

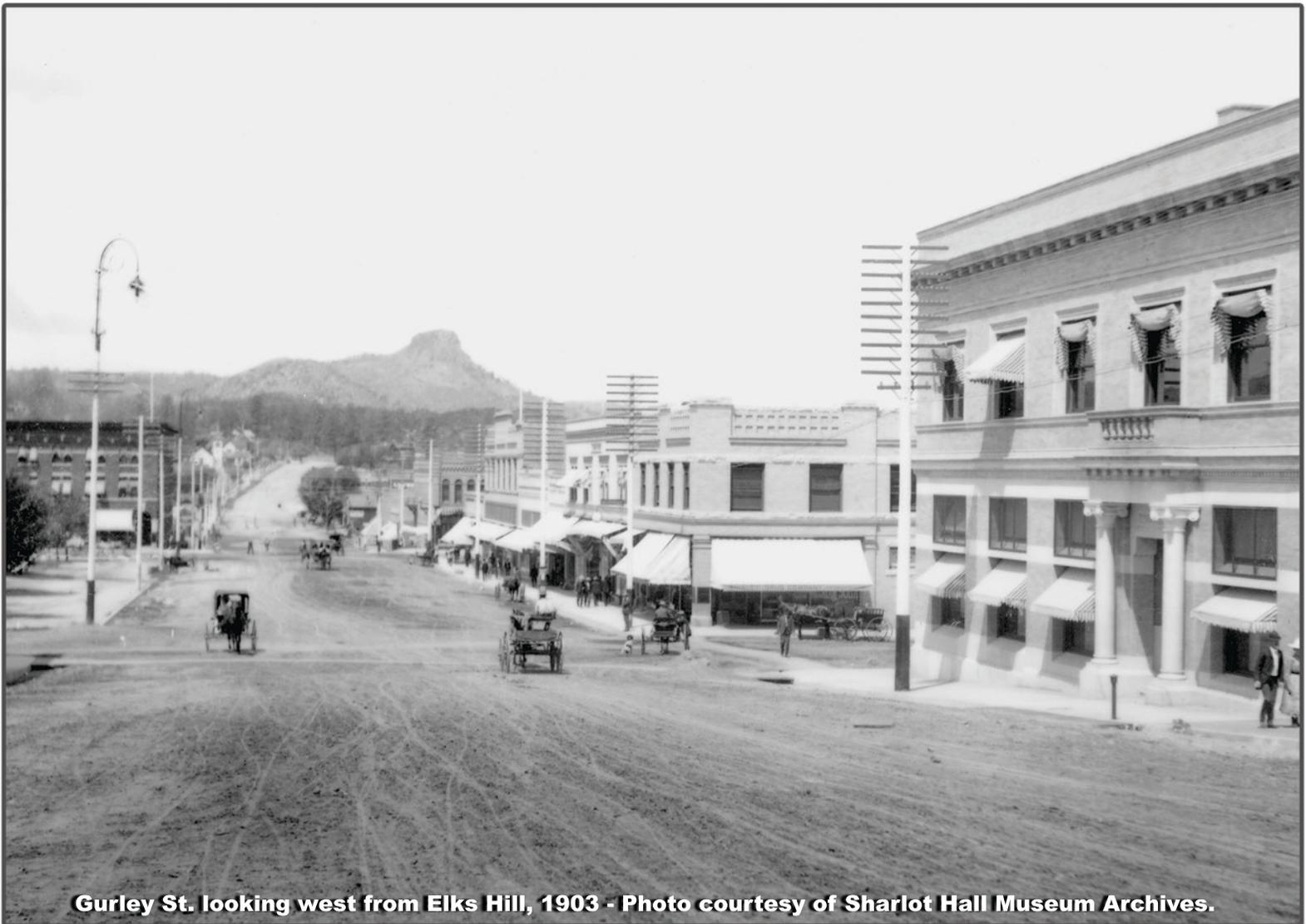


CITY OF **PRESCOTT**  
ARIZONA  
*Everybody's Hometown*

Founded in 1864 as the First Territorial Capital of Arizona.



# ANNUAL BUDGET FOR FISCAL YEAR 2012



Gurley St. looking west from Elks Hill, 1903 - Photo courtesy of Sharlot Hall Museum Archives.

# City of Prescott, Arizona Annual Budget

for fiscal year  
July 1, 2011 – June 30, 2012

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## City Council

Marlin Kuykendall, Mayor

Steve Blair

John Hanna

Jim Lamerson

Tammy Linn

Lora Lopas

Mary Ann Suttles

## Administrative Staff

Craig McConnell  
Interim City Manager

Mark Woodfill  
Finance Director

Jodi Fisher  
Budget Manager

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# PREFACE

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## BUDGET PROCESS OVERVIEW

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Each year, using a modified zero-based budgeting process, the City of Prescott's budget is developed by the Budget and Finance Department in conjunction with the individual departments, the City Manager, the Mayor and Council, citizen advisory groups, and general citizen input.

### Purpose of the Budget

The fundamental purpose of the City's budget is to link what we want to accomplish for the community with the resources necessary to do so. The budget process does this by setting City goals and objectives; establishing reasonable timeframes and organizational responsibility for achieving them and allocating resources for programs and projects. To this end, the budget serves four roles:

- **Policy Document.** Sets forth goals and objectives to be accomplished and the fundamental fiscal principles upon which the budget is prepared.
- **Fiscal Plan.** Identifies and appropriates the resources necessary to accomplish objectives and deliver services and ensures that the City's fiscal health is maintained.
- **Operations Guide.** Describes the basic organizational units and activities of the City.
- **Communications Tool.** Provides the public with a blueprint of how public resources are being used and how these allocations were made.

### Major City Goals

Linking important objectives with necessary resources requires a process that identifies key goals at the very beginning of the budget preparation. The City begins this process with the Mayor and City Council meeting and setting the goals that guide the departments in

their budget preparation. City staff then prepares the proposed budget based on the Council's policy guidance.

### Financial Plan Policies

Formally articulated budget and fiscal policies provide the foundation for preparing and implementing the budget while assuring the City's long-term fiscal health. Included in this budget document, these policies include general budget, debt and investment policies.

### Preparation and Review Process

The budget development is headed by the City Manager, Finance Director and the Budget Manager along with the city's department heads. The following discusses the general approach under the City's budget process:

The Budget and Finance Department provided department/division heads, supervisors, and budget coordinators with instructions and guidance in developing and entering their FY2012 budgets. Along with the FY2012 budget preparation detail, forms, instructions, and information regarding the preparation of the Five-Year Capital Improvement Plan (FY2013-FY2017) were provided to all department heads at this time.

Base budgets (the costs associated with providing current levels of service for the following year) were submitted by the departments electronically by March 11<sup>th</sup> to the Budget and Finance Department. The deadline for decision packages (requests for new positions, capital equipment or new programs not submitted in the Five-Year Capital Improvement Plan) was March 25<sup>th</sup>. Payroll forecasts were entered by the Human Resources Division. Input was provided by the departments concerning temporary/seasonal employment needs as well as overtime requirements. Lists of capital outlay and projects budgeted for in FY2011 but not expected to be received or completed by June 30, 2011, were needed to determine estimated

# PREFACE

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## BUDGET PROCESS OVERVIEW

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expenditures in FY2011 and the carry forward amounts for FY2012.

Meetings with each department, the City Manager, and the Budget and Finance Department for the purpose of internal review of bases, additional decision packages, and any issues that may affect the budget were held during the weeks of April 11 through April 25. During these meetings the Capital Improvement Plan issues were also discussed and any reductions or movement from year to year was determined.

After these meetings were completed, a proposed balanced budget was prepared for submittal to the full Council and public at workshops held on May 17, 2011.

Expenditure Limit Hearing: The City currently operates under the Home Rule Option which as been approved by the voters. As part of that process, a public hearing is mandatory. At the Council Meeting of June 14, 2011, the hearing date was set for June 28, 2011.

Tentative Adoption: One June 14, 2011, Council adopted the tentative budget and set June 28, 2011, as the date for the public hearing on the final budget, expenditure limitation, and tax levy for Fiscal Year 2012. Upon tentative adoption, the budget becomes the City Council's program of services for the ensuing fiscal year. The Council may later reduce or adjust the budget; however, the total may not be increased.

Final Budget Adoption, Adoption of the Five-Year Capital Improvement Plan, Adoption of City Job Roster, Establishment of Expenditure Limitation, and Identification of Unfunded Capital: On June 28, 2011, the final budget, five-year capital improvement plan, city job roster were adopted, identification of unfunded capital was made, and the expenditure limitation was established.

Property Tax Levy: Adoption of the property tax levy ordinance follows fourteen days later, or July 12, 2011, in accordance with State law.

**Mid-Year Review.** The Budget and Finance Director presents a mid-year budget report to the Mayor and Council at a public workshop each January.

**Interim Financial and Project Status Reports.** On-line access to "up-to-date" financial information is provided to staff throughout the organization via the financial system "MUNIS".

### Administration

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As set forth in the City Charter, the department heads may make transfers of appropriations within the department. The City Manager may transfer budgeted amounts within any fund. Any revisions that alter the total expenditures of any fund must be approved by the City Council. The legal level of budgetary control (i.e. the level at which expenditures may not legally exceed appropriations) is the fund level.

### Budget Calendar

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A calendar is prepared for the annual budget development. This budget year's budget calendar is presented on the next page.

# **PREFACE**

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## **DETAIL BUDGET CALENDAR – FISCAL YEAR 2011-2012**

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<b><u>Date</u></b>	<b><u>Description</u></b>
January 18, 2011	Goal setting session by Council
January 27, 2011	Budget “Kick-off” Meeting
February 18, 2011	Department Missions, Division Missions, Goals, Performance Measures, and Organizational Charts due
February 25, 2011	FY2011 estimated endings for temp personnel and overtime, list of anticipated retirements due  FY2012 requests for temporary personnel, overtime, new personnel requests and list of anticipated retirements due
March 11, 2011	Base budgets due – FY2011 estimated endings and FY2012 requests
March 25, 2011	Capital requests for FY2012 through FY2017 to be submitted. This also includes a list of estimated endings and carryovers for any FY2011 projects.  List of estimated endings for grants for FY2011 and anticipated grants for FY2012 along with the grant checklist is due.
Mid-April	City Manager meetings with departments for the review of base budgets, capital requests, new personnel request and other issues.
May 6, 2011	Submit list of changes to estimated endings and carryovers for capital outlay/project and grants.
May 17, 2011	Workshop with full Council (public invited)
June 14, 2011	Set public hearing on expenditure limitation and tentative adoption
June 28, 2011	Official public hearing on budget and adoption of budget
July 8, 2011	List of Prior Year Results (FY2011) and Outcomes are due
July 12, 2011	Adoption of Tax Levy

# INTRODUCTION

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## ORGANIZATIONAL VALUES

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### PRESCOTT VISION 2020

Prescott is a beautiful, growing city that has a vibrant historic downtown, is the regional economic center for the Tri-Cities and is a 1<sup>st</sup> class tourist destination.

