.
- A Traffic Control Assistant II position was created in the Public Works Department to address staffing gaps in managing in increased traffic levels.
- Two Police Officer positions were added to the Police Department to address staffing gaps in patrol operations and to increase responsiveness for dealing with traffic issues.
- A Community Service Officer position was added to the Police Department to increase responsiveness for dealing with parking issues and support with traffic issues.
- Two positions were increased from part-time to full-time:
 - The Arts & Culture Coordinator position was increased from part-time to full-time to address the demands of the position.
 - The Administrative Assistant position in the Financial Services Department was increased from part-time to full-time to address staffing gaps in expanded City service levels.
- One position was decreased from full-time to part-time:
 - An Assistant Attorney position was decreased from full-time to part-time to allow for additional contracted legal services.
- One temporary position was added:
 - A temporary position was added to the Community Development Department to assist with the mandated update of the Community Plan.
- Three positions were restructured:
 - The Budget & Accounting Supervisor position in the Financial Services Department was restructured to a Procurement Officer position to create a centralized procurement process to better manage City purchasing and contract management needs.
 - The Building Inspector position in the Community Development Department was restructured to a Building Inspector II position.
 - A Police Officer position in the Police Department was restructured to a Police Sergeant position.
- During fiscal year 2020-21, the City Council authorized staffing changes to address the workload pressures due to significant turnover and difficulties with recruiting due to impacts of COVID-19, lack of adequate local workforce, and affordability of housing. As a result, the following changes were made subsequent to the fiscal year 2020-21 budget adoption:
 - The Assistant City Manager/Director of Community Development position was restructured to a Deputy City Manager position.
 - The Management Analyst position in the City Manager's Office was restructured to an Assistant to the City Manager position.
 - The Administrative Assistant position in the City Manager's Office was restructured to an Executive Assistant position.



POSITION LIST/FULL-TIME EQUIVALENTS continued

FY 2022 Staffing Changes (cont'd)

- One of the Budget & Accounting Supervisor positions in the Financial Services Department was restructured to an Accountant position.
- The Lead Accounting Technician position in the Financial Services Department was restructured to a Revenue Supervisor position.
- The Assistant Director of Community Development position was eliminated to allow for a Director of Community Development position.
- A Senior Planner position in the Community Development Department was restructured to a Planning Manager position.
- A Senior Planner position in the Community Development Department was restructured to a Principal Planner position.
- The Engineering Supervisor position in the Public Works Department was restructured to an Assistant Director of Public Works position.
- The Administrative Assistant position in the Public Works Department was increased from part-time to full-time to address staffing gaps in expanded City service levels.
- A Police Commander position in the Police Department was restructured to a Deputy Police Chief position.
- A Police Commander position in the Police Department was restructured to a Police Lieutenant position.
- Other adjustments included 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 2022 CHANGES IN FUND BALANCES

(In Thousands)

	General Fund	Special Revenue Funds				Capital Projects Funds			Enterprise Funds		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	Public Transit Fund	Waste-water Fund	
Beginning Fund Balances	\$20,691	\$ 1,545	\$ 2,449	\$ 401	\$ 6,437	\$11,579	\$3,104	\$ 172	\$ -	\$17,403	\$ 953
Revenues	37,573	1,032	93	2,239	4,010	2,238	544	1	1,102	7,239	1,725
Expenditures	23,379	2,078	2,657	2,218	116	11,274	3,132	136	3,060	12,789	1,854
Other Financing Sources (Uses)	(10,220)	-	2,296	-	(6,762)	9,366	-	12	1,958	3,300	49
Ending Fund Balances	\$24,666	\$ 500	\$ 2,182	\$ 422	\$ 3,569	\$11,909	\$ 516	\$ 49	\$ -	\$15,153	\$873

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 \$24.7 million in fund balance at the end of fiscal year 2021-22. Of this amount, \$6.6 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 2021-22 is approximately \$1.3 million for this reserve.

Paid Parking Revenue Pledged to Uptown Improvement – The City Council promised the merchants in the Uptown area that the net revenues from the paid parking program would be reinvested in the Uptown area. The estimated balance of unspent paid parking revenues at the end of the fiscal year 2021-22 is approximately \$453,000. Most of the future revenue is expected to be used for debt financing payments for a parking garage in Uptown.



FUND BALANCE

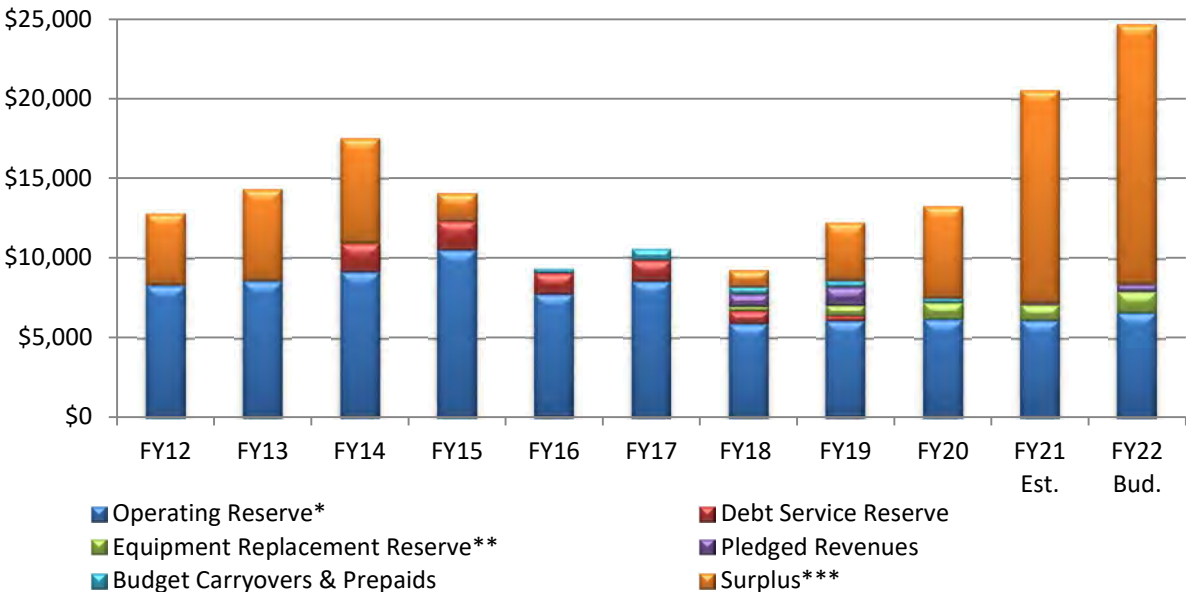
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General Fund (cont'd)

Surplus – The anticipated surplus of approximately \$16.3 million includes an estimate of \$9.7 million from fiscal year 2020-21 to be allocated in the fiscal year 2022-23 budget process once the actual results are known. The anticipated surplus generated during fiscal year 2021-22 of \$6.6 million, plus any additional surpluses experienced in actual results for fiscal year 2021-22 will be also 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 \$16.3 million.

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.
 *** In fiscal years 2015-16 and 2016-17, the surpluses generated in those years were transferred to the Capital Improvements Fund within that fiscal year instead of waiting until the following fiscal year.

Special Revenue Funds

The Streets Fund is projected to meet reserve requirements and have a surplus of approximately \$200,000.

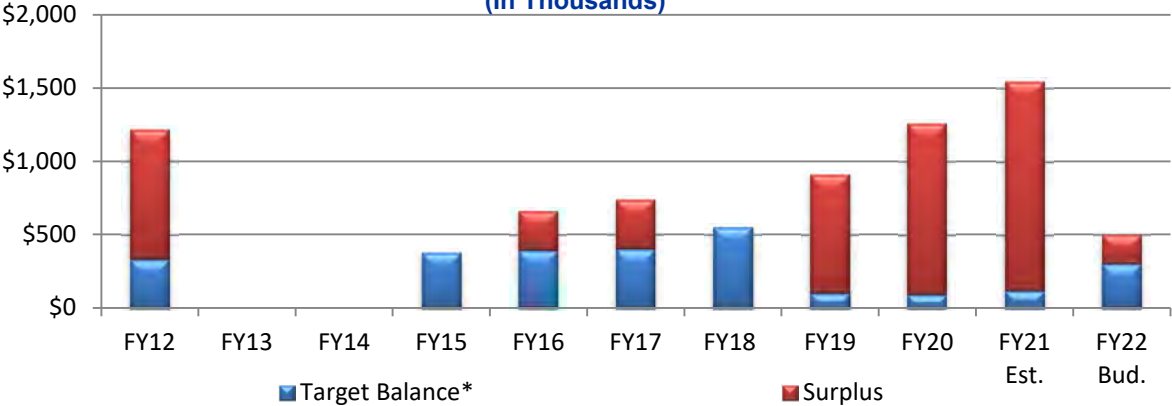
Streets Fund – The City’s policy requires the fund balance target to be the difference between the highest expected annual pavement preservation/street rehabilitation cost and the average annual pavement preservation/street rehabilitation cost. The Streets Fund is estimated to have approximately \$200,000 in excess fund balance at the end of fiscal year 2021-22 that the City Council has designated for future streets maintenance and pavement preservation costs.



FUND BALANCE continued

Special Revenue Funds (cont'd)

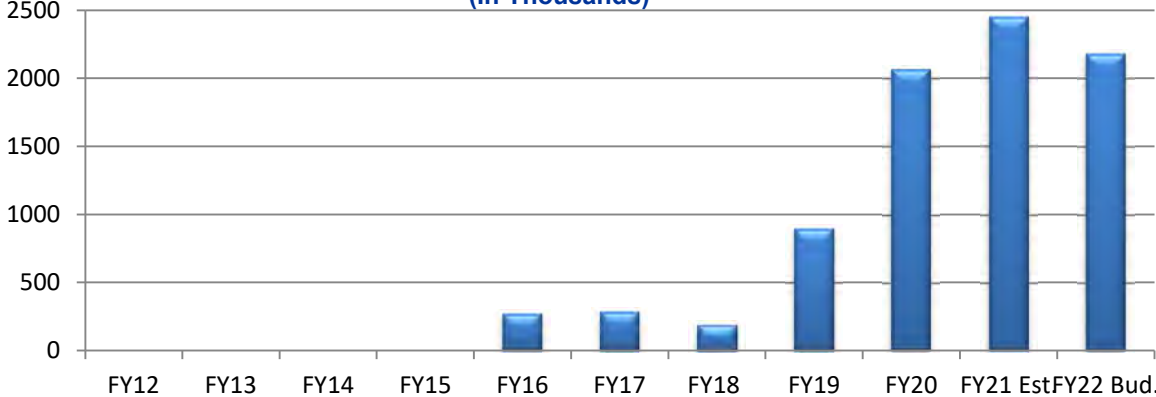
Historical Streets Fund Balance (In Thousands)



* 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. The target balance policy was changed again in fiscal year 2020-21 to target to be the difference between the highest expected annual pavement preservation/street rehabilitation cost and the average annual pavement preservation/street rehabilitation cost.

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)



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.

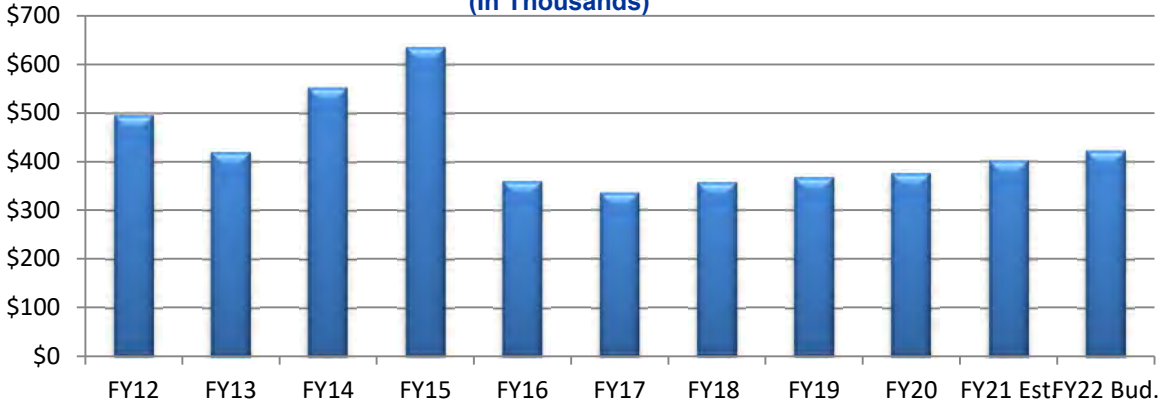


FUND BALANCE

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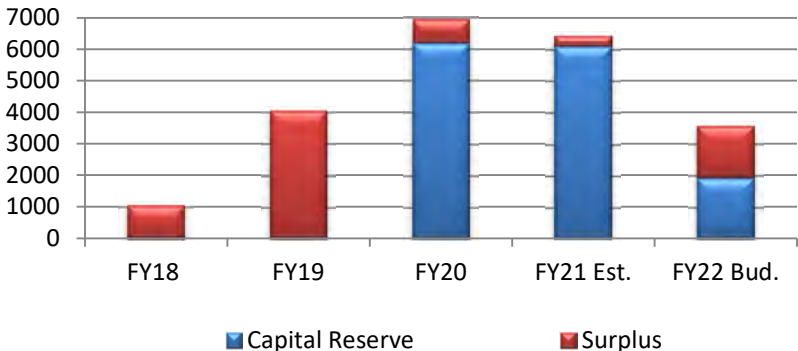
Special Revenue Funds (cont'd)

Historical Grants & Donations Funds Balance (In Thousands)



Transportation Sales Tax Fund – The Transportation Sales Tax Fund is estimated to have a balance of approximately \$3.6 million at the end of fiscal year 2021-22. Anticipated capital project costs in the next fiscal year are approximately \$1.9 million.

Historical Transportation Sales Tax Fund Balance (In Thousands)



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.



FUND BALANCE

continued

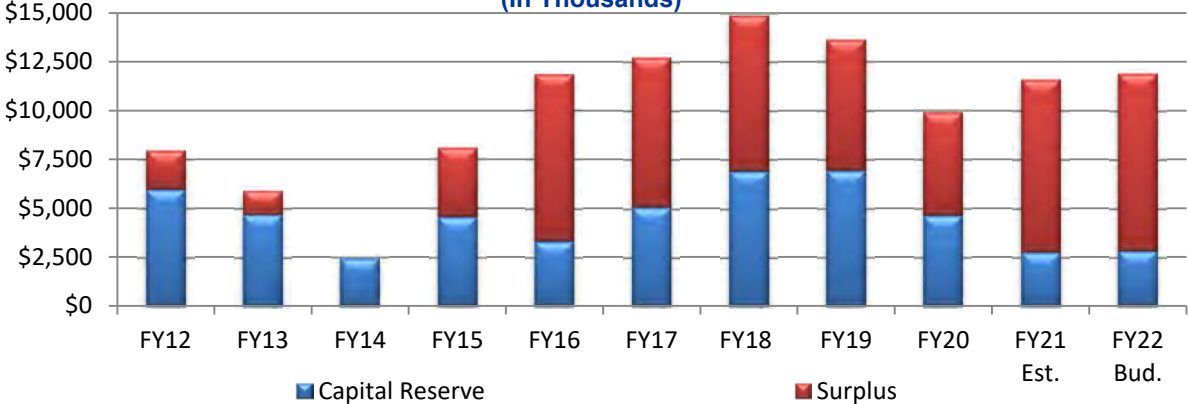
Capital Projects Funds (cont'd)

The Capital Improvements Fund is estimated to have a balance of approximately \$11.9 million at the end of fiscal year 2021-22. Anticipated capital project costs in the next fiscal year are approximately \$2.8 million. The anticipated surplus of \$9.1 million, plus any surpluses experienced in actual results for fiscal year 2021-22 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 \$9.1 million.

Historical Capital Improvements Fund Balance

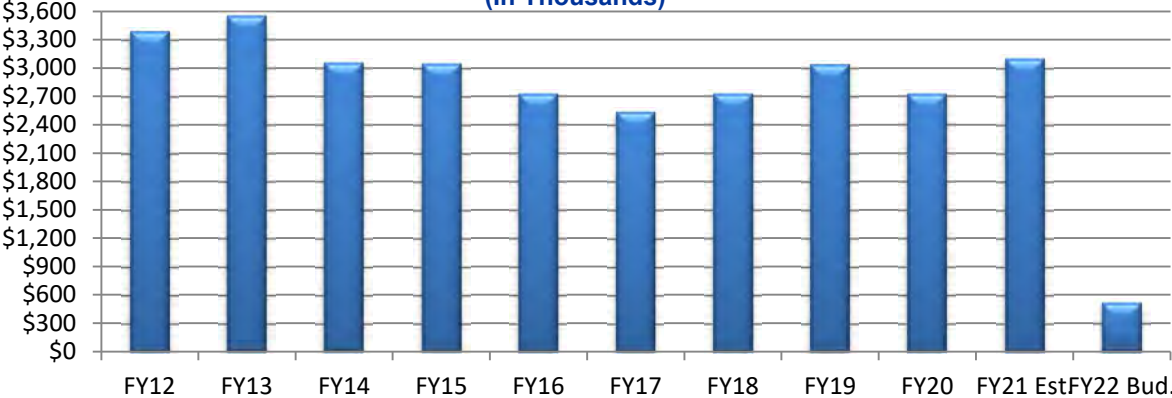
(In Thousands)



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.

Historical Development Impact Fees Funds Balance

(In Thousands)

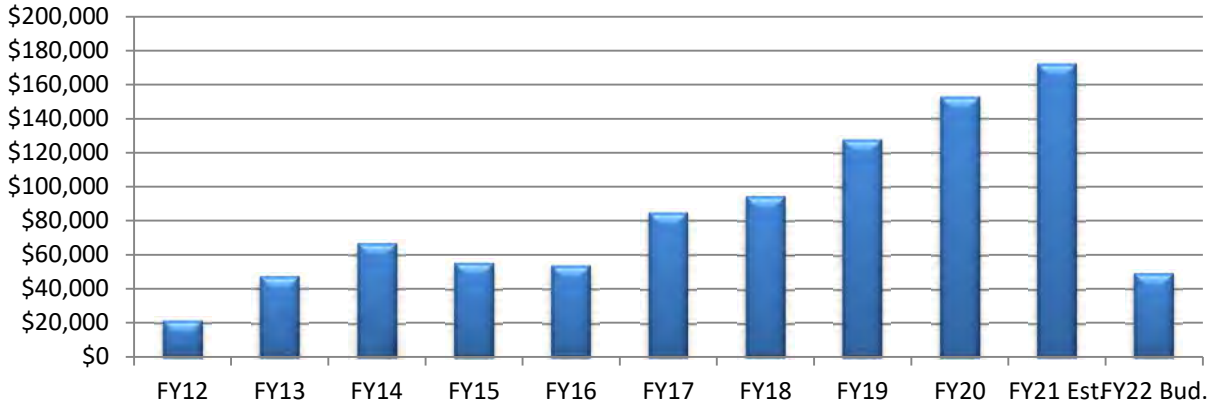


FUND BALANCE continued

Capital Projects Funds (cont'd)

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



Enterprise Funds

Public Transit Fund – The Public Transit Enterprise Fund is balanced with federal grant funds and transfers from the Transportation Sales Tax Fund to cover local matching requirements and other costs not grant funded. As implementation of the transit system progresses, applicable reserves such as equipment replacement will be created as appropriate.

Wastewater 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.

- **Operating Reserve** – The Wastewater Enterprise Fund is estimated to have \$15.2 million in fund balance at the end of fiscal year 2021-22. Of this amount, \$1.8 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 2021-22, the higher amount is the next year’s pay-as-you-go capital projects’ obligations and is \$2.1 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 2021-22 is approximately \$1.5 million 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 2021-22 is approximately \$147,000 for this reserve.



FUND BALANCE

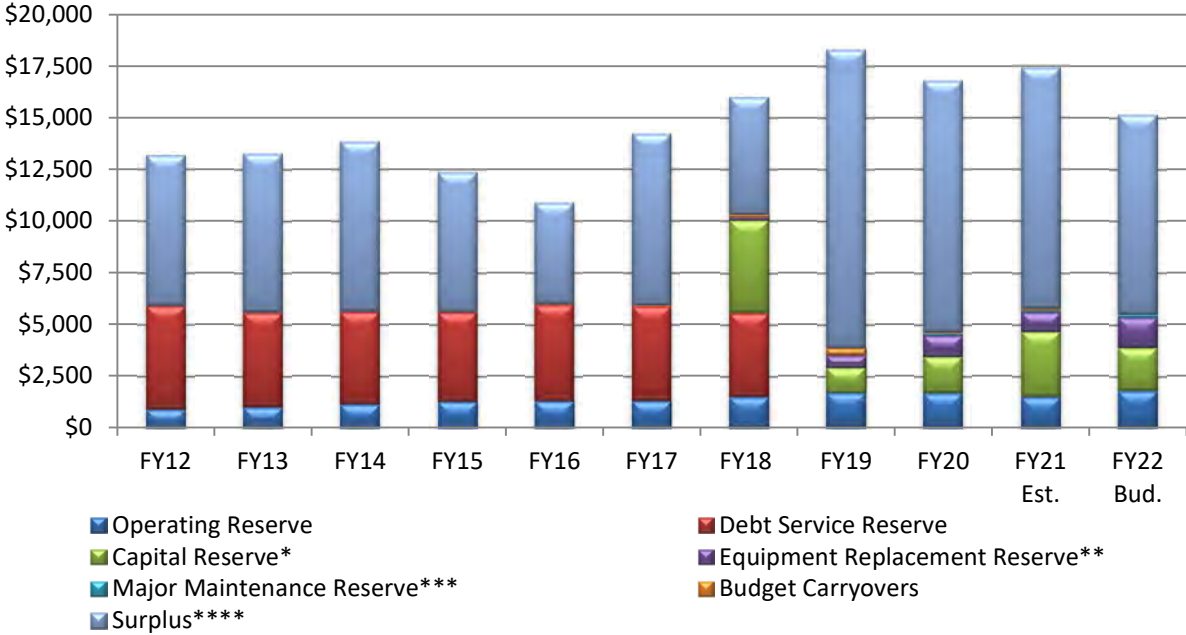
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Enterprise Funds (cont'd)

- Surplus** – The anticipated surplus of \$9.6 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 \$9.6 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.
 **** When the debt service reserve was released in fiscal year 2018-19, the balance became part of the surplus in the fund.



FUND BALANCE continued

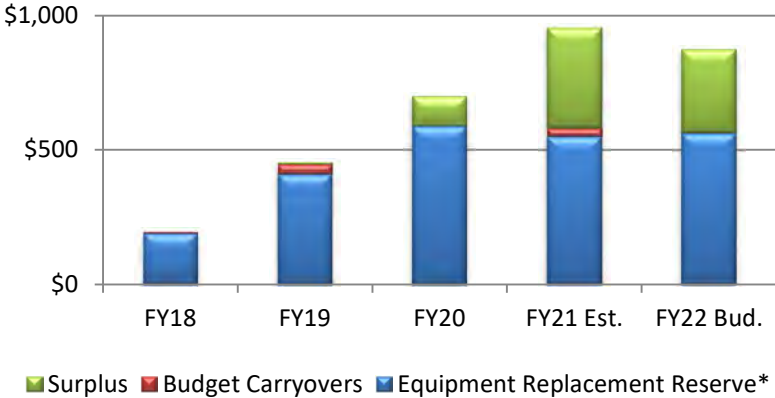
Information Technology Internal Service Fund

Equipment Replacement Reserve – Starting fiscal year 2017-18, the City initiated an equipment replacement reserve. The estimated balance at the end of fiscal year 2021-22 is approximately \$560,000 for this reserve.

Surplus – The anticipated surplus of approximately \$313,000, plus any surpluses experienced in actual results for fiscal year 2021-22 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 \$313,000.

Historical Information Technology Internal Service Fund Balance (In Thousands)



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



FUND BALANCE

continued

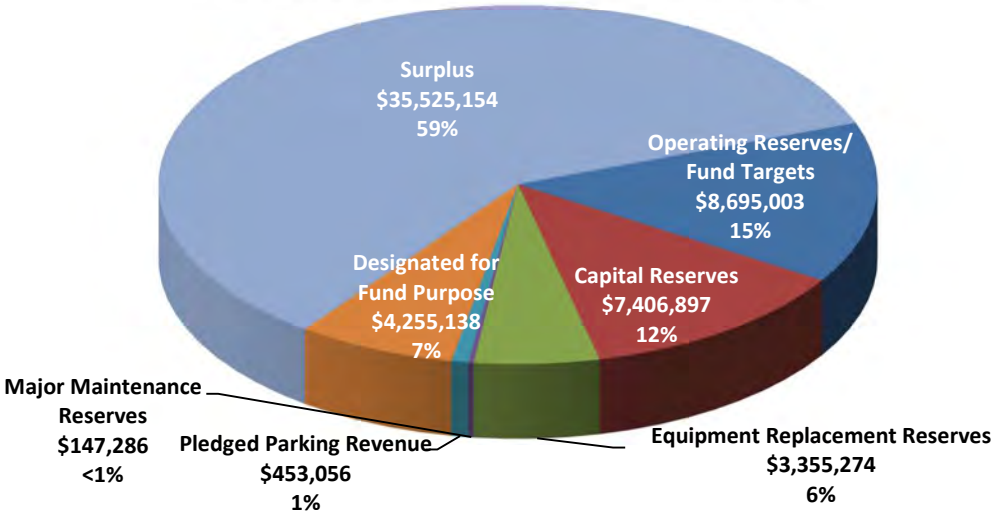
Summary Total Fund Balances

SUMMARY OF FY 2022 RESERVES

(In Thousands)

	General Fund	Special Revenue Funds				Capital Projects Funds			Enterprise Funds		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	Public Transit Fund	Waste-water Fund	
Operating Reserves/ Fund Balance Targets	\$6,604	\$300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,791	\$ -
Capital Reserves	-	-	-	-	1,917	2,820	516	49	-	2,105	-
Equipment Replacement Reserves	1,330	-	-	-	-	-	-	-	-	1,465	560
Major Maintenance Reserve	-	-	-	-	-	-	-	-	-	147	-
Parking Revenue Pledged for Uptown Improvements	453	-	-	-	-	-	-	-	-	-	-
Designated for Fund Purpose	-	-	2,182	422	1,652	-	-	-	-	-	-
Surplus	16,307	200	-	-	-	9,089	-	-	-	9,645	313
Total Fund Balances	\$24,666	\$500	\$2,182	\$422	\$3,569	\$11,909	\$516	\$49	\$ -	\$15,153	\$873

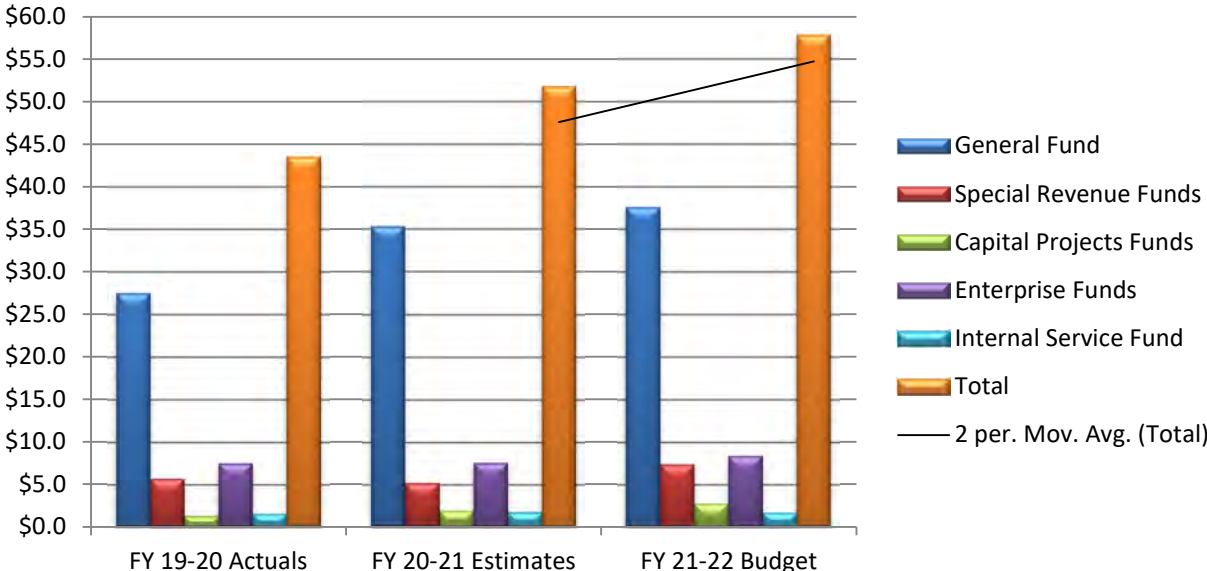
FY 2022 Estimated Fund Balances



REVENUE TRENDS

Total revenues for fiscal year 2021-22 are estimated at \$57.8 million. In comparison to the fiscal year 2020-21 budget, revenue is projected to increase by 43%; however, the fiscal year 2020-21 budget assumed significant revenue losses due to the COVID-19 pandemic that did not occur. Compared to fiscal year 2020-21 estimates, revenue is projected to increase by 12%.

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 83% of the City’s General Fund revenues, and 61% 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. Fiscal year 2019-20 sales tax revenues decreased 6% from the prior fiscal year, and bed tax revenues decreased 13% from the prior year. However, with tourism at an all-time high, fiscal year 2020-21 estimated sales tax collections were approximately \$8.7 million over the budgeted revenue projection, and estimated bed tax collections were approximately \$3.2 million over the budgeted projection.

City sales and bed tax revenues represent 61% 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 included assumptions of revenue impacts for new hotels and other significant construction projects in fiscal years 2021-22 through 2024-2025.

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



REVENUE TRENDS

continued

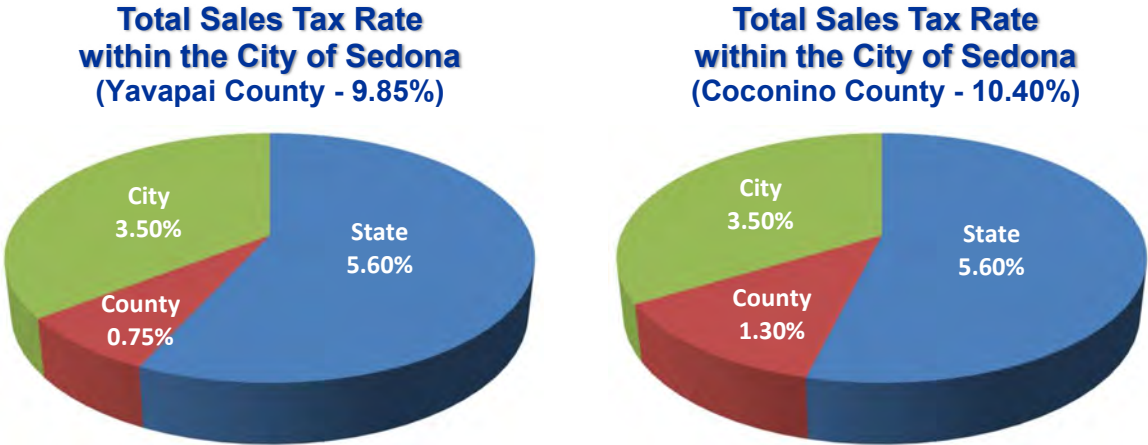
Transaction Privilege Taxes (City Sales Taxes)

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 taxable 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

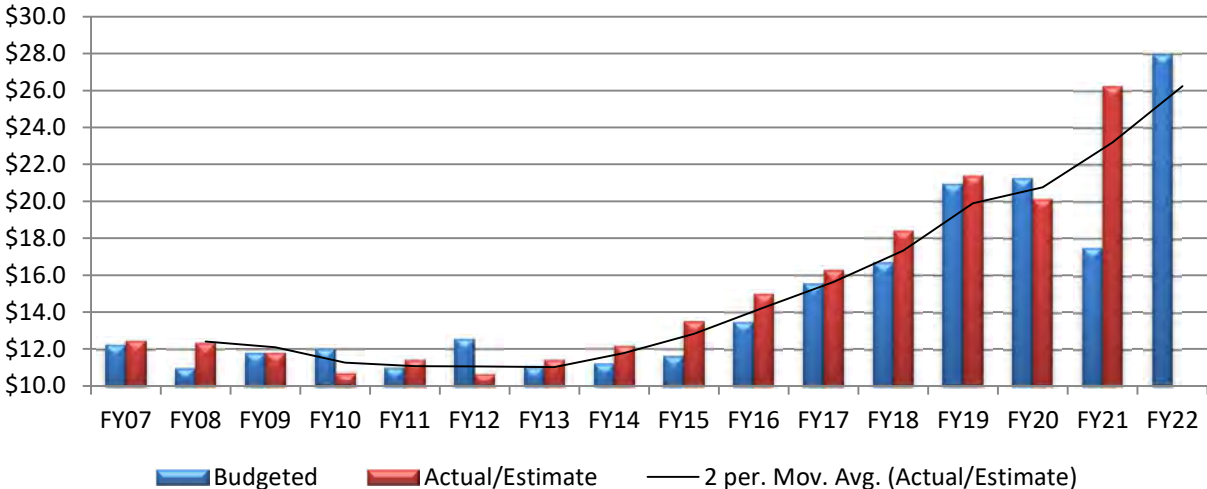
Estimated fiscal year 2020-21 city sales tax revenues increased 30% from the prior fiscal year and are 50% over budgeted projections. Concerns about the COVID-19 pandemic and a possible second wave of closures contributed to the City forecasting a significant decrease in sales and bed tax revenues for 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, which were expected to be negatively impacted by the pandemic. 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.

Instead, after the initial mandated closures from mid-March 2020 to mid-May 2020, the reopening of the economy sparked an unexpected all-time high in tourism levels. Prior to the pandemic, the City was experiencing significant annual 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. These factors have contributed to the recognition of the Sedona area as a highly desirable destination. In addition, the area's outdoor attractions and open spaces have made Sedona a popular location for presumed safe recreation during the pandemic.

With the ever-increasing excess of tourism in the area, the City Council directed the Sedona Chamber of Commerce & Tourism Bureau (SCCTB) to suspend destination marketing for fiscal year 2021-22 and focus strictly on management of the impacts of tourism and the priorities identified in the Sustainable Tourism Plan. Even with the suspension of destination marketing, it is expected that tourism levels will not decrease and likely increase as private marketing continues, as well the free advertising that occurs with every social media post and visitors sharing stories of their Sedona experience with others.

In the ten-year forecast, projected increases were based on recent historical trends and the assumption of continued high tourism levels. A factor was also included for inflationary increases and decreases based on the assumption of another cyclical recessionary period and subsequent recovery period.

City Sales Tax Revenues (In Millions)



REVENUE TRENDS

continued

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 management and 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 and affordable housing initiatives.

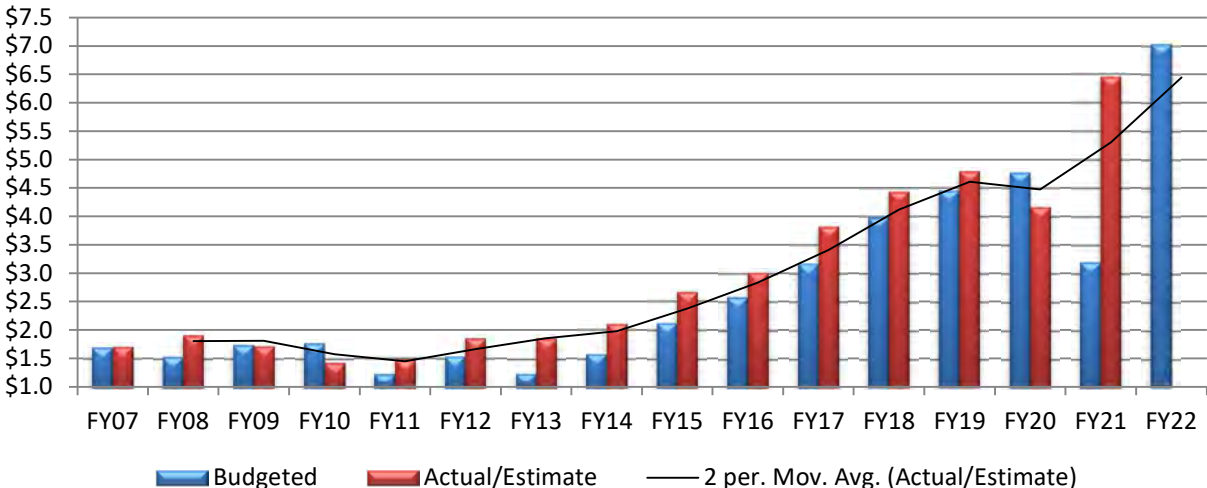
Projections

Estimated fiscal year 2020-21 bed tax revenues increased 55% from the prior fiscal year and are 102% over 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 hotel room occupancy rates and average daily room rates.

As discussed in the transaction privilege taxes category, it is expected that tourism levels will not decrease and likely increase. In addition, the number of residential properties used exclusively for short-term rentals has continued to increase.

In the ten-year forecast, projected increases were based on recent historical trends and the assumption of continued high tourism levels. 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)



REVENUE TRENDS

continued

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.

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; however, the revenue was originally anticipated and budgeted in fiscal year 2019-20. The fiscal year 2020-21 in lieu fees for Affordable Housing included the remaining \$199,000 contribution agreed upon by a lodging establishment. No other significant in lieu fees for Affordable Housing have been identified at this time.

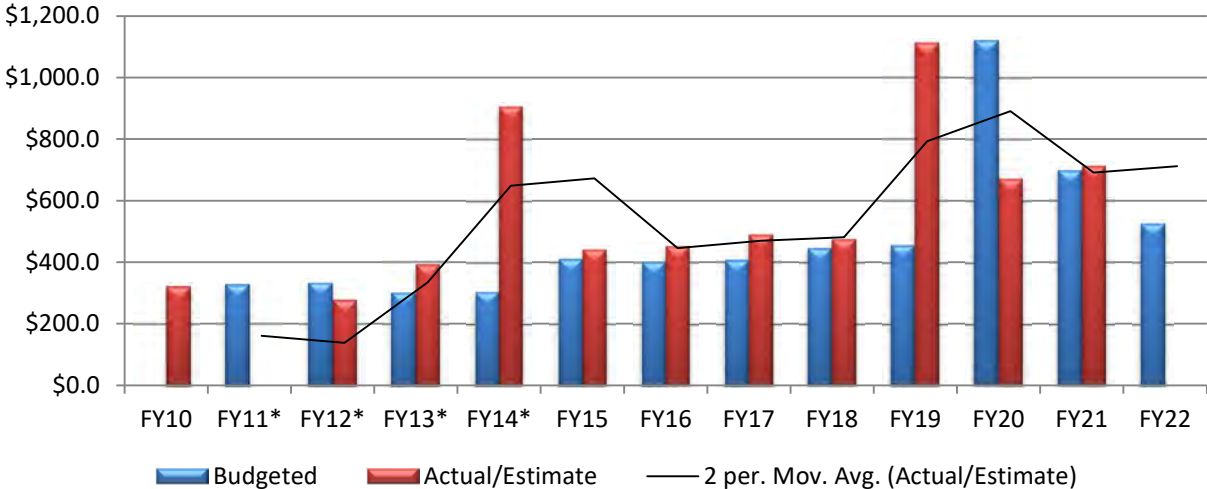


REVENUE TRENDS

continued

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

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.

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.

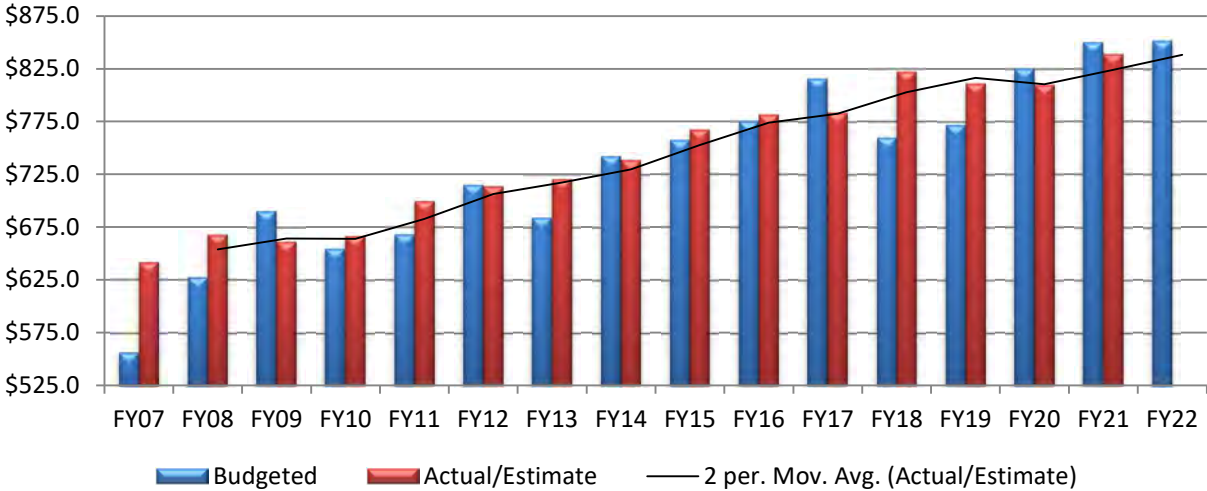


REVENUE TRENDS

continued

Franchise Fees (cont'd)

Franchise Fees (In Thousands)



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 in lieu of local income tax levies. 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.



REVENUE TRENDS

continued

State Shared Revenues (cont'd)

- **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 2021-22, 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 projected state shared sales taxes to increase 37% from the prior year estimates. The City's estimate was a more conservative increase of 18% over the prior year budget, but no increase over the prior year projections in anticipation of an adjustment due to an expected decrease in the City's population.
- **Shared Income Taxes** – The State projected Urban Revenue Sharing to decrease 9%. The City's estimate was less of a decrease at 2% over the prior year budget, but a 9% decrease from the prior year projections that were significantly higher than budget.
- **Shared Gas Taxes** – The State projected HURF revenues to decrease 2% from the prior year estimates. The City's estimate was an 11% increase over the prior year budget, but a 4% decrease from the prior year projections that were significantly higher than budget. 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 projected VLT to increase 2% over the prior year estimates. The City's estimate was an increase at 24% over the prior year budget, but a 2% decrease from the prior year projections that were significantly higher than budget.

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's 2020 population decreased as a result of the number of permanent residents displaced by short-term rental properties 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 allocations in the future.

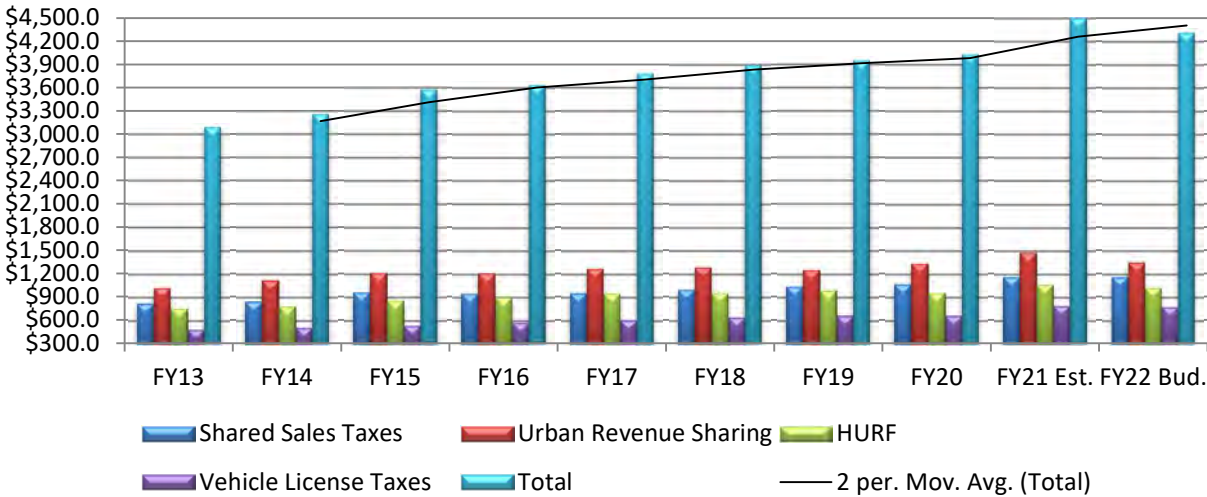


REVENUE TRENDS

continued

State Shared Revenues (cont'd)

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.

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 Yavapai County is ongoing, while Coconino County has changed its funding model with no funding expected for the City in the near future. 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 included 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 2021-22 includes American Rescue Plan Act (ARPA) funding of \$1.7 million. In addition, 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 has been included.

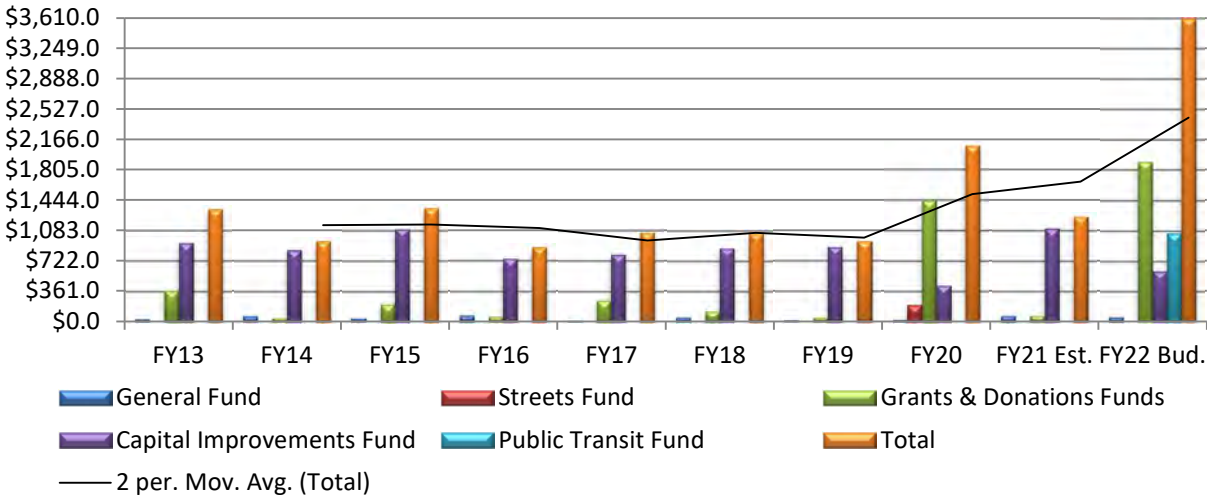


REVENUE TRENDS

continued

Other Intergovernmental (cont'd)

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.

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 eliminated 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 slightly. Business license revenue is projected to decrease slightly.

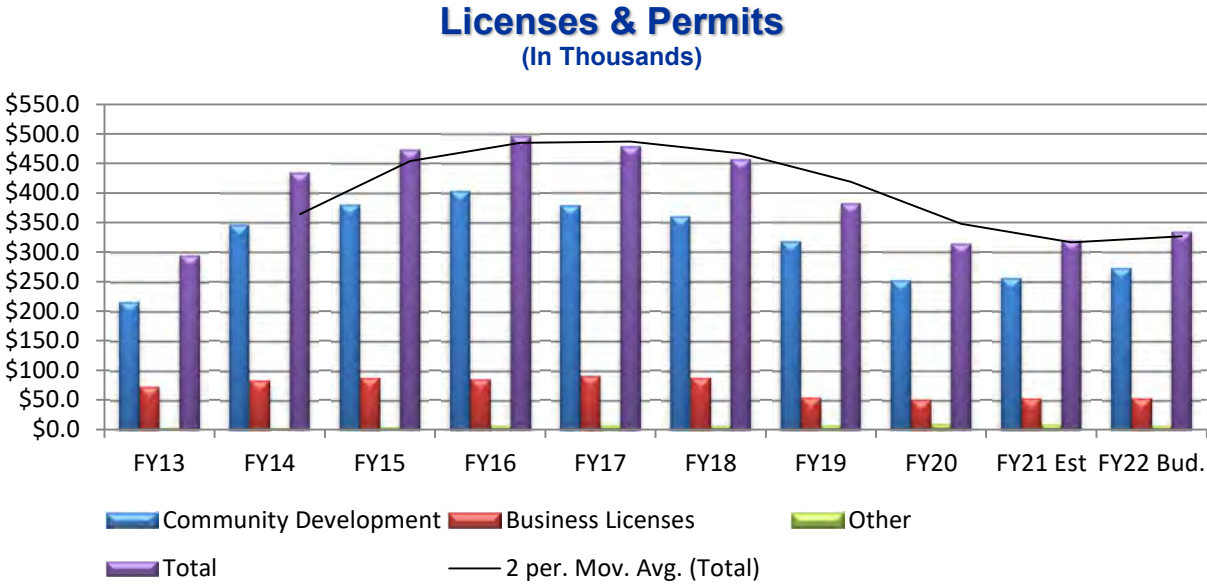


REVENUE TRENDS

continued

Licenses & Permits (cont'd)

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.



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.



REVENUE TRENDS

continued

Charges for Services (excluding internal cost charges) (cont'd)

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 2022 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.

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 2021-22, 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 years of the program when in operation for the full year.

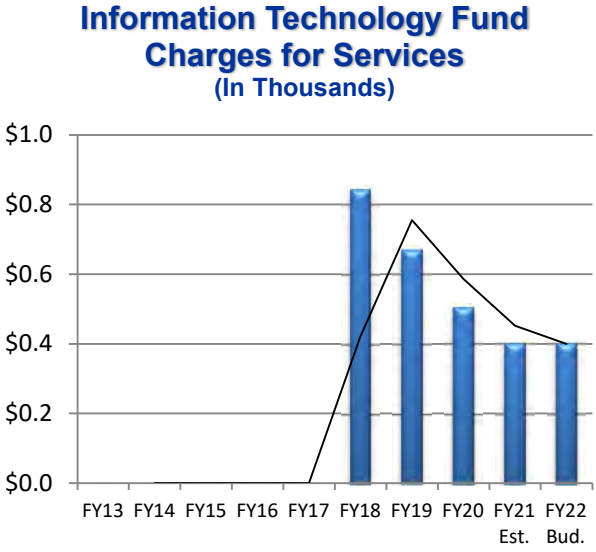
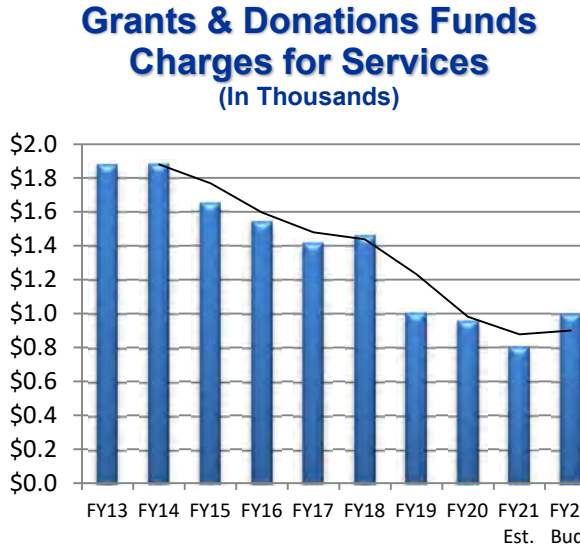
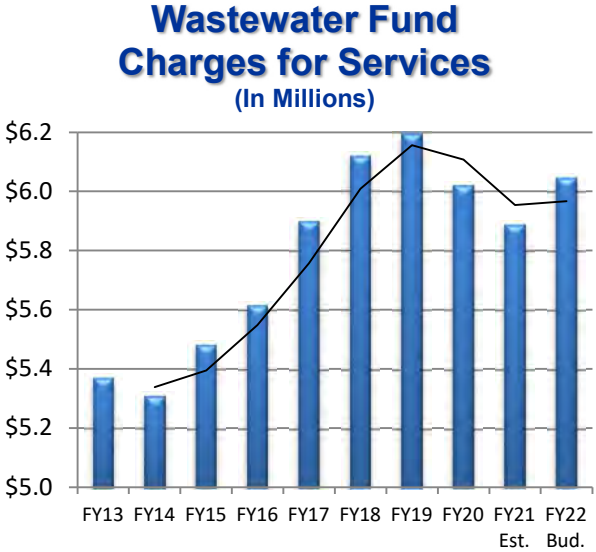
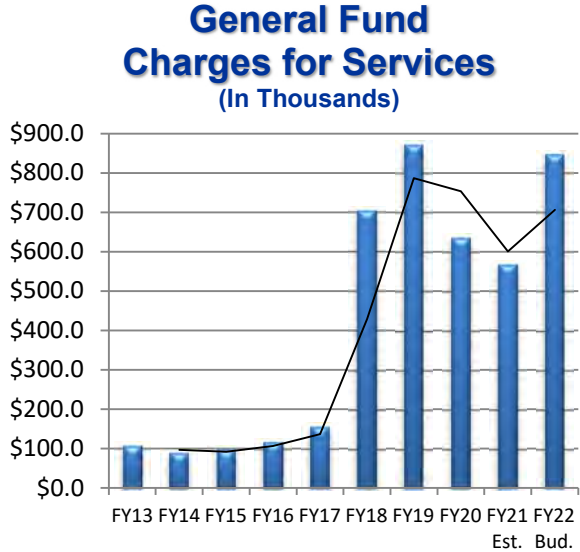


REVENUE TRENDS

continued

Charges for Services (excluding internal cost charges) (cont'd)

As previously discussed in the Budget Overview, no increase in the monthly wastewater rates was adopted for fiscal year 2021-22. For fiscal years 2019-20 and 2020-21, accommodations were made to help customers during the COVID-19 financial crisis. 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

continued

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 2021-22.

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 2021-22, and no increase was projected for the environmental penalties.

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



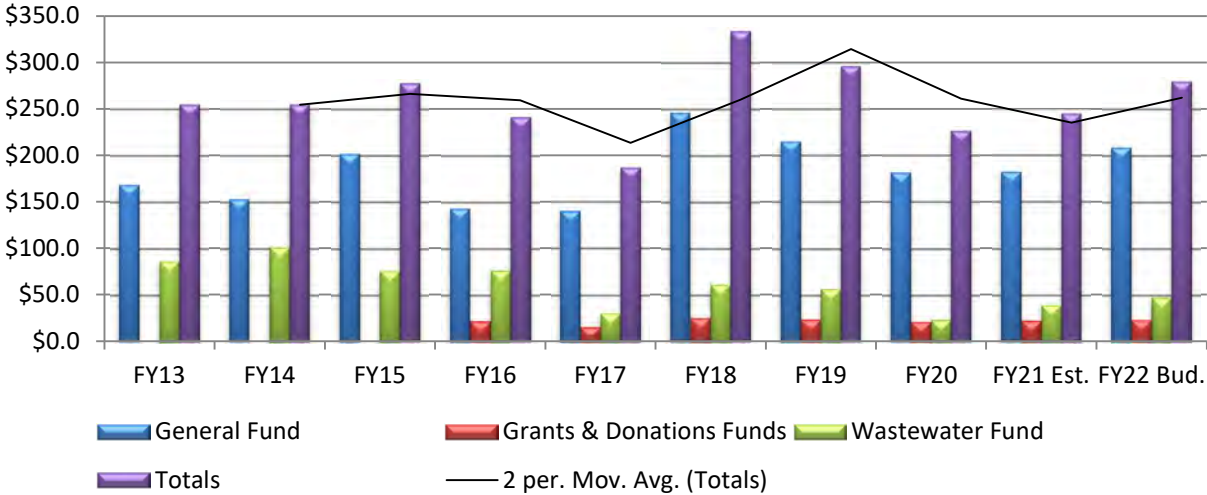
REVENUE TRENDS

continued

Fines and Forfeitures (cont'd)

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.

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.

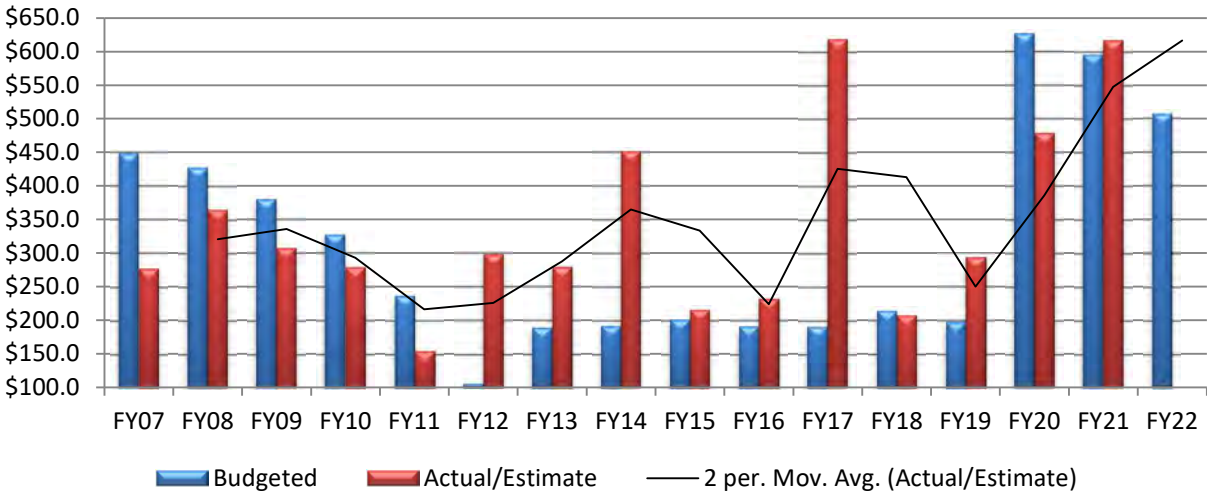


REVENUE TRENDS

continued

Development Impact Fees (cont'd)

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 \$11,158.24. 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 2022-23. This source of revenue is expected to decline as the City approaches build-out.

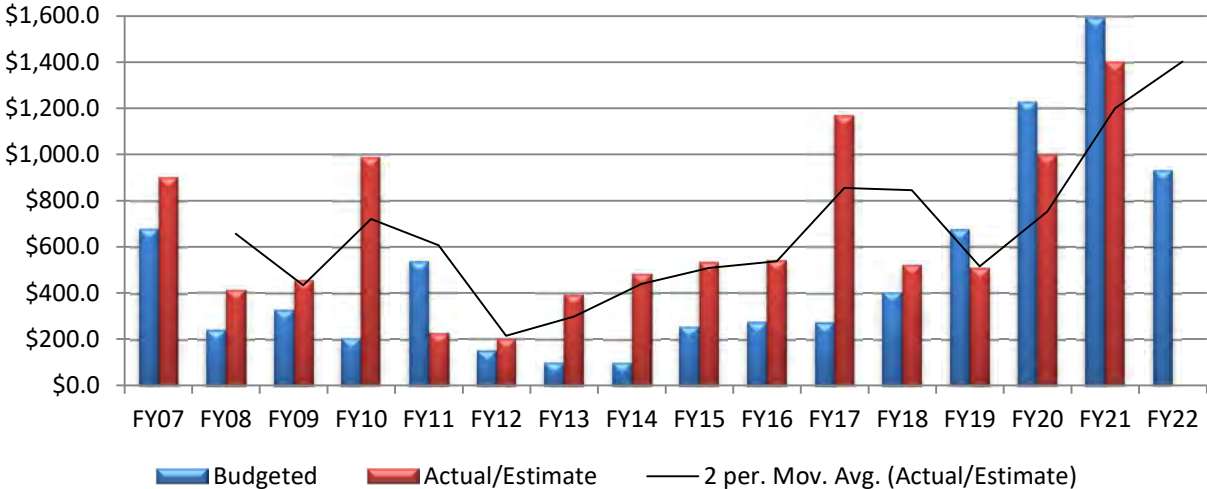


REVENUE TRENDS

continued

Capacity Fees (cont'd)

Capacity Fees (In Thousands)



Other Revenues

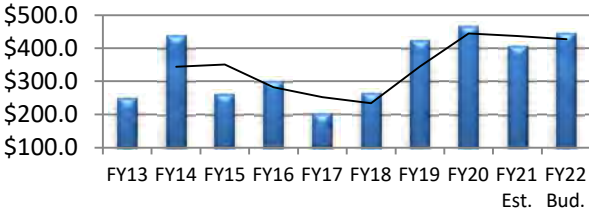
Description

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

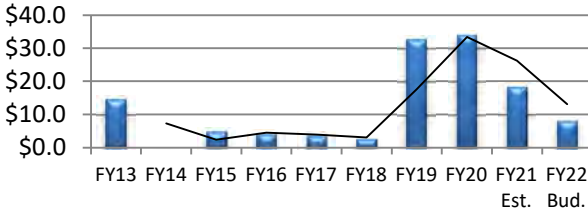
Projections

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)

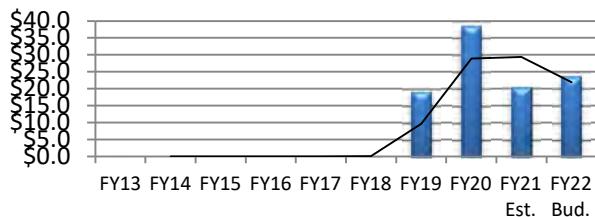


REVENUE TRENDS

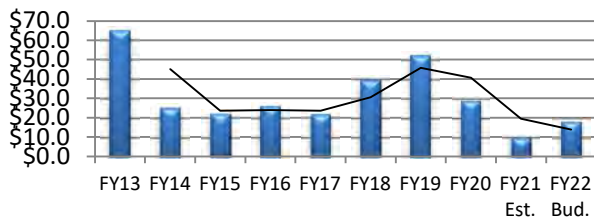
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Other Revenues (cont'd)

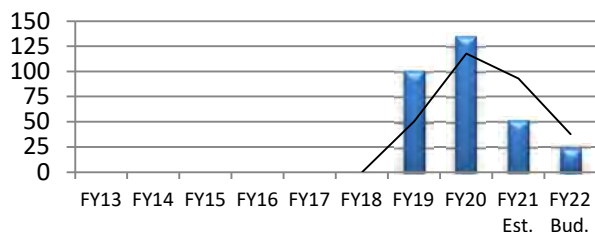
Affordable Housing Fund Other Revenues (In Thousands)



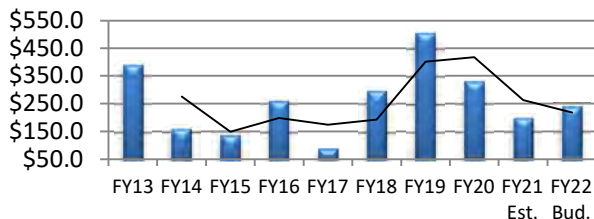
Grants & Donations Funds Other Revenues (In Thousands)



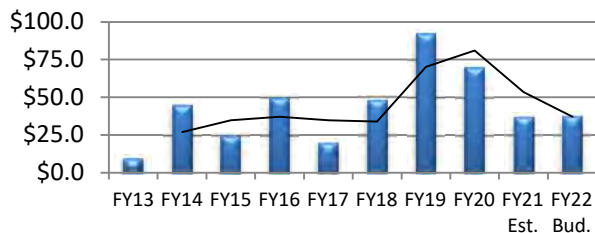
Transportation Sales Tax Fund Other Revenues (In Thousands)



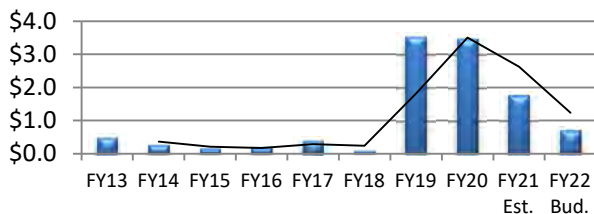
Capital Improvements Fund Other Revenues (In Thousands)



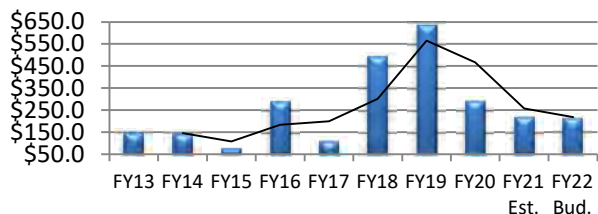
Development Impact Fees Funds Other Revenues (In Thousands)



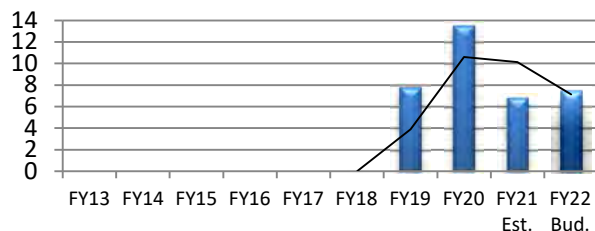
Art in Public Places Fund Other Revenues (In Thousands)



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	Public Transit Fund	Wastewater Enterprise Fund	Information Technology Fund	Totals
Revenues												
City Sales Taxes	\$23,985,700	\$0	\$0	\$0	\$3,985,700	\$0	\$0	\$0	\$0	\$0	\$0	\$27,971,400
Bed Taxes	\$7,029,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,029,300
In Lieu Fees	\$525,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$525,200
Franchise Fees	\$851,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$851,800
State Shared Revenues	\$3,288,500	\$1,024,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,312,500
Other Intergovernmental	\$57,110	\$0	\$69,550	\$1,895,760	\$0	\$2,000,000	\$0	\$0	\$1,051,810	\$0	\$0	\$5,074,230
Licenses and Permits	\$334,275	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$334,275
Charges for Services	\$846,610	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0	\$50,550	\$6,046,990	\$400	\$6,945,550
Internal Cost Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,717,020	\$1,717,020
Fines and Forfeitures	\$208,300	\$0	\$0	\$23,800	\$0	\$0	\$0	\$0	\$0	\$47,500	\$0	\$279,600
Development Impact Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$506,760	\$0	\$0	\$0	\$0	\$506,760
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$931,756	\$0	\$931,756
Other Revenues	\$446,360	\$7,890	\$23,630	\$18,070	\$23,880	\$238,180	\$37,260	\$690	\$0	\$212,640	\$7,460	\$1,016,060
Contingent Grants/Donations	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Total Revenues	\$37,573,155	\$1,031,890	\$93,180	\$2,238,630	\$4,009,580	\$2,238,180	\$544,020	\$690	\$1,102,360	\$7,238,886	\$1,724,880	\$57,795,451
Other Financing Sources												
Transfers from Other Funds	\$0	\$0	\$2,296,330	\$0	\$0	\$9,377,913	\$200	\$12,047	\$1,957,930	\$3,300,000	\$48,970	\$16,993,390
Refunding Bonds Issued	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000,000	\$0	\$9,000,000
Total Other Financing Sources	\$0	\$0	\$2,296,330	\$0	\$0	\$9,377,913	\$200	\$12,047	\$1,957,930	\$12,300,000	\$48,970	\$25,993,390
GRAND TOTAL	\$37,573,155	\$1,031,890	\$2,389,510	\$2,238,630	\$4,009,580	\$11,616,093	\$544,220	\$12,737	\$3,060,290	\$19,538,886	\$1,773,850	\$83,788,841

All Funds Comparison

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Revenues				
City Sales Taxes	\$27,971,400	\$17,509,500	\$26,249,100	\$20,119,579
Bed Taxes	\$7,029,300	\$3,199,900	\$6,448,900	\$4,160,184
In Lieu Fees	\$525,200	\$697,000	\$711,800	\$502,647
Franchise Fees	\$851,800	\$849,600	\$838,500	\$809,674
State Shared Revenues	\$4,312,500	\$3,908,500	\$4,495,400	\$4,024,916
Other Intergovernmental	\$5,074,230	\$1,516,044	\$1,245,145	\$2,082,317
Licenses and Permits	\$334,275	\$490,150	\$319,475	\$313,929
Charges for Services	\$6,945,550	\$6,938,080	\$6,454,367	\$6,657,164
Internal Cost Charges	\$1,717,020	\$1,757,370	\$1,748,710	\$1,566,840
Fines and Forfeitures	\$279,600	\$288,460	\$244,200	\$226,164
Development Impact Fees	\$506,760	\$595,200	\$616,524	\$478,598
Capacity Fees	\$931,756	\$1,593,100	\$1,403,800	\$997,558
Other Revenues	\$1,016,060	\$897,100	\$971,674	\$1,567,576
Contingent Grants/Donations	\$300,000	\$275,000	\$0	\$0
Total Revenues	\$57,795,451	\$40,515,004	\$51,747,595	\$43,507,146
Other Financing Sources				
Transfers from Other Funds	\$16,993,390	\$12,255,580	\$12,338,125	\$8,949,916
Refunding Bonds Issued	\$9,000,000	\$0	\$0	\$0
Total Other Financing Sources	\$25,993,390	\$12,255,580	\$12,338,125	\$8,949,916
GRAND TOTAL	\$83,788,841	\$52,770,584	\$64,085,720	\$52,457,062



REVENUES & OTHER FINANCING SOURCES SUMMARIES

continued

General Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Revenues				
City Sales Taxes	\$23,985,700	\$15,011,000	\$22,528,700	\$17,315,576
Bed Taxes	\$7,029,300	\$3,199,900	\$6,448,900	\$4,160,184
In Lieu Fees	\$525,200	\$498,000	\$512,800	\$502,647
Franchise Fees	\$851,800	\$849,600	\$838,500	\$809,674
State Shared Sales Taxes	\$1,163,600	\$985,600	\$1,163,300	\$1,067,529
Urban Revenue Sharing	\$1,349,000	\$1,375,800	\$1,477,600	\$1,336,465
Vehicle License Taxes	\$775,900	\$627,900	\$790,100	\$664,581
Other Intergovernmental	\$57,110	\$23,690	\$72,750	\$20,464
Licenses and Permits	\$334,275	\$490,150	\$319,475	\$313,929
Charges for Services	\$846,610	\$759,480	\$565,837	\$635,598
Fines and Forfeitures	\$208,300	\$208,960	\$182,050	\$181,052
Other Revenues	\$446,360	\$294,030	\$407,184	\$466,938
GRAND TOTAL	\$37,573,155	\$24,324,110	\$35,307,196	\$27,474,637

Wastewater Enterprise Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Revenues				
Monthly Fees	\$5,666,590	\$5,792,300	\$5,506,930	\$5,627,083
Stand-by Fees	\$356,600	\$365,700	\$356,600	\$379,133
Other Charges for Services	\$23,800	\$18,500	\$23,800	\$13,890
Environmental Penalty Fees	\$20,300	\$25,100	\$20,300	\$24,063
Other Fines and Forfeitures	\$27,200	\$30,700	\$19,150	(\$724)
Capacity Fees	\$931,756	\$1,593,100	\$1,403,800	\$997,558
Other Revenues	\$212,640	\$194,280	\$222,030	\$448,949
Total Revenues	\$7,238,886	\$8,019,680	\$7,552,610	\$7,489,952
Other Financing Sources				
Transfer from General Fund	\$3,300,000	\$3,400,000	\$3,400,000	\$3,447,000
Refunding Bonds Issued	\$9,000,000	\$0	\$0	\$0
Total Other Financing Sources	\$12,300,000	\$3,400,000	\$3,400,000	\$3,447,000
GRAND TOTAL	\$19,538,886	\$11,419,680	\$10,952,610	\$10,936,952



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	Public Transit Fund	Wastewater Fund	Information Technology Fund	Totals
Expenditures												
City Council	\$212,860	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$212,860
City Manager's Office	\$4,190,760	\$0	\$557,030	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,140	\$4,752,930
Human Resources	\$473,660	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$473,660
Financial Services	\$1,670,985	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$133,270	\$0	\$1,804,255
Information Technology	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$64,865	\$1,903,590	\$1,968,455
City Attorney's Office	\$809,610	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$909,610
City Clerk's Office	\$451,555	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,555
Parks & Recreation	\$1,191,945	\$0	\$0	\$12,950	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000	\$1,211,895
General Services	\$2,135,735	\$0	\$2,100,000	\$2,027,310	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$6,363,045
Debt Service	\$1,034,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,794,875	\$0	\$5,829,725
Community Development	\$2,594,030	\$0	\$0	\$138,850	\$0	\$0	\$0	\$0	\$0	\$0	\$42,800	\$2,775,680
Public Works	\$4,857,470	\$2,076,860	\$0	\$0	\$115,800	\$0	\$0	\$0	\$0	\$392,735	\$17,130	\$7,459,995
Economic Development	\$376,520	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$376,520
Police	\$7,912,719	\$0	\$0	\$38,500	\$0	\$0	\$0	\$0	\$0	\$0	\$65,269	\$8,016,488
Municipal Court	\$813,880	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,200	\$825,080
Public Transit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$890,290	\$0	\$0	\$0	\$890,290
Wastewater	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,753,265	\$0	\$4,753,265
Capital Improvement Projects	\$0	\$0	\$0	\$0	\$0	\$11,274,261	\$3,132,134	\$136,000	\$2,170,000	\$3,163,000	\$0	\$19,875,395
Charges to Other Departments	(\$4,966,860)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$4,966,860)
Contributions to Equipment Replacement Reserves	(\$380,400)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$628,800)	(\$197,950)	(\$1,207,150)
Contributions to Major Maintenance Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$83,850)	\$0	(\$83,850)
Total Expenditures	\$23,379,319	\$2,076,860	\$2,657,030	\$2,217,610	\$115,800	\$11,274,261	\$3,132,134	\$136,000	\$3,060,290	\$12,789,360	\$1,854,179	\$62,692,843
Other Financing Uses												
Transfers to Other Funds	\$10,219,500	\$0	\$0	\$0	\$6,761,843	\$12,047	\$0	\$0	\$0	\$0	\$0	\$16,993,390
Payment to Refunding Bond Escrow Agent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000,000	\$0	\$9,000,000
Total Other Financing Uses	\$10,219,500	\$0	\$0	\$0	\$6,761,843	\$12,047	\$0	\$0	\$0	\$9,000,000	\$0	\$25,993,390
GRAND TOTAL	\$33,598,819	\$2,076,860	\$2,657,030	\$2,217,610	\$6,877,643	\$11,286,308	\$3,132,134	\$136,000	\$3,060,290	\$21,789,360	\$1,854,179	\$88,686,233



EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Ongoing Expenditures (by Department)				
City Council	\$212,860	\$205,195	\$183,820	\$182,005
City Manager's Office ⁽¹⁾	\$4,704,930	\$3,781,510	\$3,636,626	\$3,467,357
Human Resources	\$448,660	\$420,600	\$392,280	\$363,634
Financial Services ⁽²⁾	\$1,762,755	\$1,493,720	\$1,399,572	\$1,393,911
Information Technology ⁽³⁾	\$1,845,090	\$1,461,870	\$1,354,555	\$1,362,009
City Attorney's Office	\$909,610	\$908,950	\$696,000	\$776,729
City Clerk's Office	\$451,255	\$422,525	\$403,479	\$400,000
Parks & Recreation ⁽²⁾	\$1,167,595	\$1,046,060	\$852,145	\$827,970
General Services	\$1,394,495	\$1,523,654	\$1,501,699	\$1,717,890
Contingencies ⁽⁴⁾	\$4,776,510	\$2,019,440	\$0	\$0
Community Development	\$2,482,650	\$2,459,575	\$2,103,032	\$2,076,880
Public Works ⁽²⁾	\$6,961,915	\$6,151,596	\$5,603,671	\$5,292,527
Economic Development	\$346,520	\$328,917	\$239,440	\$239,899
Police ⁽²⁾	\$7,785,001	\$6,537,021	\$6,215,542	\$6,680,723
Municipal Court	\$743,000	\$659,180	\$508,618	\$535,815
Public Transit ⁽⁵⁾	\$872,290	\$135,350	\$58,890	\$0
Wastewater ⁽³⁾	\$4,415,585	\$3,537,128	\$3,133,175	\$3,482,816
Charges to Other Departments	(\$4,966,860)	(\$4,259,700)	(\$3,904,140)	(\$4,015,290)
Contributions to Equipment Replacement Reserves	(\$1,207,150)	\$0	\$0	(\$1,060,098)
Contributions to Major Maintenance Reserves	(\$83,850)	\$0	\$0	(\$73,150)
Total Ongoing Expenditures	\$35,022,861	\$28,832,591	\$24,378,404	\$23,651,627

One-Time Expenditures (by Department)

City Manager's Office	\$48,000	\$65,000	\$33,000	\$38,555
Human Resources	\$25,000	\$0	\$0	\$0
Financial Services	\$41,500	\$52,000	\$52,000	\$83,540
Information Technology	\$123,365	\$144,985	\$121,450	\$175,054
City Clerk's Office	\$300	\$27,450	\$15,612	\$169
Parks & Recreation	\$44,300	\$44,300	\$46,915	\$45,419
General Services	\$192,120	\$8,200	\$8,900	\$6,046
Debt Service	\$5,829,725	\$5,725,335	\$5,725,185	\$5,726,266
Community Development	\$293,030	\$380,455	\$49,365	\$285,612
Public Works	\$498,080	\$362,700	\$290,360	\$454,762
Economic Development	\$30,000	\$0	\$0	\$9,000
Police	\$231,487	\$159,600	\$229,034	\$218,858
Municipal Court	\$82,080	\$11,200	\$0	\$7,800
Public Transit	\$18,000	\$2,500	\$2,500	\$0
Wastewater	\$337,600	\$339,247	\$182,770	\$708,623
Capital Improvement Projects	\$19,875,395	\$15,058,721	\$10,007,758	\$11,823,532
Total One-Time Expenditures	\$27,669,982	\$22,381,693	\$16,764,849	\$19,583,236

⁽¹⁾The City Manager's Office increased due to the transfer of the Housing program from the Community Development Department and the expansion of the Sustainability program to further Council priorities.

⁽²⁾The Financial Services, Parks & Recreation, Public Works, and Police Departments increased largely due to additional staff positions and restructurings.

⁽³⁾The Information Technology Department and Wastewater Department increased largely due to the reinstatement of the equipment replacement reserves.

⁽⁴⁾Contingencies increased due to the addition of ARPA funding and added capacity for the affordable housing program.

⁽⁵⁾The Public Transit Department increased due to the reinstatement of the support for the Verde Shuttle program ran by City of Cottonwood that was transferred from General Services but also covered by CARES Act funding for FY2021. It also includes the addition of a trailhead shuttle program and a micro-transit program.



EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Total Expenditures (by Department)				
City Council	\$212,860	\$205,195	\$183,820	\$182,005
City Manager's Office	\$4,752,930	\$3,846,510	\$3,669,626	\$3,505,912
Human Resources	\$473,660	\$420,600	\$392,280	\$363,634
Financial Services	\$1,804,255	\$1,545,720	\$1,451,572	\$1,477,451
Information Technology	\$1,968,455	\$1,606,855	\$1,476,005	\$1,537,063
City Attorney's Office	\$909,610	\$908,950	\$696,000	\$776,729
City Clerk's Office	\$451,555	\$449,975	\$419,091	\$400,169
Parks & Recreation	\$1,211,895	\$1,090,360	\$899,060	\$873,389
General Services	\$1,586,615	\$1,531,854	\$1,510,599	\$1,723,936
Debt Service	\$5,829,725	\$5,725,335	\$5,725,185	\$5,726,266
Contingencies	\$4,776,510	\$2,019,440	\$0	\$0
Community Development	\$2,775,680	\$2,840,030	\$2,152,397	\$2,362,492
Public Works	\$7,459,995	\$6,514,296	\$5,894,031	\$5,747,289
Economic Development	\$376,520	\$328,917	\$239,440	\$248,899
Police	\$8,016,488	\$6,696,621	\$6,444,576	\$6,899,581
Municipal Court	\$825,080	\$670,380	\$508,618	\$543,615
Public Transit	\$890,290	\$137,850	\$61,390	\$0
Wastewater	\$4,753,185	\$3,876,375	\$3,315,945	\$4,191,439
Capital Improvement Projects	\$19,875,395	\$15,058,721	\$10,007,758	\$11,823,532
Charges to Other Departments	(\$4,966,860)	(\$4,259,700)	(\$3,904,140)	(\$4,015,290)
Contributions to Equipment Replacement Reserves	(\$1,207,150)	\$0	\$0	(\$1,060,098)
Contributions to Major Maintenance Reserves	(\$83,850)	\$0	\$0	(\$73,150)
Total Expenditures	\$62,692,843	\$51,214,284	\$41,143,253	\$43,234,863
Other Financing Uses				
Transfers to Other Funds	\$16,993,390	\$12,255,580	\$12,338,125	\$8,949,916
Payment to Refunded Bond Escrow Agent	\$9,000,000	\$0	\$0	\$0
Total Other Financing Uses	\$25,993,390	\$12,255,580	\$12,338,125	\$8,949,916
GRAND TOTAL	\$88,686,233	\$63,469,864	\$53,481,378	\$52,184,779

Total Expenditures (by Expenditure Category)

Personnel	\$15,928,455	\$13,907,144	\$12,839,240	\$13,099,314
Supplies & Services	\$13,380,861	\$11,947,276	\$10,115,746	\$9,619,707
Capital & Debt Service	\$7,014,602	\$6,524,333	\$6,431,799	\$7,125,470
Capital Improvement Projects	\$19,875,395	\$15,058,721	\$10,007,758	\$11,823,532
Internal Charges	\$1,717,020	\$1,757,370	\$1,748,710	\$1,566,840
Contingencies	\$4,776,510	\$2,019,440	\$0	\$0
Other Financing Uses	\$25,993,390	\$12,255,580	\$12,338,125	\$8,949,916
GRAND TOTAL	\$88,686,233	\$63,469,864	\$53,481,378	\$52,184,779



EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison (by Function/Program)

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
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Ongoing Expenditures (by Function/Program)

General Government:

Information Technology Services ⁽¹⁾	\$1,668,720	\$1,292,879	\$1,193,550	\$1,201,373
City Manager's Office Administration ⁽²⁾	\$875,160	\$638,850	\$610,665	\$590,781
Municipal Court	\$743,000	\$659,180	\$508,618	\$535,815
Revenue Management	\$720,880	\$681,720	\$654,712	\$611,094
Planning & Land Development Legal	\$679,590	\$721,350	\$609,480	\$688,958
Facilities Maintenance	\$653,520	\$506,570	\$455,080	\$539,086
Financial Services Administration ⁽³⁾	\$502,515	\$384,630	\$353,300	\$370,826
Human Resources	\$448,660	\$420,600	\$392,280	\$363,634
Community Development Administration	\$395,880	\$324,200	\$319,545	\$291,964
General Services Administration	\$355,295	\$561,006	\$477,790	\$578,396
City Council & Clerk Support	\$345,910	\$329,945	\$305,700	\$302,491
Procurement & Payment Processing ⁽³⁾	\$306,430	\$227,330	\$209,380	\$221,900
City Attorney's Office Administration	\$284,460	\$307,270	\$192,700	\$200,856
General Civil Legal	\$276,390	\$253,990	\$202,680	\$253,892
Communications & Citizens Engagement	\$275,450	\$282,170	\$234,530	\$224,064
Community Plan	\$275,160	\$252,030	\$234,370	\$239,632
Criminal Prosecution	\$270,950	\$254,350	\$248,540	\$236,927
Budget Preparation & Management	\$232,930	\$200,040	\$182,180	\$190,090
Geographic Information Services	\$176,370	\$168,990	\$161,005	\$160,636
Records Management	\$129,445	\$121,875	\$110,089	\$114,760
City Clerk's Office Administration & Customer Relations	\$107,740	\$99,870	\$97,830	\$97,907
Clerk Permits, Licenses, & Registrations	\$46,790	\$44,220	\$43,690	\$36,632
Grants Coordination	\$19,950	\$18,520	\$17,820	\$17,625
Elections	\$14,280	\$13,290	\$12,170	\$12,591

Public Safety:

Patrol ⁽³⁾	\$4,286,110	\$3,446,145	\$3,451,080	\$3,949,404
Police Communications & Records	\$1,287,978	\$1,226,858	\$1,196,903	\$1,201,002
Building Safety ⁽³⁾	\$785,330	\$666,255	\$625,752	\$594,460
Investigations	\$708,934	\$621,354	\$411,244	\$320,499
Police Support Services ⁽³⁾	\$685,489	\$531,825	\$514,000	\$533,995
Police Administration	\$476,230	\$429,989	\$409,885	\$433,547
Code Enforcement	\$424,500	\$389,080	\$365,965	\$346,919
Traffic & Parking Services	\$340,260	\$280,850	\$232,430	\$242,273
Community Contracts	\$76,419	\$71,300	\$75,356	\$71,106

Public Works & Streets:

Streets Maintenance ⁽³⁾	\$2,860,170	\$2,714,276	\$2,432,515	\$2,091,397
Capital Projects Management ⁽³⁾	\$880,370	\$724,090	\$694,580	\$598,755
Engineering Services	\$693,440	\$647,300	\$579,960	\$609,218
Transportation Services	\$270,870	\$191,350	\$145,510	\$165,367

Culture & Recreation:

Parks Facilities & Maintenance ⁽³⁾	\$1,007,400	\$871,020	\$800,740	\$824,143
Community Contracts	\$506,031	\$485,000	\$498,553	\$484,974
Special Events ⁽³⁾	\$453,815	\$360,935	\$268,370	\$280,367
Aquatics Operations & Maintenance	\$425,230	\$414,210	\$379,895	\$309,812
Recreation Programs	\$245,110	\$228,825	\$172,430	\$193,647
Arts & Culture	\$146,770	\$122,600	\$92,211	\$106,371



EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison (by Function/Program)

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Economic Development:				
Tourism Management & Development	\$2,111,770	\$2,455,770	\$2,455,100	\$2,362,725
Economic Development	\$346,520	\$328,917	\$239,440	\$239,899
Health & Welfare:				
Wastewater Plant Operations ⁽¹⁾	\$1,904,370	\$1,459,852	\$1,308,770	\$1,475,597
Wastewater Collection System ⁽¹⁾	\$1,448,560	\$1,063,820	\$870,140	\$1,086,983
Sustainability ⁽⁴⁾	\$809,750	\$271,500	\$244,120	\$183,416
Wastewater Administration	\$685,090	\$653,080	\$628,935	\$597,389
Community Contracts	\$395,850	\$354,800	\$390,000	\$390,870
Engineering Services	\$306,670	\$306,350	\$296,650	\$285,180
Wastewater Lab	\$284,085	\$262,045	\$233,780	\$227,997
Stormwater Quality	\$189,650	\$177,920	\$174,000	\$169,834
Wastewater Capital Projects Management	\$165,745	\$153,140	\$147,636	\$148,545
Housing and Redevelopment:				
Housing ⁽⁴⁾	\$557,030	\$200,000	\$0	\$0
Public Transportation:				
Public Transit Operations ⁽⁵⁾	\$486,680	\$2,500	\$6,250	\$0
Community Contracts ⁽⁵⁾	\$284,900	\$51,550	\$61,550	\$192,544
Public Transit Administration	\$125,460	\$112,132	\$39,950	\$0
Public Transit Capital Projects Management	\$36,150	\$31,338	\$11,140	\$0
Contingencies⁽⁶⁾	\$4,776,510	\$2,019,440	\$0	\$0
Charges to Other Departments	(\$4,966,860)	(\$4,259,700)	(\$3,904,140)	(\$4,015,290)
Contributions to Equipment Replacement Reserves	(\$1,207,150)	\$0	\$0	(\$1,060,098)
Contributions to Major Maintenance Reserves	(\$83,850)	\$0	\$0	(\$73,150)
Total Ongoing Expenditures	\$35,022,861	\$28,832,591	\$24,378,404	\$23,651,627

One-Time Expenditures (by Function/Program)

General Government:				
Information Technology Services	\$123,365	\$144,985	\$121,450	\$175,054
Municipal Court	\$82,080	\$11,200	\$0	\$7,800
Revenue Management	\$30,000	\$30,000	\$50,000	\$50,309
Facilities Maintenance	\$155,500	\$155,500	\$130,990	\$214,121
Financial Services Administration	\$11,500	\$22,000	\$2,000	\$2,987
Human Resources	\$25,000	\$0	\$0	\$0
General Services Administration	\$192,120	\$8,200	\$8,900	\$6,046
Procurement & Payment Processing	\$0	\$0	\$0	\$1,378
Communications & Citizens Engagement	\$0	\$0	\$16,000	\$0
Community Plan	\$141,570	\$0	\$0	\$0
Budget Preparation & Management	\$0	\$0	\$0	\$28,867
Elections	\$300	\$27,450	\$15,612	\$169
Public Safety:				
Patrol	\$196,187	\$156,200	\$225,834	\$215,001
Police Communications & Records	\$9,300	\$3,400	\$2,000	\$3,856
Building Safety	\$12,610	\$13,200	\$9,105	\$4,991
Police Support Services	\$14,600	\$0	\$0	\$0
Police Administration	\$11,400	\$0	\$1,200	\$0



EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison (by Function/Program)

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Public Works & Streets:				
Streets Maintenance	\$166,100	\$61,200	\$53,200	\$115,449
Capital Projects Management	\$7,600	\$0	\$6,100	\$5,706
Engineering Services	\$23,280	\$13,200	\$1,280	\$0
Culture & Recreation:				
Parks Facilities & Maintenance	\$116,800	\$105,800	\$85,790	\$106,061
Special Events	\$44,300	\$44,300	\$41,915	\$44,185
Aquatics Operations & Maintenance	\$15,000	\$15,000	\$18,000	\$14,659
Economic Development:				
Economic Development	\$30,000	\$0	\$0	\$9,000
Health & Welfare:				
Wastewater Plant Operations	\$103,200	\$148,647	\$67,320	\$208,558
Wastewater Collection System	\$193,100	\$160,900	\$105,750	\$486,404
Sustainability	\$48,000	\$65,000	\$17,000	\$38,554
Wastewater Administration	\$18,300	\$1,500	\$1,500	\$9,210
Engineering Services	\$13,800	\$12,000	\$0	\$1
Wastewater Lab	\$23,000	\$28,200	\$8,200	\$4,451
Housing and Redevelopment:				
Housing	\$138,850	\$367,255	\$40,260	\$280,621
Public Transportation:				
Public Transit Operations	\$18,000	\$0	\$0	\$0
Public Transit Administration	\$0	\$2,500	\$2,500	\$0
Debt Service	\$5,829,725	\$5,725,335	\$5,725,185	\$5,726,266
Capital Improvement Projects	\$19,875,395	\$15,058,721	\$10,007,758	\$11,823,532
Total One-Time Expenditures	\$27,669,982	\$22,381,693	\$16,764,849	\$19,583,236



EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison (by Function/Program)

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Total Expenditures (by Function/Program)				
General Government:				
Information Technology Services	\$1,792,085	\$1,437,864	\$1,315,000	\$1,376,427
City Manager's Office Administration	\$875,160	\$638,850	\$610,665	\$590,781
Municipal Court	\$825,080	\$670,380	\$508,618	\$543,615
Revenue Management	\$750,880	\$711,720	\$704,712	\$661,403
Planning & Land Development Legal	\$679,590	\$721,350	\$609,480	\$688,958
Facilities Maintenance	\$809,020	\$662,070	\$586,070	\$753,207
Financial Services Administration	\$514,015	\$406,630	\$355,300	\$373,813
Human Resources	\$473,660	\$420,600	\$392,280	\$363,634
Community Development Administration	\$395,880	\$324,200	\$319,545	\$291,964
General Services Administration	\$547,415	\$569,206	\$486,690	\$584,442
City Council & Clerk Support	\$345,910	\$329,945	\$305,700	\$302,491
Procurement & Payment Processing	\$306,430	\$227,330	\$209,380	\$223,278
City Attorney's Office Administration	\$284,460	\$307,270	\$192,700	\$200,856
General Civil Legal	\$276,390	\$253,990	\$202,680	\$253,892
Communications & Citizens Engagement	\$275,450	\$282,170	\$250,530	\$224,064
Community Plan	\$416,730	\$252,030	\$234,370	\$239,632
Criminal Prosecution	\$270,950	\$254,350	\$248,540	\$236,927
Budget Preparation & Management	\$232,930	\$200,040	\$182,180	\$218,957
Geographic Information Services	\$176,370	\$168,990	\$161,005	\$160,636
Records Management	\$129,445	\$121,875	\$110,089	\$114,760
City Clerk's Office Administration & Customer Relations	\$107,740	\$99,870	\$97,830	\$97,907
Clerk Permits, Licenses, & Registrations	\$46,790	\$44,220	\$43,690	\$36,632
Grants Coordination	\$19,950	\$18,520	\$17,820	\$17,625
Elections	\$14,580	\$40,740	\$27,782	\$12,760
Public Safety:				
Patrol	\$4,482,297	\$3,602,345	\$3,676,914	\$4,164,405
Police Communications & Records	\$1,297,278	\$1,230,258	\$1,198,903	\$1,204,858
Building Safety	\$797,940	\$679,455	\$634,857	\$599,451
Investigations	\$708,934	\$621,354	\$411,244	\$320,499
Police Support Services	\$700,089	\$531,825	\$514,000	\$533,995
Police Administration	\$487,630	\$429,989	\$411,085	\$433,547
Code Enforcement	\$424,500	\$389,080	\$365,965	\$346,919
Traffic & Parking Services	\$340,260	\$280,850	\$232,430	\$242,273
Community Contracts	\$76,419	\$71,300	\$75,356	\$71,106
Public Works & Streets:				
Streets Maintenance	\$3,026,270	\$2,775,476	\$2,485,715	\$2,206,846
Capital Projects Management	\$887,970	\$724,090	\$700,680	\$604,461
Engineering Services	\$716,720	\$660,500	\$581,240	\$609,218
Transportation Services	\$270,870	\$191,350	\$145,510	\$165,367
Culture & Recreation:				
Parks Facilities & Maintenance	\$1,124,200	\$976,820	\$886,530	\$930,204
Community Contracts	\$506,031	\$485,000	\$498,553	\$484,974
Special Events	\$498,115	\$405,235	\$310,285	\$324,552
Aquatics Operations & Maintenance	\$440,230	\$429,210	\$397,895	\$324,471
Recreation Programs	\$245,110	\$228,825	\$172,430	\$193,647
Arts & Culture	\$146,770	\$122,600	\$92,211	\$106,371



EXPENDITURES & OTHER FINANCING USES SUMMARIES

continued

All Funds Comparison (by Function/Program)

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Economic Development:				
Tourism Management & Development	\$2,111,770	\$2,455,770	\$2,455,100	\$2,362,725
Economic Development	\$376,520	\$328,917	\$239,440	\$248,899
Health & Welfare:				
Wastewater Plant Operations	\$2,007,570	\$1,608,499	\$1,376,090	\$1,684,155
Wastewater Collection System	\$1,641,660	\$1,224,720	\$975,890	\$1,573,387
Sustainability	\$857,750	\$336,500	\$261,120	\$221,970
Wastewater Administration	\$703,390	\$654,580	\$630,435	\$606,599
Community Contracts	\$395,850	\$354,800	\$390,000	\$390,870
Engineering Services	\$320,470	\$318,350	\$296,650	\$285,181
Wastewater Lab	\$307,085	\$290,245	\$241,980	\$232,448
Stormwater Quality	\$189,650	\$177,920	\$174,000	\$169,834
Wastewater Capital Projects Management	\$165,745	\$153,140	\$147,636	\$148,545
Housing and Redevelopment:				
Housing	\$695,880	\$567,255	\$40,260	\$280,621
Public Transportation:				
Public Transit Operations	\$504,680	\$2,500	\$6,250	\$0
Community Contracts	\$284,900	\$51,550	\$61,550	\$192,544
Public Transit Administration	\$125,460	\$114,632	\$42,450	\$0
Public Transit Capital Projects Management	\$36,150	\$31,338	\$11,140	\$0
Debt Service	\$5,829,725	\$5,725,335	\$5,725,185	\$5,726,266
Capital Improvement Projects	\$19,875,395	\$15,058,721	\$10,007,758	\$11,823,532
Contingencies	\$4,776,510	\$2,019,440	\$0	\$0
Charges to Other Departments	(\$4,966,860)	(\$4,259,700)	(\$3,904,140)	(\$4,015,290)
Contributions to Equipment Replacement Reserves	(\$1,207,150)	\$0	\$0	(\$1,060,098)
Contributions to Major Maintenance Reserves	(\$83,850)	\$0	\$0	(\$73,150)
Total Expenditures	\$62,692,843	\$51,214,284	\$41,143,253	\$43,234,863

Other Financing Uses

Transfers to Other Funds	\$16,993,390	\$12,255,580	\$12,338,125	\$8,949,916
Payment to Refunded Bond Escrow Agent	\$9,000,000	\$0	\$0	\$0
Total Other Financing Uses	\$25,993,390	\$12,255,580	\$12,338,125	\$8,949,916

GRAND TOTAL	\$88,686,233	\$63,469,864	\$53,481,378	\$52,184,779
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⁽¹⁾Information Technology Services, Wastewater Plant Operations, and Wastewater Collection System increased due to a reinstatement of the annual funding of the equipment replacement reserve and major maintenance reserve.

⁽²⁾City Manager's Office Administration increased due to the change in City Manager and reclassification of the part-time Assistant City Manager position to a full-time Deputy City Manager.

⁽³⁾Financial Services Administration, Procurement & Payment Processing, Patrol, Building Safety, Police Support Services, Streets Maintenance, Capital Projects Management, Parks Facilities & Maintenance, and Special Events increased due to additional staffing and restructurings.

⁽⁴⁾Sustainability and Housing increased due to the expansion of programs to further the Council priorities.

⁽⁵⁾Public Transit increased due to the reinstatement of the support for the Verde Shuttle program ran by City of Cottonwood that was transferred from General Services but also covered by CARES Act funding for FY2021. It also includes the addition of a trailhead shuttle program and a micro-transit program.

⁽⁶⁾Contingencies increased due to the addition of ARPA funding and added capacity for the affordable housing program.



EXPENDITURES & OTHER FINANCING USES SUMMARIES - continued

General Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Expenditures				
10-5210 - City Council	\$212,860	\$205,195	\$183,820	\$182,005
10-5220 - City Manager's Office ⁽¹⁾	\$4,190,760	\$3,830,950	\$3,668,666	\$3,503,473
10-5221 - Human Resources	\$473,660	\$420,600	\$392,280	\$363,634
10-5222 - Financial Services ⁽²⁾	\$1,670,985	\$1,422,390	\$1,316,167	\$1,352,756
10-5230 - City Attorney's Office	\$809,610	\$808,950	\$696,000	\$766,247
10-5240 - City Clerk's Office	\$451,555	\$449,975	\$419,091	\$400,169
10-5242 - Parks & Recreation ⁽²⁾	\$1,191,945	\$1,065,860	\$890,680	\$858,999
10-5245/6 - General Services	\$2,135,735	\$2,354,944	\$1,509,759	\$1,722,788
10-5245/55 - Debt Service	\$1,034,850	\$1,034,560	\$1,034,310	\$1,034,470
10-5310 - Community Development ⁽²⁾	\$2,594,030	\$2,232,475	\$2,069,337	\$2,061,293
10-5320 - Public Works	\$4,857,470	\$4,801,476	\$4,368,613	\$4,396,870
10-5330 - Economic Development	\$376,520	\$328,917	\$239,440	\$248,899
10-5510 - Police ⁽²⁾	\$7,912,719	\$6,562,336	\$6,343,451	\$6,823,694
10-5520 - Municipal Court ⁽³⁾	\$813,880	\$649,380	\$500,918	\$530,639
Charges to Other Departments	(\$4,966,860)	(\$4,259,700)	(\$3,904,140)	(\$4,015,290)
Contributions to Equipment Replacement Reserves	(\$380,400)	\$0	\$0	(\$361,748)
Total General Fund Expenditures	\$23,379,319	\$21,908,308	\$19,728,392	\$19,868,898

Other Financing Uses

Transfer to Streets Fund	\$0	\$272,840	\$272,840	\$190,760
Transfer to Wastewater Fund	\$3,300,000	\$3,400,000	\$3,400,000	\$3,447,000
Transfer to Capital Projects Fund	\$4,350,000	\$2,165,000	\$4,213,600	\$2,902,067
Transfer to Affordable Housing Fund	\$2,296,330	\$200,000	\$200,000	\$1,100,000
Transfer to Public Transit Fund	\$224,000	\$0	\$0	\$0
Transfer to Information Technology Fund	\$48,970	\$0	\$46,420	\$27,520
Transfer to Development Impact Fees	\$200	\$0	\$0	\$27,964
Total General Fund Other Financing Uses	\$10,219,500	\$6,037,840	\$8,132,860	\$7,695,311

GRAND TOTAL	\$33,598,819	\$27,946,148	\$27,861,252	\$27,564,209
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⁽¹⁾The City Manager's Office increased due to the transfer of the Housing program from the Community Development Department and the expansion of the Sustainability program to further Council priorities.

⁽²⁾The Financial Services, Parks & Recreation, Community Development, and Police Departments increased largely due to additional staff positions and restructurings.

⁽³⁾The Municipal Court increased largely due to the addition of a facility lease for the relocation of the court.

EXPENDITURES & OTHER FINANCING USES SUMMARIES - continued

Wastewater Enterprise Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Expenditures				
59-5222 - Financial Services	\$133,270	\$123,330	\$135,405	\$124,695
59-5224 - Information Technology	\$64,865	\$71,690	\$61,445	\$90,992
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	\$392,735	\$373,160	\$352,736	\$338,873
59-5250 - Wastewater Administration	\$703,470	\$654,630	\$630,475	\$606,789
59-5255 - Wastewater Debt Service	\$4,794,875	\$4,690,775	\$4,690,875	\$4,691,796
59-5252 - Wastewater Project Management	\$93,480	\$98,330	\$91,550	\$94,853
59-5252/320 - Wastewater Capital Improvements Projects	\$3,163,000	\$1,380,000	\$1,767,722	\$3,611,498
59-5253 - Wastewater Operations ⁽¹⁾	\$3,956,315	\$3,123,465	\$2,593,960	\$3,489,991
Contributions to Equipment Replacement Reserves	(\$628,800)	\$0	\$0	(\$520,400)
Contributions to Major Maintenance Reserves	(\$83,850)	\$0	\$0	(\$73,150)
Total Wastewater Enterprise Fund Expenditures	\$12,789,360	\$10,715,380	\$10,324,168	\$12,455,937
Other Financing Uses				
Payment to Refunded Bond Escrow Agent	\$9,000,000	\$0	\$0	\$0
Total Wastewater Enterprise Fund Other Financing Uses	\$9,000,000	\$0	\$0	\$0
GRAND TOTAL	\$21,789,360	\$10,715,380	\$10,324,168	\$12,455,937

⁽¹⁾Wastewater Operations increased largely due to the reinstatement of the equipment replacement and major maintenance reserves.



INTER-FUND TRANSFERS

FY 2022 INTER-FUND TRANSFERS

Transfers Out	Transfers In							Totals
	Affordable Housing Fund	Capital Improvements Fund	Dev. Impact Fee Fund	Art in Public Places Fund	Public Transit Enterprise Fund	Wastewater Enterprise Fund	Info. Tech. Internal Service Fund	
General Fund	\$2,296,330	\$4,350,000	\$200	\$ -	\$ 224,000	\$3,300,000	\$48,970	\$10,219,500
Transportation Sales Tax Fund	-	5,027,913	-	-	1,733,930	-	-	6,761,843
Capital Improvements Fund	-	-	-	12,047	-	-	-	12,047
Totals	\$2,296,330	\$9,377,913	\$200	\$12,047	\$1,957,930	\$3,300,000	\$48,970	\$16,993,390

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

- **Funding for Affordable Housing (ongoing)** – During the fiscal year 2018-19 budget process, Council directed staff to transfer \$100,000 annually to the Affordable Housing Fund from the General Fund. The intent was to create a linkage between increases in bed tax revenues partially attributable to short-term rental activity which is believed to have had an impact on the availability of affordable housing within the City. The annual transfer was increased to \$200,000 in the fiscal year 2020-21 budget, and now increased to \$500,000 for fiscal year 2021-22.
- **Funding for Affordable Housing (one-time)** – During the fiscal year 2020-21 budget process, it was assumed the fiscal year 2018-19 General Fund surplus would be needed to cover revenue losses as a result of COVID-19. Since the surplus was not needed and a surplus was also incurred for fiscal year 2019-20, the allocation of the combined fiscal years 2018-19 and 2019-20 was directed during the fiscal year 2021-22 budget process. A portion of the surplus, \$1,796,330, was directed to be transferred to the Affordable Housing Fund to accelerate the implementation of housing program.
- **Funding for Capital Projects (ongoing)** – During the fiscal year 2018-19 budget process, Council directed staff to transfer \$1.5 million annually to the Capital Improvements Fund from the General Fund. The City relies on General Fund monies as a significant source for capital improvement project needs. The annual transfer was increased to \$2.0 million in the fiscal year 2020-21 budget, and now increased to \$2.5 million in for fiscal year 2021-22.
- **Funding for Real Estate/Land Acquisition (one-time)** – As previously discussed, during the fiscal year 2020-21 budget process, it was assumed the fiscal year 2018-19 General Fund surplus would be needed to cover revenue losses as a result of COVID-19. Since the surplus was not needed and a surplus was also incurred for fiscal year 2019-20, the allocation of the combined fiscal years 2018-19 and 2019-20 was directed during the fiscal year 2021-22 budget process. A portion of the surplus, \$1,850,000, was directed to be transferred to the Capital Improvements Fund for acquisition of real estate and/or land to be used for strategic protection of the City’s future development.
- **Funding for Sedona in Motion (SIM) projects (ongoing)** – A portion of the SIM capital improvement projects are funded with transportation sales tax monies. The fiscal year 2021-22 budget projects a transfer of \$5,027,913 from the Transportation Sales Tax Fund to the Capital Improvements Fund to cover those costs.



INTER-FUND TRANSFERS

continued

- **Development Impact Fee deficit (one-time)** – When the State Legislature made changes to the statutes regarding development impact fees, the general government fee was significantly impacted. Under the new legislation, no new general government development impact fees could be created, and any existing government development impact fees had to be reduced to cover any existing debt payments only. In addition, the general government fee could no longer be charged once the final bond payment was made. The deficit of \$200 is the result of a refund for a cancelled permit and must be covered by the General Fund.
- **1% for Arts (ongoing)** – Council policy requires 1% of all capital projects budgets to be designated for art in public places. A total of \$12,047 was budgeted in the Capital Improvements Program for transfer to the Art in Public Places Fund for this purpose.
- **Funding for Verde Lynx (ongoing)** – In accordance with an intergovernmental agreement (IGA) between the City of Cottonwood and City of Sedona, the City of Cottonwood bills the City of Sedona for the grant matching costs for the Verde Lynx, a public transit line managed and operated by the City of Cottonwood that connects Sedona and Cottonwood. All public transit costs have been consolidated in the Public Transit Enterprise Fund; however, the funding comes from unrestricted revenues in the General Fund. The fiscal year 2021-22 budget includes a transfer of \$224,000 from the General Fund to the Public Transit Enterprise Fund to cover the grant matching requirement.
- **Funding for Sedona-Owned Public Transit System (ongoing)** – A portion of the public transit operating costs and capital improvement projects are funded with transportation sales tax monies. The fiscal year 2021-22 budget projects a transfer of \$549,340 for operating costs and \$1,184,590 for capital improvement costs from the Transportation Sales Tax Fund to the Public Transit Enterprise Fund.
- **Wastewater Subsidy (ongoing)** – The City Council approved an inter-fund transfer of \$3,300,000 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.
- **Paid Parking Program (ongoing)** – The City Council has committed to 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. A portion of the program costs are reported in the Information Technology Internal Service Fund, a transfer of \$48,970 from the General Fund has been included to cover those costs with the paid parking revenues.

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 \$129 million of city sales taxes.

Since FY 1989, the Wastewater Enterprise Fund has been subsidized with over \$129 million of city sales taxes.



INTER-FUND TRANSFERS

continued

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. The future subsidies proposed in the rate study were approved and adopted in City Council Resolution No. 2020-03. The approved future subsidies are as follows:

FUTURE CITY SALES TAX SUBSIDIES

Fiscal Year	Subsidy
FY 2022-23	\$3,200,000
FY 2023-24	\$3,100,000
FY 2024-25	\$3,000,000
FY 2025-26	\$2,900,000
FY 2026-27	\$0



INTERNAL CHARGES

The fiscal year 2021-22 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	\$ -	\$ -	\$ 7,710	\$ 57,230	\$ 68,870	\$ -	\$ 1,870	\$ 4,370	\$ 140,050
City Manager's Office	(853,710)	25,190	91,830	72,060	30,240	1,420	20,100	34,290	(578,580)
Human Resources	10,250	(473,670)	18,400	40,370	43,200	4,260	3,000	7,520	(346,670)
Financial Services	46,150	27,630	(1,600,990)	139,630	32,430	4,260	16,280	32,860	(1,301,750)
Information Technology	25,630	15,810	70,400	-	-	140	12,790	24,170	148,940
City Attorney's Office	20,890	11,500	35,660	35,000	(538,640)	1,420	8,500	22,500	(403,170)
City Clerk's Office	15,600	9,280	17,130	48,120	21,600	(237,200)	3,610	40,830	(81,030)
Parks & Recreation	149,560	26,460	67,770	46,680	-	1,970	10,400	18,130	320,970
General Services	-	-	3,450	3,500	-	-	(425,350)	-	(418,400)
Community Development	75,050	44,280	116,490	193,260	142,720	141,910	21,640	72,440	807,790
Public Works	167,540	99,140	335,930	174,070	115,710	68,320	143,900	(570,910)	533,700
Economic Development	5,360	3,340	19,730	6,680	-	-	3,040	5,500	46,350
Police	235,850	145,890	293,390	742,310	37,960	10,340	92,830	218,460	1,777,030
Municipal Court	32,160	18,330	36,780	20,650	-	-	7,650	58,770	174,340
Public Transit	-	3,350	34,900	4,200	-	-	6,300	4,050	52,800
Wastewater	69,670	43,470	451,420	133,260	45,910	3,160	73,440	27,020	847,350
Totals	\$ -	\$ -	\$ -	\$1,717,020	\$ -	\$ -	\$ -	\$ -	\$1,717,020



INTERNAL CHARGES

continued

Equipment Replacement Reserves and Major Maintenance Reserve

In response to the COVID-19 financial crisis, the fiscal year 2020-21 budget suspended the set-asides for equipment replacement reserves and a wastewater major maintenance reserve. These set-asides have been reinstated in the fiscal year 2021-22 budget.

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.

The equipment replacement reserves are 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 included in the budget for the equipment replacement reserves are allocations to the departments and programs that are using the assets covered. The reserves 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 equipment 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 and may be considered for inclusion in the replacement reserve allocations in the future.

The set-asides for equipment replacement and wastewater major maintenance reserves have been reinstated for fiscal year 2021-22.



INTERNAL CHARGES

continued

Equipment Replacement Reserves and Major Maintenance Reserve (cont'd)

The following is a summary of the reserve allocations:

SUMMARY OF RESERVE ALLOCATIONS

Department	Equipment Replacement Reserves	Wastewater Major Maintenance Reserve
City Council	\$ 2,500	\$ -
Information Technology	197,950	-
General Services	4,050	-
Community Development	8,050	-
Public Works	109,950	-
Police	255,850	-
Wastewater	628,800	83,850
Totals	\$1,207,150	\$83,850





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	Public Transit Fund	Wastewater Fund	Information Technology Fund	Totals
Revenues												
Ongoing Revenues	\$37,401,755	\$1,031,890	\$93,180	\$45,770	\$4,009,580	\$438,180	\$383,560	\$690	\$116,950	\$6,931,430	\$1,649,515	\$52,102,500
One-Time Revenues	\$171,400	\$0	\$0	\$1,892,860	\$0	\$1,800,000	\$160,460	\$0	\$985,410	\$307,456	\$75,365	\$5,392,951
Contingent Revenues	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Total Revenues	\$37,573,155	\$1,031,890	\$93,180	\$2,238,630	\$4,009,580	\$2,238,180	\$544,020	\$690	\$1,102,360	\$7,238,886	\$1,724,880	\$57,795,451
Expenditures												
Ongoing Expenditures	\$21,065,222	\$1,910,760	\$557,030	\$24,750	\$115,800	\$0	\$0	\$0	\$872,290	\$5,062,735	\$1,928,764	\$31,537,351
One-Time Expenditures	\$1,109,647	\$166,100	\$0	\$166,350	\$0	\$0	\$0	\$0	\$18,000	\$381,400	\$123,365	\$1,964,862
Capital Improvement Projects	\$0	\$0	\$0	\$0	\$0	\$11,274,261	\$3,132,134	\$136,000	\$2,170,000	\$3,163,000	\$0	\$19,875,395
Debt Service	\$1,034,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,794,875	\$0	\$5,829,725
Equipment Replacement Reserve Contributions	(\$380,400)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$628,800)	(\$197,950)	(\$1,207,150)
Major Maintenance Reserve Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$83,850)	\$0	(\$83,850)
Contingency	\$550,000	\$0	\$2,100,000	\$2,026,510	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$4,776,510
Total Expenditures	\$23,379,319	\$2,076,860	\$2,657,030	\$2,217,610	\$115,800	\$11,274,261	\$3,132,134	\$136,000	\$3,060,290	\$12,789,360	\$1,854,179	\$62,692,843
Net Revenues/Expenditures	\$14,193,836	(\$1,044,970)	(\$2,563,850)	\$21,020	\$3,893,780	(\$9,036,081)	(\$2,588,114)	(\$135,310)	(\$1,957,930)	(\$5,550,474)	(\$129,299)	(\$4,897,392)
Transfers and Other Financing Sources (Uses)												
Transfer from other funds	\$0	\$0	\$2,296,330	\$0	\$0	\$9,377,913	\$200	\$12,047	\$1,957,930	\$3,300,000	\$48,970	\$16,993,390
Transfer to other funds	(\$10,219,500)	\$0	\$0	\$0	(\$6,761,843)	(\$12,047)	\$0	\$0	\$0	\$0	\$0	(\$16,993,390)
Refunding Bonds Issued	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000,000	\$0	\$9,000,000
Payment to Refunded Bond Escrow Agent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$9,000,000)	\$0	(\$9,000,000)
Net Transfers and Other Financing Sources (Uses)	(\$10,219,500)	\$0	\$2,296,330	\$0	(\$6,761,843)	\$9,365,866	\$200	\$12,047	\$1,957,930	\$3,300,000	\$48,970	\$0
Beginning Fund Balances	\$20,691,475	\$1,545,202	\$2,449,227	\$400,848	\$6,436,735	\$11,578,895	\$3,103,928	\$172,241	\$0	\$17,403,394	\$953,255	\$64,735,200
Ending Fund Balances												
Operating Reserve	\$6,603,868	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,791,135	\$0	\$8,395,003
Streets Fund Reserve	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Restricted Capital Reserve	\$0	\$0	\$0	\$0	\$1,917,109	\$2,819,796	\$3,491,239	\$220,000	\$0	\$2,105,000	\$0	\$10,553,144
Equipment Replacement Reserve	\$1,330,325	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,464,727	\$560,222	\$3,355,274
Major Maintenance Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$147,286	\$0	\$147,286
Estimated FY21 Surplus to be Allocated	\$9,702,647	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,702,647
Parking Revenue Pledged to Uptown Improvement	\$453,056	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$453,056
Remaining Available Fund Balance	\$6,575,915	\$200,232	\$2,181,707	\$421,868	\$1,651,563	\$9,088,884	(\$2,975,225)	(\$171,022)	\$0	\$9,644,772	\$312,704	\$26,931,398
Total Ending Fund Balances	\$24,665,811	\$500,232	\$2,181,707	\$421,868	\$3,568,672	\$11,908,680	\$516,014	\$48,978	\$0	\$15,152,920	\$872,926	\$59,837,808



FUND SUMMARIES

continued

All Funds Comparison

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Revenues				
Ongoing Revenues	\$52,102,500	\$37,140,316	\$49,360,324	\$40,820,806
One-Time Revenues	\$5,392,951	\$3,099,688	\$2,387,271	\$2,686,340
Contingent Revenues	\$300,000	\$275,000	\$0	\$0
Total Revenues	\$57,795,451	\$40,515,004	\$51,747,595	\$43,507,146
Expenditures				
Ongoing Expenditures	\$31,537,351	\$26,813,851	\$24,378,404	\$24,784,875
One-Time Expenditures	\$1,964,862	\$1,597,637	\$1,031,906	\$2,033,438
Capital Improvement Projects	\$19,875,395	\$15,058,721	\$10,007,758	\$11,823,532
Debt Service	\$5,829,725	\$5,725,335	\$5,725,185	\$5,726,266
Equipment Replacement Reserve Contributions	(\$1,207,150)	\$0	\$0	(\$1,060,098)
Major Maintenance Reserve Contributions	(\$83,850)	\$0	\$0	(\$73,150)
Contingency	\$4,776,510	\$2,019,440	\$0	\$0
Total Expenditures	\$62,692,843	\$51,214,984	\$41,143,253	\$43,234,863
Net Revenues/Expenditures	(\$4,897,392)	(\$10,699,980)	\$10,604,342	\$272,283
Other Financing Sources (Uses)				
Transfer from Other Funds	\$16,993,390	\$12,255,580	\$12,338,125	\$8,949,916
Transfer to Other Funds	(\$16,993,390)	(\$12,255,580)	(\$12,338,125)	(\$8,949,916)
Refunding Bonds Issued	\$9,000,000	\$0	\$0	\$0
Payment to Refunded Bond Escrow Agent	(\$9,000,000)	\$0	\$0	\$0
Total Other Financing Sources (Uses)	\$0	\$0	\$0	\$0
Beginning Fund Balances	\$64,735,200	\$50,016,470	\$54,130,858	\$53,858,575
Ending Fund Balances				
Operating Reserve	\$8,395,003	\$7,617,026	\$7,617,026	\$7,905,132
Reserve Policy	\$300,000	\$120,598	\$106,710	\$92,466
Restricted Capital Reserve	\$10,553,144	\$11,692,390	\$14,642,480	\$13,993,144
Equipment Replacement Reserve	\$3,355,274	\$2,215,378	\$2,468,884	\$2,738,334
Major Maintenance Reserve	\$147,286	\$125,636	\$89,436	\$89,436
FY19 Surplus to be Allocated	\$0	\$0	\$160,678	\$2,310,678
FY20 Surplus to be Allocated	\$0	\$0	\$3,485,643	\$3,485,643
FY21 Estimated Surplus to be Allocated	\$9,702,647	\$0	\$9,702,647	\$0
Parking Revenue Pledged to Uptown Improvement	\$453,056	\$0	\$72,321	\$0
Budget Carryovers	\$0	\$0	\$279,300	\$257,000
Remaining Available Fund Balance	\$26,931,398	\$17,545,462	\$26,110,075	\$23,259,025
Total Ending Fund Balances	\$59,837,808	\$39,316,490	\$64,735,200	\$54,130,858



FUND SUMMARIES

continued

General Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Ongoing Revenues				
City Sales Taxes	\$23,985,700	\$15,011,000	\$22,528,700	\$17,315,576
Bed Taxes	\$7,029,300	\$3,199,900	\$6,448,900	\$4,160,184
In Lieu Fees	\$525,200	\$498,000	\$512,800	\$502,647
Franchise Fees	\$851,800	\$849,600	\$838,500	\$809,674
State Shared Sales Taxes	\$1,163,600	\$985,600	\$1,163,300	\$1,067,529
Urban Revenue Sharing	\$1,349,000	\$1,375,800	\$1,477,600	\$1,336,465
Vehicle License Taxes	\$775,900	\$627,900	\$790,100	\$664,581
Other Intergovernmental	\$50,810	\$23,690	\$53,750	\$20,464
Licenses and Permits	\$334,275	\$490,150	\$319,475	\$313,929
Charges for Services	\$846,610	\$759,480	\$565,837	\$635,598
Fines and Forfeitures	\$208,300	\$208,960	\$182,050	\$181,052
Other Revenues	\$281,260	\$135,030	\$239,628	\$318,925
Total Ongoing Revenues	\$37,401,755	\$24,165,110	\$35,120,640	\$27,326,624
Ongoing Expenditures				
General Government	\$5,951,055	\$5,509,834	\$4,914,924	\$5,155,549
Public Safety	\$6,831,741	\$5,563,241	\$5,288,070	\$5,708,695
Public Works & Streets	\$1,886,130	\$2,205,256	\$2,003,653	\$1,853,177
Culture & Recreation	\$2,161,416	\$1,937,350	\$1,715,979	\$1,689,894
Economic Development	\$2,402,870	\$2,739,767	\$2,652,520	\$2,562,714
Health & Welfare	\$1,283,880	\$720,550	\$731,320	\$669,367
Public Transportation	\$60,900	\$51,550	\$60,000	\$192,544
Indirect Cost Allocations	\$487,230	\$672,510	\$733,890	\$603,500
Contingencies	\$550,000	\$844,440	\$0	\$0
Total Ongoing Expenditures	\$21,615,222	\$20,244,498	\$18,100,356	\$18,435,440
Net Ongoing	\$15,786,533	\$3,920,612	\$17,020,284	\$8,891,184
Other				
One-Time Revenues:				
Intergovernmental	\$6,300	\$0	\$19,000	\$0
Other Revenues	\$165,100	\$159,000	\$167,556	\$148,013
One-Time Expenditures:				
General Government	(\$586,370)	(\$192,150)	(\$152,502)	(\$255,176)
Public Safety	(\$215,687)	(\$110,100)	(\$200,439)	(\$199,097)
Public Works & Streets	(\$30,880)	(\$74,400)	(\$60,580)	(\$94,002)
Culture & Recreation	(\$166,100)	(\$155,100)	(\$130,705)	(\$164,906)
Economic Development	(\$30,000)	\$0	\$0	(\$9,000)
Health & Welfare	(\$48,000)	(\$65,000)	(\$17,000)	(\$38,555)
Debt Service	(\$1,034,850)	(\$1,034,560)	(\$1,034,310)	(\$1,034,470)
Net One-Time Revenues/Expenditures	(\$1,940,487)	(\$1,472,310)	(\$1,408,980)	(\$1,647,193)
Transfers:				
Transfer from Grants & Donations Funds	\$0	\$0	\$0	\$1,205,549
Transfer to Streets Fund	\$0	(\$272,840)	(\$272,840)	(\$190,760)
Transfer to Affordable Housing Fund	(\$2,296,330)	(\$200,000)	(\$200,000)	(1,100,000)
Transfer to Capital Improvements Fund	(\$4,350,000)	(\$2,165,000)	(\$4,213,600)	(\$2,902,067)
Transfer to Development Impact Fee Funds	(\$200)	\$0	\$0	(\$27,964)
Transfer to Public Transit Fund	(\$224,000)	\$0	\$0	\$0
Transfer to Wastewater Fund	(\$3,300,000)	(\$3,400,000)	(\$3,400,000)	(\$3,447,000)
Transfer to Information Technology Fund	(\$48,970)	\$0	(\$46,420)	(\$27,520)
Net Transfers	(\$10,219,500)	(\$6,037,840)	(\$8,132,860)	(\$6,489,762)
Beginning Fund Balance	\$20,691,475	\$11,696,653	\$13,245,531	\$12,129,554
Equipment Replacement Reserve				
Reserve Contributions	\$380,400	\$0	\$0	\$361,748
Equipment Purchases	(\$32,610)	(\$32,500)	(\$32,500)	\$0
Net Contribution to Equipment Replacement Reserve	\$347,790	(\$32,500)	(\$32,500)	\$361,748
Ending Fund Balances				
Operating Reserve ⁽¹⁾	\$6,603,868	\$6,118,351	\$6,118,351	\$6,187,349
Equipment Replacement Reserve	\$1,330,325	\$983,967	\$982,535	\$1,015,035
FY19 Surplus to be Allocated	\$0	\$0	\$160,678	\$2,310,678
FY20 Surplus to be Allocated	\$0	\$0	\$3,485,643	\$3,485,643
FY21 Estimated Surplus to be Allocated	\$9,702,647	\$0	\$9,702,647	\$0
Prepaid Balance	\$0	\$0	\$0	\$29,826
Parking Revenues Pledged to Uptown Improvements	\$453,056	\$0	\$72,321	\$0
Budget Carryovers	\$0	\$0	\$169,300	\$217,000
Remaining Available Fund Balance	\$6,575,915	\$972,297	\$0	\$0
Total Ending Fund Balances	\$24,665,811	\$8,074,615	\$20,691,475	\$13,245,531

⁽¹⁾Operating reserve is 30% of operating expenditures.



FUND SUMMARIES
continued

Streets Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Ongoing Revenues				
Intergovernmental	\$1,024,000	\$919,200	\$1,064,400	\$922,699
Other Revenues	\$7,890	\$13,860	\$18,320	\$33,985
Total Ongoing Revenues	\$1,031,890	\$933,060	\$1,082,720	\$956,684
Ongoing Expenditures⁽¹⁾				
Streets Rehabilitation/Pavement Preservation	\$1,150,000	\$1,150,000	\$920,000	\$872,776
Other Streets Maintenance	\$396,060	\$0	\$0	\$0
Storm Clean-Up	\$62,970	\$0	\$0	\$0
Traffic Control	\$220,290	\$0	\$95,000	\$0
Internal Charges	\$81,440	\$55,980	\$52,100	\$51,880
Total Ongoing Expenditures	\$1,910,760	\$1,205,980	\$1,067,100	\$924,656
Net Ongoing	(\$878,870)	(\$272,920)	\$15,620	\$32,028
Other				
One-Time Revenues:				
Intergovernmental	\$0	\$0	\$0	\$231,444
Other	\$0	\$0	\$0	\$57
One-Time Expenditures:				
Other Streets Maintenance	(\$166,100)	\$0	\$0	\$0
Net One-Time Revenues/Expenditures	(\$166,100)	\$0	\$0	\$231,501
Transfer from General Fund ⁽²⁾	\$0	\$272,840	\$272,840	\$190,760
Beginning Fund Balance	\$1,545,202	\$1,010,683	\$1,256,742	\$802,453
Ending Fund Balances				
New Recommended Reserve Policy ⁽²⁾	\$300,000	\$0	\$0	\$0
Reserve Policy - 10% of expenditures	\$0	\$120,598	\$106,710	\$92,466
Remaining Available Fund Balance	\$200,232	\$890,005	\$1,438,492	\$1,164,276
Total Ending Fund Balances	\$500,232	\$1,010,603	\$1,545,202	\$1,256,742

⁽¹⁾The fiscal year 2021-22 budget included a recommendation to centralize all streets related costs in the Streets Fund. Approximately, \$800,000 in costs have been moved from the General Fund.

⁽²⁾A change in fund balance policy was recommended. The average streets rehabilitation/pavement preservation costs are approximately \$1.1 million per year based on a target of an average of 4.5-5.0 miles per year. Each year, the number of miles maintained may vary based on economies of scale by performing streets maintenance in sections that make the most sense. The estimated highest cost in one year is approximately \$1.4M. The difference in estimated highest cost and estimated average annual costs is approximately \$300,000. Calculation of annual General Fund subsidies were adjusted based on maintaining the required reserve.



FUND SUMMARIES

continued

Affordable Housing Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Ongoing Revenues				
Intergovernmental	\$69,550	\$0	\$0	\$0
Other Revenues	\$23,630	\$6,280	\$20,240	\$38,627
Total Ongoing Revenues	\$93,180	\$6,280	\$20,240	\$38,627
Expenditures				
City Manager's Office	\$557,030	\$0	\$0	\$0
Community Development	\$0	\$200,000	\$0	\$0
Total Ongoing Expenditures	\$557,030	\$200,000	\$0	\$0
One-Time Expenditures				
Net Ongoing	(\$463,850)	(\$193,720)	\$20,240	38,627
Other				
One-Time Revenues:				
In Lieu Fees	\$0	\$199,000	\$199,000	\$0
One-Time Expenditures:				
Community Development	\$0	(\$20,555)	(\$35,000)	(\$65,559)
Contingency Placeholder	(\$2,100,000)	(\$800,000)	\$0	\$0
Net One-Time Revenues/Expenditures	(\$2,100,000)	(\$621,555)	\$164,000	(\$65,559)
Transfer from General Fund	\$2,296,330	\$200,000	\$200,000	\$1,100,000
Beginning Fund Balance	\$2,449,227	\$1,910,019	\$2,064,987	\$991,919
Ending Fund Balances				
Total Ending Fund Balances	\$2,181,707	\$1,294,744	\$2,449,227	\$2,064,987



FUND SUMMARIES

continued

Grants & Donations Funds

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Ongoing Revenues				
Intergovernmental	\$2,900	\$26,000	\$29,100	\$9,490
Charges for Services	\$1,000	\$1,400	\$800	\$956
Fines & Forfeitures	\$23,800	\$23,700	\$22,700	\$21,773
Contributions & Donations	\$16,800	\$27,950	\$8,670	\$25,029
Other Revenues	\$1,270	\$1,380	\$1,210	\$3,900
Total Grants & Donations Funds Revenues	\$45,770	\$80,430	\$62,480	\$61,148
Ongoing Expenditures				
Parks & Recreation	\$12,950	\$17,500	\$550	\$11,759
General Services	\$800	\$21,300	\$800	\$955
Police	\$11,000	\$14,000	\$10,110	\$15,992
Total Ongoing Expenditures	\$24,750	\$52,800	\$11,460	\$28,706
Net Ongoing	\$21,020	\$27,630	\$51,020	\$32,442
Other				
One-Time Revenues:				
Intergovernmental ⁽¹⁾	\$1,892,860	\$442,900	\$41,460	\$1,426,799
Contingency Placeholder	\$300,000	\$275,000	\$0	\$0
One-Time Expenditures:				
Community Development	(\$138,850)	(\$346,700)	(\$5,260)	(\$215,062)
Police	(\$27,500)	(\$86,200)	(\$61,200)	(\$24,752)
Municipal Court	\$0	(\$11,200)	\$0	(\$6,191)
Capital Improvement Projects	\$0	(\$254,673)	\$0	\$0
Contingency Placeholder	(\$2,026,510)	(\$275,000)	\$0	\$0
Net One-Time Revenues/Expenditures	\$0	(\$255,873)	(\$25,000)	\$1,180,794
Transfers:				
Transfer to General Fund	\$0	\$0	\$0	(\$1,205,549)
Net Transfers	\$0	\$0	\$0	(\$1,205,549)
Beginning Fund Balance	\$400,848	\$422,892	\$374,828	\$367,141
Ending Fund Balances				
Total Ending Fund Balances	\$421,868	\$194,649	\$400,848	\$374,828

⁽¹⁾Includes an estimate of \$1,726,510 for American Rescue Plan Act (ARPA) funding for the fiscal year 2021-22 budget and \$1,186,985 of Coronavirus Aid, Relief, and Economic Security (CARES) Act funding in the fiscal year 2019-20 actuals.



FUND SUMMARIES

continued

Transportation Sales Tax Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Ongoing Revenues				
City Sales Taxes	\$3,985,700	\$2,498,500	\$3,720,400	\$2,804,003
Intergovernmental	\$0	\$70,000	\$0	\$0
Other Revenues	\$23,880	\$36,300	\$51,070	\$135,030
Total Ongoing Revenues	\$4,009,580	\$2,604,800	\$3,771,470	\$2,939,033
Ongoing Expenditures				
Public Works & Streets	\$115,800	\$116,130	\$88,430	\$42,018
Indirect Cost Allocations	\$0	\$10,620	\$0	\$0
Total Ongoing Expenditures	\$115,800	\$126,750	\$88,430	\$42,018
Net Ongoing	\$3,893,780	\$2,478,050	\$3,683,040	\$2,897,015
Other				
Transfers:				
Transfer to Capital Improvements Fund	(\$5,027,913)	(\$6,179,632)	(\$4,126,009)	\$0
Transfer to Public Transit Fund	(\$1,733,930)	\$0	(\$61,390)	\$0
Net Transfers	(\$6,761,843)	(\$6,179,632)	(\$4,187,399)	\$0
Beginning Fund Balance	\$6,436,735	\$6,797,718	\$6,941,094	\$4,044,079
Ending Fund Balances				
Capital Reserves	\$1,917,109	\$2,955,786	\$6,097,503	\$6,179,632
Remaining Available Fund Balance	\$1,651,563	\$140,350	\$339,232	\$761,462
Total Ending Fund Balances	\$3,568,672	\$3,096,136	\$6,436,735	\$6,941,094



FUND SUMMARIES

continued

Capital Improvements Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Ongoing Revenues				
Intergovernmental	\$300,000	\$0	\$85,000	\$375,000
Other Revenues	\$138,180	\$214,000	\$130,440	\$278,161
Total Ongoing Revenues	\$438,180	\$214,000	\$215,440	\$653,161
Other				
One-Time Revenues:				
Intergovernmental	\$1,700,000	\$953,454	\$1,016,835	\$52,761
Contributions & Donations	\$100,000	\$67,000	\$67,000	\$50,000
Other Revenues	\$0	\$0	\$0	\$107
One-Time Expenditures:				
Court Project	\$0	(\$365,411)	\$0	\$0
Information Technology Project	(\$200,000)	(\$200,000)	\$0	\$0
Parks Projects	(\$391,537)	(\$214,580)	(\$37,886)	(\$58,981)
Police Projects	(\$1,071,645)	(\$638,170)	(\$59,654)	(\$170,476)
Public Works Projects	(\$1,900,000)	(\$345,000)	(\$2,213,600)	(\$60,538)
Sedona in Motion Projects	(\$5,758,579)	(\$6,498,693)	(\$3,295,592)	(\$5,365,712)
Streets & Transportation Projects	(\$1,607,500)	(\$2,416,660)	(\$1,216,660)	(\$150,803)
Storm Drainage Projects	(\$345,000)	(\$1,316,118)	(\$1,118,578)	(\$1,570,615)
Net One-Time Revenues/Expenditures	(\$9,474,261)	(\$10,974,178)	(\$6,858,135)	(\$7,274,257)
Transfers:				
Transfer from General Fund	\$4,350,000	\$2,165,000	\$4,213,600	\$2,902,067
Transfer from Transportation Sales Tax Fund	\$5,027,913	\$6,179,632	\$4,126,009	\$0
Transfer from Development Impact Fee Funds	\$0	\$0	\$0	\$27,672
Transfer to Art in Public Places Fund	(\$12,047)	(\$38,108)	(\$17,866)	(\$21,384)
Net Transfers	\$9,365,866	\$8,306,524	\$8,321,743	\$2,908,355
Beginning Fund Balance	\$11,578,895	\$9,671,279	\$9,899,847	\$13,612,588
Ending Fund Balances				
Capital Reserve	\$2,819,796	\$2,763,936	\$2,763,936	\$4,641,373
Remaining Available Fund Balance	\$9,088,884	\$4,453,689	\$8,814,959	\$5,258,474
Total Ending Fund Balances	\$11,908,680	\$7,217,625	\$11,578,895	\$9,899,847



FUND SUMMARIES

continued

Development Impact Fees Funds

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Development Impact Fees	\$346,300	\$171,400	\$341,704	\$258,836
Other Revenues	\$37,260	\$37,540	\$36,970	\$69,768
Total Ongoing Revenues	\$383,560	\$208,940	\$378,674	\$328,604

Other

One-Time Revenues:				
Development Impact Fees	\$160,460	\$423,800	\$274,820	\$219,761
Other Revenues	\$0	\$0	\$0	\$52
One-Time Expenditures:				
Miscellaneous Capital Outlay	\$0	\$0	\$0	(\$27,153)
Parks Projects	(\$122,463)	(\$157,792)	(\$7,748)	(\$482)
Police Projects	(\$92,975)	(\$385,367)	(\$70,093)	(\$103,478)
Sedona in Motion Projects	(\$2,916,696)	(\$859,358)	(\$193,325)	(\$647,837)
Storm Drainage Projects	\$0	(\$1,900)	(\$1,900)	(\$83,112)
Net One-Time Revenues/Expenditures	(\$2,971,674)	(\$980,617)	\$1,754	(\$642,249)
Transfers:				
Transfer from General Fund	\$200	\$0	\$0	\$27,964
Transfer to Capital Improvements Fund	\$0	\$0	\$0	(\$27,672)
Net Transfers	\$200	\$0	\$0	\$292
Beginning Fund Balance	\$3,103,928	\$2,544,345	\$2,723,500	\$3,036,853

Ending Fund Balances

Capital Reserve	\$3,491,239	\$1,772,668	\$2,482,041	\$1,404,417
Remaining Available Fund Balance ⁽¹⁾	(\$2,975,225)	\$ -	\$621,887	\$1,319,083
Total Ending Fund Balances	\$516,014	\$1,772,668	\$3,103,928	\$2,723,500

⁽¹⁾The development impact fee study is based on assumptions of fee collections over a 10-year period. Since many of the projects are front-loaded in the early portion of the 10-year period, the fees covering these costs will not be available until after costs are incurred. Loans may be necessary to cover deficit balances. Since CIP projects frequently do not move forward as quickly as budgeted, the extent of the deficits may not be as significant as they appear.



FUND SUMMARIES

continued

Art in Public Places Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Ongoing Revenues				
Other Revenues	\$690	\$1,250	\$1,770	\$3,470
Total Ongoing Revenues	\$690	\$1,250	\$1,770	\$3,470
Other				
One-Time Revenues:				
Other Revenues	\$0	\$0	\$0	\$8
One-Time Expenditures:				
Capital Improvement Projects	(\$136,000)	\$0	\$0	\$0
Net One-Time Revenues/Expenditures	(\$136,000)	\$0	\$0	\$8
Transfers:				
Transfers from Capital Projects Funds	\$12,047	\$38,108	\$17,866	\$21,384
Beginning Fund Balance	\$172,241	\$150,931	\$152,605	\$127,743
Ending Fund Balances				
Capital Reserves	\$220,000	\$300,000	\$136,000	\$0
Remaining Available Fund Balance ⁽¹⁾	(\$171,022)	(\$109,711)	\$36,241	\$152,605
Total Ending Fund Balances	\$48,978	\$190,289	\$172,241	\$152,605

⁽¹⁾The estimated ending fund balance for fiscal year 2021-22 will not be sufficient for the continuation of the Art in the Roundabouts project proposed in fiscal year 2022-23. As discussed in the fiscal year 2020-21 budget process, Council directed to move forward with all of the remaining roundabouts and rely on loans to the Art in Public Places Fund to cover any deficits.



FUND SUMMARIES
continued

Public Transit Enterprise Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Ongoing Revenues				
Intergovernmental	\$66,400	\$0	\$0	\$0
Charges for Services	\$50,550	\$0	\$0	\$0
Total Ongoing Revenues	\$116,950	\$0	\$0	\$0
Ongoing Expenditures				
Administration	\$108,850	\$101,513	\$39,950	\$0
Operations	\$677,020	\$2,500	\$7,800	\$0
Capital Projects Management	\$33,620	\$31,338	\$11,140	\$0
Internal Charges	\$52,800	\$0	\$0	\$0
Total Ongoing Expenditures	\$872,290	\$135,351	\$58,890	\$0
Net Ongoing	(\$755,340)	(\$135,351)	(\$58,890)	\$0
Other				
One-Time Revenues:				
Intergovernmental	\$985,410	\$0	\$0	\$0
One-Time Expenditures:				
Administration	\$0	(\$2,500)	(\$2,500)	\$0
Operations	(\$18,000)	\$0	\$0	\$0
Capital Improvement Projects	(\$2,170,000)	\$0	\$0	\$0
Net One-Time Revenues/Expenditures	(\$1,202,590)	(\$2,500)	(\$2,500)	\$0
Transfers:				
Transfer from General Fund	\$224,000	\$0	\$0	\$0
Transfer from Transportation Sales Tax Fund	\$1,733,930	\$0	\$61,390	\$0
Net Transfers	\$1,957,930	\$0	\$61,390	\$0
Beginning Fund Balance	\$0	\$0	\$0	\$0
Ending Fund Balances⁽¹⁾				
Total Ending Fund Balances	\$0	(\$137,851)	\$0	\$0

⁽¹⁾Since the Public Transit Fund will be primarily reliant on grant funding and transfers from the Transportation Sales Tax Fund, recommendations for an operating reserve policy and a debt service reserve policy will be developed later when the funding plan is more fully developed. A plan for an equipment replacement reserve for the Public Transit Fund will be developed with consideration for matching portion of future asset replacements.



FUND SUMMARIES

continued

Wastewater Enterprise Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
Ongoing Revenues				
Charges for Services	\$6,045,390	\$6,176,500	\$5,883,330	\$6,009,588
Fines and Forfeitures	\$47,500	\$55,800	\$39,450	\$23,339
Capacity Fees	\$625,900	\$615,300	\$664,400	\$589,689
Other Revenues	\$212,640	\$194,280	\$222,030	\$448,653
Total Ongoing Revenues	\$6,931,430	\$7,041,880	\$6,809,210	\$7,071,269
Ongoing Expenditures				
Wastewater Administration	\$233,090	\$217,330	\$210,075	\$211,608
Wastewater Operations	\$3,232,555	\$2,428,128	\$2,072,970	\$2,478,266
Public Works Engineering Services	\$238,980	\$237,700	\$238,150	\$224,830
Capital Projects Management	\$125,135	\$126,070	\$121,686	\$123,676
Contingencies	\$100,000	\$100,000	\$0	\$0
Indirect Cost Allocations/Departmental Allocations:				
Information Technology	\$215,305	\$226,830	\$215,885	\$161,952
Human Resources	\$52,570	\$45,100	\$42,370	\$39,460
Financial Services	\$203,650	\$179,230	\$163,580	\$196,690
Utility Billing	\$381,170	\$362,530	\$346,445	\$321,807
General Services	\$79,030	\$75,810	\$75,980	\$49,970
City Manager	\$84,250	\$59,270	\$56,870	\$54,990
City Clerk	\$3,160	\$11,180	\$10,200	\$5,530
City Attorney	\$156,680	\$162,170	\$48,610	\$52,520
Facilities Maintenance	\$31,160	\$29,010	\$26,980	\$29,560
Total Ongoing Expenditures	\$5,136,735	\$4,260,358	\$3,629,801	\$3,950,859
Net Ongoing	\$1,794,695	\$2,781,522	\$3,179,409	\$3,120,410
Other				
One-Time Revenues:				
Charges for Services	\$1,600	\$0	\$4,000	\$10,519
Capacity Fees	\$305,856	\$977,800	\$739,400	\$407,869
Other	\$0	\$0	\$0	\$296
One-Time Expenditures:				
Wastewater Administration	(\$18,300)	(\$1,500)	(\$1,500)	(\$9,211)
Wastewater Operations	(\$217,300)	(\$237,147)	(\$92,670)	(\$699,414)
Public Works Engineering Services	(\$13,800)	(\$12,000)	\$0	\$0
Financial Services	(\$30,000)	(\$30,000)	(\$50,000)	(\$50,309)
Information Technology	\$0	(\$3,000)	(\$3,000)	(\$36,400)
Capital Improvement Projects	(\$3,163,000)	(\$1,380,000)	(\$1,767,722)	(\$3,611,498)
Debt Service	(\$4,794,875)	(\$4,690,775)	(\$4,690,875)	(\$4,691,796)
Net One-Time Revenues/Expenditures	(\$7,929,819)	(\$5,376,622)	(\$5,862,367)	(\$8,679,944)
Transfers and Other Financing Sources (Uses):				
Transfer from General Fund	\$3,300,000	\$3,400,000	\$3,400,000	\$3,447,000
Refunding Bonds Issued	\$9,000,000	\$0	\$0	\$0
Payment to Refunded Bond Escrow Agent	(\$9,000,000)	\$0	\$0	\$0
Net Transfers and Other Financing Sources (Uses)	\$3,300,000	\$3,400,000	\$3,400,000	\$3,447,000
Beginning Fund Balance	\$17,403,394	\$15,161,724	\$16,774,952	\$18,293,936
Equipment Replacement Reserve				
Reserve Contributions	\$628,800	\$0	\$0	\$520,400
Equipment Purchases	(\$102,000)	(\$100,600)	(\$88,600)	\$0
Net Contribution to Equipment Replacement Reserve	\$526,800	(\$100,600)	(\$88,600)	\$520,400
Major Maintenance Reserve				
Reserve Contributions	\$83,850	\$0	\$0	\$73,150
Major Maintenance Costs	(\$26,000)	\$0	\$0	\$0
Net Contribution to Major Maintenance Reserve	\$57,850	\$0	\$0	\$73,150
Ending Fund Balances				
Operating Reserve ⁽¹⁾	\$1,791,135	\$1,498,675	\$1,498,675	\$1,687,957
Capital Improvements Reserve	\$2,105,000	\$3,900,000	\$3,163,000	\$1,767,722
Equipment Replacement Reserve	\$1,464,727	\$858,159	\$937,927	\$1,026,527
Major Maintenance Reserve	\$147,286	\$125,636	\$89,436	\$89,436
Budget Carryovers	\$0	\$0	\$80,000	\$40,000
Remaining Available Fund Balance	\$9,644,772	\$9,483,554	\$11,634,356	\$12,163,310
Total Ending Fund Balances	\$15,152,920	\$15,866,024	\$17,403,394	\$16,774,952

⁽¹⁾Operating reserve is 33.3% of operating expenditures.



FUND SUMMARIES
continued

Information Technology Internal Service Fund

	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals
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Ongoing Revenues

Internal Cost Charges	\$1,644,655	\$1,681,636	\$1,691,510	\$1,428,186
Charges for Services	\$400	\$700	\$400	\$503
Other Revenue	\$7,460	\$3,230	\$6,770	\$13,497
Total Ongoing Revenues	\$1,652,515	\$1,685,566	\$1,698,680	\$1,442,186

Ongoing Expenditures

Information Technology Services	\$1,346,195	\$1,042,630	\$960,540	\$1,049,227
Geographic Information Systems	\$154,050	\$149,490	\$143,140	\$141,280
Departmental Direct Allocations	\$148,539	\$138,675	\$126,257	\$95,779
Indirect Cost Allocations	\$144,830	\$118,960	\$110,330	\$116,910
Total Ongoing Expenditures	\$1,793,614	\$1,449,755	\$1,340,267	\$1,403,196

Net Ongoing	(\$141,099)	\$235,811	\$358,413	\$38,990
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Other

One-Time Revenues:				
Internal Cost Charges	\$72,365	\$75,734	\$57,200	\$138,654
One-Time Expenditures:				
Information Technology Services	(\$72,365)	(\$75,734)	(\$52,200)	(\$138,654)
Departmental Direct Allocations	\$0	\$0	(\$5,000)	\$0
Net One-Time Revenues/Expenditures	\$0	\$0	\$0	\$0
Transfer from General Fund	\$48,970	\$0	\$46,420	\$27,520
Beginning Fund Balance	\$953,255	\$650,226	\$696,772	\$452,312

Equipment Replacement Reserve

Reserve Contributions	\$197,950	\$0	\$0	\$177,950
Equipment Purchases	(\$186,150)	(\$148,350)	(\$148,350)	\$0
Net Use of Operating Revenues	\$11,800	(\$148,350)	(\$148,350)	\$177,950

Ending Fund Balances

Equipment Replacement Reserve	\$560,222	\$373,252	\$548,422	\$696,772
Budget Carryovers	\$0	\$0	\$30,000	\$0
Remaining Available Fund Balance ⁽¹⁾	\$312,704	\$364,435	\$374,833	\$0
Total Ending Fund Balances	\$872,926	\$737,687	\$953,255	\$696,772

⁽¹⁾The remaining available fund balance will be added to the equipment replacement reserve.

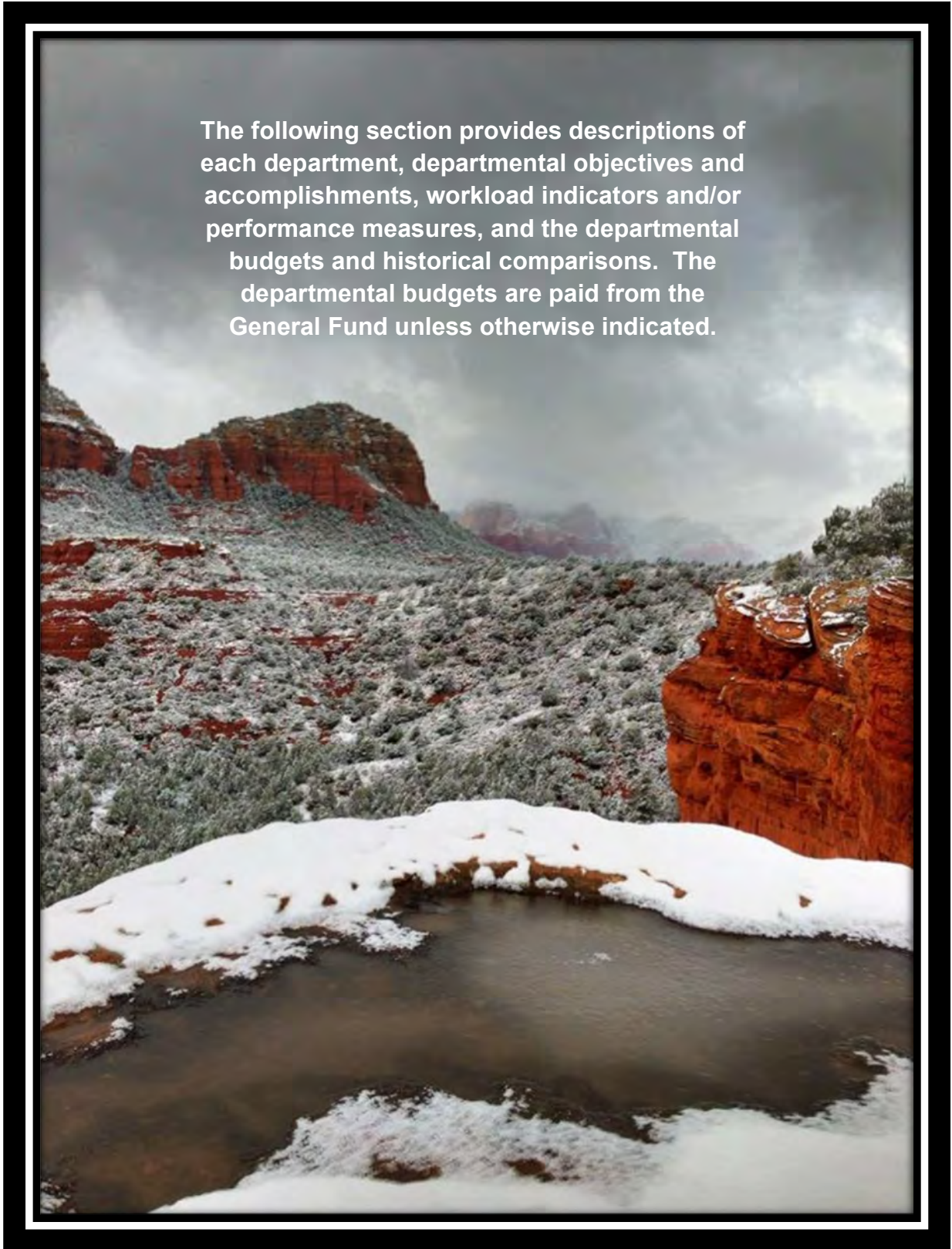




Departmental Budgets

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

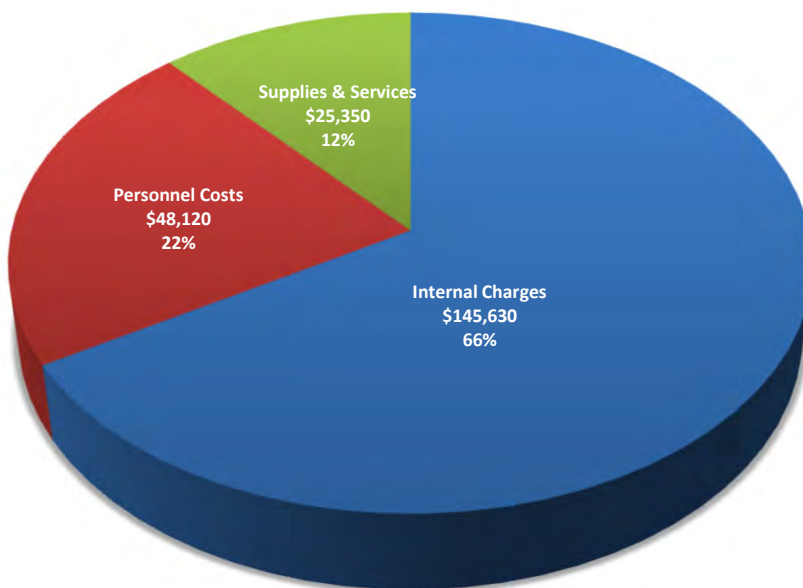
Mission Statement

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.

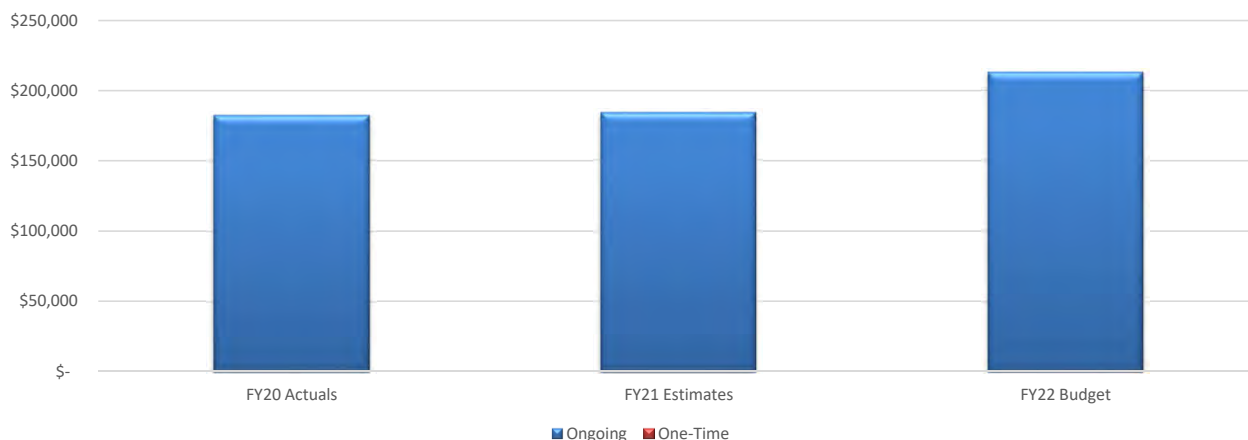
Description

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 2022 PROGRAM EXPENDITURES: \$212,860



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



CITY COUNCIL – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 48,560	23%	\$ 48,200	\$ 44,410	\$ 47,888
Supplies & Services	21,750	10%	17,175	8,990	11,527
Subtotal Direct Costs	\$ 70,310	33%	\$ 65,375	\$ 53,400	\$ 59,415
Internal Charges	142,550	67%	139,820	130,420	122,590
Total Expenditures	\$ 212,860	100%	\$ 205,195	\$ 183,820	\$ 182,005
Expenditures by Fund					
General Fund Portion	\$ 212,860	100%	\$ 205,195	\$ 183,820	\$ 182,005
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 74,501	35%	\$ 71,818	\$ 64,337	\$ 63,702
Estimated Visitor Generated	\$ 138,359	65%	\$ 133,377	\$ 119,483	\$ 118,303
Employee Time Allocation (FTEs) (Budgeted)	7.00		7.00		7.00

FY 2021 Accomplishments

Overall City Value - Fiscal Sustainability:

- * Approved a balanced budget.

Council Priorities:

- * Continued improvements to storm water drainage system.
- * Hosted the 11th Annual Citizens Academy.
- * Reviewed, approved, and completed some of the Sedona In Motion transportation projects.
- * Approved updates to the Community Development fee schedule.
- * Responded to COVID-19 pandemic including collaboration with other government agencies, implementation of restrictions, and community outreach and aid.

FY 2022 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.
- * Continued working 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.
- * Evaluate solutions for parking congestion on streets near trailheads.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
City Council communications reviewed	135	130	140	112	150
Public meetings held	50	48	50	50	59
Hours spent in City Council meetings	150	150	150	128	168

Overall City Value - Fiscal Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Expenditures per capita: All General Fund services (ICMA Benchmark 2016-2018)	\$879 (all) / \$1,131 (cities under 30,000 pop.)	\$2,097	\$1,856	\$1,745	\$1,797	1754
Expenditures per capita + annualized visitor population: All General Fund services		\$1,025	\$948	\$853	\$891	881



**CITY COUNCIL
Continued**

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
General Fund					
10-5210-01 - Administration					
Personnel (ongoing)	\$48,560	\$48,200	\$44,410	\$47,888	Current Year Under Budget: A former Councilor stopped his monthly stipend for approximately half the fiscal year.
Supplies & Services (ongoing)	\$21,750	\$17,175	\$8,990	\$11,527	Budget Increase: Reinstated League Conference costs.
Direct Costs (Ongoing) Subtotal	\$70,310	\$65,375	\$53,400	\$59,415	
Internal Charges	\$142,550	\$139,820	\$130,420	\$122,590	
Administration Total	\$212,860	\$205,195	\$183,820	\$182,005	



CITY COUNCIL
Continued

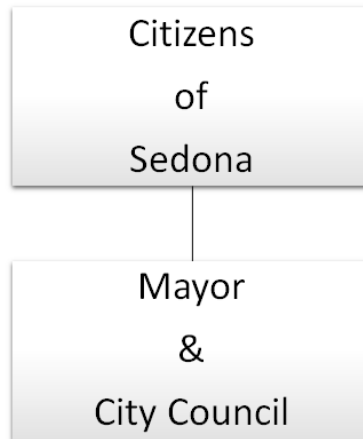
POSITIONS SUMMARY

Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 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	FY22 FTE	FY21 FTE	FY20 FTE	FY19 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

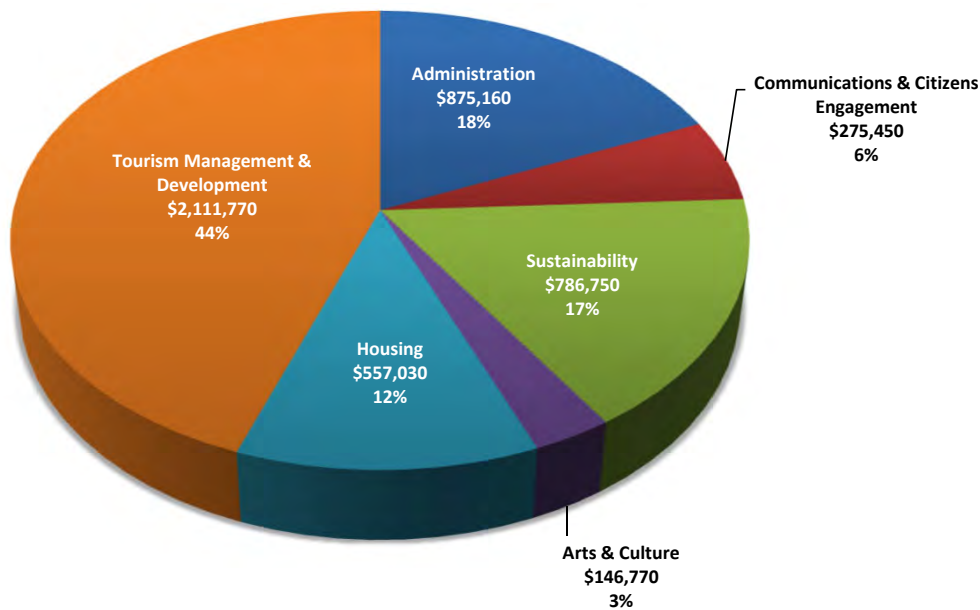
To assist departments and City Council in meeting performance goals by fostering an organizational environment that encourages a commitment to teamwork and delivery of quality municipal services to external customers (residents) and internal customers (employees).

Description

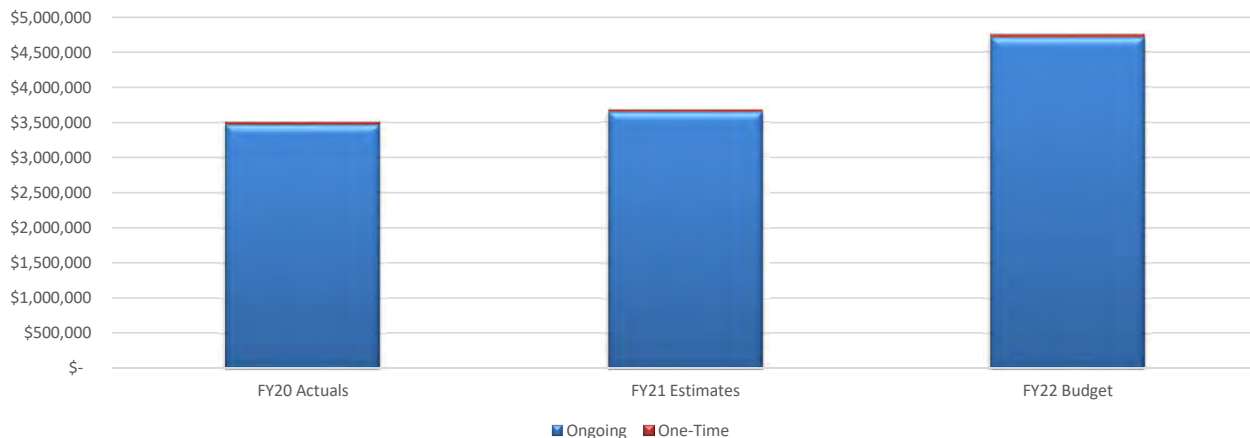
The City Manager's Office is responsible for the following program areas:

- * Administration
- * Communications and Citizen Engagement
- * Arts and Culture
- * Tourism Management and Development
- * Sustainability
- * Transit (this program is presented separately in the budget)
- * Housing

FY 2022 PROGRAM EXPENDITURES: \$4,752,930



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



CITY MANAGER'S OFFICE – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 690,860	79%	\$ 489,870	\$ 484,770	\$ 481,624
Supplies & Services	42,450	5%	34,580	17,275	12,388
Subtotal Direct Costs	\$ 733,310	84%	\$ 524,450	\$ 502,045	\$ 494,011
Internal Charges	141,850	16%	114,400	108,620	96,770
Total Expenditures	\$ 875,160	100%	\$ 638,850	\$ 610,665	\$ 590,781
Expenditures by Fund					
General Fund Portion	\$ 875,160	100%	\$ 638,850	\$ 610,665	\$ 590,781
Funding Sources					
Allocations to Other Departments	\$ 875,160	100%	\$ 638,850	\$ 610,665	\$ 590,781
Employee Time Allocation (FTEs) (Budgeted)					
	4.00		3.40		3.40

The Administration program consists of the City Manager, Deputy City Manager, Assistant to the City Manager and Executive 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 March 2021, the Assistant City Manager / Community Development Director was appointed to City Manager. Recruitment for the Deputy City Manager began in February 2021, while a reorganization to address span of control challenges concurrently took place.

FY 2021 Accomplishments

Overall City Value - Good Governance:

- * Oversaw and/or directly led City Council Priorities.
- * Responded to COVID-19 pandemic including collaboration with other government agencies, implementation of restrictions, and community outreach and aid.

Council Priority - Complete Various Traffic Improvements:

- * Continued development and execution of Sedona in Motion projects, including the completion of Uptown roadway improvements and significant progress on bike/pedestrian plans.
- * Continued implementation of the Greater Sedona/Oak Creek Canyon Transit System Development and Implementation Plan in coordination with surrounding jurisdictions. Transit Administrator was recruited and onboarded, partially funded through a Federal Transit Administration 5311 grant.

Council Priority - Affordable Housing:

- * Continued efforts to implement the Housing Needs Assessment and Action Plan, including exploration of partnership with Northern Arizona Housing Solutions and advancing staffing plans.

Council Priority - Environmental Stewardship:

- * Continued implementation of strategies from the Municipal Sustainability Plan to improve the City's internal sustainability and finalized Climate Action Plan.

Council Priority - Sustainable Tourism:

- * Continued implementation of Sustainable Tourism Plan, which involved the active participation of Sedona residents, community groups, businesses, and visitors.

Council Priority - Communications:

- * Continued to implement ongoing efforts at communication improvements, including execution of communications plans on high profile projects and completion of a community survey.

Council Priority - Short-Term Rentals:

- * Implemented program to collect emergency contact information from owners and launched hotline for short term rental issues.



CITY MANAGER'S OFFICE – Administration
continued

FY 2022 Objectives

Council Priority - Complete Various Traffic Improvements:

- * Continue development and execution of Sedona in Motion projects, particularly projects 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, and explore extension of transportation sales tax.

Council Priority - Trailhead Congestion/Impact to Neighborhoods:

- * Consider strategies for future mitigation of increased neighborhood impacts of trailhead parking and off-highway vehicle (OHV) use.

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 policy related to lodging and housing/affordable housing units, as well as land acquisition for future needs.

Council Priority - Economic Diversification:

- * Continue to expand and implement economic diversification strategies including staffing and broadband efforts.

Council Priority - Environmental Stewardship:

- * Continue to implement strategies, policies, projects, and programming to enhance municipal operations and community-wide sustainability.

Council Priority - Short-Term Rentals:

- * Continue to improve compliance with emergency contact registration requirements, and analyze reported issues and complaints to consider possible additional changes to the City Code.

Council Priority - Communications:

- * Continue to implement communication improvements, including identification of larger projects for increased public relations through professional firms as part of project costs.

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 - Emergency Management:

- * Enhance strategies to mitigate, prepare for, respond to, and recover from emergencies.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
City Council agenda bill items reviewed	135	140	140	112	142
Adopted Council Priorities	13	16	13	16	19

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
% of City Council annual priority goals completed by established deadlines		80%	80%	80%	80%	80%
National Citizen Survey 2020: Quality of all local government services: % Excellent or Good (ICMA Benchmark 2016-2018)	76%	N/A	70% (Similar to NCS benchmark)	59% (Similar to NCS benchmark)	N/A	N/A
National Citizen Survey 2020: Overall customer service by Sedona employees (police, receptionists, planners, etc.): % Excellent or Good		N/A	77% (Similar to NCS benchmark)	79% (Similar to NCS benchmark)	N/A	N/A
Employee Survey: The City is a good place to work: % Strongly Agree or Agree		92%	92%	N/A	N/A	92%



CITY MANAGER'S OFFICE – Communications & Citizens Engagement

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 192,670	70%	\$ 193,060	\$ 167,180	\$ 156,651
Supplies & Services	29,640	11%	37,940	33,960	9,663
Subtotal Direct Costs	\$ 222,310	81%	\$ 231,000	\$ 201,140	\$ 166,314
Internal Charges	53,140	19%	51,170	49,390	57,750
Total Expenditures	\$ 275,450	100%	\$ 282,170	\$ 250,530	\$ 224,064
Expenditures by Fund					
General Fund Portion	\$ 272,510	99%	\$ 279,230	\$ 249,570	\$ 222,745
Other Funds Portion	\$ 2,940	1%	\$ 2,940	\$ 960	\$ 1,319
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 96,408	35%	\$ 98,760	\$ 87,686	\$ 78,423
Estimated Visitor Generated	\$ 179,043	65%	\$ 183,411	\$ 162,845	\$ 145,642
Employee Time Allocation (FTEs) (Budgeted)	2.00		2.00		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 2021 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 increased followers.
- * Placed Sedona in Motion programs on Yavapai Broadcasting's County-Wide TV and radio program.
- * Created specialized website content for top initiatives including COVID-19 response, Sedona in Motion, and a sewer spill occurring during the replacement of the sewer main along SR 179 between Copper Cliffs Drive and the Schnebly Hill roundabout.
- * Increased citizen involvement in the budget process.
- * Executed video initiatives to broaden reach.
- * Executed Communications Plans on high profile projects.
- * Continued to develop online opportunities to engage residents including online surveys.
- * Held Citizens Academy in a pandemic.
- * Communicated City Council's priorities to residents.
- * Conducted the 2020 Community Survey.