Prescott is a livable, dynamic community where there is a range of housing choices for all, where residents and guests enjoy an active lifestyle with great recreation and leisure amenities, where people have quality living, where the community acts as a responsible environmental steward and where there is pride in our hometown.

The Gem of Arizona

### CITY OF PRESCOTT MISSION STATEMENT

The mission of the City of Prescott is to provide superior city services, to create a financially sustainable city and serve as the leader of the region.

### CITY OF PRESCOTT CORE BELIEFS

We believe in:

- Acting with integrity
- Having personal commitment and loyalty
- Working as a team
- Solving problems
- Taking pride in excellent results
- High level of productivity
- Being nice

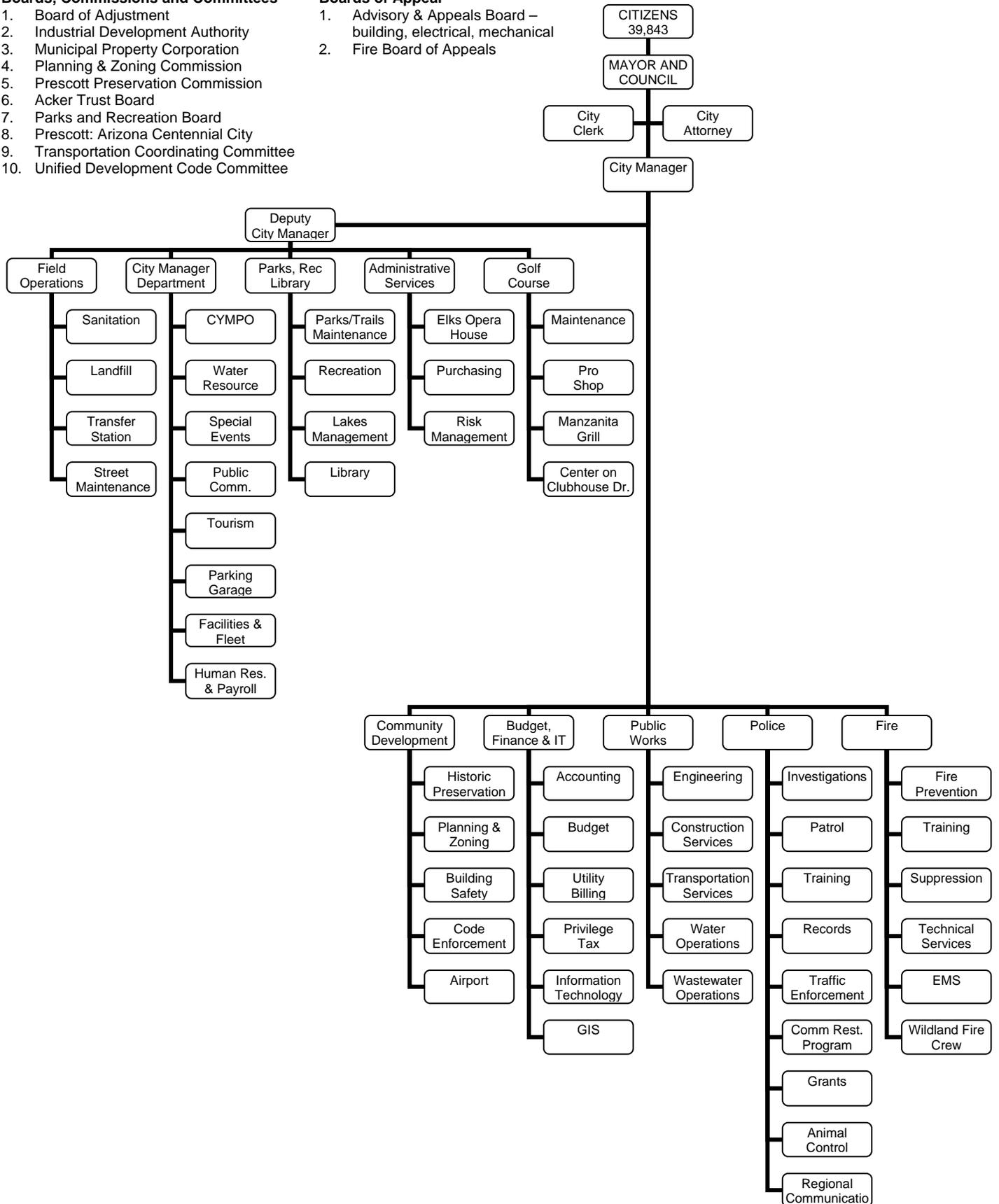
# ORGANIZATIONAL CHART AND CITY OFFICIALS

## Boards, Commissions and Committees

1. Board of Adjustment
2. Industrial Development Authority
3. Municipal Property Corporation
4. Planning & Zoning Commission
5. Prescott Preservation Commission
6. Acker Trust Board
7. Parks and Recreation Board
8. Prescott: Arizona Centennial City
9. Transportation Coordinating Committee
10. Unified Development Code Committee

## Boards of Appeal

1. Advisory & Appeals Board – building, electrical, mechanical
2. Fire Board of Appeals



## ORGANIZATIONAL CHART AND CITY OFFICIALS



### **Marlin Kuykendall, Mayor**

The Mayor services as the chair of the City Council and presides over Council meetings. He or she is recognized as the head of the city

government for all ceremonial purposes and is responsible for governing the city during times of crisis, such as natural disasters. To reach the Mayor's office, call 777-1270.

There's an old proverb about work that goes, "A man grows most tired while standing still." So I guess you could say it's natural that I don't tire easily; I've always been energized by work and service. As a teenager, I worked for Blakeley Oil Company, and then enlisted in the Arizona Army National Guard in 1953. I was on active duty with the U.S. Army by 1956, serving 3 years before returning to the National Guard, where I was made the Prescott Unit's Commanding Officer in 1959.

Later I served as Tactical Officer of the Arizona Military Academy, as an aide de camp to the Commanding General of the Arizona Army National Guard. And as Northern Arizona Chair of the Defense Department's Employer Support of the Guard and Reserve (ESGR), I escorted civilian VIPs on fact-finding tours across several continents.

I've lived in Prescott for more than 40 years, opening our town's first Toyota dealership – and later I acquired the Buick Pontiac and GMC franchises here. I also built the Antelope Hills Inn, and ran it myself until 2007.

Community services has always been an important part of my life. I've been President of the Mile-Hi Kiwanis Club and Lt. Governor of the Kiwanis International Southwest District. I've served on the City of Prescott's Planning and Zoning Commission and the Airport Advisory Committee. I've been a Prescott City Councilman twice: I was elected in 1971; later I was appointed due to a Councilman's death in 1991.

I raised my sons right here in Prescott, and I'm proud that all three are graduates of our hometown Prescott High School. My wonderful wife, Tana, and I will celebrate our 8<sup>th</sup> wedding anniversary in August.



### **Steve Blair, Councilman**

Steve has been in Prescott for 53 years. He is a graduate of Prescott High School, received an A.A. degree from Yavapai College and a B.S. degree

from Arizona State University.

Steve has been the owner/operator of Blair Distributing LLC/Holsum Bakery for 44 years as well as owner/operator of Blind Brothers Window Coverings for 28 years.

Steve has a long record of service to the community. He served on the City of Prescott Charter Review Committee in 1977, was a member of the Parks Recreation/Library Advisory Board, and served four years on the Planning & Zoning Commission and eight years on the City Council. In addition, he has twice been appointed to special committees by Arizona Senate President Ken Bennett.

Among his accomplishments on behalf of the community, Steve cites retaining the "World's Oldest Rodeo" here in Prescott and securing the Rodeo Grounds from Yavapai County; developing a sound, fiscal water policy; encouraging the development of a community skate park; helping achieve the Library restoration; and ensuring that the Fire and Police Departments have the equipment they need to serve our citizens and businesses.

## ORGANIZATIONAL CHART AND CITY OFFICIALS

### **John Hanna, Councilman**

I have been a resident of Prescott for 53 years. I am a retired Prescott Police Officer. My wife of 33 years, Sherrie, and I had the great privilege of growing up in Prescott. We raised our 3 children here and are fortunate to have our 5 grandchildren living in Prescott, too. I truly believe that our Prescott community is one of the best and I was to ensure my grandchildren come to enjoy all the things that make this town Everybody's Hometown!



I believe that government from the federal level to the local level needs to remember our morals and values and bring common sense back to the heart of our cities and towns. I know that with hard work and good decision-making, Prescott will always be a great place to live!

public service. He has served on various city boards and commissions, is a past Rotary Club of Prescott president and two-term board member. He served on the Prescott General Plan Committee, is a past chairman of the Prescott Chamber of Commerce, among other civic posts.

Lamerson's priorities include providing the basic services Prescott taxpayers pay for. He is an advocate for public safety, maintaining the infrastructure necessary for quality basic services, decreasing government involvement in private-property issues and the free-market system. Lamerson supports private-sector development of workforce housing by eliminating governmental barriers which prevent equal opportunity for a wide variety of housing to exist in Prescott. Expansion of the city limits and advancing intergovernmental relationships necessary to promote Prescott's interests are also areas of interest for Lamerson.

"I like a lot of non-essential things. My priorities, however, will always elevate those things that impacts peoples' safety and life essentials first. I don't know how I could serve this community any better than that."



### **Jim Lamerson, Councilman**

With a well-worn copy of the Constitution of the United States in his shirt pocket and a personal commitment to the moral tenants of the

Ten Commandments, Jim Lamerson is dedicated to his responsibility as a City Council member because, in his own words, "It's the right thing to do."

Lamerson, a long-time resident and local jeweler, was driven to serve the community in a decision-making capacity. He and his wife, Anne, have lived in Prescott since 1979. The couple have a daughter, April, who attends Prescott High School.