FY 2022 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 prioritize response to COVID-19 communications.
- * Continue to offer meaningful work group opportunities for citizens.
- * Work as efficient communications and public relations team of two.
- * Continuous improvement of usability and functionality of the City website and other digital communication tools.
- * Expand the video series.
- * Coordinate the 2021 Citizens Academy and Volunteer Luncheon.



CITY MANAGER'S OFFICE – Communications & Citizens Engagement

continued

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Citizens participating in City work groups	50	50	35	42	38
Citizens participating in Citizens Academy	15	22	13	23	23
New citizen work groups created	5	5	5	4	4
Active work groups	6	5	6	6	5
Nixle community alert subscribers	3,200	2,800	2,825	2,565	2,191
Total Facebook followers	10,100	8,000	8,800	7,998	6,721
Sedona resident Facebook followers	1,410	1,150	1,280	1,147	1,017
Press releases issued	120	120	120	79	82
Total Instagram followers	2,800	1,500	2,200	1,420	N/A
City Talk columns published	24	24	24	24	24

Community Plan Community Goal -

Cultivate an appreciation and respect for Sedona's distinctive community character:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
National Citizen Survey: Respondents likely to use City website or eNotify emails to learn about City issues: % Very and Somewhat Likely	Not a standard NCS question	N/A	70%	78%	N/A	N/A
National Citizen Survey: Quality of Public information services: % Excellent and Good		N/A	64% (Similar to NCS benchmark)	67% (Similar to NCS benchmark)	N/A	N/A
Digital reach and open rates of City issued e-notifications		4,660 subscribers / 40% open rate	3,700 subscribers / 25% open rate	4,410 subscribers / 40% open rate	3,960 subscribers / 40% open rate	N/A
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

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Employee Survey: Overall, I am satisfied with internal City communication: % Strongly Agree or Agree		75%	70%	N/A	N/A	53%



CITY MANAGER'S OFFICE – Sustainability

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 222,450	28%	\$ 95,100	\$ 94,240	\$ 92,529
Supplies & Services	472,100	60%	170,400	135,550	96,122
Capital & Debt Service	38,000	5%	38,000	-	9,039
Subtotal Direct Costs	\$ 732,550	93%	\$ 303,500	\$ 229,790	\$ 197,690
Internal Charges	54,200	7%	33,000	31,330	24,280
Total Expenditures	\$ 786,750	100%	\$ 336,500	\$ 261,120	\$ 221,970
Expenditures by Fund					
General Fund Portion	\$ 784,550	100%	\$ 334,500	\$ 261,120	\$ 220,850
Other Funds Portion	\$ 2,200	0%	\$ 2,000	\$ -	\$ 1,120
Funding Sources					
Program Revenues	\$ 9,950	1%	\$ -	\$ 9,950	\$ -
Funding from General Revenues:					
Estimated Resident Generated	\$ 271,880	35%	\$ 117,775	\$ 87,910	\$ 77,689
Estimated Visitor Generated	\$ 504,920	64%	\$ 218,725	\$ 163,261	\$ 144,280
Employee Time Allocation (FTEs) (Budgeted)	2.00		1.00		1.00

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.

The Sustainability Program offers:

- Strategic planning for Sedona's sustainability and resiliency in accordance with the Community Plan.
- Educational classes, workshops, and opportunities for staff and community members to learn more about sustainability.
- Planning and implementation of sustainability infrastructure such as electric vehicle charging stations and water filling stations.
- Annual household hazardous waste and electronics collection in a cost-sharing partnership with Yavapai County.
- Analysis of state and federal policy for implications for Sedona's climate action efforts.
- Research and best practices to increase the sustainability of City initiatives while working internally with the City team.
- Data collection for renewable energy generation and consumption of natural resources including paper, water, fuel, electricity, and natural gas.
- Development of municipal and community-wide greenhouse gas inventories.
- Coordination of regional cooperative buying opportunities for solar and other sustainable technology.
- Regional sustainability information through the City's partnership with the Verde Valley Sustainability Alliance and Sustaining Flows Council.
- Provides annual financial assistance to the U.S. Forest Service for trails maintenance and to Oak Creek Watershed Council for stormwater outreach.

Currently, the Program is finalizing the development of the City's first Climate Action Plan. In response to the pandemic, this process was conducted virtually from March 2020 to June 2021. The Plan identifies strategies and actions to reduce greenhouse gas emissions and adapt to climate change. The Program is working with a new energy data management system and finalizing data collection for all municipal water accounts. Water, energy, fuel, and paper consumption were down in FY 2021 due to pandemic-related remote work and will most likely rise to near pre-pandemic levels during FY 2022. Council approved funding in the FY 2021 budget for the purchase of renewable energy for municipal operations through an Arizona Public Service (APS) subscription service, which has not yet been implemented by APS. Staff are optimistic that the subscription service will be available in the first quarter of FY 2022, which will allow the City to source a larger portion of its energy portfolio from renewable sources.



CITY MANAGER'S OFFICE – Sustainability

continued

FY 2021 Accomplishments

Council Priority - Environmental Sustainability:

- * Finalized Climate Action Plan to identify strategies to take meaningful action on climate change.
- * Partnered with Solar United Neighbors to introduce a solar co-op for 41 Sedona residents to transition to solar at a reduced cost.
- * Installed fleet telematics software on municipal vehicles to identify appropriate vehicles for electrification.
- * Installed two public electric vehicle charging spots in Uptown Sedona.
- * Hosted community-wide household hazardous waste and electronics recycling event.
- * Developed Sustainability 101 workshop series for City employees.
- * Hosted Home Energy Efficiency 101 workshop for residents.
- * Hosted Pumpkin-Drop composting event to divert Halloween waste from landfill.
- * Transitioned to using 100% recycled content paper in municipal operations.
- * Conducted a comparative life cycle analysis of electric buses.
- * Received a \$15,000 grant to engage Sedona's immigrant community in climate action planning.
- * Received the Keep Sedona Beautiful Environmental Stewardship Award and Northern Arizona University Sustainability Leadership Award.
- * Transitioned the City to a new energy management platform.
- * Began composting green waste in municipal operations.
- * Hosted Oak Creek stakeholder meetings in partnership with the Arizona Department of Environmental Quality and Oak Creek Watershed Council.
- * Represented the City at biweekly Sustainability Alliance meetings and monthly meetings for Oak Creek Watershed Council and the Verde Valley Sustainability Flows Council.
- * Participated in the development of the Arizona Statewide Transportation Electrification Plan.

FY 2022 Objectives

Council Priority - Environmental Sustainability:

- * Expand public electric vehicle charging infrastructure.
- * Increase number of hybrid and electric vehicles in city fleet.
- * Launch energy retrofit and rebate program.
- * Launch community compost pilot project.
- * Adopt Green Fleet Policy.
- * Develop on-site solar energy project for city operations.
- * Update the Municipal Sustainability Plan within the context of the Climate Action Plan.
- * Host annual Fix-it Clinic.
- * Launch Leave No Trace marketing campaign with community partners.
- * Continue participation in Oak Creek Watershed Council, Verde River Sustaining Flows Council, and Sustainability Alliance.
- * Purchase two hybrid Police vehicles and one electric fleet motorcycle.
- * Launch Recycle by City web platform for Sedona residents and visitors.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Greenhouse gas emissions produced by municipal operations (in metric tons of CO2 equivalent)	N/A	N/A	N/A	N/A	N/A
Energy consumed at City facilities	3,500,000 kWh	3,500,000 kWh	4,000,000 kWh	4,281,452 kWh	4,281,452 kWh
Renewable energy generated at City facilities	3,500,000 kWh	3,500,000 kWh	1,330,500 kWh	1,330,509 kWh	1,330,509 kWh
Water consumed in City operations*	15,000,000 gallons	500,000 gallons	15,000,000 gallons	14,779,440 gallons	602,300 gallons
Fuel used by City fleet	38,000 gallons	38,000 gallons	40,000 gallons	40,522 gallons	40,522 gallons
Paper purchased for City operations	350,000 sheets	350,000 sheets	391,363 sheets	455,000 sheets	516,000 sheets
Electronics recycling (weight in pounds) collected	11,438 lbs	19,000 lbs	15,254 lbs	17,237 lbs	17,237 lbs
Household hazardous waste (weight in pounds) collected	12,900 lbs	10,000 lbs	10,620 lbs	8,770 lbs	8,770 lbs



CITY MANAGER'S OFFICE – Sustainability

continued

Council Priority - Environmental Stewardship/Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
% of 100% recycled-content paper purchased (goal of 100% recycled-content paper by 2022)		100%	N/A	93%	1%	N/A
% of electric vehicles in City fleet (goal of 100% electric fleet by 2030)		5%	N/A	3%	1%	0%
% of energy purchased from renewable sources (goal of 100% renewable energy by 2025)		75%	N/A	31%	31%	N/A
% reduction in water use at City facilities from 2018 baseline year (goal of 30% reduction by 2025)		N/A	N/A	N/A	N/A	N/A
Department of Energy SolSmart rating		Silver	N/A	Bronze	Bronze	N/A
Sustainability Alliance rating		Silver	Silver	Silver	Bronze	Bronze

*The previous projections and actuals for water consumed in City operations were based on a small sample of water accounts. Program staff were able to retroactively analyze and report water usage for all City water accounts for FY20 actuals, FY21 estimates, and FY22 projections.



CITY MANAGER'S OFFICE – Arts & Culture

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 92,560	63%	\$ 76,200	\$ 67,730	\$ 75,419
Supplies & Services	18,600	13%	21,950	1,061	8,692
Subtotal Direct Costs	\$ 111,160	76%	\$ 98,150	\$ 68,791	\$ 84,111
Internal Charges	35,610	24%	24,450	23,420	22,260
Total Expenditures	\$ 146,770	100%	\$ 122,600	\$ 92,211	\$ 106,371
Expenditures by Fund					
General Fund Portion	\$ 146,770	100%	\$ 122,600	\$ 92,211	\$ 106,371
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 51,370	35%	\$ 42,910	\$ 32,274	\$ 37,230
Estimated Visitor Generated	\$ 95,401	65%	\$ 79,690	\$ 59,937	\$ 69,141
Employee Time Allocation (FTEs) (Budgeted)	1.00		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 the following major areas: Art in Public Places, the City Hall Art Rotation Program, the Artist in the Classroom Program, the Mayor's Arts Awards, the monthly Moment of Art presentations to City Council, as well as working with the Community Development Department regarding Art In Private Development.

FY 2021 Accomplishments

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

- * Developed a sculpture maintenance program; hired a contractor to clean and maintain all City public art.
- * Joined the Washington, D.C. National Campaign, honoring five Sedona Women Artists via exhibits and social media.
- * Submitted an RFP to acquire submissions for four roundabouts along SR 179, our largest request to date.
- * Updated the Arts and Culture website pages and added a new page documenting the Moment of Art artists.
- * Worked with the schools and artists during COVID-19, introducing a new format for in class and virtual learning.

FY 2022 Objectives

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

- * Collect submissions for four roundabouts, create a committee to select 12 candidates, commission maquettes, as well as oversee the public voting process to select the four finalists.
- * Submit an RFP for the Mayor's Arts Awards recipients as well as have four new awards produced, create a committee to review submissions, and plan the event.
- * Initiate a job search to hire new and varied talent in the Artist in the Classroom program.
- * Integrate culture into various programs such as Moment of Art, Community Connections, and exhibits.
- * Connect with local businesses to promote local artists work to display and/or purchase.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Artist in the Classroom assignments per year	45	35	40	13	27
Artist in the Classroom students reached	750	750	700	210	633
City Hall Art Rotation Program artists exhibited per year	6	6	6	6	5
City Hall Art Rotation Program viewings plus attendees for Artist Receptions	350	400	350	300	450
Moment of Art for City Council artists performed	16	16	16	9	14

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

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Teacher Survey: Artist in the Classroom % positive feedback		100%	100%	100%	100%	100%
National Citizen Survey: Opportunities to attend cultural/arts/music activities: % Excellent or Good		69% (Similar to NCS benchmark)	69% (Similar to NCS benchmark)	62% (Similar to NCS benchmark)	N/A	N/A



CITY MANAGER'S OFFICE – Housing

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 154,530	28%	\$ -	\$ -	\$ -
Supplies & Services	402,500	72%	-	-	-
Total Expenditures	\$ 557,030	100%	\$ -	\$ -	\$ -
Expenditures by Fund					
Other Funds Portion	\$ 557,030	100%	\$ -	\$ -	\$ -
Funding Sources					
Program Revenues	\$ 557,030	100%	\$ -	\$ -	\$ -
Employee Time Allocation (FTEs) (Budgeted)	1.00		0.00		0.00

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.

The Housing program was originally accounted for in the Community Development Department; however, the affordable housing component of the program has been transferred to the City Manager's Office effective fiscal year 2021-22.

FY 2021 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 2022 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.

Council Priority - Affordable Housing:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 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



CITY MANAGER'S OFFICE – Tourism Management & Development

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Supplies & Services	\$ 2,100,000	99%	\$ 2,446,060	\$ 2,446,060	\$ 2,350,895
Internal Charges	11,770	1%	9,710	9,040	11,830
Total Expenditures	\$ 2,111,770	100%	\$ 2,455,770	\$ 2,455,100	\$ 2,362,725
Expenditures by Fund					
General Fund Portion	\$ 2,111,770	100%	\$ 2,455,770	\$ 2,455,100	\$ 2,362,725
Funding Sources					
Program Revenues	\$ 1,004,186	48%	\$ 457,129	\$ 921,271	\$ 594,312
Funding from General Revenues:					
Estimated Visitor Generated	\$ 1,107,584	52%	\$ 1,998,641	\$ 1,533,829	\$ 1,768,413
Employee Time Allocation (FTEs) (Budgeted)	0.00		0.00		0.00

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 (the Plan) which was unanimously approved by City Council in March 2019.

The Plan 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 is 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 2021 Accomplishments

Council Priority - Sustainable Tourism:

* Continued implementation of Sustainable Tourism Plan, which involved the active participation of Sedona residents, community groups, businesses, and visitors.

Environment:

* Sedona Cares Pledge: Continued promotion of the Sedona Cares Pledge (SedonaCares.com). Added new COVID-19 Pledge Point. At 500 sign-ups (50% of goal).

* Sedona Trail Keepers: Finishing 5th final year of the Sedona Trail Keepers program. \$370,000 total generated over five years with the SCCTB matching private funds. Held special event February 2021. Will be investigating options to renew the program beginning FY 2022 – Trail Keepers 2.0.

* Sustainability Certification: Encouraged business participation in the Sustainability Alliance's certification program. At 100+ certified businesses.

* Leave No Trace: Continued partnership with Leave No Trace Center for Outdoor Ethics. Increase in educational messaging to visitors through multiple touchpoints (visitor center, collateral distribution, visitor guides, social media). Leveraging partnership with Arizona Office of Tourism through their Appreciate AZ Leave No Trace campaign (downloadable assets, stickers, brochures, posters, clean-up kits).

* Sedona Recycle Guide and Quiz: Continued to promote through social media. Nearly 1,500 total responses to date.

* Water Refilling Stations: Four water stations on city properties, and one at the Visitor Center in Uptown which have filled about 50,000 water bottles since July 2019.

* EV Charging Stations: New station added to Jordan Road property. Pricing mechanism established and station in use.

* Straw Free Sedona: Continued ongoing promotion.

* Secret 7: Continued to promote Sedona's Secret 7 to aid in dispersing visitors.

* Voluntourism: Maintaining calendar of voluntourism programs on VoluntourismInSedona.com to encourage visitors to give back while visiting Sedona.

Quality of Life:

* Continued educating visitors on how to drive roundabouts and how to drive safely with bikes.

* Build Business Support Around SIM: Continued the Locals Nite Out program to mitigate construction impacts in Uptown - held 15 events in FY 2021. Continued Strategies for Success educational workshops related to business success and growth with the City's Economic Development Office and the Small Business Development Center (SBDC) - held seven events in FY 2021.

* Continued to make enhancements to WalkSedona.com, ParkInSedona.com, and GetAroundSedona.com to help educate visitors on how to navigate Sedona with displayed available parking and walkability options. Promoted in hotel rooms, at Visitor Center, and in collateral materials. Over 12,000 combined page views the past two fiscal years to-date (80% of goal).

* Short-Term Rentals (STRs): Brought new research platform online (KeyData) to better gauge Sedona area STR environment with real-time vacation rental market data and benchmarking.

* Transit: The rebranding of the Verde Lynx to the Verde Shuttle is in progress. Graphics for the new buses were developed and presented to the Cottonwood City Council in November 2020 as part of an overall presentation of the Service and Marketing Plan. The presentation was shared with City of Sedona management in effort to inform future decisions with upcoming Sedona transit options. A committee was created and included: Selena Barlow with Transit Marketing, Michelle Conway with SCCTB, Karen Osburn with City of Sedona, Tricia Lewis with City of Cottonwood, and Bruce Morrow with City of Cottonwood.

* Engaged daily with more than 315,000 fans/followers on social media outlets educating on stewardship, arts, outdoor adventure, wellness, and events.

* Managed comprehensive event calendar, SedonaEvents.com, and supported events although many were cancelled due to COVID-19.

Quality Economy:

* COVID-19 steered much of the marketing, sales, communications, and social media messaging in FY 2021, leveraging Adventure Safely, Mask Up and Sedona | Safe.Clean.Ready programs.

* Executed the FY21 Destination Recovery Plan to ensure the resiliency of Sedona's visitor economy by targeting a quality visitor who would stay longer and spend 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+ and \$200,000+ in target markets of Phoenix, Los Angeles and San Diego. Campaign was paused, markets were adjusted, and messaging was altered throughout FY21 as required by the ever-evolving conditions related to the pandemic in an effort to keep the Sedona community safe. Campaign generated paid impressions of 50,000,000 (down from 114,000,000 FY20).

* Distributed press releases and assisted 200 travel media professionals (down from 228 FY20) resulting in stories worth \$120 million in advertising value.

* Assisted 100 professional meeting planners (down from 250 FY20) at virtual tradeshow and sales missions.

* Reached out to 150 travel trade industry professionals (down from 524 FY20) through virtual meetings and tradeshow producing approximately 600 service request referrals (down from 635 FY20).

* Extended the Experience Sedona Guide and Destination Event Planner release schedule from March 2021 to August 2021, giving the SCC&TB additional months to distribute the full number of guides that printed prior to COVID-19 (275,000 and 5,000, respectively). Due to the pandemic, the number of requested guides dropped in volume, and therefore the SCC&TB choose to use the guides for five months longer than normal.

Visitor Experience:

* Assisted more than 53,000 visitors in-person at the Visitor Center, via email, and via telephone (down from 280,000 FY20). COVID-19 severely impacted walk-in traffic at the Visitor Center as visitors chose to stay distant and not interact with staff.

* Managed 80 local volunteers. Many did not work at the Visitor Center due to COVID-19's particular impact on the elderly. Those volunteers who did work donated 985 hours (compared to 11,500 FY20) with a value of \$26,792.

* Led the Sedona Verde Valley Tourism Council's marketing of the region to potential visitors.

* Enhanced the National Geographic geo-tourism website content. Over 475,000 website page views since June 2015 launch.

* Updated SedonaVerdeValley.org regional destination website content. Over 55,000 website page views since July 2016 launch.



CITY MANAGER'S OFFICE – Tourism Management & Development

continued

FY 2022 Objectives

Council Priority - Sustainable Tourism:

Marketing and Communications:

1. Pause advertising for FY 2022 and refocus on visitor management and mitigation of negative aspects of high visitation.
2. Develop education campaigns to encourage visitors to adhere to sustainable tourism tenets and support sustainability and stewardship efforts.
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. Pause destination marketing for FY 2022 and refocus on visitor management and mitigation of negative impacts of high visitation.

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.

Council Priority - Sustainable Tourism:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Annual daily room rate for hotels (ADR)		\$232.72	\$240.00	\$250.69	\$211.82	\$233.90
Bed tax collections (in millions)		\$7.0	%5.5	\$6.4	\$4.2	\$4.8
City sales tax collections (in millions)		\$28.0	\$26.2	\$22.7	\$20.1	\$21.4
Hotel occupancy rate		65%	71%	63%	57%	70.1%
Visitors assisted at visitor center, via email, via telephone, and via text		290,000	295,000	53,180	142,373	293,179
Visitor Service Survey: % satisfied measured at visitor center and/or electronically		97% based on: 2017: 97%, 2018: 96%, 2019: 98%	98%	Survey on hold during COVID-19 pandemic.	Survey on hold during COVID-19 pandemic.	87% Excellent, 13% Good



CITY MANAGER'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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General Fund

10-5220-01 - Administration

Personnel (ongoing)	\$690,860	\$489,870	\$484,770	\$481,623	Budget Increase: New City Manager; Deputy City Manager increased to 1 FTE.
Supplies & Services (ongoing)	\$42,450	\$34,580	\$17,275	\$12,388	
Direct Costs (Ongoing) Subtotal	\$733,310	\$524,450	\$502,045	\$494,011	
Internal Charges	\$(733,300)	\$(521,940)	\$(502,050)	\$(494,020)	
Administration Total	\$10	\$2,510	\$(5)	\$(9)	

10-5220-03 - Communications & Citizens Engagement

Personnel (ongoing)	\$192,670	\$193,060	\$167,180	\$156,652	
Supplies & Services (ongoing)	\$26,700	\$35,000	\$17,000	\$8,345	Budget Decrease: Community Survey will not be conducted in FY22.
Direct Costs (Ongoing) Subtotal	\$219,370	\$228,060	\$184,180	\$164,997	
Internal Charges	\$53,140	\$51,170	\$49,390	\$57,750	
Ongoing Total	\$272,510	\$279,230	\$233,570	\$222,747	
Supplies & Services (one-time)	\$0	\$0	\$16,000	\$0	
Communications & Citizens Engagement Total	\$272,510	\$279,230	\$249,570	\$222,747	

10-5220-09 - Sustainability

Personnel (ongoing)	\$222,450	\$95,100	\$94,240	\$92,527	Budget Increase: Decision Package - New position and salary increase.
Supplies & Services (ongoing)	\$459,900	\$141,400	\$118,550	\$65,487	Budget Increase - Sustainability Decision Package plus additional \$100,000 per Council.
Direct Costs (Ongoing) Subtotal	\$682,350	\$236,500	\$212,790	\$158,014	
Internal Charges	\$54,200	\$33,000	\$31,330	\$24,280	
Ongoing Total	\$736,550	\$269,500	\$244,120	\$182,294	
Supplies & Services (one-time)	\$10,000	\$27,000	\$17,000	\$29,516	
Capital & Debt Service	\$38,000	\$38,000	\$0	\$9,039	Electric vehicle charging station.
One-Time Total	\$48,000	\$65,000	\$17,000	\$38,555	
Sustainability Total	\$784,550	\$334,500	\$261,120	\$220,849	



CITY MANAGER'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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10-5220-41 - Arts & Culture

Personnel (ongoing)	\$92,560	\$76,200	\$67,730	\$75,419	Budget Increase: Decision Package - Increase position to full-time.
Supplies & Services (ongoing)	\$18,600	\$21,950	\$1,061	\$8,692	
Direct Costs (Ongoing) Subtotal	\$111,160	\$98,150	\$68,791	\$84,111	
Internal Charges	\$35,610	\$24,450	\$23,420	\$22,260	
Arts & Culture Total	\$146,770	\$122,600	\$92,211	\$106,371	

10-5220-72 - Tourism Management & Development

Supplies & Services (ongoing)	\$2,100,000	\$2,446,060	\$2,446,060	\$2,350,895	Budget Decrease: Reduction in the Tourism Bureau contract.
Direct Costs (Ongoing) Subtotal	\$2,100,000	\$2,446,060	\$2,446,060	\$2,350,895	
Internal Charges	\$11,770	\$9,710	\$9,040	\$11,830	
Tourism Management & Development Total	\$2,111,770	\$2,455,770	\$2,455,100	\$2,362,725	

General Fund Totals

Personnel Subtotal	\$1,198,540	\$854,230	\$813,920	\$806,221	
Supplies & Services (Ongoing) Subtotal	\$2,647,650	\$2,678,990	\$2,599,946	\$2,445,807	
Direct Costs (Ongoing) Subtotal	\$3,846,190	\$3,533,220	\$3,413,866	\$3,252,028	
Internal Charges Subtotal	\$(578,580)	\$(403,610)	\$(388,870)	\$(377,900)	
Ongoing Subtotal	\$3,267,610	\$3,129,610	\$3,024,996	\$2,874,128	
Supplies & Services (One-Time) Subtotal	\$10,000	\$27,000	\$33,000	\$29,516	
Capital & Debt Service Subtotal	\$38,000	\$38,000	\$0	\$9,039	
One-Time Subtotal	\$48,000	\$65,000	\$33,000	\$38,555	
General Fund Total	\$3,315,610	\$3,194,610	\$3,057,996	\$2,912,683	

Affordable Housing Fund

12-5220-59 Housing

Personnel (ongoing)	\$154,530	\$0	\$0	\$0	Budget Increase: Transfer of the Housing Manager position from Community Development.
Supplies & Services (Ongoing)	\$402,500	\$0	\$0	\$0	Budget Increase: Decision Package for the Affordable Housing program.
Direct Costs (Ongoing) Subtotal	\$557,030	\$0	\$0	\$0	
Ongoing Total	\$557,030	\$0	\$0	\$0	
Housing Total	\$557,030	\$0	\$0	\$0	



CITY MANAGER'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
Info Tech Internal Service Fund					
60-5220-03 - Communications & Citizens Engagement					
Supplies & Services (ongoing)	\$2,940	\$2,940	\$960	\$1,319	
Communications & Citizens Engagement Total	\$2,940	\$2,940	\$960	\$1,319	
60-5220-09 - Sustainability					
Supplies & Services (ongoing)	\$2,200	\$2,000	\$0	\$1,120	Network fees for electric vehicle charging station.
Sustainability Total	\$2,200	\$2,000	\$0	\$1,120	
Information Technology Fund Totals					
Supplies & Services (Ongoing) Subtotal	\$5,140	\$4,940	\$960	\$2,439	
Direct Costs (Ongoing) Subtotal	\$5,140	\$4,940	\$960	\$2,439	
Ongoing Subtotal	\$5,140	\$4,940	\$960	\$2,439	
Grand Totals					
Personnel (Ongoing) Subtotal	\$1,353,070	\$854,230	\$813,920	\$806,221	
Supplies & Services (Ongoing) Subtotal	\$3,055,290	\$2,683,930	\$2,600,906	\$2,448,246	
Direct Costs (Ongoing) Subtotal	\$4,408,360	\$3,538,160	\$3,414,826	\$3,254,467	
Internal Charges Subtotal	<u>\$(578,580)</u>	<u>\$(403,610)</u>	<u>\$(388,870)</u>	<u>\$(377,900)</u>	
Ongoing Subtotal	\$3,829,780	\$3,134,550	\$3,025,956	\$2,876,567	
Supplies & Services (One-Time) Subtotal	\$10,000	\$27,000	\$33,000	\$29,516	
Capital & Debt Service Subtotal	<u>\$38,000</u>	<u>\$38,000</u>	<u>\$0</u>	<u>\$9,039</u>	
One-Time Subtotal	\$48,000	\$65,000	\$33,000	\$38,555	
Grand Total	\$3,877,780	\$3,199,550	\$3,058,956	\$2,915,122	



CITY MANAGER'S OFFICE
Continued

POSITIONS SUMMARY

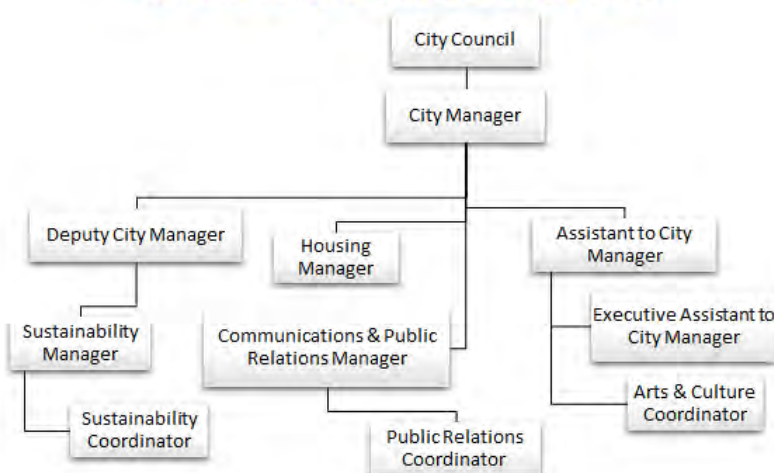
Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Administrative Assistant	0.00	1.00	1.00	0.00
Arts and Culture Coordinator	1.00	0.75	0.75	0.75
Assist City Manager/Dir of Community Develop	0.00	0.40	0.40	0.00
Assistant to the City Manager	1.00	0.00	0.00	1.00
City Manager	1.00	1.00	1.00	1.00
Communications & Public Relations Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	0.00	0.00	0.00
Executive Assistant	1.00	0.00	0.00	1.00
Management Analyst	0.00	1.00	1.00	0.00
Public Relations Coordinator	1.00	1.00	0.88	0.88
Sustainability Manager	1.00	0.00	0.00	0.00
Sustainability Coordinator	1.00	1.00	1.00	1.00
Housing Manager	1.00	0.00	0.00	0.00
Total	10.00	7.15	7.03	6.63

ALLOCATIONS SUMMARY

Position	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
General Fund					
10-5220-01	Administration	4.00	3.40	3.40	3.00
10-5220-03	Communicatns/Citizen Engagemnt	2.00	2.00	1.88	1.88
10-5220-09	Sustainability	2.00	1.00	1.00	1.00
10-5220-41	Arts & Culture	1.00	0.75	0.75	0.75
General Fund Total		9.00	7.15	7.03	6.63

Position	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Affordable Housing Fund					
Housing Manager	12-5220-59	1.00	0.00	0.00	0.00
Affordable Housing Fund Total		1.00	0.00	0.00	0.00
Grand Total		10.00	7.15	7.03	6.63

DEPARTMENTAL ORGANIZATION CHART



HUMAN RESOURCES

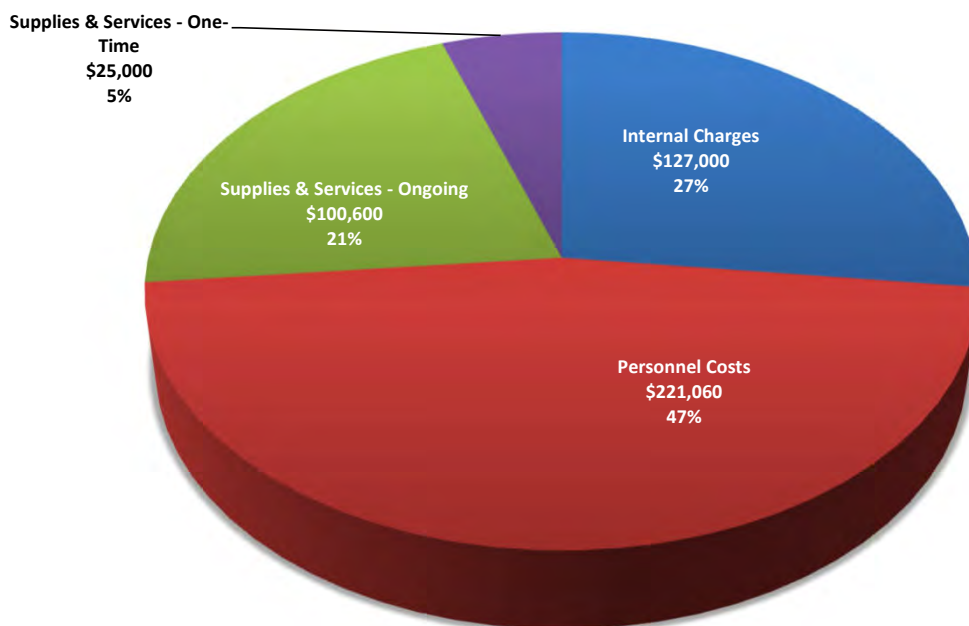
Mission Statement

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.

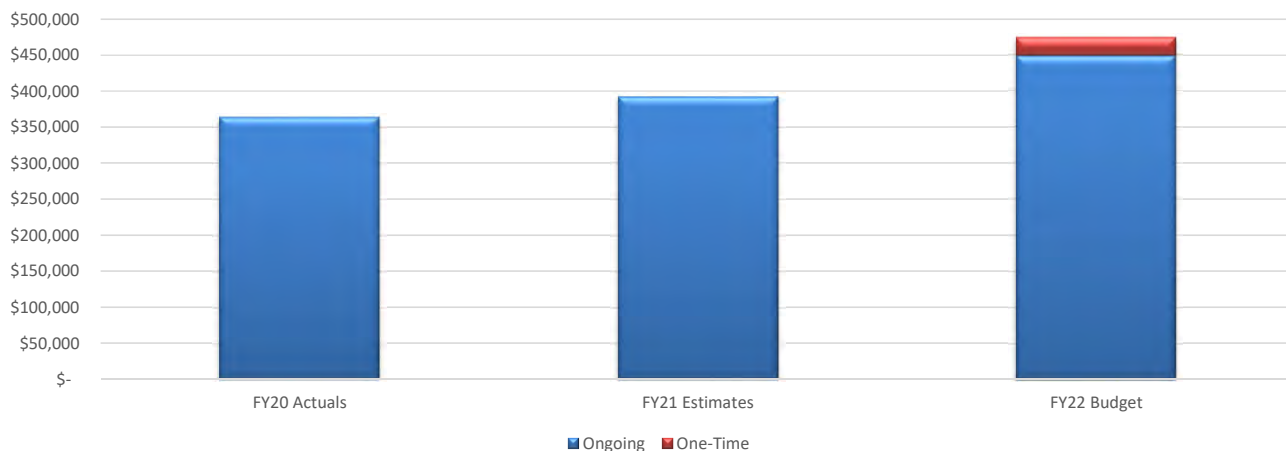
Description

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 2022 PROGRAM EXPENDITURES: \$473,660



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



HUMAN RESOURCES – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 221,060	47%	\$ 203,950	\$ 205,710	\$ 201,995
Supplies & Services	125,600	27%	98,600	76,650	55,739
Subtotal Direct Costs	\$ 346,660	73%	\$ 302,550	\$ 282,360	\$ 257,734
Internal Charges	127,000	27%	118,050	109,920	105,900
Total Expenditures	\$ 473,660	100%	\$ 420,600	\$ 392,280	\$ 363,634
Expenditures by Fund					
General Fund Portion	\$ 473,660	100%	\$ 420,600	\$ 392,280	\$ 363,634
Funding Sources					
Allocations to Other Departments	\$ 473,660	100%	\$ 420,600	\$ 392,280	\$ 363,634
Employee Time Allocation (FTEs) (Budgeted)	2.00		2.00		2.00

FY 2021 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 Deputy City Manager, Community Development Director, Assistant Public Works Director/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 2022 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.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Job postings	40	40	50	48	37
Applications received and reviewed	1,000	1,000	1,300	1,100	606
Individual job interviews conducted	200	200	225	175	147
Regular new hires on-boarded	30	30	35	33	27
Workers compensation injuries processed	5	5	10	8	7



HUMAN RESOURCES – Administration
continued

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Email and phone call responsiveness		1-24 hours	1-24 hours	1-24 hours	1-24 hours	1-24 hours
Total FTEs per 1,000 population (ICMA Benchmark 2016-2018)	9.1 (all) / 11.7 (cities under 30,000 pop.)	16.3	14.2	14.2	14.0	14.2
Total FTEs per 1,000 population + annualized visitor population		8.2	7.2	7.2	6.9	7.2
Employee Survey: I plan to be working here in five years: % of responses (Strongly Agree and Agree)		85%	68%	N/A	N/A	67%
Turnover percentages (ICMA Benchmark 2016-2018)	6.8% (all) / 7.5% (cities under 30,000 pop.)	8%	6%	8%	11.4%	9.5%
Employee Survey: I am satisfied with our healthcare-related benefits: % of responses (Strongly Agree and Agree)		90%	75%	N/A	N/A	73%
Employee Survey: Employees have good working relationships with coworkers: % of responses (Strongly Agree and Agree)		94%	N/A	N/A	N/A	N/A
Employee Survey: Employees feel the City is a good place to work (Strongly Agree and Agree)		92%	N/A	N/A	N/A	N/A
Employee Survey: Employees feel their work is meaningful and understand how their job supports the city's mission: % of responses (Strongly Agree and Agree)		94%	N/A	N/A	N/A	N/A
Workers comp claims per 100 FTEs (ICMA Benchmark 2016-2018)	10.9 (all) / 8.2 (cities under 30,000 pop.)	10.3	8.1	13.6	6.8	7.8
Worker days lost to injury per 100 FTEs (ICMA Benchmark 2016-2018)	63.8 (all) / 1.1 (cities under 30,000 pop.)	20.5	10.1	34.1	28.7	20.6



HUMAN RESOURCES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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General Fund

10-5221-01 - Administration

Personnel (ongoing)	\$221,060	\$203,950	\$205,710	\$201,996	
Supplies & Services (ongoing)	<u>\$100,600</u>	<u>\$98,600</u>	<u>\$76,650</u>	<u>\$55,739</u>	
Direct Costs (Ongoing) Subtotal	\$321,660	\$302,550	\$282,360	\$257,735	
Internal Charges	<u>\$(346,670)</u>	<u>\$(302,590)</u>	<u>\$(282,370)</u>	<u>\$(257,680)</u>	
Ongoing Total	\$(25,010)	\$(40)	\$(10)	\$55	
Supplies & Services (one-time)	<u>\$25,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	Budget Increase: Salary Study.
Administration Total	\$(10)	\$(40)	\$(10)	\$55	



HUMAN RESOURCES
Continued

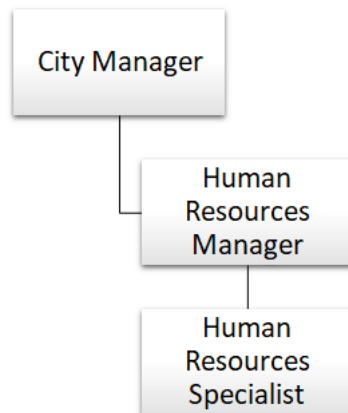
POSITIONS SUMMARY

Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 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	FY22 FTE	FY21 FTE	FY20 FTE	FY19 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

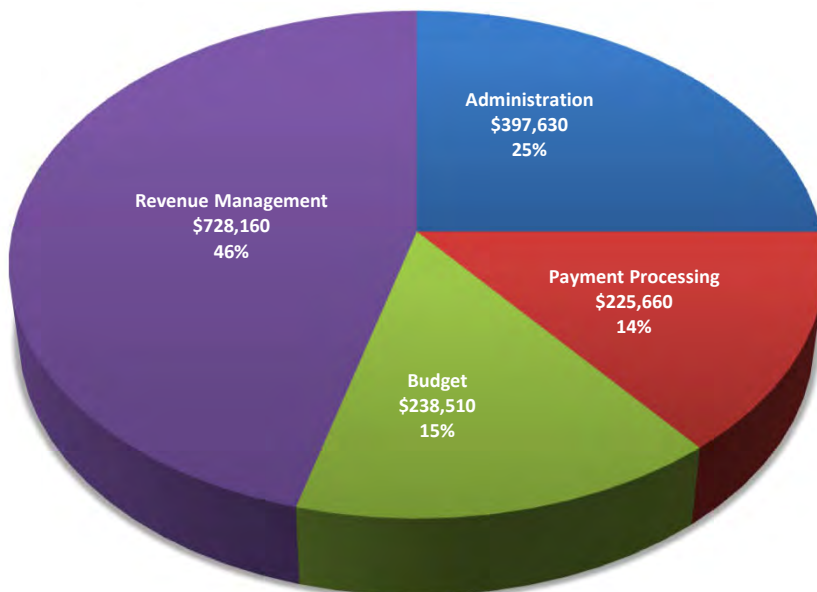
Dedicated to providing thoughtful, accurate, and timely financial services to all

Description

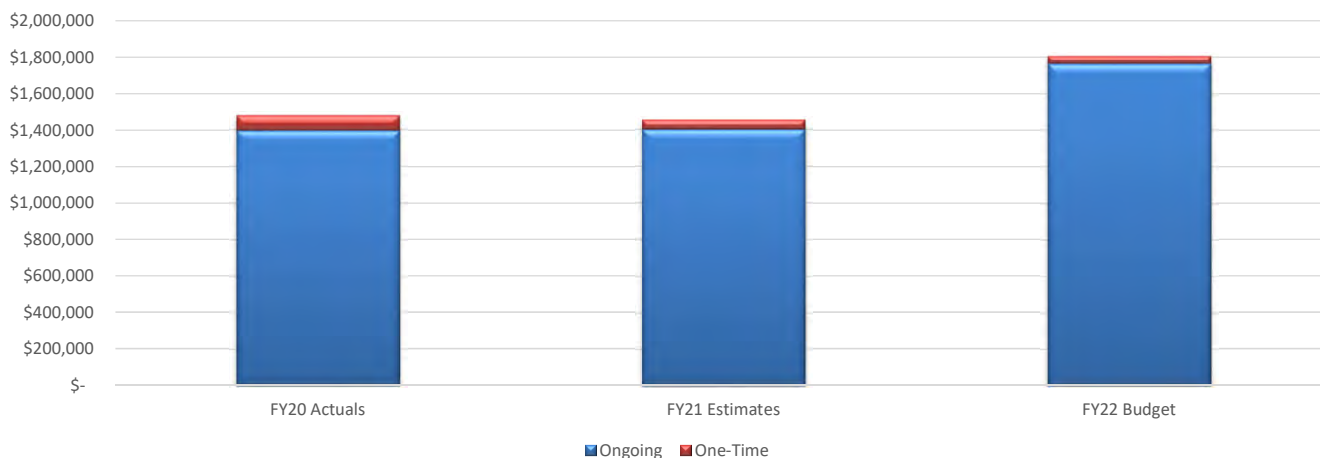
The Financial Services Department is responsible for the following program areas:

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

FY 2022 PROGRAM EXPENDITURES: \$1,804,255



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



FINANCIAL SERVICES – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 331,100	64%	\$ 240,900	\$ 221,510	\$ 239,746
Supplies & Services	107,955	21%	114,370	83,740	62,257
Subtotal Direct Costs	\$ 439,055	85%	\$ 355,270	\$ 305,250	\$ 302,003
Internal Charges	74,960	15%	51,360	50,050	71,810
Total Expenditures	\$ 514,015	100%	\$ 406,630	\$ 355,300	\$ 373,813
Expenditures by Fund					
General Fund Portion	\$ 514,015	100%	\$ 406,630	\$ 355,300	\$ 373,813
Funding Sources					
Allocations to Other Departments	\$ 520,520	101%	\$ 411,160	\$ 364,977	\$ 372,678
Employee Time Allocation (FTEs) (Budgeted)	3.05		2.21		2.43

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

FY 2021 Accomplishments

Overall City Value - Fiscal Sustainability:

- * Received the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for FY 2019 – the 21st 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.
- * Successfully transitioned to a predominantly remote work environment due to COVID-19.
- * Issued request for proposals (RFP) for audit services, facilitated work group for audit firm selection, and awarded contract.
- * Requested quotes for biennial development impact fees audit services, awarded contract, and completed audit.

FY 2022 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 2021.
- * 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Manual journal entries	850	750	825	904	834

Overall City Value - Fiscal Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 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	0.906% yield / 0.060% benchmark	1.199% yield / 0.340% benchmark	2.270% yield / 2.460% benchmark
Bond Rating (Standard and Poors)		AA-	AA-	AA-	AA-	A
Audit findings		0	0	0	1	0
Department ongoing expenditures as percentage of total City operating expenditures		3.51%	4.19%	4.35%	4.26%	4.27%
Internal Survey: Overall satisfaction with service and support (% of responses favorable)		95%	95%	95%	N/A	100%
Internal Survey: Satisfaction with management services (% of responses favorable)		95%	95%	95%	N/A	99%



FINANCIAL SERVICES – Payment Processing

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 232,280	76%	\$ 157,740	\$ 140,870	\$ 154,920
Supplies & Services	1,740	1%	1,220	1,680	3,218
Subtotal Direct Costs	\$ 234,020	76%	\$ 158,960	\$ 142,550	\$ 158,138
Internal Charges	72,410	24%	68,370	66,830	65,140
Total Expenditures	\$ 306,430	100%	\$ 227,330	\$ 209,380	\$ 223,278
Expenditures by Fund					
General Fund Portion	\$ 306,430	100%	\$ 227,330	\$ 209,380	\$ 223,278
Funding Sources					
Allocations to Other Departments	\$ 312,910	102%	\$ 231,850	\$ 219,027	\$ 222,128
Employee Time Allocation (FTEs) (Budgeted)	2.50		2.05		2.05

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 2021 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 2022 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.
- * Hire a Procurement Officer and centralize procurement functions.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Employee payments (total direct deposits and checks issued annually)	4,200	4,160	4,150	4,091	3970
W-2s issued	230	235	215	207	222
Accounts payable payments processed	4,100	4,000	3,800	3,947	3783
Purchase orders issued	240	220	220	215	200
Special check runs	5	25	5	11	16



FINANCIAL SERVICES – Payment Processing

continued

Overall City Value - Fiscal Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Permanent employees paid via direct deposit		100%	100%	100%	100%	100%
Cost per employee pay		\$24.62	\$23.01	\$22.91	\$22.77	\$23.49
Accounts payable transactions processed within 30 calendar days: Date received by various City departments to date processed by Financial Services (ICMA Benchmark 2016-2018)	79% (all) / 64% (cities under 30,000 pop.)	85%	85%	85%	84%	80%
Purchases made via purchasing card/credit card as a percentage of all purchases (ICMA Benchmark 2016-2018)	10% (all) / 14% (cities under 30,000 pop.)	15%	6.5%	10%	8.0%	6.0%
Eligible purchasing card transactions paid with a check		10%	10%	10%	10%	15%
Purchasing card cash back awards (standard transactions)		\$20,000	\$20,000	\$0	\$16,402	\$0
Purchasing card cash back awards (Tier 1 transactions - "large ticket" transactions)		\$1,000	\$1,000	\$1,054	\$923	\$631
Cost per accounts payable transaction		\$42.78	\$27.04	\$24.24	\$27.34	\$27.04
Internal Survey: Satisfaction with payment processing services (% of responses favorable)		95%	95%	95%	N/A	95%



FINANCIAL SERVICES – Budget

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 189,140	81%	\$ 161,380	\$ 143,510	\$ 157,083
Supplies & Services	8,060	3%	6,060	6,950	31,004
Subtotal Direct Costs	\$ 197,200	85%	\$ 167,440	\$ 150,460	\$ 188,087
Internal Charges	35,730	15%	32,600	31,720	30,870
Total Expenditures	\$ 232,930	100%	\$ 200,040	\$ 182,180	\$ 218,957
Expenditures by Fund					
General Fund Portion	\$ 232,930	100%	\$ 200,040	\$ 182,180	\$ 218,957
Funding Sources					
Allocations to Other Departments	\$ 239,430	103%	\$ 204,560	\$ 189,867	\$ 217,828
Employee Time Allocation (FTEs) (Budgeted)	1.35		1.33		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 2021 Accomplishments

Overall City Value - Fiscal Sustainability:

- * Obtained the GFOA Distinguished Budget Presentation Award for FY 2020 Budget – the seventh year the City has received the award.
- * Continued implementation of the software solution for more efficient budget preparation.

FY 2022 Objectives

Overall City Value - Fiscal Sustainability:

- * Obtain the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the FY 2021 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.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Operational budgetary organization units	285	280	260	246	242
Projects in capital improvement plan	72	55	65	68	51

Overall City Value - Fiscal Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
GFOA Distinguished Budget Presentation Award		Yes	Yes	Yes	Yes	Yes
Percentage difference in budgeted revenues to actuals		10%	10%	28%	-3.6%	3.0%
Percentage difference in budgeted expenditures to actuals		10%	10%	20%	15.9%	22.4%
Internal Survey: Satisfaction with budget services (% of responses favorable)		95%	95%	95%	N/A	95%



FINANCIAL SERVICES – Revenue Management

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 251,790	34%	\$ 232,890	\$ 242,620	\$ 209,189
Supplies & Services	373,460	50%	350,310	346,952	333,034
Capital & Debt Service	-	0%	-	-	-
Contingencies	-	0%	-	-	-
Subtotal Direct Costs	\$ 625,250	83%	\$ 583,200	\$ 589,572	\$ 542,223
Internal Charges	125,630	17%	128,520	115,140	119,180
Total Expenditures	\$ 750,880	100%	\$ 711,720	\$ 704,712	\$ 661,403
Expenditures by Fund					
General Fund Portion	\$ 617,610	82%	\$ 588,390	\$ 569,307	\$ 536,708
Wastewater Fund Portion	\$ 133,270	18%	\$ 123,330	\$ 135,405	\$ 124,695
Funding Sources					
Allocations to Other Departments	\$ 563,620	75%	\$ 540,290	\$ 529,977	\$ 502,788
Program Revenues	\$ 187,260	25%	\$ 171,430	\$ 174,735	\$ 158,616
Employee Time Allocation (FTEs) (Budgeted)	3.10		3.14		3.10

The Revenue Management program includes responsibilities for utility billing, miscellaneous accounts receivable, cash receipting including some parking citations, 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 2021 Accomplishments

Overall City Value - Fiscal Sustainability:

- * Continued work on the wastewater rate study.
- * Implemented on-line form for escrow inquiries.
- * Conducted annual training on Arizona Department of Revenue (ADOR) sales tax confidentiality rules.
- * Notified all wastewater customers on the deferred connection program of upcoming required connection date.
- * Identified and implemented a variety accommodations for wastewater customers affected by COVID-19.

FY 2022 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.
- * Implement new on-line forms for wastewater applications.
- * Increase the percentage of customers paying their wastewater bills electronically.
- * Implement new wastewater rate structure as recommended by the consultant and approved by Council.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Number of citations paid by check/cash	150	N/A	100	N/A	N/A
Number of citations paid by credit card	3,372	N/A	2,530	N/A	N/A
Average wastewater accounts billed per month	6,860	6,900	6,860	6,854	6,839
Wastewater account transfers	680	680	750	624	673
Wastewater deferred connection agreements	10	30	37	41	46
Delinquent wastewater accounts and total delinquent balance	80/\$180K	80/\$200K	85/\$140K	67/\$153K	74/\$185K
Miscellaneous receivable invoices	120	120	120	130	120
Cash receipts paid by credit card	25,000	22,500	23,936	22,553	20,632
Cash receipts paid by other electronic means (e-checks, EFT, etc.)	34,500	34,000	33,979	33,462	32,891
Cash receipts paid by cash/check	19,100	3,950	19,311	19,973	N/A
Outstanding liens (as of 12/31)	52	55	48	43	43



FINANCIAL SERVICES – Revenue Management

continued

Overall City Value - Fiscal Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Wastewater delinquency rate		28%	28%	25%	27%	28%
Wastewater customers paying electronically		74%	74%	74%	73%	73%
Cost per cash receipt transaction		\$6.49	\$6.42	\$6.12	\$5.90	\$5.75
Internal Survey: Satisfaction with revenue management services (% of responses favorable)		95%	95%	95%	N/A	98%



FINANCIAL SERVICES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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General Fund

10-5222-01 - Administration

Personnel (ongoing)	\$331,100	\$240,900	\$221,510	\$239,746	Budget Increase: Decision Package - Increase staff positions.
Supplies & Services (ongoing)	<u>\$96,455</u>	<u>\$92,370</u>	<u>\$81,740</u>	<u>\$59,270</u>	
Direct Costs (Ongoing) Subtotal	\$427,555	\$333,270	\$303,250	\$299,016	
Internal Charges	<u>\$(439,060)</u>	<u>\$(355,280)</u>	<u>\$(305,250)</u>	<u>\$(302,000)</u>	
Ongoing Total	\$(11,505)	\$(22,010)	\$(2,000)	\$(2,984)	
Supplies & Services (one-time)	<u>\$11,500</u>	<u>\$22,000</u>	<u>\$2,000</u>	<u>\$2,987</u>	
Administration Total	\$(5)	\$(10)	\$0	\$3	

10-5222-11 - Payment Processing

Personnel (ongoing)	\$232,280	\$157,740	\$140,870	\$154,918	Budget Increase: Decision Package - Increase staff positions.
Supplies & Services (ongoing)	<u>\$1,740</u>	<u>\$1,220</u>	<u>\$1,680</u>	<u>\$1,840</u>	
Direct Costs (Ongoing) Subtotal	\$234,020	\$158,960	\$142,550	\$156,758	
Internal Charges	<u>\$(234,000)</u>	<u>\$(158,960)</u>	<u>\$(142,520)</u>	<u>\$(158,120)</u>	
Payment Processing Total	\$20	\$0	\$30	\$(1,362)	

10-5222-14 - Budget

Personnel (ongoing)	\$189,140	\$161,380	\$143,510	\$157,083	Budget Increase: Decision Package - Increase staff positions.
Supplies & Services (ongoing)	<u>\$8,060</u>	<u>\$6,060</u>	<u>\$6,950</u>	<u>\$2,137</u>	
Direct Costs (Ongoing) Subtotal	\$197,200	\$167,440	\$150,460	\$159,220	
Internal Charges	<u>\$(197,200)</u>	<u>\$(167,440)</u>	<u>\$(148,470)</u>	<u>\$(188,090)</u>	
Ongoing Total	\$0	\$0	\$1,990	\$(28,870)	
Supplies & Services (one-time)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$28,867</u>	
Budget Total	\$0	\$0	\$1,990	\$(3)	

10-5222-88 - Revenue Management

Personnel (ongoing)	\$251,790	\$232,890	\$242,620	\$209,190
Supplies & Services (ongoing)	<u>\$247,960</u>	<u>\$233,310</u>	<u>\$217,327</u>	<u>\$214,758</u>
Direct Costs (Ongoing) Subtotal	\$499,750	\$466,200	\$459,947	\$423,948
Internal Charges	<u>\$(439,260)</u>	<u>\$(413,580)</u>	<u>\$(410,940)</u>	<u>\$(391,160)</u>
Revenue Management Total	\$60,490	\$52,620	\$49,007	\$32,788



FINANCIAL SERVICES
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
General Fund Totals					
Personnel Subtotal	\$1,004,310	\$792,910	\$748,510	\$760,937	
Supplies & Services (Ongoing) Subtotal	\$354,215	\$332,960	\$307,697	\$278,005	
Direct Costs (Ongoing) Subtotal	\$1,358,525	\$1,125,870	\$1,056,207	\$1,038,942	
Internal Charges Subtotal	<u>\$(1,309,520)</u>	<u>\$(1,095,260)</u>	<u>\$(1,007,180)</u>	<u>\$(1,039,370)</u>	
Ongoing Subtotal	\$49,005	\$30,610	\$49,027	\$(428)	
Supplies & Services (One-Time) Subtotal	\$11,500	\$22,000	\$2,000	\$31,854	
General Fund Total	\$60,505	\$52,610	\$51,027	\$31,426	

Wastewater Enterprise Fund

59-5222-88 - Revenue Management

Supplies & Services (ongoing)	<u>\$95,500</u>	<u>\$87,000</u>	<u>\$79,625</u>	<u>\$67,967</u>	
Direct Costs (Ongoing) Subtotal	\$95,500	\$87,000	\$79,625	\$67,967	
Internal Charges	<u>\$7,770</u>	<u>\$6,330</u>	<u>\$5,780</u>	<u>\$6,420</u>	
Ongoing Total	\$103,270	\$93,330	\$85,405	\$74,387	
Supplies & Services (one-time)	<u>\$30,000</u>	<u>\$30,000</u>	<u>\$50,000</u>	<u>\$50,309</u>	Current year over budget: Increase in scope for the Wastewater Rate Study.
Revenue Management Total	\$133,270	\$123,330	\$135,405	\$124,696	

Grand Totals

Personnel (Ongoing) Subtotal	\$1,004,310	\$792,910	\$748,510	\$760,937	
Supplies & Services (Ongoing) Subtotal	\$449,715	\$419,960	\$387,322	\$345,972	
Direct Costs (Ongoing) Subtotal	\$1,454,025	\$1,212,870	\$1,135,832	\$1,106,909	
Internal Charges Subtotal	<u>\$(1,301,750)</u>	<u>\$(1,088,930)</u>	<u>\$(1,001,400)</u>	<u>\$(1,032,950)</u>	
Ongoing Subtotal	\$152,275	\$123,940	\$134,432	\$73,959	
Supplies & Services (One-Time) Subtotal	\$41,500	\$52,000	\$52,000	\$82,163	
Grand Total	\$193,775	\$175,940	\$186,432	\$156,122	



FINANCIAL SERVICES
Continued

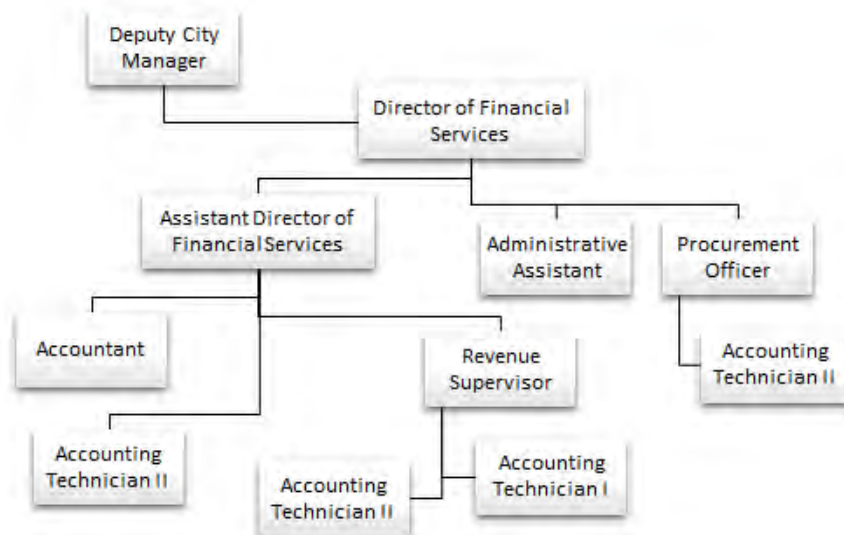
POSITIONS SUMMARY

Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Accountant	1.00	0.00	0.00	0.00
Accounting Technician I	1.00	1.00	1.00	1.00
Accounting Technician II	3.00	3.00	3.00	3.01
Administrative Assistant	1.00	0.73	0.73	0.00
Budget & Accounting Supervisor	0.00	2.00	2.00	2.00
Assistant Financial Services Director	1.00	0.00	0.00	0.00
Procurement Officer	1.00	0.00	0.00	0.00
Director of Financial Services	1.00	1.00	1.00	1.00
Lead Accounting Technician	0.00	0.00	1.00	1.00
Revenue Supervisor	1.00	1.00	0.00	0.00
Temporary City Employee	0.00	0.00	0.00	0.17
Total	10.00	8.73	8.73	8.18

ALLOCATIONS SUMMARY

Position	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
General Fund					
10-5222-01	Administration	3.05	2.21	2.43	1.70
10-5222-11	Payroll	0.85	0.85	0.85	0.85
10-5222-12	Payables/Purchasing	1.65	1.20	1.20	1.20
10-5222-14	Budget	1.35	1.33	1.15	1.15
10-5222-42	Uptown Paid Parking	0.11	0.10	0.10	0.18
10-5222-88	Revenue Management	2.99	3.04	3.00	3.10
General Fund Total		10.00	8.73	8.73	8.18

DEPARTMENTAL ORGANIZATION CHART



CITY ATTORNEY'S OFFICE

Mission Statement

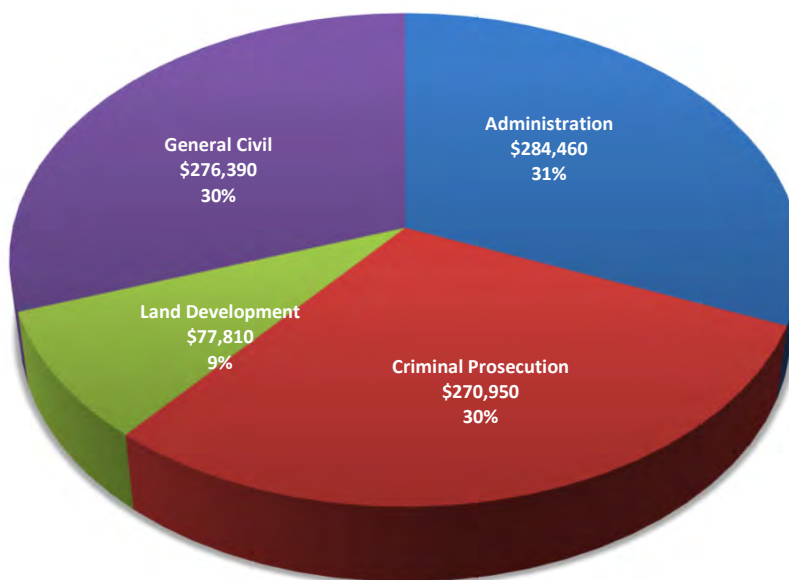
The department strives to provide quality legal advice and services to the City Council, City departments, and commissions and to vigorously prosecute criminal cases in a fair manner that leads to just results.

Description

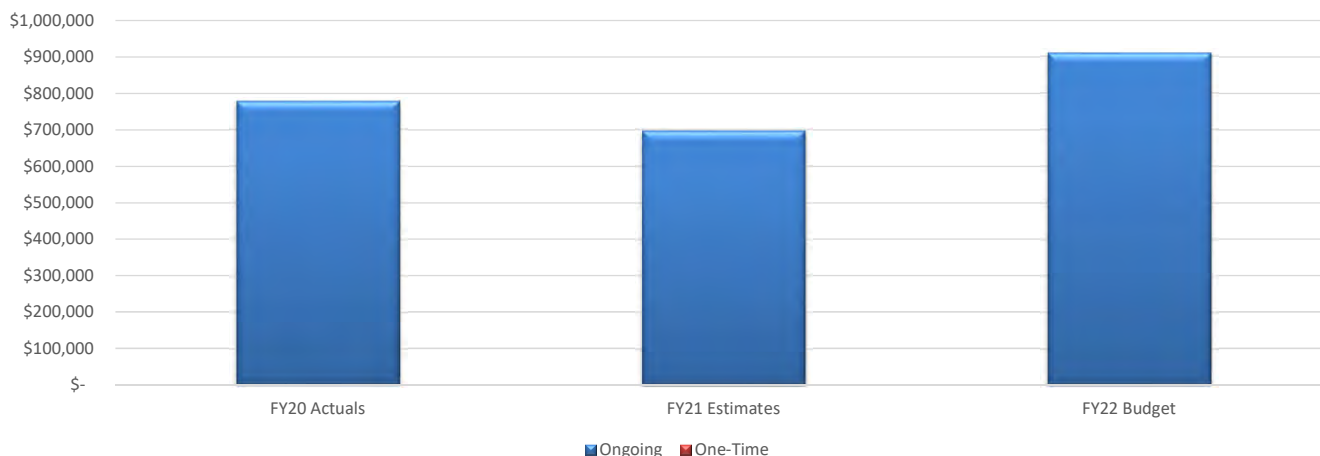
The City Attorney's Office provides internal services to City departments and personnel in several program areas:

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

FY 2022 PROGRAM EXPENDITURES: \$909,610



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



CITY ATTORNEY'S OFFICE – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 131,550	46%	\$ 156,620	\$ 145,160	\$ 142,982
Supplies & Services	115,000	40%	115,000	13,700	23,255
Subtotal Direct Costs	\$ 246,550	87%	\$ 271,620	\$ 158,860	\$ 166,236
Internal Charges	37,910	13%	35,650	33,840	34,620
Total Expenditures	\$ 284,460	100%	\$ 307,270	\$ 192,700	\$ 200,856
Expenditures by Fund					
General Fund Portion	\$ 184,460	65%	\$ 207,270	\$ 192,700	\$ 190,374
Wastewater Fund Portion	\$ 100,000	35%	\$ 100,000	\$ -	\$ -
Other Funds Portion	\$ -	0%	\$ -	\$ -	\$ 10,483
Funding Sources					
Allocations to Other Departments	\$ 184,460	65%	\$ 207,270	\$ 192,700	\$ 200,737
Program Revenues	\$ 100,000	35%	\$ 100,000	\$ -	\$ 119
Employee Time Allocation (FTEs) (Budgeted)	0.77		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 2021 Accomplishments

Overall City Value - Good Governance:

- Successfully transitioned a new City Attorney; established and maintained effective relationships with City departments.
- Acted as the City's designated public lobbyist representing the City's interest in State legislation.
- Drafted and assisted in implementation of new ordinances covering: service of civil citations, recreational marijuana, and solid waste removal and containment.
- Contracted with outside attorneys to fill the vacant Assistant City Attorney's duties on an as-needed basis resulting in cost savings.

FY 2022 Objectives

Overall City Value - Good Governance:

- Continue to engage in legislative activity and strengthen the City's position on significant issues.
- Work with the Community Development Department to continue resolving high profile code enforcement issues.
- Review City Code for possible areas of revision, including City's noise ordinance and wastewater system connections.
- Convert the vacant Assistant City Attorney position to 0.5 FTE and continue to use outside contract attorneys as-needed to fill that role.

Council Priority - Monitor Short-Term Rentals:

- Update short-term vacation rental ordinance based on staff requests and any new legislation.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
City Council agenda bill items reviewed	84	88	50	52	150
Ordinances processed	15	13	25	14	7
Resolutions processed	32	29	25	35	36
Public meetings attended	54	54	50	52	59
Contracts reviewed	148	175	124	150	171
Legal opinions provided	223	316	188	133	327

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Internal Survey: Confidence in legal services provided to City staff and officials (% responses favorable)		98%	97%	95%	97%	95%
Internal Survey: Accessibility or approachability of legal department staff to City staff and officials (% responses favorable)		100%	97%	95%	97%	95%
Internal Survey: Communication with City staff and officials (% responses favorable)		100%	90%	94%	87%	92%
Internal Survey: Effectiveness of legal department to achieve its goals (% responses favorable)		100%	93%	100%	93%	92%



CITY ATTORNEY'S OFFICE – Criminal Prosecution

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 217,620	80%	\$ 205,630	\$ 203,680	\$ 182,717
Supplies & Services	2,700	1%	2,700	1,200	11,250
Subtotal Direct Costs	\$ 220,320	81%	\$ 208,330	\$ 204,880	\$ 193,967
Internal Charges	50,630	19%	46,020	43,660	42,960
Total Expenditures	\$ 270,950	100%	\$ 254,350	\$ 248,540	\$ 236,927
Expenditures by Fund					
General Fund Portion	\$ 270,950	100%	\$ 254,350	\$ 248,540	\$ 236,927
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 94,833	35%	\$ 89,023	\$ 86,989	\$ 82,924
Estimated Visitor Generated	\$ 176,118	65%	\$ 165,328	\$ 161,551	\$ 154,002
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 2021 Accomplishments

Overall City Value - Public Safety:

- Successfully transitioned a new City Prosecutor; established effective working relationships with Sedona Police Department and the Sedona Municipal Court.
- Prosecuted a total of 476 cases, consisting of 68 Driving Under the Influence (DUI) cases, 42 crimes involving drugs or controlled substances, 134 criminal traffic matters, 232 criminal misdemeanor matters.
- Initiated a program for real-time training of officers on operational matters.
- Assisted Code Enforcement Officers develop administrative search warrant procedure including an administrative search warrant and affidavit template.

FY 2022 Objectives

Overall City Value - Public Safety:

- Continue to vigorously and fairly prosecute all criminal misdemeanor cases.
- Explore innovative methods of achieving justice for the community.
- Identify areas for enhanced training of law enforcement personnel.
- Initiate a program for real-time training of officers on operational matters.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Criminal cases filed	334	264	476	263	264
Provide an annual case law update to Police Department	4	6	2	5	6
Hours of training provided to Police Department on operational matters	11	8.2	20	7.0	6

Overall City Value - Public Safety:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Internal Survey: Effectiveness of City Prosecutor to review and charge matters (% responses favorable)		86%	85%	81%	86%	83%
Internal Survey: Quality of prosecutions litigated by City Prosecutor (% responses favorable)		87%	81%	92%	86%	73%
Internal Survey: Satisfaction of plea agreements negotiated by City Prosecutor (% responses favorable)		81%	73%	92%	74%	66%
Internal Survey: Satisfaction with level of justice achieved on matters resolved by City Prosecutor (% responses favorable)		78%	72%	81%	73%	73%
Internal Survey: Confidence in representation by City Prosecutor to the organization (% responses favorable)		92%	87%	86%	88%	88%



CITY ATTORNEY'S OFFICE – Land Development

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 61,240	79%	\$ 75,950	\$ 35,560	\$ 68,295
Internal Charges	16,570	21%	17,390	16,520	16,760
Total Expenditures	\$ 77,810	100%	\$ 93,340	\$ 52,080	\$ 85,055
Expenditures by Fund					
General Fund Portion	\$ 77,810	100%	\$ 93,340	\$ 52,080	\$ 85,055
Funding Sources					
Allocations to Other Departments	\$ 77,810	100%	\$ 93,340	\$ 52,080	\$ 85,055
Employee Time Allocation (FTEs) (Budgeted)	0.34		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 2021 Accomplishments

Council Priority - Community Focus Area Plans Development:

- Assisted in the development and review of the Schnebly Community Focus Area.

Overall City Value - Good Governance:

- Assisted in the development and review of the Oak Creek Heritage zoning district.
- Worked with City staff to review and update the Land Development Code.
- Attended all Planning and Zoning Commission meetings to ensure legal questions were accurately answered.
- Continued litigation of the special action appeal of the Arizona Water Company's conditional use permit case.

FY 2022 Objectives

Council Priority - Community Focus Area Plans Development:

- Assist with the development and review of the Uptown Community Focus Area.

Overall City Value - Good Governance:

- Continue to assist Code Enforcement activity on properties that are in violation of the Land Development Code or City Code.
- Enter new license agreement with Suddenlink and update the City's cable communications code.
- Monitor land use legislation and provide advice on impacts to the City.
- Assist with the new revisions to the Sedona Land Development Code.
- Continue to staff Planning and Zoning Commission meetings.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Planning and zoning matters reviewed	24	18	22	26	24



CITY ATTORNEY'S OFFICE – General Civil

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 116,030	42%	\$ 136,860	\$ 107,110	\$ 124,150
Supplies & Services	130,000	47%	90,000	70,000	103,922
Subtotal Direct Costs	\$ 246,030	89%	\$ 226,860	\$ 177,110	\$ 228,072
Internal Charges	30,360	11%	27,130	25,570	25,820
Total Expenditures	\$ 276,390	100%	\$ 253,990	\$ 202,680	\$ 253,892
Expenditures by Fund					
General Fund Portion	\$ 276,390	100%	\$ 253,990	\$ 202,680	\$ 253,892
Funding Sources					
Allocations to Other Departments	\$ 276,390	100%	\$ 253,990	\$ 198,980	\$ 228,739
Program Revenues	\$ -	0%	\$ -	\$ 3,700	\$ 25,152
Employee Time Allocation (FTEs) (Budgeted)	0.78		0.90		0.90

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

FY 2021 Accomplishments

Overall City Value - Good Governance:

- Managed the work of outside counsel on outstanding litigation matters, including matters handled by the Arizona Municipal Risk Retention Pool.

Overall City Value - Fiscal Sustainability:

- Monitored bankruptcy petitions involving the City of Sedona.
- Assisted City departments in resolving various claims against the City.
- Managed and tracked claims expenditures.

FY 2022 Objectives

Overall City Value - Fiscal Sustainability:

- Continue to improve efficiencies in managing claims management.
- Work with the Risk Pool on collaborative efforts to raise awareness on risk related issues.
- Develop a Risk Management program to oversee and mitigate organizational risk.

Overall City Value - Good Governance:

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

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Claims and suits against City	10	12	8	15	7
Claims against City resolved without litigation	8	10	7	11	7
Traffic accidents involving City vehicles	23	18	30	11	27
Claims regarding property damage to City property	16	16	20	7	20

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Internal Survey: Satisfaction with quality of City's legal representation on claims against City (% responses favorable)		90%	90%	88%	92%	85%
Internal Survey: Appropriate results achieved in defending and resolving claims against City (% responses favorable)		87%	87%	86%	88%	82%



CITY ATTORNEY'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
General Fund					
10-5230-01 - Administration					
Personnel (ongoing)	\$131,550	\$156,620	\$145,160	\$142,982	Budget Decrease: Reduced the Assistant City Attorney position to half time.
Supplies & Services (ongoing)	\$15,000	\$15,000	\$13,700	\$12,772	
Direct Costs (Ongoing) Subtotal	\$146,550	\$171,620	\$158,860	\$155,762	
Internal Charges	\$(146,540)	\$(171,580)	\$(158,850)	\$(157,760)	
Administration Total	\$10	\$40	\$10	\$(2,006)	
10-5230-17 - Criminal Prosecution					
Personnel (ongoing)	\$217,620	\$205,630	\$203,680	\$182,718	
Supplies & Services (ongoing)	\$2,700	\$2,700	\$1,200	\$11,250	
Direct Costs (Ongoing) Subtotal	\$220,320	\$208,330	\$204,880	\$193,976	
Internal Charges	\$50,630	\$46,020	\$43,660	\$42,960	
Ongoing Total	\$270,950	\$254,350	\$248,540	\$236,928	
10-5230-18 - Land Development					
Personnel (ongoing)	\$61,240	\$75,950	\$35,560	\$68,295	Budget Decrease: Reduced the Assistant City Attorney position to half time. Current Year Under Budget: Vacancy Savings
Internal Charges	\$(61,230)	\$(90,960)	\$(35,560)	\$(68,290)	
Land Development Total	\$10	\$(15,010)	\$0	\$5	
10-5230-19 - General Civil					
Personnel (ongoing)	\$116,030	\$136,860	\$107,110	\$124,150	Budget Decrease: Reduced the Assistant City Attorney position to half time. Current Year Under Budget: Vacancy Savings
Supplies & Services (ongoing)	\$130,000	\$90,000	\$70,000	\$103,921	
Direct Costs (Ongoing) Subtotal	\$246,030	\$226,860	\$177,110	\$228,079	Budget Increase: Reclassification of personnel costs to contracted legal services.
Internal Charges	\$(246,030)	\$(211,850)	\$(177,110)	\$(228,070)	
General Civil Total	\$0	\$15,010	\$0	\$1	



CITY ATTORNEY'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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General Fund Totals

Personnel Subtotal	\$526,440	\$575,060	\$491,510	\$518,145	
Supplies & Services (Ongoing) Subtotal	\$147,700	\$107,700	\$84,900	\$127,943	
Direct Costs (Ongoing) Subtotal	\$674,140	\$682,760	\$576,410	\$646,088	
Internal Charges Subtotal	<u>\$(403,170)</u>	<u>\$(428,370)</u>	<u>\$(327,860)</u>	<u>\$(411,160)</u>	
Ongoing Subtotal	\$270,970	\$254,390	\$248,550	\$234,928	

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.
Administration Total	\$100,000	\$100,000	\$0	\$0	

Information Technology Fund

60-5230-01 - Administration

Supplies & Services (ongoing)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$10,483</u>	
Administration Total	\$0	\$0	\$0	\$10,483	

Grand Totals

Personnel (Ongoing) Subtotal	\$526,440	\$575,060	\$491,510	\$518,145	
Supplies & Services (Ongoing) Subtotal	\$247,700	\$207,700	\$84,900	\$138,426	
Direct Costs (Ongoing) Subtotal	\$774,140	\$782,760	\$576,410	\$656,571	
Internal Charges Subtotal	<u>\$(403,170)</u>	<u>\$(428,370)</u>	<u>\$(327,860)</u>	<u>\$(411,160)</u>	
Ongoing Subtotal	\$370,970	\$354,390	\$248,550	\$245,411	



CITY ATTORNEY'S OFFICE
Continued

POSITIONS SUMMARY

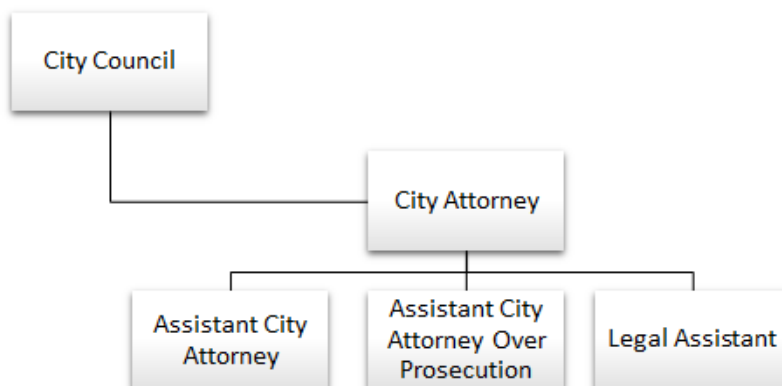
Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Assistant City Attorney	1.50	2.00	2.00	1.00
Associate Attorney	0.00	0.00	0.00	1.00
City Attorney	1.00	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00
Temporary City Employee ⁽¹⁾	0.04	0.04	0.04	0.04
Total	3.54	4.04	4.04	4.04

ALLOCATIONS SUMMARY

Position	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
General Fund					
10-5230-01	Administration	0.77	0.89	0.89	0.89
10-5230-17	Criminal Prosecution	1.65	1.65	1.65	1.65
10-5230-18	Land Development	0.34	0.60	0.60	0.60
10-5230-19	General Civil	0.78	0.90	0.90	0.90
General Fund Total		3.54	4.04	4.04	4.04

(1) Temporary position.

DEPARTMENTAL ORGANIZATION CHART



CITY CLERK'S OFFICE

Mission Statement

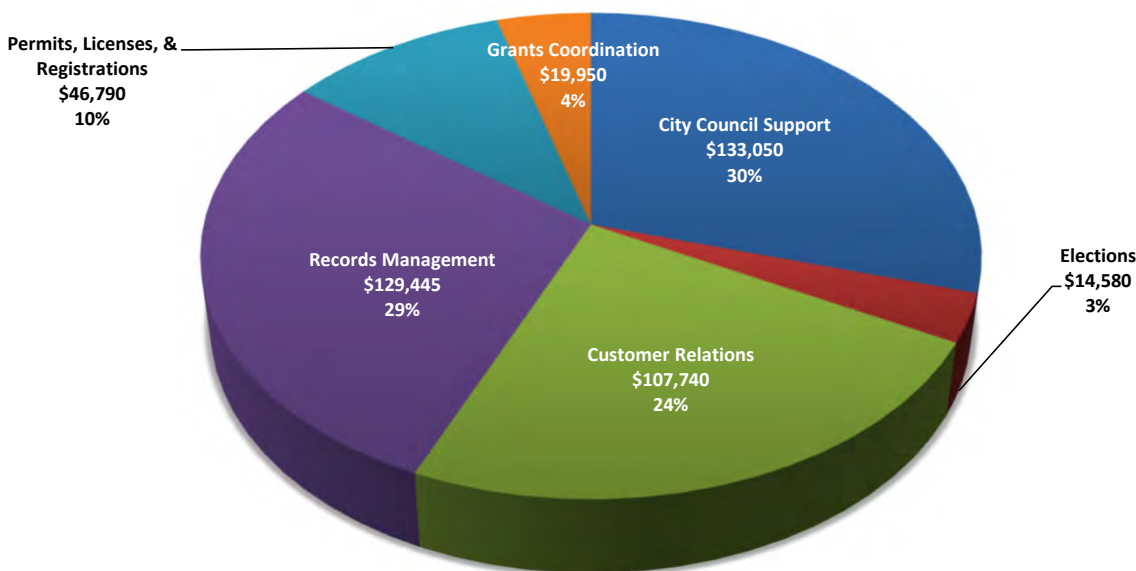
To provide exceptional service to the Mayor and City Council, the public, and City staff so that all may be guaranteed fair and impartial elections and open access to information and the legislative process.

Description

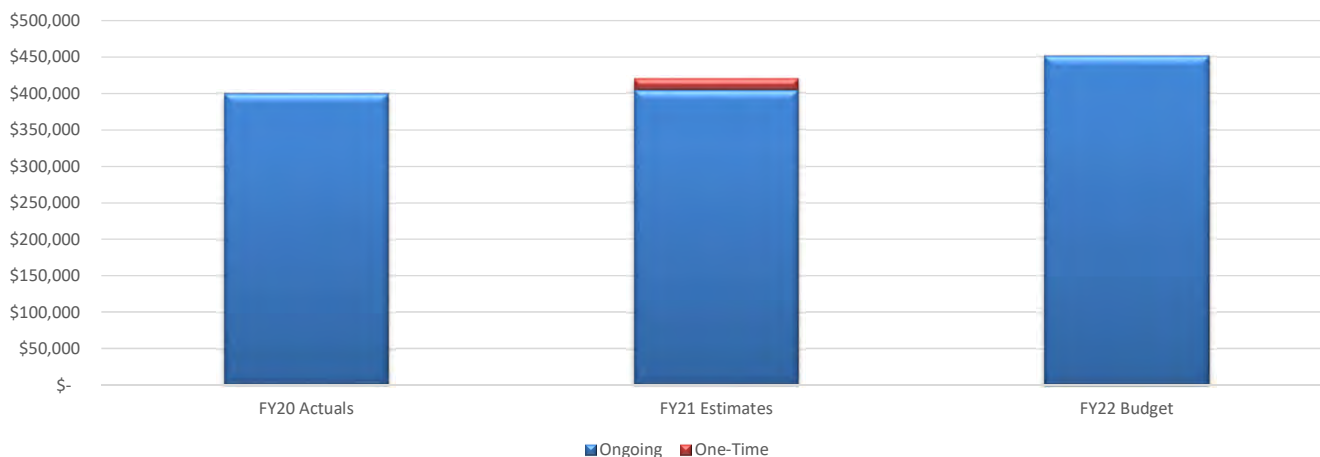
The City Clerk's Department is responsible for the following program areas:

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

FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



FY 2018 - FY 2020 ONGOING VS. ONE-TIME EXPENDITURES



CITY CLERK'S OFFICE – City Council Support

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 80,220	60%	\$ 74,890	\$ 74,760	\$ 74,402
Supplies & Services	15,000	11%	15,000	14,000	13,644
Subtotal Direct Costs	\$ 95,220	72%	\$ 89,890	\$ 88,760	\$ 88,046
Internal Charges	37,830	28%	34,860	33,120	32,440
Total Expenditures	\$ 133,050	100%	\$ 124,750	\$ 121,880	\$ 120,486
Expenditures by Fund					
General Fund Portion	\$ 133,050	100%	\$ 124,750	\$ 121,880	\$ 120,486
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 46,568	35%	\$ 43,663	\$ 42,658	\$ 42,170
Estimated Visitor Generated	\$ 86,483	65%	\$ 81,088	\$ 79,222	\$ 78,316
Employee Time Allocation (FTEs) (Budgeted)	0.73		0.73		0.73

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 2021 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 2022 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
City Council agendas posted	50	50	50	50	59
City Council communications reviewed	140	130	140	112	150
City Council meetings attended with minutes completed	50	50	50	50	59
Hours spent in City Council meetings	150	150	150	128	168
Ordinances processed	10	10	12	8	7
Resolutions processed	25	25	25	19	36



CITY CLERK'S OFFICE – Elections

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 9,230	63%	\$ 8,640	\$ 8,550	\$ 8,528
Supplies & Services	1,000	7%	28,300	15,662	862
Subtotal Direct Costs	\$ 10,230	70%	\$ 36,940	\$ 24,212	\$ 9,390
Internal Charges	4,350	30%	3,800	3,570	3,370
Total Expenditures	\$ 14,580	100%	\$ 40,740	\$ 27,782	\$ 12,760
Expenditures by Fund					
General Fund Portion	\$ 14,580	100%	\$ 40,740	\$ 27,782	\$ 12,760
Funding Sources					
Program Revenues	\$ -	0%	\$ -	\$ 10	\$ -
Funding from General Revenues:					
Estimated Resident Generated	\$ 5,103	35%	\$ 14,259	\$ 9,720	\$ 4,466
Estimated Visitor Generated	\$ 9,477	65%	\$ 26,481	\$ 18,052	\$ 8,294
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.