Serving on the Prescott City Council exemplifies Lamerson's intense desire for

### **Tammy Linn, Councilwoman**

Tammy Linn has two favorite quotes: "Too many people are ready to carry the stool when the piano needs to be moved." And, "The only people who don't fail are the people who don't try."



With a Bachelor of Science Degree from Moorhead State University, Tammy and husband Dr. Steven Linn relocated to Arizona in 1986 where she obtained a Master's Degree in Elementary Education from the University of Phoenix and took graduate courses at Arizona State University toward an MBA. During this time she also headed her own company, Tammy Linn & Company in Scottsdale, served

## ORGANIZATIONAL CHART AND CITY OFFICIALS

as Vice President and Director of Marketing with Bank of Arizona, Scottsdale/Phoenix, and Manager and Director of Marketing for Lund Cadillac Company, Phoenix. Later, Tammy was Director, Governor's Division for Women, Phoenix, and Deputy Associate Superintendent/Director, Arizona Character Education Initiative.

When Tammy and Steve decided to relocate Prescott in 2005, she became Executive Director of United Way of Yavapai County, June 15, 2006-June 30, 2008. Since Tammy had co-founded the Arizona Character Education Foundation in 1999, after leaving United Way it was natural for her to take on the job of Character Education Teacher and Job for Arizona Graduates Coordinator, Yavapai County High Schools. Other civic involvement includes Arizona's Blue Ribbon Task Force for Character Education (chairman, 2007-present), CHARACTER COUNTS! National Leadership Council (2000-present), and Arizona Republic Parent Advisory Panel (2006-present). Among Tammy's Prescott undertakings are Prescott Capital Needs Committee-Chairman, Suchitoto sister City Board of Directors/Chairman, Prescott Area Leadership (PAL) Board of Directors and PAL Chairman for Central Yavapai Institute 2009. Married for 27 years, Tammy and Steve are the proud parents of three boys – Alex, Austin, and Andrew.



**Lora Lopas,  
Councilwoman**

I am an Arizona Native and have lived in Prescott since 1978. I am married and the mother of two young children and Prescott is my hometown by choice. I want it to continue to be "Everybody's Hometown."

I believe we can no longer use "band-aid" solutions. We need to solve problems and plan for future generations.

Our current children and grandchildren are relying on us to plan the future of Prescott. We need to implement renewable energies and a safe and plentiful water supply. We need to start maximizing our local resources and work cooperatively with our neighboring communities.

We all cherish the quality of life Prescott has to offer. I plan on maintaining this quality with smart growth and proper planning that is crucial to the future of Prescott.

I am the current Chairperson of the Prescott Open Space Advisory Committee, working to preserve Prescott land so Prescott is as beautiful tomorrow as it is today. I am also a co-owner of Long Realty located on Montezuma Street and I serve on the Primavera school board.

Top priorities I will address include growth management, land preservation, economic growth and conservation in the City of Prescott.

**Mary Ann Suttles,  
Councilwoman**



Once in politics, it's hard to stay away for good. Just ask Mary Ann Suttles, who managed about a two-year hiatus from the local political scene before she was

talked into running for a second term on the Prescott City Council.

A 30-year resident of Prescott, Suttles first served on the Council from 1991 to 1995. She was recruited for a second term and in the fall of 2003 won election. "If you're in politics and you like it, you're back," she said.

Suttles made a downtown parking garage a priority issue on her second term and, in May 2005, the Garage on Granite – a five-story, 503-space parking structure, opened on South Granite Street. She also is focused on long-term water management, keeping close tabs on the city's acquisition of ranch lands north of the Prescott Active Management Area and plans for water importation from the ranch.

## **ORGANIZATIONAL CHART AND CITY OFFICIALS**

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She is also intent on ensuring that the city attracts businesses and jobs.

“What commercial (development) we can continue to get into town would be a plus,” she said.

Suttles and her late husband, Ken, raised two sons in Prescott, Corey and Ryan, who attended Prescott schools and now live with their families in Cedar Rapids, Iowa, and Lubbock, Texas, respectively. She enjoys photographing her extended family members, including grandchildren, Max, Emily, Carter and the newest arrival, Kendall.

When she's not working, attending meetings of the Republican Women of Prescott, the Prescott Frontier Days board and a variety of other community organizations, Suttles enjoys keeping up the yard that her late husband labored in.

# INTRODUCTION

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## AWARDS

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Prescott, Arizona for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this 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 communications device.

This 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.



# **POLICIES AND OBJECTIVES**

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## **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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### **Budget Policy**

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#### Background

The focus of the City of Prescott's budget policy is the process by which a budget is formulated from departmental requests to the Mayor and Council adoption, including the adoption of the Five-Year Capital Improvement Plan and other issues presented to the Mayor and Council during the budget process.

A budget policy addresses the authorization levels for the approval of the annual budget and all budget adjustments for revenues and expenditures of all funds.

#### Standards

Generally accepted accounting principles (GAAP)  
Government Finance Officers Association's (GFOA) Criteria for Distinguished Budget Award  
Constitution of the State of Arizona  
Arizona Revised Statutes (ARS)  
Prescott City Code  
City of Prescott Charter

#### Fund Reserves

Sound financial policy requires the establishment of appropriate fund balance levels to maintain adequate cash flow and a reserve to cover unanticipated expenditures and revenue shortfalls.

The following General Fund balances will be maintained through the budgeting process:

- Reserve of amounts for inventories, advances to other funds, or other amounts unavailable for appropriation.
- Designation of amounts re-appropriated from unencumbered balances for the completion of projects in subsequent periods.
- An unreserved and undesignated balance equal to 20% of the Fund's operating revenues: 10% to be used for the cash

flow need due to timing differences between receipts and disbursements during the fiscal year and 10% that can only be used with approval of the City Council to cover unanticipated expenditure and revenue shortfalls.

All other fund equities will be maintained to meet the objectives of the fund.

#### Budget Objectives

The Mayor and Council of the City of Prescott annually set priorities for the City and the budget objectives will be consistent with such priorities.

The budget objectives will provide policy direction for the formulation of the City of Prescott's proposed budget and the budget schedule will identify important dates throughout the budget preparation and adoption period.

The following issues shall be considered in the development of budget objectives:

- Adoption of budget and five-year capital improvement program
- Anticipated property tax rate levels
- Provision of employee compensation including pay for performance bonuses for City employees and market sensitive salary benchmark adjustments that will ensure that the City continues to retain and attract outstanding employees. The dependent health insurance subsidy shall be equal to thirty-five percent (35%) of the cost of the dependent health insurance of the "Preferred Plan" if purchased within the Yavapai Combined Trust. The City will continue to provide a monthly subsidy of \$45.00 towards the cost of dependent health insurance purchased outside of the Yavapai Combined Trust for those employees enrolled as of June 30, 2002. Enrollment for this benefit will be discontinued as of July 1, 2002. This subsidy shall be funded as part of the base budget.

# **POLICIES AND OBJECTIVES**

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## **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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- Compliance with financial policies and maintenance of bond ratings.

The following items will be considered in conjunction with the budget preparation and adoption process unless it has been determined that the issues must be considered in a more expeditious manner.

- Ordinance changes involving fee/rate changes
- New positions or changes involving fee/rate changes
- Requests for long-term financing

The operating budget will be balanced with current revenues along with beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures.

In order to present the full cost of providing goods and services, it is necessary that all indirect costs be allocated to the service levels. General fund internal support and administrative costs will be allocated to the Enterprise Funds, Internal Service Funds, and Special Revenue Funds that benefit from the services being provided. The City's cost allocation plan will be maintained in accordance with generally accepted accounting principles for governmental organizations. The internal support and administrative systems below will be allocated based on the following factors:

- A method that allocates costs in proportion to the support or benefit received
- A method that is clearly understood and easy to explain
- A measure that is readily available and easy to apply

The following General Fund functions are allocated based on their total City budget:

- City Council
- City Clerk
- City Manager
- City Attorney
- Purchasing
- Budget and Finance

The allocation basis for Human Resources is the number of full-time equivalent employees in each fund.

Information Technology allocation basis is calculated by the number of computers, phones, scanners and printers in each division.

### Five-Year Capital Improvement Program (CIP)

CIP is a program for capital expenditures and a means of funding facilities, projects, equipment and vehicles with a unit cost greater than \$5,000 during the next five fiscal years.

The operating impact of proposed capital projects, including personnel, operating expenditures, capital outlay and debt service, as applicable, will be identified in the CIP document and considered in preparing the Five-Year Capital Improvement Program.

Financing of capital expenditures from available funds, pay-as-you-go-funding, is the least costly and most desirable method to cover capital expenditure. Every effort will be made in the CIP to accumulate funds to allow this method of funding.

Necessary capital expenditures, which are unable to be funded from available resources, will follow financing options and methods outlined in the Debt Management Policy.

Utility projects will be primarily funded by user fees as resources are available.

The program will identify all major budget assumptions, including the anticipated collection of revenues, use of fund balance, expenditures, future operating costs of capital improvements and proposed changes in services levels and fees.

The program will clearly illustrate proposed service levels and the means to finance such service levels over the five-year period.

# **POLICIES AND OBJECTIVES**

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## **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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Compliance with debt and fund balance policies shall be maintained for each year of the program.

The funding of on-going programs with nonrecurring revenues will need to be supplanted with on-going revenues and/or corresponding decrease in another on-going expenditure as identified in the five-year capital improvement program in order for on-going programs to continue.

### Budget Preparation

The Finance Department and City Manager will establish a budget schedule by December 1 that will include important dates throughout the budget preparation period.

All departments will submit their budget requests to the Finance Department in accordance with the budget preparation schedule. Budget requests will include, but not be limited to, detail as to personnel, operating and capital requests, including five-year capital improvement program requests and performance measures.

The Planning and Zoning Commission shall review the City Manager's Proposed Five-year Capital Improvement Program (CIP).

Public workshops on the budget, CIP, ordinance changes and property tax rates shall be held in accordance with the budget calendar.

A public hearing on Expenditure Limitation and tentative adoption of the budget will occur on or before the third Monday in July. Mayor and Council will convene to adopt tentative budget and Expenditure Limitation.

Tentative budget and public hearing notices along with a notice of final budget adoption meeting shall be advertised once a week for two consecutive weeks following the adoption of the tentative budget.