FY 2021 Accomplishments

Overall City Value - Good Governance:

- * Served as an early voting location for Coconino County.
- * Provided ballot drop boxes for Coconino and Yavapai Counties.
- * Ensured filing and posting of campaign finance filings.
- * Coordinated Primary Election for City Council.

FY 2022 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.
- * Prepare packets for City Council candidates.
- * Prepare for Alternative Expenditure Limitation election.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
City elections	0	2	1	0	2

Overall City Value - Fiscal Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Cost of primary election for City Council		\$0	\$13,850	\$15,615	\$0	\$0
Cost of general election for City Council		\$0	\$13,600	\$0	\$0	\$0
Cost of alternative expenditure limitation and primary election for City Council		\$300	\$0	\$0	\$0	\$22,132
Cost of general election for citizen initiative for a permanent base adjustment		\$0	\$0	\$0	\$0	\$15,115



CITY CLERK'S OFFICE – Customer Relations

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 69,750	65%	\$ 65,350	\$ 65,200	\$ 64,917
Subtotal Direct Costs	\$ 69,750	65%	\$ 65,350	\$ 65,200	\$ 64,917
Internal Charges	37,990	35%	34,520	32,630	32,990
Total Expenditures	\$ 107,740	100%	\$ 99,870	\$ 97,830	\$ 97,907
Expenditures by Fund					
General Fund Portion	\$ 107,740	100%	\$ 99,870	\$ 97,830	\$ 97,907
Funding Sources					
Allocations to Other Departments	\$ 107,740	100%	\$ 99,870	\$ 97,830	\$ 97,907
Employee Time Allocation (FTEs) (Budgeted)	0.91		0.91		0.91

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 2021 Accomplishments

Overall City Value - Good Governance:

- * Acted as a gatekeeper for the Sedona Citizens Connect and enhanced messaging to reporting parties.
- * Assisted customers remotely during the COVID-19 pandemic through use of virtual phones.

Overall City Value - Fiscal Sustainability:

- * Delivered claims to the City Attorney's Office in a timely fashion.

FY 2022 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Sedona Citizens Connect issues processed	165	150	165	180	159

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Sedona Citizens Connect average days to close an issue		17	11	18	18	11



CITY CLERK'S OFFICE – Records Management

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 57,010	44%	\$ 53,690	\$ 53,310	\$ 56,283
Supplies & Services	14,645	11%	13,365	6,559	7,737
Subtotal Direct Costs	\$ 71,655	55%	\$ 67,055	\$ 59,869	\$ 64,020
Internal Charges	57,790	45%	54,820	50,220	50,740
Total Expenditures	\$ 129,445	100%	\$ 121,875	\$ 110,089	\$ 114,760
Expenditures by Fund					
General Fund Portion	\$ 129,445	100%	\$ 121,875	\$ 110,089	\$ 114,760
Funding Sources					
Allocations to Other Departments	\$ 129,445	100%	\$ 121,875	\$ 110,089	\$ 114,760
Employee Time Allocation (FTEs) (Budgeted)	0.68		0.68		0.81

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 2021 Accomplishments

Overall City Value - Good Governance:

- * Fulfilled 100% of the records requests received in a timely manner.

FY 2022 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Records requests processed	200	150	130	157	257



CITY CLERK'S OFFICE – Permits, Licenses, & Registrations

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 33,020	71%	\$ 30,850	\$ 30,860	\$ 27,382
Supplies & Services	2,000	4%	2,000	2,000	-
Subtotal Direct Costs	\$ 35,020	75%	\$ 32,850	\$ 32,860	\$ 27,382
Internal Charges	11,770	25%	11,370	10,830	9,250
Total Expenditures	\$ 46,790	100%	\$ 44,220	\$ 43,690	\$ 36,632
Expenditures by Fund					
General Fund Portion	\$ 46,790	100%	\$ 44,220	\$ 43,690	\$ 36,632
Funding Sources					
Program Revenues	\$ 46,790	100%	\$ 44,220	\$ 43,690	\$ 36,632
Employee Time Allocation (FTEs) (Budgeted)	0.34		0.34		0.21

This program area includes business licenses, liquor license and special event applications, civil union registrations, and peddler/solicitor permits.

FY 2021 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.

FY 2022 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Business license renewals issued	1,235	1,225	1,235	1,262	N/A
Temporary business licenses issued	90	150	80	100	N/A
New business licenses issued	115	100	120	111	N/A
Home-based business licenses	250	140	250	198	N/A
Closed business licenses	90	150	90	77	N/A
Special event liquor licenses	0	35	0	43	41
Liquor licenses	12	10	15	14	18
Civil union registrations	2	5	3	6	6
Peddler/solicitor permits	2	2	3	1	28

Overall City Value - Fiscal Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Business licenses processed within 30 days		100%	100%	100%	N/A	N/A
Correctly submitted business license renewals received by December 31st and processed by December 31st		100%	100%	100%	N/A	N/A



CITY CLERK'S OFFICE – Grants Coordination

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 12,010	60%	\$ 11,200	\$ 11,120	\$ 11,130
Supplies & Services	1,500	8%	1,500	1,200	1,195
Subtotal Direct Costs	\$ 13,510	68%	\$ 12,700	\$ 12,320	\$ 12,325
Internal Charges	6,440	32%	5,820	5,500	5,300
Total Expenditures	\$ 19,950	100%	\$ 18,520	\$ 17,820	\$ 17,625
Expenditures by Fund					
General Fund Portion	\$ 19,950	100%	\$ 18,520	\$ 17,820	\$ 17,625
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 6,983	35%	\$ 6,482	\$ 6,237	\$ 6,169
Estimated Visitor Generated	\$ 12,968	65%	\$ 12,038	\$ 11,583	\$ 11,456
Employee Time Allocation (FTEs) (Budgeted)	0.13		0.13		0.13

This program area includes identifying grant opportunities, ensuring adherence to grant terms, and grant follow-up.

FY 2021 Accomplishments

Overall City Value - Fiscal Sustainability:

- * Identified grant opportunities and shared with appropriate staff members.
- * Worked with the Information Technology Department to customize the Grants Tracking System.
- * Trained staff members on the grants process and Grants Tracking System.

FY 2022 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Grants awarded	5	5	2	5	3



CITY CLERK'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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General Fund

10-5240-05 - City Council Support

Personnel (ongoing)	\$80,220	\$74,890	\$74,760	\$74,402	
Supplies & Services (ongoing)	<u>\$15,000</u>	<u>\$15,000</u>	<u>\$14,000</u>	<u>\$13,644</u>	
Direct Costs (Ongoing) Subtotal	\$95,220	\$89,890	\$88,760	\$88,046	
Internal Charges	<u>\$37,830</u>	<u>\$34,860</u>	<u>\$33,120</u>	<u>\$32,440</u>	
City Council Support Total	\$133,050	\$124,750	\$121,880	\$120,486	

10-5240-06 - Elections

Personnel (ongoing)	\$9,230	\$8,640	\$8,550	\$8,528	
Supplies & Services (ongoing)	<u>\$700</u>	<u>\$850</u>	<u>\$50</u>	<u>\$693</u>	
Direct Costs (Ongoing) Subtotal	\$9,930	\$9,490	\$8,600	\$9,221	
Internal Charges	<u>\$4,350</u>	<u>\$3,800</u>	<u>\$3,570</u>	<u>\$3,370</u>	
Ongoing Total	\$14,280	\$13,290	\$12,170	\$12,591	
Supplies & Services (one-time)	\$300	\$27,450	\$15,612	\$169	Budget Decrease: No general or primary elections in the budget year.
Elections Total	\$14,580	\$40,740	\$27,782	\$12,760	

10-5240-07 - Customer Relations

Personnel (ongoing)	\$69,750	\$65,350	\$65,200	\$64,918	
Internal Charges	<u>\$(69,760)</u>	<u>\$(65,350)</u>	<u>\$(65,200)</u>	<u>\$(64,910)</u>	
Customer Relations Total	\$(10)	\$0	\$0	\$8	

10-5240-08 - Records Management

Personnel (ongoing)	\$57,010	\$53,690	\$53,310	\$56,282	
Supplies & Services (ongoing)	<u>\$14,645</u>	<u>\$13,365</u>	<u>\$6,559</u>	<u>\$7,737</u>	
Direct Costs (Ongoing) Subtotal	\$71,655	\$67,055	\$59,869	\$64,019	
Internal Charges	<u>\$(71,660)</u>	<u>\$(67,080)</u>	<u>\$(59,860)</u>	<u>\$(64,010)</u>	
Records Management Total	\$(5)	\$(25)	\$9	\$9	



CITY CLERK'S OFFICE
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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10-5240-10 - Permits, Licenses, & Registrations

Personnel (ongoing)	\$33,020	\$30,850	\$30,860	\$27,382	
Supplies & Services (ongoing)	<u>\$2,000</u>	<u>\$2,000</u>	<u>\$2,000</u>	<u>\$0</u>	
Direct Costs (Ongoing) Subtotal	\$35,020	\$32,850	\$32,860	\$27,382	
Internal Charges	<u>\$11,770</u>	<u>\$11,370</u>	<u>\$10,830</u>	<u>\$9,250</u>	
Permits, Licenses, & Registrations Total	\$46,790	\$44,220	\$43,690	\$36,632	

10-5240-16 - Grants Coordination

Personnel (ongoing)	\$12,010	\$11,200	\$11,120	\$11,129	
Supplies & Services (ongoing)	<u>\$1,500</u>	<u>\$1,500</u>	<u>\$1,200</u>	<u>\$1,195</u>	
Direct Costs (Ongoing) Subtotal	\$13,510	\$12,700	\$12,320	\$12,324	
Internal Charges	<u>\$6,440</u>	<u>\$5,820</u>	<u>\$5,500</u>	<u>\$5,300</u>	
Grants Coordination Total	\$19,950	\$18,520	\$17,820	\$17,624	

Grand Totals

Personnel (Ongoing) Subtotal	\$261,240	\$244,620	\$243,800	\$242,641	
Supplies & Services (Ongoing) Subtotal	<u>\$33,845</u>	<u>\$32,715</u>	<u>\$23,809</u>	<u>\$23,269</u>	
Direct Costs (Ongoing) Subtotal	\$295,085	\$277,335	\$267,609	\$265,910	
Internal Charges Subtotal	<u>\$(81,030)</u>	<u>\$(76,580)</u>	<u>\$(72,040)</u>	<u>\$(78,560)</u>	
Ongoing Subtotal	\$214,055	\$200,755	\$195,569	\$187,350	
Supplies & Services (One-Time) Subtotal	<u>\$300</u>	<u>\$27,450</u>	<u>\$15,612</u>	<u>\$169</u>	
Grand Total	\$214,355	\$228,205	\$211,181	\$187,519	



CITY CLERK'S OFFICE
Continued

POSITIONS SUMMARY

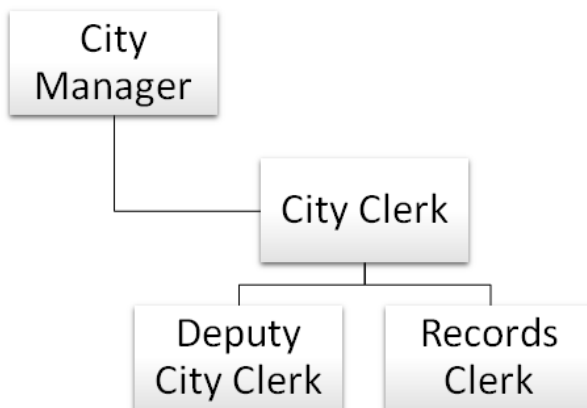
Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
Records Clerk ⁽¹⁾	0.88	0.88	0.88	0.87
Total	2.88	2.88	2.88	2.87

ALLOCATIONS SUMMARY

Position	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
General Fund					
10-5240-05	City Council Support	0.73	0.73	0.73	0.80
10-5240-06	Elections	0.09	0.09	0.09	0.09
10-5240-07	Customer Relations	0.91	0.91	0.91	0.82
10-5240-08	Records Management	0.68	0.68	0.81	0.66
10-5240-09	Sustainability	0.00	0.00	0.00	0.18
10-5240-10	Permits/Licenses/Registrations	0.34	0.34	0.21	0.24
10-5240-16	Grants Coordination	0.13	0.13	0.13	0.08
General Fund Total		2.88	2.88	2.88	2.87

(1)Part-time position.

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.

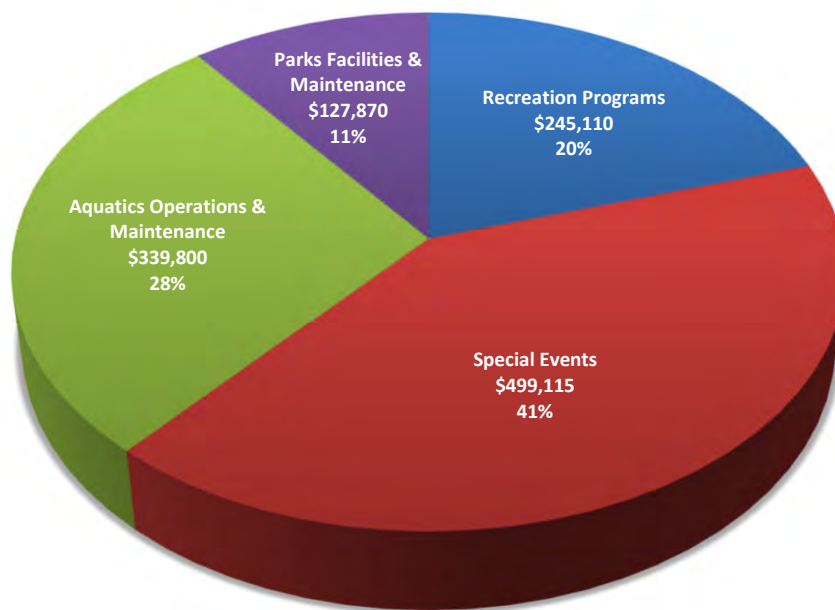
It is the culture of the Sedona Parks and Recreation Department to work within an environment of CITY PRIDE: deliver the best Customer service, display unwavering Integrity, foster Teamwork, find ways to get to Yes!, embody Professionalism, show Respect, lead with Innovation, and demonstrate Dedication to Excellence.

Description

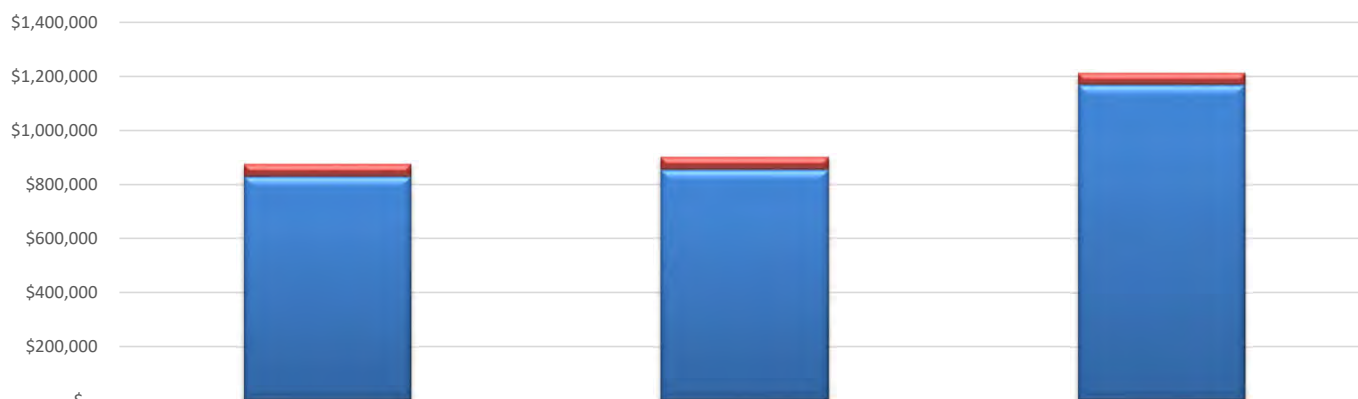
The Parks and Recreation Department is responsible for the following program areas:

- * Recreation Programs
- * Special Events
- * Aquatics Operations and Maintenance
- * Parks Facility and Maintenance

FY 2022 PROGRAM EXPENDITURES: \$1,211,895



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



PARKS & RECREATION – Recreation Programs

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 107,450	44%	\$ 101,940	\$ 89,480	\$ 93,170
Supplies & Services	49,060	20%	55,105	14,540	30,567
Subtotal Direct Costs	\$ 156,510	64%	\$ 157,045	\$ 104,020	\$ 123,737
Internal Charges	88,600	36%	71,780	68,410	69,910
Total Expenditures	\$ 245,110	100%	\$ 228,825	\$ 172,430	\$ 193,647
Expenditures by Fund					
General Fund Portion	\$ 237,110	97%	\$ 220,825	\$ 169,600	\$ 189,880
Other Funds Portion	\$ 8,000	3%	\$ 8,000	\$ 2,830	\$ 3,767
Funding Sources					
Program Revenues	\$ 37,400	15%	\$ 21,180	\$ 11,700	\$ 22,446
Funding from General Revenues:					
Estimated Resident Generated	\$ 72,699	30%	\$ 72,676	\$ 56,256	\$ 59,920
Estimated Visitor Generated	\$ 135,012	55%	\$ 134,969	\$ 104,475	\$ 111,280
Employee Time Allocation (FTEs) (Budgeted)	1.47		1.47		1.47

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 2021 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Offered programming that adheres to current COVID-19 guidelines and restrictions.

FY 2022 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Recreation programs	N/A	17	25	27	27
Days of programs	N/A	700	750	715	715
Independent contracts signed	N/A	20	25	28	28
Parks and recreation class/program/facility registrants	14,000	18,000	N/A	8,525	12,676

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Parks and recreation class/program/facility registrants per 1,000 population (ICMA Benchmark 2016-2018)	1,771 (all) / 3,311 (cities under 30,000 pop.)	1,400	1,800	N/A	852	1,260



PARKS & RECREATION – Special Events

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 220,690	44%	\$ 133,860	\$ 135,160	\$ 134,284
Supplies & Services	171,885	34%	175,385	83,350	97,345
Capital & Debt Service	44,300	9%	44,300	41,915	44,185
Subtotal Direct Costs	\$ 436,875	88%	\$ 353,545	\$ 260,425	\$ 275,814
Internal Charges	62,240	12%	52,690	49,860	48,270
Total Expenditures	\$ 499,115	100%	\$ 406,235	\$ 310,285	\$ 324,084
Expenditures by Fund					
General Fund Portion	\$ 489,115	98%	\$ 392,735	\$ 310,285	\$ 314,831
Other Funds Portion	\$ 10,000	2%	\$ 13,500	\$ -	\$ 9,253
Funding Sources					
Program Revenues	\$ 109,475	22%	\$ 106,745	\$ 81,105	\$ 96,243
Funding from General Revenues:					
Estimated Resident Generated	\$ 136,374	27%	\$ 104,822	\$ 80,213	\$ 79,744
Estimated Visitor Generated	\$ 253,266	51%	\$ 194,669	\$ 148,967	\$ 148,096
Employee Time Allocation (FTEs) (Budgeted)	2.30		1.35		1.35

Sedona Parks and Recreation Department provides a multitude of special events to serve the interests and needs of residents. 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
- * Fall Festival
- * Breakfast with Santa

Our event costs 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 2021 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Offered alternative event/programs to align with current COVID-19 restrictions and guidelines.

FY 2022 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Days of events	N/A	21	N/A	11	33



PARKS & RECREATION – Special Events

continued

**Community Plan Parks, Recreation, and Open Space Goal -
Provide activities and amenities that allow for community interactions
and encourage active and healthy lifestyles:**

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Revenue from event sponsors		\$10,000	13500	N/A	\$11,900	34000
Customer Satisfaction Survey: Celebration of Spring (% responses favorable)		100%	100%	N/A	N/A	95%
Customer Satisfaction Survey: Pumpkin Splash (% responses favorable)		100%	100%	N/A	94%	98%
Customer Satisfaction Survey: Breakfast with Santa (% responses favorable)		100%	100%	N/A	94%	98%



PARKS & RECREATION – Aquatics Operations & Maintenance

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 183,950	54%	\$ 198,410	\$ 176,970	\$ 114,482
Supplies & Services	19,650	6%	20,900	22,975	16,960
Subtotal Direct Costs	\$ 203,600	60%	\$ 219,310	\$ 199,945	\$ 131,441
Internal Charges	136,200	40%	115,770	110,940	108,710
Total Expenditures	\$ 339,800	100%	\$ 335,080	\$ 310,885	\$ 240,151
Expenditures by Fund					
General Fund Portion	\$ 339,800	100%	\$ 335,080	\$ 305,885	\$ 240,151
Other Funds Portion	\$ -	0%	\$ -	\$ 5,000	\$ -
Funding Sources					
Program Revenues	\$ 35,190	10%	\$ 36,850	\$ 31,360	\$ 36,133
Funding from General Revenues:					
Estimated Resident Generated	\$ 106,614	31%	\$ 104,381	\$ 97,834	\$ 71,406
Estimated Visitor Generated	\$ 197,997	58%	\$ 193,850	\$ 181,691	\$ 132,612
Employee Time Allocation (FTEs) (Budgeted)	4.24		4.84		4.98

Open from Memorial Day weekend through Labor Day, the Sedona Community Pool offers activities and quality programming for everyone. Amenities enjoyed at the facility include an 8-lane pool with a 4 to 7 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 2021 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * Opened and operated successfully during the COVID-19 pandemic. Operations were impacted across the board, including limited occupancy levels, new aggressive sanitizing protocols, health screenings for staff and guests, face mask requirement for staff and guests, adapted lifeguard trainings to align with CDC recommendations, and implemented a new online reservation system and point of sale system. This challenge did not affect our ability to offer various programming, including dedicated adult lap swim, recreational swim, aquatic fitness classes, and StarBabies/StarTots classes (a parent and child swim lesson program).
- * 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 to return, including manager.
- * Implemented learn-to-swim program that offers a curriculum of water safety and improving swimming skills.
- * Facilitated and managed the joint use of the facility by 3 swim teams, including winter months.

FY 2022 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Days pool open to public	89	145	63	76	168
Swim lessons taught	100	550	77	224	426
Attendance at lap swim and open swim	7,850	11700	4,137	5,455	9,329
Staff hired and trained for the season	20	22	20	12	18
Hours spent on staff development	66	66	66	24	71

**Community Plan Parks, Recreation, and Open Space Goal -
Provide activities and amenities that allow for community interactions
and encourage active and healthy lifestyles:**

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Satisfactory health inspections	100%	100%	100%	100%	100%	80%
Customer Satisfaction Survey: Swim lessons (% responses favorable)		100%	100%	100%	N/A	100%



PARKS & RECREATION – Parks Facilities & Maintenance

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 84,490	66%	\$ 78,790	\$ 74,580	\$ 77,842
Supplies & Services	9,450	7%	10,500	1,050	4,157
Subtotal Direct Costs	\$ 93,940	73%	\$ 89,290	\$ 75,630	\$ 81,999
Internal Charges	33,930	27%	30,930	29,830	33,040
Total Expenditures	\$ 127,870	100%	\$ 120,220	\$ 105,460	\$ 115,039
Expenditures by Fund					
General Fund Portion	\$ 125,920	98%	\$ 117,220	\$ 104,910	\$ 114,137
Other Funds Portion	\$ 1,950	2%	\$ 3,000	\$ 550	\$ 902
Funding Sources					
Program Revenues	\$ 24,250	19%	\$ 31,100	\$ 9,550	\$ 14,553
Funding from General Revenues:					
Estimated Resident Generated	\$ 36,267	28%	\$ 31,192	\$ 33,569	\$ 35,170
Estimated Visitor Generated	\$ 67,353	53%	\$ 57,928	\$ 62,342	\$ 65,316
Employee Time Allocation (FTEs) (Budgeted)	0.90		0.90		0.90

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 Department 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 2021 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- *Draft completed for Posse Grounds Park evaluation.

FY 2022 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 Park evaluation.
- * Work collaboratively with the Public Works Department to maintain parks and facilities.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Facility rentals processed	N/A	316	34	211	250
Rental hours	N/A	2,860	125	2,550	2,000

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Customer Satisfaction Survey: Overall facilities (% responses favorable)		95%	95%	N/A	96%	96%



**PARKS & RECREATION
Continued**

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
10-5242-23 - Recreation Programs					
Personnel (ongoing)	\$107,450	\$101,940	\$89,480	\$93,170	Current Year Under Budget: Cancellation of recreation programs due to COVID-19.
Supplies & Services (ongoing)	\$41,060	\$47,105	\$11,710	\$26,800	Current Year Under Budget: Cancellation of recreation programs due to COVID-19.
Direct Costs (Ongoing) Subtotal	\$148,510	\$149,045	\$101,190	\$119,970	
Internal Charges	\$88,600	\$71,780	\$68,410	\$69,910	
Ongoing Total	\$237,110	\$220,825	\$169,600	\$189,880	
Recreation Programs Total	\$237,110	\$220,825	\$169,600	\$189,880	
10-5242-24 - Special Events					
Personnel (ongoing)	\$220,690	\$133,860	\$135,160	\$134,284	Budget Increase: New Recreation Coordinator position.
Supplies & Services (ongoing)	\$161,885	\$161,885	\$83,350	\$88,092	Current Year Under Budget: Cancellation of events due to COVID- 19.
Direct Costs (Ongoing) Subtotal	\$382,575	\$295,745	\$218,510	\$222,376	
Internal Charges	\$62,240	\$52,690	\$49,860	\$48,270	
Ongoing Total	\$444,815	\$348,435	\$268,370	\$270,646	
Capital & Debt Service	\$44,300	\$44,300	\$41,915	\$44,185	
Special Events Total	\$489,115	\$392,735	\$310,285	\$314,831	
10-5242-25 - Aquatics Operations & Maintenance					
Personnel (ongoing)	\$183,950	\$198,410	\$176,970	\$114,481	
Supplies & Services (ongoing)	\$19,650	\$20,900	\$17,975	\$15,725	
Direct Costs (Ongoing) Subtotal	\$203,600	\$219,310	\$194,945	\$130,206	
Internal Charges	\$136,200	\$115,770	\$110,940	\$108,710	
Ongoing Total	\$339,800	\$335,080	\$305,885	\$238,916	
Supplies & Services (one-time)	\$0	\$0	\$0	\$1,234	
Aquatics Operations & Maintenance Total	\$339,800	\$335,080	\$305,885	\$240,150	



PARKS & RECREATION
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
10-5242-26 - Parks Facilities & Maintenance					
Personnel (ongoing)	\$84,490	\$78,790	\$74,580	\$77,842	
Supplies & Services (ongoing)	<u>\$7,500</u>	<u>\$7,500</u>	<u>\$500</u>	<u>\$3,255</u>	
Direct Costs (Ongoing) Subtotal	\$91,990	\$86,290	\$75,080	\$81,097	
Internal Charges	<u>\$33,930</u>	<u>\$30,930</u>	<u>\$29,830</u>	<u>\$33,040</u>	
Parks Facilities & Maintenance Total	\$125,920	\$117,220	\$104,910	\$114,137	
General Fund Totals					
Personnel Subtotal	\$596,580	\$513,000	\$476,190	\$419,777	
Supplies & Services (Ongoing) Subtotal	<u>\$230,095</u>	<u>\$237,390</u>	<u>\$113,535</u>	<u>\$133,872</u>	
Direct Costs (Ongoing) Subtotal	\$826,675	\$750,390	\$589,725	\$553,649	
Internal Charges Subtotal	<u>\$320,970</u>	<u>\$271,170</u>	<u>\$259,040</u>	<u>\$259,930</u>	
Ongoing Subtotal	\$1,147,645	\$1,021,560	\$848,765	\$813,579	
Supplies & Services (One-Time) Subtotal	\$0	\$0	\$0	\$1,234	
Capital & Debt Service Subtotal	<u>\$44,300</u>	<u>\$44,300</u>	<u>\$41,915</u>	<u>\$44,185</u>	
One-Time Subtotal	\$44,300	\$44,300	\$41,915	\$45,419	
General Fund Total	\$1,191,945	\$1,065,860	\$890,680	\$858,998	
Donations & Contributions Fund					
15-5242-23 - Recreation Programs					
Supplies & Services (ongoing)	\$1,000	\$1,000	\$0	\$1,136	Current Year Under Budget: Cancellation of recreation programs due to COVID-19.
Recreation Programs Total	\$1,000	\$1,000	\$0	\$1,136	
15-5242-24 - Special Events					
Supplies & Services (ongoing)	\$10,000	\$13,500	\$0	\$9,721	Current Year Under Budget: Cancellation of events due to COVID- 19.
Special Events Total	\$10,000	\$13,500	\$0	\$9,721	
15-5242-26 - Parks Facilities & Maintenance					
Supplies & Services (ongoing)	<u>\$1,950</u>	<u>\$3,000</u>	<u>\$550</u>	<u>\$902</u>	
Parks Facilities & Maintenance Total	\$1,950	\$3,000	\$550	\$902	



PARKS & RECREATION
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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Donations & Contributions Fund Totals

Supplies & Services (Ongoing) Subtotal	\$12,950	\$17,500	\$550	\$11,290	
Direct Costs (Ongoing) Subtotal	\$12,950	\$17,500	\$550	\$11,290	
Donations & Contributions Fund Total	\$12,950	\$17,500	\$550	\$11,290	

Info Tech Internal Service Fund

60-5242-23 - Recreation Programs

Supplies & Services (ongoing)	\$7,000	\$7,000	\$2,830	\$2,632	Current Year Under Budget: Reduction in anticipated SportSites software maintenance costs.
Recreation Programs Total	\$7,000	\$7,000	\$2,830	\$2,632	

60-5242-25 - Aquatics

Supplies & Services (one-time)	\$0	\$0	\$5,000	\$0	Current Year Over Budget: One-time point of sale system.
Recreation Programs Total	\$0	\$0	\$5,000	\$0	

Info Tech Fund Grand Totals

Supplies & Services (ongoing)	\$7,000	\$7,000	\$2,830	\$2,632	
Supplies & Services (One-Time)	\$0	\$0	\$5,000	\$0	
Info Tech Fund Total	\$7,000	\$7,000	\$7,830	\$2,632	

Grand Totals

Personnel (Ongoing) Subtotal	\$596,580	\$513,000	\$476,190	\$419,777	
Supplies & Services (Ongoing) Subtotal	\$250,045	\$261,890	\$116,915	\$147,794	
Direct Costs (Ongoing) Subtotal	\$846,625	\$774,890	\$593,105	\$567,571	
Internal Charges Subtotal	\$320,970	\$271,170	\$259,040	\$259,930	
Ongoing Subtotal	\$1,167,595	\$1,046,060	\$852,145	\$827,501	
Supplies & Services (One-Time) Subtotal	\$0	\$0	\$5,000	\$1,234	
Capital & Debt Service Subtotal	\$44,300	\$44,300	\$41,915	\$44,185	
One-Time Subtotal	\$44,300	\$44,300	\$46,915	\$45,419	
Grand Total	\$1,211,895	\$1,090,360	\$899,060	\$872,920	



PARKS & RECREATION
Continued

POSITIONS SUMMARY

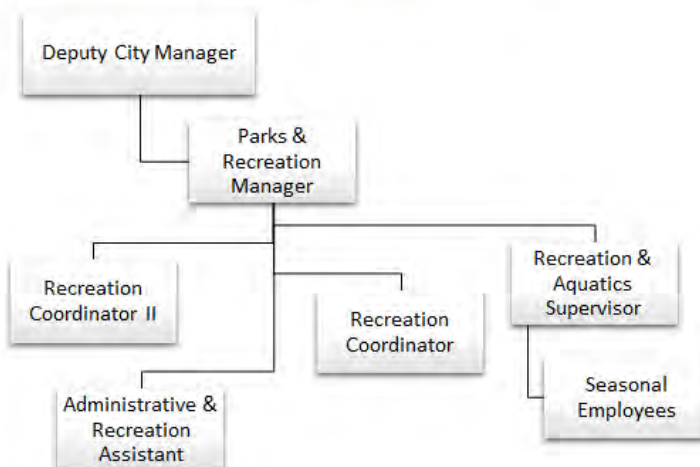
Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Administrative & Recreation Assistant	1.00	1.00	1.00	0.00
Administrative Assistant	0.00	0.00	0.00	1.00
Head Lifeguard	0.00	0.00	0.00	0.64
Lifeguard	1.09	2.21	2.11	1.92
Lifeguard Instructor	1.43	1.43	1.43	1.05
Parks and Recreation Manager	1.00	1.00	1.00	1.00
Pool Assistant Manager	0.45	0.03	0.03	0.00
Pool Manager	0.33	0.33	0.57	0.00
Recreation & Aquatics Supervisor	1.00	1.00	1.00	1.00
Recreation Assistant	0.13	0.13	0.13	0.13
Recreation Coordinator	1.00	0.00	0.00	0.00
Recreation Coordinator II	1.00	1.00	1.00	1.00
Referee	0.16	0.15	0.15	0.15
SAI Instructor Trainer	0.00	0.00	0.00	0.06
Scorekeeper	0.13	0.09	0.09	0.09
Water Aerobics Instructor	0.19	0.19	0.19	0.10
Total	8.91⁽¹⁾	8.56	8.70	8.14

ALLOCATIONS SUMMARY

Position	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
General Fund					
10-5242-23	Parks & Recreation	1.47	1.47	1.47	1.57
10-5242-24	Special Events	2.30	1.35	1.35	1.30
10-5242-25	Aquatics	4.24	4.84	4.98	4.52
10-5242-26	Parks Facilities & Maintenance	0.85	0.85	0.85	0.65
10-5242-89	Capital Projects	0.05	0.05	0.05	0.10
General Fund Total		8.91	8.56	8.70	8.14

⁽¹⁾ Includes 3.91 of temporary positions

DEPARTMENTAL ORGANIZATION CHART



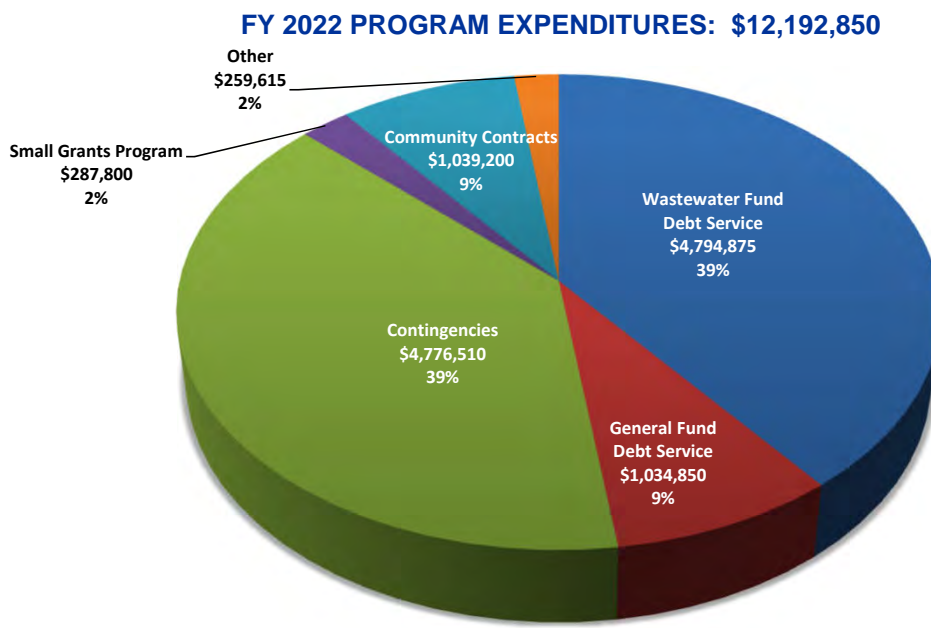
GENERAL SERVICES

Description

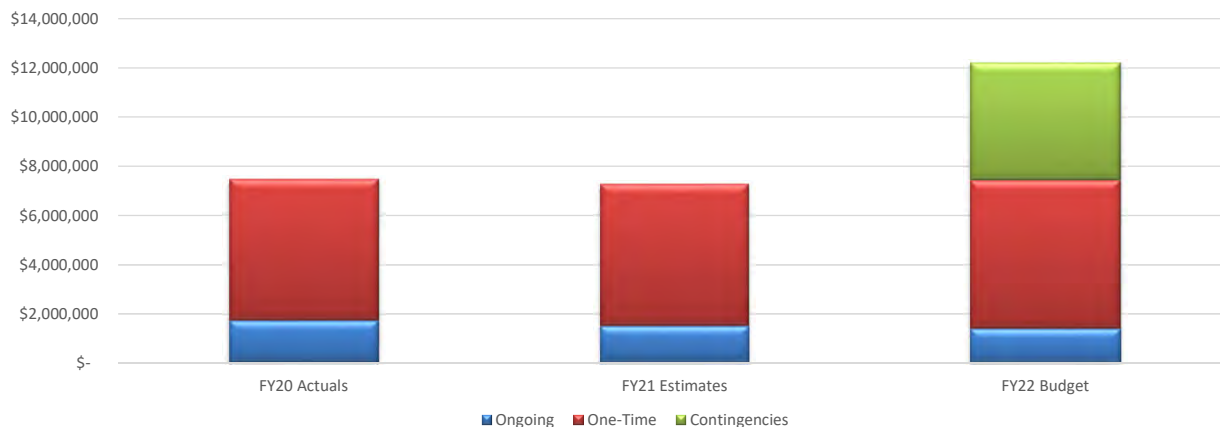
The General Services Department is established as an accounting unit in order to capture the various “non-departmental” and other centralized expenses. These include service contracts with non-profits, Citywide liability and other insurances, and debt service. The debt service costs include General Fund 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, Affordable Housing 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)
- * \$250,000 contingency for SCCTB contract (General Fund)
- * \$2,100,000 contingency for affordable housing projects that may come up durign the year (Affordable Housing Fund)
- * \$300,000 contingency for unknown grants and donations revenues that may be received during the year (Grants and Donations Funds)
- * \$1,726,510 contingency for the American Relief Plan Act (Grants and Donations Funds)



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



GENERAL SERVICES – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ (280,785)	-2%	\$ (60,156)	\$ -	\$ -
Supplies & Services	1,785,500	15%	1,578,050	1,496,249	1,706,525
Capital & Debt Service	5,900,545	48%	5,733,535	5,734,085	5,732,312
Contingencies	4,776,510	39%	2,019,440	-	-
Subtotal Direct Costs	\$ 12,181,770	100%	\$ 9,270,869	\$ 7,230,334	\$ 7,438,837
Internal Charges	11,080	<1%	5,760	5,450	11,360
Total Expenditures	\$ 12,192,850	100%	\$ 9,276,629	\$ 7,235,784	\$ 7,450,197
Expenditures by Fund					
General Fund Portion	\$ 3,170,585	26%	\$ 3,389,504	\$ 2,544,069	\$ 2,757,256
Wastewater Fund Portion	\$ 4,894,955	40%	\$ 4,790,825	\$ 4,690,915	\$ 4,691,986
Other Funds Portion	\$ 4,127,310	34%	\$ 1,096,300	\$ 800	\$ 955
Funding Sources					
Allocations to Other Departments	\$ 425,350	3%	\$ 397,070	\$ 397,100	\$ 253,020
Program Revenues	\$ 9,039,445	74%	\$ 5,889,525	\$ 4,707,378	\$ 4,712,099
Funding from General Revenues:					
Estimated Resident Generated	\$ 954,819	8%	\$ 1,046,512	\$ 745,957	\$ 869,777
Estimated Visitor Generated	\$ 1,773,236	15%	\$ 1,943,522	\$ 1,385,349	\$ 1,615,301
Employee Time Allocation (FTEs) (Budgeted)	0.00		0.00		0.00

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Small grants awarded	26	19	8	19	20
Average small grant award amount	\$10,500	\$8,858	\$5,650	\$8,763	\$8,475
Total small grants awarded	\$275,000	\$168,300	\$45,200	\$166,500	\$169,500
Range of small grant awards	\$3,500 - \$25,000	\$1,200 - \$21,000	\$1,000 - 10,200	\$2,000 - \$27,000	\$1,200 - \$21,000



GENERAL SERVICES
continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
General Fund					
10-5245-01 - Administration					
Personnel (ongoing)	(\$280,785)	(\$60,156)	\$0	\$0	Budget Decrease: Elimination of market study adjustments.
Supplies & Services (ongoing)	\$624,200	\$594,100	\$471,540	\$566,077	Current Year Under Budget: Reduction in small grants due to COVID-19.
Direct Costs (Ongoing) Subtotal	\$343,415	\$533,944	\$471,540	\$566,077	
Internal Charges	(\$414,350)	(\$391,360)	(\$391,690)	(\$241,850)	
Ongoing Total	(\$70,935)	\$142,584	\$79,850	\$324,227	
Supplies & Services (one-time)	\$121,300	\$0	\$0	\$0	Budget: One-time carryover of reduction in small grants due to COVID-19.
Capital & Debt Service	\$70,820	\$8,200	\$8,900	\$6,046	
One-Time Total	\$192,120	\$8,200	\$8,900	\$6,046	
Administration Total	\$121,185	\$150,784	\$88,750	\$330,273	
10-5245-09 - Sustainability					
Supplies & Services (ongoing)	\$203,000	\$175,000	\$200,000	\$203,100	
Sustainability Total	\$203,000	\$175,000	\$200,000	\$203,100	
10-5245-90 - Comm Contracts - Public Safety					
Supplies & Services (ongoing)	\$76,419	\$71,300	\$75,356	\$71,106	
Comm Contracts - Public Safety Total	\$76,419	\$71,300	\$75,356	\$71,106	
10-5245-91 - Comm Contracts - Cult & Recr					
Supplies & Services (ongoing)	\$506,031	\$485,000	\$498,553	\$484,974	
Comm Contracts - Cult & Recr Total	\$506,031	\$485,000	\$498,553	\$484,974	
10-5245-92 - Comm Contracts - Health & Welf					
Supplies & Services (ongoing)	\$192,850	\$179,800	\$190,000	\$187,770	
Comm Contracts - Health & Welf Total	\$192,850	\$179,800	\$190,000	\$187,770	
10-5245-93 - Comm Contracts - Public Transp					
Supplies & Services (ongoing)	\$60,900	\$51,550	\$60,000	\$192,544	
Comm Contracts - Public Transp Total	\$60,900	\$51,550	\$60,000	\$192,544	
10-5246-01 - Administration					
Contingencies	\$550,000	\$844,440	\$0	\$0	Budget Decrease: Reduction in contingency for Tourism Bureau contract.
Administration Total	\$550,000	\$844,440	\$0	\$0	



GENERAL SERVICES
continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
10-5255-15 - Debt Service					
Capital & Debt Service	\$1,034,850	\$1,034,560	\$1,034,310	\$1,034,470	
Debt Service Total	\$1,034,850	\$1,034,560	\$1,034,310	\$1,034,470	
General Fund Totals					
Personnel Subtotal	(\$280,785)	(\$60,156)	\$0	\$0	
Supplies & Services (Ongoing) Subtotal	\$1,663,400	\$1,556,750	\$1,495,449	\$1,705,571	
Direct Costs (Ongoing) Subtotal	\$1,382,615	\$1,496,594	\$1,495,449	\$1,705,571	
Internal Charges Subtotal	(\$414,350)	(\$391,360)	(\$391,690)	(\$241,850)	
Contingencies Subtotal	\$550,000	\$844,440	\$0	\$0	
Ongoing Subtotal	\$1,518,265	\$1,949,674	\$1,103,759	\$1,463,721	
Supplies & Services (One-Time) Subtotal	\$121,300	\$0	\$0	\$0	
Capital & Debt Service Subtotal	\$1,105,670	\$1,042,760	\$1,043,210	\$1,040,516	
One-Time Subtotal	\$1,226,970	\$1,042,760	\$1,043,210	\$1,040,516	
General Fund Total	\$2,745,235	\$2,992,434	\$2,146,969	\$2,504,237	

Affordable Housing Fund

12-5246-01 - Administration					
Contingencies	\$2,100,000	\$800,000	\$0	\$0	Budget Increase: Capacity for affordable housing projects that may come up during the year.
Affordable Housing Fund Total	\$2,100,000	\$800,000	\$0	\$0	

Donations & Contributions Fund

15-5245-01 - Administration					
Supplies & Services (ongoing)	\$800	\$1,300	\$800	\$955	
Donations & Contributions Fund Total	\$800	\$1,300	\$800	\$955	

Operating Grants Fund

16-5245-01 - Administration					
Supplies & Services (ongoing)	\$0	\$20,000	\$0	\$0	Budget Decrease: Yavapai Apache Nation Prop 202 allocation was reallocated to the General Fund.
Administration Total	\$0	\$20,000	\$0	\$0	
16-5246-01 - Administration					
Contingencies	\$300,000	\$275,000	\$0	\$0	Budget Increase: Reinstate contingency for amount used during the current year.
Administration Total	\$300,000	\$275,000	\$0	\$0	



GENERAL SERVICES
continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
Operating Grants Fund Totals					
Supplies & Services (Ongoing) Subtotal	\$0	\$20,000	\$0	\$0	
Contingencies Subtotal	\$300,000	\$275,000	\$0	\$0	
Operating Grants Fund Total	\$300,000	\$295,000	\$0	\$0	

COVID Relief Funding Fund

18-5246-01 - Administration

Contingencies	\$1,726,510	\$0	\$0	\$0	Budget Increase: Placeholder until plan for ARPA monies is decided.
COVID Relief Funding Fund Total	\$1,726,510	\$0	\$0	\$0	

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	\$80	\$50	\$40	\$190	
Capital & Debt Service	\$4,794,875	\$4,690,775	\$4,690,875	\$4,691,796	
Debt Service Total	\$4,794,955	\$4,690,825	\$4,690,915	\$4,691,986	

Wastewater Enterprise Fund Totals

Internal Charges Subtotal	\$80	\$50	\$40	\$190	
Contingencies Subtotal	\$100,000	\$100,000	\$0	\$0	
Ongoing Subtotal	\$100,080	\$100,050	\$40	\$190	
Capital & Debt Service Subtotal	\$4,794,875	\$4,690,775	\$4,690,875	\$4,691,796	
Wastewater Enterprise Fund Total	\$4,894,955	\$4,790,825	\$4,690,915	\$4,691,986	

GRAND TOTALS

Personnel (Ongoing) Subtotal	(\$280,785)	(\$60,156)	\$0	\$0	
Supplies & Services (Ongoing) Subtotal	\$1,664,200	\$1,578,050	\$1,496,249	\$1,706,526	
Direct Costs (Ongoing) Subtotal	\$1,383,415	\$1,517,894	\$1,496,249	\$1,706,526	
Ongoing Subtotal	\$5,745,655	\$3,146,024	\$1,104,599	\$1,464,866	
Supplies & Services (One-Time) Subtotal	\$121,300	\$0	\$0	\$0	
Capital & Debt Service Subtotal	\$5,900,545	\$5,733,535	\$5,734,085	\$5,732,312	
One-Time Subtotal	\$6,021,845	\$5,733,535	\$5,734,085	\$5,732,312	
Grand Total	\$11,767,500	\$8,879,559	\$6,838,684	\$7,197,178	



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 13 full-time employees, one part-time employee, two temporary employees, 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.

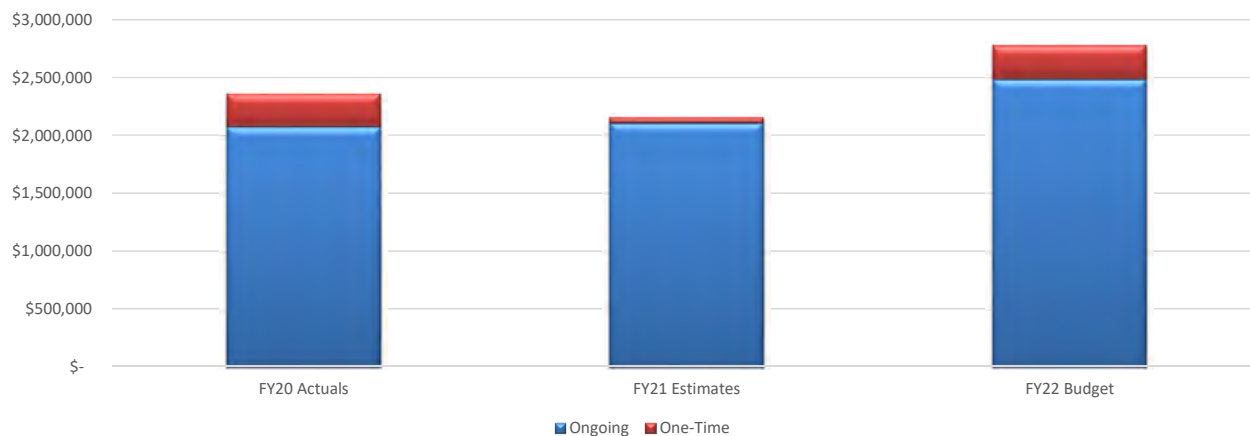
The Community Development Department is responsible for the following program areas:

- * Administration
- * Planning (including the Planning and Zoning and Historic Preservation Commissions)
- * Building Safety
- * Code Enforcement
- * Community Plan
- * Housing

FY 2022 PROGRAM EXPENDITURES: \$2,775,680



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



COMMUNITY DEVELOPMENT – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 210,390	53%	\$ 195,290	\$ 194,670	\$ 185,158
Supplies & Services	47,600	12%	45,300	45,475	21,607
Subtotal Direct Costs	\$ 257,990	65%	\$ 240,590	\$ 240,145	\$ 206,764
Internal Charges	137,890	35%	83,610	79,400	85,200
Total Expenditures	\$ 395,880	100%	\$ 324,200	\$ 319,545	\$ 291,964
Expenditures by Fund					
General Fund Portion	\$ 355,880	90%	\$ 286,700	\$ 279,545	\$ 273,945
Other Funds Portion	\$ 40,000	10%	\$ 37,500	\$ 40,000	\$ 18,019
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 138,558	35%	\$ 113,470	\$ 111,841	\$ 102,188
Estimated Visitor Generated	\$ 257,322	65%	\$ 210,730	\$ 207,704	\$ 189,777
Employee Time Allocation (FTEs) (Budgeted)	1.50		1.40		1.25

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.

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 2021 Accomplishments

Overall City Value - Good Governance

- * Implementation of Advance Sedona Quality (ASQ).
- * Staff training completed for each program area.
- * All scheduled Commission training completed.
- * Continued video recording and broadcasting of 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:

- * Continued to operate with a consolidated Assistant City Manager and Director of Community Development position.

FY 2022 Objectives

Overall City Value - Good Governance

- * Continue 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's webpages.
- * 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Public Meetings and Work Sessions - City Council	0	15	0	0	23
Public Meetings and Work Sessions - Planning and Zoning Commission	15	20	12	5	17
Public Meetings - Historic Preservation Commission	5	5	2	3	5
Public Meetings - Variance/Appeals	2	N/A	2	3	N/A



COMMUNITY DEVELOPMENT – Planning

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 329,490	55%	\$ 362,300	\$ 344,800	\$ 395,368
Supplies & Services	62,990	10%	59,470	27,300	11,456
Subtotal Direct Costs	\$ 392,480	65%	\$ 421,770	\$ 372,100	\$ 406,824
Internal Charges	209,300	35%	206,240	185,300	197,080
Total Expenditures	\$ 601,780	100%	\$ 628,010	\$ 557,400	\$ 603,904
Expenditures by Fund					
General Fund Portion	\$ 601,780	100%	\$ 628,010	\$ 557,400	\$ 603,904
Wastewater Fund Portion	\$ -	0%	\$ -	\$ -	\$ -
Other Funds Portion	\$ -	0%	\$ -	\$ -	\$ -
Funding Sources					
Program Revenues	\$ 222,950	37%	\$ 286,050	\$ 226,607	\$ 239,411
Funding from General Revenues:					
Estimated Resident Generated	\$ 132,591	22%	\$ 119,686	\$ 115,778	\$ 127,573
Estimated Visitor Generated	\$ 246,240	41%	\$ 222,274	\$ 215,015	\$ 236,921
Employee Time Allocation (FTEs) (Budgeted)	3.21		3.82		4.16

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 remained relatively consistent for the past several 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 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 (PandZ) Commission is the decision-making authority for conditional use permits and development review applications. The PandZ 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 the PandZ Commission and public review and the holding public hearings.

The Historic Preservation Commission (HPC) is comprised of seven members appointed by the City Council. The HPC 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.

FY 2021 Accomplishments

Council Priority - Update Land Development Code:

- * Completed a package of revisions to the Land Development Code (LDC).

Council Priority - Affordable Housing:

- * Completed a Housing Needs Assessment and Five-Year Affordable Housing Action Plan

Community Plan Goal - Preserve and celebrate the community's history:

- * Continued the Historic Resource Recognition Program and awarded the second designation to the Oak Creek Tavern.
- * Completed two phases of the repair and remodel of the Ranger Station home.



COMMUNITY DEVELOPMENT - Planning

continued

FY 2022 Objectives

Overall City Value - Good Governance

- * Continue 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 the LDC is needed and bring revisions back to the Planning and Zoning Commission and the City Council for approval.
- * Continue to improve records filing through conversion to a parcel-based system. Notable progress was made this past year, approximately 25% completed.
- * Conduct reviews of all residential and commercial building permit applications within mandated timeframes.
- * Evaluate possible revisions to the staff report format to incorporate additional evaluations of projects from economic development and sustainability perspectives to provide greater consideration of these Council 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.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Community Plan Amendments	3	2	3	2	3
Zone Changes	8	5	6	5	4
Development Reviews - Major	13	8	8	5	10
Development Reviews - Minor	3	4	2	0	0
Conditional Use permits	5	8	5	3	8
Temporary Use permits	30	40	30	35	38
Sign permits, permanent	60	70	60	50	71
Film permits	9	10	7	6	9
Subdivisions	5	8	5	9	8
Minor Modifications (formerly Admin. Waiver)	3	4	2	4	5
Land Division permits	25	20	25	18	22
Variance/appeals	2	2	2	3	1
Land Development Code amendments	2	1	2	2	2
Zoning Verification Letters	20	30	20	21	15
Public Meetings and Work Sessions - City Council	15	15	15	12	23
Public Meetings and Work Sessions - Planning and Zoning Commission	15	20	12	5	17
Public Meetings - Historic Preservation Commission	5	5	2	3	5
New Landmarked Properties - Historic Preservation Commission	1	1	1	0	0
Civic Pride/Education Events - Historic Preservation Commission	1	1	1	0	1
Certificates of Appropriateness Issued - Historic Preservation Commission	1	1	1	0	0
Certificate of No Effect Issued - Historic Preservation Commission	4	4	4	4	2
Historic Recognition Awards Issued - Historic Preservation Commission	1	1	1	1	1
Education Training Exercises - Historic Preservation Commission	1	1	1	0	1



COMMUNITY DEVELOPMENT - Planning

continued

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Customer Survey: Percentage of applicants rating overall customer service as good or excellent		100%	100%	100%	100%	100%
Temporary use permits: Average days to issue		12	12	12	11	11.7
Sign permits, permanent: Average days to issue		5	5	5	5.1	5.1



COMMUNITY DEVELOPMENT – Building Safety

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 476,220	60%	\$ 368,130	\$ 347,880	\$ 321,003
Supplies & Services	122,360	15%	126,585	121,242	113,698
Capital & Debt Service	12,610	2%	13,200	9,105	4,991
Subtotal Direct Costs	\$ 611,190	77%	\$ 507,915	\$ 478,227	\$ 439,691
Internal Charges	186,750	23%	171,540	156,630	159,760
Total Expenditures	\$ 797,940	100%	\$ 679,455	\$ 634,857	\$ 599,451
Expenditures by Fund					
General Fund Portion	\$ 796,540	100%	\$ 678,055	\$ 633,457	\$ 598,083
Other Funds Portion	\$ 1,400	<1%	\$ 1,400	\$ 1,400	\$ 1,368
Funding Sources					
Program Revenues	\$ 236,200	30%	\$ 390,500	\$ 221,200	\$ 227,172
Funding from General Revenues:					
Estimated Resident Generated	\$ 196,609	25%	\$ 101,134	\$ 144,780	\$ 130,298
Estimated Visitor Generated	\$ 365,131	46%	\$ 187,821	\$ 268,877	\$ 241,982
Employee Time Allocation (FTEs) (Budgeted)	4.78		3.97		3.68

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 a 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. FY 2022 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 2021 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 SCCTB, 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 with 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 (SB) 1598.
- * 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:

- * Brought the Building Code updates to Council and received approval for the adoption and amendment of the 2018 International Codes and the 2017 NEC. The new codes include an energy code and certain allowances for green and sustainable building practices

and

FY 2022 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 International 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 the Building Safety division to fill the currently open Plans Examiner position and to remove the need for our current temporary Building Inspector position through training and reorganization.



COMMUNITY DEVELOPMENT – Building Safety

continued

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Single-family building permits - new construction	60	60	52	53	58
Single-family permits - new construction - Total valuation	\$25,000,000	\$26,000,000	21,750,000	\$27,113,423	\$28,358,672
Single-family building permits - remodel/rehab	90	85	133	140	77
Single-family permits - remodel/rehab - Total valuation	\$4,750,000	\$4,500,000	\$5,445,000	\$8,893,878	\$4,574,711
Commercial building permits - new construction	5	2	2	4	5
Commercial building permits, new construction - Total valuation	\$5,000,000	\$5,000,000	\$205,000	\$8,082,164	\$6,500,000
Commercial building permits - remodel/rehab	50	37	52	64	55
Commercial building permits - remodel/rehab - Total valuation	\$3,000,000	\$5,500,000	\$2,900,000	\$5,950,686	\$4,884,977
Manufactured Homes building permits	6	7	4	5	5
Manufactured Homes building permits - Total valuation	\$200,000	\$425,000	\$100,000	\$225,900	\$414,000
Photovoltaic building permits	55	55	56	64	39
Photovoltaic building permits - Total valuation	\$1,350,000	\$1,250,000	\$1,440,000	\$1,810,317	\$992,800
Photovoltaic building permits - Total KW	725	725	658	705	367
Tenant Occupancy permits (CofOs)	80	755	93	55	98
Miscellaneous permits (sheds, decks, fences, pools, etc.)	180	150	188	185	183
Miscellaneous permits - Total valuation	\$4,000,000	\$1,450,000	\$4,425,000	\$3,837,638	\$1,432,878
Off-premise Sign permits	60	60	10	41	78
Temporary Sign permits	60	60	10	31	70
Right-of-Way permits	90	175	89	142	238
Wastewater permits	25	12	28	13	14
Liquor licenses	N/A	N/A	N/A	0	94
Inspections	3,800	4,000	3,600	3,947	3,954

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Initial plan review: Timeframe in days - Residential permits		7.0	10	4.9	11	11
Initial plan review: Timeframe in days - Residential Alterations		8.0	9	5.4	6.5	6.5
Initial plan review: Timeframe in days - Commercial permits		12	17	9.0	17	17
Initial plan review: Timeframe in days - Photovoltaic		5.0	7	4.8	6.5	6.5
Initial plan review: Timeframe in days - Tenant Occupancy		4	4	3.4	3.6	3.6
Initial plan review: Timeframe in days - Tenant Improvements		7	7	5.9	7.2	7.2
Initial plan review: Timeframe in days - Miscellaneous permits		4	4	3.2	2.4	2.4
Internal Survey: Applicants rating overall customer service as good or excellent		90%	90%	100%	90%	90%



COMMUNITY DEVELOPMENT – Code Enforcement

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 201,090	47%	\$ 177,050	\$ 175,500	\$ 161,649
Supplies & Services	18,700	4%	18,390	14,025	7,120
Subtotal Direct Costs	\$ 219,790	52%	\$ 195,440	\$ 189,525	\$ 168,769
Internal Charges	204,710	48%	193,640	176,440	178,150
Total Expenditures	\$ 424,500	100%	\$ 389,080	\$ 365,965	\$ 346,919
Expenditures by Fund					
General Fund Portion	\$ 423,100	100%	\$ 387,680	\$ 364,565	\$ 345,728
Other Funds Portion	\$ 1,400	<1%	\$ 1,400	\$ 1,400	\$ 1,191
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 148,575	35%	\$ 136,178	\$ 128,088	\$ 121,422
Estimated Visitor Generated	\$ 275,925	65%	\$ 252,902	\$ 237,877	\$ 225,497
Employee Time Allocation (FTEs) (Budgeted)					
	2.30		2.20		2.20

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 2021 Accomplishments

- * Enhanced the working relationship with the City of Sedona Chief Building Official related to the International Property Maintenance Code (IPMC) and illegal building issues through cooperation in investigations.
- * Participated in code collaboration meetings with Community Development Department and City Attorney's Office staff to better the avenues of code enforcement.
- * Gathered evidence to support an affidavit for and administrative search warrant in the investigation of a code violation case of a chronic offending property.
- * Worked with the City Manager's Office and identified repeat offenders of short-term rental emergency contact requirements and took enforcement action through issuing civil citations.
- * Took enforcement action through issuing civil citations of a property conducting short-term rentals of apartments in violation of zoning code.
- * Improved investigation clearance times in the second half of FY 2021 from the time received to the time closed.

FY 2022 Objectives

Overall City Value - Good Governance:

- * Strengthen enforcement methods involving repeat code offenders by way of civil citations.
- * Work with the City Manager's Office to issue citations and adjudicate through Municipal Court, for repeat violators of short-term rental rules.

Overall City Value - Public Safety:

- * Provide proactive weed enforcement to ensure properties are maintained free of nuisances and fire hazards. Take abatement action when appropriate.
- * 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 that promotes voluntary compliance in a timely manner through prompt site inspections and/or notice of violation letters.
- * Work with the Communications staff to provide education for residents, businesses and property owners, and managers on key code enforcement issues (proactive messaging regarding our most common violations).
- * Work with the Communications staff to develop communication strategies to inform public about new code regulations on containment of trash and trash receptacles.
- * Complete continuing education for Code Enforcement staff on building code and permit requirements.



COMMUNITY DEVELOPMENT – Code Enforcement
continued

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Total code cases/investigations	350	400	350	281	376
Cases resolved through voluntary compliance	250	200	240	197	197
Cases resolved through forced compliance	20	20	5	2	0
Cases unsubstantiated	75	75	75	51	63
Cases closed/miscellaneous	95	105	95	93	107

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Average days from complaint to first investigation		1	1	1	1	1
Average days from investigation to voluntary compliance		20	24	25	32	26
Average days from investigation to transfer to court		N/A	N/A	N/A	N/A	N/A



COMMUNITY DEVELOPMENT – Community Plan

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 199,890	48%	\$ 154,340	\$ 153,950	\$ 164,060
Supplies & Services	139,650	34%	28,650	19,700	10,002
Subtotal Direct Costs	\$ 339,540	81%	\$ 182,990	\$ 173,650	\$ 174,062
Internal Charges	77,190	19%	69,040	60,720	65,570
Total Expenditures	\$ 416,730	100%	\$ 252,030	\$ 234,370	\$ 239,632
Expenditures by Fund					
General Fund Portion	\$ 416,730	100%	\$ 252,030	\$ 234,370	\$ 239,632
Funding Sources					
Program Revenues	\$ -	0%	\$ 11,000	\$ 7,000	\$ -
Funding from General Revenues:					
Estimated Resident Generated	\$ 145,856	35%	\$ 84,361	\$ 79,580	\$ 83,871
Estimated Visitor Generated	\$ 270,875	65%	\$ 156,670	\$ 147,791	\$ 155,761
Employee Time Allocation (FTEs) (Budgeted)	1.69		1.45		1.55

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 2021 Accomplishments

Council Priority - Community Focus Area Plans Development:

- * Participated in consultant selection and project management for design of Uptown parking garage per Council direction.
- * Facilitated revisions to Schnebly CFA and Oak Creek Heritage zoning district and rezoning of properties to new district.
- * Facilitated establishment of parking-in-lieu fees for Uptown.
- * The GO! Sedona Pathways Plan was adopted.
- * Launched new interactive software to encourage public participation in the Uptown CFA process.

FY 2022 Objectives

Overall City Value - Good Governance:

- * Facilitate the review of major community plan amendment requests for the 2021 calendar year.
- * Begin the process of updating the Sedona Community Plan in compliance with State law, drafting preliminary recommendations during FY 2022 with target adoption by June 2023.

Council Priority - Community Focus Area Plans Development:

- * CFA planning efforts: initiate plans for other identified areas as capacity and need arises (Dry Creek, Coffeepot).
- * Finalize the Uptown CFA Plan.
- * Continue to participate in project management for the design and construction of the Uptown parking garage.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Public meetings (CFAs)	4	4	4	5	0
Work group meetings (CFAs)	15	30	8	0	25
Planning and Zoning Commission meetings (CFAs and Community Plan Amendments)	8	8	5	4	6
City Council meetings (CFAs and Community Plan Amendments)	4	4	4	2	3



COMMUNITY DEVELOPMENT – Housing

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ -	0%	\$ 127,400	\$ -	\$ -
Supplies & Services	138,850	100%	439,855	40,260	280,621
Total Expenditures	\$ 138,850	100%	\$ 567,255	\$ 40,260	\$ 280,621
Expenditures by Fund					
Other Funds Portion	\$ 138,850	100%	\$ 567,255	\$ 40,260	\$ 280,621
Funding Sources					
Program Revenues	\$ 138,850	100%	\$ 567,255	\$ 40,260	\$ 280,621
Employee Time Allocation (FTEs) (Budgeted)	0.00		1.00		0.00

The Housing program has been transferred to the City Manager's Office with the exception of the Community Development Block Grant (CDBG). The current CDBG was awarded in FY 2020 for a temporary family housing project for low to moderate income families with children enrolled in Sedona public schools who are experiencing homelessness. Hope House, a non-profit entity, is responsible for construction and management of the facility.

This program is paid by the Grants and Donations Funds.

FY 2021 Accomplishments

Council Priority - Affordable Housing:

- * Received grant extension from Arizona Department of Housing until March 2022.

FY 2022 Objectives

Council Priority - Affordable Housing:

- * Facilitate close-out of grant process.



COMMUNITY DEVELOPMENT
continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
General Fund					
10-5310-01 - Administration					
Personnel (ongoing)	\$210,390	\$195,290	\$194,670	\$185,158	
Supplies & Services (ongoing)	\$7,600	\$7,800	\$5,475	\$3,587	
Direct Costs (Ongoing) Subtotal	\$217,990	\$203,090	\$200,145	\$188,745	
Internal Charges	\$137,890	\$83,610	\$79,400	\$85,200	Budget Increase: Increase in budgeted Admin, Finance, and Facilities central services costs.
Administration Total	\$355,880	\$286,700	\$279,545	\$273,945	
10-5310-31 - Planning					
Personnel (ongoing)	\$329,490	\$362,300	\$344,800	\$395,370	
Supplies & Services (ongoing)	\$62,990	\$59,470	\$27,300	\$11,457	Current Year Over Budget: Expenditure freezes due to COVID-19.
Direct Costs (Ongoing) Subtotal	\$392,480	\$421,770	\$372,100	\$406,827	
Internal Charges	\$209,300	\$206,240	\$185,300	\$197,020	
Planning Total	\$601,780	\$628,010	\$557,400	\$603,847	
10-5310-32 - Building Safety					
Personnel (ongoing)	\$476,220	\$368,130	\$347,880	\$321,003	Budget Increase: Decision Package - Building Safety Reorganization.
Supplies & Services (ongoing)	\$120,960	\$125,185	\$119,842	\$112,329	
Direct Costs (Ongoing) Subtotal	\$597,180	\$493,315	\$467,722	\$433,332	
Internal Charges	\$186,750	\$171,540	\$156,630	\$159,760	
Ongoing Total	\$783,930	\$664,855	\$624,352	\$593,092	
Capital & Debt Service	\$12,610	\$13,200	\$9,105	\$4,991	Budget: Enterprise leased vehicles replacement program.
One-Time Total	\$12,610	\$13,200	\$9,105	\$4,991	
Building Safety Total	\$796,540	\$678,055	\$633,457	\$598,083	
10-5310-33 - Code Enforcement					
Personnel (ongoing)	\$201,090	\$177,050	\$175,500	\$161,649	Budget Increase: Position reallocations.
Supplies & Services (ongoing)	\$17,300	\$16,990	\$12,625	\$5,930	
Direct Costs (Ongoing) Subtotal	\$218,390	\$194,040	\$188,125	\$167,579	
Internal Charges	\$204,710	\$193,640	\$176,440	\$178,150	
Code Enforcement Total	\$423,100	\$387,680	\$364,565	\$345,729	



COMMUNITY DEVELOPMENT
continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
10-5310-67 - Community Plan					
Personnel (ongoing)	\$169,320	\$154,340	\$153,950	\$164,060	
Supplies & Services (ongoing)	\$28,650	\$28,650	\$19,700	\$10,002	
Direct Costs (Ongoing) Subtotal	\$197,970	\$182,990	\$173,650	\$174,062	
Internal Charges	\$77,190	\$69,040	\$60,720	\$65,570	
Ongoing Total	\$275,160	\$252,030	\$234,370	\$239,632	
Personnel (one-time)	\$30,570	\$0	\$0	\$0	Budget: Decision Package - Community Plan.
Supplies & Services (one-time)	\$111,000	\$0	\$0	\$0	Budget: Decision Package - Community Plan.
One-Time Total	\$141,570	\$0	\$0	\$0	
Community Plan Total	\$416,730	\$252,030	\$234,370	\$239,632	
General Fund Totals					
Personnel Subtotal	\$1,386,510	\$1,257,110	\$1,216,800	\$1,227,240	
Supplies & Services (Ongoing) Subtotal	\$237,500	\$238,095	\$184,942	\$143,305	
Direct Costs (Ongoing) Subtotal	\$1,624,010	\$1,495,205	\$1,401,742	\$1,370,545	
Internal Charges Subtotal	\$815,840	\$724,070	\$658,490	\$685,700	
Contingencies Subtotal	\$0	\$0	\$0	\$0	
Ongoing Subtotal	\$2,439,850	\$2,219,275	\$2,060,232	\$2,056,245	
Personnel (One-Time) Subtotal	\$30,570	\$0	\$0	\$0	
Supplies & Services (One-Time) Subtotal	\$111,000	\$0	\$0	\$0	
Capital & Debt Service Subtotal	\$12,610	\$13,200	\$9,105	\$4,991	
One-Time Subtotal	\$154,180	\$13,200	\$9,105	\$4,991	
General Fund Total	\$2,594,030	\$2,232,475	\$2,069,337	\$2,061,236	

Affordable Housing Fund

12-5310-59 - Housing					
Personnel (ongoing)	\$0	\$127,400	\$0	\$0	Budget Decrease: Housing Manager transferred to City Manager's Office. Current Year Over Budget: Budgeted
Supplies & Services (ongoing)	\$0	\$72,600	\$0	\$0	Budget Decrease: Housing Manager transferred to City Manager's Office. Current Year Over Budget: Budgeted
Ongoing Total	\$0	\$200,000	\$0	\$0	
Supplies & Services (one-time)	\$0	\$20,555	\$35,000	\$65,559	
Affordable Housing Fund Total	\$0	\$220,555	\$35,000	\$65,559	



COMMUNITY DEVELOPMENT
continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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Operating Grants Fund

16-5310-34 - CDBG

Supplies & Services (one-time)	\$138,850	\$346,700	\$5,260	\$215,062	Budget: CDBG Grant.
Operating Grants Fund Total	\$138,850	\$346,700	\$5,260	\$215,062	

Info Tech Internal Service Fund

60-5310-01 - Administration

Supplies & Services (ongoing)	\$40,000	\$37,500	\$40,000	\$18,019	
Administration Total	\$40,000	\$37,500	\$40,000	\$18,019	

60-5310-32 - Building Safety

Supplies & Services (ongoing)	\$1,400	\$1,400	\$1,400	\$1,368	
Building Safety Total	\$1,400	\$1,400	\$1,400	\$1,368	

60-5310-33 - Code Enforcement

Supplies & Services (ongoing)	\$1,400	\$1,400	\$1,400	\$1,191	
Code Enforcement Total	\$1,400	\$1,400	\$1,400	\$1,191	

Info Tech Internal Service Fund Totals

Supplies & Services (Ongoing) Subtotal	\$42,800	\$40,300	\$42,800	\$20,578	
Info Tech Internal Service Fund Total	\$42,800	\$40,300	\$42,800	\$20,578	

GRAND TOTALS

Personnel (Ongoing) Subtotal	\$1,386,510	\$1,384,510	\$1,216,800	\$1,227,240	
Supplies & Services (Ongoing) Subtotal	\$280,300	\$350,995	\$227,742	\$163,883	
Direct Costs (Ongoing) Subtotal	\$1,666,810	\$1,735,505	\$1,444,542	\$1,391,123	
Internal Charges Subtotal	\$815,840	\$724,070	\$658,490	\$685,700	
Contingencies Subtotal	\$0	\$0	\$0	\$0	
Ongoing Subtotal	\$2,482,650	\$2,459,575	\$2,103,032	\$2,076,823	
Personnel (One-Time) Subtotal	\$30,570	\$0	\$0	\$0	
Supplies & Services (One-Time) Subtotal	\$249,850	\$367,255	\$40,260	\$280,621	
Capital & Debt Service Subtotal	\$12,610	\$13,200	\$9,105	\$4,991	
One-Time Subtotal	\$293,030	\$380,455	\$49,365	\$285,612	
Grand Total	\$2,775,680	\$2,840,030	\$2,152,397	\$2,362,435	



COMMUNITY DEVELOPMENT
continued

POSITIONS/ALLOCATIONS SUMMARIES

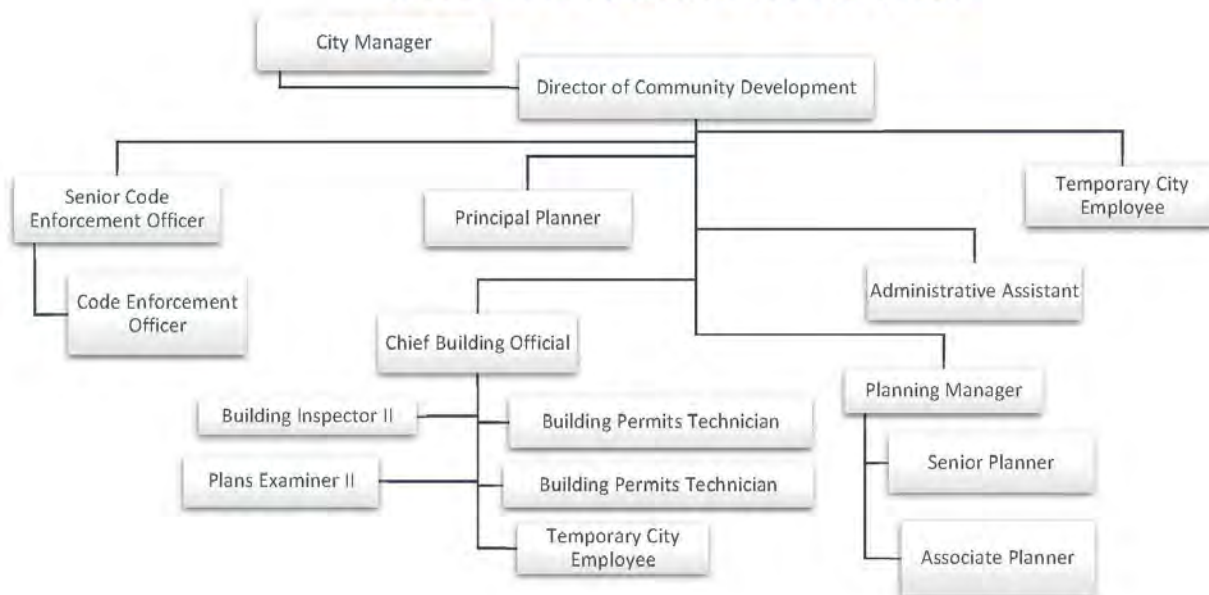
Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Administrative Assistant	1.00	1.00	1.00	1.00
Assistant City Manager/Dir. of Community Develop.	0.00	0.60	0.60	0.00
Assistant Community Development Director	0.00	1.00	1.00	1.00
Associate Planner	1.00	1.00	1.00	1.00
Building Inspector	0.00	1.00	1.00	1.00
Building Inspector II	1.00	0.00	0.00	0.00
Building Permits Technician	2.00	2.00	2.00	2.00
Chief Building Official	1.00	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	1.00
Director of Community Development	1.00	0.00	0.00	1.00
Housing Manager	0.00	1.00	0.00	0.00
Planning Manager	1.00	0.00	0.00	0.00
Plans Examiner II	1.00	0.00	0.00	0.00
Principal Planner	1.00	0.00	0.00	0.00
Senior Code Enforcement Officer	1.00	1.00	1.00	1.00
Senior Planner	1.00	3.00	3.00	3.00
Temporary City Employee ⁽¹⁾	0.48	0.24	0.24	0.24
Transit Manager	0.00	0.00	1.00	0.00
Total	13.48	13.84	13.84	13.24

Org Unit	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
General Fund					
10-5310-01	Administration	1.50	1.40	1.25	1.20
10-5310-31	Planning	3.21	3.82	3.86	3.28
10-5310-32	Building Safety	4.78	3.97	3.68	3.18
10-5310-33	Code Enforcement	2.30	2.20	2.20	2.45
10-5310-62	Historic Preservation Commission ⁽²⁾	0.00	0.00	0.30	0.35
10-5310-67	Community Plan	1.45	1.45	1.55	1.46
10-5310-71	Planning & Zoning Commission ⁽²⁾	0.00	0.00	0.00	1.32
10-5310-93	Transit Manager	0.00	0.00	1.00	0.00
10-6310-67	Community Plan (one-time)	0.24	0.00	0.00	0.00
Grand Total		13.48	12.84	13.84	13.24
Affordable Housing Fund					
12-5310-59	Housing	0.00	1.00	0.00	0.00
Total		0.00	1.00	0.00	0.00
Grand Total		13.48	13.84	13.84	13.24

⁽¹⁾ Temporary position

⁽²⁾ The appointed commissioners are unpaid volunteers and are not included in the employee full-time equivalency (FTE) count.

DEPARTMENTAL ORGANIZATION CHART



PUBLIC WORKS

Mission Statement

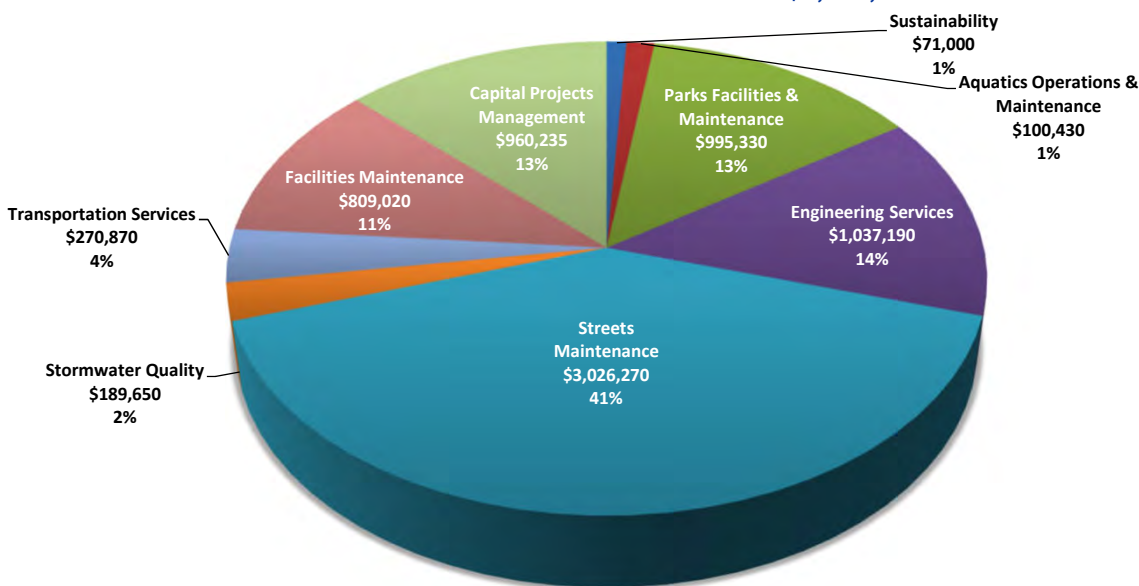
Providing a safe and enjoyable experience through cost effective, quality infrastructure and services.

Description

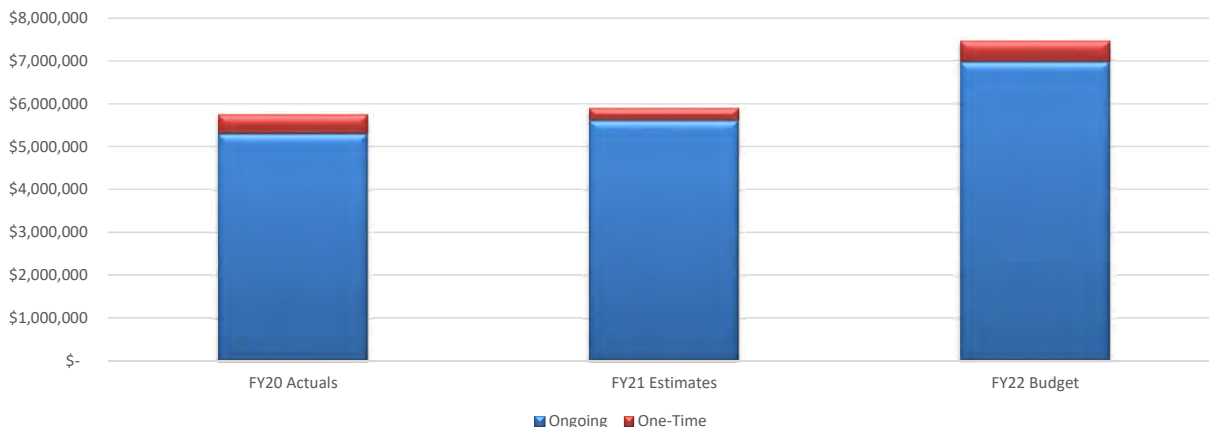
The main program areas and the services included in the Public Works Department are:

- * Engineering Services - Administrative services, office support and supplies, development review, staff training, and general professional services.
- * Streets Maintenance - Streets rehabilitation, pavement preservation, equipment and machinery operation and maintenance, utilities, landscaping, right-of-way maintenance, traffic control, drainage maintenance and multi-modal facility maintenance in the public right-of-way.
- * Facilities Maintenance - Maintenance of City buildings, service contracts, facility utilities, and facility improvements.
- * Parks Maintenance - Maintenance of parks grounds, equipment and machinery, service contracts, and utilities.
- * 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.
- * Sustainability - Curbside yard waste collection.

FY 2022 PROGRAM EXPENDITURES: \$7,459,995



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



PUBLIC WORKS – Sustainability

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Supplies & Services	\$ 71,000	100%	\$ -	\$ -	\$ -
Expenditures by Fund					
General Fund Portion	\$ 71,000	100%	\$ -	\$ -	\$ -
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 24,850	35%	\$ -	\$ -	\$ -
Estimated Visitor Generated	\$ 46,150	65%	\$ -	\$ -	\$ -
Employee Time Allocation (FTEs) (Budgeted)	0.00		0.00		0.00

The Sustainability program was initiated in FY 2022 for a new curbside yard waste collection program. During the development of the City's Climate Action Plan, the City Council identified a target of reducing community greenhouse gas emissions by 50% by 2030. In the Plan, implementing annual yard waste collection is identified as one of the high impact practices to reduce emissions. Approximately 24% of municipal waste streams are made up of compostable materials like yard waste and food waste. When organic materials, such as food and yard waste rot in the landfill, they break down anaerobically (without oxygen) and create large amounts of methane. This flammable greenhouse gas is the same as emitted through the production of coal, oil, and natural gas. In contrast, composted yard waste can be used as a natural soil fertilizer in municipal operations.

FY 2022 Objectives

Council Priority - Environmental Sustainability:

- * Implement an annual curbside yard waste collection program.



PUBLIC WORKS – Aquatics Operations & Maintenance

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 36,690	37%	\$ 34,140	\$ 35,770	\$ 29,846
Supplies & Services	37,800	38%	37,800	30,740	36,179
Capital & Debt Service	10,000	10%	10,000	9,000	8,135
Subtotal Direct Costs	\$ 84,490	84%	\$ 81,940	\$ 75,510	\$ 74,160
Internal Charges	15,940	16%	12,190	11,500	10,160
Total Expenditures	\$ 100,430	100%	\$ 94,130	\$ 87,010	\$ 84,320
Expenditures by Fund					
General Fund Portion	\$ 100,430	100%	\$ 94,130	\$ 87,010	\$ 84,320
Funding Sources					
Program Revenues	\$ 5,040	5%	\$ -	\$ 6,410	\$ 4,524
Funding from General Revenues:					
Estimated Resident Generated	\$ 33,387	33%	\$ 32,946	\$ 28,210	\$ 27,929
Estimated Visitor Generated	\$ 62,004	62%	\$ 61,185	\$ 52,390	\$ 51,867
Employee Time Allocation (FTEs) (Budgeted)	0.55		0.55		0.50

The Aquatics program accounts for the maintenance of the community pool. The parks and Recreation Department oversees the management and operations while the Public Works Department oversees the maintenance of the facility.

FY 2021 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.
- * Updated ADA compliance at the pool parking area.
- * Replaced pool heater and chlorinator pump.

FY 2022 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	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Days operating and maintaining pool	365	365	365	365	231
Attendance at lap swim and open swim	7,850	11,700	4,137	5,455	12,039

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Health inspections passed		100%	100%	100%	100%	100%



PUBLIC WORKS – Parks Facilities & Maintenance

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 327,850	33%	\$ 246,790	\$ 244,700	\$ 245,738
Supplies & Services	295,570	30%	320,140	275,160	295,320
Capital & Debt Service	103,400	10%	78,400	64,990	69,256
Contingencies	-	0%	-	-	-
Subtotal Direct Costs	\$ 726,820	73%	\$ 645,330	\$ 584,850	\$ 610,313
Internal Charges	268,510	27%	210,270	196,220	204,852
Total Expenditures	\$ 995,330	100%	\$ 855,600	\$ 781,070	\$ 815,165
Expenditures by Fund					
General Fund Portion	\$ 992,670	100%	\$ 852,940	\$ 778,410	\$ 811,865
Wastewater Fund Portion	\$ -	0%	\$ -	\$ -	\$ -
Other Funds Portion	\$ 2,660	<1%	\$ 2,660	\$ 2,660	\$ 3,300
Funding Sources					
Allocations to Other Departments	\$ -	0%	\$ -	\$ -	\$ -
Program Revenues	\$ 4,500	<1%	\$ 4,600	\$ 3,800	\$ 2,929
Funding from General Revenues:					
Estimated Resident Generated	\$ 346,791	35%	\$ 297,850	\$ 272,045	\$ 284,283
Estimated Visitor Generated	\$ 644,040	65%	\$ 553,150	\$ 505,226	\$ 527,954
Employee Time Allocation (FTEs) (Budgeted)	4.92		3.79		4.18

The Parks 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 2021 Accomplishments

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

- * 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 \$8,000 per acre in FY 2021.

FY 2022 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 \$8,000 per acre in FY 2022.
- * Save \$50,000 or more due to completing in-house projects in FY 2022.
- * Continue to build in-house staff abilities.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 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	\$45,909	\$25,600	\$44,713	\$45,193	\$42,880
Parks maintenance expenditure	\$570,300	N/A	\$551,950	\$564,800	\$630,577
In-house projects completed	10	8	5	8	6
In-house projects contractor bid amount	\$150,000	\$200,000	\$60,000	\$137,500	\$351,400
In-house projects actual cost	\$100,000	\$100,000	\$30,000	\$50,630	\$246,400

Community Plan Parks, Recreation, and Open Space Goal - Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Parks lawn area cost per acre		\$7,289	\$4,100	\$7,212	\$7,405	\$6,900
Savings due to in-house projects		\$50,000	\$100,000	\$30,000	\$86,870	\$105,000
Park maintenance expenditure per developed park acre (ICMA Benchmark 2016-2018)	\$5,294 (all) / \$10,120 (cities under 30,000 pop.)	\$7,844	\$8,128	\$7,666	\$7,921	\$8,758



PUBLIC WORKS – Engineering Services

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 688,740	66%	\$ 649,250	\$ 614,590	\$ 657,715
Supplies & Services	64,560	6%	63,110	53,640	39,393
Capital & Debt Service	37,080	4%	25,200	1,280	-
Subtotal Direct Costs	\$ 790,380	76%	\$ 737,560	\$ 669,510	\$ 697,108
Internal Charges	246,810	24%	241,290	208,380	197,290
Total Expenditures	\$ 1,037,190	100%	\$ 978,850	\$ 877,890	\$ 894,398
Expenditures by Fund					
General Fund Portion	\$ 714,310	69%	\$ 658,090	\$ 578,830	\$ 606,187
Wastewater Fund Portion	\$ 320,470	31%	\$ 318,350	\$ 296,650	\$ 285,180
Other Funds Portion	\$ 2,410	<1%	\$ 2,410	\$ 2,410	\$ 3,030
Funding Sources					
Program Revenues	\$ 325,770	31%	\$ 323,250	\$ 303,868	\$ 292,111
Funding from General Revenues:					
Estimated Resident Generated	\$ 248,997	24%	\$ 229,460	\$ 200,908	\$ 210,800
Estimated Visitor Generated	\$ 462,423	45%	\$ 426,140	\$ 373,114	\$ 391,487
Employee Time Allocation (FTEs) (Budgeted)	6.64		6.79		6.85

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 2021 Accomplishments

Overall City Value - Good Governance:

- * Maintained service in this program area, with the increase in projects and overall development.

Council Priority - Community Focus Area Plans Development:

- * Supported the review and development of Community Focus Areas with the Community Development Department.

FY 2022 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 - Community Focus Area Plans Development:

- * Continue to support development of Community Focus Areas with the Community Development Department.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Building permits reviewed	450	444	437	398	354
Commercial permits reviewed	225	243	218	198	220
Blue stakes completed	3,310	3,000	3,214	3,408	2,415
Advancing Sedona Quality (ASQ) projects completed	5	N/A	1	2	N/A



PUBLIC WORKS – Streets Maintenance

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 471,380	16%	\$ 419,830	\$ 423,680	\$ 369,632
Supplies & Services	1,930,090	64%	1,931,296	1,667,940	1,330,959
Capital & Debt Service	166,100	5%	61,200	53,200	115,449
Subtotal Direct Costs	\$ 2,567,570	85%	\$ 2,412,326	\$ 2,144,820	\$ 1,816,040
Internal Charges	458,700	15%	363,150	338,520	386,055
Total Expenditures	\$ 3,026,270	100%	\$ 2,775,476	\$ 2,483,340	\$ 2,202,096
Expenditures by Fund					
General Fund Portion	\$ 945,220	31%	\$ 1,565,306	\$ 1,411,858	\$ 1,246,632
Other Funds Portion	\$ 2,081,050	69%	\$ 1,210,170	\$ 1,071,482	\$ 955,464
Funding Sources					
Program Revenues	\$ 1,024,000	34%	\$ 919,200	\$ 1,064,400	\$ 1,154,143
Funding from General Revenues:					
Estimated Resident Generated	\$ 700,795	23%	\$ 649,697	\$ 496,629	\$ 366,784
Estimated Visitor Generated	\$ 1,301,476	43%	\$ 1,206,579	\$ 922,311	\$ 681,170
Employee Time Allocation (FTEs) (Budgeted)	5.95		5.82		5.25

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 2021 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 over 1 mile of streets.
- * Applied Fractured Aggregate Surface Treatment (FAST) on streets in the Arroyo Pinon, Cedar Ridge, Doodle Bug, Mystic Hills, and Thunder Mountain Ranch Development subdivisions.
- * Completed budgeted streets rehabilitation and preservation projects, including 5.84 miles.
- * Increased the paved lane miles assessed as satisfactory.
- * Responded to 100% of storm emergencies requiring response.
- * 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.

FY 2022 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.
- * 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.



PUBLIC WORKS – Streets Maintenance
continued

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Pavement rehabilitation cost	\$1,210,000	\$1,150,000	\$1,440,000	\$872,775	\$1,133,528
Paved lane miles of City maintained streets	177	176	175	175	175
Culverts cleaned	50	30	40	39	26
Storms responded to after normal business hours	3	3	5	2	3
Traffic control signs damaged and replaced	10	100	10	9	100
Variable Message Sign deployments	10	10	10	10	10

**Community Plan Circulation Goal -
Provide for safe and smooth flow of traffic:**

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Centerline miles of streets rehabilitation completed (average annual goal 5.0 miles)		4.7	4.9	5.8	5.5	5.9
Pavement rehabilitation cost per mile (* = cost includes CIP overlay)		\$257,447 *	\$234,700 *	\$248,276 *	\$158,686	\$192,100*
Paved lane miles assessed as satisfactory as a percentage of miles assessed (ICMA Benchmark 2016-2017)	70% (all) / 67% (cities under 30,000 pop.)	75%	50%	70%	65%	48%
Paved road rehabilitation expenditures, per paved lane mile (ICMA Benchmark 2016-2017)	\$7,959 (all) / \$10,622 (cities under 30,000 pop.)	\$6,836	\$6,979	\$8,228	\$4,987	\$6,477
Maintained NACOG Funding Eligibility (provided traffic count data)		Yes	Yes	Yes	Yes	Yes
National Citizen Survey: Respondents rating of quality of street repair: % Excellent or Good		N/A	N/A	48% (Similar to NCS benchmark)	N/A	N/A
Storm emergencies requiring response and responded to		100%	100%	100%	100%	100%
Variable Message Sign deployment requests completed		98%	98%	98%	100%	98%



PUBLIC WORKS – Stormwater Quality

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 112,680	59%	\$ 106,250	\$ 109,730	\$ 106,746
Supplies & Services	26,500	14%	27,500	23,300	17,937
Subtotal Direct Costs	\$ 139,180	73%	\$ 133,750	\$ 133,030	\$ 124,684
Internal Charges	50,470	27%	44,170	40,970	45,150
Total Expenditures	\$ 189,650	100%	\$ 177,920	\$ 174,000	\$ 169,834
Expenditures by Fund					
General Fund Portion	\$ 185,150	98%	\$ 173,420	\$ 169,500	\$ 165,632
Other Funds Portion	\$ 4,500	2%	\$ 4,500	\$ 4,500	\$ 4,202
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 66,378	35%	\$ 62,272	\$ 60,900	\$ 59,442
Estimated Visitor Generated	\$ 123,273	65%	\$ 115,648	\$ 113,100	\$ 110,392
Employee Time Allocation (FTEs) (Budgeted)	1.24		1.26		1.26

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 2021 Accomplishments

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Completed Pre-Monsoon Program.
- * 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.
- * Presented stormwater pollution's effect in Oak Creek to one organization.
- * Held one trash pickup events within Sedona with a total of 16 volunteers, collecting 62 pounds of trash.
- * Installed 31 "NO DUMPING – Drains to Oak Creek" curb markers.
- * Maintained 17 pet waste stations throughout Sedona.
- * Power swept City parking lots on a regular basis.

FY 2022 Objectives

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Complete Pre-Monsoon Program.
- * Meet the ADEQ requirements for MS4 compliance per ADEQ Permit No. AZG2016-002, and our Notice of Intent (NOI) with ADEQ.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Letters written to property owners regarding Pre-Monsoon Program inspection outcomes	10	15	10	0	12
Stormwater compliance inspections (active CIP projects - every two weeks)	48	30	45	27	29
CIP project post-construction Best Management Practices (BMP) inspections	18	24	18	17	19
Stormwater compliance inspections (active private development projects - every month)	60	36	72	40	4
Letters sent regarding illicit discharges to the MS4	10	10	8	6	11
Public outreach tabling events	6	4	1	5	4
Educational brochures sent to local contractors	50	54	50	45	54
Presentations to local organizations	2	2	1	1	2
Trash pickup events	2	2	1	1	2
Pounds of dog feces collected through semimonthly pet waste station maintenance	4,300	3,500	4,300	3,882	3,423
Stormwater based articles in news outlets	3	3	3	4	4
Dry weather outfall monitoring inspections	61	58	57	53	61
Visual wet weather monitoring inspections	24	20	0	23	12
Analytical wet weather monitoring inspections	4	20	4	20	12
Internal inspections of City maintenance yards	18	12	18	18	6



PUBLIC WORKS – Stormwater Quality
continued

**Community Plan Environment Goal -
Preserve and protect the natural environment:**

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
MS4 Compliant		Yes	Yes	Yes	Yes	Yes
Single family home active construction site inspections		75	75	75	86	46
Private development post-construction BMP inspections		4	8	5	4	8



PUBLIC WORKS – Transportation Services

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 199,490	74%	\$ 131,620	\$ 90,630	\$ 113,715
Supplies & Services	7,400	3%	8,500	5,970	5,492
Subtotal Direct Costs	\$ 206,890	76%	\$ 140,120	\$ 96,600	\$ 119,207
Internal Charges	63,980	24%	51,230	48,910	46,160
Total Expenditures	\$ 270,870	100%	\$ 191,350	\$ 145,510	\$ 165,367
Expenditures by Fund					
General Fund Portion	\$ 270,870	100%	\$ 191,350	\$ 145,510	\$ 165,367
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 94,805	35%	\$ 66,973	\$ 50,929	\$ 57,878
Estimated Visitor Generated	\$ 176,066	65%	\$ 124,378	\$ 94,582	\$ 107,489
Employee Time Allocation (FTEs) (Budgeted)	3.80		2.80		2.80

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, and a new focus on managing traffic and parking issues at trailheads. A reduction in travel times and trailhead traffic and parking issues will improve the quality of life for residents and the Sedona experience for visitors.

FY 2021 Accomplishments

Community Plan Circulation Goal - Provide for safe and smooth flow of traffic:

- * Continued and expanded traffic control operations management.
- * Continued measuring travel time delay.
- * 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 12 of 13 holidays expected to have high congestion.
- * Began assisting with trailhead traffic and parking control.

FY 2022 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.
- * Continue developing methods and level of assistance with trailhead traffic and parking control.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Days with traffic control on SR 89A	125	110	115	86	63
Days with traffic control on SR 179	173	140	160	118	63
Holiday weekends with delays > 30 min. – SR 89A Uptown	0	7	0	5	7
Holiday weekends with delays > 30 min. – SR 179	6	7	8	7	6
Holiday weekends with delays > 10 min. – SR 89A Cook's Hill	6	7	8	6	7
Holiday weekends with traffic control	12	13	12	10	10
Days of delays > 30 min. – SR 89A Uptown	0	30	0	25	40
Days of delays > 30 min. – SR 179	40	40	50	35	37
Days of delays > 10 min. – SR 89A Cook's Hill	50	60	60	45	56
Average peak vehicles per hour, with traffic control, vehicles traveling SB SR 89A thru Uptown (weekends, July thru November)	950	880	950	877	876
Average peak vehicles per hour, WITHOUT traffic control, vehicles traveling SB SR 89A thru Uptown (weekends, July thru November and February thru June), no weekends without traffic control in FY20	800	800	800	800	803



PUBLIC WORKS – Transportation Services
continued

**Community Plan Circulation Goal -
Provide for safe and smooth flow of traffic:**

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Number of weekends providing assistance with management of trailhead parking.		30	N/A	20	10	N/A
Traffic control operations maintained for days experiencing high congestion (> 30 min.) on SR 89A and SR 179		90%	90%	90%	86%	49%



PUBLIC WORKS – Facilities Maintenance

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 316,120	39%	\$ 222,990	\$ 199,390	\$ 232,398
Supplies & Services	242,620	30%	225,610	201,660	266,198
Capital & Debt Service	155,500	19%	155,500	130,990	194,091
Contingencies	-	0%	-	-	-
Subtotal Direct Costs	\$ 714,240	88%	\$ 604,100	\$ 532,040	\$ 692,687
Internal Charges	94,780	12%	57,970	54,030	60,520
Total Expenditures	\$ 809,020	100%	\$ 662,070	\$ 586,070	\$ 753,207
Expenditures by Fund					
General Fund Portion	\$ 806,370	100%	\$ 659,570	\$ 583,570	\$ 750,715
Other Funds Portion	\$ 2,650	<1%	\$ 2,500	\$ 2,500	\$ 2,492
Funding Sources					
Allocations to Other Departments	\$ 809,020	100%	\$ 662,070	\$ 586,070	\$ 753,207
Employee Time Allocation (FTEs) (Budgeted)	4.78		3.62		3.79

The Facilities Maintenance program accounts for maintenance of City buildings, service contracts, facility utilities, and facility improvements.

Custodial services became an in-house service beginning in FY 2020.

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 2021 Accomplishments

Overall City Value - Good Governance:

- * Developed Property Management Maintenance Plan.

Overall City Value - Fiscal Sustainability:

- * Reported administrative/office facilities custodial expenditure per square foot well below the average reported in the ICMA key performance indicators.

FY 2022 Objectives

Overall City Value - Good Governance:

- * Continue to enhance Property Management Maintenance Plan.
- * Utilize Property Manager program to continue to improve customer service.
- * Continue to improve level of service for new custodial services program.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Facilities maintenance cost	\$626,117	\$646,060	\$596,251	\$671,405	\$580,356
City maintained facilities	22	22	22	22	22
Property Manager requests submitted	450	600	225	680	354

Overall City Value - Fiscal Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Administrative/office facilities, custodial expenditure per square foot (ICMA Benchmark 2016-2017)	\$1.67 (all) / \$1.57 (cities under 30,000 pop.)	\$1.50	\$0.90	\$1.46	\$1.47	\$0.80
Average facilities cost per facility		\$28,460	\$29,366	\$27,102	\$30,518	\$26,380



PUBLIC WORKS – Capital Projects Management

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 660,190	69%	\$ 516,250	\$ 497,990	\$ 459,007
Supplies & Services	43,115	4%	41,730	44,671	16,140
Capital & Debt Service	6,100	1%	-	6,100	5,706
Subtotal Direct Costs	\$ 709,405	74%	\$ 557,980	\$ 548,761	\$ 480,854
Internal Charges	250,830	26%	220,920	210,380	182,050
Total Expenditures	\$ 960,235	100%	\$ 778,900	\$ 759,141	\$ 662,904
Expenditures by Fund					
General Fund Portion	\$ 771,450	80%	\$ 606,670	\$ 613,925	\$ 566,153
Wastewater Fund Portion	\$ 72,265	8%	\$ 54,810	\$ 56,086	\$ 53,693
Other Funds Portion	\$ 116,520	12%	\$ 117,420	\$ 89,130	\$ 43,058
Funding Sources					
Program Revenues	\$ 188,065	20%	\$ 170,940	\$ 144,516	\$ 95,711
Funding from General Revenues:					
Estimated Resident Generated	\$ 270,260	28%	\$ 212,786	\$ 215,119	\$ 198,517
Estimated Visitor Generated	\$ 501,911	52%	\$ 395,174	\$ 399,506	\$ 368,675
Employee Time Allocation (FTEs) (Budgeted)	5.97		4.82		4.82

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 – New Court Building.
- * Parks and Recreation - Ranger Station Park Improvements, Bike Skills Park Improvements.
- * Public Works – Uptown enhancements.
- * Streets and Sedona in Motion – Transportation master plan implementation projects and road overlay projects.
- * Wastewater – Collections system master plan implementation projects.

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 2021 Accomplishments

Overall City Value - Good Governance:

- * Maintained the comprehensible communication report for capital improvement project updates. See www.sedonaaz.gov/CIP.
- * Completed over 70% of budgeted capital improvement projects across multiple departments.

Council Priority - Complete Various Traffic Improvements:

- * Continued implementation of projects recommended in the Transportation Master Plan Update.
- * Completed exterior restoration work for buildings at the Ranger Station Park.
- * Began assisting with developing CIP projects for the transit program.

FY 2022 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:

- * Assist with 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.
- * Continue building restoration work for Ranger Station Park.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
CIP projects managed by Public Works	33	24	25	32	24
Total CIP project budgets managed by Public Works	\$15.1M	\$10.0M	\$13.9M	\$10.2M	\$8.5M
Total CIP projects completed and managed by Public Works	\$13.0M	\$11.1M	\$8.6M	\$8.9M	\$4.3M
Value of Parks and Recreation projects budgeted (not including land acquisition)	\$734,000	\$853,000	\$548,000	\$499,000	\$429,775
Value of Streets projects budgeted	\$15.5M	\$13.4M	\$13.8M	\$9.4M	\$2.36M



PUBLIC WORKS – Capital Projects Management
continued

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Percentage of CIP projects completed and managed by Public Works		78%	91%	53%	72%	50%
Value of projects completed / FTE		\$3.5M	\$3.4M	\$2.9M	\$2.9M	\$2.3M
Total projects completed (managed by Public Works) / FTE		7.7	3.1	8.0	8.0	1.6



PUBLIC WORKS

continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
General Fund					
10-5320-09 - Sustainability					
Supplies & Services (ongoing)	\$71,000	\$0	\$0	\$0	Budget Increase: Decision Package - Curbside Yard Waste Collection.
Sustainability Total	\$71,000	\$0	\$0	\$0	
10-5320-25 - Aquatics Operations & Maintenance					
Personnel (ongoing)	\$36,690	\$34,140	\$35,770	\$29,847	
Supplies & Services (ongoing)	\$32,800	\$32,800	\$26,740	\$30,888	
Direct Costs (Ongoing) Subtotal	\$69,490	\$66,940	\$62,510	\$60,735	
Internal Charges	\$15,940	\$12,190	\$11,500	\$10,160	
Ongoing Total	\$85,430	\$79,130	\$74,010	\$70,895	
Supplies & Services (one-time)	\$5,000	\$5,000	\$4,000	\$5,290	
Capital & Debt Service	\$10,000	\$10,000	\$9,000	\$8,135	
One-Time Total	\$15,000	\$15,000	\$13,000	\$13,425	
Aquatics Operations & Maintenance Total	\$100,430	\$94,130	\$87,010	\$84,320	
10-5320-26 - Parks Facilities & Maintenance					
Personnel (ongoing)	\$327,850	\$246,780	\$244,700	\$245,738	Budget Increase: Decision Package - City Maintenance Worker.
Supplies & Services (ongoing)	\$279,510	\$290,080	\$251,700	\$255,212	
Direct Costs (Ongoing) Subtotal	\$607,360	\$536,860	\$496,400	\$500,950	
Internal Charges	\$268,510	\$210,270	\$196,220	\$204,852	
Ongoing Total	\$875,870	\$747,130	\$692,620	\$705,802	
Supplies & Services (one-time)	\$13,400	\$27,400	\$20,800	\$36,806	
Capital & Debt Service	\$103,400	\$78,400	\$64,990	\$69,256	Budget: Decision Package - Security Cameras, continued replacement of bollards at Sunset Park, fence replacement at Posse Grounds Park.
One-Time Total	\$116,800	\$105,800	\$85,790	\$106,062	
Parks Facilities & Maintenance Total	\$992,670	\$852,930	\$778,410	\$811,864	
10-5320-38 - Engineering Services					
Personnel (ongoing)	\$479,690	\$441,480	\$401,250	\$456,207	Budget Increase: Reallocation of positions.
Supplies & Services (ongoing)	\$32,220	\$30,770	\$26,420	\$13,042	
Direct Costs (Ongoing) Subtotal	\$511,910	\$472,250	\$427,670	\$469,249	
Internal Charges	\$179,120	\$172,640	\$149,880	\$136,940	
Ongoing Total	\$691,030	\$644,890	\$577,550	\$606,189	
Capital & Debt Service	\$23,280	\$13,200	\$1,280	\$0	Budget: Enterprise leased vehicles program.
One-Time Total	\$23,280	\$13,200	\$1,280	\$0	
Engineering Services Total	\$714,310	\$658,090	\$578,830	\$606,189	



PUBLIC WORKS
continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
10-5320-39 - Streets Maintenance					
Personnel (ongoing)	\$141,610	\$419,830	\$423,680	\$369,632	Budget Decrease: Transferred portion of budget to Streets Fund.
Supplies & Services (ongoing)	\$426,350	\$777,106	\$648,558	\$454,528	Budget Decrease: Transferred portion of budget to Streets Fund.
Direct Costs (Ongoing) Subtotal	\$567,960	\$1,196,936	\$1,072,238	\$824,160	
Internal Charges	\$377,260	\$307,170	\$286,420	\$334,175	
Ongoing Total	\$945,220	\$1,504,106	\$1,358,658	\$1,158,335	
Capital & Debt Service	\$0	\$61,200	\$53,200	\$88,297	
Streets Maintenance Total	\$945,220	\$1,565,306	\$1,411,858	\$1,246,632	
10-5320-68 - Stormwater Quality					
Personnel (ongoing)	\$112,680	\$106,250	\$109,730	\$106,746	
Supplies & Services (ongoing)	\$22,000	\$23,000	\$18,800	\$13,735	
Direct Costs (Ongoing) Subtotal	\$134,680	\$129,250	\$128,530	\$120,481	
Internal Charges	\$50,470	\$44,170	\$40,970	\$45,150	
Stormwater Quality Total	\$185,150	\$173,420	\$169,500	\$165,631	
10-5320-77 - Transportation Services					
Personnel (ongoing)	\$199,490	\$131,620	\$90,630	\$113,714	Budget Increase: Decision Package - Traffic Control Assistant II.
Supplies & Services (ongoing)	\$7,400	\$8,500	\$5,970	\$5,492	
Direct Costs (Ongoing) Subtotal	\$206,890	\$140,120	\$96,600	\$119,206	
Internal Charges	\$63,980	\$51,230	\$48,910	\$46,160	
Transportation Services Total	\$270,870	\$191,350	\$145,510	\$165,366	
10-5320-79 - Facilities Maintenance					
Personnel (ongoing)	\$316,120	\$222,990	\$199,390	\$232,398	Budget Increase: Decision Package - Facilities Maintenance Worker.
Supplies & Services (ongoing)	\$239,970	\$223,110	\$199,160	\$243,677	
Direct Costs (Ongoing) Subtotal	\$556,090	\$446,100	\$398,550	\$476,075	
Internal Charges	(\$711,590)	(\$601,570)	(\$529,550)	(\$683,460)	
Ongoing Total	(\$155,500)	(\$155,470)	(\$131,000)	(\$207,385)	
Supplies & Services (one-time)	\$0	\$0	\$0	\$20,030	
Capital & Debt Service	\$155,500	\$155,500	\$130,990	\$194,091	
One-Time Total	\$155,500	\$155,500	\$130,990	\$214,121	
Facilities Maintenance Total	\$0	\$30	(\$10)	\$6,736	



PUBLIC WORKS
continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
10-5320-89 - Capital Projects Management					
Personnel (ongoing)	\$527,460	\$386,820	\$399,840	\$384,314	Budget Increase: Decision Package - Assistant Project Manager.
Supplies & Services (ongoing)	\$9,360	\$9,130	\$7,305	\$3,874	
Direct Costs (Ongoing) Subtotal	\$536,820	\$395,950	\$407,145	\$388,188	
Internal Charges	\$227,030	\$210,720	\$200,680	\$172,260	
Ongoing Total	\$763,850	\$606,670	\$607,825	\$560,448	
Supplies & Services (one-time)	\$1,500	\$0	\$0	\$0	
Capital & Debt Service	\$6,100	\$0	\$6,100	\$5,706	
One-Time Total	\$7,600	\$0	\$6,100	\$5,706	
Capital Projects Management Total	\$771,450	\$606,670	\$613,925	\$566,154	
General Fund Totals					
Personnel Subtotal	\$2,141,590	\$1,989,910	\$1,904,990	\$1,938,596	
Supplies & Services (Ongoing) Subtotal	\$1,120,610	\$1,394,496	\$1,184,653	\$1,020,448	
Direct Costs (Ongoing) Subtotal	\$3,262,200	\$3,384,406	\$3,089,643	\$2,959,044	
Internal Charges Subtotal	\$470,720	\$406,820	\$405,030	\$266,237	
Ongoing Subtotal	\$3,732,920	\$3,791,226	\$3,494,673	\$3,225,281	
Supplies & Services (One-Time) Subtotal	\$19,900	\$32,400	\$24,800	\$62,126	
Capital & Debt Service Subtotal	\$298,280	\$318,300	\$265,560	\$365,485	
One-Time Subtotal	\$318,180	\$350,700	\$290,360	\$427,611	
General Fund Total	\$4,051,100	\$4,141,926	\$3,785,033	\$3,652,892	

Streets Fund

11-5320-39 - Streets Maintenance					
Personnel (ongoing)	\$329,770	\$0	\$0	\$0	Budget Increase: Transferred a portion of budget from General Fund.
Supplies & Services (ongoing)	\$1,499,550	\$1,150,000	\$1,015,000	\$872,776	
Direct Costs (Ongoing) Subtotal	\$1,829,320	\$1,150,000	\$1,015,000	\$872,776	Budget Increase: Transferred a portion of budget from General Fund.
Internal Charges	\$81,440	\$55,980	\$52,100	\$51,880	
Ongoing Total	\$1,910,760	\$1,205,980	\$1,067,100	\$924,656	
Capital & Debt Service	\$166,100	\$0	\$0	\$0	Budget: Street sweeper and Enterprise fleet lease payments.
Streets Fund Total	\$2,076,860	\$1,205,980	\$1,067,100	\$924,656	

Transportation Sales Tax Fund

17-5320-89 - Capital Projects Management					
Personnel (ongoing)	\$85,800	\$86,130	\$52,810	\$31,023	
Supplies & Services (ongoing)	\$30,000	\$30,000	\$35,620	\$10,995	
Transportation Sales Tax Fund Total	\$115,800	\$116,130	\$88,430	\$42,018	



PUBLIC WORKS
continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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Development Impact Fees Fund

38-5320-39 - Streets Maintenance

Capital & Debt Service	\$0	\$0	\$0	\$27,153	
Development Impact Fees Fund Total	\$0	\$0	\$0	\$27,153	

Wastewater Enterprise Fund

59-5320-38 Engineering Services

Personnel (ongoing)	\$209,050	\$207,770	\$213,340	\$201,507	
Supplies & Services (ongoing)	\$29,930	\$29,930	\$24,810	\$23,321	
Direct Costs (Ongoing) Subtotal	\$238,980	\$237,700	\$238,150	\$224,828	
Internal Charges	\$67,690	\$68,650	\$58,500	\$60,350	
Ongoing Total	\$306,670	\$306,350	\$296,650	\$285,178	
Capital & Debt Service	\$13,800	\$12,000	\$0	\$0	
Engineering Services Total	\$320,470	\$318,350	\$296,650	\$285,178	

59-5320-89 - Capital Projects Management

Personnel (ongoing)	\$46,930	\$43,300	\$45,340	\$43,671	
Supplies & Services (ongoing)	\$1,535	\$1,310	\$1,046	\$232	
Direct Costs (Ongoing) Subtotal	\$48,465	\$44,610	\$46,386	\$43,903	
Internal Charges	\$23,800	\$10,200	\$9,700	\$9,790	
Capital Projects Management Total	\$72,265	\$54,810	\$56,086	\$53,693	

Wastewater Enterprise Fund Totals

Personnel Subtotal	\$255,980	\$251,070	\$258,680	\$245,178	
Supplies & Services (Ongoing) Subtotal	\$31,465	\$31,240	\$25,856	\$23,553	
Direct Costs (Ongoing) Subtotal	\$287,445	\$282,310	\$284,536	\$268,731	
Internal Charges Subtotal	\$91,490	\$78,850	\$68,200	\$70,140	
Ongoing Subtotal	\$378,935	\$361,160	\$352,736	\$338,871	
Capital & Debt Service Subtotal	\$13,800	\$12,000	\$0	\$0	
Wastewater Enterprise Fund Total	\$392,735	\$373,160	\$352,736	\$338,871	

Info Tech Internal Service Fund

60-5320-26 - Parks Facilities & Maintenance

Supplies & Services (ongoing)	\$2,660	\$2,660	\$2,660	\$3,300	
Parks Facilities & Maintenance Total	\$2,660	\$2,660	\$2,660	\$3,300	

60-5320-38 - Engineering Services

Supplies & Services (ongoing)	\$2,410	\$2,410	\$2,410	\$3,030	
Capital Projects Management Total	\$2,410	\$2,410	\$2,410	\$3,030	



PUBLIC WORKS
continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
60-5320-39 - Streets Maintenance					
Supplies & Services (ongoing)	\$4,190	\$4,190	\$4,382	\$3,655	
Streets Maintenance Total	\$4,190	\$4,190	\$4,382	\$3,655	
60-5320-68 - Stormwater Quality					
Supplies & Services (ongoing)	\$4,500	\$4,500	\$4,500	\$4,202	
Stormwater Quality Total	\$4,500	\$4,500	\$4,500	\$4,202	
60-5320-79 - Facilities Maintenance					
Supplies & Services (ongoing)	\$2,650	\$2,500	\$2,500	\$2,492	
Facilities Maintenance Total	\$2,650	\$2,500	\$2,500	\$2,492	
60-5320-89 - Capital Projects Management					
Supplies & Services (ongoing)	\$720	\$1,290	\$700	\$1,040	
Facilities Maintenance Total	\$720	\$1,290	\$700	\$1,040	
Info Tech Internal Service Fund Totals					
Supplies & Services (Ongoing) Subtotal	\$17,130	\$17,550	\$17,152	\$17,719	
Info Tech Internal Service Fund Total	\$17,130	\$17,550	\$17,152	\$17,719	
GRAND TOTALS					
Personnel (Ongoing) Subtotal	\$2,813,140	\$2,327,110	\$2,216,480	\$2,214,797	
Supplies & Services (Ongoing) Subtotal	\$2,698,755	\$2,623,286	\$2,278,281	\$1,945,491	
Direct Costs (Ongoing) Subtotal	\$5,511,895	\$4,950,396	\$4,494,761	\$4,160,288	
Internal Charges Subtotal	\$643,650	\$541,650	\$525,330	\$388,257	
Ongoing Subtotal	\$6,155,545	\$5,492,046	\$5,020,091	\$4,548,545	
Supplies & Services (One-Time) Subtotal	\$19,900	\$32,400	\$24,800	\$62,126	
Capital & Debt Service Subtotal	\$478,180	\$330,300	\$265,560	\$392,638	
One-Time Subtotal	\$498,080	\$362,700	\$290,360	\$454,764	
Grand Total	\$6,653,625	\$5,854,746	\$5,310,451	\$5,003,309	



PUBLIC WORKS
continued

POSITIONS/ALLOCATIONS SUMMARIES

Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Administrative Assistant	1.00	0.60	0.60	0.60
Assistant Engineer	3.00	3.00	3.00	3.00
Associate Engineer	3.00	3.00	3.00	3.00
Assistant Public Works Director	1.00	0.00	0.00	0.00
Assistant Project Manager	1.00	0.00	0.00	0.00
Bike Park Maintenance Worker ⁽¹⁾	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	5.00	4.00	4.00	4.00
City Maintenance Worker II	4.00	4.00	4.00	4.00
Custodial Maintenance Worker	2.00	2.00	2.00	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	0.00	1.00	1.00	1.00
Facilities Maintenance Manager	1.00	1.00	1.00	1.00
Facilities/Administrative Manager	1.00	1.00	1.00	0.00
Facilities Maintenance Worker	1.00	0.00	0.00	0.00
Public Works Administrative Supervisor	0.00	0.00	0.00	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 ⁽¹⁾	2.60	2.60	2.60	2.60
Traffic Control Assistant II	1.00	0.00	0.00	0.00
Total	33.85	29.45	29.45	27.45

Org Unit	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
General Fund					
10-5320-25	Aquatics	0.55	0.55	0.50	0.20
10-5320-26	Parks Facilities & Maintenance	4.92	3.79	4.18	4.28
10-5320-35	Storm Clean-Up	0.00	0.32	0.30	0.30
10-5320-36	Traffic Control	0.40	1.53	1.53	1.70
10-5320-38	Engineering Services	4.36	4.43	4.49	4.49
10-5320-39	Streets Maintenance	1.97	3.97	3.42	3.42
10-5320-42	Uptown Paid Parking	0.00	0.00	0.00	0.29
10-5320-68	Stormwater Quality	1.24	1.26	1.26	1.29
10-5320-77	Transportation Services	3.80	2.80	2.80	2.51
10-5320-79	Facilities Maintenance	4.78	3.62	3.79	1.79
10-5320-89	Capital Projects Management	4.57	3.42	3.42	3.42
General Fund Total		26.59	25.69	25.69	23.69

Streets Fund					
11-5320-35	Storm Clean-Up	0.32	0.00	0.00	0.00
11-5320-36	Traffic Control	1.14	0.00	0.00	0.00
11-5320-39	Streets Maintenance	2.12	0.00	0.00	0.00
Streets Fund Total		3.58	0.00	0.00	0.00

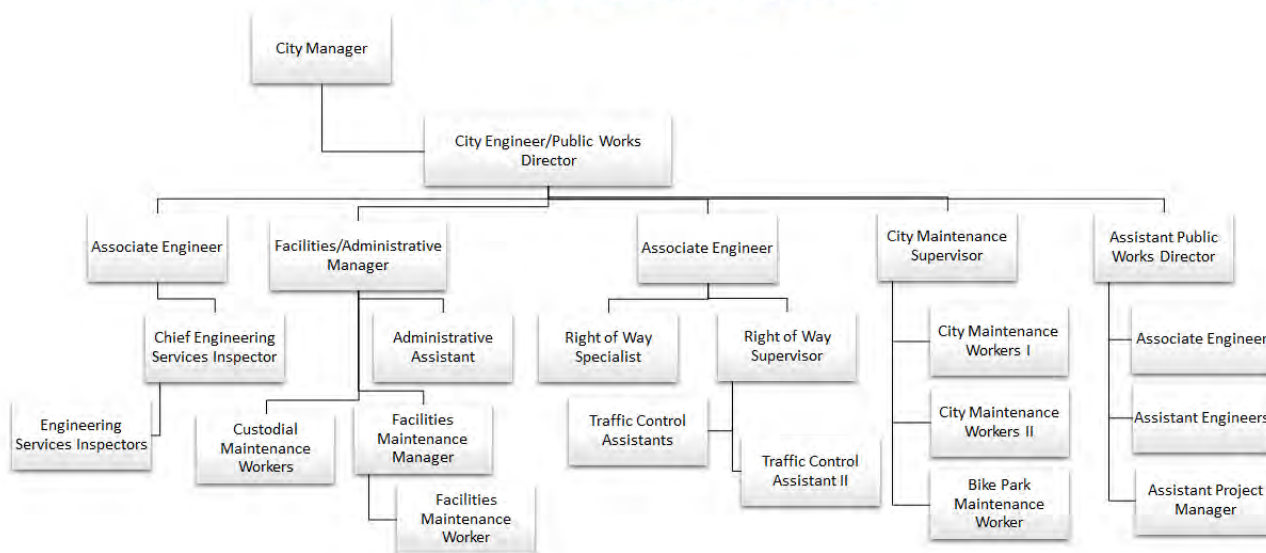
Transportation Sales Tax Fund					
17-5320-89	Capital Projects Management	1.00	1.00	1.00	1.00
Transportation Sales Tax Fund Total		1.00	1.00	1.00	1.00

Wastewater Enterprise Fund					
59-5320-38	Engineering Services	2.28	2.36	2.36	2.36
59-5320-89	Capital Projects Management	0.40	0.40	0.40	0.40
Wastewater Enterprise Fund Total		2.68	2.76	2.76	2.76

Grand Total 33.85 29.45 29.45 27.45

⁽¹⁾ Temporary positions

DEPARTMENTAL ORGANIZATION CHART



ECONOMIC DEVELOPMENT

Mission Statement

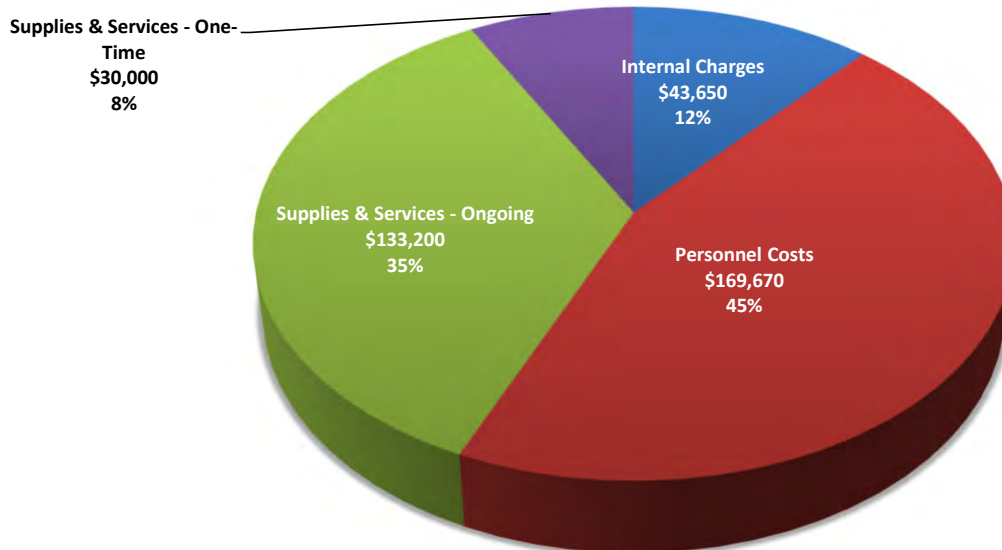
The mission of the Economic Development Department is to diversify Sedona's economy consistent with the Community Plan and Economic Diversification Strategic Plan. The diversification strategy plan consists of four key pillars that emphasize community development, business development, economic gardening/entrepreneurship, and marketing and branding.

Description

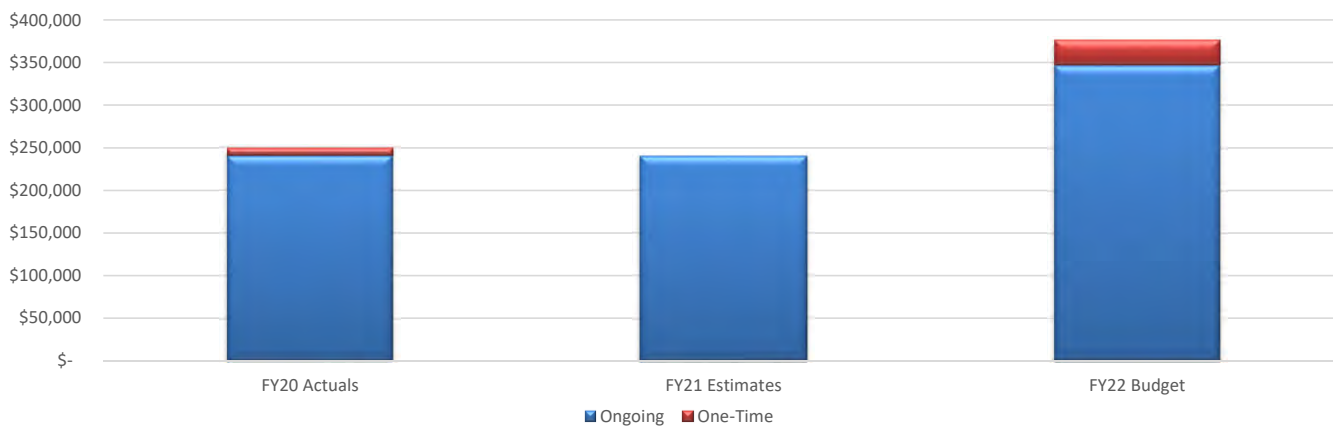
The Economic Development Department offers:

- Strategic planning and implementation of the city's economic diversification vision.
- Business assistance to local businesses inclusive of assistance with financing, business planning, and community assistance.
- Additional resources to partner organizations to help establish or grow business.
- Data and demographic information both locally and regionally.
- Advocating as the voice of the businesses while working internally with the city team.

FY 2022 PROGRAM EXPENDITURES: \$376,520



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



ECONOMIC DEVELOPMENT – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 169,670	45%	\$ 160,630	\$ 159,310	\$ 161,319
Supplies & Services	163,200	43%	133,077	47,150	59,501
Subtotal Direct Costs	\$ 332,870	88%	\$ 293,707	\$ 206,460	\$ 220,819
Internal Charges	43,650	12%	35,210	32,980	28,080
Total Expenditures	\$ 376,520	100%	\$ 328,917	\$ 239,440	\$ 248,899
Expenditures by Fund					
General Fund Portion	\$ 376,520	100%	\$ 328,917	\$ 239,440	\$ 248,899
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 131,782	35%	\$ 115,121	\$ 83,804	\$ 87,115
Estimated Visitor Generated	\$ 244,738	65%	\$ 213,796	\$ 155,636	\$ 161,785
Employee Time Allocation (FTEs) (Budgeted)	1.00		1.00		1.00

FY 2021 Accomplishments

The majority of FY 2021 was primarily dedicated to being a responsive and engaged resource for businesses impacted by the pandemic. The department served as a nexus for many businesses seeking assistance during the pandemic. Additionally, the department routinely worked with regional, state, national, and other entities to regularly stay up to date on the latest information and impacts regarding businesses and business development.

- Assisted local businesses in acquiring Federal Disaster Funding. This totaled over \$3 million of Paycheck Protection Program Loans, over \$1 million of Economic Injury Disaster Loans (EIDL), and over \$100,000 in EIDL cash advances.
- Partnered and participated in multiple NAU studies of business impacts for Sedona and Coconino County.
- Worked with more than 100 local business owners to provide assistance, programming, and networking to additional resources.
- Hosted and/or partnered to host over 25 workshops and webinars. A majority of these were in relation to economic recovery from the impacts of COVID-19.
- Started partnership to work on an economic development marketing magazine to be completed summer/fall of 2021.
- Formed regional broadband action teams to aid in the development of regional broadband initiatives and grant requests.
- Provided business services such as loan applications, business planning, data, sustainability certification, and access to other technical resources.
- Built capacity of the Economic Development Department through the addition of an AmeriCorps VISTA volunteer.
- The department director continues to chair the loan committee for VVREO.
- The department director was re-elected to the Northern Arizona Council of Governments (NACOG) Economic Development Council.

FY 2022 Objectives

- Implement a five-year economic development diversification plan.
- Support, attract, and expand targeted industries for diversification.
- Generate more opportunities for entrepreneurs to learn and thrive.
- Create a marketing plan in alignment with the economic development diversification plan.
- Continue to build contacts and networks.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Unique website visits	800	800	650	720	720
Inquiries from businesses	50	50	100	100	55
Business visits/outreach	30	30	45	30	30
Businesses assisted with business planning	25	25	25	25	32
Business workshops/trainings hosted or partnered	10	12	25	20	10
Percentage of businesses surveyed that finding value in the workshops hosted by the city	85%	85%	95%	100%	100%

Community Plan Economic Development Goal - Recruit new businesses and organizations representing different business and institutional sectors that diversify Sedona's economic base:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Expansion and investment in targeted sector		\$100,000	\$50,000	\$75,000	\$200,000	\$150,000
Private capital investment invested by businesses		\$250,000	\$50,000	\$100,000	\$650,000	\$250,000
Number of business loans / total value of loans		5/\$350,000	2/\$100K	2/\$100,000	25/\$2,200,000	5/\$575,000
Jobs resulting from businesses served		10	15	10	15	40
Jobs created above median earnings*		8	5	5	12	30

*The 2018 median wage as computed by Yavapai County for the City of Sedona was \$13.25 per hour. For comparison, the national median wage for 2018 is \$17.79 per hour.



ECONOMIC DEVELOPMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
General Fund					
10-5330-01 - Administration					
Personnel (ongoing)	\$169,670	\$160,630	\$159,310	\$161,317	
Supplies & Services (ongoing)	<u>\$133,200</u>	<u>\$133,077</u>	<u>\$47,150</u>	<u>\$50,500</u>	
Direct Costs (Ongoing) Subtotal	\$302,870	\$293,707	\$206,460	\$211,817	
Internal Charges	<u>\$43,650</u>	<u>\$35,210</u>	<u>\$32,980</u>	<u>\$28,080</u>	
Ongoing Total	\$346,520	\$328,917	\$239,440	\$239,897	
Supplies & Services (one-time)	<u>\$30,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$9,000</u>	Budget Increase: Matching funds for EDA and USDA grants.
Administration Total	\$376,520	\$328,917	\$239,440	\$248,897	



ECONOMIC DEVELOPMENT
Continued

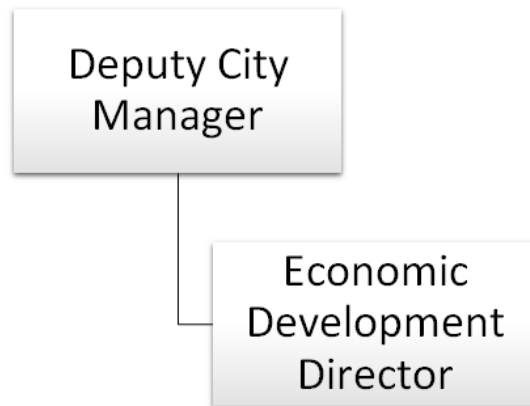
POSITIONS SUMMARY

Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 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	FY22 FTE	FY21 FTE	FY20 FTE	FY19 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

Mission Statement

Our mission is to preserve the public peace through the enforcement of the law, protection of life and property, providing exceptional service, and collaborative community partnerships.

Description

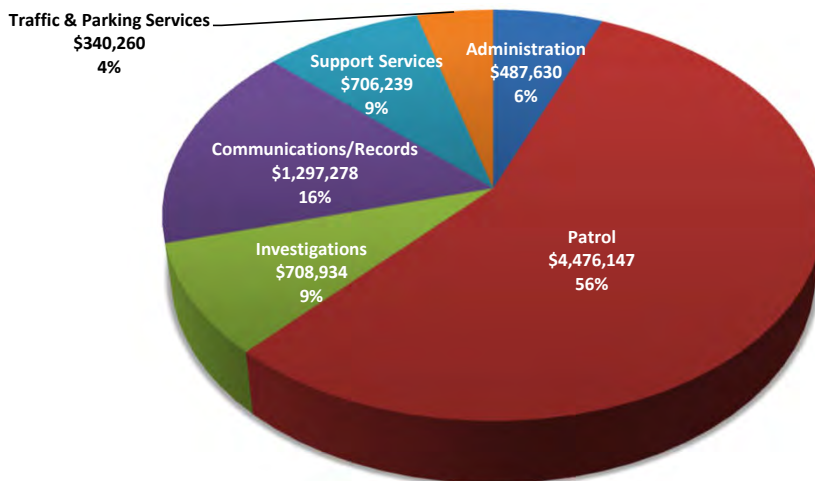
With a steadfast focus on "Selfless Service For All", we will continue to foster public trust and strengthen community relationships while striving for excellence through employee development, self-discipline, and strong leadership. Our foundational core values include: Community, Compassion, and Honor.

Guided by a philosophy of community policing, collaborative problem-solving, and a focus on fostering strong community partnerships, the Police 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.

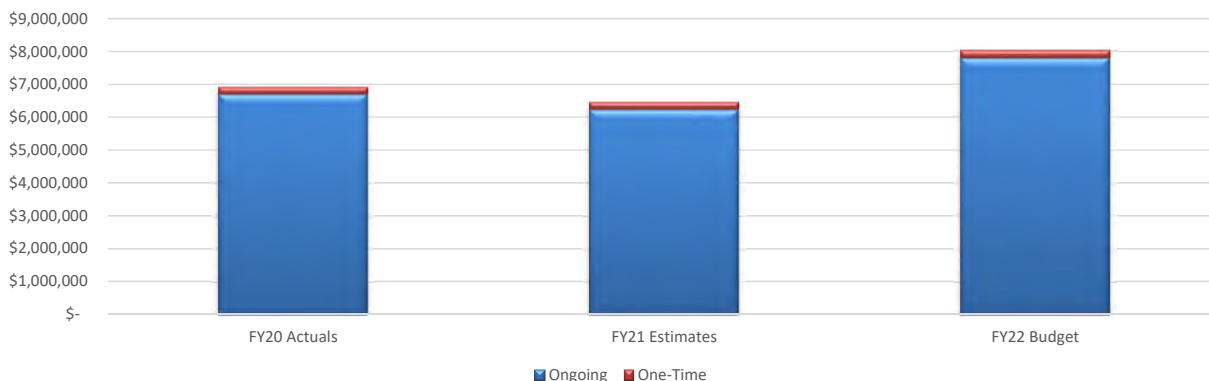
The Police Department is responsible for the following primary program areas:

- * 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 Computer Aided Dispatch/Records Management System, crime analysis, in-car video recording systems, 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 county courts, and sex offender registrant monitoring.
- * Communications/Records Program – provides support to all Department personnel through radio communications, Computer Aided 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 pay stations in the Uptown area.

FY 2022 PROGRAM EXPENDITURES: \$8,016,488



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



POLICE – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 312,950	64%	\$ 281,400	\$ 265,610	\$ 279,457
Supplies & Services	61,840	13%	56,969	60,355	60,580
Capital & Debt Service	9,600	2%	-	-	-
Subtotal Direct Costs	\$ 384,390	79%	\$ 338,369	\$ 325,965	\$ 340,037
Internal Charges	103,240	21%	91,620	85,120	93,510
Total Expenditures	\$ 487,630	100%	\$ 429,989	\$ 411,085	\$ 433,547
Expenditures by Fund					
General Fund Portion	\$ 481,530	99%	\$ 423,314	\$ 404,135	\$ 420,786
Other Funds Portion	\$ 6,100	1%	\$ 6,675	\$ 6,950	\$ 12,761
Funding Sources					
Program Revenues	\$ 6,800	1%	\$ 6,200	\$ 9,450	\$ 13,045
Funding from General Revenues:					
Estimated Resident Generated	\$ 168,291	35%	\$ 148,326	\$ 140,572	\$ 147,176
Estimated Visitor Generated	\$ 312,540	64%	\$ 275,463	\$ 261,063	\$ 273,326
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 U.S. 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.

FY 2021 Accomplishments

Overall City Value – Public:

- * Participated in the Turkey Trot.
- * Submitted applications for grant funding to the Governor's Office of Highway Safety to assist with departmental operations.
- * Continued to utilize Nextdoor to enhance communication and engagement with Sedona residents.
- * Conducted Active Attacker training for the City Council and provided safety tips which included building layouts and exit locations.
- * Fostered a collaborative relationship and localized team with the Sedona Fire Department regarding enhanced emergency management practice and homeland security preparations.
- * Joined the Yavapai County Regional Field Force Team.
- * Updated the SPD Policy Manual, ensuring alignment with contemporary police standards and disseminated to employees.
- * Deployed message trailers in response to COVID-19 precautions, trailhead parking, safety, weather, and traffic messages, along with speed enforcement.
- * Launched new in-car camera system and body-worn camera pilot project.
- * Launched a PD Resource Center and Substation in Uptown.
- * Implementation of COVID-19 safety protocols and staff remained healthy throughout the pandemic.
- * Revitalized our awards and recognition program for employees.
- * Trained and deployed a new School Resource Officer.



POLICE – Administration
continued

FY 2022 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.
- * Achieve consistent full staffing levels, to optimize operations and service levels.
- * Provide leadership and wellness trainings for staff.
- * Actively train for and engage in a regional Peer Support program with Sedona Fire and other partner agencies.
- * Launch pilot drone initiative.
- * Complete the regional dispatch assessment.
- * Begin and complete the second phase remodel of the PD facility.
- * Expand initiative for consistent bio-hazard/decontamination of PD field vehicles and holding-cells.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Sworn staff attending training on Critical Incident Training (CIT)/Mental Health Interactions	5	5	10	16	16
Sworn staff attending training on Incident Command System/National Incident Management System (ICS/NIMS) protocols	5	5	7	1	1
Community interaction events	12	12	11	7	7

Overall City Value - Public Safety:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Retention of sworn employees (excluding retirement)		100% (27/27)	100% (27/27)	92% (25/27)	81% (25/27)	96% (26/27)
Retention of civilian employees (excluding retirement)		94% (17/18)	94% (17/18)	94% (17/18)	61% (11/18)	73% (11/15)
Sworn personnel turnover (ICMA Benchmark 2016-2018)	4.5% (all) / 6.0% (cities under 30,000 pop.)	7.5%	7.5%	7.5%	18.52%	3.7%
Sworn police overtime as % of total sworn police compensation (ICMA Benchmark 2016-2018)	5.8% (all) / 4.8% (cities under 30,000 pop.)	4.6%	4.6%	4.6%	7.8%	7.8%
FTEs: Sworn positions per 1,000 population (ICMA Benchmark 2016-2018)	2.4 (all) / 3.4 (cities under 30,000 pop.)	2.6	2.6	2.6	2.6	2.6



POLICE – Patrol

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 2,841,570	63%	\$ 2,343,380	\$ 2,380,840	\$ 2,640,966
Supplies & Services	314,130	7%	310,050	264,590	192,200
Capital & Debt Service	166,687	4%	73,000	189,634	200,633
Subtotal Direct Costs	\$ 3,322,387	74%	\$ 2,726,430	\$ 2,835,064	\$ 3,033,799
Internal Charges	1,153,760	26%	867,960	835,420	1,097,090
Total Expenditures	\$ 4,476,147	100%	\$ 3,594,390	\$ 3,670,484	\$ 4,130,889
Expenditures by Fund					
General Fund Portion	\$ 4,432,297	99%	\$ 3,510,970	\$ 3,630,584	\$ 4,103,173
Other Funds Portion	\$ 43,850	1%	\$ 83,420	\$ 39,900	\$ 27,716
Funding Sources					
Program Revenues	\$ 44,650	1%	\$ 84,200	\$ 45,850	\$ 37,258
Funding from General Revenues:					
Estimated Resident Generated	\$ 1,551,024	35%	\$ 1,228,567	\$ 1,268,622	\$ 1,432,771
Estimated Visitor Generated	\$ 2,880,473	64%	\$ 2,281,624	\$ 2,356,012	\$ 2,660,860
Employee Time Allocation (FTEs) (Budgeted)	21.00		20.00		22.00

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.

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 2021 Accomplishments

Overall City Value - Public Safety:

- * Continued training for supervisors and patrol officers to better understand the crime picture in their area and the City, using Command Solutions with data from the Motorola Flex CAD/RMS system. Continue to enhance and produce the information/data available with this new system for data-driven policing.
- * The mobile digital speed indicator was deployed approximately 20 times in high traffic areas before June 30, 2021, to collect data and address concerns of unsafe driving.
- * Maintained budget funding to accommodate the SWAT team members.
- * Awarded a grant for the Sedona traffic enforcement program (STEP) to conduct targeted speed enforcement details paid for by GOHS.
- * Awarded a grant for targeted DUI enforcement for impaired drivers paid for by GOHS.
- * Trained each squad member on the proper and proficient deployment of the WRAP restraint system.
- * Officers were acknowledged by the community and PD for their life-saving actions.
- * Successfully trained and deployed a motorcycle officer to assist with traffic issues.
- * New officers graduated from the academy and successfully completed field training.

FY 2022 Objectives

Overall City Value - Public Safety:

- * Deploy officers in Uptown and other areas as needed on bicycles and foot patrols.
- * Continue to enhance and produce the information/data available with Command Solutions from Motorola CAD/RMS System to improve deployment of resources throughout the City.
- * Recruit and hire 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, 2022, to collect data and address concerns of unsafe driving.
- * 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.



POLICE – Patrol
continued

WORKLOAD INDICATORS	Benchmark	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
UCR Part I violent crimes *Criminal homicide, sexual assault, rape, robbery and aggravated assault		46	40	48	50	48
UCR Part I property crimes *Burglary, theft and arson		200	200	232	183	218
UCR Part 2 crimes *Criminal damage, disorderly conduct, drug offense, fraud, assault, domestic violence, juvenile offenses and prostitution.		500	N/A	560	539	N/A
Traffic collisions - Fatal (ICMA Benchmark 2016-2017)	36.6 (all) / 0.8 (cities under 30,000 pop.)	0	0	0	1	1
Traffic collisions - Injury		30	30	52	55	28
Traffic collisions - Non-injury		250	200	304	241	244
Officer-initiated activity		9,500	18,000	9,256	9,922	9,045
Warnings		1,300	3,500	1,170	1,668	3,456
Calls for service from the community		7,400	11,000	7,046	6,331	10,002
Citations		1,800	1,300	1,246	1,065	931
Arrests - Misdemeanor		460	460	366	370	331
Arrests - Felony		120	120	112	94	100
Arrests - DUI (increased due to state DUI funding and Verde Valley DUI Taskforce details in FY 21)		55	80	48	65	39
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	14 deploys	10 deploys	14 deploys

Overall City Value - Public Safety:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Maintain a response time of seven minutes or less 90% of the time to emergency calls		90%	90%	80%	90%	90%
Average response time - Priority 1 (ICMA Benchmark 2016-2018) *Collisions with injuries or death and attempted suicides	5.0 (all) / 5.1 (cities under 30,000 pop.)	5 minutes	5 minutes	6 minutes	5 minutes	5 minutes
Average response time - Priority 2 *Domestic Violence, just occurred sex offenses, bomb threats, deaths and medical assists		5 minutes	5 minutes	6 minutes	6 minutes	6 minutes
Average response time - Priority 3 *Collisions with no injuries, assaults, suspicious activity and abuse cases		6 minutes	6 minutes	6 minutes	7 minutes	7 minutes
Calls for service from the community per sworn FTE (ICMA Benchmark 2016-2018)	382 (all) / 391 (cities under 30,000 pop.)	345	523	336	302	477
Calls for service from the community and officer initiated activity per sworn FTE		790	1,381	777	774	907
Calls for service from the community and officer initiated activity per 1,000 population		1,600	2,788.5	1,568	1,563	1,831.4
Calls for service from the community per 1,000 population (ICMA Benchmark 2016-2018)	728 (all) / 1,249 (cities under 30,000 pop.)	700	1,057.7	678	609	961
DUI arrests per 1,000 population (ICMA Benchmark 2016-2018)	3.4 (All) / 4.4 (cities under 30,000 pop.)	6	7.69	4.61	6.25	3.75
UCR Part I property crimes reported per 1,000 population	31.7 (all) / 31.8 (cities under 30,000 pop.)	20	20.2	22.3	17.6	20.9
UCR Part I violent crimes reported per 1,000 population	4.7 (all) / 4.5 (cities under 30,000 pop.)	4.5	3.85	4.6	4.8	4.61
UCR Part 2 crime reported per 1,000 population		50	N/A	53.85	51.83	N/A



POLICE – Investigations

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 538,130	76%	\$ 468,110	\$ 261,340	\$ 194,171
Supplies & Services	52,664	7%	52,144	53,794	28,088
Subtotal Direct Costs	\$ 590,794	83%	\$ 520,254	\$ 315,134	\$ 222,259
Internal Charges	118,140	17%	101,100	96,110	98,240
Total Expenditures	\$ 708,934	100%	\$ 621,354	\$ 411,244	\$ 320,499
Expenditures by Fund					
General Fund Portion	\$ 707,834	100%	\$ 619,974	\$ 409,844	\$ 319,678
Other Funds Portion	\$ 1,100	<1%	\$ 1,380	\$ 1,400	\$ 820
Funding Sources					
Program Revenues	\$ 25,860	4%	\$ 23,190	\$ 25,860	\$ 1,971
Funding from General Revenues:					
Estimated Resident Generated	\$ 239,076	34%	\$ 209,357	\$ 134,884	\$ 111,485
Estimated Visitor Generated	\$ 443,998	63%	\$ 388,807	\$ 250,500	\$ 207,043
Employee Time Allocation (FTEs) (Budgeted)	4.00		4.00		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 tasks 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.

The Investigations program 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.

The Investigations program 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 2021 Accomplishments

Overall City Value - Public Safety:

- * Worked with several different law enforcement agencies in multi-jurisdiction cases ranging from burglary rings, stalking, prostitution, and child pornography.
- * Exceeded the state's clearance rates for violent crimes by 54.6%.
- * Exceeded the state's clearance rates for property crimes by 17.1%.
- * Completed the transfer of all evidence data from the old Computer Aided Dispatch/Records Management System (CAD/RMS) system into the Motorola Flex CAD/RMS system.
- * Selected and trained new detective.
- * Conducted two Sexual Offender Registrant compliance operations.

FY 2022 Objectives

Overall City Value - Public Safety:

- * Conduct two Sexual Offender Registrant compliance operations.
- * Maintain case clearance to maximum of six months, excluding complicated 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.
- * Train both detectives on advance forensic interviewing.
- * Initiate proactive field operations in conjunction with criminal investigations and crime prevention.
- * Complete backgrounds using Lean process and in compliance with AZ POST rules.



POLICE – Investigations
continued

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Total cases assigned (felony and misdemeanor) (Decreased due to one detective In FY 20, also handling backgrounds and training)	190	125	80	71	119
Detective initiated arrests (Due to COVID there were restriction in custody arrests)	15	20	32	7	28
Felony and misdemeanor cases sent to prosecuting attorney's office for filing charges	50	5	3	43	6
Conduct sexual offender registrant compliance operations	2	2	2	2	2

Overall City Value - Public Safety:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Exceed annual state crime clearance rate (16.73%) for property crime (Arizona Department of Public Safety Crime Report 2019)*	26.9% (all) / 30.7% (cities under 30,000 pop.)	35% (exceeds state by 18.3%)	30% (exceeds state by 14.2%)	33.8% (exceeds state by 17.1%)	27.2% (exceeds state by 10.5%)	27.8% (exceeds state by 11.5%)
Exceed annual state crime clearance rate (38.17%) for violent crime (Arizona Department of Public Safety Crime Report 2019)*	51.9% (all) / 58.2% (cities under 30,000 pop.)	50% (exceeds state by 11.8%)	40% (exceeds state by 1.8%)	92.8% (exceeds state by 54.6%)	41.1% (exceed state by 2.93%)	57.2% (exceeds state by 18.9%)
Complete investigation on all cases (including lengthy fraud cases) within six months from being assigned		90%	90%	85%	85%	85%

*Clearance rate means when a case is closed due to an arrest, declined prosecution, or the victim no longer wants to proceed with prosecution after the suspect has been identified.



POLICE – Communications/Records

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 802,670	62%	\$ 771,850	\$ 765,410	\$ 770,433
Supplies & Services	68,018	5%	66,518	55,553	58,297
Subtotal Direct Costs	\$ 870,688	67%	\$ 838,368	\$ 820,963	\$ 828,730
Internal Charges	426,590	33%	391,890	377,940	376,130
Total Expenditures	\$ 1,297,278	100%	\$ 1,230,258	\$ 1,198,903	\$ 1,204,860
Expenditures by Fund					
General Fund Portion	\$ 1,296,458	100%	\$ 1,229,348	\$ 1,198,183	\$ 1,204,117
Other Funds Portion	\$ 820	<1%	\$ 910	\$ 720	\$ 743
Funding Sources					
Program Revenues	\$ 4,300	<1%	\$ 7,500	\$ 3,400	\$ 4,386
Funding from General Revenues:					
Estimated Resident Generated	\$ 452,542	35%	\$ 427,965	\$ 418,426	\$ 420,166
Estimated Visitor Generated	\$ 840,436	65%	\$ 794,793	\$ 777,077	\$ 780,308
Employee Time Allocation (FTEs) (Budgeted)	11.00		11.00		11.00

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 2021 Accomplishments

Overall City Value - Public Safety:

- * Updated the field training manual for communications specialists.
- * Created a communications manual.
- * Reduced records request wait times from 14 days to 5 days.
- * Reduced report merging backlog from 200 reports to 150 reports.

FY 2022 Objectives

Overall City Value - Public Safety:

- * Maintain as close to 100% dispatcher employment as possible.
- * Dispatch calls to officers within 90 seconds from receiving the call.
- * Switch data reporting for the FBI from Unified Crime Reporting (UCR) to National Incident Based Reporting System (NIBRS).
- * Reduce report request time from 5 days to 3 days.
- * Reduce report merging backlog from 150 reports to 100 reports.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Telephone calls received - Emergency	8,250	6,200	8,054	6,188	6,074
Telephone calls received - Non-Emergency	35,000	27,500	32,830	27,422	28,474



POLICE – Communications/Records

continued

Overall City Value - Public Safety:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Time to answer 9-1-1 calls (National Emergency Number Association NENA benchmark standard)	10 seconds	4 seconds	4 seconds	4 seconds	4 seconds	4 seconds
Average time to dispatch call to field unit		100 seconds	100 seconds	100 seconds	101 seconds	101 seconds
Average backlog of records merged into system once the reports are approved by a supervisor		100 cases	100 cases	150 cases	200 cases	280 cases
Average wait time for public records requests once the reports are approved by a supervisor		3 days	3 days	5 days	14 days	5 days



POLICE – Support Services

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 525,050	74%	\$ 389,030	\$ 381,020	\$ 435,059
Supplies & Services	56,809	8%	46,520	39,350	36,633
Capital & Debt Service	9,600	1%	-	-	-
Subtotal Direct Costs	\$ 591,459	84%	\$ 435,550	\$ 420,370	\$ 471,691
Internal Charges	114,780	16%	104,230	100,060	95,820
Total Expenditures	\$ 706,239	100%	\$ 539,780	\$ 520,430	\$ 567,511
Expenditures by Fund					
General Fund Portion	\$ 703,310	100%	\$ 536,350	\$ 514,695	\$ 561,186
Other Funds Portion	\$ 2,929	<1%	\$ 3,430	\$ 5,735	\$ 6,326
Funding Sources					
Program Revenues	\$ -	0%	\$ -	\$ 3,260	\$ 3,324
Funding from General Revenues:					
Estimated Resident Generated	\$ 247,184	35%	\$ 188,923	\$ 181,010	\$ 197,466
Estimated Visitor Generated	\$ 459,055	65%	\$ 350,857	\$ 336,161	\$ 366,722
Employee Time Allocation (FTEs) (Budgeted)	4.73		3.73		3.73

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 (SRO), K-9 Officer, 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, 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 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 2021 Accomplishments

Overall City Value - Public Safety:

- * Continued providing data-driven policing training to the staff using the crime analysis program, called Command Solutions.
- * Acquired a modular classroom with electricity and running water at the PD Firearms Range.
- * Conversion of former PD Firearms Range classroom into training simulator room.
- * Eliminated the need for paid storage facility through the acquisition of a storage container to be held at the PD Firearms Range.
- * Conducted a community police academy.
- * Deployed the SRO full-time to various schools in Sedona; achieved 75% deployment rate at the high school.
- * Assisted the Sedona Fire District with fire drills at both Sedona Red Rock High School and West Sedona School campuses.
- * Identified and trained a replacement for the SRO, anticipating retirement in one year.
- * Conducted a presentation at the Department's community police academy about animal safety.
- * Conducted ARS 28-3511 (impound) hearings.
- * Attended and achieved Level A of National Animal Care and Control Association (NACA) certification.

FY 2022 Objectives

Overall City Value - Public Safety:

- * Implement phase 2 of 4 of the radio infrastructure project that will increase radio communication in the Uptown area and along SR 179.
- * Conduct at least one Community Police Academy.
- * Create data-driven policing strategies.
- * Complete inspection and enhanced audit of property and evidence to coincide with industry standards.



POLICE – Support Services
continued

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Fire drills conducted at Sedona Red Rock High School and Junior High School	10	10	10	10	10
Fire drills conducted at West Sedona School	10	10	10	10	10
Lock-down/evacuation drills conducted at Sedona Red Rock High School and Junior High School	2	2	2	2	2
Lock-down/evacuation drills conducted at West Sedona School	2	2	2	2	2
Awareness training sessions conducted geared toward student issues/trends at Sedona Red Rock High School and Junior High School	6	6	6	6	6
Awareness training sessions conducted geared toward student issues/trends at West Sedona School	3	3	3	3	3
Crime prevention presentations conducted by SRO	3	3	3	3	3

Overall City Value - Public Safety:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Percentage of time SRO is deployed at a school, when in session		75%	75%	75%	75%	75%



POLICE – Traffic & Parking Services

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 150,520	44%	\$ 124,330	\$ 72,160	\$ 72,569
Supplies & Services	73,370	22%	53,970	61,170	48,685
Subtotal Direct Costs	\$ 223,890	66%	\$ 178,300	\$ 133,330	\$ 121,255
Internal Charges	116,370	34%	102,550	99,100	121,020
Total Expenditures	\$ 340,260	100%	\$ 280,850	\$ 232,430	\$ 242,275
Expenditures by Fund					
General Fund Portion	\$ 291,290	86%	\$ 242,380	\$ 186,010	\$ 214,754
Other Funds Portion	\$ 48,970	14%	\$ 38,470	\$ 46,420	\$ 27,520
Funding Sources					
Program Revenues	\$ 56,490	17%	\$ 44,130	\$ 46,990	\$ 47,075
Funding from General Revenues:					
Estimated Resident Generated	\$ 99,320	29%	\$ 82,852	\$ 64,904	\$ 68,320
Estimated Visitor Generated	\$ 184,451	54%	\$ 153,868	\$ 120,536	\$ 126,879
Employee Time Allocation (FTEs) (Budgeted)	2.90		2.90		2.90

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 trailhead parking lots. They also assist patrol officers in some traffic control (movement of traffic) during special events and spontaneous, urgent field incidents. With 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 2021 Accomplishments

Overall City Value - Public Safety:

- * Deployed personnel efficiently and effectively to provide timely response to parking complaints and ensure effective levels of parking enforcement.
- * Identified and developed key metrics to effectively track and measure workload and productivity factors for Community Service Aide (CSA) activities in Uptown.
- * Increased patrols in the parking lots and trailheads due to Community Service Aides (CSA) assuming the traffic duties in Uptown.
- * Mitigated traffic parking issues at trailheads through education, citations, tows, and traffic control.
- * Successfully transitioned from cash to credit card payments with meters in Uptown.

FY 2022 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).
- * Actively recruit and hire quality candidates to achieve 100% staffing for community service aides (CSAs).
- * Train all CSAs to handle found property calls for service.
- * Explore and assess pilot Segway program in Uptown.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Parking citations written in the Uptown three-hour parking lots	600	1,950	496	1,231	1,913
Parking citations written at trailhead locations	2,750	1,100	2,584	811	636
Total hours worked (FY 2021, we added an extra CSA and increased their hours worked due to the increase of trailhead activity)	5,500	4,000	5,378	3,794	3,794
Total time conducting Uptown activities (patrol the uptown area and interacting with the public)	600 hours	2,800 hours	462 hours	554 hours	2,194 hours
Total time checking the trailhead areas	9,000 hours	150 hours	8,516 hours	4,535 hours	121 hours
Total time parking meter maintenance (handling money transfers to finance, paper and card issues)	15 hours	45 hours	15 hours	38 hours	40 hours
Total miscellaneous time (reports, court, checking e-mails, lunch, drive time between locations, etc.)	1,400 hours	1,250 hours	1,356 hours	655 hours	752 hours



POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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General Fund

10-5510-01 - Administration

Personnel (ongoing)	\$312,950	\$281,400	\$265,610	\$279,458	
Supplies & Services (ongoing)	\$53,940	\$50,294	\$52,205	\$47,820	
Direct Costs (Ongoing) Subtotal	\$366,890	\$331,694	\$317,815	\$327,278	
Internal Charges	\$103,240	\$91,620	\$85,120	\$93,510	
Ongoing Total	\$470,130	\$423,314	\$402,935	\$420,788	
Supplies & Services (one-time)	\$1,800	\$0	\$1,200	\$0	
Capital & Debt Service	\$9,600	\$0	\$0	\$0	Budget Increase: Leased vehicles.
One-Time Total	\$11,400	\$0	\$1,200	\$0	
Administration Total	\$481,530	\$423,314	\$404,135	\$420,788	

10-5510-43 - Patrol

Personnel (ongoing)	\$2,834,070	\$2,332,180	\$2,369,640	\$2,634,614	Budget Increase: Decision Package - Reorganization
Supplies & Services (ongoing)	\$275,780	\$215,830	\$235,890	\$181,220	Budget Increase: Decision Package - Reorganization
Direct Costs (Ongoing) Subtotal	\$3,109,850	\$2,548,010	\$2,605,530	\$2,815,834	
Internal Charges	\$1,153,760	\$867,960	\$835,420	\$1,097,090	Budget Increase: Reinstated equipment reserve.
Ongoing Total	\$4,263,610	\$3,415,970	\$3,440,950	\$3,912,924	
Supplies & Services (one-time)	\$22,000	\$22,000	\$0	\$616	
Capital & Debt Service	\$146,687	\$73,000	\$189,634	\$189,633	Budget Increase: Leased vehicle payments and new vehicles.
One-Time Total	\$168,687	\$95,000	\$189,634	\$190,249	
Patrol Total	\$4,432,297	\$3,510,970	\$3,630,584	\$4,103,173	



POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
10-5510-44 - Investigations					
Personnel (ongoing)	\$538,130	\$468,110	\$261,340	\$194,171	
Supplies & Services (ongoing)	<u>\$51,564</u>	<u>\$50,764</u>	<u>\$52,394</u>	<u>\$27,268</u>	
Direct Costs (Ongoing) Subtotal	\$589,694	\$518,874	\$313,734	\$221,439	
Internal Charges	<u>\$118,140</u>	<u>\$101,100</u>	<u>\$96,110</u>	<u>\$98,240</u>	
Investigations Total	\$707,834	\$619,974	\$409,844	\$319,679	
10-5510-45 - Communications/Records					
Personnel (ongoing)	\$802,670	\$771,850	\$765,410	\$770,433	
Supplies & Services (ongoing)	<u>\$57,898</u>	<u>\$62,208</u>	<u>\$52,833</u>	<u>\$53,698</u>	
Direct Costs (Ongoing) Subtotal	\$860,568	\$834,058	\$818,243	\$824,131	
Internal Charges	<u>\$426,590</u>	<u>\$391,890</u>	<u>\$377,940</u>	<u>\$376,130</u>	
Ongoing Total	\$1,287,158	\$1,225,948	\$1,196,183	\$1,200,261	
Supplies & Services (one-time)	<u>\$9,300</u>	<u>\$3,400</u>	<u>\$2,000</u>	<u>\$3,856</u>	
Communications/Records Total	\$1,296,458	\$1,229,348	\$1,198,183	\$1,204,117	
10-5510-74 - Support Services					
Personnel (ongoing)	\$525,050	\$389,030	\$381,020	\$435,059	Budget Increase: Position Reclassifications and Reorganization.
Supplies & Services (ongoing)	<u>\$48,880</u>	<u>\$43,090</u>	<u>\$33,615</u>	<u>\$30,306</u>	
Direct Costs (Ongoing) Subtotal	\$573,930	\$432,120	\$414,635	\$465,365	
Internal Charges	<u>\$114,780</u>	<u>\$104,230</u>	<u>\$100,060</u>	<u>\$95,820</u>	
Ongoing Total	\$688,710	\$536,350	\$514,695	\$561,185	
Supplies & Services (One-Time)	\$5,000	\$0	\$0	\$0	
Capital & Debt Service	<u>\$9,600</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	Leased vehicles
One-Time Total	\$14,600	\$0	\$0	\$0	
Support Services Total	\$703,310	\$536,350	\$514,695	\$561,185	



POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
10-5510-81 - Traffic & Parking Services					
Personnel (ongoing)	\$150,520	\$124,330	\$72,160	\$72,570	
Supplies & Services (ongoing)	<u>\$24,400</u>	<u>\$15,500</u>	<u>\$14,750</u>	<u>\$21,165</u>	
Direct Costs (Ongoing) Subtotal	\$174,920	\$139,830	\$86,910	\$93,735	
Internal Charges	<u>\$116,370</u>	<u>\$102,550</u>	<u>\$99,100</u>	<u>\$121,020</u>	
Traffic & Parking Services Total	\$291,290	\$242,380	\$186,010	\$214,755	

General Fund Totals

Personnel Subtotal	\$5,163,390	\$4,366,900	\$4,115,180	\$4,386,305
Supplies & Services (Ongoing) Subtotal	<u>\$512,462</u>	<u>\$437,686</u>	<u>\$441,687</u>	<u>\$361,477</u>
Direct Costs (Ongoing) Subtotal	\$5,675,852	\$4,804,586	\$4,556,867	\$4,747,782
Internal Charges Subtotal	<u>\$2,032,880</u>	<u>\$1,659,350</u>	<u>\$1,593,750</u>	<u>\$1,881,810</u>
Ongoing Subtotal	\$7,708,732	\$6,463,936	\$6,150,617	\$6,629,592
Supplies & Services (One- Time) Subtotal	\$38,100	\$25,400	\$3,200	\$4,472
Capital & Debt Service Subtotal	<u>\$181,887</u>	<u>\$73,000</u>	<u>\$189,634</u>	<u>\$189,633</u>
One-Time Subtotal	<u>\$219,987</u>	<u>\$98,400</u>	<u>\$192,834</u>	<u>\$194,105</u>
General Fund Total	\$7,928,719	\$6,562,336	\$6,343,451	\$6,823,697

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

Donations & Contributions Fund

15-5510-01 - Administration

Supplies & Services (ongoing)	<u>\$6,000</u>	<u>\$6,000</u>	<u>\$6,850</u>	<u>\$12,668</u>
Administration Total	\$6,000	\$6,000	\$6,850	\$12,668



POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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15-5510-74 - Support Services

Supplies & Services (ongoing)	\$0	\$0	\$3,260	\$3,324	
Support Services Total	\$0	\$0	\$3,260	\$3,324	

Donations & Contributions Fund Totals

Supplies & Services (Ongoing) Subtotal	\$6,000	\$6,000	\$10,110	\$15,992	
Donations & Contributions Fund Total	\$6,000	\$6,000	\$10,110	\$15,992	

Operating Grants Fund

16-5510-43 - Patrol

Supplies & Services (ongoing)	\$0	\$3,000	\$0	\$0	
Ongoing Total	\$0	\$3,000	\$0	\$0	
Personnel	\$7,500	\$11,200	\$11,200	\$6,352	Decision Package: DUI and Traffic Enforcement grants.
Supplies & Services (one-time)	\$0	\$50,000	\$25,000	\$7,400	Budget Decrease: One-time AGO grant in the prior year.
Capital & Debt Service	\$20,000	\$0	\$0	\$11,000	Budget Increase: Decision Package - grants.
One-Time Total	\$27,500	\$61,200	\$36,200	\$24,752	
Patrol Total	\$27,500	\$64,200	\$36,200	\$24,752	

Info Tech Internal Service Fnd

60-5510-01 - Administration

Supplies & Services (ongoing)	\$100	\$675	\$100	\$94	
Administration Total	\$100	\$675	\$100	\$94	

60-5510-43 - Patrol

Supplies & Services (ongoing)	\$11,350	\$14,220	\$3,700	\$2,964	Current Year Under Budget: Less than anticipated costs related to Traffic Suite Reporting for speed signs.
Patrol Total	\$11,350	\$14,220	\$3,700	\$2,964	



**POLICE DEPARTMENT
Continued**

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
60-5510-44 - Investigations					
Supplies & Services (ongoing)	\$1,100	\$1,380	\$1,400	\$820	
Investigations Total	\$1,100	\$1,380	\$1,400	\$820	
60-5510-45 - Communications/Records					
Supplies & Services (ongoing)	\$820	\$910	\$720	\$743	
Communications/Records Total	\$820	\$910	\$720	\$743	
60-5510-74 - Support Services					
Supplies & Services (ongoing)	\$2,929	\$3,430	\$2,475	\$3,000	
Support Services Total	\$2,929	\$3,430	\$2,475	\$3,000	
60-5510-81 - Traffic & Parking Services					
Supplies & Services (ongoing)	\$48,970	\$38,470	\$46,420	\$27,520	Budget Increase: Paid parking IT system support
Traffic & Parking Services Total	\$48,970	\$38,470	\$46,420	\$27,520	
Info Tech Internal Service Fnd Totals					
Supplies & Services (Ongoing) Subtotal	\$65,269	\$59,085	\$54,815	\$35,141	



POLICE DEPARTMENT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
Grand Totals					
Personnel (Ongoing) Subtotal	\$5,163,390	\$4,366,900	\$4,115,180	\$4,386,305	
Supplies & Services (Ongoing) Subtotal	\$588,731	\$510,771	\$506,612	\$412,610	
Direct Costs (Ongoing) Subtotal	\$5,752,121	\$4,877,671	\$4,621,792	\$4,798,915	
Internal Charges Subtotal	<u>\$2,032,880</u>	<u>\$1,659,350</u>	<u>\$1,593,750</u>	<u>\$1,881,810</u>	
Ongoing Subtotal	\$7,785,001	\$6,537,021	\$6,215,542	\$6,680,725	
Personnel (One-Time) Subtotal	\$7,500	\$11,200	\$11,200	\$6,352	
Supplies & Services (One-Time) Subtotal	\$38,100	\$75,400	\$28,200	\$11,872	
Capital & Debt Service Subtotal	<u>\$185,887</u>	<u>\$73,000</u>	<u>\$189,634</u>	<u>\$200,633</u>	
One-Time Subtotal	\$231,487	\$159,600	\$229,034	\$218,857	
Grand Total	\$8,016,488	\$6,696,621	\$6,444,576	\$6,899,582	



POLICE DEPARTMENT
Continued

POSITIONS SUMMARY

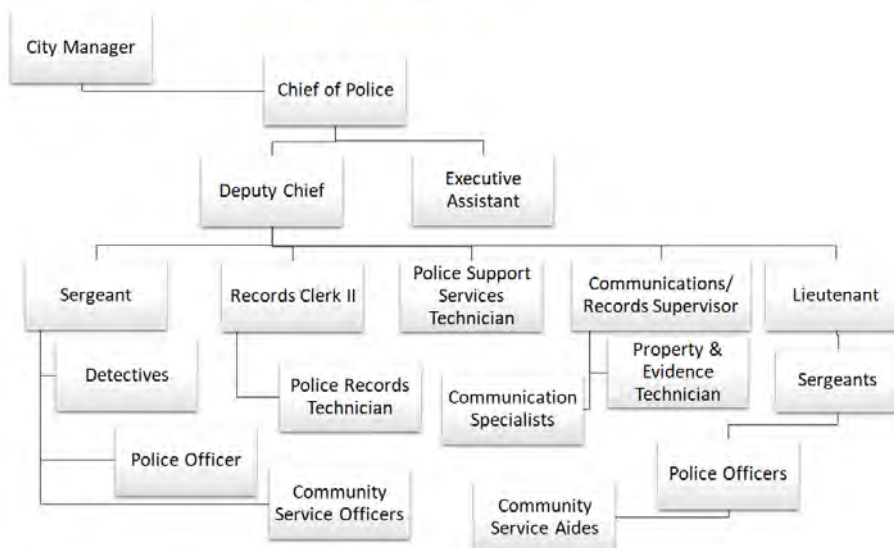
Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Chief of Police	1.00	1.00	1.00	1.00
Communications Specialist	7.00	7.00	7.00	7.00
Communications/Records Supervisor	1.00	1.00	1.00	1.00
Community Services Aide ⁽¹⁾	2.90	2.90	2.90	2.90
Community Services Officer	2.00	1.00	1.00	1.00
Deputy Police Chief	1.00	0.00	0.00	0.00
Executive Assistant to the Chief of Police	1.00	1.00	1.00	1.00
Police Commander	0.00	2.00	2.00	2.00
Police Detective	2.00	2.00	2.00	2.00
Police Lieutenant	1.00	0.00	0.00	0.00
Police Officer	18.00	17.00	17.00	17.00
Police Records Clerk II	1.00	1.00	1.00	0.00
Police Records Technician	1.00	1.00	1.00	1.00
Police Sergeant	6.00	5.00	5.00	5.00
Police Support Services Technician	1.00	1.00	1.00	1.00
Property & Evidence Technician ⁽¹⁾	0.73	0.73	0.73	0.73
Total	46.63	43.63	43.63	42.63

⁽¹⁾Part-time positions.