If the proposed primary tax levy, excluding amounts attributable to new construction, is

greater than the amount levied by the City the previous year, notification of the public hearing will be published. The following requirements will be met:

- The notice has to be published twice in a newspaper of general circulation in the city. The first publication shall be at least fourteen but no more than twenty days before the date on which the proposed levy will be discussed. The second publication must be at least seven but not more than ten days before the hearing.
- The notice must be at least one-fourth page in size and shall be surrounded by a solid black border at least one-eighth inch in width.
- The headline of the notice must read "Truth in Taxation Hearing – Notification of Tax Increase" in at least 18-point type and the text must be in substantially the same form as the statute.
- In lieu of publishing the notice, the City has the option of mailing the notice to all registered voters in the city at least ten but not more than twenty days before the hearing on the proposed levy.

A public hearing on budget adoption and property tax levy will occur on or before the 7<sup>th</sup> day before the tax levy is adopted.

Adoption of property tax levy will occur on or before the third Monday in August.

### Budget Adoption

Following the public hearing on final budget adoption, Mayor and Council will convene to adopt the Final Budget and Five-Year Capital Improvement Program.

The budget is legally enacted through adoption of an appropriations resolution for all governmental and proprietary fund types, which places legal restrictions on expenditures at the department level.

For all funds, the level of control is at the department level as established by the City of Prescott Charter.

# **POLICIES AND OBJECTIVES**

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## **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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Although legal limits on expenditures are established at the department level, effective administrative control over expenditures is maintained through the establishment of a more detailed line-item budget.

At all times, the City will maintain compliance with the Arizona Revised Statutes in appropriating, advertising public notices, ordinance changes, requests for bond financing and any other legal restrictions imposed upon localities.

All appropriations and encumbrances unexpended at year-end lapse and are not available in the following year. Included with the budget resolutions is approval for the reappropriation of all encumbered balances.

As part of the adopted budget, all ordinance changes and other budgetary issues requiring Mayor and Council approval will be presented to the Mayor and Council for consideration.

All new positions and reclassifications approved in the budget will be effective July 1 of the new fiscal year unless presented differently to the Mayor and Council.

The Adopted Budget Document will be forwarded to the Government Finance Officers Association (GFOA) and other interested parties within 90 days of budget adoption for the Distinguished Budget Award program.

### Budget Amendments

The City Manager may transfer any unencumbered appropriation between divisions within a department. Council will be notified of this transaction. Only the Council may transfer any unencumbered appropriation balance or portion thereof from one department to another.

If fund deficits are anticipated within a fiscal year recommended spending reductions will be proposed by the City Manager and presented to the Mayor and Council during the fiscal year, in a timely manner, in order to sufficiently offset the deficit.

### Budgetary Accounting

Budgets are adopted on a basis substantially consistent with generally accepted accounting principles (GAAP) with the major differences being:

- Accrued compensated absences are not recognized as expenditures for budgetary purposes.
- Capital outlays for Proprietary Funds are treated as expenditures.
- Debt service principal payments are treated as expenditures for Proprietary funds.
- Capital grants in Enterprise Funds are budgeted as revenue.
- Depreciation is not budgeted as an expenditure.

# POLICIES AND OBJECTIVES

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## GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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### Debt Policy

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#### Background

A debt policy addresses the level of indebtedness the City of Prescott can reasonably expect to incur without jeopardizing its existing financial position and to ensure the efficient and effective operation of the City.

The debt policy shall conform to Federal and State Regulations.

A debt policy also addresses the purposes for the types of debt that will be issued.

The debt policy is to be used in conjunction with the Adopted Budget, the Capital Improvement Program and other financial policies as directed by Mayor and Council.

#### Planning and Performance

The planning, issuance and review of outstanding and proposed debt issuances will ensure that compliance with the debt policy is maintained.

The City may issue debt for the purpose of acquiring or constructing capital projects including buildings, machinery, equipment, furniture and fixtures.

Debt issuances will be pooled together when feasible to minimize issuance costs.

The City will prepare and adopt annually a Five-year Capital Improvement Program to identify and establish an orderly plan to meet the City's infrastructure needs with all debt-related projects and the debt service impact upon operations identified, appropriately adjusted by inflation to properly reflect costs incurred in the applicable future fiscal year.

All issuance subject to arbitrage constraints shall be monitored by the applicable personnel

and have arbitrage liability calculations performed in a timely manner.

Investment of bond proceeds shall at all times be in compliance with the City's Investment Policy and meet all requirements of bond proceeds covenants.

Debt shall be within statutory and sound financial management limits.

#### Types of Debt

*Interfund Borrowing* is the borrowing by one fund from another is an acceptable means of meeting cash flow needs.

- Short-term interfund borrowing, defined as paid back in less than one year, will occur due to occasional cash shortages in a fund. All funds borrowing from the City's available cash pool on a short-term basis should be charged an interest rate equivalent to the State Treasurers Pool for the prior month.
- Long-term borrowing, defined as paid back in more than one year, must come from a specific fund and be established by Council action. This action would include the fund borrowing the cash, fund lending the cash, terms (length of repayment period and amount of payments) of loan, and interest rate to be paid.

*Lease Purchase Financing* – It is legal to use lease purchasing for any lawful or necessary short-term or long-term projects; however, it is the objective not to use lease purchase financing on future equipment replacements, additions or building acquisitions. It is recognized that future events such as new services of unfunded legal mandates may require the City to provide unanticipated services or programs and that this financing technique may have to be utilized to fund start-up capital costs of such new services or programs. If this is the case, the City can first look to its own cash pool to ascertain if a fund would have sufficient moneys to lend, with interest, over the desired term of the needed financing.

# POLICIES AND OBJECTIVES

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## GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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*General Obligation Bonds* may be used for any lawful project approved by the voters. Pursuant to Arizona Constitution, principal outstanding may not exceed:

- 20% of net secondary assessed value for water, wastewater, lighting, parks, open spaces and recreational purposes; or
- 6% of net secondary assessed value for all other purposes.
- This type of debt issuance is generally the lowest cost financing approach since the debt repayment is backed by property taxes. However, it is the policy of this Council that if general obligation debt is issued for a project with a revenue stream (i.e., water/wastewater project), that revenues from the appropriate enterprise fund be used to pay for the debt repayment and not property taxes. Debt repayment for non-revenue supported projects such as park improvements would have to be repaid through property taxes.

*Utility Revenue Bonds* – These voter-approved bonds may be used for acquiring, constructing or improving “utility undertakings” including water, wastewater, gas, electric light or power, airport buildings or facilities, and garbage disposal systems. Utility revenue bonds are not a general or full faith and credit obligation of the City and are secured by revenues of the applicable utility undertaking. Debt repayment is from revenues from the appropriate enterprise. A limitation on these bonds is that the prior year’s net revenues must exceed maximum annual debt service by a specific factor. These bonds would be appropriate to use if the City wanted to preserve general obligation capacity for future needs.

*Municipal Property Corporation Bonds* – These non-voter approved bonds are for all city-approved projects. In essence, the City makes annual payments equal to debt service under a lease-purchase or loan agreement with the Municipal Property Corporation. City payments may be guaranteed by pledge of excise taxes, enterprise revenues or annual appropriations. After the debt is retired, the City receives ownership of the financed

project. The Municipal Property Corporation bonds are appropriate to use for 91) mandated projects that the City has no choice, but to complete, (2) projects that are a matter of public safety and welfare which can be backed by a sufficient revenue stream to allow retirement of the debt, or (3) projects which meet a stated economic development goal of the City. Examples of mandates include a required upgrade of a wastewater treatment plant or a landfill closure. Current City of Prescott limitations on this financing technique is that the prior year’s excise tax revenues must exceed maximum annual debt service by two times. Examples of public safety and welfare projects include water storage tanks, water transmission and distribution lines, sewer plan expansions and sewer collection system.

*Street and Highway Revenue Bonds (HURF Bonds)* are voter-approved bonds that can be used for improving, constructing or maintaining City streets and highways as well as for acquisition of necessary rights of way for street projects. Debt repayment is through use of HURF revenues. The legal limit on the amount of bonds that can be issued is government by the amount of HURF receipts in that the maximum annual debt service may not exceed two-thirds (three times coverage) of the most recent year’s receipts as long as the bonds are rated “A” or above. If the bonds are rated below “A”, the maximum annual debt service may not exceed 50% of the most recent year’s receipts (two times coverage). Recommendation for issuance of these bonds should be carefully considered since if the maximum allowable were issued (approximately \$15 million), there would not be sufficient yearly revenues available after debt repayment to operate the streets department.

*Improvement District Bonds* are issued for numerous governmental purposes including financing streets, curbs, gutters, sidewalks, streetlights, wastewater systems, etc. Although the bonds are not subject to voter authorization, they may be rejected by a majority of property owners within the boundaries of the designated district. The

## **POLICIES AND OBJECTIVES**

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### **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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debt repayment is through assessments levied against property located within the district and the debt is backed by a contingent liability of the City's general fund. One restriction is that the improvements to be made cannot be of general benefit to the City as a whole. These bonds are recommended to be issued to bring unpaved streets to a paved status and installing wastewater systems within neighborhoods.

# **POLICIES AND OBJECTIVES**

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## **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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### **Investment of Municipal Funds City of Prescott Investment Policy**

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#### **I. SCOPE OF POLICY**

This investment policy shall govern the investment activities of all funds of the City of Prescott, excluding any specific funds cited hereafter. This policy serves to satisfy the state statute requirement to define and adopt a formal investment policy.

#### **A. FUND INCLUDED:**

All financial assets of all current funds of the City of Prescott, Arizona and any new funds created in the future, unless specifically exempted, will be administered in accordance with the objectives and restrictions set forth in this policy. These funds are accounted for in the City's Comprehensive Annual Financial Report.

#### **B. POOLING OF FUNDS:**

Except for cash in certain restricted and special funds, the City of Prescott will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

#### **II. PRUDENCE**

Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of the capital as well as the probable income to be derived. The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio of funds, rather than a consideration as to the

prudence of a single investment. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion to the City Manager and the City Council of the City of Prescott, and appropriate action is taken in accordance with the terms of this policy.

#### **III. OBJECTIVES OF POLICY**

The primary objectives in priority order of investment activities shall be preservation and safety of principal, liquidity, and yield:

#### **A. SAFETY:**

The foremost and primary objective of the City's investment program is the preservation and safety of capital in the overall portfolio. The objectives will be to mitigate credit risk and interest rate risk. To control credit risk, investments should be limited to the safest types of securities, financial institutions, broker/dealers intermediaries and advisers which the City will do business.