ALLOCATIONS SUMMARY

Position	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
General Fund					
10-5510-01	Administration	2.00	2.00	2.00	2.00
10-5510-43	Patrol	21.00	20.00	22.00	21.73
10-5510-44	Investigations	2.00	2.00	2.00	2.00
10-5510-45	Communications/Records	11.00	11.00	11.00	10.00
10-5510-61	PANT Officer	1.00	1.00	0.00	0.00
10-5510-63	GIITEM Assignment	1.00	1.00	0.00	1.00
10-5510-64	Community Relations	2.00	1.00	1.00	1.00
10-5510-74	Support Services	2.73	2.73	2.73	2.00
10-5510-81	Traffic & Parking Services	2.90	2.90	2.90	2.90
General Fund Total		46.63	43.63	43.63	42.63

DEPARTMENTAL ORGANIZATION CHART



MUNCIPAL COURT

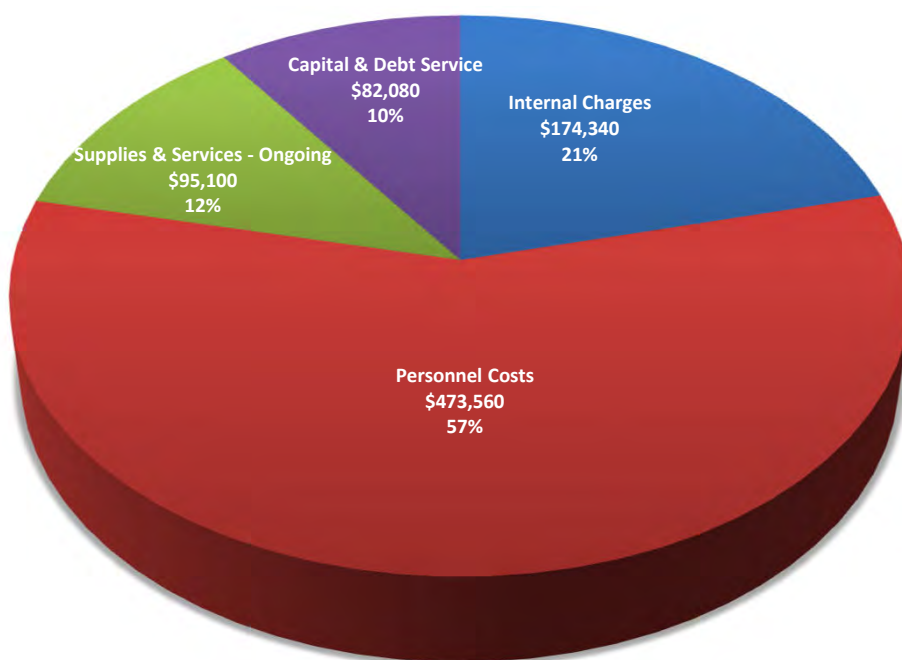
Mission Statement

To serve the community and to protect individual rights through the administration of justice. We pledge to serve each member of our community with fairness, respect, and dignity.

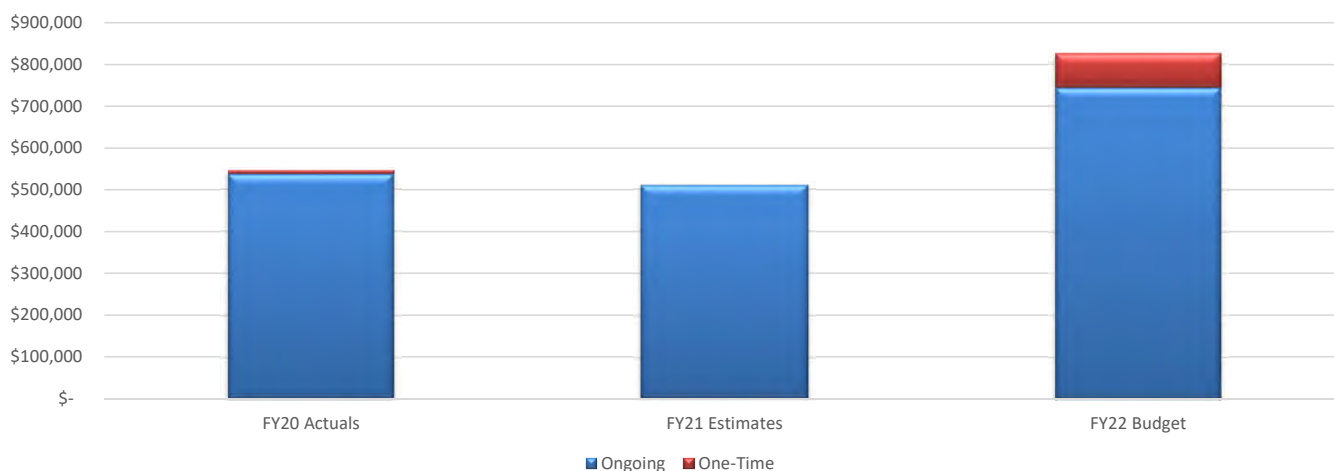
Description

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: criminal misdemeanor cases, civil and criminal traffic, parking, and city code violations. The Court handles petitions for orders of protection and injunctions prohibiting harassment. The Judge also performs weddings.

FY 2022 PROGRAM EXPENDITURES: \$825,080



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



MUNCIPAL COURT – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 473,560	57%	\$ 453,640	\$ 343,980	\$ 344,011
Supplies & Services	95,100	12%	82,900	40,448	72,244
Capital & Debt Service	82,080	10%	-	-	-
Subtotal Direct Costs	\$ 650,740	79%	\$ 536,540	\$ 384,428	\$ 416,255
Internal Charges	174,340	21%	133,840	124,190	127,360
Total Expenditures	\$ 825,080	100%	\$ 670,380	\$ 508,618	\$ 543,615
Expenditures by Fund					
General Fund Portion	\$ 813,880	99%	\$ 649,380	\$ 500,918	\$ 530,639
Other Funds Portion	\$ 11,200	1%	\$ 21,000	\$ 7,700	\$ 12,976
Funding Sources					
Program Revenues	\$ 179,900	22%	\$ 199,130	\$ 160,000	\$ 168,950
Funding from General Revenues:					
Estimated Resident Generated	\$ 225,813	27%	\$ 164,938	\$ 122,016	\$ 131,133
Estimated Visitor Generated	\$ 419,367	51%	\$ 306,313	\$ 226,602	\$ 243,532
Employee Time Allocation (FTEs) (Budgeted)	5.48		5.48		4.65

A portion of the 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 2021 Accomplishments

Overall City Value - Good Governance:

- * Hired new City Magistrate.
- * Created, filled, and trained new lead clerk position in lieu of a court administrator.
- * Effective management of increasing caseload.
- * Analyzed areas that are lacking efficiency and implemented new plans.
- * Initiated plan to remodel office.
- * Cross-trained staff to handle all types of cases.
- * Came into compliance with records retention schedules.
- * Improved collection of outstanding fines via order to show cause (OSC) hearings and the Fines/Fees and Restitution Enforcement (FARE) program and the Tax Intercept Program (TIP).
- * Clerks received training in Civil Traffic and AJACS Case Management System.
- * Judge and clerks fulfilled annual COJET training requirements.

FY 2022 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.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Orders of protection and injunctions against harassment filed and processed	80	80	76	68	68
Civil traffic citation counts filed: TR1-TR5 Category	1,106	1,106	1,053	928	928
Civil traffic citation counts processed: TR1-TR5 Category	1,183	1,183	1,127	902	902
City parking citations filed	2,249	2,249	2,142	2,349	2,349
City parking citations processed	2,144	2,144	2,042	2,523	2,523
Criminal charges filed: R01-R89	298	298	284	246	246
Criminal charges processed	258	258	246	214	214
Non-parking City ordinance violations filed	22	22	21	10	10
Non-parking City ordinance violations processed	22	22	22	10	10



MUNICIPAL COURT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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General Fund

10-5520-01 - Administration

Personnel (ongoing)	\$473,560	\$453,640	\$343,980	\$344,010	
Supplies & Services (ongoing)	\$83,900	\$61,900	\$32,748	\$57,659	Budget Increase: Legal services.
Direct Costs (Ongoing) Subtotal	\$557,460	\$515,540	\$376,728	\$401,669	
Internal Charges	\$174,340	\$133,840	\$124,190	\$127,360	
Ongoing Total	\$731,800	\$649,380	\$500,918	\$529,029	
Supplies & Services (one-time)	\$0	\$0	\$0	\$1,609	
Capital & Debt Service	\$82,080	\$0	\$0	\$0	Budget Increase: Annual lease for the Brewer Road property (split with General Services).
One-Time Total	\$82,080	\$0	\$0	\$1,609	
Administration Total	\$813,880	\$649,380	\$500,918	\$530,638	

Court Restricted Revenues Fund

13-5520-48 - Court Enhancement Fees

Supplies & Services (ongoing)	\$0	\$0	\$0	\$1,124	
Court Enhancement Fees Total	\$0	\$0	\$0	\$1,124	

Operating Grants Fund

16-5520-01 - Administration

Supplies & Services (ongoing)	\$0	\$11,200	\$0	\$5,067	Budget Decrease: Court security grant not expected to be spent in FY22.
Administration Total	\$0	\$11,200	\$0	\$5,067	

Info Tech Internal Service Fnd

60-5520-01 - Administration

Supplies & Services (ongoing)	\$11,200	\$9,800	\$7,700	\$6,785	Budget Increase: Leased AOC computer equipment.
Administration Total	\$11,200	\$9,800	\$7,700	\$6,785	



**MUNICIPAL COURT
Continued**

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
Grand Totals					
Personnel (Ongoing) Subtotal	\$473,560	\$453,640	\$343,980	\$344,010	
Supplies & Services (Ongoing) Subtotal	\$95,100	\$82,900	\$40,448	\$70,635	
Direct Costs (Ongoing) Subtotal	\$568,660	\$536,540	\$384,428	\$414,645	
Internal Charges Subtotal	\$174,340	\$133,840	\$124,190	\$127,360	
Ongoing Subtotal	\$743,000	\$670,380	\$508,618	\$542,005	
Supplies & Services (One-Time) Subtotal	\$0	\$0	\$0	\$1,609	
Capital & Debt Service	\$82,080	\$0	\$0	\$0	
One-Time Subtotal	\$82,080	\$0	\$0	\$1,609	
Grand Total	\$825,080	\$670,380	\$508,618	\$543,614	



MUNICIPAL COURT
Continued

POSITIONS SUMMARY

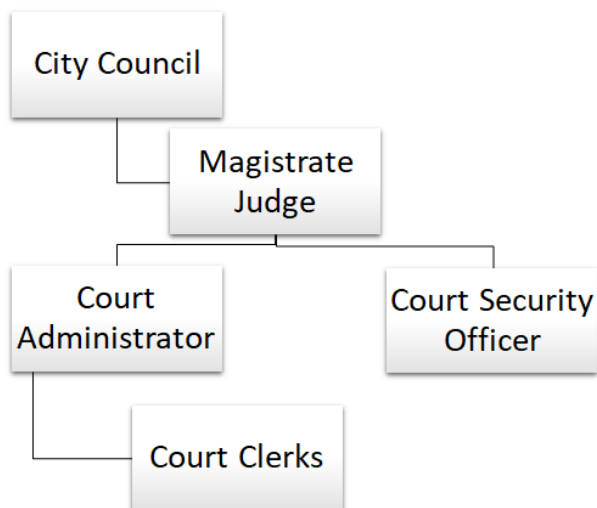
Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Court Clerk	3.00	3.00	3.00	3.00
Court Security Officer ⁽¹⁾	0.43	0.43	0.00	0.00
Court Administrator	1.00	1.00	1.00	1.00
Magistrate Judge ⁽³⁾	1.00	1.00	0.60	0.60
Magistrate Judge Pro Tem ⁽²⁾	0.05	0.05	0.05	0.05
Total	5.48	5.48	4.65	4.65

ALLOCATIONS SUMMARY

Position	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
General Fund					
10-5520-01	Administration	5.39	5.31	4.48	4.48
10-5520-42	Uptown Paid Parking	0.09	0.17	0.17	0.17
General Fund Total		5.48	5.48	4.65	4.65

- (1) Part-time position
- (2) Temporary position
- (3) Magistrate Judge converted from part-time to full-time.

DEPARTMENTAL ORGANIZATION CHART



PUBLIC TRANSIT

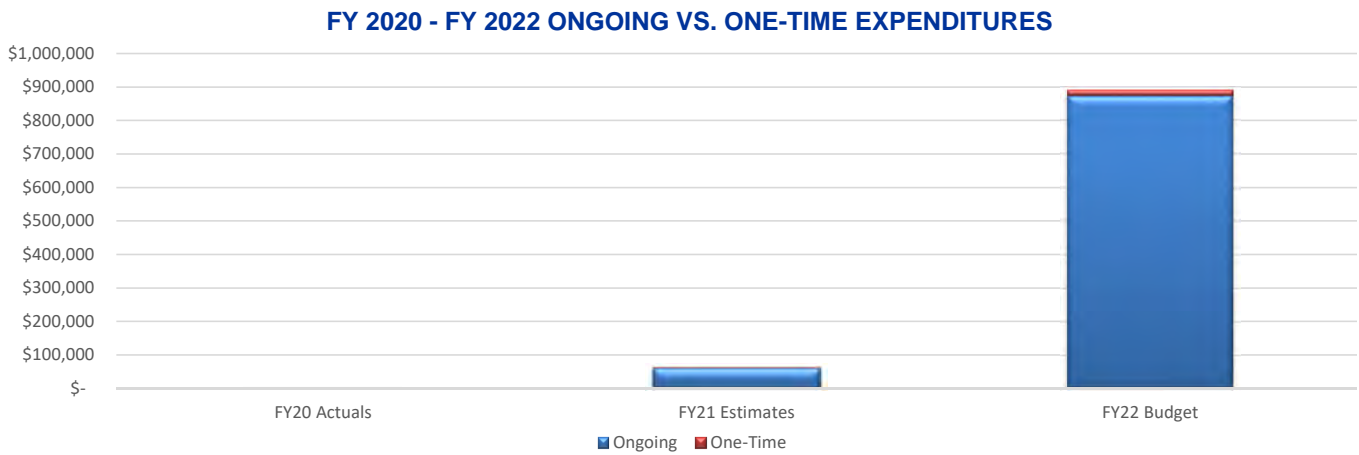
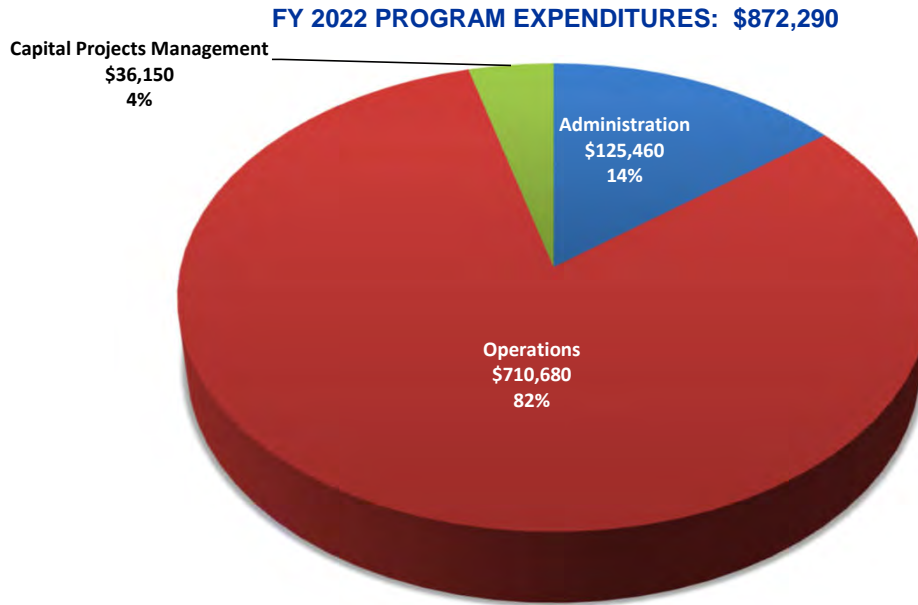
Mission Statement

To provide a quality public transportation system to the residents and visitors of Sedona.

Description

The Department is responsible for the development, administration, and delivery of all public transportation services for the City. The Public Transit Department is responsible for the following program areas:

- * Administration
- * Operations
- * Capital Projects Management



TRANSIT ADMINISTRATION – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 100,750	80%	\$ 95,513	\$ 32,850	\$ -
Supplies & Services	8,100	6%	8,500	9,600	-
Subtotal Direct Costs	\$ 108,850	87%	\$ 104,013	\$ 42,450	\$ -
Internal Charges	16,610	13%	-	-	-
Total Expenditures	\$ 125,460	100%	\$ 104,013	\$ 42,450	\$ -
Expenditures by Fund					
Other Funds Portion	\$ 125,460	100%	\$ 104,013	\$ 42,450	\$ -
Funding Sources					
Program Revenues	\$ 66,400	53%	\$ -	\$ -	\$ -
Funding from General Revenues:					
Estimated Resident Generated	\$ 20,671	16%	\$ 36,404	\$ 14,858	\$ -
Estimated Visitor Generated	\$ 38,389	31%	\$ 67,608	\$ 27,593	\$ -
Employee Time Allocation (FTEs) (Budgeted)	0.75		0.75		0.00

The Administration program provides direction and assistance to all Public Transit program areas and serves as the primary link to other City departments.

FY 2021 Accomplishments

Community Plan Circulation Goal - Reduce dependency on single-occupancy vehicles:
 * Hired a Transit Administrator.

FY 2022 Objectives

Community Plan Circulation Goal - Reduce dependency on single-occupancy vehicles:
 * Oversee implementation of the Transit Master Plan.
 * Obtain grant funding for implementation of the Transit Master Plan.



TRANSIT OPERATIONS – Public Transit

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Supplies & Services	\$ 677,020	93%	\$ 2,500	\$ 7,800	\$ -
Capital & Debt Service	18,000	2%	-	-	-
Subtotal Direct Costs	\$ 695,020	95%	\$ 2,500	\$ 7,800	\$ -
Internal Charges	33,660	5%	10,620	-	-
Total Expenditures	\$ 728,680	100%	\$ 13,120	\$ 7,800	\$ -
Expenditures by Fund					
Other Funds Portion	\$ 728,680	100%	\$ 13,120	\$ 7,800	\$ -
Funding Sources					
Program Revenues	\$ 50,550	7%	\$ -	\$ -	\$ -
Funding from General Revenues:					
Estimated Resident Generated	\$ 237,346	33%	\$ 4,592	\$ 2,730	\$ -
Estimated Visitor Generated	\$ 440,785	60%	\$ 8,528	\$ 5,070	\$ -
Employee Time Allocation (FTEs) (Budgeted)	0.00		0.00		0.00

To provide a quality public transportation system to the residents and visitors of Sedona.

FY 2021 Accomplishments

Community Plan Circulation Goal - Reduce dependency on single-occupancy vehicles:

- Completed planned routing and timetables for three trailhead shuttles serving the following trailheads:
 - * Cathedral Rock trailhead
 - * Cultural Park trailhead
 - * Dry Creek trailhead
 - * Grasshopper Point Day Use Area
 - * Huckaby trailhead
 - * Little Horse trailhead
 - * Mescal trailhead
 - * Soldier's Pass trailhead
- USFS Special Use Permit Application completed and submitted for shuttle access to the trailheads listed above.
- Identified locations for the interim transit operations facility and trailhead shuttle exchange.
- Prepared RFP for purchased transportation service provider.
- Finalized bus specifications for the trailhead shuttles and micro-transit service.
- Micro-transit simulation study underway.

FY 2022 Objectives

Community Plan Circulation Goal - Reduce dependency on single-occupancy vehicles:

- * Develop and deploy three core fixed-route bus lines to serve the City of Sedona and the Village of Oak Creek, up to seven trailhead shuttle routes, and two routes to serve the Oak Creek Canyon area.
- * Develop a micro-transit service to provide an on-demand shared ride option to West and Uptown Sedona, the Tlaquepaque shopping village, and the interim trail head shuttle exchange with eventual connections to the Sedona Transit Hub once it is constructed.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Ridership (FTA National Transit Database Benchmark)	38,880	N/A	N/A	N/A	N/A
Passengers per vehicle revenue hour (FTA National Transit Database Benchmark)	20	N/A	N/A	N/A	N/A



TRANSIT OPERATIONS – Public Transit

continued

**Community Plan Circulation Goal -
Reduce dependency on single-occupancy vehicles:**

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Miles traveled between preventable collisions (FTA National Transit Database Benchmark)	100,000	100,000	N/A	N/A	N/A	N/A
On-time performance (FTA National Transit Database Benchmark)	87%	87%	N/A	N/A	N/A	N/A
Percentage of service delivered (FTA National Transit Database Benchmark)	100%	98%	N/A	N/A	N/A	N/A
Passengers carried between valid complaints (FTA National Transit Database Benchmark)	1,500	3,000	N/A	N/A	N/A	N/A
Cost per vehicle revenue hour (FTA National Transit Database Benchmark)	\$57	\$57	N/A	N/A	N/A	N/A
Farebox recovery ratio (FTA National Transit Database Benchmark)	15%	15%	N/A	N/A	N/A	N/A
Miles traveled between road calls (FTA National Transit Database Benchmark)	15,000	15,000	N/A	N/A	N/A	N/A



TRANSIT CAPITAL – Capital Projects Management

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 33,620	93%	\$ 31,338	\$ 11,140	\$ -
Internal Charges	2,530	7%	-	-	-
Total Expenditures	\$ 36,150	100%	\$ 31,338	\$ 11,140	\$ -
Expenditures by Fund					
Other Funds Portion	\$ 36,150	100%	\$ 31,338	\$ 11,140	\$ -
Funding Sources					
Funding from General Revenues:					
Estimated Resident Generated	\$ 12,653	35%	\$ 10,968	\$ 3,899	\$ -
Estimated Visitor Generated	\$ 23,498	65%	\$ 20,369	\$ 7,241	\$ -
Employee Time Allocation (FTEs) (Budgeted)	0.25		0.25		0.00

The Capital Projects Management program represents the Transit Administrator's time working with the Public Works Department in the facilitation of projects for implementation of the Transit Master Plan.

FY 2021 Accomplishments

Community Plan Circulation Goal - Reduce dependency on single-occupancy vehicles:
 * Worked with the Public Works Department to develop budgets for transit facilities.

FY 2022 Objectives

Community Plan Circulation Goal - Reduce dependency on single-occupancy vehicles:
 * Work with the Public Works Department to develop design concepts for transit facilities.
 * Acquire vehicles for trailhead shuttles and microtransit program.



PUBLIC TRANSIT
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
Public Transit Fund					
52-5610-01 - Administration					
Personnel (ongoing)	\$100,750	\$95,515	\$32,850	\$0	
Supplies & Services (ongoing)	<u>\$8,100</u>	<u>\$6,000</u>	<u>\$7,100</u>	<u>\$0</u>	
Direct Costs (Ongoing) Subtotal	\$108,850	\$101,515	\$39,950	\$0	
Internal Charges	<u>\$16,610</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
Ongoing Total	\$125,460	\$101,515	\$39,950	\$0	
Supplies & Services (one-time)	<u>\$0</u>	<u>\$2,500</u>	<u>\$2,500</u>	<u>\$0</u>	
Administration Total	\$125,460	\$104,015	\$42,450	\$0	
52-5620-93 - Transit Operations					
Supplies & Services (ongoing)	\$677,020	\$2,500	\$7,800	\$0	Budget Increase: Initiation of the Trailhead Shuttle/Microtransit Project
Internal Charges	<u>\$33,660</u>	<u>\$10,620</u>	<u>\$0</u>	<u>\$0</u>	
Ongoing Total	\$710,680	\$13,120	\$7,800	\$0	
Capital & Debt Service	<u>\$18,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	Trailhead Shuttle/Microtransit Project
Transit Operations Total	\$728,680	\$13,120	\$7,800	\$0	
52-5630-89 - Capital Projects					
Personnel (ongoing)	<u>\$33,620</u>	<u>\$31,340</u>	<u>\$11,140</u>	<u>\$0</u>	
Direct Costs (Ongoing) Subtotal	\$33,620	\$31,340	\$11,140	\$0	
Internal Charges	<u>\$2,530</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
Capital Projects Total	\$36,150	\$31,340	\$11,140	\$0	
Grand Totals					
Personnel (Ongoing) Subtotal	\$134,370	\$126,855	\$43,990	\$0	
Supplies & Services (Ongoing) Subtotal	<u>\$909,120</u>	<u>\$8,500</u>	<u>\$16,450</u>	<u>\$0</u>	
Direct Costs (Ongoing) Subtotal	\$819,490	\$135,355	\$60,440	\$0	
Internal Charges Subtotal	<u>\$52,800</u>	<u>\$10,620</u>	<u>\$0</u>	<u>\$0</u>	
Ongoing Subtotal	\$872,290	\$145,975	\$60,440	\$0	
Supplies & Services (One-Time) Subtotal	\$0	\$2,500	\$2,500	\$0	
Capital & Debt Service Subtotal	<u>\$18,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
One-Time Subtotal	\$18,000	\$2,500	\$2,500	\$0	
Grand Total	\$890,290	\$148,475	\$62,940	\$0	



PUBLIC TRANSIT
Continued

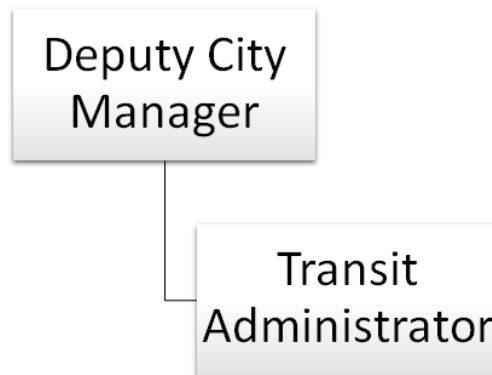
POSITIONS SUMMARY

Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Transit Administrator	1.00	1.00	0.00	0.00

ALLOCATIONS SUMMARY

Position	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Public Transit					
52-5610-01	Administration	0.75	0.75	0.00	0.00
52-5630-89	Capital Projects	0.25	0.25	0.00	0.00
Public Transit Total		1.00	1.00	0.00	0.00

DEPARTMENTAL ORGANIZATION CHART



WASTEWATER

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

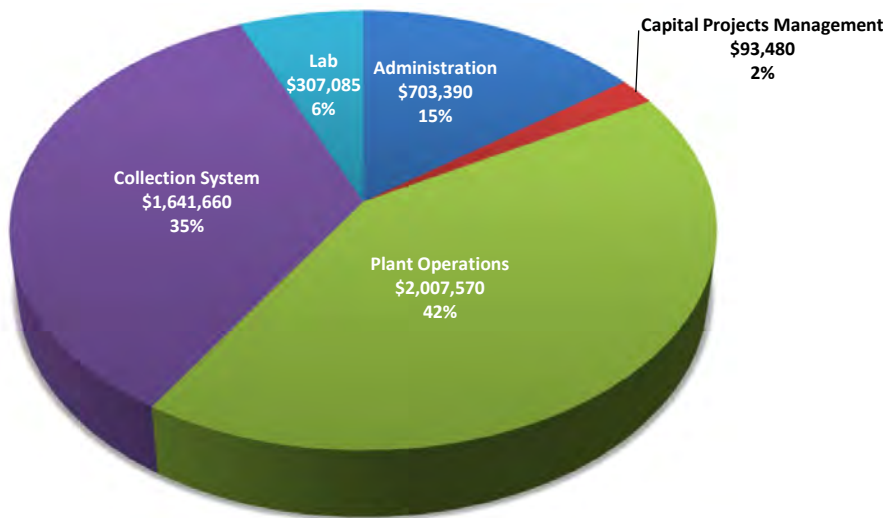
The Wastewater Department is responsible for the day-to-day operations of the wastewater collection system and treatment facility and the disposal of A+ quality treated effluent. The Wastewater Department works collaboratively with several City departments who assist in the administration, operation, and expansion of wastewater facilities; the Finance Department performs administrative duties related to wastewater billing and bill collection functions, in addition to management of other administrative support functions; and the Public Works Department provides construction inspection of capital improvements projects, blue-staking, plan reviews, and capacity fee determinations related to connections to the collection system.

The Wastewater Department consists of the following program areas:

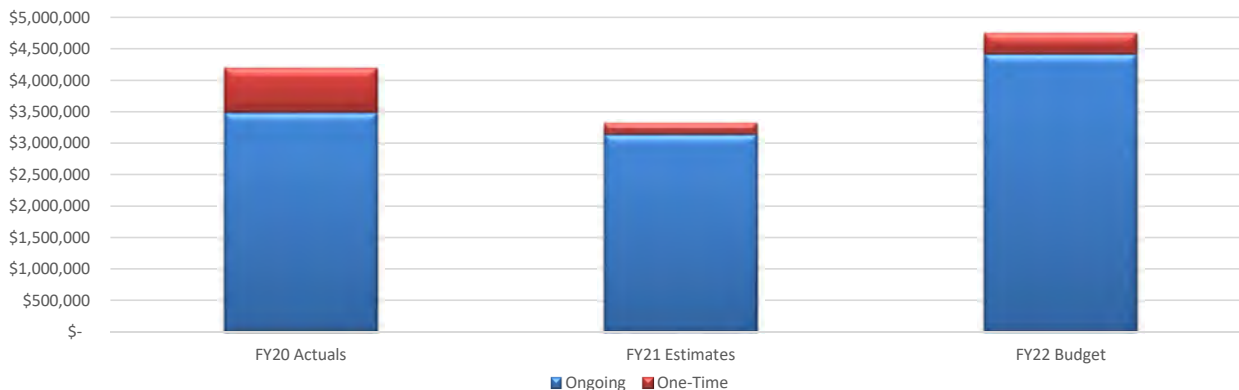
- * Administration
- * Collection System
- * Plant Operations
- * Lab
- * Capital Projects Management

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 2022 PROGRAM EXPENDITURES: \$4,753,185



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



WASTEWATER ADMINISTRATION – Administration

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 191,520	27%	\$ 177,580	\$ 178,430	\$ 175,658
Supplies & Services	41,870	6%	41,250	33,145	44,765
Capital & Debt Service	18,000	3%	-	-	396
Subtotal Direct Costs	\$ 251,390	36%	\$ 218,830	\$ 211,575	\$ 220,819
Internal Charges	452,000	64%	435,750	418,860	385,780
Total Expenditures	\$ 703,390	100%	\$ 654,580	\$ 630,435	\$ 606,599
Expenditures by Fund					
Wastewater Fund Portion	\$ 703,390	100%	\$ 654,580	\$ 630,435	\$ 606,599
Funding Sources					
Program Revenues	\$ 703,390	100%	\$ 654,580	\$ 630,435	\$ 606,599
Employee Time Allocation (FTEs) (Budgeted)	1.95		1.95		1.95

The mission of the Administration program 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 Director of Wastewater, 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.

FY 2021 Accomplishments

Community Plan Environment Goal – Preserve and protect the natural environment:

- *Maintained active membership in the Arizona Water Association and participated in organizing educational opportunities for wastewater operators throughout the state.
- *Revised and updated the Emergency Response Plan, Respiratory Protection Program, and Lock Out Tag Out Program.
- *Developed a new Electrical Safety Program.
- *Developed a "Sewer Hotline" for citizens to report sewer problems such as backups, spills or odor issues.
- *Completed all required regulatory quarterly, semi-annual, and annual reports on time.
- *Obtained a Type V General Permit for Air Curtain Incinerators to dispose of cattails cut during wetlands maintenance.
- *Obtained a Type 3 Reclaimed Water Agent Permit.
- *Developed a Collection System Capacity, Management, Operation, and Maintenance Manual (CMOM) 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:

- *Actively managed 30+ service contracts with vendors for work varying from waste disposal to technical support.
- *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.
- *Implemented an inventory/tool checkout process to avoid unnecessary purchases of additional tools for each department program.
- *Improved recordkeeping of resident calls/issues, inspections, and performance data for performance measures.
- *Conducted a monthly Lunch and Learn program to offer training on wastewater treatment, laboratory processes, collection system work, and computer skills.



WASTEWATER ADMINISTRATION – Administration

continued

FY 2022 Objectives

Overall City Value – Fiscal Sustainability:

*Process purchase transactions with the goal of having 90% of invoices and p-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.

*Continue to implement means to collect and track data for a more transparent presentation of performance measures.

*Continue to develop a cross-training program between collections and treatment operations.

*Continue to participate in STEAM events at local school districts.

*Develop an Education and Outreach Program.

*Actively participate in Advance Sedona Quality.

*Become a member of AZWARN; a statewide mutual aid assistance program for utilities.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Tours given	6	6	1	3	3
Safety training sessions	12	8	10	6	5
Safety Talks	12	24	9	15	16
Cross-training sessions (Lunch and Learn)	12	12	4	8	9
Regulatory compliance reports submitted	12	10	11	11	15

Overall City Value - Fiscal Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 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 FY2020, most recent data readily available.)	\$47.18	\$61.11	\$61.11	\$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 FY2020, most recent data readily available.)	\$34.97	\$47.52	\$47.52	\$47.52	\$47.52	\$47.52



WASTEWATER CAPITAL – Capital Projects Management

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 76,670	82%	\$ 81,460	\$ 75,300	\$ 79,773
Subtotal Direct Costs	\$ 76,670	82%	\$ 81,460	\$ 75,300	\$ 79,773
Internal Charges	16,810	18%	16,870	16,250	15,080
Total Expenditures	\$ 93,480	100%	\$ 98,330	\$ 91,550	\$ 94,853
Expenditures by Fund					
Wastewater Fund Portion	\$ 93,480	100%	\$ 98,330	\$ 91,550	\$ 94,853
Funding Sources					
Program Revenues	\$ 93,480	100%	\$ 98,330	\$ 91,550	\$ 94,853
Employee Time Allocation (FTEs) (Budgeted)	0.70		0.70		0.70

The Director of Wastewater oversees the Wastewater Capital Projects Management program and provides project management 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; bidding phased project management to secure qualified contractors to complete the improvements; and overseeing all construction activities to ensure quality construction with minimal change orders.

FY 2021 Accomplishments

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Accelerated and completed design of the SR 179 Sewer Main Upsize Project.
- * Completed a Request for Qualifications, awarded a contract to Carollo Engineers, and began design on the Major Lift Station Upgrades Project.
- * Accelerated and completed improvements to the SR 179 Lift Station.

FY 2022 Objectives

Overall City Value - Fiscal Sustainability:

- * Provide sound judgment 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 the Public Works Engineering team in the design, plan review, bidding, and construction of capital improvement projects.
- * Complete Phase 2 of the SR 179 Sewer Main Upsize Project.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Total CIP projects	7	5	3	3	4
Percentage of CIP projects managed by Public Works	0%	0%	0%	33%	50%
Percentage of CIP projects managed by Wastewater	100%	100%	100%	67%	50%
Active CIP contracts in planning or design phase (includes professional services during construction)	2	4	1	1	3
Total design projects completed (includes professional services during construction)	\$350,000	\$477,600	\$100,000	\$247,188	\$437,150
Total change orders for design phase (including professional services during construction)	\$0	\$0	\$0	\$27,074	\$2,715
Active CIP contracts in construction phase	5	4	2	2	3
Total construction projects completed	\$2,457,800	\$3,045,600	\$1,528,500	\$3,402,725	\$1,007,600
Total change orders for construction phase	\$147,500	\$180,000	\$272,477	\$87,375	\$52,440

Overall City Value - Fiscal Sustainability:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Average percentage of change orders to original contract amount for design phase (including professional services during construction)		0%	0%	0%	10.9%	0.9%
Average percentage of change orders to original contract amount for construction phase		6%	5.9%	17.8%	2.6%	2.7%



WASTEWATER OPERATIONS – Plant Operations

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 508,410	25%	\$ 479,400	\$ 423,950	\$ 413,699
Supplies & Services	917,710	46%	891,423	758,580	600,826
Capital & Debt Service	36,700	2%	66,647	30,700	186,389
Subtotal Direct Costs	\$ 1,462,820	73%	\$ 1,437,470	\$ 1,213,230	\$ 1,200,915
Internal Charges	544,750	27%	171,030	162,860	483,240
Total Expenditures	\$ 2,007,570	100%	\$ 1,608,500	\$ 1,376,090	\$ 1,684,155
Expenditures by Fund					
Wastewater Fund Portion	\$ 2,007,570	100%	\$ 1,608,500	\$ 1,376,090	\$ 1,684,155
Funding Sources					
Program Revenues	\$ 2,007,570	100%	\$ 1,608,500	\$ 1,376,090	\$ 1,684,155
Employee Time Allocation (FTEs) (Budgeted)					
	4.50		4.50		4.50

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, grit removal), secondary treatment (activated sludge, secondary clarification), tertiary treatment (rotating disk 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 2021 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.

FY 2022 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.
- * Perform regular maintenance of plant equipment to maintain efficient operation
- * Send one operator per year to Hach Water Information Management Solution (Hach WIMS) training.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Annual average influent flow (millions of gallons)	430	420	431	395	419
Average daily influent flow (million gallons per day)	1.20	1.15	1.172	1.080	1.15
Volume of treated effluent sent to wetlands (million gallons)	90	75	88	64	52
Amount spent for wetlands maintenance	\$31,000	\$25,000	\$26,500	\$18,232	\$20,000
Volume of treated effluent sent to injection wells (million gallons)	75	118	74	46	90
Amount spent for injection well maintenance	\$64,700	\$58,000	\$48,000	\$53,477	\$40,000
Volume of treated effluent sent to irrigation (million gallons)	200	200	196	250	231
Amount spent for irrigation maintenance	\$46,000	\$56,000	\$33,000	\$21,974	\$40,100
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	0.25	0	0.14	0.07
Amount of biosolids processed (wet tons)	1,000	1,000	850	815	1,113
Amount of biosolids disposed (dry tons)	250	200	250	254	230

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
On-the-job injuries resulting in worker's compensation		0	0	0	0	0



WASTEWATER OPERATIONS – Wastewater Plant Operations
continued

**Community Plan Environment Goal -
Preserve and protect the natural environment:**

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
ADEQ reportable APP Violations		5	5	4	3	7
ADEQ reportable APP Violations: Violations preventable (something could have been done to stop violation, i.e. result of operator error)		0	0	1	0	2
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	2
Cost per million gallons for wetlands		\$385	\$285	\$330	\$301	\$344
Cost per million gallons for injection wells		\$444	\$1,163	\$490	\$648	\$862
Cost per million gallons for irrigation		\$174	\$88	\$280	\$168	\$230



WASTEWATER OPERATIONS – Collection System

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 460,370	28%	\$ 423,250	\$ 318,840	\$ 370,691
Supplies & Services	589,630	36%	572,150	465,740	347,413
Capital & Debt Service	92,100	6%	83,400	53,250	466,493
Subtotal Direct Costs	\$ 1,142,100	70%	\$ 1,078,800	\$ 837,830	\$ 1,184,597
Internal Charges	499,560	30%	145,920	138,060	388,790
Total Expenditures	\$ 1,641,660	100%	\$ 1,224,720	\$ 975,890	\$ 1,573,387
Expenditures by Fund					
Wastewater Fund Portion	\$ 1,641,660	100%	\$ 1,224,720	\$ 975,890	\$ 1,573,387
Funding Sources					
Program Revenues	\$ 1,641,660	100%	\$ 1,224,720	\$ 975,890	\$ 1,573,387
Employee Time Allocation (FTEs) (Budgeted)					
	4.40		4.40		4.40

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 2021 Accomplishments

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Developed an in-house CCTV program.
- * Completed repairs to piping and coatings at the SR 179 Lift Station.
- * Maintained regulatory compliance, achieving zero deficiencies during an ADEQ inspection of the collection system.
- * Performed all scheduled preventative maintenance at each of the 17 lift stations.
- * Completed Phase 2 of the WWRP interceptor line assessment to obtain sewer main conditions between City limits and the WWRP.

FY 2022 Objectives

Community Plan Environment Goal - Preserve and protect the natural environment:

- * Maintain regulatory compliance.
- * Continue to improve preventative maintenance program.
- * Continue with the implementation of 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.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Service calls (odor complaints, broken manhole covers, etc.)	>20	15	17	13	13
Emergency callouts (sewer is actively spilling into the environment)	>10	3	12	2	2
Sewer inquiries (questions about sewer location or availability)	25	20	25	29	32
Grease trap inspections	135	135	50	105	96

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
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 (problem exists in the City's sewer lines or is a result of operator error)		>40%	20%	46%	57%	38%
Percentage of emergency callouts that are the City of Sedona's responsibility (spill is a result of a problem in the City's sewer system or operator error)		>40%	0%	30%	0%	0%



WASTEWATER OPERATIONS – Collection System
continued

**Community Plan Environment Goal -
Preserve and protect the natural environment:**

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
ADEQ reportable collection system incidents (sewer spills over 50 gallons)		>3	3	4	3	1
ADEQ reportable collection systems incidents resulting in penalty, notice of violation, fine, or consent agreement		0	0	0	0	0



WASTEWATER OPERATIONS – Lab

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 143,970	47%	\$ 129,040	\$ 109,600	\$ 120,807
Supplies & Services	102,815	33%	108,565	93,580	77,811
Capital & Debt Service	13,500	4%	12,000	-	-
Subtotal Direct Costs	\$ 260,285	85%	\$ 249,605	\$ 203,180	\$ 198,618
Internal Charges	46,800	15%	40,640	38,800	33,830
Total Expenditures	\$ 307,085	100%	\$ 290,245	\$ 241,980	\$ 232,448
Expenditures by Fund					
Wastewater Fund Portion	\$ 307,085	100%	\$ 290,245	\$ 241,980	\$ 232,448
Funding Sources					
Program Revenues	\$ 307,085	100%	\$ 290,245	\$ 241,980	\$ 232,448
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 2021 Accomplishments

Community Plan Environment Goal – Preserve and protect the natural environment:

- * Achieved 100% passing rate for all laboratory performance evaluation studies. In these studies, samples are provided from an outside source, all analysts test the samples, and the results are sent to the company that provided the samples. The company determines whether or not the analysts pass the performance evaluation.
- * Renewed laboratory license through the Arizona Department of Health Services.
- * Revised the Laboratory Quality Assurance Plan and Lab Safety Plan.
- * Developed a Compliance Sampling Book to ensure all ADEQ required sampling is completed without permit deficiencies occurring.
- * Completed 100% of required daily, monthly, quarterly, and semi-annual samples and tests.
- * Accurately reported results of all lab tests required by ADEQ.
- * Updated the following Laboratory Standard Operating Procedures as needed.
- * Repaired laboratory fume hood to provide a safe working environment to perform lab testing.
- * Conducted water quality testing on Oak Creek.

FY 2022 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 collected.
- * Follow professional methods for testing procedures.

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Number of ADEQ required compliance samples analyzed in-house	365	N/A	365	365	N/A
Number of ADEQ required compliance samples collected and sent to a contract laboratory for testing	87	N/A	87	87	N/A
Number of lab tests completed to provide data to monitor and adjust the wastewater treatment process to ensure quality, clean water is discharged back into the environment	>763	N/A	636	689	N/A



WASTEWATER OPERATIONS - Lab
continued

**Community Plan Environment Goal -
Preserve and protect the natural environment:**

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
AZDHS annual inspection deficiencies		>5	0	4	N/A	4
AZDHS annual inspection recommendations		>5	0	1	N/A	2
% 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%



WASTEWATER
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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Wastewater Enterprise Fund

59-5250-01 - Administration

Personnel (ongoing)	\$191,520	\$177,580	\$178,430	\$175,658	
Supplies & Services (ongoing)	<u>\$41,570</u>	<u>\$39,750</u>	<u>\$31,645</u>	<u>\$35,949</u>	
Direct Costs (Ongoing) Subtotal	\$233,090	\$217,330	\$210,075	\$211,607	
Internal Charges	<u>\$452,000</u>	<u>\$435,750</u>	<u>\$418,860</u>	<u>\$385,780</u>	
Ongoing Total	\$685,090	\$653,080	\$628,935	\$597,387	
Supplies & Services (one-time)	\$300	\$1,500	\$1,500	\$8,815	
Capital & Debt Service	<u>\$18,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$396</u>	
One-Time Total	\$18,300	\$1,500	\$1,500	\$9,211	
Administration Total	\$703,390	\$654,580	\$630,435	\$606,598	

59-5252-89 - Capital Projects Management

Personnel (ongoing)	\$76,670	\$81,460	\$75,300	\$79,774	
Internal Charges	<u>\$16,810</u>	<u>\$16,870</u>	<u>\$16,250</u>	<u>\$15,080</u>	
Capital Projects Management Total	\$93,480	\$98,330	\$91,550	\$94,854	



WASTEWATER
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
59-5253-55 - Plant Operations					
Personnel (ongoing)	\$508,410	\$479,400	\$423,950	\$413,699	
Supplies & Services (ongoing)	\$851,210	\$809,423	\$721,960	\$578,654	Budget Increase: Changing to guaranteed proprietary UV bulbs instead of after market UV bulbs.
Direct Costs (Ongoing) Subtotal	\$1,359,620	\$1,288,823	\$1,145,910	\$992,353	
Internal Charges	\$544,750	\$171,030	\$162,860	\$483,240	Budget Increase: Reinstated equipment reserve.
Ongoing Total	\$1,904,370	\$1,459,853	\$1,308,770	\$1,475,593	
Supplies & Services (one-time)	\$66,500	\$82,000	\$36,620	\$22,169	
Capital & Debt Service	\$36,700	\$66,647	\$30,700	\$186,389	
One-Time Total	\$103,200	\$148,647	\$67,320	\$208,558	
Plant Operations Total	\$2,007,570	\$1,608,500	\$1,376,090	\$1,684,151	
59-5253-56 - Collection System					
Personnel (ongoing)	\$460,370	\$423,250	\$318,840	\$370,690	Current Year Under Budget: Hiring freezes due to COVID-19.
Supplies & Services (ongoing)	\$488,630	\$494,650	\$413,240	\$327,500	
Direct Costs (Ongoing) Subtotal	\$949,000	\$917,900	\$732,080	\$698,190	
Internal Charges	\$499,560	\$145,920	\$138,060	\$388,790	Budget Increase: Reinstated major maintenance reserve.
Ongoing Total	\$1,448,560	\$1,063,820	\$870,140	\$1,086,980	
Supplies & Services (one-time)	\$101,000	\$77,500	\$52,500	\$19,911	Budget Increase: Pump station maintenance services and sewer line repair.
Capital & Debt Service	\$92,100	\$83,400	\$53,250	\$466,494	
One-Time Total	\$193,100	\$160,900	\$105,750	\$486,405	
Collection System Total	\$1,641,660	\$1,224,720	\$975,890	\$1,573,385	



WASTEWATER
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
59-5253-66 - Lab					
Personnel (ongoing)	\$143,970	\$129,040	\$109,600	\$120,807	
Supplies & Services (ongoing)	<u>\$93,315</u>	<u>\$92,365</u>	<u>\$85,380</u>	<u>\$73,360</u>	
Direct Costs (Ongoing) Subtotal	\$237,285	\$221,405	\$194,980	\$194,167	
Internal Charges	<u>\$46,800</u>	<u>\$40,640</u>	<u>\$38,800</u>	<u>\$33,830</u>	
Ongoing Total	\$284,085	\$262,045	\$233,780	\$227,997	
Supplies & Services (one-time)	\$9,500	\$16,200	\$8,200	\$4,451	
Capital & Debt Service	<u>\$13,500</u>	<u>\$12,000</u>	<u>\$0</u>	<u>\$0</u>	
One-Time Total	\$23,000	\$28,200	\$8,200	\$4,451	
Lab Total	\$307,085	\$290,245	\$241,980	\$232,448	

Grand Totals

Personnel (Ongoing) Subtotal	\$1,380,940	\$1,290,730	\$1,106,120	\$1,160,628	
Supplies & Services (Ongoing) Subtotal	<u>\$1,474,725</u>	<u>\$1,436,188</u>	<u>\$1,252,225</u>	<u>\$1,015,463</u>	
Direct Costs (Ongoing) Subtotal	\$2,855,665	\$2,726,918	\$2,358,345	\$2,176,091	
Internal Charges Subtotal	<u>\$1,559,920</u>	<u>\$810,210</u>	<u>\$774,830</u>	<u>\$1,306,720</u>	
Ongoing Subtotal	\$4,415,585	\$3,537,128	\$3,133,175	\$3,482,811	
Supplies & Services (One-Time) Subtotal	\$177,300	\$177,200	\$98,820	\$55,346	
Capital & Debt Service Subtotal	<u>\$160,300</u>	<u>\$162,047</u>	<u>\$83,950</u>	<u>\$653,279</u>	
One-Time Subtotal	\$337,600	\$339,247	\$182,770	\$708,625	
Grand Total	\$4,753,185	\$3,876,375	\$3,315,945	\$4,191,436	



WASTEWATER

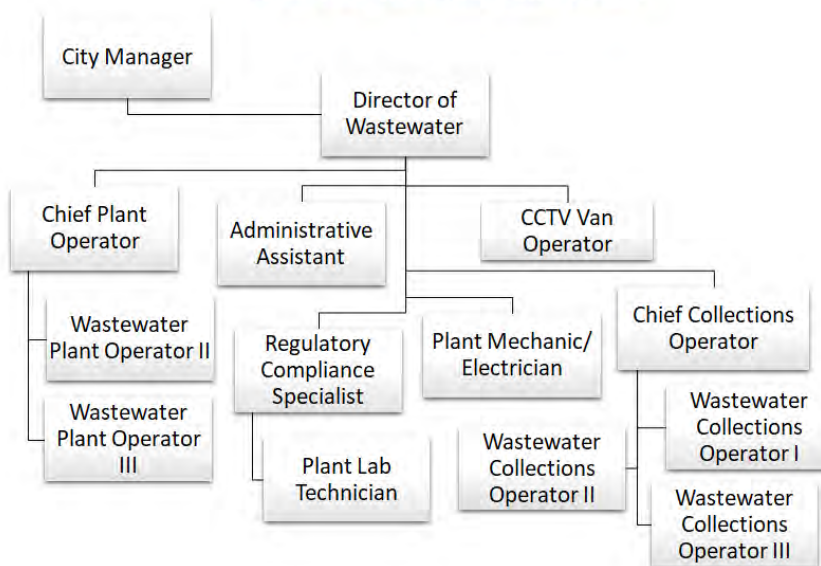
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POSITIONS/ALLOCATIONS SUMMARIES

Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Administrative Assistant	1.00	1.00	1.00	1.00
CCTV Van Operator	1.00	1.00	1.00	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	1.00	1.00	0.00	0.00
Wastewater Manager	0.00	0.00	1.00	1.00
WW Collections Operator I	1.00	1.00	1.00	1.00
WW Collections Operator II	1.00	1.00	1.00	1.00
WW Collections Operator III	1.00	1.00	1.00	1.00
WW Lab Technician	1.00	1.00	1.00	1.00
WW Plant Mechanic/Electrician	1.00	1.00	1.00	1.00
WW Plant Operator I	0.00	0.00	0.00	1.00
WW Plant Operator II	1.00	1.00	1.00	1.00
WW Plant Operator III	1.00	1.00	1.00	0.00
WW Regulatory Compliance Specialist	1.00	1.00	1.00	1.00
Total	13.00	13.00	13.00	12.00

Org Unit	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
Wastewater Enterprise Fund					
59-5250-01	Administration	1.95	1.95	1.95	1.65
59-5252-89	Capital Projects Management	0.70	0.70	0.70	0.55
59-5253-55	Plant Operations	4.50	4.50	4.50	5.40
59-5253-56	Collection System	4.40	4.40	4.40	3.40
59-5253-66	Lab	1.45	1.45	1.45	1.00
Wastewater Enterprise Fund Total		13.00	13.00	13.00	12.00

DEPARTMENTAL ORGANIZATION CHART



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.

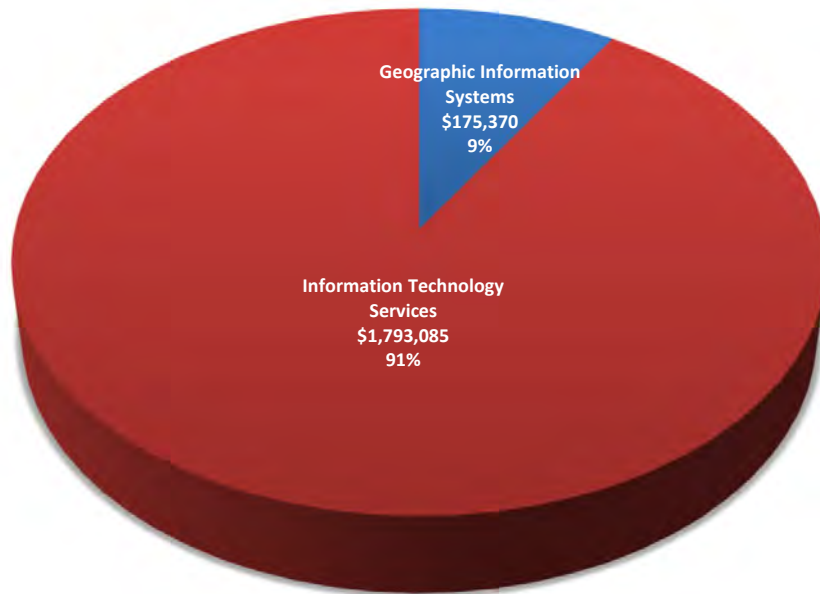


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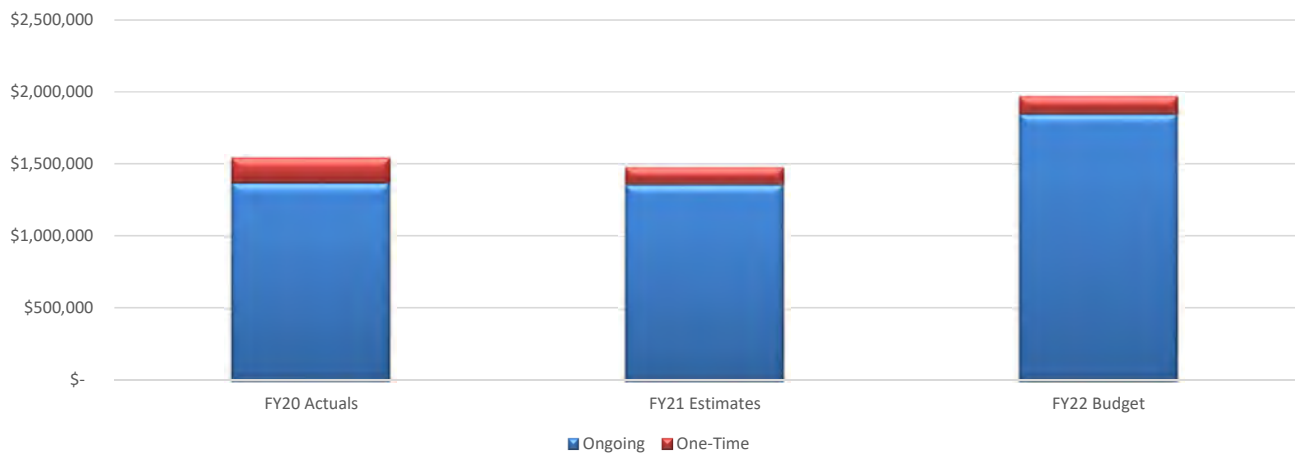
The Information Technology Department is responsible for the following program areas:

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

FY 2022 PROGRAM EXPENDITURES: \$1,968,455



FY 2020 - FY 2022 ONGOING VS. ONE-TIME EXPENDITURES



INFORMATION TECHNOLOGY – Geographic Information Systems

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 127,940	73%	\$ 123,490	\$ 122,190	\$ 122,734
Supplies & Services	25,910	15%	26,000	20,950	18,345
Subtotal Direct Costs	\$ 153,850	88%	\$ 149,490	\$ 143,140	\$ 141,080
Internal Charges	21,520	12%	18,500	17,190	17,670
Total Expenditures	\$ 175,370	100%	\$ 167,990	\$ 160,330	\$ 158,750
Expenditures by Fund					
Other Funds Portion	\$ 175,370	100%	\$ 167,990	\$ 160,330	\$ 158,750
Funding Sources					
Allocations to Other Departments	\$ 174,970	100%	\$ 167,290	\$ 159,930	\$ 158,247
Program Revenues	\$ 400	<1%	\$ 700	\$ 400	\$ 503
Employee Time Allocation (FTEs) (Budgeted)	1.00		1.00		1.00

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 2021 Accomplishments

Overall City Value - Good Governance:

- * Updated building footprints specific attributes
- * Updated placement of street centerlines
- * Updated placement of manholes and sewer lines
- * Completed GIS requests for staff and the public
- * COVID-19 related: Police Department Health Survey monitoring/tracking their health

FY 2022 Objectives

Overall City Value - Good Governance:

- * Update online GIS map for the public
- * Update online GIS map for Police Department
- * Update street centerlines with county and state 9-1-1 standards
- * Update placement of building footprint lines

WORKLOAD INDICATORS	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Active GIS layers supported	190	190	190	190	190
GIS requests	240	240	240	237	237

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
Public access to GIS information (web page hits)		5,000	5,000	5,000	6,794	6,794
GIS problem/issue reports		2	2	2	0	0



INFORMATION TECHNOLOGY – Information Technology Services

BUDGET SUMMARY	FY2022 Budget	% of FY2022 Budget	FY2021 Budget	FY2021 Estimate	FY2020 Actual
Program Expenditures					
Personnel Services	\$ 510,390	28%	\$ 490,260	\$ 479,940	\$ 478,326
Supplies & Services	862,625	48%	714,333	631,505	529,772
Capital & Debt Service	94,700	5%	129,951	107,550	88,395
Subtotal Direct Costs	\$ 1,467,715	82%	\$ 1,334,544	\$ 1,218,995	\$ 1,096,493
Internal Charges	325,370	18%	104,320	96,680	281,820
Total Expenditures	\$ 1,793,085	100%	\$ 1,438,864	\$ 1,315,675	\$ 1,378,313
Expenditures by Fund					
Wastewater Fund Portion	\$ 64,865	4%	\$ 71,690	\$ 61,445	\$ 90,992
Other Funds Portion	\$ 1,728,220	96%	\$ 1,367,174	\$ 1,254,230	\$ 1,287,321
Funding Sources					
Allocations to Other Departments	\$ 1,728,220	96%	\$ 1,367,174	\$ 1,254,230	\$ 1,286,699
Program Revenues	\$ 64,865	4%	\$ 71,690	\$ 61,445	\$ 91,614
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.

The Information Technology Services program has been aggressively re-engineering systems to cut costs. These systems include migrating the wide area network (WAN) connection to the Wastewater Department from fiber to microwave links, upgrading the City's phone system from traditional copper lines to internet protocol (IP) lines, migrating department drives to SharePoint, and many other projects.

During the FY 2021, the COVID-19 pandemic has had a major impact on the program. The City was quickly transformed into a mobile environment. This included new mobile computers, new untested technologies, new services, and considerable security enhancements. Cost increases are caused by many factors, including licensing costs, additional technologies implemented for our mobile workforce, additional portable computers, and enhanced security. New technologies include Zoom, softphones (software phones for user's extension on their mobile computers while working remotely), third-factor authentication, security certificates, virtual private networks, and network devices. Portable computers, specifically Surfaces, also require a more frequent replacement rate compared to desktops.

FY 2021 Accomplishments

Overall City Value - Good Governance:

- * Implemented third-factor authentication
- * Upgraded security and Lean-process door locks at the hub
- * Installed security camera at the shooting range
- * Designed and implemented the next level of disaster recovery
- * Improved security through network segmentation
- * Replaced the Police Department's in-car and body camera system
- * Worked with Wastewater on their Sewer Hotline
- * Transmission and storage of criminal justice information between the Police Department and City Attorney's Office
- * Completed technology setup for the Police Department's new substation
- * Created a document review application for the Police Department
- * Created a service to email/warn users when their password is about to expire with a link to supporting self-help documents
- * COVID-19 related: Implemented softphones for remote work
- * COVID-19 related: Implemented mobile data devices for remote work
- * COVID-19 related: Upgraded virtual private network (VPN) security
- * COVID-19 related: Designed and implemented SharePoint sites



INFORMATION TECHNOLOGY – Information Technology Services

continued

FY 2022 Objectives

Overall City Value - Good Governance:

- * Replace desktops that are due with mobile computers
- * Replace City Complex Wi-Fi to latest standards
- * Continue to the next level of disaster recovery
- * Continue system consolidation saving the City money
- * Work with Public Works and Community Development on technology needs for the uptown parking garage
- * Work with Public Works and Community Development on technology needs for the transit center
- * Work toward consolidating the uptown parking garage, transit center, uptown cameras, and possibly the Police Department's substation into one localized WAN to be connected back to the City Complex, potentially saving tens of thousands of dollars over the next few years alone
- * Increase City remote work capability

WORKLOAD INDICATORS	Benchmark	FY22 Projection	FY21 Projection	FY21 Estimate	FY20 Actual	FY19 Actual
Unique major software systems		132	130	132	126	120
Unique network devices (core network)		99	15	99	102	99
Unique other systems		118	20	118	120	132
Unique server systems (unique technologies)		93	2	93	120	74
End points served		316	300	316	288	328
Help Desk requests per end point (ICMA Benchmark 2016-2018)	5.7 (all) / 8.3 (cities under 30,000 pop.)	13.2	7.89	13.2	16.48	9.96
Help Desk requests received		4,172	4,000	4,172	4,745	3,268
SQL databases/total size		77/528GB	70/500GB	77/528GB	77/530GB	64/370GB

Overall City Value - Good Governance:

PERFORMANCE MEASURES	Benchmark	FY22 Target	FY21 Target	FY21 Estimate	FY20 Actual	FY19 Actual
% of Help Desk requests resolved within 4 Hours (ICMA Benchmark 2016-2018)	64% (all) / 75% (cities under 30,000 pop.)	85%	85%	84.8%	79.69%	80.3%
IT expenditures per end point served (ICMA Benchmark 2016-2018)	\$3,112 (all) / \$2,573 (cities under 30,000 pop.)	\$4,832	\$4,115	\$3,970	\$3,990	\$3,485
IT expenditures per FTE		\$9,323	\$8,729	\$8,213	\$7,613	\$7,892
Internal Survey: Approachability (% of responses favorable)		N/A	100%	N/A	100%	100%
Internal Survey: Product quality (% of responses favorable)		N/A	100%	N/A	98%	98%
Internal Survey: Project support (% of responses favorable)		N/A	100%	N/A	98%	98%
Internal Survey: Response timeliness (% of responses favorable)		N/A	100%	N/A	100%	100%
Internal Survey: Technical skills (% of responses favorable)		N/A	100%	N/A	100%	100%



INFORMATION TECHNOLOGY
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
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Wastewater Enterprise Fund

59-5224-21 - Administration

Supplies & Services (ongoing)	\$60,755	\$64,830	\$54,905	\$49,962	Budget Decrease: Reduction in SCADA and WMS system support costs.
Direct Costs (Ongoing) Subtotal	\$60,755	\$64,830	\$54,905	\$49,962	
Internal Charges	\$4,110	\$3,860	\$3,540	\$4,630	
Ongoing Total	\$64,865	\$68,690	\$58,445	\$54,592	
Supplies & Services (one-time)	\$0	\$3,000	\$3,000	\$2,768	
Capital & Debt Service	\$0	\$0	\$0	\$33,632	
One-Time Total	\$0	\$3,000	\$3,000	\$36,400	
Administration Total	\$64,865	\$71,690	\$61,445	\$90,992	

Info Tech Internal Service Fnd

60-5224-20 - Geographic Information Systems

Personnel (ongoing)	\$127,940	\$123,490	\$122,190	\$122,734	
Supplies & Services (ongoing)	\$25,910	\$26,000	\$20,950	\$18,345	
Direct Costs (Ongoing) Subtotal	\$153,850	\$149,490	\$143,140	\$141,079	
Internal Charges	\$21,520	\$18,500	\$17,190	\$17,670	
Ongoing Total	\$175,370	\$167,990	\$160,330	\$158,749	
Geographic Information Systems Total	\$175,370	\$167,990	\$160,330	\$158,749	



INFORMATION TECHNOLOGY
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
60-5224-21 - Information Technology Services					
Personnel (ongoing)	\$510,390	\$490,260	\$479,940	\$478,326	
Supplies & Services (ongoing)	\$773,205	\$634,470	\$562,700	\$393,151	Budget Increase: Increase in licenses required, addition of new programs such as Zoom, increases in maintenance agreements, more frequent replacements of Surfaces, increase in the number of employees needing Surfaces for remote work.
Direct Costs (Ongoing) Subtotal	\$1,283,595	\$1,124,730	\$1,042,640	\$871,477	
Internal Charges	\$321,260	\$100,460	\$93,140	\$277,190	Budget Increase: Reinstated equipment replacement reserve.
Ongoing Total	\$1,604,855	\$1,225,190	\$1,135,780	\$1,148,667	
Supplies & Services (one-time)	\$28,665	\$12,033	\$10,900	\$83,890	
Capital & Debt Service	\$94,700	\$129,951	\$107,550	\$54,763	
One-Time Total	\$123,365	\$141,984	\$118,450	\$138,653	
Information Technology Services Total	\$1,728,220	\$1,367,174	\$1,254,230	\$1,287,320	

Info Tech Internal Service Fund Totals

Personnel Subtotal	\$638,330	\$613,750	\$602,130	\$601,060
Supplies & Services (Ongoing) Subtotal	\$859,870	\$725,300	\$638,555	\$461,458
Direct Costs (Ongoing) Subtotal	\$1,498,200	\$1,339,050	\$1,240,685	\$1,062,518
Internal Charges Subtotal	\$346,890	\$122,820	\$113,870	\$299,490
Ongoing Subtotal	\$1,845,090	\$1,461,870	\$1,354,555	\$1,362,008
Supplies & Services (One-Time) Subtotal	\$28,665	\$15,033	\$13,900	\$86,658
Capital & Debt Service Subtotal	\$94,700	\$129,951	\$107,550	\$88,395
One-Time Subtotal	\$123,365	\$144,984	\$121,450	\$175,053
Info Tech Internal Service Fund Total	\$1,968,455	\$1,606,854	\$1,476,005	\$1,537,061



INFORMATION TECHNOLOGY
Continued

EXPENDITURE SUMMARY

Cost Category	FY2022 Budget	FY2021 Budget	FY2021 Est. Actuals	FY2020 Actuals	Explanation of Changes
Grand Totals					
Personnel (Ongoing) Subtotal	\$638,330	\$613,750	\$602,130	\$601,060	
Supplies & Services (Ongoing) Subtotal	\$859,870	\$725,300	\$638,555	\$461,458	
Direct Costs (Ongoing) Subtotal	\$1,498,200	\$1,339,050	\$1,240,685	\$1,062,518	
Internal Charges Subtotal	\$346,890	\$122,820	\$113,870	\$299,490	
Ongoing Subtotal	\$1,845,090	\$1,461,870	\$1,354,555	\$1,362,008	
Supplies & Services (One-Time) Subtotal	\$28,665	\$15,033	\$13,900	\$86,658	
Capital & Debt Service Subtotal	\$94,700	\$129,951	\$107,550	\$88,395	
One-Time Subtotal	\$123,365	\$144,984	\$121,450	\$175,053	
Grand Total	\$1,968,455	\$1,606,854	\$1,476,005	\$1,537,061	



INFORMATION TECHNOLOGY Continued

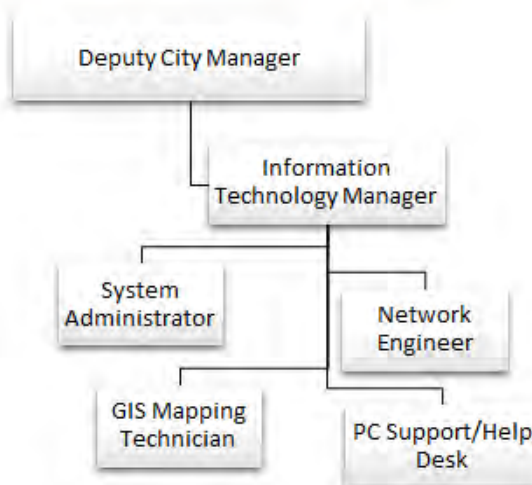
POSITIONS SUMMARY

Position	FY22 FTE	FY21 FTE	FY20 FTE	FY19 FTE
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	1.00
PC Support/Help Desk Technician	1.00	1.00	1.00	1.00
System Administrator	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

ALLOCATIONS SUMMARY

Position	Org Description	FY22 FTE	FY21 FTE	FY20 FTE	FY19 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	4.00
Info Tech Internal Service Fnd Total		5.00	5.00	5.00	5.00
Grand Total		5.00	5.00	5.00	5.00

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 2022-2031 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 2022-2031 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
- Parks & Recreation
- Police
- Public Transit
- Public Works
- Sedona in Motion
- Storm Drainage
- Streets & Transportation
- Wastewater

FY 2022 CIP budget is \$20,102,442.

The first year of the CIP is included in the current fiscal year budget. The total fiscal year 2021-22 budget amount is \$20,102,442 and includes funding for the Art in Public Places Fund of \$12,047. The 10-year CIP total is \$136,672,758, with \$20,027,999 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 2021-22 is the fifth 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 were suspended for one year in 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
 - If the project can be delayed, it is most likely not Priority I.
- 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	Roxanne Holland, Wastewater Director
J. Andy Dickey, Director of Public Works/City Engineer	Lisa Parsons, Magistrate Judge
Cherie R. Wright, Director of Financial Services	Charles Husted, Chief of Police
Charles Hardy, Information Technology Manager	Robert Welch, Associate Engineer
Stephanie Foley, Police Lieutenant	David Peck, Associate Engineer
Lucas Wilcoxson, Police Lieutenant	James Crowley, Associate Engineer
Robert Weber, Transit Administrator	Stephen Craver, Associate Engineer
McKenzie Jones, Sustainability Coordinator	



To start the process, a CIP kickoff meeting was held with the City staff committee members in January 2021, 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 April 2021. The public City Council Work Sessions were held on June 2 and June 3, 2021.

Council Action

The final CIP document was adopted by City Council in August 2021 as part of the fiscal year 2021-22 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.

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 half-cent sales tax dedicated to transportation projects and related administrative and operational costs is the primary funding source for these projects. While the tax was set to sunset after 10 years, subsequent to budget adoption the City Council removed the sunset in anticipation of need to cover the portion of operational costs of the public transit system not paid by expected federal grant funding.

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued



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 \$20.0 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 based on a per square foot investment calculation.¹
- **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 two separate legal entities set up to collect and spend payments received in lieu of city sales and bed taxes from two 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 two 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.

¹ For fiscal year 2021-22, the required investment for developers is \$0.549 per square foot.



CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Funding the Capital Improvement Plan (cont'd)

- **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.
- **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 2022 Capital Projects

The fiscal year 2021-22 CIP includes 40 separate capital projects. Some of the more significant projects include the following:

Police

- **PD-03 Police Station Remodel (\$1.1 million in FY 2022, \$1.2 million total):** The current police station was never designed as a critical, 24-hour public 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. The police personnel, equipment, and work space needs have outgrown the current facility design and footprint. This is a multi-year project that began in fiscal year 2017-18, and estimated completion is June 2022.

Public Transit

- **PT-03 Transit Bus Acquisition (\$1.4 million in FY 2022, \$23.8 million total):** The initial acquisition planned is for trailhead shuttles and micro-transit buses. In later years, acquisitions will be made for core routes, paratransit, additional trailhead shuttles, and routes into Oak Creek Canyon (OCC) including the very popular Slide Rock State Park. This is a multi-year project that will begin in fiscal year 2021-22, and estimated completion is June 2025.

Public Works

- **PW-05 Real Estate/Land Acquisition (\$1.9 million in FY 2022, \$4.0 million total):** The acquisition of real estate and/or land will be made to strategically protect the City's future development. This is a multi-year project that began in fiscal year 2020-21, and estimated completion is June 2022.

Sedona in Motion

- **SIM-03a Uptown Parking Garage (\$0.9 million in FY 2022, \$14.6 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 April 2023.



CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Significant FY 2022 Capital Projects (cont'd)

- **SIM-04c Pedestrian Crossing at Tlaquepaque (\$1.3 million in FY 2022, \$2.3 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 (\$5.0 million in FY 2022, \$6.4 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 October 2022.
- **SIM-011b Posse Grounds Parking Improvements & Soldiers Pass Shared-Use Path (\$1.4 million in FY 2022, \$1.4 million total):** The Transportation Master Plan proposed various shared-use paths to improve the walkability and bikeability of the City. The project provides additional parking at Posse Grounds Park and includes design and construction of a shared-use path connection to the Sunrise Trail and improvements to the Sunrise Trail to the connection with Soldiers Pass Road, which leads to the Soldiers Pass trailhead. This is a multi-year project that began in fiscal year 2018-29 and is estimated to be completed in June 2022.

Streets & Transportation

- **ST-04 Shelby Drive/Sunset Drive Improvements (\$1.3 million in FY 2022, \$2.1 million total):** Improvements to this roadway would allow for potential redevelopment consistent with 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 September 2021.

Wastewater

- **WW-01F Major Lift Station Upgrades (\$1.1 million in FY 2022, \$1.1 million total):** The last upgrade to three major lift stations was completed in 2008. This project will upgrade the obsolete controls allowing for efficient and reliable automation, and wet well coatings will be refreshed. This is a multi-year project that began in fiscal year 2020-21, and estimated completion is June 2022.
- **WW-07 Reservoir Liner Replacement (\$1.1 million in FY 2022, \$1.1 million total):** The liner in Reservoir 1 is original to the construction of the reservoir. The liner prevents seepage in the 70 million-gallon earthen reservoir. The number of and cost of repairs to the liner has been increasing each year leading to the need for replacement. This is a single-year project that will begin in July 2021, and estimated completion is June 2022.



CAPITAL IMPROVEMENT PROGRAM OVERVIEW

continued

Flexibility of Project Programming & Assumed Project Carryovers

While CIP projects programmed for fiscal year 2021-22 were considered the priority projects, some of these projects are still somewhat speculative and require additional vetting and/or outreach. Since some projects may stall, the City Council granted authority for projects programmed in later fiscal years to be moved forward as a replacement of a stalled fiscal year 2021-22 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 2021-22 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.

10-YEAR CAPITAL IMPROVEMENT PLAN

(In Thousands)

	Projects Proposed	Estimated Net Carryover to Following Year*	Proposed Budget
FY 2022	\$ 23,911	\$(3,809)	\$ 20,102
FY 2023	28,389	(12,783)	15,606
FY 2024	28,173	(2,078)	26,095
Future Years	56,200	18,669	74,869
Grand Totals	\$136,673	\$ -	\$136,673

* 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 2022-2031 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 2021-22 CIP on the City's operating budget:

FY 2022 CIP IMPACTS ON OPERATING BUDGET

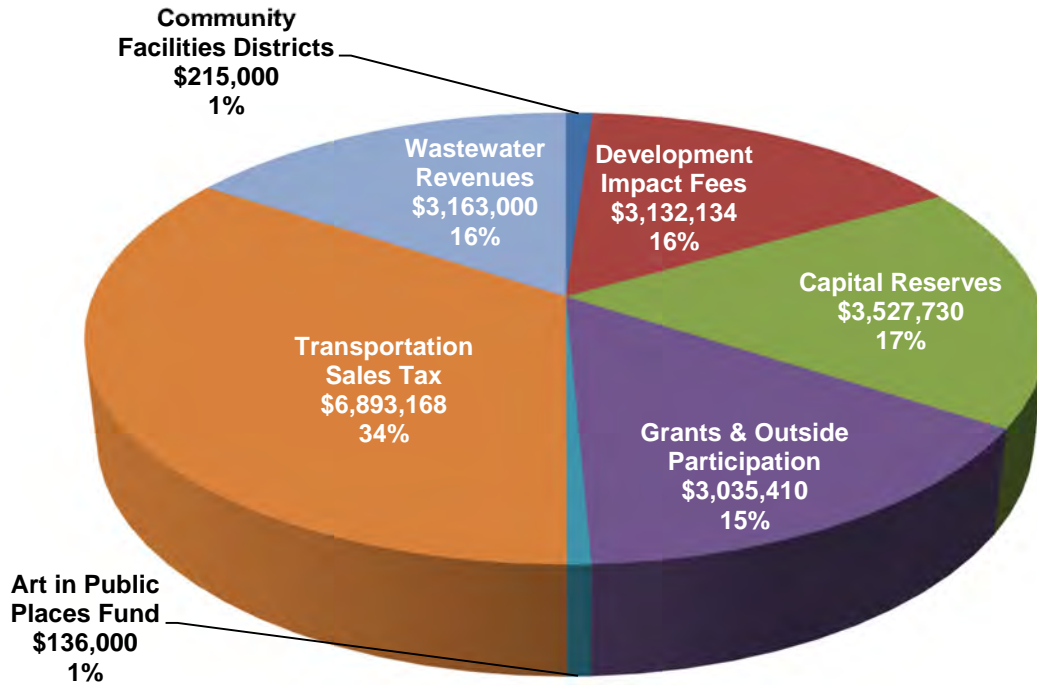
FY 2021 Projects	Operating Impact	Projected Annual Amount
PD-03 Police Station Remodel	Utilities and janitorial	\$ 14,000
PT-01 Transit Maintenance/Operations Center	Utilities, janitorial, and maintenance	5,000
PT-02 Transit Hub	Utilities, janitorial, and maintenance	4,000
PT-03 Transit Bus Acquisition	Transit operations and maintenance of vehicles (costs will be partially offset by an unknown amount of cooperative funding through multijurisdictional intergovernmental agreements and grant funding)	7,166,770
SIM-03a Uptown Parking Garage	Operating costs for a parking garage, net of parking in-lieu fees for the Uptown District plus debt service for repayment of bonds	548,000
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-05c Los Abrigados to Brewer Connection	Pavement management, striping, and signage maintenance	2,000
SIM-05d Ranger Road/Brewer Road Intersection & Ranger Road Extension Improvements	Pavement management, stormwater drainage, sewer, striping, and signage maintenance	3,000
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-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-11j Piñon Drive Shared-Use Path	Pavement maintenance of paths, pavement patching, curb replacement, signage, striping, etc.	1,000
SIM-11m Dry Creek Road Pathway from Thunder Mountain to Two Fences	Pavement maintenance of paths, pavement patching, signage, striping, etc.	2,500
SD-03 Improvements to Back O' Beyond Road, Low Water Crossing	Debris, large rock, and sediment removal	500
ST-02 Sanborn Drive/Thunder Mountain Road Overlay	Pavement management, striping, and signage maintenance	3,000
ST-04 Shelby Drive/Sunset Drive Improvements	Crack sealing, fog seal, pavement markings, drainage, signs, and sewer maintenance	3,000
ST-07 Back O' Beyond Road & Trailhead Safety Improvements	Crack sealing, fog seal, pavement markings, drainage, signs, and guardrail maintenance	1,000
Total		\$7,808,770

Note: This list represents projects that were approved for funding in fiscal year 2021-22 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.

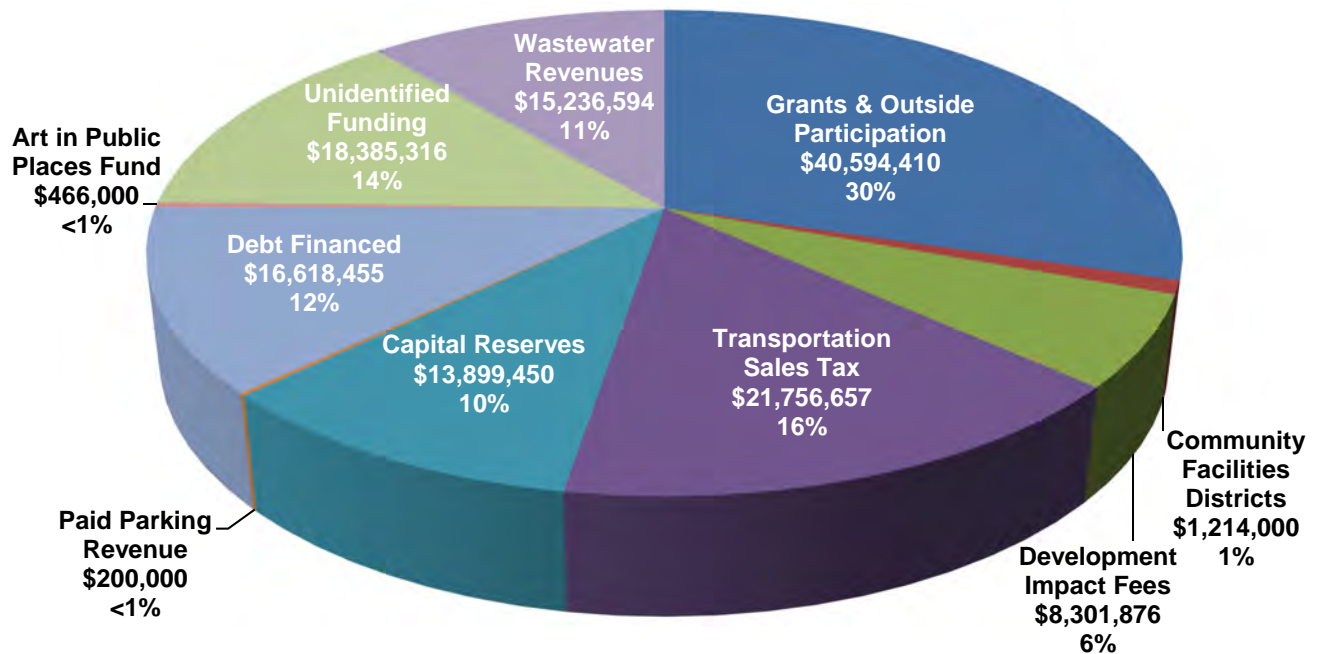


SUMMARY OF CAPITAL PROJECTS

FY 2022 CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE
\$20,102,442



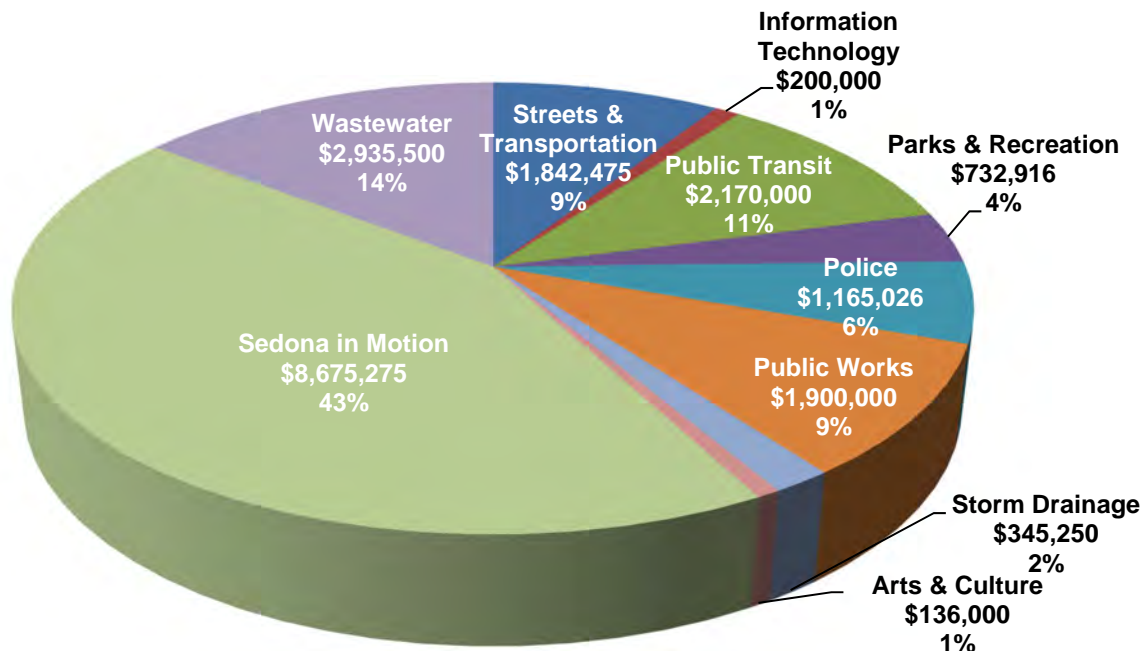
FYs 2022-2031 CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE
\$136,672,758



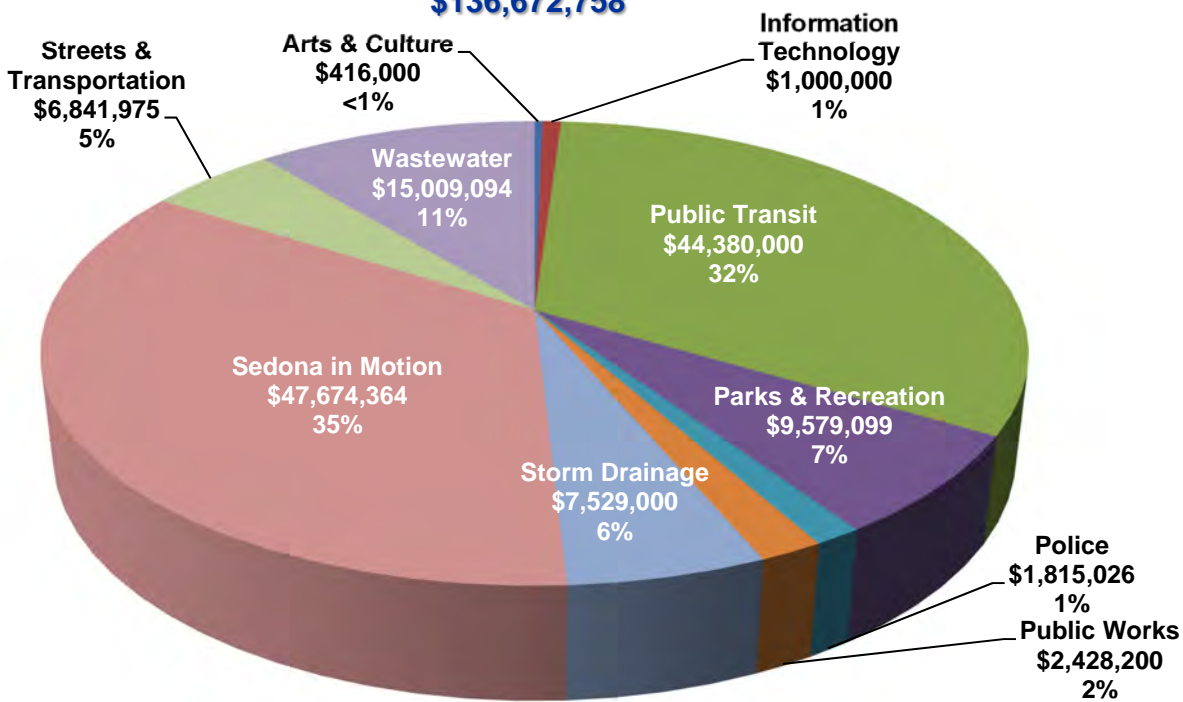
SUMMARY OF CAPITAL PROJECTS

continued

FY 2022 CAPITAL IMPROVEMENT PROJECTS BY CATEGORY
\$20,102,442



FYs 2022-2031 CAPITAL IMPROVEMENT PROJECTS BY CATEGORY
\$136,672,758



SUMMARY OF CAPITAL PROJECTS
continued

FY 2022 - FY 2031 Master Summary Project List by Major Program

Project dollar amounts in grey and italics are unfunded.

(Click on a Project Page # to navigate to that page)

Project Name	Funding Sources Type	Priority	Page #	Project #	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Totals (excluding Prior Years Estimate)
AC - Arts & Culture										
Art in the Roundabouts	Restricted	Important (Could-Do)	332	AC-02	\$0	\$136,000	\$170,000	\$110,000	\$0	\$416,000
IT - Information Technology										
Citywide Business Software	Capital Reserves	Essential (Should-Do)	333	IT-01	\$0	\$200,000	\$800,000	\$0	\$0	\$1,000,000
PR - Parks & Recreation										
New Concession Stand	Restricted	Important (Could-Do)	334	PR-01	\$0	\$0	\$379,000	\$0	\$0	\$379,000
Restructure of Posse Grounds Park	Restricted, Capital Reserves, & Unidentified	Important (Could-Do)	335	PR-02	\$56,870	\$35,202	\$2,002,881	\$2,019,000	\$2,000,000	\$6,057,083
Improvements at Ranger Station - Exterior Building Improvements	Restricted & Capital Reserves	Imperative (Must-Do)	336	PR-03A	\$183,040	\$255,464	\$0	\$0	\$0	\$255,464
Improvements at Ranger Station / Interior Restoration of House and Barn	Restricted & Capital Reserves	Important (Could-Do)	337	PR-03B	\$0	\$0	\$325,720	\$0	\$0	\$325,720
Improvements at Ranger Station / Construction of Parking Lot, Landscaping, Restroom and Lawn	Restricted & Capital Reserves	Important (Could-Do)	338	PR-03C	\$0	\$0	\$0	\$511,527	\$461,642	\$973,169
Improvements at Ranger Station - Plaza, Landscaping, and Gardens	Restricted & Capital Reserves	Desirable (Other Year)	N/A	PR-03D	\$0	\$0	\$0	\$0	\$1,030,404	\$1,030,404
Shade Structures and Playground Equipment Replacement	Restricted & Capital Reserves	Important (Could-Do)	339	PR-05	\$24,490	\$442,250	\$0	\$0	\$0	\$442,250
Bike Skills Park- Phase III	Restricted & Capital Reserves	Important (Could-Do)	N/A	PR-07	\$292,363	\$0	\$0	\$0	\$116,009	\$116,009
PR - Parks & Recreation Subtotal (excluding projects not funded)					\$556,763	\$732,916	\$2,707,601	\$2,530,527	\$1,608,055	\$7,579,999
Projects Not Funded					\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
PD - Police										
Radio Infrastructure	Capital Reserves	Imperative (Must-Do)	340	PD-02	\$251,115	\$100,000	\$150,000	\$500,000	\$0	\$750,000
Police Station Remodel	Restricted & Capital Reserves	Imperative (Must-Do)	341	PD-03	\$179,085	\$1,065,026	\$0	\$0	\$0	\$1,065,026
PD - Police Subtotal					\$430,200	\$1,165,026	\$150,000	\$500,000	\$0	\$1,815,026
PT - Public Transit										
Transit Maintenance/Operations Center (ESP)	Restricted	Essential (Should-Do)	342	PT-01	\$0	\$660,000	\$700,000	\$4,980,000	\$10,530,000	\$16,870,000
Transit Hub (ESP)	Restricted	Essential (Should-Do)	343	PT-02	\$0	\$160,000	\$1,550,000	\$1,750,000	\$0	\$3,460,000
Transit Bus Acquisition (ESP)	Restricted	Essential (Should-Do)	344	PT-03	\$0	\$1,350,000	\$0	\$10,200,000	\$12,200,000	\$23,750,000
Bus Stop Improvements (ESP)	Unidentified	Important (Could-Do)	N/A	PT-04	\$0	\$0	\$0	\$0	\$300,000	\$300,000
PT - Public Transit Subtotal					\$0	\$2,170,000	\$2,250,000	\$16,930,000	\$22,730,000	\$44,080,000
Projects Not Funded					\$0	\$0	\$0	\$0	\$300,000	\$300,000
PW - Public Works										
Uptown Enhancements	Restricted	Important (Could-Do)	345	PW-01	\$195,852	\$0	\$250,000	\$0	\$0	\$250,000
Recycle Drop Off Locations (ESP)	Capital Reserves	Important (Could-Do)	346	PW-02	\$0	\$0	\$138,200	\$0	\$0	\$138,200
Sign Shop	Capital Reserves	Important (Could-Do)	347	PW-03	\$0	\$0	\$140,000	\$0	\$0	\$140,000
Facilities Study	Capital Reserves	Essential (Should-Do)	348	PW-04	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Real Estate/Land Acquisition	Capital Reserves	Essential (Should-Do)	349	PW-05	\$2,150,000	\$1,850,000	\$0	\$0	\$0	\$1,850,000
PW - Public Works Subtotal					\$2,345,852	\$1,900,000	\$528,200	\$0	\$0	\$2,428,200

ESP = Environmental Sustainability Project

SUMMARY OF CAPITAL PROJECTS
continued

FY 2022 - FY 2031 Master Summary Project List by Major Program

Project dollar amounts in grey and italics are unfunded.

(Click on a Project Page # to navigate to that page)

Project Name	Funding Sources Type	Priority	Page #	Project #	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Totals (excluding Prior Years Estimate)
SIM - Sedona in Motion										
Sedona in Motion Unspecified Projects	Restricted & Capital Reserves	Imperative (Must-Do)	350	SIM-00	\$0	(\$3,808,630)	(\$12,782,531)	(\$2,078,027)	\$19,269,188	\$600,000
Uptown Northbound Improvements	Restricted & Capital Reserves	Essential (Should-Do)	351	SIM-01b	\$75,000	\$460,000	\$0	\$0	\$0	\$460,000
Uptown Pedestrian Improvements	Unidentified	Desirable (Other Year)	N/A	SIM-02	\$0	\$0	\$0	\$0	<i>\$5,048,000</i>	\$5,048,000
Uptown Parking Garage	Restricted	Essential (Should-Do)	352	SIM-03a	\$1,218,880	\$942,595	\$12,412,455	\$0	\$0	\$13,355,050
Uptown One Way Streets/Parking	Restricted	Important (Could-Do)	353	SIM-03b	\$0	\$0	\$0	\$150,000	\$0	\$150,000
Wayfinding Signage	Restricted & Capital Reserves	Important (Could-Do)	354	SIM-03c	\$57,941	\$0	\$243,280	\$0	\$0	\$243,280
Schnebly Hill Roundabout Expansion	Unidentified	Desirable (Other Year)	N/A	SIM-04a	\$0	\$0	\$0	\$0	<i>\$5,447,990</i>	\$5,447,990
SR 179 Lane Expansion from Schnebly Hill Roundabout to Y	Unidentified	Desirable (Other Year)	N/A	SIM-04b	\$0	\$0	\$0	\$0	<i>\$109,586</i>	\$109,586
Pedestrian Crossing at Tlaquepaque (ESP)	Restricted & Capital Reserves	Essential (Should-Do)	355	SIM-04c	\$464,601	\$1,347,060	\$471,800	\$0	\$0	\$1,818,860
Ranger/SR 179 Intersection Improvements	Restricted	Essential (Should-Do)	356	SIM-04e	\$0	\$0	\$75,000	\$772,500	\$0	\$847,500
Portal Lane to Ranger Road Connection	Restricted & Capital Reserves	Imperative (Must-Do)	357	SIM-05a	\$56,226	\$625,000	\$0	\$0	\$0	\$625,000
Forest Road Connection	Restricted & Capital Reserves	Imperative (Must-Do)	358	SIM-05b	\$265,651	\$5,022,370	\$1,105,125	\$0	\$0	\$6,127,495
Los Abrigados to Brewer Connection	Restricted	Essential (Should-Do)	359	SIM-05c	\$15,000	\$150,000	\$0	\$0	\$0	\$150,000
Ranger Road / Brewer Road Intersection & Ranger Ext Improvements	Restricted	Essential (Should-Do)	360	SIM-05d	\$0	\$261,000	\$2,688,300	\$0	\$0	\$2,949,300
Neighborhood Street Connections	Restricted & Unidentified	Desirable (Other Year)	N/A	SIM-06	\$0	\$0	\$0	\$0	<i>\$1,166,423</i>	\$1,166,423
Neighborhood Vehicles - Tourism Focus	Unidentified	Important (Could-Do)	N/A	SIM-09	\$0	\$0	\$0	\$0	<i>\$340,000</i>	\$340,000
West SR 89A Access Improvements and Adaptive Signal Control	Restricted	Important (Could-Do)	N/A	SIM-10	\$0	\$0	\$0	\$0	\$2,970,000	\$2,970,000
Rodeo Road to Dry Creek Road - Shared Use Path (ESP)	Restricted	Desirable (Other Year)	N/A	SIM-11a	\$0	\$0	\$0	\$0	\$290,000	\$290,000
Posse Ground Parking Improvements & Soldiers Pass Shared Use Path (ESP)	Restricted & Capital Reserves	Important (Could-Do)	361	SIM-11b	\$90,819	\$1,352,880	\$0	\$0	\$0	\$1,352,880
Navoti Dr to Dry Creek Rd Shared Use Path (ESP)	Restricted & Capital Reserves	Important (Could-Do)	362	SIM-11e	\$49,939	\$504,000	\$0	\$0	\$0	\$504,000
Thunder Mountain/Sanborn Shared Use Path and Drainage Improvements (ESP)	Restricted & Capital Reserves	Essential (Should-Do)	363	SIM-11g	\$2,724,309	\$310,000	\$0	\$0	\$0	\$310,000
Chapel Road Shared Use Path (ESP)	Restricted & Capital Reserves	Important (Could-Do)	364	SIM-11h	\$69,599	\$567,000	\$0	\$0	\$0	\$567,000
Pinon Drive Shared Use Path (ESP)	Restricted	Important (Could-Do)	365	SIM-11j	\$16,425	\$315,000	\$0	\$0	\$0	\$315,000
Dry Creek Road Pathway, Thunder Mtn to Two Fences (ESP)	Restricted	Essential (Should-Do)	366	SIM-11m	\$0	\$100,000	\$1,300,000	\$0	\$0	\$1,400,000
Travel Information System	Restricted & Capital Reserves	Important (Could-Do)	367	SIM-12a	\$99,301	\$500,000	\$0	\$0	\$0	\$500,000
Traffic Video Cameras	Restricted & Capital Reserves	Important (Could-Do)	368	SIM-12b	\$21,492	\$27,000	\$0	\$0	\$0	\$27,000
SIM - Sedona in Motion Subtotal (excluding projects not funded)					\$5,225,183	\$8,675,275	\$5,513,429	-\$1,155,527	\$22,529,188	\$35,562,365
Projects Not Funded					\$0	\$0	\$0	\$0	\$12,111,999	\$12,111,999

SUMMARY OF CAPITAL PROJECTS
continued

FY 2022 - FY 2031 Master Summary Project List by Major Program

Project dollar amounts in grey and italics are unfunded.

(Click on a Project Page # to navigate to that page)

Project Name	Funding Sources Type	Priority	Page #	Project #	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Totals (excluding Prior Years Estimate)
SD - Storm Drainage										
Improvements to Back-O-Beyond Road, Low Water Crossing (Yavapai County)	Restricted & Capital Reserves	Important (Could-Do)	369	SD-03	\$0	\$145,250	\$577,750	\$0	\$0	\$723,000
View Drive Area Drainage Improvements (Yavapai County)	Restricted & Unidentified	Important (Could-Do)	N/A	SD-04	\$0	\$0	\$0	\$0	<i>\$1,660,750</i>	\$1,660,750
Saddlerock Area Drainage Improvements (Yavapai County)	Restricted & Unidentified	Important (Could-Do)	N/A	SD-05	\$0	\$0	\$0	\$0	<i>\$1,484,250</i>	\$1,484,250
Mystic Hills Lift Station Access Improvements (Coconino County)	Restricted	Important (Could-Do)	N/A	SD-08	\$0	\$0	\$0	\$0	\$290,000	\$290,000
Stormwater Drainage Easements Acquisition (ESP)	Restricted, Capital Reserves, & Unidentified	Essential (Should-Do)	370	SD-09	\$56,261	\$0	\$50,000	\$50,000	<i>\$350,000</i>	\$450,000
Stormwater Master Plan Update & Project Implementations (ESP)	Restricted, Capital Reserves, & Unidentified	Essential (Should-Do)	371	SD-10	\$178,534	\$200,000	\$300,000	\$300,000	<i>\$2,121,000</i>	\$2,921,000
SD - Storm Drainage Subtotal (excluding projects not funded)					\$234,795	\$345,250	\$927,750	\$350,000	\$290,000	\$1,913,000
Projects Not Funded					\$0	\$0	\$0	\$0	\$5,616,000	\$5,616,000
ST - Streets & Transportation										
Sanborn Drive/Thunder Mountain Road Overlay	Restricted & Capital Reserves	Essential (Should-Do)	372	ST-02	\$731,108	\$252,500	\$0	\$0	\$0	\$252,500
Shelby Drive Roadway Improvements	Restricted, WW Revenues, & Capital Reserves	Essential (Should-Do)	373	ST-04	\$817,578	\$1,252,225	\$0	\$0	\$0	\$1,252,225
Back O' Beyond Rd & Trailhead Safety Improvements	Capital Reserves	Essential (Should-Do)	374	ST-07	\$0	\$277,750	\$0	\$0	\$0	\$277,750
Forest/Ranger/SR 89A Intersection Improvements	Capital Reserves	Important (Could-Do)	375	ST-08	\$0	\$60,000	\$454,500	\$4,545,000	\$0	\$5,059,500
ST - Streets & Transportation Subtotal					\$1,548,686	\$1,842,475	\$454,500	\$4,545,000	\$0	\$6,841,975
Subtotal Non-Wastewater Projects (excluding projects not funded)					\$10,341,479	\$17,166,942	\$13,501,480	\$23,810,000	\$47,157,243	\$101,635,665

SUMMARY OF CAPITAL PROJECTS
continued

FY 2022 - FY 2031 Master Summary Project List by Major Program

Project dollar amounts in grey and italics are unfunded.

(Click on a Project Page # to navigate to that page)

Project Name	Funding Sources Type	Priority	Page #	Project #	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Totals (excluding Prior Years Estimate)
WW - Wastewater										
WW Collection System Improvements - SR179 Sewer Main Replacement	WW Revenues	Imperative (Must-Do)	376	WW-01B	\$1,771,248	\$518,500	\$0	\$0	\$0	\$518,500
WW Collection System Improvements - Brewer Road Force Main Valve Replacements	WW Revenues	Essential (Should-Do)	377	WW-01C	\$0	\$100,000	\$0	\$0	\$0	\$100,000
WW Collection System Improvements - Misc. Rehabs/Replacements	WW Revenues	Important (Could-Do)	378	WW-01D	\$0	\$40,000	\$350,000	\$0	\$0	\$390,000
WW Collection System Improvements - Future Collections Projects	WW Revenues	Important (Could-Do)	379	WW-01E	\$0	\$0	\$1,135,000	\$0	\$0	\$1,135,000
WW Collection System Improvements - Major Lift Station Upgrades	WW Revenues	Imperative (Must-Do)	380	WW-01F	\$30,000	\$1,102,000	\$0	\$0	\$0	\$1,102,000
WW Collection System Improvements - Juniper Lane Extension	WW Revenues	Important (Could-Do)	381	WW-01H	\$0	\$60,000	\$0	\$0	\$0	\$60,000
SCADA System and Configuration Upgrade	WW Revenues	Essential (Should-Do)	382	WW-04	\$0	\$0	\$310,000	\$0	\$0	\$310,000
WWRP Odor Control Upgrades	WW Revenues	Important (Could-Do)	383	WW-05	\$24,660	\$0	\$0	\$185,000	\$150,000	\$335,000
WWRP Recharge Wells	WW Revenues	Important (Could-Do)	N/A	WW-06	\$5,477,699	\$0	\$0	\$0	\$5,143,594	\$5,143,594
WWRP Reservoir Liner Replacement	WW Revenues	Essential (Should-Do)	384	WW-07	\$0	\$1,050,000	\$0	\$0	\$0	\$1,050,000
WWRP Drying Beds Replacement	WW Revenues	Important (Could-Do)	385	WW-08	\$0	\$0	\$150,000	\$1,500,000	\$0	\$1,650,000
WWRP Treatment Process Upgrades	WW Revenues	Essential (Should-Do)	386	WW-09	\$0	\$0	\$60,000	\$600,000	\$1,870,000	\$2,530,000
Wastewater Master Plan Update	WW Revenues	Important (Could-Do)	387	WW-10	\$0	\$0	\$100,000	\$0	\$100,000	\$200,000
WWRP Paving	WW Revenues	Desirable (Other Year)	N/A	WW-11	\$0	\$0	\$0	\$0	\$420,000	\$420,000
Area 4 Valve Vault Upgrade	WW Revenues	Essential (Should-Do)	388	WW-14	\$0	\$65,000	\$0	\$0	\$0	\$65,000
WW - Wastewater Subtotal					\$7,303,607	\$2,935,500	\$2,105,000	\$2,285,000	\$7,683,594	\$15,009,094
TOTAL ALL PROJECTS (excluding projects not funded)					\$17,645,086	\$20,102,442	\$15,606,480	\$26,095,000	\$54,840,837	\$116,644,759
Total Projects Not Funded					\$0	\$0	\$0	\$0	\$20,027,999	\$20,027,999
Grand Totals Funded and Unfunded					\$17,645,086	\$20,102,442	\$15,606,480	\$26,095,000	\$74,868,836	\$136,672,758

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Art in the Roundabouts

Phase: of Project #: AC-02
(If Applicable)

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

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. Included in the project for FY 2022 are maquettes for community and selection committee process.

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 2024



For Continuing Projects

Estimated Project Status as of June 30, 2021:

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):

The budget was increased for the cost of the maquettes. 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	\$6,000
Requested Total Project Budget	\$306,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$306,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	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		\$130,000	\$130,000			\$260,000
New	Public Art Purchase		\$6,000				\$6,000
Future Estimate	Public Art Purchase				\$90,000		\$90,000
Totals		\$0	\$136,000	\$170,000	\$110,000	\$0	\$416,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals	
1% for Arts		\$136,000	\$170,000	\$110,000		\$416,000	
Totals		\$0	\$136,000	\$170,000	\$110,000	\$0	\$416,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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)

Environmental Sustainability Project? No

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.

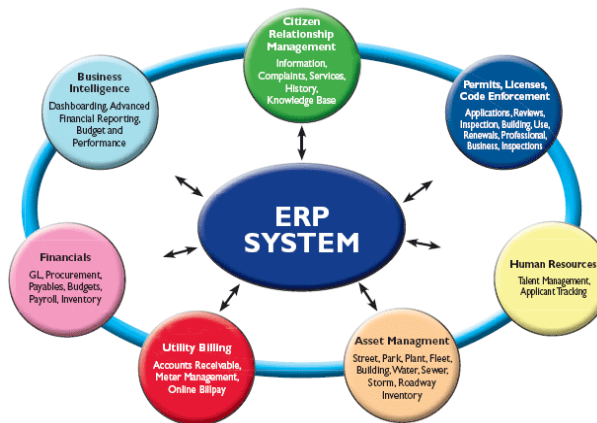
This request is to budget for funds to replace this outdated system with a more comprehensive program that utilizes current technologies, better addresses the varied organizational needs, enhances the City's overall efficiencies and provides for better customer service. General components of a replacement 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:
Citywide System

	Original	Revised (if applicable)
Start Date	April 2019	April 2019
Estimated Completion Date	June 2021	June 2023

Enterprise Resource Planning (ERP) System



For Continuing Projects

Estimated Project Status as of June 30, 2021:
Due to staffing constraints, the project has been delayed.

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, 2021	\$0
Budget Balance Remaining	\$1,000,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	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	FY2022	FY2023	FY2024	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:

	FY2022	FY2023	FY2024	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:
New Concession Stand

Location:
Posse Grounds Park

Phase: of **Project #:** PR-01
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2020	July 2022
Estimated Completion Date	June 2021	July 2023

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

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 removed and replaced.



Project Justification:

This building has been in need of repair and remodel for many years; however, the demand for the building was not high enough to justify the budget. With the increase of special events at this facility as well as the development of the bike skills park and the 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, dog park and bike park. This restroom will support any Pavilion rentals as well during the fall/winter seasons when the Pavilion restrooms are closed. This building also serves as storage space for Little League equipment.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet scheduled to begin.

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, 2021	\$0
Budget Balance Remaining	\$0

Explanation for Revised Project Dates and/or Project Budget (if applicable):
This project has been delayed due to the economic impacts of the COVID-19 pandemic and the relative lower priority of this project compared to other more critical city infrastructure needs.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	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	FY2022	FY2023	FY2024	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:

	FY2022	FY2023	FY2024	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 building will replace the 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)

Environmental Sustainability Project? No

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 2023-25 are construction placeholders. Once the evaluation and options are approved, individual projects will require prioritization.

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 2025



For Continuing Projects

Estimated Project Status as of June 30, 2021:

The evaluation is complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

The initial budget was for project evaluation only. The cost for design has been added until decision are made about the final scope of the project. 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	-\$3,130
Current Approved Total Project Budget	\$56,870
Requested Budget Increase/Decrease	\$35,202
Requested Total Project Budget	\$92,072
Estimated Expenditures through June 30, 2021	\$56,870
Budget Balance Remaining	\$35,202

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Project Evaluation	\$56,870					\$56,870
New							
Appropriation	Design - Contracted		\$35,000				\$35,000
Future Estimate	Construction - Contracted			\$2,000,000	\$2,000,000		\$4,000,000
Unfunded	Construction - Contracted					\$2,000,000	\$2,000,000
New							
Appropriation	Arts Transfer		\$202				\$202
Future Estimate	Arts Transfer			\$2,881	\$19,000		\$21,881
Totals		\$56,870	\$35,202	\$2,002,881	\$2,019,000	\$2,000,000	\$6,113,953

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Pre 8/2014			\$1,500,000	\$100,000		\$1,600,000
Development Impact Fees - Post 7/2014		\$14,831	\$211,874			\$226,705
Capital Reserves	\$56,870	\$20,371	\$291,007	\$1,919,000		\$2,287,248
Unidentified					\$2,000,000	\$2,000,000
Totals	\$56,870	\$35,202	\$2,002,881	\$2,019,000	\$2,000,000	\$6,113,953

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 - Exterior Building Improvements

Phase: 1b of 4 Project #: PR-03A
(If Applicable)

Ranking: Imperative (Must-Do)

Environmental Sustainability Project? N/A

Project Description:

This project includes exterior restoration work for the barn and house structure.

Project Justification:

The City purchased the "Old Ranger Station" at 250 Brewer Road in 2014 and has 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 2021 and will continue in FY 2022.

Location:

Brewer Road Property

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2022	



For Continuing Projects

Estimated Project Status as of June 30, 2021:

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 repairs were completed on the house in FY 2021 and the barn exterior will be completed in FY 2022.

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		\$250,260
Approved Budget Increases/Decreases		\$188,244
Current Approved Total Project Budget		\$438,504
Requested Budget Increase/Decrease		\$0
Requested Total Project Budget		\$438,504
Estimated Expenditures through June 30, 2021		\$183,040
Budget Balance Remaining		\$255,464

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Construction - Contracted	\$183,000	\$254,000				\$437,000
Carry Over	Arts Transfer	\$40	\$1,464				\$1,504
Totals		\$183,040	\$255,464	\$0	\$0	\$0	\$438,504

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post 7/2014	\$2,966	\$107,632				\$110,598
Summit CFD	\$50,000					\$50,000
Fairfield CFD	\$126,000					\$126,000
Capital Reserves	\$4,074	\$147,832				\$151,906
Totals	\$183,040	\$255,464	\$0	\$0	\$0	\$438,504

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Continued maintenance of the facilities will be needed. Costs will be covered by the existing budget.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Improvements at Ranger Station / Interior Restoration of House and Barn

Location:
Brewer Road Property

Phase: of **Project #:** PR-03B
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2022	
Estimated Completion Date	June 2023	

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

Project Description:
This project will address the historical restoration of the interior of the house and barn.



Project Justification:
The City purchased the "Old Ranger Station" at 250 Brewer Road in 2014 and has 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. 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 2021 and will continue in FY 2023.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet scheduled to begin.

Project Balance	
Original Approved Project Budget	\$326,555
Approved Budget Increases/Decreases	-\$835
Current Approved Total Project Budget	\$325,720
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$325,720
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$325,720

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.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Construction - Contracted			\$325,000			\$325,000
Carry Over	Arts Transfer			\$720			\$720
Totals		\$0	\$0	\$325,720	\$0	\$0	\$325,720

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post 7/2014			\$52,969			\$52,969
Summit CFD			\$60,000			\$60,000
Fairfield CFD			\$140,000			\$140,000
Capital Reserves			\$72,751			\$72,751
Totals	\$0	\$0	\$325,720	\$0	\$0	\$325,720

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

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. The operational impacts will be determined once a plan for the use of the park is created.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Improvements at Ranger Station / Construction of Parking Lot, Landscaping, Restroom and Lawn

Phase: of Project #:
(If Applicable)

Ranking:

Environmental Sustainability Project?

Project Description:

Construction of parking lot, restrooms, lawn, playground and central seating areas.

Project Justification:

The City purchased the "Old Ranger Station" at 250 Brewer Road in 2014 and has 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. 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 2021 and will continue in FY 2024.

Location:

Brewer Road Property

	Original	Revised (if applicable)
Start Date	July 2023	
Estimated Completion Date	June 2025	



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Project not yet scheduled to begin.

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, 2021	\$0
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Future Estimate	Design - Contracted				\$50,000		\$50,000
Future Estimate	Construction - Contracted				\$460,000	\$460,000	\$920,000
Future Estimate	Arts Transfer				\$1,527	\$1,642	\$3,169
Totals		\$0	\$0	\$0	\$511,527	\$461,642	\$973,169

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post 7/2014				\$112,293	\$120,768	\$233,061
Summit CFD				\$55,000	\$50,000	\$105,000
Fairfield CFD				\$190,000	\$125,000	\$315,000
Capital Reserves				\$154,234	\$165,874	\$320,108
Totals	\$0	\$0	\$0	\$511,527	\$461,642	\$973,169

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

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. The operational impacts will be determined once a plan for the use of the park is created.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Shade Structures and Playground Equipment Replacement

Phase: of Project #: PR-05
(If Applicable)

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

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 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.

A design was completed in 2016 that would replace both playgrounds at Posse Grounds Park. The new playground design will be inclusive by nature to invite children of all abilities to play and imagine together. The rubberized playground surface will be ADA accessible so as to not alienate 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 playground users. 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	July 2020
Estimated Completion Date	June 2021	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Design was completed in 2016. Design updated in February 2021 by Play it Safe Inc. Received updated quote for construction in February 2021.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

The initial budget was for design only. The cost for construction has been added to the project. This project was 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

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		\$442,250
Requested Total Project Budget		\$466,740
Estimated Expenditures through June 30, 2021		\$24,490
Budget Balance Remaining		\$442,250

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$24,490					\$24,490
New Appropriation	Construction - Contracted		\$400,000				\$400,000
New Appropriation	Contingency		\$40,000				\$40,000
New Appropriation	Arts Transfer		\$2,250				\$2,250
Totals		\$24,490	\$442,250	\$0	\$0	\$0	\$466,740

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Pre 8/2014	\$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	\$442,250	\$0	\$0	\$0	\$466,740

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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:

Radio Infrastructure

Phase: of Project #:
(If Applicable)

Ranking:

Environmental Sustainability Project?

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, the Airport location and the Chapel location, which will improve the Uptown area and along most of SR 179 to the Doodle Bug area. This phase has been delayed due to numerous issues outside of our control and should be completed towards the end of FY 2021. 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 2022 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 2023, \$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 2024, \$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 2024



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Phase one was delayed due to COVID and the contract issue between the Airport and Sedona Fire Department, who manages the radio infrastructure, relating to the Airport antenna. All of the equipment for Phase one should be installed and ready for testing, before Phase two can start.

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. During the build in Phase 2, the radio equipment and the communication consoles in our dispatch center will be updated and some items replaced. This upgrade would improve the communication with the new equipment being installed in this project.

Recent analysis of the system, shows there needs to be four phases to the project. Each phase will be evaluated before the next phase is required in the following fiscal year. The project has been delayed due to equipment and staffing availability.

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	\$7,176
Requested Total Project Budget	\$351,115
Estimated Expenditures through June 30, 2021	\$251,115
Budget Balance Remaining	\$100,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Study	\$49,990					\$49,990
Carry Over	Equipment Purchase	\$201,125	\$92,824				\$293,949
New							
Appropriation	Equipment Purchase		\$7,176				\$7,176
Future Estimate	Equipment Purchase			\$150,000	\$500,000		\$650,000
Totals		\$251,115	\$100,000	\$150,000	\$500,000	\$0	\$1,001,115

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Capital Reserves	\$251,115	\$100,000	\$150,000	\$500,000		\$1,001,115
Totals	\$251,115	\$100,000	\$150,000	\$500,000	\$0	\$1,001,115

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 operating costs anticipated.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

Police Station Remodel

Phase: of Project #:
(If Applicable)

Ranking:

Environmental Sustainability Project?

Project Description:

Design and remodel existing police station, adding square footage to the original footprint from the adjacent courtyard.

A rebuild of a portion of the current police station, incorporating space from the adjacent courtyard area will provide 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 station or a remodel of the existing station. Expansion into the court administration area was considered and ultimately determined to not be necessary. The cost savings in remodeling versus a new build is significant, and a 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 into the courtyard with new locker rooms, storage. Phase 2 will be the remaining remodel work.

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 2022



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Project design complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

The initial budget was for an evaluation that was reallocated to design. The full project budget including construction was later added. The budget was adjusted to account for an increase in design costs. Design to begin in FY2020, and construction to be completed in FY 2022.

Project Balance	
Original Approved Project Budget	\$20,000
Approved Budget Increases/Decreases	\$1,210,491
Current Approved Total Project Budget	\$1,230,491
Requested Budget Increase/Decrease	\$13,620
Requested Total Project Budget	\$1,244,111
Estimated Expenditures through June 30, 2021	\$179,085
Budget Balance Remaining	\$1,065,026

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$177,789					\$177,789
New							
Appropriation	Design - Contracted		\$13,620				\$13,620
Carry Over	Construction - Contracted		\$1,020,000				\$1,020,000
Carry Over	Equipment Purchase		\$15,000				\$15,000
Carry Over	Technology		\$10,000				\$10,000
Carry Over	Temporary Relocation		\$6,000				\$6,000
Carry Over	Arts Transfer	\$1,296	\$406				\$1,702
	Totals	\$179,085	\$1,065,026	\$0	\$0	\$0	\$1,244,111

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post 7/2014	\$48,190	\$92,975				\$141,165
Grant		\$900,000				\$900,000
Capital Reserves	\$130,895	\$72,051				\$202,946
	Totals	\$179,085	\$1,065,026	\$0	\$0	\$1,244,111

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

Federal grant funding.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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:
Transit Maintenance/Operations Center

Phase: of **Project #:** PT-01
(If Applicable)

Ranking: Essential (Should-Do)

Environmental Sustainability Project? Yes

Project Description:

In FY 2022, a siting study will be completed, which will consider the best location for the facility, and a facility use needs assessment. This will consider the need for office space and associated facilities, the need for maintenance space considering maintenance needs beyond transit, and storage space needs. The facility design would also begin in FY 2022 and be complete in FY 2023. Construction would begin in FY 2024 and be complete in FY 2025.

The 5% contingency may need to increase if federal funds are acquired for the project.

Battery Electric Bus (BEB) chargers are also included for FY 2024.

Project Justification:

A storage and maintenance center will be needed for the new transit system. The facility will provide a location to store buses, for administrative and operations staff offices, and for a maintenance facility.

Location:
TBD

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2025	

Enhanced Transit Service – Tourism Focused

PROJECT DESCRIPTION:

- 1 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.
- 2 Park-and-Ride lot near Red Rock Ranger Station; additional steps 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 lever 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 (3 new buses and park-and-ride lot improvements).
- Operating Costs = \$480,000 / 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, 2021:

Application for grant funding submitted.

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	\$16,870,000
Requested Total Project Budget	\$16,870,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$16,870,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Study		\$60,000				\$60,000
New Appropriation	Design - Contracted		\$600,000	\$700,000			\$1,300,000
New Appropriation	Construction - Contracted				\$4,330,000	\$8,670,000	\$13,000,000
New Appropriation	Equipment Purchase					\$1,860,000	\$1,860,000
New Appropriation	Contingency				\$650,000		\$650,000
Totals		\$0	\$660,000	\$700,000	\$4,980,000	\$10,530,000	\$16,870,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Grant		\$480,000	\$560,000	\$3,984,000	\$8,424,000	\$13,448,000
Outside Participation				\$225,000	\$475,000	\$700,000
Transportation Sales Tax		\$180,000	\$140,000			\$320,000
Debt Financing				\$771,000	\$1,631,000	\$2,402,000
Totals	\$0	\$660,000	\$700,000	\$4,980,000	\$10,530,000	\$16,870,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

Grant funding from FTA would be sought. Outside participation for implementation includes cost sharing with Coconino and Yavapai Counties.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				\$5,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$5,000

Explanation of Operating Impacts:

Once in operation, the facility will require on-going preventative maintenance, to be placed in our Facility Maintenance Plan. This will include paint, flooring, HVAC, on a scheduled basis. In addition, annual costs will include items such as utilities, and landscaping.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title: Transit Hub

Location: Brewer Road Property

Phase: of **Project #:** PT-02
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2024	

Ranking: Essential (Should-Do)

Environmental Sustainability Project? Yes

Project Description:

In FY 2022, a siting study will be completed, which will consider the best location for the facility, and a facility use needs assessment. This will consider the need for office space and associated facilities and storage space needs. The site is anticipated to incorporate complete streets multi modal elements. The facility design would also begin in FY 2022 and be complete in FY 2023. Construction would begin in FY 2023 and be complete in FY 2024.

Project Justification:

A transit hub will be needed for the new transit system. The facility will provide a location to fuel/energize buses, provide light maintenance, disinfect, operator break room.

Enhanced Transit Service – Tourism Focused

PROJECT DESCRIPTION:

- Implement a tourist-focused bus shuttle system from Village of Oak Creek to State Rock State Park. Buses would run every 15 to 20 minutes, 8 am to 6 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 88k.

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 Red Rock Blvd (NCC) 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.

TRADEOFFS:

- Droping operational expenses to operate the service.
- Multi-jurisdictional coordination necessary.
- Need to create strong incentives for utilization.
- Seasonality of operations/ demand periods.

COSTS:

- Capital Costs = \$2.4 M (\$ 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.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet started.

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	\$3,460,000
Requested Total Project Budget	\$3,460,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$3,460,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Study		\$30,000				\$30,000
New Appropriation	Design - Contracted		\$130,000	\$130,000			\$260,000
New Appropriation	Construction - Contracted			\$1,290,000	\$1,290,000		\$2,580,000
New Appropriation	Equipment Purchase				\$460,000		\$460,000
New Appropriation	Contingency			\$130,000			\$130,000
Totals		\$0	\$160,000	\$1,550,000	\$1,750,000	\$0	\$3,460,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Grant			\$1,136,000	\$1,400,000		\$2,536,000
Transportation Sales Tax		\$160,000	\$130,000			\$290,000
Debt Financing			\$284,000	\$350,000		\$634,000
Totals	\$0	\$160,000	\$1,550,000	\$1,750,000	\$0	\$3,460,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

Grant funding from FTA will be sought.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				\$4,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$4,000

Explanation of Operating Impacts:

Once in operation, the facility will require on-going preventative maintenance, to be placed in our Facility Maintenance Plan. This will include paint, flooring, HVAC, on a scheduled basis. In addition, annual costs will include items such as utilities, and landscaping.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Transit Bus Acquisition

Phase: of **Project #:** PT-03
(If Applicable)

Ranking: Essential (Should-Do)

Environmental Sustainability Project? Yes

Project Description:

As recommended in the Sedona-Oak Creek Canyon Transit Plan, bus acquisition will be needed for the new transit system. Acquisition is scheduled as follows:
 - FY 2022 - Trailhead route & microtransit buses
 - FY 2024 - Core routes, paratransit, additional trailhead
 - FY 2025 - OCC route, Slide Rock route buses

Project Justification:

Buses will be needed for the new transit system. The first phase of buses will be diesel fueled. Later phase buses are assumed to be electric.

Smaller sized vans (light duty passenger vans) are estimated to cost \$100,000 each for the vehicle, including technology.

Medium sized buses (medium duty coaches) are estimated to cost \$120,000 each for the vehicle, including technology.

Larger buses (heavy duty coaches) are estimated to cost \$740,000 each for the vehicle, and \$50,000 each for the technology add on, for a total of \$790,000 each.

Location:
N/A

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2025	

Enhanced Transit Service – Tourism Focused

PROJECT DESCRIPTION:

- 1 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.
- 2 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 (3 new buses and park-and-ride lot improvements).
- Operating Costs = \$480,000 / yr. Costs may be shared between ADOT, Coconino County, Yavapai County, and City of Sedona.

TRADEOFFS:

- Ongoing operational expenses to operate the service.
- Multijurisdictional coordination necessary.
- Need to create strong incentives for utilization.
- Seasonality of operations/ demand periods.



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Application for grant funding submitted.

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	\$1,350,000
Requested Total Project Budget	\$1,350,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$1,350,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New							
Appropriation	Vehicle Purchase		\$1,350,000				\$1,350,000
Future Estimate	Vehicle Purchase				\$10,200,000	\$12,200,000	\$22,400,000
Totals		\$0	\$1,350,000	\$0	\$10,200,000	\$12,200,000	\$23,750,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Grant		\$505,410		\$8,670,000	\$10,370,000	\$19,545,410
Transportation Sales Tax		\$844,590				\$844,590
Debt Financing				\$1,530,000	\$1,830,000	\$3,360,000
Totals	\$0	\$1,350,000	\$0	\$10,200,000	\$12,200,000	\$23,750,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

Grant funding from FTA will be sought.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	\$466,770	\$466,770	\$466,770	\$7,166,770
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$466,770	\$466,770	\$466,770	\$7,166,770

Explanation of Operating Impacts:

Once in operation, the buses will require ongoing maintenance including items such as fuel, operating labor, and tire maintenance.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Uptown Enhancements

Location:
Uptown

Phase: of **Project #:** PW-01
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2018	July 2018
Estimated Completion Date	June 2019	June 2021

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

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.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
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.

Project Balance	
Original Approved Project Budget	\$400,000
Approved Budget Increases/Decreases	-\$204,148
Current Approved Total Project Budget	\$195,852
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$195,852
Estimated Expenditures through June 30, 2021	\$195,852
Budget Balance Remaining	\$0

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.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Construction - Contracted	\$195,852					\$195,852
Future Estimate	Construction - Contracted			\$200,000			\$200,000
Future Estimate	Public Art Purchase			\$50,000			\$50,000
	Totals	\$195,852	\$0	\$250,000	\$0	\$0	\$445,852

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
1% for Arts			\$50,000			\$50,000
Paid Parking Revenue	\$195,852		\$200,000			\$395,852
Totals	\$195,852	\$0	\$250,000	\$0	\$0	\$445,852

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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:
Maintenance of new sidewalks / paths, and new lighting.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Recycle Drop Off Locations

Location:
Three sites TBD

Phase: of **Project #:** PW-02
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2018	July 2022
Estimated Completion Date	June 2019	June 2023

Ranking: Important (Could-Do)

Environmental Sustainability Project? Yes

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.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet scheduled to begin.

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, 2021	\$0
Budget Balance Remaining	\$138,200

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Project is on hold while further evaluation of the recycling market is performed.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	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	FY2022	FY2023	FY2024	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:

	FY2022	FY2023	FY2024	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:

Sign Shop

Location:

2070 Contractors Road

Phase: of Project #: PW-03
(If Applicable)

Ranking: Important (Could-Do)

Environmental Sustainability Project? N/A

Project Description:

This project would include building a sign shop at the Contractors Road maintenance facility. The existing garage will need to be remodeled to include adding HVAC, work benches, shelving, installing a wall and door. Equipment would be acquired as well.

Project Justification:

By having a sign shop we would save on expenditures we currently have with vendors for signs and posts, and logo decals for vehicles. In addition, the time it takes to order and acquire signs/decals would be significantly reduced. With new ST&PS facilities, and street improvements, being constructed, as well as need for parking control, our need for new signs increases each year.

	Original	Revised (if applicable)
Start Date	July 2022	
Estimated Completion Date	June 2023	



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Project not yet scheduled to begin.

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, 2021	\$0
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Future Estimate	Design - Contracted			\$10,000			\$10,000
Future Estimate	Construction - Contracted			\$50,000			\$50,000
Future Estimate	Equipment Purchase			\$80,000			\$80,000
Totals		\$0	\$0	\$140,000	\$0	\$0	\$140,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Capital Reserves			\$140,000			\$140,000
Totals	\$0	\$0	\$140,000	\$0	\$0	\$140,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies		-\$37,000	-\$37,000	-\$37,000
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	-\$37,000	-\$37,000	-\$37,000

Explanation of Operating Impacts:

So far in FY 2021, just over \$74,000 has been spent on signs and posts. This includes operating and capital project costs. We expect to save approximately 50% on the cost of acquiring signs annually.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Facilities Study

Phase: of **Project #:** PW-04
(If Applicable)

Ranking: Essential (Should-Do)

Environmental Sustainability Project? N/A

Location:
City Hall

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2022	

Project Description:
This study will include determining future office space needs for departments currently operating at city hall.



Project Justification:
A city hall needs assessment is needed in order to help determine future office space needs for departments currently operating at city hall. This information will be used to determine the space needs for the new Court Building and the space at city hall that will be available once the court building is complete. The last city hall needs assessment was completed in 2007. This needs to be updated due to significant changes in departments and levels of staff.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet started.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$50,000
Requested Total Project Budget	\$50,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$50,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New							
Appropriation	Study		\$50,000				\$50,000
Totals		\$0	\$50,000	\$0	\$0	\$0	\$50,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Capital Reserves		\$50,000				\$50,000
Totals	\$0	\$50,000	\$0	\$0	\$0	\$50,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 impacts to operational costs will be determined once the study is complete.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Real Estate/Land Acquisition

Location:
To be determined

Phase: of **Project #:** PW-05
(If Applicable)

	Original	Revised (if applicable)
Start Date	June 2021	
Estimated Completion Date	June 2023	

Ranking: Essential (Should-Do)

Environmental Sustainability Project? No

Project Description:
Purchase of real estate/land for the purpose of strategic protection of the City's future development.



Project Justification:
Real estate/land acquired can be leased and limited to uses authorized by the City.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
One parcel purchased.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$4,000,000
Requested Total Project Budget	\$4,000,000
Estimated Expenditures through June 30, 2021	\$2,150,000
Budget Balance Remaining	\$1,850,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New							
Appropriation	Land Acquisition	\$2,150,000	\$1,850,000				\$4,000,000
Totals		\$2,150,000	\$1,850,000	\$0	\$0	\$0	\$4,000,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Capital Reserves	\$2,150,000	\$1,850,000				\$4,000,000
Totals	\$2,150,000	\$1,850,000	\$0	\$0	\$0	\$4,000,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 - will depend on the parcel and any lease agreements entered into. Any undeveloped land with sewer availability will incur annual fees of \$367.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Sedona in Motion Unspecified Projects

Location:
Various

Phase: of **Project #:**
(If Applicable)

	Original	Revised (if applicable)
Start Date		
Estimated Completion Date		

Ranking:

Environmental Sustainability Project?

Project Description:

These funds could be used for a number of projects if opportunities are available. Some examples include:

- * SIM-01 - SIM-12: General overages related to uncertainty of construction scope
- * SIM-10 - Driveway consolidations along SR 89A in West Sedona

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. The projects delayed or deferred may be in any category, not just Sedona in Motion.



Project Justification:

N/A

For Continuing Projects

Estimated Project Status as of June 30, 2021:
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, 2021	\$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	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Contingency		-\$3,808,630	-\$13,082,531	-\$2,378,027	\$19,269,188	\$0
Future Estimate	Contingency			\$300,000	\$300,000		\$600,000
Totals		\$0	-\$3,808,630	-\$12,782,531	-\$2,078,027	\$19,269,188	\$600,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Transportation Sales Tax		-\$3,808,630	-\$4,700,000	\$300,000	\$8,808,630	\$600,000
Capital Reserves				-\$2,378,027	\$2,378,027	\$0
Debt Financing			-\$8,082,531		\$8,082,531	\$0
Totals	\$0	-\$3,808,630	-\$12,782,531	-\$2,078,027	\$19,269,188	\$600,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 Northbound Improvements

Location:
Uptown (SR 89A)

Phase: of **Project #:** SIM-01b
(If Applicable)

	Original	Revised (if applicable)
Start Date	March 2021	
Estimated Completion Date	June 2022	

Ranking: Essential (Should-Do)

Environmental Sustainability Project? No

Project Description:

This project will provide further data collection, modeling, and analysis to identify strategies that will help alleviate northbound congestion. Construction budget is included in FY 2022 for projects that may result from the analysis.

Project Justification:

While southbound delay has been drastically reduced with the completion of SIM-01, northbound congestion appears to have worsened. This project will identify strategies to help alleviate northbound congestion through Uptown that often spills back to the "Y" roundabout and creates congestion for northbound SR 179, and northbound SR 89A coming down Cooks Hill.

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.

COSTS:

- Total estimated cost is \$3.6M.

TRADEOFFS:

- Lengthy disruption from construction.
- Possible lots 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, 2021:

Study / analysis will be complete.

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	\$535,000
Requested Total Project Budget	\$535,000
Estimated Expenditures through June 30, 2021	\$75,000
Budget Balance Remaining	\$460,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Design - Contracted	\$75,000	\$60,000				\$135,000
New Appropriation	Construction - Contracted		\$400,000				\$400,000
Totals		\$75,000	\$460,000	\$0	\$0	\$0	\$535,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post	\$33,471	\$205,288				\$238,759
Transportation Sales Tax	\$41,529	\$254,712				\$296,241
Totals	\$75,000	\$460,000	\$0	\$0	\$0	\$535,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Impacts to operational costs will be identified once a strategy has been determined.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Uptown Parking Garage

Location:
N/A

Phase: of **Project #:** SIM-03a
(If Applicable)

Ranking: Essential (Should-Do)

Environmental Sustainability Project? No

Project Description:

This project is associated with Strategy 3 of the City's 2017 TMP. The project involves the Design and Development (FYs 2021 and 2022) of a new parking garage on Forest Road consistent with the Uptown Sedona Parking Facility, Needs, Siting and Design Concept Assessment report by Walter P Moore. Construction of the project is anticipated for FYs 2023 and 2024.

Project Justification:

The City's 2017 TMP indicates a lack of awareness for existing parking as well as a need for additional parking in the Uptown area. In 2019 the City commissioned a study to assess existing and future parking conditions in Uptown. The study examined demand, adequacy of current parking, locations for additional parking, and parking layout concepts. The study concluded that additional parking inventory along with parking management changes will be needed to accommodate future parking demand. Of the locations evaluated for additional parking the study's author(s) recommended the North Forest Road site, finding the site to be the most advantageous.

	Original	Revised (if applicable)
Start Date	August 2017	December 2017
Estimated Completion Date	December 2017	April 2023

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 \$10M 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, 2021:
Design will be approximately 25% complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Design budget reflects current contract value as approved by the City Council in November 2020. The construction budget reflects latest opinion of cost from the Uptown Sedona Parking Facility, Needs, Siting and Design Concept Assessment. Schedule was revised to include the projected timeline for construction.

Project Balance	
Original Approved Project Budget	\$14,356,700
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$14,356,700
Requested Budget Increase/Decrease	\$217,230
Requested Total Project Budget	\$14,573,930
Estimated Expenditures through June 30, 2021	\$1,218,880
Budget Balance Remaining	\$13,355,050

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Land Acquisition	\$898,880					\$898,880
Carry Over	Design - Contracted	\$300,000	\$795,595	\$422,455			\$1,518,050
Carry Over	Construction - Contracted	\$20,000	\$147,000	\$11,772,770			\$11,939,770
New Appropriation	Construction - Contracted			\$217,230			\$217,230
Totals		\$1,218,880	\$942,595	\$12,412,455	\$0	\$0	\$14,573,930

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Paid Parking Revenue	\$898,880					\$898,880
Transportation Sales Tax	\$320,000	\$942,595	\$2,190,000			\$3,452,595
Debt Financing			\$10,222,455			\$10,222,455
Totals	\$1,218,880	\$942,595	\$12,412,455	\$0	\$0	\$14,573,930

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services			\$68,000	\$68,000
Debt Service		\$580,000	\$580,000	\$580,000
Revenue Offset		-\$75,000	-\$100,000	-\$100,000
Total Expenditure Impacts	\$0	\$505,000	\$548,000	\$548,000

Explanation of Operating Impacts:

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:
Uptown One Way Streets/Parking

Location:
N/A

Phase: of **Project #:** SIM-03b
(If Applicable)

	Original	Revised (if applicable)
Start Date	August 2017	July 2023
Estimated Completion Date	December 2017	June 2024

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

Project Description:

This project is associated with Strategy 3 of the City's 2017 TMP. The project involves the 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.

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.

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 somewhere within the Uptown area. The conversion of Van Deren, Wilson, and Smith Road between Forest Road and Schnebly Road to one-way street couplets would allow one lane to be inexpensively converted to additional on-street parking.

For Continuing Projects

Estimated Project Status as of June 30, 2021:

Concept design, and one-way capacity analysis completed.

Project Balance	
Original Approved Project Budget	\$111,100
Approved Budget Increases/Decreases	\$38,900
Current Approved Total Project Budget	\$150,000
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$150,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$150,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Estimated increase in costs due to delayed implementation of this project. The schedule was 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.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted				\$50,000		\$50,000
Carry Over	Construction - Contracted				\$100,000		\$100,000
Totals		\$0	\$0	\$0	\$150,000	\$0	\$150,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Transportation Sales Tax				\$150,000		\$150,000
Totals	\$0	\$0	\$0	\$150,000	\$0	\$150,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				\$2,000
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$2,000

Explanation of Operating Impacts:

Material costs for additional signage and striping. Average annual costs for maintaining signage and striping would be minimal at approximately \$2,000 per year.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Wayfinding Signage

Phase: 2 of 3 **Project #:** SIM-03c
(If Applicable)

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

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 2023

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.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
A portion of City-wide wayfinding signage is expected to be installed.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
The remainder of this project has been deferred until additional staff capacity is available to manage this project.

Project Balance	
Original Approved Project Budget	\$453,000
Approved Budget Increases/Decreases	-\$151,779
Current Approved Total Project Budget	\$301,221
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$301,221
Estimated Expenditures through June 30, 2021	\$57,941
Budget Balance Remaining	\$243,280

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$1,623					\$1,623
Carry Over	Construction - Contracted	\$55,317		\$241,780			\$297,097
Carry Over	Construction - In-House	\$427					\$427
Carry Over	Arts Transfer	\$574		\$1,500			\$2,074
Totals		\$57,941	\$0	\$243,280	\$0	\$0	\$301,221

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Transportation Sales Tax			\$243,280			\$243,280
Capital Reserves	\$57,941					\$57,941
Totals	\$57,941	\$0	\$243,280	\$0	\$0	\$301,221

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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

Location:
SR 179 at Tlaquepaque

Phase: of **Project #:** SIM-04c
(If Applicable)

Ranking: Essential (Should-Do)

Environmental Sustainability Project? Yes

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.

	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, 2021:
Final design is estimated to be 100% complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
The project budget for design was increased to accommodate changes needed in the design for unforeseen existing conditions and to accommodate post construction services. 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	\$104,074
Requested Total Project Budget	\$2,283,461
Estimated Expenditures through June 30, 2021	\$464,601
Budget Balance Remaining	\$1,818,860

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Land Acquisition		\$25,000				\$25,000
Carry Over	Design - Contracted	\$380,057					\$380,057
New Appropriation	Design - Contracted	\$82,014	\$22,060				\$104,074
Carry Over	Construction - Contracted		\$1,300,000	\$471,800			\$1,771,800
Carry Over	Arts Transfer	\$2,530					\$2,530
Totals		\$464,601	\$1,347,060	\$471,800	\$0	\$0	\$2,283,461

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Transportation Sales Tax	\$209,006	\$1,347,060	\$471,800			\$2,027,866
Capital Reserves	\$255,595					\$255,595
Totals	\$464,601	\$1,347,060	\$471,800	\$0	\$0	\$2,283,461

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$6,500	\$6,500	\$6,500
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$6,500	\$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.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Ranger/SR 179 Intersection Improvements

Location:
Ranger Road/SR 179

Phase: of **Project #:** SIM-04e
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2022	
Estimated Completion Date	June 2024	

Ranking: Essential (Should-Do)

Environmental Sustainability Project? N/A

Project Description:
The project would include signal preemption to allow buses turning northbound SR 179 to Ranger Road. In addition, a SB Ranger Road to SR 179 slip/auxiliary lane will need to be considered.



Project Justification:
This project is identified in the Transit Plan, to improve access for buses to the proposed Transit Hub location.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet scheduled to begin.

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, 2021	\$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	FY2022	FY2023	FY2024	Future Years	Project Totals
Future Estimate	Design - Contracted			\$75,000	\$22,500		\$97,500
Future Estimate	Construction - Contracted				\$750,000		\$750,000
Totals		\$0	\$0	\$75,000	\$772,500	\$0	\$847,500

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post			\$33,471	\$344,750		\$378,221
Transportation Sales Tax			\$41,529	\$427,750		\$469,279
Totals	\$0	\$0	\$75,000	\$772,500	\$0	\$847,500

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Impacts to operational costs are expected to be minimal and to be absorbed in existing budget authority.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Portal Lane to Ranger Road Connection

Phase: of **Project #:** SIM-05a
(If Applicable)

Ranking: Imperative (Must-Do)

Environmental Sustainability Project? No

Location:
Portal Lane

	Original	Revised (if applicable)
Start Date	July 2017	July 2017
Estimated Completion Date	June 2018	June 2022

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.

PROJECT DESCRIPTION:

- Make Portal Lane one-way in to Tlaquepaque / Los Alamos area.
- Connect Tlaquepaque parking lot to Ranger Road / Brewer Road for exiting 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 Schnieby Hill roundabout, reducing SR 179 congestion.
- With no traffic, it takes 12 minutes to travel from Bell Rock Blvd (W02) to the "Y". In severe congestion it takes 30 minutes. This level of severe congestion occurred on 8 days between February 1 and June 4, 2017. With this strategy, a severely congested trip would be reduced from 30 minutes, to 30 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, 2021:
Design is complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Construction budget updated to reflect 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 stakeholder coordination in order to procure necessary access easement.

Project Balance	
Original Approved Project Budget	\$763,600
Approved Budget Increases/Decreases	-\$82,374
Current Approved Total Project Budget	\$681,226
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$681,226
Estimated Expenditures through June 30, 2021	\$56,226
Budget Balance Remaining	\$625,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$55,895					\$55,895
Carry Over	Construction - Contracted		\$625,000				\$625,000
Carry Over	Arts Transfer	\$331					\$331
Totals		\$56,226	\$625,000	\$0	\$0	\$0	\$681,226

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post	\$16,361	\$278,924				\$295,285
Transportation Sales Tax	\$6,395	\$346,076				\$352,471
Capital Reserves	\$33,470					\$33,470
Totals	\$56,226	\$625,000	\$0	\$0	\$0	\$681,226

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 2024 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)

Environmental Sustainability Project? No

Location:
Forest Road

	Original	Revised (if applicable)
Start Date	December 2017	December 2017
Estimated Completion Date	June 2020	October 2022

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.



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Final design is expected to be 100% 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. Land Acquisition cost increased to reflect consideration of one full parcel acquisition by the City. Project delayed due to design modifications and stakeholder design coordination.

Project Balance	
Original Approved Project Budget	\$1,321,200
Approved Budget Increases/Decreases	\$1,823,860
Current Approved Total Project Budget	\$3,145,060
Requested Budget Increase/Decrease	\$3,248,086
Requested Total Project Budget	\$6,393,146
Estimated Expenditures through June 30, 2021	\$265,651
Budget Balance Remaining	\$6,127,495

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Study	\$36,894					\$36,894
Carry Over	Land Acquisition		\$400,000				\$400,000
New							
Appropriation	Land Acquisition		\$1,200,000				\$1,200,000
Carry Over	Design - Contracted	\$227,645	\$68,000	\$12,000			\$307,645
Carry Over	Construction - Contracted		\$2,399,409				\$2,399,409
New							
Appropriation	Construction - Contracted		\$954,961	\$1,093,125			\$2,048,086
Carry Over	Arts Transfer	\$1,112					\$1,112
Totals		\$265,651	\$5,022,370	\$1,105,125	\$0	\$0	\$6,393,146

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post	\$97,068	\$2,241,378	\$493,194			\$2,831,640
Transportation Sales Tax	\$19,380	\$2,780,992	\$611,931			\$3,412,303
Capital Reserves	\$149,203					\$149,203
Totals	\$265,651	\$5,022,370	\$1,105,125	\$0	\$0	\$6,393,146

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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:

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:
Los Abrigados to Brewer Connection

Location:
Ranger Station Park (Brewer Road)

Phase: of **Project #:** SIM-05c
(If Applicable)

Ranking: Essential (Should-Do)

Environmental Sustainability Project? No

Project Description:

Construction of new roadway improvements to connect the Los Abrigados lodging driveway, through the Ranger Station Park, and connect to Brewer Road. This would be a one-way exit to allow vehicles that are travelling to West Sedona or Uptown to avoid U-turns at the Schnebly Hill Road roundabout and reduce northbound SR 179 congestion.

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.

	Original	Revised (if applicable)
Start Date	October 2020	
Estimated Completion Date	September 2021	

Major Neighborhood Connections



PROJECT DESCRIPTION:

- Make Portal Lane one-way in to Tlaquepaque / Los Abrigados area.
- Connect Tlaquepaque parking lot to Ranger Road / Brewer Road for exiting 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 (WCC) 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 \$200K.
- 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, 2021:

Design complete.

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		\$165,000
Requested Total Project Budget		\$165,000
Estimated Expenditures through June 30, 2021		\$15,000
Budget Balance Remaining		\$150,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Design - Contracted	\$15,000					\$15,000
New Appropriation	Construction - Contracted		\$150,000				\$150,000
Totals		\$15,000	\$150,000	\$0	\$0	\$0	\$165,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post	\$6,694	\$44,628				\$51,322
Outside Participation		\$50,000				\$50,000
Transportation Sales Tax	\$8,306	\$55,372				\$63,678
Totals	\$15,000	\$150,000	\$0	\$0	\$0	\$165,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

Los Abrigados has committed to contributing \$50,000 towards the construction of the project.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 2024 for approximately \$8,000.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Ranger Road / Brewer Road Intersection & Ranger Ext Improvements

Location:
Ranger Road / Brewer Road

Phase: of **Project #:** SIM-05d
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2023	

Ranking: Essential (Should-Do)

Environmental Sustainability Project? N/A

Project Description:

This project consists of a study, design, and construction to improve the existing Ranger Road/Brewer Road intersection and extension of Ranger Road to the proposed Transit Hub location.



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.

For Continuing Projects

Estimated Project Status as of June 30, 2021:

Project not yet started.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$2,949,300
Requested Total Project Budget	\$2,949,300
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$2,949,300

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Design - Contracted		\$261,000	\$78,300			\$339,300
New Appropriation	Construction - Contracted			\$2,610,000			\$2,610,000
Totals		\$0	\$261,000	\$2,688,300	\$0	\$0	\$2,949,300

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post		\$116,479	\$1,199,731			\$1,316,210
Transportation Sales Tax		\$144,521	\$1,488,569			\$1,633,090
Totals	\$0	\$261,000	\$2,688,300	\$0	\$0	\$2,949,300

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$3,000	\$10,000	\$3,000
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:

Posse Ground Parking Improvements & Soldiers Pass Shared Use Path

Phase: of Project #: SIM-11b
(If Applicable)

Ranking: Important (Could-Do)

Environmental Sustainability Project? Yes

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	February 2019
Estimated Completion Date	June 2021	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2021:

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. Construction delays due to staff capacity and other higher priorities taking precedence.

Project Balance	
Original Approved Project Budget	\$674,680
Approved Budget Increases/Decreases	\$9,050
Current Approved Total Project Budget	\$683,730
Requested Budget Increase/Decrease	\$759,969
Requested Total Project Budget	\$1,443,699
Estimated Expenditures through June 30, 2021	\$90,819
Budget Balance Remaining	\$1,352,880

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$90,068					\$90,068
Carry Over	Construction - Contracted		\$592,911				\$592,911
New Appropriation	Construction - Contracted		\$759,969				\$759,969
Carry Over	Arts Transfer	\$751					\$751
Totals		\$90,819	\$1,352,880	\$0	\$0	\$0	\$1,443,699

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Transportation Sales Tax	\$15,000	\$1,352,880				\$1,367,880
Capital Reserves	\$75,819					\$75,819
Totals	\$90,819	\$1,352,880	\$0	\$0	\$0	\$1,443,699

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$10,000	\$10,000	\$10,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$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)

Environmental Sustainability Project? Yes

Project Description:

This project would provide a shared use pathway connection from Navoti Drive to White Bear Road and Dry Creek 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-ounce 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	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2021:

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 forward and be complete by June 30, 2019. Due to the advancement of other higher priority projects, this project was delayed.

Project Balance	
Original Approved Project Budget	\$156,550
Approved Budget Increases/Decreases	\$39,400
Current Approved Total Project Budget	\$195,950
Requested Budget Increase/Decrease	\$357,989
Requested Total Project Budget	\$553,939
Estimated Expenditures through June 30, 2021	\$49,939
Budget Balance Remaining	\$504,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$49,445					\$49,445
New	Design - Contracted		\$4,000				\$4,000
Carry Over	Construction - Contracted		\$146,011				\$146,011
New	Construction - Contracted		\$353,989				\$353,989
Carry Over	Arts Transfer	\$494					\$494
Totals		\$49,939	\$504,000	\$0	\$0	\$0	\$553,939

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Transportation Sales Tax		\$504,000				\$504,000
Capital Reserves	\$49,939					\$49,939
Totals	\$49,939	\$504,000	\$0	\$0	\$0	\$553,939

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services			\$3,000	\$3,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$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:
Thunder Mountain/Sanborn Shared Use Path and Drainage Improvements

Phase: of **Project #:** SIM-11g
(If Applicable)

Ranking: Essential (Should-Do)

Environmental Sustainability Project? Yes

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 was designed during FY 2020 and is being constructed during FY 2021 and FY2022. The project also involved 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 is necessary to accommodate the shared use path as it continues east of Andante to Coffee Pot Drive. The drainage portion of the project was designed in FY 2020, and construction of the drainage improvements took place during FY 2020 as well. The drainage improvements between Rhapsody and Andante are within the Dry Creek Drainage Basin, and the drainage capacity was increased. The FY 2022 design expense is for construction phase services.

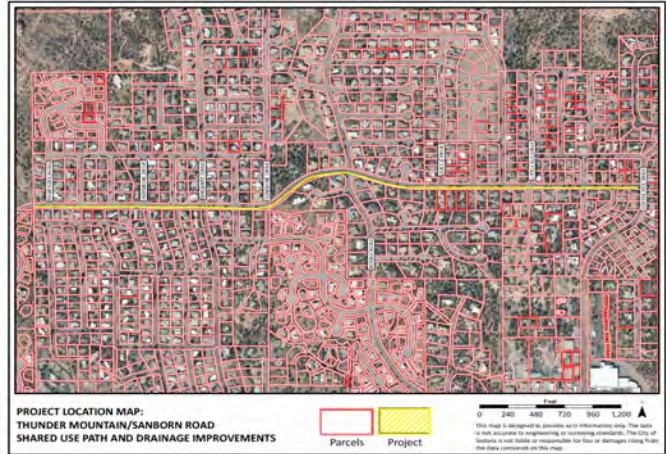
Project Justification:

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 was the final upstream piece of the Harmony/Windsong drainage project, and it was necessary to make full use of the existing capacity of the Harmony/Windsong system. Other drainage related work was necessary to accommodate the shared use path as it continues east to Coffee Pot Drive.

Location:
Thunder Mountain Road and Sanborn Drive

	Original	Revised (if applicable)
Start Date	July 2019	July 2019
Estimated Completion Date	June 2021	August 2021



For Continuing Projects

Estimated Project Status as of June 30, 2021:
This project is expected to be 90% complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Additional appropriation for construction was necessary based on having the design and associated engineer's opinion of probable cost completed. Due to the budget impacts from COVID-19, YCFCD was only able to fund \$85,000 for this project during FY 2021. Delay in completion due to minor delays in construction timeline.

Project Balance	
Original Approved Project Budget	\$2,312,570
Approved Budget Increases/Decreases	\$391,485
Current Approved Total Project Budget	\$2,704,055
Requested Budget Increase/Decrease	\$330,254
Requested Total Project Budget	\$3,034,309
Estimated Expenditures through June 30, 2021	\$2,724,309
Budget Balance Remaining	\$310,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$204,083	\$10,000				\$214,083
Carry Over	Construction - Contracted	\$2,476,863					\$2,476,863
New Appropriation	Construction - Contracted	\$30,254	\$300,000				\$330,254
Carry Over	Arts Transfer	\$13,109					\$13,109
Totals		\$2,724,309	\$310,000	\$0	\$0	\$0	\$3,034,309

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Yavapai County Flood Control	\$290,000					\$290,000
Development Impact Fees - Pre 8/2014	\$72,343					\$72,343
Development Impact Fees - Post 7/2014	\$4,856					\$4,856
Transportation Sales Tax	\$951,525	\$310,000				\$1,261,525
Capital Reserves	\$1,405,585					\$1,405,585
Totals	\$2,724,309	\$310,000	\$0	\$0	\$0	\$3,034,309

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$2,500	\$2,500	\$2,500
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 repair, weed control, 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)

Environmental Sustainability Project? Yes

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:

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.

This project will provide a safe walkway for residents and tourists 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, 2021:

Design is complete.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Construction budget was carried over to FY 2022 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	\$5,834
Current Approved Total Project Budget	\$629,034
Requested Budget Increase/Decrease	\$7,565
Requested Total Project Budget	\$636,599
Estimated Expenditures through June 30, 2021	\$69,599
Budget Balance Remaining	\$567,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$68,910					\$68,910
New Appropriation	Design - Contracted		\$7,000				\$7,000
Carry Over	Construction - Contracted		\$559,435				\$559,435
New Appropriation	Construction - Contracted		\$565				\$565
Carry Over	Arts Transfer	\$689					\$689
Totals		\$69,599	\$567,000	\$0	\$0	\$0	\$636,599

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Transportation Sales Tax		\$567,000				\$567,000
Capital Reserves	\$69,599					\$69,599
Totals	\$69,599	\$567,000	\$0	\$0	\$0	\$636,599

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$3,000	\$3,000	\$3,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$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:
Pinon Drive Shared Use Path

Location:
Pinon Drive and 89A

Phase: of **Project #:** SIM-11j
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	July 2021	

Ranking: Important (Could-Do)

Environmental Sustainability Project? Yes

Project Description:
This project would provide a shared use pathway connection from SR 89A along Pinon Drive to Cedar Lane.



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.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Design is complete.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$331,425
Requested Total Project Budget	\$331,425
Estimated Expenditures through June 30, 2021	\$16,425
Budget Balance Remaining	\$315,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):
The project has been delayed due to lack of staff availability.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Design - Contracted	\$16,425					\$16,425
New Appropriation	Construction - Contracted		\$315,000				\$315,000
Totals		\$16,425	\$315,000	\$0	\$0	\$0	\$331,425

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Pre 8/2014	\$16,425					\$16,425
Transportation Sales Tax		\$315,000				\$315,000
Totals	\$16,425	\$315,000	\$0	\$0	\$0	\$331,425

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None expected.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$1,000	\$1,000	\$1,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$1,000	\$1,000	\$1,000

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:
Dry Creek Road Pathway, Thunder Mtn to Two Fences

Location:
Dry Creek Road

Phase: of **Project #:** SIM-11m
(If Applicable)

Ranking: Essential (Should-Do)

Environmental Sustainability Project? Yes

Project Description:
This project would include installing a shared use path along Dry Creek Road to extend the portion of the path already completed in FY 2021.

Project Justification:
This is a part of the ST&PS system, and recommended in the updated Trails and Pathways Master Plan. Completing this segment would provide a safe multi-modal facility for the full length of Dry Creek Road. This is an area that experiences high volumes of bicycle use.

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2023	



For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet started.

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	\$1,400,000
Requested Total Project Budget	\$1,400,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$1,400,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Design - Contracted		\$100,000				\$100,000
New Appropriation	Construction - Contracted			\$1,300,000			\$1,300,000
Totals		\$0	\$100,000	\$1,300,000	\$0	\$0	\$1,400,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Transportation Sales Tax		\$100,000	\$1,300,000			\$1,400,000
Totals	\$0	\$100,000	\$1,300,000	\$0	\$0	\$1,400,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services		\$2,500	\$2,500	\$2,500
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$2,500	\$2,500	\$2,500

Explanation of Operating Impacts:

Once constructed the facility will require ongoing maintenance. This includes surface material, striping, and signing.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Travel Information System

Location:
N/A

Phase: of **Project #:** SIM-12a
(If Applicable)

	Original	Revised (if applicable)
Start Date	August 2017	July 2018
Estimated Completion Date	February 2018	June 2022

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

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.

PROJECT DESCRIPTION:
- Electronic message signs on I-17 at Camp Verde and at 89A south of Flagstaff display travel time information to Sedona.

BENEFITS:
- 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 26 minutes.
- Keeping drivers informed of real 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, 2021:

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		\$448,301
Current Approved Total Project Budget		\$599,301
Requested Budget Increase/Decrease		\$0
Requested Total Project Budget		\$599,301
Estimated Expenditures through June 30, 2021		\$99,301
Budget Balance Remaining		\$500,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Construction - Contracted		\$500,000				\$500,000
Carry Over	Technology	\$99,301					\$99,301
Totals		\$99,301	\$500,000	\$0	\$0	\$0	\$599,301

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Development Impact Fees - Post 7/2014	\$288	\$30,000				\$30,288
Transportation Sales Tax		\$470,000				\$470,000
Capital Reserves	\$99,013					\$99,013
Totals	\$99,301	\$500,000	\$0	\$0	\$0	\$599,301

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 and operational costs of DMS boards will be covered by ADOT. The operational costs for the annual license cost to continue to collect travel time data are already included in the operating budget.



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	October 2018
Estimated Completion Date	June 2021	June 2022

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

Project Description:
Cameras will provide real-time video monitoring and evaluation of current traffic congestion at key locations. Information Technology to help evaluate options for mid-block camera data connections and service and equipment required to post photos to city website.



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, 2021:
Three new video cameras have been installed.

Project Balance	
Original Approved Project Budget	\$47,470
Approved Budget Increases/Decreases	\$1,022
Current Approved Total Project Budget	\$48,492
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$48,492
Estimated Expenditures through June 30, 2021	\$21,492
Budget Balance Remaining	\$27,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):
The budget was increased to allow for additional new cameras. Project completion extended to account for added cameras.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$6,518	\$12,000				\$18,518
Carry Over	Construction - Contracted	\$14,761	\$15,000				\$29,761
Carry Over	Arts Transfer	\$213					\$213
Totals		\$21,492	\$27,000	\$0	\$0	\$0	\$48,492

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Transportation Sales Tax		\$27,000				\$27,000
Capital Reserves	\$21,492					\$21,492
Totals	\$21,492	\$27,000	\$0	\$0	\$0	\$48,492

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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:
Improvements to Back-O-Beyond Road, Low Water Crossing (Yavapai County)

Location:
Back O' Beyond Road

Phase: of **Project #:** SD-03
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2023	

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

Project Description:
Development of plans, specifications, and cost estimate to eliminate one low water crossing along Back O' Beyond Road. Corps of Engineers' requirements will be determined, and right-of-way needs will be defined.



Project Justification:
This project will develop a design and costs to improve public road ingress and egress for the Cathedral Rock Trailhead parking area and some private residential parcels. During large monsoon storms, this area is routinely isolated. From a public safety standpoint, trailhead parking area ingress and egress is important. This project provides drainage improvements not shown in the 2005 Stormwater Master Plan.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet started.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$723,000
Requested Total Project Budget	\$723,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$723,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Land Acquisition		\$20,000				\$20,000
New Appropriation	Design - Contracted		\$125,000				\$125,000
New Appropriation	Construction - Contracted			\$575,000			\$575,000
New Appropriation	Arts Transfer		\$250	\$2,750			\$3,000
Totals		\$0	\$145,250	\$577,750	\$0	\$0	\$723,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Yavapai County Flood Control		\$100,000	\$300,000			\$400,000
Capital Reserves		\$45,250	\$277,750			\$323,000
Totals	\$0	\$145,250	\$577,750	\$0	\$0	\$723,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 removal, erosion repair, etc.



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)

Environmental Sustainability Project? Yes

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 2023 for acquisition of easements for upcoming drainage projects.

	Original	Revised (if applicable)
Start Date	July 2016	
Estimated Completion Date	June 2031	



For Continuing Projects

Estimated Project Status as of June 30, 2021:

This is an ongoing budget item used to obtain easements as needed.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

This is an ongoing budget item used to obtain easements as needed.