To control interest rate risk, the City will structure the investment portfolio so that securities mature to meet cash requirements for ongoing operations and monitoring credit rating of portfolio positions to assure compliance with rating requirements imposed by the Public Funds Investment Act.

#### **B. LIQUIDITY:**

The City's investment portfolio will remain sufficiently liquid to enable the City to meet operating requirements that might be reasonably anticipated. Liquidity will be achieved by matching investment maturities with forecasted cash flow funding requirements, by investing in securities with active secondary markets and by diversification of maturities and call dates. Furthermore, since all possible cash demands cannot be anticipated, a small portion of the

# **POLICIES AND OBJECTIVES**

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## **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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portfolio may also be placed in money market mutual funds or local government investment pools which offer same day liquidity for short term funds.

### **C. YIELD:**

The City's investment portfolio will be designed with the objective of regularly exceeding the average rate of return on three month U.S. Treasury Bills. The investment program will seek to augment returns above this threshold consistent with risk constraints identified herein, cash flow characteristics of the portfolio and prudent investment principles. The care of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

1. A security swap that would improve the quality, yield or target duration in the portfolio.
2. Liquidity needs of the portfolio require that the security be sold.
3. If market conditions present an opportunity for the City to benefit from the sale.

### **D. RISK OF LOSS:**

All participants in the investment process will seek to act responsibly as custodians of the public trust. Investment officials will avoid any transactions that might impair public confidence in the City's ability to govern effectively. The governing body recognizes that in a diversified portfolio, occasional measured losses due to market volatility are inevitable, and must be considered within the context of the overall portfolio's investment return, provided that adequate diversification has been implemented.

## **IV. INVESTMENT STRATEGY**

The City of Prescott intends to pursue an active vs. passive portfolio management philosophy. Active management means that the financial markets will be monitored by investment officials and investments will be

purchased and sold based on the City's parameters for liquidity and based on market conditions. All marketable securities purchased by the City shall have active secondary markets, unless a specific cash outflow is being matched with an investment that will be held to maturity to meet that obligation. Securities may be purchased as a new issue or in the secondary markets. Securities may be sold before they mature if market conditions present an opportunity for the city to benefit from the trade or if changes in the market warrant the sale of securities to avoid future losses. Securities may be purchased with the intent from the beginning, to sell them prior to maturity or with the expectation that the security would likely be called prior to maturity under the analyzed market scenario. Market and credit risk shall be minimized by diversification. Diversification by market sector and security types, as well as maturity will be used to protect the city from credit and market risk in order to meet liquidity requirements.

The portfolio will be structured to benefit from anticipated market conditions and to achieve a reasonable return. Relative value between asset groups shall be analyzed and pursued as part of the active investment program within the restrictions set forth by this policy.

### **V. RESPONSIBILITY AND CONTROL**

#### **A. DELEGATION:**

Oversight management responsibility for the investment program has been delegated to the Chief Financial Officer, to establish written procedures and controls for the operation of the investment program, consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for the daily cash management operation, the execution of investment transactions, overall portfolio management and investment reporting.

#### **B. SUBORDINATES:**

# **POLICIES AND OBJECTIVES**

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## **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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All persons involved in investment activities shall be referred to as "investment officials". No person shall engage in an investment transaction except as provided under the terms of this policy, the procedures established by the Chief Financial Officer and the explicit authorization by the City Manager to withdraw, transfer, deposit and invest the City's funds. The City Council, by resolution, has authorized the City Manager to appoint these individuals. The Chief Financial Officer shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of subordinate investment officials.

### **C. CONFLICTS OF INTEREST:**

Investment officials and employees involved in the investment process will refrain from personal business activity that could conflict with proper execution and management of the investment program, or which could impair their ability to make impartial investment decisions. Investment officials and employees shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City. THIS POLICY EXPRESSLY INCORPORATES THE PROVISIONS OF TITLE 38, CHAPTER 3, ARTICLE 8, ARIZONA REVISED STATUTES.

### **D. DISCLOSURE:**

Investment officials and employees shall disclose to the City Manager any material financial interest in financial institutions that conduct business with the City of Prescott. Investment officials and employees shall further disclose any material, personal investment positions that could be related to the performance of the City's investment portfolio. Investment officials and employees shall subordinate their personal investment transactions to those of this jurisdiction, particularly with regard to the timing of purchases and sales. An investment official who is related within the second degree by affinity or consanguinity to individuals seeking

to sell an investment to the city shall file a statement disclosing that relationship.

### **E. INVESTMENT TRAINING:**

Investment officials shall have a finance, account or related degree and knowledge of treasury functions. Investment training must take place not less than once in a two year period and receive no less than ten hours of instruction relating to investment responsibilities from an independent source such as Government Finance Officers Association, Municipal Treasurers Association, American Institute of Certified Public Accountants, Arizona Finance Officers Association, Arizona Society of Public Accounting or other professional organizations. The Chief Financial Officer and all investment officials of the City shall attend at least one training session relating to their cash management and investment responsibilities within 12 months after assuming these duties for the City. Training must include education in investment controls, security risks, strategy risks, market risks, and compliance with State investment statutes.

### **VI. AUTHORIZED INVESTMENTS**

Funds of the City of Prescott, Arizona may be invested in the following investments. Investments not specifically listed below are not authorized:

1. Obligations of the United States or its agencies and instrumentalities;
2. Direct obligations of this state or its agencies;
3. Collateralized Mortgage Obligations and pass-through securities directly issued by a federal agency or instrumentality of the United States, the underlying security for which is guaranteed by an agency or instrumentality of the United States;
4. Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, the State of Arizona or the United States or its instrumentalities;

# **POLICIES AND OBJECTIVES**

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## **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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5. Obligations of states, agencies, counties, cities, and other political subdivisions of any state, rated as to investment quality by a nationally recognized investments rating firm not less than A or its equivalent;
6. Certificates of deposit that are issued by a state or national bank or savings and loan domiciled in the State of Arizona and that are guaranteed or insured by the Federal Deposit Insurance Corporation or are secured as to principal by obligations described in the preceding clauses or in any other manner and amount provided by law for City deposits.
7. Fully collateralized Repurchase or Reverse Repurchase Agreements that have a defined termination date and are fully secured by obligations described in the preceding paragraphs (1) through (5) of this section of the policy;
8. The pooled investment funds established by the state treasurer pursuant to ARS 35-326;
9. Money Market Mutual Funds investing exclusively in obligations authorized by the preceding paragraphs (1) through (5) of this section of the policy.

### **VII. INVESTMENT REPORTS**

The Chief Financial Officer shall submit quarterly an investment report including a management summary that provides and analysis of the status of the current investment portfolio with comparison to the average three-month US Treasury Bill.

### **VIII. PORTFOLIO AND INVESTMENT ASSET PARAMETERS**

#### **A. BIDDING PROCESS FOR INVESTMENTS:**

Investment officials for the City may accept bids for certificates of deposit and for all marketable securities either orally, in writing, electronically, or in any combination of these methods. The investment official will strive to receive two to three price quotes on marketable securities being sold, but may allow one broker/dealer to sell at a

predetermined price under certain market conditions. Investments purchased shall be shopped competitively between approved financial institution and broker/dealers. Security swaps are allowed as long as maturity extensions, credit quality changes and profits or losses taken are within the other guidelines set forth in this policy.

#### **B. MAXIMUM MATURITIES:**

The City of Prescott will manage its investments to meet anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than seven years from the date of purchase. The City shall adopt weighted average maturity limitations consistent with the investment objectives.

#### **C. MAXIMUM DOLLAR-WEIGHTED AVERAGE MATURITY:**

Under most market conditions, the composite portfolio will be managed to achieve a two year dollar-weighted average maturity. However, under certain market conditions, investments officials may need to shorten or lengthen the average life or duration of the portfolio to protect the city. The maximum-dollar weighted average maturity based on the stated final maturity, authorized by this investment policy for the composite portfolio of the City shall be three years.

#### **D. PRICING:**

Market price for investments acquired for the City's Investment Portfolio shall be priced using independent pricing sources and market value monitor at least monthly.

### **IX. SELECTION OF DEPOSITORY, FINANCIAL INSTITUTIONS AND BROKER/DEALERS**

#### **A. BIDDING PROCESS:**

Depositories shall be selected through the City's banking services procurement process, which shall include a formal request for

# **POLICIES AND OBJECTIVES**

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## **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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proposal (RFP) issued at least every five years with a typical contract being for two (2) years with an option to extend the contract for three (3) additional one (1) year terms. In selecting depositories, the credit worthiness of institutions shall be considered, and the Chief Financial Officers shall conduct a comprehensive review of prospective depositories credit characteristics and financial history. No public deposit shall be made except in a qualified public depository as established by state depository laws. The depository bank bid will not include bids for investment rates on certificates of deposit. Certificate of deposit rates will be shopped competitively between qualified financial institutions in accordance with the manner in which all other types of investment assets are purchased.

### **B. INSURABILITY:**

Banks and Savings and Loan Associations seeking to establish eligibility for the City's competitive certificate of deposit purchase program, shall submit financial statements, evidence of federal insurance and other information as required by the investment officials of the City of Prescott.

### **C. AUTHORIZED DEPOSITORY, FINANCIAL INSTITUTIONS AND BROKER/DEALERS:**

The Chief Financial Officer will maintain a list of financial institutions authorized to provide investment services. All financial institutions and broker/dealers or bank/dealers who desire to become a qualified bidder for investment transactions must supply the Chief Financial Officer with the following:

1. Audited financial statements.
2. Proof of National Association of Security Dealers certification where applicable.
3. Proof of state registration where applicable.
4. Completed broker/dealer questionnaire.

5. Certification of having read the City of Prescott's investment policy.

A current audited financial statement is required to be on file for each financial institution and broker/dealer which the City of Prescott uses.

### **X. COLLATERALIZATION OF CITY'S DEPOSITS**

#### **A. INSURANCE OR COLLATERAL PLEDGED:**

Collateralization shall be required on depository bank deposits, certificates of deposit, and repurchase (and reverse) agreements in accordance with the "Public Funds Collateral Act" and depository laws (see Appendix B). In order to anticipate market changes and provide a level of security for all funds, the collateralization level will not be less than 102% of market value of principal and accrued interest, less an amount of \$100,000, which represents insurance by the FDIC or FSLIC on certain types of bank deposits. Evidence of the pledged collateral shall be documented by a safekeeping agreement or a master repurchase agreement with the collateral pledged clearly listed in the agreement and safekeeping confirmations. The master repurchase agreement must be executed and in place prior to the investment of funds. Collateral shall be monitored daily to ensure that the market value of the securities pledged equals or exceeds the related deposit or investment balance.

#### **B. COLLATERAL DEFINED:**

The City of Prescott shall accept only the following insurance and securities as collateral for cash deposits, certificates of deposit, and repurchase agreements:

1. FDIC insurance coverage
2. Obligations of the United States of America, its agencies and instrumentalities, including agency and instrumentality issued mortgage backed collateral.

# **POLICIES AND OBJECTIVES**

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## **GENERAL BUDGET, DEBT & INVESTMENT POLICIES**

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3. Other obligations, the principal of and interest on which are unconditionally guaranteed or insured by the State of Arizona or the United States of America or its agencies and instrumentalities.
4. Obligations of states, agencies thereof, counties, cities, and other political subdivisions of any state having been rated as to investment quality by a nationally recognized investments rating firm and having received a rating of no less than A or its equivalent.

### **C. COLLATERAL SAFEKEEPING AGREEMENT:**

The City shall not accept, as depository collateral, any security that is not specifically allowed to be held as a direct investment by the City's portfolio and that the maximum maturity of the collateral securities may not be greater than five years. Collateral will always be held by an independent third party with whom the entity has a current custodial agreement. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. The safekeeping agreement must clearly define the responsibility of the safekeeping bank. The safekeeping institution shall be the Federal Reserve Bank or an institution not affiliated with the financial institution or broker/dealer that is pledging the collateral. The safekeeping agreement shall include the authorized signatures of the City and the firm pledging collateral.

### **D. AUDIT OF PLEDGED COLLATERAL:**

All collateral shall be subject to verification and audit by the Chief Financial Officer or the City's independent auditors.

### **XI. SAFEKEEPING AND CUSTODY OF INVESTMENT ASSETS**

All security transactions, including collateral for repurchase (reverse) agreements, entered into by the City shall be conducted using the delivery vs. payment (DVP) basis. That is, funds shall not be wired or paid until

verification has been made that the correct security was received by the safekeeping bank. The safekeeping or custody bank is responsible for matching up instructions from the City's investment officials on an investment settlement with what is wired from the broker/dealer, prior to releasing the City's designated funds for a given purchase. The security shall be held in the name of the City or held on behalf of the City in a bank nominee name. Securities will be held by a third party custodian designated by the Chief financial Office and evidenced by safekeeping receipts. The safekeeping bank's records shall assure the notation of the City's ownership of or explicit claim on the securities. The original copy of all safekeeping receipts shall be delivered to the City. A safekeeping agreement must be in place which clearly defines the responsibilities of the safekeeping bank.

## MAJOR CITY GOALS

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Concepts presented in the Prescott Community Strategic Plan encourage the City to invest any available funds in projects that would return, and eventually exceed, its investment while still providing basic services during the investment period. Strategic investments, in turn, would insure the ability to provide basic services in the future. In order to fulfill that objective, we will continue to strengthen five-year planning efforts in all funds and target all available excess resources for economic investments including adopted economic development policy while, at the same time, maintain the flexibility to respond to unknown opportunities.

**Future goals identified as part of the 2003 General Plan are as follows:**

Population: Achieving a Balanced Community  
Balanced Mix of Land Uses  
Meeting Housing Needs  
Balancing Community Values  
Managing Current and Projected Traffic  
Preserving and Protecting the Environment  
Historic Preservation  
Adequate Water Resources for Future Needs  
Strong Economic Base

In formulating the FY2011-12 Budget, recommendations were keyed on feedback from Mayor and Council through its goals, policies, and guidelines; input from various advisory committees; 2003 General Plan; community input (from individuals, neighborhood groups or service clubs): downtown groups; as well as corridor and area plans.

At the Council/staff retreat in January, City Council reaffirmed their vision, mission, core beliefs, and goals for the City thereby providing clear-cut guidance to staff in the formulation of the FY2012 Budget. The goals that were reaffirmed at this meeting are listed below:

**Stronger Local Economy and Expanded Tax Base**

- More quality jobs with family wages
- More diverse economy which is less retail dependent
- Development of our airport as an “economic engine”
- Continue as the Regional Retail Center
- Make land available for developing business/commercial sites

**Better Mobility through Improved Roads and Transportation System**

- Improved condition and quality of city streets
- All city streets and alleys paved
- Air service to alternative hubs
- Effective and functioning Municipal Planning Organization
- Sidewalks on major arterials

**Managed Growth for a Balanced Community**

- More affordable (workforce) housing units
- Well-planned annexed areas with mixed and balanced uses
- Preservation of Prescott’s historic charm and character
- Growth paying for growth
- Development consistent with Land Development Code

## **MAJOR CITY GOALS**

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### **Polished City – Beautiful and Clean**

- Cleaner and well-maintained streets, alleys and rights-of-way
- Reduced number of blighted homes and buildings
- Effective solid waste collection and management
- Redevelopment of aging commercial centers
- Well maintained parks and recreational areas

### **First Class Utility System**

- Water supply for the next 100 years
- Sewers for all residences and businesses
- Well-maintained water treatment and distribution system
- Well-maintained wastewater collection and treatment facility
- Effective storm water management system

### **Alive Downtown**

- Cleaner downtown with improved infrastructure
- More commercial offices with people working downtown
- More activity venues for attracting residents and events
- More people living downtown
- More evening activities with businesses open beyond 5:30

## LINKING CITY GOALS TO BUDGET

CITY GOALS	RELATED BUDGET ITEMS
Stronger Local Economy and Expanded Tax Base	Economic Development Agreements/Incentives Kuebler Field and Parking Lot
Better Mobility through Improved Roads and Transportation System	Williamson Valley Road Rosser Reconstruction Pavement Preservation Senator Highway Reconstruction Park Avenue Reconstruction Mount Vernon Reconstruction Airport Runway Extension
Managed Growth for a Balanced Community	General Plan Update Impact Fee Analysis Open Space
Polished City – Beautiful and Clean	Neighborhood Cleanup Household Hazardous Waste Day Solid Waste Equipment
First Class Utility System	Old North Tank Reservoir Replacement New Thumb Butte Reservoir Copper Basin Reservoir Small Water Main Upgrades Surface Water Recharge Pipeline Airport Phase 1 (3.75MG) Sundog Filter Replacement/Denitrification Cliff Rose Lift Station Upgrade
Alive Downtown	Bed Tax Projects

# **BUDGET SUMMARIES**

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## **AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE**

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### **AMENDING THE BUDGET**

Control of each legally adopted annual budget, according to City Charter, is at the department level. The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof between general classifications of expenditure (object codes) within an office, department or agency. The City Manager generally gives authority to department heads to exceed one line item as long as other line items are reduced by a like amount. These arrangements are usually made directly between the requesting department and the Budget and Finance Department.

At the request of the City Manager, the Council may transfer any unencumbered appropriation balance or portion thereof between one office, department or agency to another.

The other option in amending the budget, according to state law, is for the Council to declare an emergency and then transfer the monies from one project to another. In essence, any approved Council transfers do amend the budget although the budget is never reprinted. All transfers are reflected on the following year's legal schedules as required by the Auditor General's Office.

### **BUDGET BASIS**

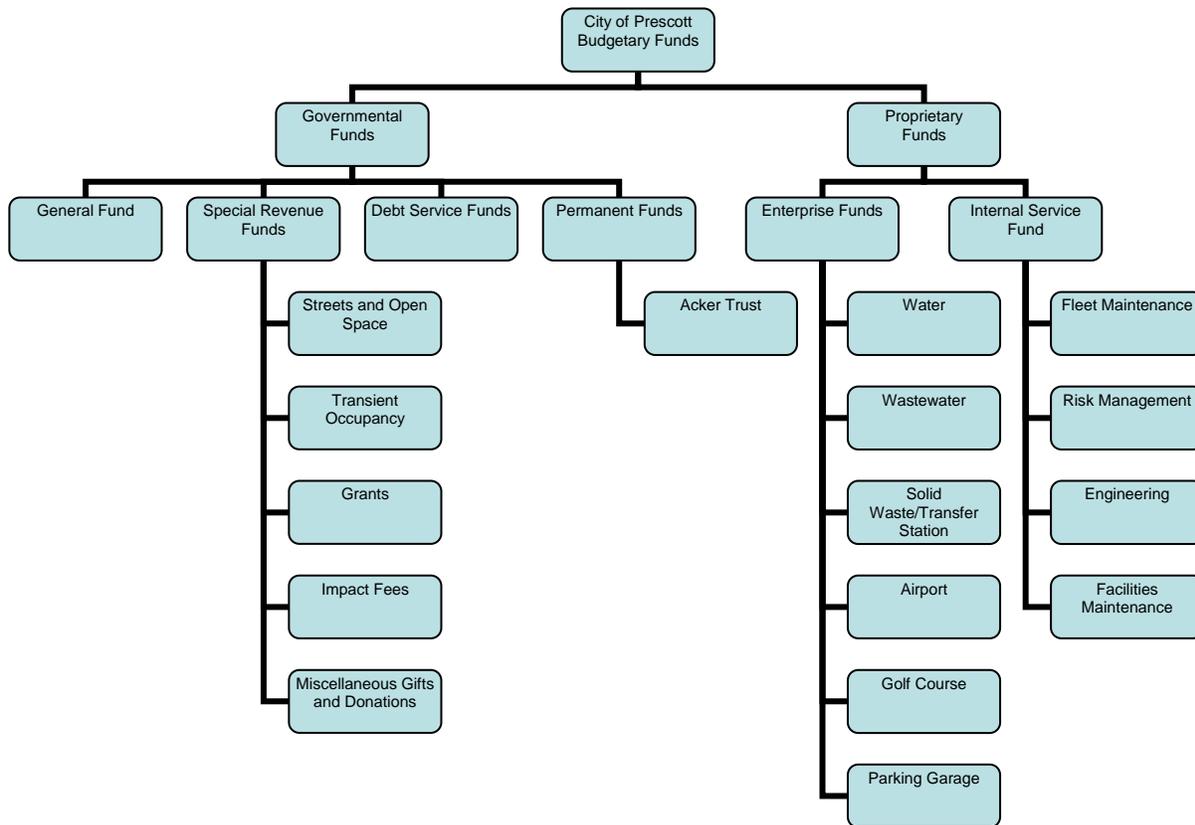
The City of Prescott budget as adopted is substantially consistent with generally accepted accounting principles (GAAP) with major differences being (1) encumbrances are treated as expenditures at fiscal year end; (2) certain liabilities, such as vacation and sick pay, are not accrued at year end for budget purposes; (3) interest expense has been accrued for GAAP in some General Fund departments, but not expenses in the budget comparisons; (4) depreciation is not budgeted as an expenditure in budgetary accounting; and (5) capital outlay is an expenditure in budgetary accounting and an asset in GAAP.