Project Balance	
Original Approved Project Budget	\$72,500
Approved Budget Increases/Decreases	-\$16,239
Current Approved Total Project Budget	\$56,261
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$56,261
Estimated Expenditures through June 30, 2021	\$56,261
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Land Acquisition	\$56,261					\$56,261
Future Estimate	Land Acquisition			\$50,000	\$50,000		\$100,000
Unfunded	Land Acquisition					\$350,000	\$350,000
Totals		\$56,261	\$0	\$50,000	\$50,000	\$350,000	\$506,261

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals	
Development Impact Fees - Pre	\$37,006					\$37,006	
Development Impact Fees - Post	\$13,755					\$13,755	
Capital Reserves	\$5,500		\$50,000	\$50,000		\$105,500	
Unidentified					\$350,000	\$350,000	
Totals		\$56,261	\$0	\$50,000	\$50,000	\$350,000	\$506,261

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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

Location:
City-Wide

Phase: 2 of 3 **Project #:** SD-10
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2017	July 2019
Estimated Completion Date	June 2022	June 2022

Ranking: Essential (Should-Do)

Environmental Sustainability Project? Yes

Project Description:
In FY 2020, we began an update of the 2005 Stormwater Master Plan (Phase 1). Phase 1 included looking at facility improvements and priorities. This also accounted for the infrastructure completed since the 2005 Plan was complete and included public outreach to identify new problem areas.

In FY 2021, we have continued 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 is being 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 \$300,000 budget amount from YCFCD during FY2023 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.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Phase 2 of the Stormwater Master Plan Update will be complete.

Project Balance	
Original Approved Project Budget	\$400,000
Approved Budget Increases/Decreases	-\$21,466
Current Approved Total Project Budget	\$378,534
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$378,534
Estimated Expenditures through June 30, 2021	\$178,534
Budget Balance Remaining	\$200,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):
It was decided that the best approach for the Stormwater Master Plan Update was 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.

Due to the budget impacts from COVID, YCFCD was not able to provide any funding for this project during FY 2021. We still had priority drainage projects to complete and wanted to be able to leverage county flood control monies for the Master Plan Update.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Master Plan	\$178,534	\$200,000				\$378,534
Future Estimate	Construction - Contracted			\$300,000	\$300,000		\$600,000
Unfunded	Construction - Contracted					\$2,100,000	\$2,100,000
Unfunded	Arts Transfer					\$21,000	\$21,000
Totals		\$178,534	\$200,000	\$300,000	\$300,000	\$2,121,000	\$3,099,534

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Yavapai County Flood Control	\$70,000	\$200,000	\$300,000	\$300,000		\$870,000
Capital Reserves	\$108,534					\$108,534
Unidentified					\$2,121,000	\$2,121,000
Totals	\$178,534	\$200,000	\$300,000	\$300,000	\$2,121,000	\$3,099,534

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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:

Sanborn Drive/Thunder Mountain Road Overlay

Phase: of Project #: ST-02
(If Applicable)

Ranking: Essential (Should-Do)

Environmental Sustainability Project? No

Project Description:

This project will consist of a 2-inch 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.

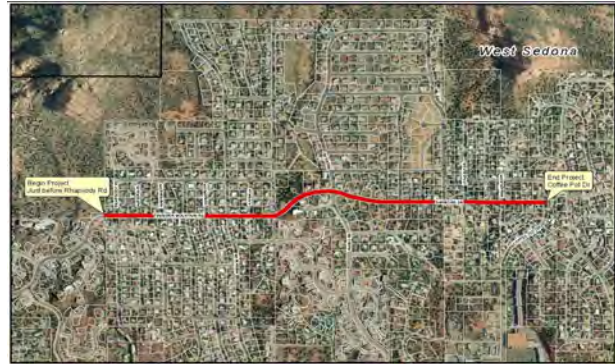
Project Justification:

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).

Location:

From Rhapsody Road to Coffee Pot Drive

	Original	Revised (if applicable)
Start Date	July 2018	December 2016
Estimated Completion Date	August 2018	August 2021



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Construction will be approximately 75% complete.

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 timeline has been extended from June 2021 to August 2021.

Project Balance	
Original Approved Project Budget	\$738,820
Approved Budget Increases/Decreases	\$244,788
Current Approved Total Project Budget	\$983,608
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$983,608
Estimated Expenditures through June 30, 2021	\$731,108
Budget Balance Remaining	\$252,500

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$177,369					\$177,369
Carry Over	Construction - Contracted	\$550,000	\$250,000				\$800,000
Carry Over	Arts Transfer	\$3,739	\$2,500				\$6,239
Totals		\$731,108	\$252,500	\$0	\$0	\$0	\$983,608

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Grant	\$353,454					\$353,454
Capital Reserves	\$377,654	\$252,500				\$630,154
Totals	\$731,108	\$252,500	\$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:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services	\$3,000	\$3,000	\$20,000	\$3,000
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$3,000	\$3,000	\$20,000	\$3,000

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:
Shelby Drive Roadway Improvements

Location:
Shelby Drive / Sunset Drive

Phase: of **Project #:** ST-04
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2020	July 2020
Estimated Completion Date	June 2021	September 2021

Ranking: Essential (Should-Do)

Environmental Sustainability Project? No

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, 2021:

Construction will be approximately 50% complete.

Project Balance	
Original Approved Project Budget	\$1,800,875
Approved Budget Increases/Decreases	-\$5,000
Current Approved Total Project Budget	\$1,795,875
Requested Budget Increase/Decrease	\$273,928
Requested Total Project Budget	\$2,069,803
Estimated Expenditures through June 30, 2021	\$817,578
Budget Balance Remaining	\$1,252,225

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Based on bids received, construction budget needs to be increased. Right-of-way acquisition delayed the start of construction.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$161,463					\$161,463
Carry Over	Construction - Contracted	\$650,000	\$976,072				\$1,626,072
New Appropriation	Construction - Contracted		\$273,928				\$273,928
Carry Over	Arts Transfer	\$6,115	\$2,225				\$8,340
Totals		\$817,578	\$1,252,225	\$0	\$0	\$0	\$2,069,803

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Grant	\$200,000	\$800,000				\$1,000,000
Capital Reserves	\$617,578	\$224,725				\$842,303
Wastewater Revenues		\$227,500				\$227,500
Totals	\$817,578	\$1,252,225	\$0	\$0	\$0	\$2,069,803

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 Highway User Revenue Fund of \$300,000 and a federal grant of \$500,000.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies	\$3,000	\$3,000	\$10,000	\$3,000
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$3,000	\$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:

Back O' Beyond Rd & Trailhead Safety Improvements

Phase: of Project #:
(If Applicable)

Ranking:

Environmental Sustainability Project?

Project Description:

Safety Improvements along Back O' Beyond Road and at the city's Cathedral Trailhead Parking Lot. Along the road shoulder buildup is needed as well as guardrail. At the parking lot, a one-way aisle connection is needed between the two parking lots, to provide a safe turn around.

Project Justification:

These improvements are needed to improve safety.

Location:

Back O' Beyond Rd

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2022	



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Project not yet started.

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	\$277,750
Requested Total Project Budget	\$277,750
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$277,750

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Design - In-House		\$25,000				\$25,000
New Appropriation	Construction - Contracted		\$250,000				\$250,000
New Appropriation	Arts Transfer		\$2,750				\$2,750
Totals		\$0	\$277,750	\$0	\$0	\$0	\$277,750

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Capital Reserves		\$277,750				\$277,750
Totals	\$0	\$277,750	\$0	\$0	\$0	\$277,750

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies		\$1,000	\$1,000	\$1,000
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$1,000	\$1,000	\$1,000

Explanation of Operating Impacts:

Ongoing maintenance will be needed for pavement, signs, striping, and guardrail.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
Forest/Ranger/SR 89A Intersection Improvements

Location:
SR 89A & Brewer Road

Phase: of **Project #:** ST-08
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2024	

Ranking: Important (Could-Do)

Environmental Sustainability Project? N/A

Project Description:
This project will include a new roundabout at a new Forest/Ranger/SR 89A intersection, a new bus lane on SR 89A and modifications to the Brewer Roundabout.



Project Justification:
The improvements are identified in the Transit Plan and are necessary to provide adequate access to the Transit Hub.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet started.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$60,000
Requested Total Project Budget	\$60,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$60,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Study		\$60,000				\$60,000
Future Estimate	Design - In-House			\$450,000			\$450,000
Future Estimate	Construction - Contracted				\$4,500,000		\$4,500,000
Future Estimate	Arts Transfer			\$4,500	\$45,000		\$49,500
Totals		\$0	\$60,000	\$454,500	\$4,545,000	\$0	\$5,059,500

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Capital Reserves		\$60,000	\$454,500	\$4,545,000		\$5,059,500
Totals	\$0	\$60,000	\$454,500	\$4,545,000	\$0	\$5,059,500

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:

Once the improvements are implemented, ongoing maintenance will be required for pavement, striping, signing, and sidewalk improvements. Impact of operational costs will be identified after the scope of the project has been determined.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
WW Collection System Improvements - SR179 Sewer Main Replacement

Phase: of **Project #:** WW-01B
(If Applicable)

Ranking: Imperative (Must-Do)

Environmental Sustainability Project? No

Project Description:

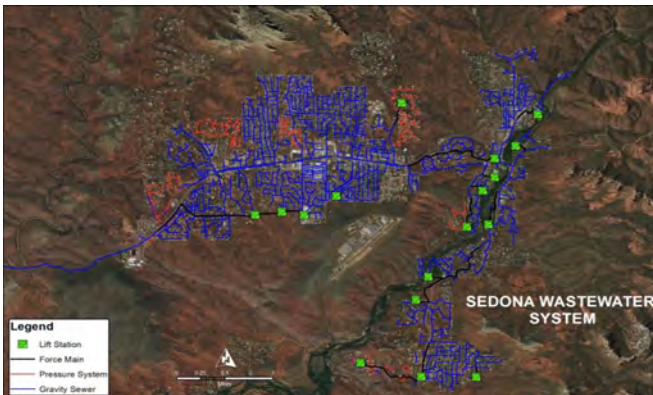
This project will up-size the existing 8-inch sewer main along SR 179, between Copper Cliffs Drive and the Schnebly Hill roundabout, to a 12-inch sewer main. Additionally, the project will replace the existing 12-inch sewer main that crosses Oak Creek at the pedestrian bridge along SR 179.

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	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Construction is estimated to be 75% 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		\$1,363,148
Current Approved Total Project Budget		\$2,053,148
Requested Budget Increase/Decrease		\$236,600
Requested Total Project Budget		\$2,289,748
Estimated Expenditures through June 30, 2021		\$1,771,248
Budget Balance Remaining		\$518,500

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$96,725	\$18,500				\$115,225
Carry Over	Construction - Contracted	\$1,674,523	\$263,400				\$1,937,923
New Appropriation	Construction - Contracted		\$236,600				\$236,600
Totals		\$1,771,248	\$518,500	\$0	\$0	\$0	\$2,289,748

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues	\$1,771,248	\$518,500				\$2,289,748
Totals	\$1,771,248	\$518,500	\$0	\$0	\$0	\$2,289,748

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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:

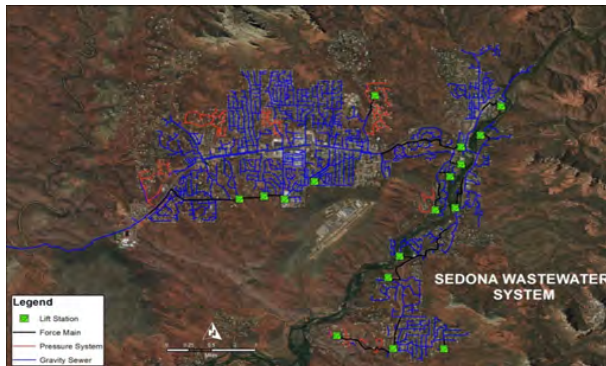
Environmental Sustainability Project?

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 2021
Estimated Completion Date	June 2021	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet started.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Funding for the design phase of this project was removed. The project was not completed in FY 2021 due to COVID restrictions on spending for the first half of the year and staff workload during the second half of FY 2021.

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, 2021	\$0
Budget Balance Remaining	\$100,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	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	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues		\$100,000				\$100,000
Totals	\$0	\$100,000	\$0	\$0	\$0	\$100,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 #:
(If Applicable)

Ranking:

Environmental Sustainability Project?

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.

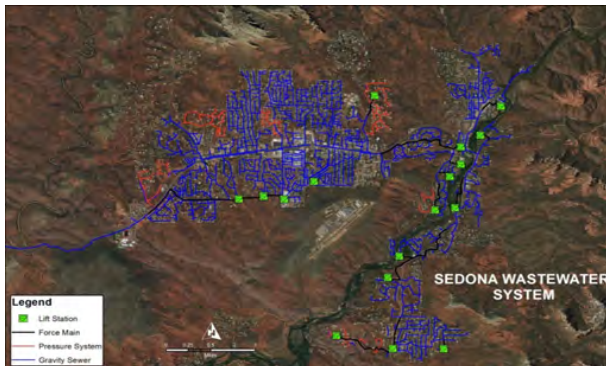
Project Justification:

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	July 2021
Estimated Completion Date	June 2022	June 2023



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Project not yet started.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Construction delayed from FY 2022 to FY 2023 due to staff capacity.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$390,000
Requested Total Project Budget	\$390,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$390,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Design - Contracted		\$40,000				\$40,000
New Appropriation	Construction - Contracted			\$350,000			\$350,000
Totals		\$0	\$40,000	\$350,000	\$0	\$0	\$390,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues		\$40,000	\$350,000			\$390,000
Totals	\$0	\$40,000	\$350,000	\$0	\$0	\$390,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 - Future Collections Projects

Location:
N/A

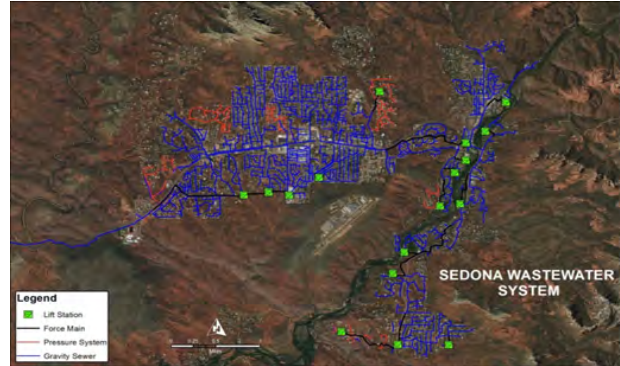
Phase: of **Project #:** WW-01E
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2022	
Estimated Completion Date	June 2023	

Ranking: Important (Could-Do)

Environmental Sustainability Project? N/A

Project Description:
This project will include future repairs, rehabilitation, and/or replacements of collection system piping or lift stations.



Project Justification:
Majority of the sewer collection system is nearing 30 years old. As the Wastewater Department continues its annual sewer video (CCTV) evaluations and completes more in-depth condition assessments of the sewer interceptor, it is likely that rehabilitation or replacement of sewer pipes will be necessary. Additionally, many of the lift stations are also nearing 20-30 years old and may need repairs and/or replacement within the next 10 years.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet scheduled to begin.

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, 2021	\$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	FY2022	FY2023	FY2024	Future Years	Project Totals
Future Estimate	Design - Contracted			\$100,000			\$100,000
Future Estimate	Construction - Contracted			\$1,035,000			\$1,035,000
Totals		\$0	\$0	\$1,135,000	\$0	\$0	\$1,135,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues			\$1,135,000			\$1,135,000
Totals	\$0	\$0	\$1,135,000	\$0	\$0	\$1,135,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 operational impacts are anticipated due to this project.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
WW Collection System Improvements - Major Lift Station Upgrades

Location:
N/A

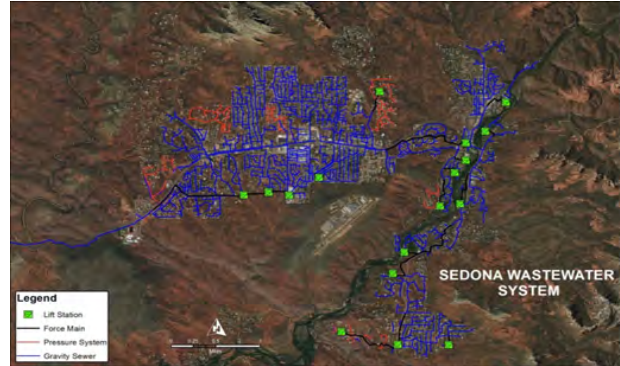
Phase: of **Project #:**
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2020	
Estimated Completion Date	June 2022	

Ranking:

Environmental Sustainability Project?

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, 2021:
Design in process.

Project Balance	
Original Approved Project Budget	\$960,000
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$960,000
Requested Budget Increase/Decrease	\$172,000
Requested Total Project Budget	\$1,132,000
Estimated Expenditures through June 30, 2021	\$30,000
Budget Balance Remaining	\$1,102,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Increased construction budget by 20% to account for an increase in material pricing, and for the additional scope of work.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted	\$30,000	\$70,000				\$100,000
Carry Over	Construction - Contracted		\$750,000				\$750,000
New Appropriation	Construction - Contracted		\$172,000				\$172,000
Carry Over	Contingency		\$110,000				\$110,000
Totals		\$30,000	\$1,102,000	\$0	\$0	\$0	\$1,132,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues	\$30,000	\$1,102,000				\$1,132,000
Totals	\$30,000	\$1,102,000	\$0	\$0	\$0	\$1,132,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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:
WW Collection System Improvements - Juniper Lane Extension

Phase: of **Project #:** WW-01H
(If Applicable)

Ranking: Important (Could-Do)

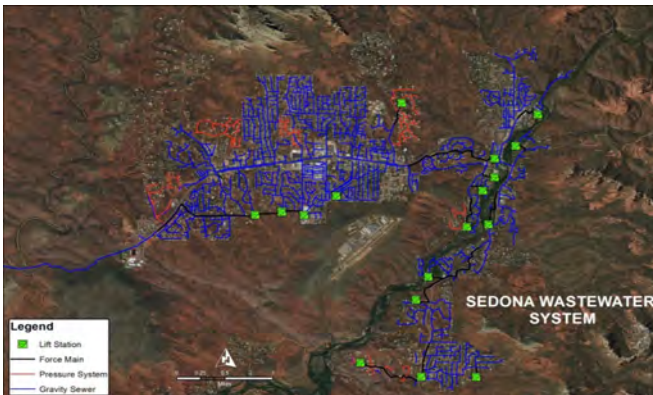
Environmental Sustainability Project? N/A

Project Description:
This project would install approximately 200 linear feet of 8-inch sewer main in Juniper Lane, which would complete a required portion of sewer main in order to activate an existing dryline in the SR179 right of way.

Project Justification:
In 2011, in conjunction with the SR179 Realignment Project, an 8-inch dryline sewer was installed for future use. In order to make the dryline active, approximately 200 linear feet of sewer will need to be installed in Juniper Lane to tie the dryline into the active collection system. The extension would allow for the potential connection of up to 31 properties, 9 of which are undeveloped. Developed properties are currently served with private septic systems. Property owners looking to develop have approached the City with interest in connecting to sewer over installing a septic system. There is a potential for cost sharing or fair share reimbursement agreements with property owners wishing to connect. In addition, deferment agreements for properties currently on septic would be required for future connection.

Location:
Juniper Lane

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2022	



For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet started.

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	\$60,000
Requested Total Project Budget	\$60,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$60,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Construction - Contracted		\$60,000				\$60,000
Totals		\$0	\$60,000	\$0	\$0	\$0	\$60,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues		\$60,000				\$60,000
Totals	\$0	\$60,000	\$0	\$0	\$0	\$60,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
Cost sharing or fair share reimbursement agreements may be possible.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$0

Explanation of Operating Impacts:
Impacts to operational costs would be minimal and expected to be within existing budget capacity.



CAPITAL PROJECTS DETAILS

Project Summary

Project Title:

SCADA System and Configuration Upgrade

Phase: of Project #:
(If Applicable)

Ranking:

Environmental Sustainability Project?

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.

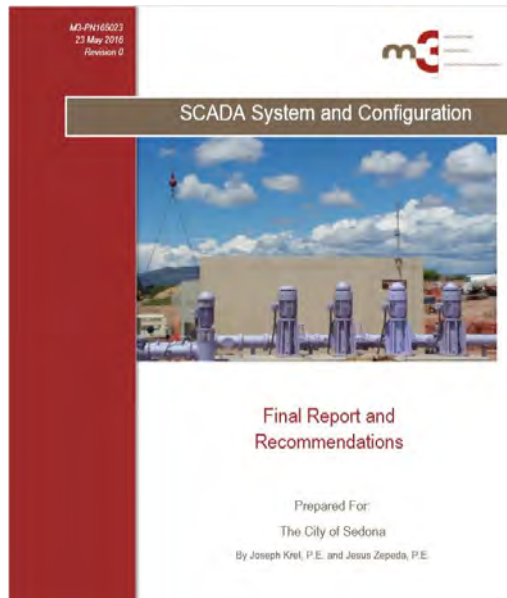
Project Justification:

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 2021
Estimated Completion Date	June 2019	June 2022



For Continuing Projects

Estimated Project Status as of June 30, 2021:

Project not yet scheduled to begin.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

The budget was increased due to increases in costs due to delays in project start. Project delayed to accommodate budget constraints and staff workload.

Project Balance	
Original Approved Project Budget	\$185,000
Approved Budget Increases/Decreases	\$125,000
Current Approved Total Project Budget	\$310,000
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$310,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$310,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Equipment Purchase			\$310,000			\$310,000
	Totals	\$0	\$0	\$310,000	\$0	\$0	\$310,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues			\$310,000			\$310,000
Totals	\$0	\$0	\$310,000	\$0	\$0	\$310,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 Odor Control Upgrades

Phase: of Project #: WW-05
(If Applicable)

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

Project Description:

This project is for upgrades to the existing odor control unit, as recommended by the 2017 WWRP Odor Control Evaluation Basis of Design Report.

Project Justification:

The existing odor control unit at the WWRP is rated for a flow of 0.9 million gallons per day. Current average daily flows of 1.2 million gallons per day exceed this rating. The project will implement upgrades to the odor control unit, as identified and recommended by the 2017 WWRP Odor Control Evaluation Basis of Design Report.

Location:

Wastewater Reclamation Plant

	Original	Revised (if applicable)
Start Date	February 2017	February 2017
Estimated Completion Date	June 2019	June 2025



For Continuing Projects

Estimated Project Status as of June 30, 2021:

The odor control study was completed in FY 2017. The project is on hold until FY 2024.

Explanation for Revised Project Dates and/or Project Budget (if applicable):

Construction has been split between FY24 and FY25. Project delayed due to staff capacity and other higher priority projects taking precedence.

Project Balance	
Original Approved Project Budget	\$25,000
Approved Budget Increases/Decreases	-\$340
Current Approved Total Project Budget	\$24,660
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$24,660
Estimated Expenditures through June 30, 2021	\$24,660
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Project Evaluation	\$24,660					\$24,660
Future Estimate	Design - Contracted				\$55,000		\$55,000
Future Estimate	Construction - Contracted				\$130,000	\$150,000	\$280,000
Totals		\$24,660	\$0	\$0	\$185,000	\$150,000	\$359,660

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues	\$24,660			\$185,000	\$150,000	\$359,660
Totals	\$24,660	\$0	\$0	\$185,000	\$150,000	\$359,660

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	Future Annual Cost
Personnel Costs				
Materials & Supplies				\$9,300
Contractual Services				
Debt Service				
Revenue Offset				
Total Expenditure Impacts	\$0	\$0	\$0	\$9,300

Explanation of Operating Impacts:

Annual replacement of media for the new unit.

CAPITAL PROJECTS DETAILS

Project Summary

Project Title:
WWRP Reservoir Liner Replacement

Location:
Wastewater Reclamation Plant

Phase: of **Project #:** WW-07
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2020	July 2021
Estimated Completion Date	June 2021	June 2022

Ranking: Essential (Should-Do)

Environmental Sustainability Project? No

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, 2021:
Project not yet started.

Project Balance	
Original Approved Project Budget	\$1,050,000
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$1,050,000
Requested Budget Increase/Decrease	\$0
Requested Total Project Budget	\$1,050,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$1,050,000

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Project delayed due to budget constraints and staffing capacity.

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Carry Over	Design - Contracted		\$50,000				\$50,000
Carry Over	Construction - Contracted		\$1,000,000				\$1,000,000
Totals		\$0	\$1,050,000	\$0	\$0	\$0	\$1,050,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues		\$1,050,000				\$1,050,000
Totals	\$0	\$1,050,000	\$0	\$0	\$0	\$1,050,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):
None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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)

Environmental Sustainability Project? No

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	July 2022
Estimated Completion Date	June 2022	June 2024



For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet scheduled to begin.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
Project delayed due to budget constraints and staffing capacity.

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, 2021	\$0
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	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	\$150,000	\$1,500,000	\$0	\$1,650,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues			\$150,000	\$1,500,000		\$1,650,000
Totals	\$0	\$0	\$150,000	\$1,500,000	\$0	\$1,650,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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)

Environmental Sustainability Project? No

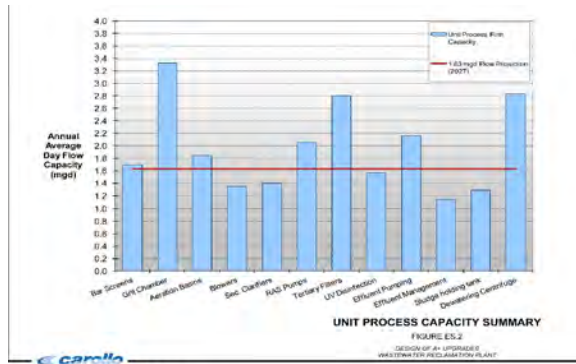
Project Description:

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, 2021:
Project not yet scheduled to begin.

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, 2021	\$0
Budget Balance Remaining	\$0

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Future Estimate	Design - Contracted			\$60,000		\$170,000	\$230,000
Future Estimate	Construction - Contracted				\$600,000	\$1,700,000	\$2,300,000
Totals		\$0	\$0	\$60,000	\$600,000	\$1,870,000	\$2,530,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues			\$60,000	\$600,000	\$1,870,000	\$2,530,000
Totals	\$0	\$0	\$60,000	\$600,000	\$1,870,000	\$2,530,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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

Location:
Citywide

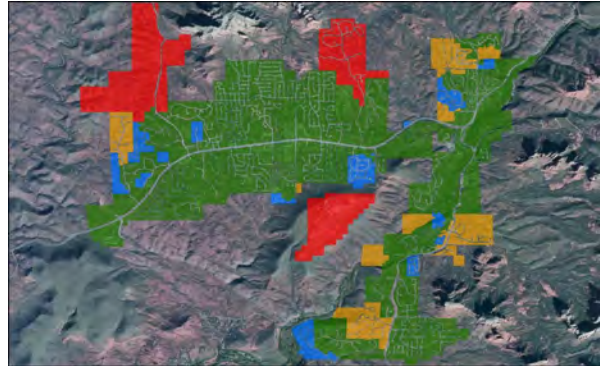
Phase: of **Project #:** WW-10
(If Applicable)

	Original	Revised (if applicable)
Start Date	July 2022	
Estimated Completion Date	June 2023	

Ranking: Important (Could-Do)

Environmental Sustainability Project? No

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.

For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet scheduled to begin.

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, 2021	\$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	FY2022	FY2023	FY2024	Future Years	Project Totals
Future Estimate	Master Plan			\$100,000		\$100,000	\$200,000
Totals		\$0	\$0	\$100,000	\$0	\$100,000	\$200,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues			\$100,000		\$100,000	\$200,000
Totals	\$0	\$0	\$100,000	\$0	\$100,000	\$200,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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:
Area 4 Valve Vault Upgrade

Phase: of **Project #:** WW-14
(If Applicable)

Ranking: Essential (Should-Do)

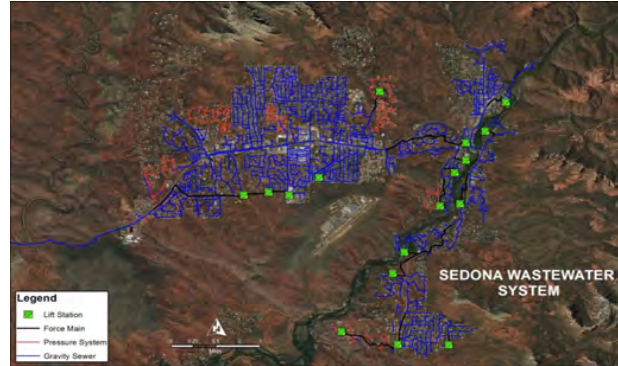
Environmental Sustainability Project? N/A

Project Description:
This project will replace the existing slide gate that provides level control to the area 4 pump station with a motor operated valve.

Project Justification:
Water level in the area 4 pump station is controlled by a custom fabricated motor operated slide gate that was originally installed in the 1990s. The slide gate has worn to a point that it will not close completely, resulting in water continually flowing into the overflow when pumps are not operating. If the slide gate is stuck in the open position, an offsite discharge would result in a permit violation and potential for flooding of downstream properties along Forest Service Road 525 exist.

Location:
N/A

	Original	Revised (if applicable)
Start Date	July 2021	
Estimated Completion Date	June 2022	



For Continuing Projects

Estimated Project Status as of June 30, 2021:
Project not yet started.

Explanation for Revised Project Dates and/or Project Budget (if applicable):
This project was originally proposed as a decision package during the FY 2021 budget process and was not approved due to the anticipated financial impacts of COVID-19. The problem persists and increases in material and labor costs have resulted in the project cost exceeding \$50,000, thus requiring the need for a capital project.

Project Balance	
Original Approved Project Budget	\$0
Approved Budget Increases/Decreases	\$0
Current Approved Total Project Budget	\$0
Requested Budget Increase/Decrease	\$65,000
Requested Total Project Budget	\$65,000
Estimated Expenditures through June 30, 2021	\$0
Budget Balance Remaining	\$65,000

Budget Detail

Project Cost Estimates:

Funding Status	Cost Category	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
New Appropriation	Construction - Contracted		\$65,000				\$65,000
Totals		\$0	\$65,000	\$0	\$0	\$0	\$65,000

Project Funding Estimates:

Funding Source	Prior Years Estimate	FY2022	FY2023	FY2024	Future Years	Project Totals
Wastewater Revenues		\$65,000				\$65,000
Totals	\$0	\$65,000	\$0	\$0	\$0	\$65,000

Explanation of Outside Funding Sources (Donations, Outside Participation, Grants):

None anticipated.

Total Operating Impacts:

	FY2022	FY2023	FY2024	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 increase to existing operational costs anticipated.





Debt Service

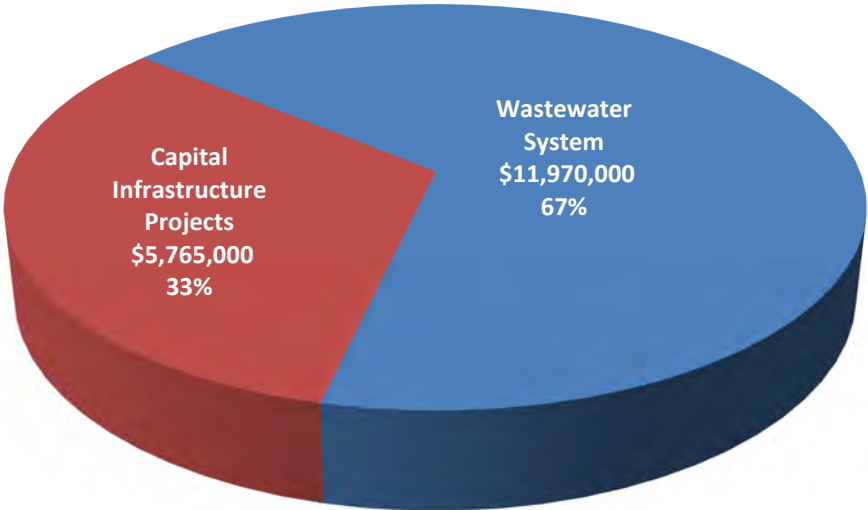
DEBT SERVICE

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 \$18 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, 2021.

Current approach is pay-as-you-go funding of capital projects. Existing bonded debt was used to fund capital projects in the past.

OUTSTANDING BONDS BY PROJECT TOTAL \$17,735,000



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 2021-22 fiscal year by bond issuance.

FY 2022 BOND PAYMENTS

Bond Series	FY22 Principal ⁽¹⁾	FY22 Interest*	Total FY22 Payment
Series 1998 ⁽²⁾	\$ 1,255,000	\$ 3,055,000	\$ 4,310,000
Series 2012	-	377,775	377,775
Second Series 2015	920,000	111,841	1,031,841
Total Annual Payment	\$ 2,175,000	\$ 3,544,616	\$ 5,719,616

⁽¹⁾The July 1, 2021 principal and interest payments have been accrued in the prior year. These amounts represent the principal and interest payments for January 1, 2022 and July 1, 2022.

⁽²⁾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 six years, which is when all current outstanding bonds will be retired.

REMAINING BOND PRINCIPAL AND INTEREST



⁽³⁾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	
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	\$5,765,000	\$ 397,409	\$11,970,000	\$11,059,150	\$29,191,559

The fiscal years 2021-22 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 lease agreements for police and fleet vehicles, a snow plow/dump truck, a street sweeper, a police camera system, and 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	General Fund		Wastewater Fund		Totals
	Principal	Interest	Principal	Interest	
2021-22	\$227,274	\$ 34,545	\$ 5,854	\$1,047	\$ 268,720
2022-23	231,685	29,411	5,854	1,047	269,458
2023-24	236,222	25,627	5,854	1,047	270,212
2024-25	213,231	18,347	2,439	436	234,453
2025-26	132,897	10,988			143,885
2026-27	34,105	6,664			40,769
2027-28	36,147	5,436			41,584
2028-29	38,281	4,135			42,416
2029-30	38,831	2,757			41,588
2030-31	36,543	1,359			37,902
Total	\$1,225,216	\$142,194	\$20,000	\$3,576	\$1,390,986



DEBT SERVICE
continued

Installment Purchase Contract

The City has entered into an installment purchase contract for holiday decorations. The following table details the remaining principal and interest payments, which will be paid from the General Fund.

FUTURE INSTALLMENT PURCHASE CONTRACT PAYMENTS

Fiscal Year	General Fund		Totals
	Principal	Interest ⁽⁴⁾	
2021-22	\$40,397	\$1,445	\$41,842

⁽⁴⁾The installment purchase agreement was a 3-year agreement with no stated interest rate. The interest is based on a calculation of an imputed interest rate.

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 issuances 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 Franchise Taxes State Shared Sales Taxes Vehicle License Taxes	Transient Occupancy Taxes (or Bed Taxes) License and Permit Fees State Shared Income Taxes Charges for Services
--	--

The following table summarizes projected pledged revenue coverage through the final payment on July 1, 2027.



DEBT SERVICE

continued

Pledged Revenues (cont'd)

PLEDGED REVENUE COVERAGES

Fiscal Year	Pledged Excise Tax Revenues	Principal	Interest	Total	Coverage
2021-22 (budget)	\$35,460,615	\$2,175,000	\$3,544,616	\$5,719,616	6.20
2022-23 (proj.)	36,280,100	2,125,000	3,591,768	5,716,768	6.35
2023-24 (proj.)	36,941,980	2,075,000	3,633,629	5,708,629	6.47
2024-25 (proj.)	37,571,660	5,075,000	435,296	5,510,296	6.82
2025-26 (proj.)	38,217,070	5,280,000	231,753	5,511,753	6.93
2026-27 (proj.)	38,868,950	1,005,000	19,497	1,024,497	37.94

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 December 20, 2030.



DEBT SERVICE

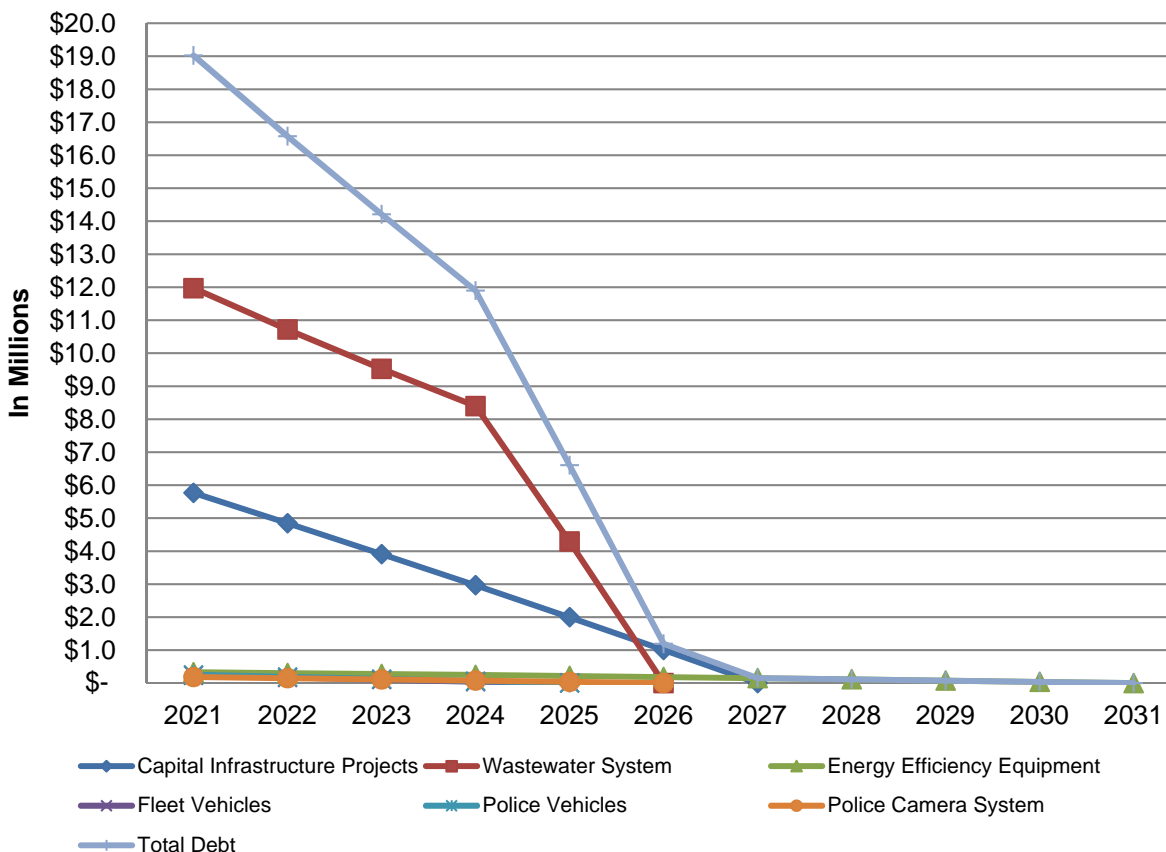
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Outstanding Debt Balances (cont'd)

OUTSTANDING DEBT BALANCES BY FISCAL YEAR

As of July 2	Capital Infrastructure Projects	Wastewater System	Energy Efficiency Equipment	Fleet Vehicles	Police Vehicles	Police Camera System	Street Sweeper	Holiday Decorations	Totals
2021	\$5,765,000	\$11,970,000	\$327,903	\$232,494	\$250,560	\$185,261	\$250,206	\$40,397	\$19,021,822
2022	4,845,000	10,715,000	302,782	169,161	189,625	149,555	202,175	-	16,573,298
2023	3,910,000	9,525,000	276,018	105,827	127,566	113,188	153,159	-	14,210,758
2024	2,965,000	8,395,000	247,537	42,494	64,365	76,148	103,138	-	11,893,682
2025	1,995,000	4,290,000	217,263	10,235		38,423	52,092	-	6,603,013
2026	1,005,000	-	185,115	-		-	-	-	1,190,115
2027	-	-	151,010	-		-	-	-	151,010
2028	-	-	114,863	-		-	-	-	114,863
2029	-	-	76,582	-		-	-	-	76,582
2030	-	-	37,751	-		-	-	-	37,751
2031	-	-	-	-		-	-	-	-

OUTSTANDING DEBT BALANCES



DEBT SERVICE

continued

Outstanding Debt Balances (cont'd)

The City currently is evaluating potential refinancing plans for the Series 2012 bonds. 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.

*Evaluation of refunding the
Series 2012 bonds is in
process.*

The following table summarizes the status of the outstanding debt by issuance.

STATUS OF OUTSTANDING DEBT

Debt Issue	Remaining Payment Dates	Interest Rate	Remaining Principal	Remaining Interest	Status
Series 1998 Bonds	7/1/2022-2024	5.24%	\$3,575,000	\$9,355,000	Not subject to call prior to stated maturity date
Series 2012 Bonds	7/1/2025-2026	4.50%	8,395,000	1,704,150	Eligible to be called on or after 7/1/2022 without premium
Second Series 2015 Bonds	7/1/2022-2027	1.94%	5,765,000	397,409	Eligible to be called without premium
Energy Efficiency Equipment	12/20/2021-2030	3.60%	327,903	69,726	No prepayment penalty
Fleet Vehicles	FY 2022-FY 2025	3.88%-7.48%	232,494	38,398	No prepayment penalty
Police Vehicles	FY 2022-FY 2025	1.82%-1.85%	250,561	11,643	Termination penalty
Police Camera System	8/30/2021-2025	1.85%	185,261	10,408	Termination penalty
Street Sweeper	4/26/2022-2026	2.05%	250,206	15,596	Termination penalty
Holiday Decorations	7/1/2021-11/1/2021	4.75% (imputed)	40,397	1,445	Termination 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
7/1/2022	\$ 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	\$ 3,575,000	\$ 9,355,000		\$ 12,930,000

* 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
1/1/2022	\$ -		\$ 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		\$ 1,704,150	\$ 10,099,150

Bond Purpose	Advance refunding of 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
1/1/2022	\$ -		\$ 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	\$ 5,765,000		\$ 397,409	\$ 6,162,409

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 MIDSTATE ENERGY LEASE

Original Principal \$373,498

Issued December 11, 2018

(General Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
12/20/2021	\$ 25,121	3.60%	\$ 11,805	\$ 36,926
12/20/2022	26,764	3.60%	10,900	37,667
12/20/2023	28,481	3.60%	9,937	38,417
12/20/2024	30,275	3.60%	8,911	39,186
12/20/2025	32,147	3.60%	7,821	39,969
12/20/2026	34,105	3.60%	6,664	40,769
12/20/2027	36,147	3.60%	5,436	41,584
12/20/2028	38,281	3.60%	4,135	42,416
12/20/2029	38,831	3.60%	2,757	41,588
12/20/2030	37,751	3.60%	1,359	39,110
Total	\$ 327,903		\$ 69,726	\$ 397,629

Lease Purpose	Energy efficient equipment
Subject to Early Payoff?	Yes, no penalty



DEBT SERVICE
continued

Individual Debt Issuances (cont'd)

CITY OF SEDONA
HOLIDAY DECORATIONS INSTALLMENT PURCHASE CONTRACT
Original Agreement \$125,527
Issued July 10, 2019
(General Fund)

Remaining Payment Dates	Principal	Imputed Interest Rate	Interest	Total
7/1/2021	\$ 19,961	4.75%	\$ 960	\$ 20,921
11/1/2021	20,436	4.75%	485	20,921
Total	\$ 40,397		\$ 1,445	\$ 41,842

Installment Purchase Purpose	Holiday Decorations
Subject to Early Payoff?	Yes, with termination penalty



DEBT SERVICE
continued

Individual Debt Issuances (cont'd)

CITY OF SEDONA
FY 2020 ENTERPRISE FLEET LEASES
Original Principal \$257,392
Issued from October 3, 2019 to February 12, 2020
(General Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
FY 2022	\$ 46,701	3.88%-7.48%	\$ 8,107	\$ 54,808
FY 2023	46,701	3.88%-7.48%	8,107	54,808
FY 2024	46,701	3.88%-7.48%	8,107	54,808
FY 2025	19,040	3.88%-7.48%	3,265	22,305
Total	\$ 159,142		\$ 27,586	\$ 186,728

Original Principal \$29,404
Issued November 18, 2019
(Wastewater Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
FY 2022	\$ 5,854	7.24%	\$ 1,047	\$ 6,900
FY 2023	5,854	7.24%	1,047	6,900
FY 2024	5,854	7.24%	1,047	6,900
FY 2025	2,439	7.24%	436	2,875
Total	\$ 20,000		\$ 5,320	\$ 23,576

Lease Purpose	7 fleet vehicles and snow plow/dump truck
Subject to Early Payoff?	Yes, no penalty



DEBT SERVICE
continued

Individual Debt Issuances (cont'd)

CITY OF SEDONA
POLICE VEHICLE LEASES
Original Principal \$67,442
Issued July 30, 2020
(General Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
7/30/2021	\$ 16,407	1.82%	\$ 1,227	\$ 17,634
7/30/2022	16,706	1.82%	929	17,634
7/30/2023	17,010	1.82%	625	17,634
7/30/2024	17,319	1.82%	315	17,634
Total	\$ 67,442		\$ 3,096	\$ 70,538

Original Principal \$183,119
Issued November 20, 2020
(General Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
11/20/2021	\$ 44,529	1.85%	\$ 3,388	\$ 47,916
11/20/2022	45,352	1.85%	2,564	47,916
11/20/2023	46,191	1.85%	1,725	47,916
11/20/2024	47,046	1.85%	870	47,916
Total	\$ 183,119		\$ 8,547	\$ 191,665

Lease Purpose	4 police vehicles
Subject to Early Payoff?	Yes, with termination penalty



DEBT SERVICE
continued

Individual Debt Issuances (cont'd)

**CITY OF SEDONA
POLICE CAMERA SYSTEM LEASE**

Original Principal \$185,261
Issued August 30, 2020
(General Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
8/30/2021	\$ 35,706	1.85%	\$ 3,427	\$ 39,134
8/30/2022	36,367	1.85%	2,767	39,134
8/30/2023	37,040	1.85%	2,094	39,134
8/30/2024	37,725	1.85%	1,409	39,134
8/30/2025	38,423	1.85%	711	39,134
Total	\$ 185,261		\$ 10,408	\$ 195,669

Lease Purpose	Police camera system
Subject to Early Payoff?	Yes, with termination penalty



DEBT SERVICE
continued

Individual Debt Issuances (cont'd)

CITY OF SEDONA
STREET SWEEPER LEASE
Original Principal \$250,206
Issued April 26, 2021
(General Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
4/26/2022	\$ 48,031	2.05%	\$ 5,129	\$ 53,160
4/26/2023	49,016	2.05%	4,145	53,160
4/26/2024	50,021	2.05%	3,140	53,160
4/26/2025	51,046	2.05%	2,114	53,160
4/26/2026	52,092	2.05%	1,068	53,160
Total	\$ 250,206		\$ 15,596	\$ 265,802

Lease Purpose	Street Sweeper
Subject to Early Payoff?	Yes, with termination penalty



DEBT SERVICE
continued

Individual Debt Issuances (cont'd)

CITY OF SEDONA
FY 2021 ENTERPRISE FLEET LEASES
Original Principal \$54,065
Issued from May 27, 2021 to June 14, 2021
(General Fund)

Remaining Payment Dates	Principal	Interest Rate	Interest	Total
FY 2022	\$ 10,779	5.53%-5.67%	\$ 1,462	\$ 12,241
FY 2023	10,779	5.53%-5.67%	1,462	12,241
FY 2024	10,779	5.53%-5.67%	1,462	12,241
FY 2025	10,779	5.53%-5.67%	1,462	12,241
FY 2026	10,235	5.53%-5.67%	1,388	11,622
Total	\$ 53,352		\$ 7,235	\$ 60,587

Lease Purpose	2 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.

Administrative Office of the Courts (AOC) – The Arizona Constitution authorizes an administrative director and staff to assist the Chief Justice with administrative duties. Under the direction of the Chief Justice, the administrative director and the staff of the AOC provide the necessary support for the supervision and administration of all state courts.

Adopted Budget – Formal action made by the City Council that sets the spending limits for the fiscal year.

Advance Sedona Quality (ASQ) – The City's Lean Six Sigma program.

Affordable Housing – As defined in the City's DIGAH, a housing unit that is affordable to the target population specified in the development agreement when the monthly cost of homeownership or rent, including mortgage, property taxes, utilities, and HOA fees, or rent and utilities, does not exceed 35% of household gross monthly income.

Agent Multiple-Employer Pension Plan – A pension plan in which the assets of the participating employers are pooled for investment purposes, but separate accounts are maintained for each individual employer. Each participating employer's share of the pooled assets is legally available to pay the defined benefit pensions of only its retirees.

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.

American Rescue Plan Act of 2021 (ARPA) – An economic stimulus bill passed by the U.S. Congress and signed into law by President Joe Biden on March 11, 2021, to speed up the country's recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession.

AmeriCorps VISTA Program – An anti-poverty program designed to provide needed resources to nonprofit organizations and public agencies to increase their capacity to lift communities out of poverty. The program provides opportunities for Americans 18 years or older from a diverse range of backgrounds to dedicate a year of full-time service with an organization to create or expand programs designed to empower individuals and communities in overcoming poverty.

Amortization – A process of allocating the cost of an intangible asset over a period of time or the repayment of a liability over time.

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.

Arizona Judicial Automated Court System (AJACS) – The court's case management system provided by the Administrative Office of the Courts (AOC).



GLOSSARY

continued

Arizona Public Service (APS) – The largest electric utility in Arizona and the principal subsidiary of Pinnacle West Capital Corporation.

Arizona State Retirement System (ASRS) – Pension plan for state and local government not covered by other pension plans. The plan is a component unit of the State of Arizona.

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.

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.



GLOSSARY

continued

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 Code or Sedona City Code (SCC) – Codification of the City’s ordinances approved by the City Council.

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.

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 Development Block Grant (CDBG) – A grant program managed by the U.S. Department of Housing and Urban Development provided on a formula basis to states, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. The City’s CDBG award is a pass-through grant from the Arizona Department of Housing and administered by Northern Arizona Council of Governments.



GLOSSARY

continued

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.

Component Unit – Legally separate entity for which the government is considered to be financially accountable.

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 – 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.

Constituents of Emerging Concern (CEC) Suite – Unregulated chemicals that the environmental fate and potential effects on aquatic life and/or human health are unknown.

Contingency – Monies budgeted to be used to finance unforeseen expenditures or potential projects not yet defined adequately to budget specific accounts.

Coronavirus Aid, Relief, and Economic Security (CARES) Act – An economic stimulus bill passed by the U.S. Congress and signed into law by President Donald Trump on March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States.

Coronavirus Disease 2019 (COVID-19) – A disease caused by a virus called severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2), the respiratory illness responsible for an ongoing global pandemic of the novel virus first identified in Wuhan, China in December 2019.

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.

Cost-Sharing Multiple-Employer Pension Plan – A pension plan in which the participating employers pool their assets and their obligations to provide defined benefit pensions. Plan assets can be used to pay the pensions of the retirees of any participating employer.

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.



GLOSSARY

continued

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.

Debt Setoff Program (DSO) – Also referred to as the Tax Intercept Program (TIP), established to hold offenders accountable for financial obligations owed to Arizona courts and other state agencies. The Arizona Department of Revenue intercepts Arizona state tax refunds and the Arizona Lottery intercepts lottery winnings on behalf of Arizona courts and other state agencies.

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 – A consumption of net position by the City that is applicable to a future reporting period.

Defined Benefit Pension Plan – A pension plan that provides a fixed, pre-established benefit for employees at retirement.

Defined Contribution Pension Plan – A pension plan in which employees contribute a fixed amount or a percentage of their paychecks.

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.

Destination Management Organization (DMO) – An incorporated not-for-profit organization or governmental unit that is responsible for the tourism promotion and marketing of a destination on a year-round basis.

Developer Incentives Guidelines for Affordable Housing (DIGAH) – The City's policy document that provides guidelines and offer incentives that encourage the construction and retention of affordable housing in Sedona.

Development Impact Fees (DIF) – 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.



GLOSSARY

continued

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.

Economic Injury Disaster Loan (EIDL) – A federal small business loan program that supports small businesses’ recovery from the COVID-19 disaster’s economic impacts by providing accessible and borrower-friendly capital.

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.

Fines/Fees and Restitution Enforcement (FARE) Program – A statewide initiative of the Arizona Judicial branch developed in 2003 to assist Arizona courts with the compliance of monetary court orders. Courts are given the ability to assign outstanding debt associated to civil traffic, criminal traffic, and criminal violations. The program is a public/private partnership between the Administrative Office of the Courts (AOC), the Motor Vehicle Division, Arizona Department of Revenue, and a private vendor.

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.

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.



GLOSSARY

continued

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.

Great Recession – A period of marked general decline (recession) observed in national economies globally that occurred between 2007 and 2009. At the time, the International Monetary Fund (IMF) concluded that it was the most severe economic and financial meltdown since the Great Depression.

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.

International Monetary Fund (IMF) – An international financial institution, headquartered in Washington, D.C., consisting of 190 countries “working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around 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.

Lean – A way of thinking about creating needed value with fewer resources and less waste; a practice consisting of continuous experimentation to achieve perfect value with zero waste.

Lean Six Sigma – A process improvement methodology designed to eliminate problems, remove waste and inefficiency, and improve working conditions to provide a better response to customers' needs. It combines the tools, methods, and principles of Lean and Six Sigma into one popular and powerful methodology for improving operations.

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.



GLOSSARY

continued

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.

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.

Municipal Separate Storm Sewer System (MS4) Permit – Authorizes the discharge of stormwater to protected surface waters.

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.

Northern Arizona Council of Governments (NACOG) – A nonprofit corporation representing local governments to provide a wide variety of services within Apache, Coconino, Navajo, and Yavapai Counties.

Off-Highway Vehicle (OHV) – A motorized vehicle that is operated primarily off of highways and is designed, modified, or purpose-built primarily for recreational nonhighway all-terrain travel. This includes a tracked or wheeled vehicle, utility vehicle, all-terrain vehicle, motorcycle, four-wheel drive vehicle, dune buggy, sand rail, amphibious vehicle, ground effects or air-cushion vehicle and any other means of land transportation deriving motive power from a source other than muscle or wind.

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.



GLOSSARY

continued

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.

Partners Against Narcotics Trafficking (PANT) – A multi-agency task force charged with drug enforcement within Yavapai County.

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.

Paycheck Protection Program Loan – A Small Business Administration (SBA) backed loan that helps businesses keep their workforce employed during the COVID-19 crisis.

Per- and Polyfluoroalkyl Substances (PFAS) – Chemical compounds used in a variety of industrial, agricultural, military and commercial product applications that are a persistent pollutant in the environment known as “forever chemicals.”

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.



GLOSSARY

continued

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.

Public Safety Personnel Retirement System (PSPRS) – Pension plan for police and fire employees who are regularly assigned hazardous duty. The plan is a component unit of the State of Arizona.

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 Chamber of Commerce & Tourism Bureau (SCCTB) – A non-profit organization made up of businesses and organizations who wish to directly benefit from the products and services available to partners, as well as the destination management organization (DMO) for Sedona.

Sedona City Code (SCC) – Codification of the City's ordinances approved by the City Council.

Sedona in Motion (SIM) – A branding name for the projects identified in the City's Transportation Master Plan.

Six Sigma – A set of management techniques intended to improve business processes by greatly reducing the probability that an error or defect will occur.

Small Business Administration (SBA) – Federal agency created in 1953 to help small business owners and entrepreneurs pursue the American dream. SBA is the only cabinet-level federal agency fully dedicated to small business and provides counseling, capital, and contracting expertise as the nation's only go-to resource and voice for small businesses.

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.



GLOSSARY

continued

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.

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.

Sustainability Alliance – A project operating under Cornucopia Community Advocates, a 501(c)3 non-profit organization, a collaborative coalition of local non-profits guiding the Sedona/Verde Valley region of Arizona toward a sustainable future addressing a wide range of issues like water, waste, climate change, food, and hunger.

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.

Tax Intercept Program (TIP) – Also referred to as the Debt Setoff Program (DSO), established to hold offenders accountable for financial obligations owed to Arizona courts and other state agencies. The Arizona Department of Revenue intercepts Arizona state tax refunds and the Arizona Lottery intercepts lottery winnings on behalf of Arizona courts and other state agencies.

Tier 1 Employee – Employees participating in PSPRS with a membership date before January 1, 2012. These employees are only eligible for a defined benefit plan.

Tier 2 Employee – Employees participating in PSPRS with a membership date on or after January 1, 2012 and before July 1, 2017. These employees are eligible for a defined benefit plan with a hybrid plan option of an additional defined contribution 401(a) account.

Tier 3 Employee – Employees participating in PSPRS with a membership date on or after July 1, 2017. These employees are eligible for a defined contribution plan only or a defined benefit plan with a hybrid plan option of an additional defined contribution 401(a) account.

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.

Unfunded Liability – Debt obligations that do not have enough funds set aside to pay them.



GLOSSARY

continued

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.

Verde Shuttle – Formerly branded as Verde Lynx, a public transit line managed and operated by the City of Cottonwood that connects Sedona and Cottonwood. The City of Cottonwood bills the City of Sedona for the grant matching costs under the terms of an intergovernmental agreement (IGA).

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 that 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	BMP	Best Management Practices
AC	Arts & Culture	CAB	Capital Appreciation Bond
ADA	Americans with Disabilities Act	CAD	Computer Aided Dispatch
ADEQ	Arizona Department of Environmental Quality	CAFR	Comprehensive Annual Financial Report
ADOT	Arizona Department of Transportation	CARES	Coronavirus Aid, Relief, and Economic Security
ADP	Automatic Data Processing, LLC	CAT	Cottonwood Area Transit
ADR	Average Daily Room Rate	CCTV	Closed Circuit Television
ADU	Accessory Dwelling Unit	CD	Community Development
AED	Automated External Defibrillator	CDBG	Community Development Block Grant
AJACS	Arizona Judicial Automated Court System	CDC	Centers for Disease Control and Prevention
AOC	Administrative Office of the Courts	CEC	Constituents of Emerging Concern
APP	Aquifer Protection Permit	CFA	Community Focus Area
APS	Arizona Public Service	CFD	Community Facilities District
ARPA	American Rescue Plan Act of 2021	CFS	Cubic Feet per Second
ARS	Arizona Revised Statutes	CIP	Capital Improvement Program
ASQ	Advance Sedona Quality	CIT	Critical Incident Training
ASRS	Arizona State Retirement System	CM	City Manager
AZ	Arizona	CMOM	Capacity, Management, Operation, and Maintenance Manual
AZDHS	Arizona Department of Health Services	COD	Chemical Oxygen Demand
AZWARN	Arizona Water/Wastewater Agency Response Network	CofO	Certificate of Occupancy
		COJET	Committee on Judicial Education and Training



ACRONYMS

continued

Acronym	Description	Acronym	Description
COLA	Cost of Living Adjustment	FBI	Federal Bureau of Investigation
COP	Certificate of Participation	FEMA	Federal Emergency Management Agency
COVID-19	Coronavirus Disease 2019	FHWA	Federal Highway Administration
CPI	Consumer Price Index	FSWG	Fiscal Sustainability Work Group
CPR	Cardiopulmonary Resuscitation	FTA	Federal Transit Authority
CSA	Community Services Aide	FTE	Full Time Equivalent
CSO	Community Services Officer	FY	Fiscal Year (July 1 - Jun 30)
DIF	Development Impact Fees	GAAP	Generally Accepted Accounting Principles
DIGAH	Developer Incentives Guidelines for Affordable Housing	GASB	Governmental Accounting Standards Board
DMO	Destination Management Organization	GFOA	Government Finance Officers Association
DPS	Arizona Department of Public Safety	GIS	Geographic Information Systems
DSO	Debt Setoff Program	GIITEM	Gang and Immigration Intelligence Team Enforcement Mission
DUI	Driving Under the Influence	G.O.	General Obligation
EEC	Economic Estimates Commission	GOHS	Governor's Office of Highway Safety
EEOC	Equal Employment Opportunity Commission	HPC	Historic Preservation Commission
EIDL	Economic Injury Disaster Loan	HR	Human Resources
EMOD	Experience Modification Rating	HT	Human Trafficking
ESP	Environmental Sustainability Project	HURF	Highway User Revenues Fund
FARE	Fines/Fees and Restitution Enforcement Program	IACP	International Association of Chiefs of Police
FAST	Fractured Aggregate Surface Treatment		



ACRONYMS

continued

Acronym	Description	Acronym	Description
ICMA	International City/County Management Association	NACOG	Northern Arizona Council of Governments
ICC	International Code Council	NAU	Northern Arizona University
ICS	Incident Command System	NCS	National Citizen Survey
IGA	Intergovernmental Agreement	NEC	National Electric Code
IMF	International Monetary Fund	NENA	National Emergency Number Association
IP	Internet Protocol	NEV	Neighborhood Electric Vehicle
IPMC	International Property Maintenance Code	NIBRS	National Incident Based Reporting System
ISO	International Organization for Standardization	NIMS	National Incident Management System
IT	Information Technology	NOI	Notice of Intent
ITS	Intelligent Transportation System	O&M	Operation and Maintenance
K-9	Canine	OCC	Oak Creek Canyon
KVM	Keyboard-Video-Mouse	OHV	Off-Highway Vehicle
KW	Kilowatt	OSC	Order to Show Cause
LDC	Land Development Code	P&Z	Planning and Zoning
MC	Municipal Court	P25	Project 25
MCTC	Model City Tax Code	PANT	Partners Against Narcotics Trafficking
MGD	Million Gallons per Day	PD	Police Department
MPC	Municipal Property Corporation	PFAS	Per- and Polyfluoroalkyl Substances
MS4	Municipal Separate Storm Sewer System	PHB	Pedestrian Hybrid Beacon
N/A	Not Applicable or Not Available	PLC	Programmable Logic Controller
NACA	National Animal Care and Control Association	POST	Peace Officer Standards and Training



ACRONYMS

continued

Acronym	Description	Acronym	Description
PR	Parks & Recreation Department	STEAM	Science, Technology, Engineering, Arts, and Mathematics
PSPRS	Public Safety Personnel Retirement System	STEM	Science, Technology, Engineering, and Mathematics
PW	Public Works	STEP	Sedona Traffic Enforcement Program
RFP	Request for Proposals	STP	Surface Transportation Program
RICO	Racketeer Influenced and Corrupt Organizations	STR	Short-Term Rental
RMS	Records Management System	SWAT	Special Weapons and Tactics
ROW	Right of Way	TIP	Tax Intercept Program
S&P	Standard & Poor's	TPT	Transaction Privilege Tax (Sales Tax)
SB	Senate Bill	TSS	Total Suspended Solids
SB	South Bound	UCR	Uniform Crime Reporting
SBA	Small Business Administration	USFS	United States Forest Service
SBDC	Small Business Development Center	UV	Ultraviolet
SCADA	Supervisory Control and Data Acquisition	VISTA	Volunteers in Service to America
SCC	Sedona City Code	VLT	Vehicle License Tax
SCCTB	Sedona Chamber of Commerce and Tourism Bureau	VOC	Village of Oak Creek
SFD	Sedona Fire District	VOIP	Voice over Internet Protocol
SD	Storm Drainage	VVREO	Verde Valley Regional Economic Organization
SIM	Sedona in Motion	VSS	Volatile Suspended Solids
SPD	Sedona Police Department	WAN	Wide Area Network
SR	State Route	WIMS	Water Information Management Solution
SRO	School Resource Officer		
ST	Streets & Transportation		



ACRONYMS

continued

Acronym	Description	Acronym	Description
WW	Wastewater	YCREDC	Yavapai County Regional Economic Development Center
WWRP	Wastewater Reclamation Plant		



Official Budget Forms

City of Sedona

Fiscal year 2022

City Council adopted the Tentative Budget on July 13, 2021



Final budget adoption will occur on August 10, 2021 at 4:00 p.m.
in the City Council Chambers, 102 Roadrunner Drive, Sedona, Arizona 86336

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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**City of Sedona
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal year 2022**

Fiscal year	S c h	Funds									
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds	Internal Service Funds	Total All Funds		
2021	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	1	21,908,308	3,379,858	0	13,399,049	0	10,853,230	1,673,839	51,214,284
2021	Actual Expenditures/Expenses**	E	2	19,728,392	1,268,450	0	8,215,036	0	10,385,558	1,545,817	41,143,253
2022	Fund Balance/Net Position at July 1***		3	20,691,475	10,832,012		14,855,064		17,403,394	953,255	64,735,200
2022	Primary Property Tax Levy	B	4	0							0
2022	Secondary Property Tax Levy	B	5								0
2022	Estimated Revenues Other than Property Taxes	C	6	37,573,155	7,373,280	0	2,782,890	0	8,341,246	1,724,880	57,795,451
2022	Other Financing Sources	D	7	0	0	0	0	0	9,000,000	0	9,000,000
2022	Other Financing (Uses)	D	8	0	0	0	0	0	9,000,000	0	9,000,000
2022	Interfund Transfers In	D	9	0	2,296,330	0	9,390,160	0	5,257,930	48,970	16,993,390
2022	Interfund Transfers (Out)	D	10	10,219,500	6,761,843	0	12,047	0	0	0	16,993,390
2022	Reduction for Fund Balance Reserved for Future Budget Year Expenditures										
	Maintained for Future Debt Retirement										0
	Maintained for Future Capital Projects		11		1,917,109		6,531,035		2,105,000		10,553,144
	Maintained for Future Financial Stability			6,603,868	300,000				1,791,135		8,695,003
	Equipment Replacement Reserve			1,330,325					1,464,727	560,222	3,355,274
	Major Maintenance Reserve								147,286		147,286
2022	Total Financial Resources Available		12	40,110,937	11,522,670	0	20,485,032	0	25,494,422	2,166,883	99,779,944
2022	Budgeted Expenditures/Expenses	E	13	23,379,319	7,067,300	0	14,542,395	0	15,849,650	1,854,179	62,692,843

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

	2021	2022
1	\$ 51,214,284	\$ 71,692,843
2		
3	51,214,284	71,692,843
4		
5	\$ 51,214,284	\$ 71,692,843
6	\$ 51,214,284	\$ 71,692,843

X 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 2022

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
General Fund			
Local taxes			
City Sales Taxes	\$ 15,011,000	\$ 22,528,700	\$ 23,985,700
Bed Taxes	3,199,900	6,448,900	7,029,300
Franchise Fees	849,600	838,500	851,800
Licenses and permits			
Building Permit Fees	388,000	220,000	235,000
Business Licenses	54,800	54,000	54,000
Misc Community Development/Public Works	44,850	43,300	42,900
City Clerk	2,500	2,175	2,375
Intergovernmental			
State Shared Sales Taxes	985,600	1,163,300	1,163,600
State Urban Revenue Sharing	1,375,800	1,477,600	1,349,000
Federal Grants & Aid		21,927	6,300
State Grants, Aid, & Reimbursements	23,190	26,010	25,860
County-Vehicle License Taxes	627,900	790,100	775,900
County-IGA/Other	500	9,950	9,950
Other Govt		14,863	15,000
Charges for services			
Recreation Programs	18,500	10,900	33,000
Daily Swim Fees/Swimming Lessons/Water			
Aerobics/Swim Teams	22,710	14,620	17,750
Plan Review Fees	210,200	162,902	145,000
Contracted Plan Reviews	15,000		
Misc. Community Development Fees	34,400	35,805	41,550
Misc. Parks and Recreation Fees	9,170	2,190	16,790
Paid Parking Fees	433,000	323,000	576,000
Misc. Police Fees	9,500	5,400	4,800
Other Misc. Charges for Services	7,000	11,020	11,720
Fines and forfeits			
Court Fines	187,400	160,000	179,900
STEP Administration Fees	7,500	3,600	3,600
Parking Fines		8,300	10,500
Misc. Fines	14,060	10,150	14,300
Interest on investments			
Interest Earnings	75,900	163,840	218,390
Tax Audits - Interest/Penalty	1,900	1,220	1,220
Miscellaneous			
In-lieu Fees	498,000	512,800	525,200
Parks & Recreation Rentals	41,600	25,300	39,300
AMRRP Dividends	159,000	163,856	165,100
Auction Revenues	14,600	40,500	21,300
Other Misc. Revenues	1,030	12,468	1,050
Total General Fund	\$ 24,324,110	\$ 35,307,196	\$ 37,573,155

* 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 2022**

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
Special Revenue Funds			
Streets Fund:			
HURF Revenues	\$ 919,200	\$ 1,064,400	\$ 1,024,000
Interest Earnings	13,860	18,320	7,890
	\$ 933,060	\$ 1,082,720	\$ 1,031,890
Affordable Housing Fund:			
In Lieu Fees	\$ 199,000	\$ 199,000	\$
Intergovernmental - Other IGA			69,550
Interest Earnings	6,280	20,240	23,630
	\$ 205,280	\$ 219,240	\$ 93,180
Grants & Donations Funds:			
Federal Grants & Aid	\$ 346,700	\$ 5,260	\$ 1,865,360
State Grants & Aid	77,200	39,100	30,400
County - RICO		26,200	
Intergovernmental - Other	20,000		
Charges for Services	1,400	800	1,000
Fines & Forfeitures	23,700	22,700	23,800
Donations	27,950	8,670	16,800
Interest Earnings	1,380	1,210	1,270
Contingent Grants & Donations	300,000		300,000
	\$ 798,330	\$ 103,940	\$ 2,238,630
Transportation Sales Tax Fund:			
Transportation Sales Tax	\$ 2,498,500	\$ 3,720,400	\$ 3,985,700
Federal Grant	70,000		
Interest Earnings	36,300	51,070	23,880
	\$ 2,604,800	\$ 3,771,470	\$ 4,009,580
Total Special Revenue Funds	\$ 4,541,470	\$ 5,177,370	\$ 7,373,280
Capital Projects Funds			
Capital Improvements Fund:			
Federal Grants & Aid	\$	\$	\$ 1,400,000
State Grants & Aid	953,454	1,016,835	300,000
County Flood Control		85,000	300,000
Contributions and Donations	67,000	67,000	100,000
Interest Earnings	214,000	130,440	138,180
	\$ 1,234,454	\$ 1,299,275	\$ 2,238,180
Art in Public Places Fund:			
Interest Earnings	\$ 1,250	\$ 1,770	\$ 690
	\$ 1,250	\$ 1,770	\$ 690
Development Impact Fees Funds:			
Development Impact Fees	\$ 595,200	\$ 616,524	\$ 506,760
Interest Earnings	37,540	36,970	37,260
	\$ 632,740	\$ 653,494	\$ 544,020
Total Capital Projects Funds	\$ 1,868,444	\$ 1,954,539	\$ 2,782,890

* 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 2022

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
Enterprise Funds			
Public Transit Fund:			
Federal Grants	\$	\$	\$ 1,051,810
Charges for Services			50,550
	\$	\$	\$ 1,102,360
Wastewater Fund:			
Charges for Services	\$ 6,176,500	\$ 5,887,330	\$ 6,046,990
Capacity Fees	1,593,100	1,403,800	931,756
Interest Earnings	187,180	211,030	201,390
Misc. Revenues	62,900	50,450	58,750
	\$ 8,019,680	\$ 7,552,610	\$ 7,238,886
Total Enterprise Funds	\$ 8,019,680	\$ 7,552,610	\$ 8,341,246
Internal Service Funds			
Information Technology Fund:			
Internal Cost Charges	\$ 1,757,370	\$ 1,748,710	\$ 1,717,020
Other Charges for Services	700	400	400
Interest Earnings	3,230	6,770	7,460
	\$ 1,761,300	\$ 1,755,880	\$ 1,724,880
Total Internal Service Funds	\$ 1,761,300	\$ 1,755,880	\$ 1,724,880
Total all Funds	\$ 40,515,004	\$ 51,747,595	\$ 57,795,451

* 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 2022

Fund	Other financing 2022		Interfund transfers 2022	
	Sources	(Uses)	In	(Out)
General Fund				
Transfer to Afford. Housing Fund	\$	\$	\$	\$ 2,296,330
Transfer to Cap. Impr. Fund				4,350,000
Transfer to Dev. Impact Fee Fund				200
Transfer to Public Transit Fund				224,000
Transfer to Wastewater Fund				3,300,000
Transfer to Info. Tech. Fund				48,970
Total General Fund	\$	\$	\$	\$ 10,219,500
Special Revenue Funds				
Afford. Housing - from General Fund	\$	\$	\$ 2,296,330	\$
Transp. Sales Tax - to Cap. Impr. Fund				5,027,913
Transp. Sales Tax - to Public Transit				1,733,930
Total Special Revenue Funds	\$	\$	\$ 2,296,330	\$ 6,761,843
Debt Service Funds				
	\$	\$	\$	\$
Total Debt Service Funds	\$	\$	\$	\$
Capital Projects Funds				
Cap. Impr. - from General Fund	\$	\$	\$ 4,350,000	\$
Cap. Impr. - from Transp. Sales Tax			5,027,913	
Cap. Impr. - to Art in Public Places				12,047
Dev. Impact Fee - from General Fund			200	
Art in Public Places - from Cap. Impr.			12,047	
Total Capital Projects Funds	\$	\$	\$ 9,390,160	\$ 12,047
Permanent Funds				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
Enterprise Funds				
Public Transit - from General Fund	\$	\$	\$ 224,000	\$
Public Transit - from Transp. Sales Tax			1,733,930	
Wastewater - Debt Refunding	9,000,000	9,000,000		
Wastewater - From General Fund			3,300,000	
Total Enterprise Funds	\$ 9,000,000	\$ 9,000,000	\$ 5,257,930	\$
Internal Service Funds				
Info. Tech - from General Fund	\$	\$	\$ 48,970	\$
Total Internal Service Funds	\$	\$	\$ 48,970	\$
Total all Funds	\$ 9,000,000	\$ 9,000,000	\$ 16,993,390	\$ 16,993,390



**City of Sedona
Expenditures/Expenses by Fund
Fiscal year 2022**

Fund/Department	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
General Fund				
City Council	\$ 65,375	\$	\$ 53,400	\$ 70,310
City Manager	3,595,720	2,500	3,446,866	3,894,190
Human Resources	302,550		282,360	346,660
Financial Services	1,149,870	(2,000)	1,058,207	1,370,025
City Attorney	682,760		576,410	674,140
City Clerk	302,785	2,000	283,221	295,385
Parks & Recreation	796,285	(1,595)	631,640	870,975
General Services	1,504,794		1,504,349	1,574,735
Community Development	1,512,155	(3,750)	1,410,847	1,778,190
Public Works	3,747,900	(12,784)	3,380,003	3,580,380
Economic Development	293,830	(123)	206,460	332,870
Police	4,902,986		4,749,701	5,879,839
Municipal Court	515,540		376,728	639,540
Indirect Cost Allocations	672,510		733,890	487,230
Debt Service	1,034,560		1,034,310	1,034,850
Contingency	844,440			550,000
Total General Fund	\$ 21,924,060	\$ (15,752)	\$ 19,728,392	\$ 23,379,319
Special Revenue Funds				
Streets Fund	\$ 1,205,980	\$	\$ 1,067,100	\$ 2,076,860
Affordable Housing Fund	1,020,555		35,000	2,657,030
Grants & Donations Funds	1,026,573		77,920	2,217,610
Transportation Sales Tax Fund	267,100	(140,350)	88,430	115,800
Total Special Revenue Funds	\$ 3,520,208	\$ (140,350)	\$ 1,268,450	\$ 7,067,300
Capital Projects Funds				
Capital Improvements Fund	\$ 12,041,787	\$ (47,155)	\$ 7,941,970	\$ 11,274,261
Art in Public Places Fund				136,000
Develop. Impact Fees Funds	1,404,417		273,066	3,132,134
Total Capital Projects Funds	\$ 13,446,204	\$ (47,155)	\$ 8,215,036	\$ 14,542,395
Enterprise Funds				
Public Transit Fund	\$	\$ 137,850	\$ 61,390	\$ 3,060,290
Wastewater Fund	10,715,380		10,324,168	12,789,360
Total Enterprise Funds	\$ 10,715,380	\$ 137,850	\$ 10,385,558	\$ 15,849,650
Internal Service Funds				
Information Technology Fund	\$ 1,608,432	\$ 65,407	\$ 1,545,817	\$ 1,854,179
Total Internal Service Funds	\$ 1,608,432	\$ 65,407	\$ 1,545,817	\$ 1,854,179
Total all Funds	\$ 51,214,284	\$	\$ 41,143,253	\$ 62,692,843

* 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 2022**

Department/Fund	Adopted Budgeted Expenditures/ Expenses	Expenditure/ Expense adjustments approved	Actual Expenditures/ Expenses*	Budgeted Expenditures/ Expenses
	2021	2021	2021	2022
City Council:				
General Fund	\$ 65,375	\$	\$ 53,400	\$ 70,310
Department Total	\$ 65,375	\$	\$ 53,400	\$ 70,310
City Manager:				
General Fund	\$ 3,595,720	\$ 2,500	\$ 3,446,866	\$ 3,894,190
Transportation Sales Tax Fund	140,350	(140,350)		
Information Technology Fund	4,940		960	5,140
Department Total	\$ 3,741,010	\$ (137,850)	\$ 3,447,826	\$ 3,899,330
Human Resources:				
General Fund	\$ 302,550	\$	\$ 282,360	\$ 346,660
Department Total	\$ 302,550	\$	\$ 282,360	\$ 346,660
Financial Services:				
General Fund	\$ 1,149,870	\$ (2,000)	\$ 1,058,207	\$ 1,370,025
Wastewater Fund	117,000		129,625	125,500
Department Total	\$ 1,266,870	\$ (2,000)	\$ 1,187,832	\$ 1,495,525
City Attorney:				
General Fund	\$ 682,760	\$	\$ 576,410	\$ 674,140
Wastewater Fund	100,000			100,000
Department Total	\$ 782,760	\$	\$ 576,410	\$ 774,140
City Clerk:				
General Fund	\$ 302,785	\$ 2,000	\$ 283,221	\$ 295,385
Department Total	\$ 302,785	\$ 2,000	\$ 283,221	\$ 295,385
Parks & Recreation:				
General Fund	\$ 796,285	\$ (1,595)	\$ 631,640	\$ 870,975
Grants & Donations Funds	17,500		550	12,950
Information Technology Fund	7,000		7,830	7,000
Department Total	\$ 820,785	\$ (1,595)	\$ 640,020	\$ 890,925
General Services:				
General Fund	\$ 1,504,794	\$	\$ 1,504,349	\$ 1,574,735
Grants & Donations Funds	21,300		800	800
Department Total	\$ 1,526,094	\$	\$ 1,505,149	\$ 1,575,535
Community Development:				
General Fund	\$ 1,512,155	\$ (3,750)	\$ 1,410,847	\$ 1,778,190
Affordable Housing Fund	220,555		35,000	557,030
Grants & Donations Funds	346,700		5,260	138,850
Information Technology Fund	42,800	(2,500)	42,800	42,800
Department Total	\$ 2,122,210	\$ (6,250)	\$ 1,493,907	\$ 2,516,870
Public Works:				
General Fund	\$ 3,747,900	\$ (12,784)	\$ 3,380,003	\$ 3,580,380
Streets Fund	1,150,000		1,015,000	1,995,420
Transportation Sales Tax Fund	116,130		88,430	115,800
Wastewater Fund	294,310		284,536	301,245
Information Technology Fund	17,550		17,152	17,130
Department Total	\$ 5,325,890	\$ (12,784)	\$ 4,785,121	\$ 6,009,975
Economic Development				
General Fund	\$ 293,830	\$ (123)	\$ 206,460	\$ 332,870
Department Total	\$ 293,830	\$ (123)	\$ 206,460	\$ 332,870



**City of Sedona
Expenditures/Expenses by Department
Fiscal year 2022**

Department/Fund	Adopted Budgeted Expenditures/Expenses	Expenditure/Expense adjustments approved	Actual Expenditures/Expenses*	Budgeted Expenditures/Expenses
	2021	2021	2021	2022
Police:				
General Fund	\$ 4,902,986	\$	\$ 4,749,701	\$ 5,879,839
Grants & Donations Funds	50,200	25,000	46,310	38,500
Information Technology Fund	59,085		54,815	65,269
Department Total	\$ 5,012,271	\$ 25,000	\$ 4,850,826	\$ 5,983,608
Municipal Court:				
General Fund	\$ 515,540	\$	\$ 376,728	\$ 639,540
Grants & Donations Funds	11,200			
Information Technology Fund	9,800		7,700	11,200
Department Total	\$ 536,540	\$	\$ 384,428	\$ 650,740
Indirect Cost Allocations:				
General Fund	\$ 672,510	\$	\$ 733,890	\$ 487,230
Streets Fund	55,980		52,100	81,440
Transportation Sales Tax Fund	10,620			
Public Transit Fund				52,800
Wastewater Fund	899,300		852,390	950,720
Information Technology Fund	118,960		110,330	144,830
Department Total	\$ 1,757,370	\$	\$ 1,748,710	\$ 1,717,020
Debt Service:				
General Fund	\$ 1,034,560	\$	\$ 1,034,310	\$ 1,034,850
Wastewater Fund	4,690,775		4,690,875	4,794,875
Department Total	\$ 5,725,335	\$	\$ 5,725,185	\$ 5,829,725
Contingency:				
General Fund	\$ 844,440	\$	\$	\$ 550,000
Affordable Housing Fund	800,000			2,100,000
Grants & Donations Funds	300,000	(25,000)		2,026,510
Wastewater Fund	100,000			100,000
Department Total	\$ 2,044,440	\$ (25,000)	\$	\$ 4,776,510
Capital Improvement Projects:				
Grants & Donations Funds	\$ 279,673	\$	\$ 25,000	\$
Capital Improvements Fund	12,041,787	(47,155)	7,941,970	11,274,261
Art in Public Places Fund				136,000
Develop. Impact Fee Funds	1,404,417		273,066	3,132,134
Public Transit Fund				2,170,000
Wastewater Fund	1,380,000		1,767,722	3,163,000
Department Total	\$ 15,105,877	\$ (47,155)	\$ 10,007,758	\$ 19,875,395
Public Transit:				
Public Transit Fund	\$	\$ 137,850	\$ 61,390	\$ 837,490
Department Total	\$	\$ 137,850	\$ 61,390	\$ 837,490
Wastewater:				
Wastewater Fund	\$ 3,066,165	\$	\$ 2,541,115	\$ 3,193,265
Department Total	\$ 3,066,165	\$	\$ 2,541,115	\$ 3,193,265
Information Technology:				
Wastewater Fund	\$ 67,830	\$	\$ 57,905	\$ 60,755
Information Technology Fund	1,348,297	67,907	1,304,230	1,560,810
Department Total	\$ 1,416,127	\$ 67,907	\$ 1,362,135	\$ 1,621,565

* 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 2022**

Fund	Full-Time Equivalent (FTE) 2022	Employee Salaries and Hourly Costs 2022	Retirement Costs 2022	Healthcare Costs 2022	Other Benefit Costs 2022	Total Estimated Personnel Compensation 2022
General Fund	137	\$ 8,600,965	\$ 1,860,520	\$ 1,725,140	\$ 754,610	\$ 12,941,235
Special Revenue Funds						
Streets Fund	3	\$ 221,090	\$ 27,030	\$ 59,000	\$ 22,650	\$ 329,770
Affordable Housing Fund	1	112,900	14,020	18,230	9,380	154,530
Grants & Donations Funds		5,200	2,000		300	7,500
Transportation Sales Tax Fund	1	62,960	7,700	8,930	6,210	85,800
Total Special Revenue Funds	5	\$ 402,150	\$ 50,750	\$ 86,160	\$ 38,540	\$ 577,600
Enterprise Funds						
Public Transit Fund	1	\$ 104,140	\$ 12,740	\$ 8,940	\$ 8,550	\$ 134,370
Wastewater Fund	16	1,131,920	138,360	242,040	124,600	1,636,920
Total Enterprise Funds	17	\$ 1,236,060	\$ 151,100	\$ 250,980	\$ 133,150	\$ 1,771,290
Internal Service Funds						
Information Technology Fund	5	\$ 467,180	\$ 57,090	\$ 74,220	\$ 39,840	\$ 638,330
Total Internal Service Fund	5	\$ 467,180	\$ 57,090	\$ 74,220	\$ 39,840	\$ 638,330
Total all Funds	164	\$ 10,706,355	\$ 2,119,460	\$ 2,136,500	\$ 966,140	\$ 15,928,455