### **FUND STRUCTURE**

The accounts of the City are organized on the basis of funds or account groups, each of which is considered a separate accounting entity. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The City of Prescott uses the following funds in its budget process:

# BUDGET SUMMARIES

## AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE



The **GENERAL FUND** is established for the revenue and expenditures necessary to carry out basic governmental activities of the City such as police protection, recreation, planning, legal services, administrative services, etc. General Fund expenditures are made primarily for current day-to-day operating expenses and operating equipment. Capital expenditures for large-scale public improvements such as parks or streets are accounted for elsewhere in the Special Revenue Funds, Capital Project Funds, Enterprise Funds or Expendable Trust Funds.

**SPECIAL REVENUE FUNDS** are used to account for revenues derived from specific taxes or other earmarked revenue sources. These funds are usually required by statute, charter provision or ordinance to finance particular functions or activities. The Special Revenue funds listed below are used by the City of Prescott.

**Streets and Open Space – 1% Additional Tax and Highway User Revenues** – In September, 1995, the voters approved increasing the sales tax rate from 1.0% to 2.0% for the purpose of street repairs and improvements for a ten year period effective January 1, 1996. In May, 2000, the voters expanded the use of the funds to include open space acquisitions and extended the sunset to January 1, 2016. In September of 2009, the voters approved the extension of this tax at ¾% for street repairs and improvements. Financing for this fund is also provided by the City’s share of State gasoline taxes. State law requires these gasoline taxes to be used to maintain or construct streets. Beginning in FY2011, the Highway User Fund and Streets and Open Space Funds were combined. The accumulation and expenditure of these funds are accounted for in this area.

# **BUDGET SUMMARIES**

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## **AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE**

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**Transient Occupancy Tax Fund** – In 1987 the voters established a two percent (2.0%) transient occupancy (hotel/bed) tax. By ballot provision, these revenues can only be used for tourism promotion and development of recreational facilities.

**Grants Fund** – This represents projects which expend grant monies received for various projects. Grant funds must be used for the stated purpose of the grant and must meet grantor expenditure guidelines.

**Impact Fee Funds** – These funds represent accounts to expend impact fees received to offset the cost of growth related projects.

**Miscellaneous Gifts Fund** – Provide an account to track any contributions for miscellaneous gifts which the City may receive as well as the expenditures made.

**PERMANENT FUNDS** – Used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the reporting government's programs.

**Acker Trust Fund** – Accounts for the assets willed to the City by J.S. Acker. Revenue from investments and land sales are to be expended for cultural and recreational purposes only.

**DEBT SERVICE FUNDS** are established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. The City of Prescott's Debt Service Fund was established during FY1999 to pay for the principal and interest of general obligation debt for the police station construction and the Watson and Willow Lakes water rights and land purchase as well as improvement district bond payments.

**ENTERPRISE FUNDS** are established to account for operations that (1) are financed and operated in a manner similar to private business operations where the intent of the City is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The City of Prescott has six enterprise funds as follows:

**Water Fund** – To account for the provision of water services to the residents of the City and some residents of the County. All activities necessary to provide for water services are accounted for in this fund.

**Wastewater Fund** – Previously this fund was combined with the Water Fund. However, beginning in FY1994 this fund accounts for the provision of wastewater services to the residents of the City. All activities necessary to provide for wastewater services are accounted for in this fund.

**Golf Course Fund** – To account for the provision of year-around golf to the residents of the City, county and visitors to the area. Beginning in FY1994, the Golf Course was established as a separate department. Prior to FY1994 the Golf Course was under direction of Recreation Services.

**Airport Fund** – To account for the provision of airport services to the general aviation and commercial flying public. Services include fueling, hangar and tie down rentals, etc.

**Solid Waste/Transfer Station Fund** – To account for sanitation, landfill, and recycling services provided to City and County residents along with the operations of the City's transfer station facility

# **BUDGET SUMMARIES**

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## **AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE**

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that opened in September, 1991. All activities necessary to provide these services are accounted for in this fund. Since April of 1994, only fill materials have been accepted at the City's landfill.

**Parking Garage Fund** – To account for the operations of the City's parking garage. This facility was opened in June, 2005 and all activities necessary to maintain and operate the parking garage facility are accounted for in this fund.

**INTERNAL SERVICE FUNDS** are used to account for services and commodities furnished by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

**Fleet Maintenance** – To account for the cost of operating a maintenance facility for automotive and other equipment used by various departments. These costs are billed to the various using departments. The various user departments who acquire automotive and other equipment are responsible for replacement costs.

**Risk Management** – To account for the costs, both direct and indirect, of maintaining comprehensive property damage and general liability and workers' compensation insurance coverage. Revenue to this fund is derived from charges to City departments.

**Engineering Services** – To account for the costs, both direct and indirect, of the engineering department, which does work for other departments of the City. Revenue to this fund is derived from charges to City departments based on the work performed for the department.

**Facilities Maintenance** – To provide maintenance and custodial service to all city owned facilities.

# BUDGET SUMMARIES

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## FY2012 BUDGET TRANSMITTAL MESSAGE

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This budget represents diligent efforts to overcome a continuing weak economy that has dramatically impacted municipal and state governments throughout the country, and in particular the State of Arizona. The FY2012 Budget continues the City's efforts to strategically address budget shortfalls and achieve long term sustainability and organization stability through clear and solid financial prudence. This challenge has been met despite a faltering economy that impacts the City's operational budget, primarily in the area of sales/use tax revenues that account for the largest share of the City's General Fund. It is the General Fund that supports the costs of basic governmental services including police, fire, parks and recreation, library, planning and zoning, and the general administration of city government. The City's proactive measures to address this challenge include restructuring departments, eliminating positions, increasing operating efficiencies, reducing costs and growing revenues. This budget represents a combination of those efforts while demonstrating a continued sound and responsible approach to achieve future efficiencies and enhanced cost control.

The proposed Fiscal Year 2012 Budget totals \$162,607,131, which represents a 6.3% increase from last year's budget, primarily attributable to the City's aggressive funded infrastructure rehabilitation and replacement programs. The \$74,654,420 Operating Budget represents the day-to-day programs and critical core services of the city and is an increase of 9.2% over last year. The five year CIP totals \$108,524,684 with the Capital Budget for FY12 totaling \$87,952,710.

The City's workforce continues to provide excellent service to Prescott residents and the business community despite the budget challenges which have been encountered. The following highlights their accomplishments:

### Financial Sustainability

- Secured high profile businesses including Trader Joes, Chipotle, Baja Fresh, Sweet Potato Café, and BioVetria (anti-venom pharmaceutical)
- Addition of Great Lakes Airlines the City airport resulted in a 27% increase in airline passenger enplanements over the previous year
- Hosted various commercial film shorts including Fox Sports, Dodge Ram and Yamaha
- Collected \$1,048,839 in fees through field and desk audits (otherwise unrealized income)
- Recovered \$47,429 from third parties who caused damage to City property or injuries to City employees.

### Public Safety

- Prescott Police Department was selected as a National Award Winner in the National Association of Town Watch (NATW) competition. NATW is an association sponsoring and promoting the National Night Out event.
- Developed and implemented an alarm ordinance to reduce lost police productivity from false alarms (equating to \$71,740 in FY11)
- Acquisition of \$43,075 in grant funds for purchase of an Unmarked Enforcement Vehicle
- Chief of Police appointed by Governor Jan Brewer to Homeland Security Regional Advisory Council
- Regional Communications answered 171,590 calls in CY10 resulting in 84,313 dispatched emergency responders; 56% of calls originated from cell phones
- Fire Department secured \$793,500 in various grants for the City's innovative Wildland Division
- City Court secured \$83,000 in grants to implement the e-Citation process resulting in time savings for both the Court and Police

# BUDGET SUMMARIES

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## FY2012 BUDGET TRANSMITTAL MESSAGE

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### Completed Major Capital Improvements

- Zone 39 Phase III Indian Hills Reservoir
- Zone 12 Water Main Phase II (Granite Dells)
- Zone 24 Tank Replacement (Upper Thumb Butte)
- Airport Zone Well #3
- Small Water Main Upgrades
- Surface Water Recharge Pipeline
- Country Park Water Main
- Rosser Street Improvements
- Sundog Connector Yavapai County
- Iron Springs Wall Relocation
- Williamson Valley Road Utility Relocation
- Virginia Street/Penn Alley Sewer Replacement
- Prescott Centennial Center remodel

### Streets

- Secured \$300,000 in ADOT grants for planning assistance for Willow Creek/Sundog Roads
- Provided 5,452 hours of labor for emergency storm response
- Annual Chip Seal Program included 9.7 lane miles within the Southview, Copper Canyon and Sandretto Hills subdivisions
- Developed General Engineering Requirements Manual (GER) to assist design professionals with plans/ policies/ requirements for streets within City of Prescott boundaries

### Community Development

- Reviewed 95% of all plans submitted within timeframe guidelines
- Neighborhood Cleanup program resulted in 32 tons of debris removal
- Initiated General Plan update

### Quality of Life

#### Elks Opera House Theater

- A full restoration of the theater was completed in 13 months. Implemented online ticketing software and held 40 successful events

#### Parks & Recreation

- The parking kiosks at the City's three lakes and the Peavine Trail, combined with associated parking passes, generated \$139,679 in revenue
- Volunteer Park Rangers were certified by the Police Department to issue citations for parking enforcement
- Park Rangers contributed 3,301 labor valued at \$70,600
- The economic impact of FY11 softball tournaments was \$3.9 million
- Restrooms throughout the parks system were winterized for year-round availability
- With the assistance of volunteer labor totaling 2,800 hours, the city added 5.5 miles of new trails resulting in 40.84 trail miles system-wide

#### Antelope Hills Golf Course

- PGA Hall of Fame golf professional Mack McCarley was hired as General Manager
- Reduced water use by 110 acre feet resulting in a \$30,000 savings

### Energy and Environment

- Replaced 140 metal halide light fixtures at the Granite Parking Garage in partnership with APS with anticipated energy savings up to 40%

# **BUDGET SUMMARIES**

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## **FY2012 BUDGET TRANSMITTAL MESSAGE**

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- Installed 18 high efficiency HVAC systems throughout city with Federal Stimulus funds offsetting a majority of the expense
- Removed 182 tons of trash from neighborhoods during Field Operations Annual Clean Up
- 47% increase in revenue generated by the City's recycling program (\$131,778 in FY11)

### Public Information

- Nominated for National Merit Award for Excellence for production of "Journey Through Time: A History of the Elks Opera House"
- Received regional Best Government Program Award for "July 4<sup>th</sup> Wrap-up"
- City website averages 70,000 visits per month; 120,000 views of city produced video content on Access 13
- Prescott videos featured on You Tube average 31,000 annual visits

### Utility Systems

- Secured \$510,000 from Yavapai County Flood Control District for flood studies and mapping
- Cleaned 1,100,907 (212 miles) of sewer main lines as part of Preventive Maintenance Structured Cleaning Program
- Continuing conservation efforts has resulted in a savings of 236 acre feet of water from 2006-2011
- Water Meter Change Out Program resulted in 6,988 traditional meters converted to radio read meters and a 40% reduction in labor required

### Tourism

- Transient Occupancy Tax (Bed Tax) was up 9.87% in FY11
- Occupancy was up 7.3% from January to June of 2011
- Revenue per Available Room (RevPAR) was up 9.1% from January to June of 2011
- Average Daily Rate (ADR) was up 1.7% from January to June of 2011
- Tourism website attracted 108,231 visitors in FY11 with one-third of those referred from COP website
- Prescott listed as #3 in True West Magazine's Top Ten True West Towns

### Future Issues

Challenges remain despite our concerted efforts to address funding of the City's short and long-term operational and capital needs:

- Economy and census impacts to State collected revenues
- Increases in employee insurance and retirement costs
- No growth in local tax revenues
- Increases in various State fees
- Increases in utility and fuel costs
- Deferred vehicle replacement, non-critical training, non-critical operating supplies, and facilities maintenance

This Fiscal Year 2012 Budget focuses on services that deliver outcomes important to the quality of life in Prescott. It maintains programs keeping our community safe, supporting strategic economic development, encouraging tourism, improving traffic flow, and continuing to keep our streets clean. The end result of the annual budgetary process appropriately balances income and expenditures to effectively and efficiently provide services responsive to our citizens' needs.

# **BUDGET SUMMARIES**

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## **FY2012 BUDGET TRANSMITTAL MESSAGE**

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I wish to thank the City Council for their guidance and support in this process, the invaluable input from residents, and the employees of Prescott for their contributions in keeping Prescott a city renown for its welcoming, picturesque ambiance. As the Arizona Centennial is celebrated in 2012, we can all be proud of "Prescott-Where it All Began!"

Respectfully submitted,

Craig McConnell  
City Manager

# BUDGET SUMMARIES

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## FY2012 BUDGET SUMMARY

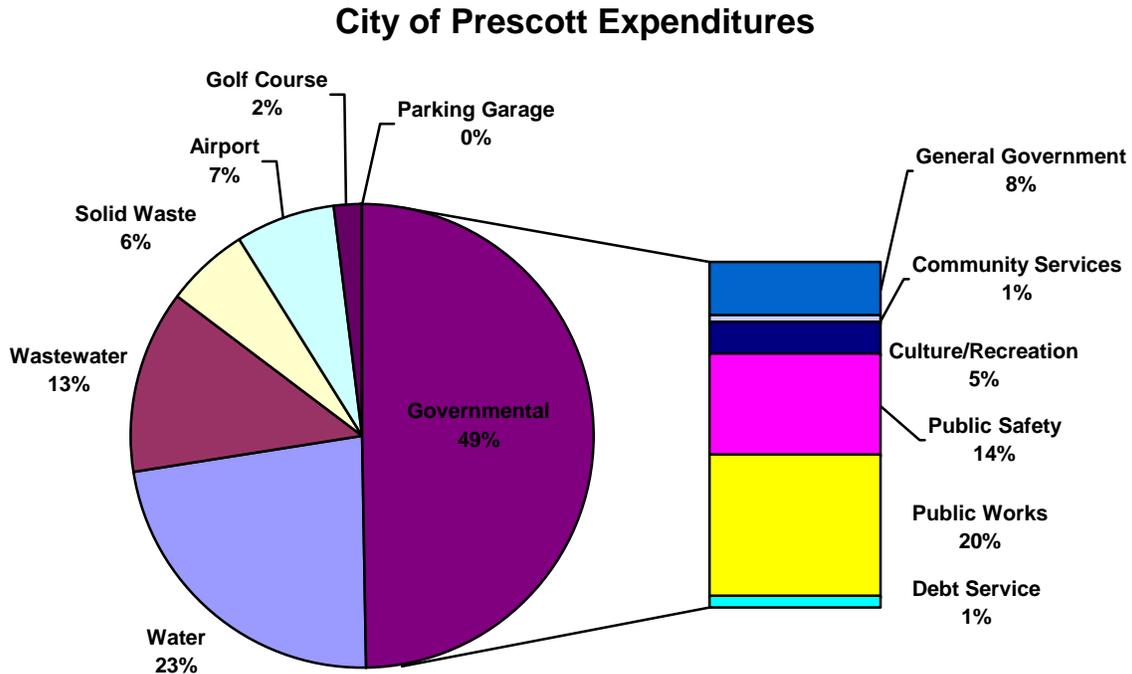
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The FY2011-12 Budget consists of two different components – the operating budget and the capital budget. The operating budget is \$74,654,420 representing a 3.1% increase from FY2010-11. The operating budget is comprised of the costs to continue operations from year to year without any capital expenditures. It encompasses all the basic services provided to Prescott’s residents: police and fire protection; parks, recreation, and library services; water; wastewater; solid waste collection including recycling; streets maintenance; planning and zoning; building inspection; economic development; and administrative services. The operating budget has been prepared without an increase in taxes.

The second component, the capital budget, is set at \$87,952,711, a 9.2% increase from FY2010-11. It includes projects and new programs that are included in the five-year plan and considered affordable within current revenue sources or planned debt issuance. Capital budgets tend to rise and fall each year depending on the timing of projects – especially if a city, such as Prescott, is primarily on a “pay-as-you-go” program.

The operational and capital components bring the total budget for FY2011-12 to \$162,607,131

The following pie chart shows how the FY2011-12 expenditures of \$162,607,131 are spread percentage wise among the various Enterprise Funds and Governmental Funds.



FY2011-12 revenues of \$108,900,107 are shown below in the same format for your easy comparison.

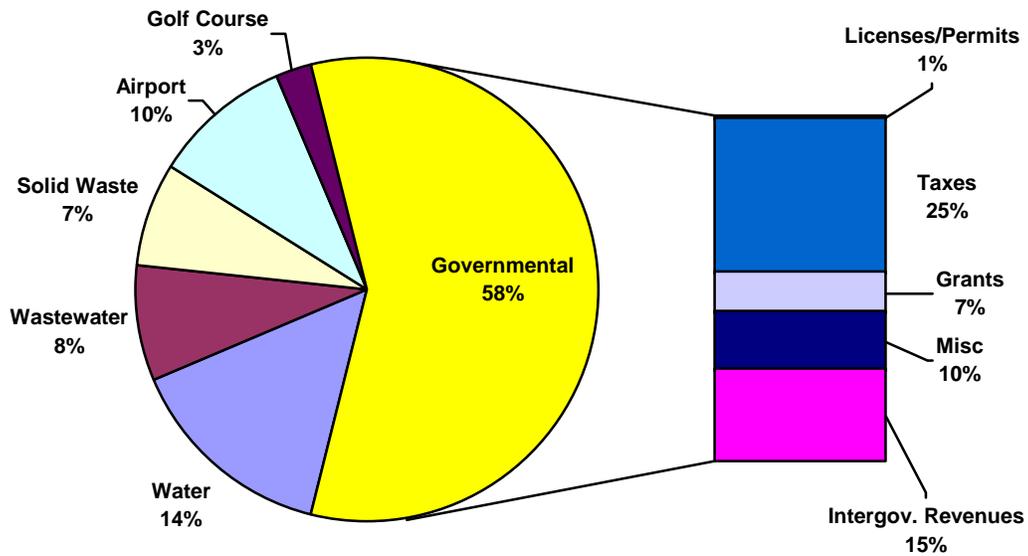
# BUDGET SUMMARIES

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## FY2012 BUDGET SUMMARY

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### City of Prescott Revenues



The ensuing tables summarize beginning fund balances, revenues, expenditures, other financing sources, transfers in and out, and ending fund balances for the City's major fund types. The fund balance levels are sufficient to maintain adequate cash flow and a reserve to cover unanticipated expenditures and revenue shortfalls.

# BUDGET SUMMARIES

## FY2012 BUDGET SUMMARY

### CITY OF PRESCOTT ALL FUNDS SUMMARY

	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Budget FY2011	Est End FY2011	Adopted FY2012
<b>Source of Funds:</b>							
<b>Beginning Fund Balance</b>							
General Fund	12,680,921	11,756,603	12,489,782	11,904,769	19,580,171	19,580,171	15,798,430
Special Revenue Funds	33,965,564	33,097,616	22,673,217	14,856,515	18,175,581	18,175,581	28,347,633
Other Funds	2,938,878	7,151,776	7,164,788	9,255,231	10,012,412	10,012,412	8,401,467
Enterprise Funds	<u>16,554,883</u>	<u>19,656,622</u>	<u>24,941,744</u>	<u>21,105,584</u>	<u>22,757,481</u>	<u>22,757,481</u>	<u>29,484,953</u>
<b>Total Beginning Fund Balance</b>	66,140,246	71,662,616	67,269,530	57,122,098	70,525,646	70,525,646	82,032,483
<b>Revenues</b>							
General Fund	35,310,759	35,086,997	32,400,800	31,436,877	28,911,829	28,338,264	27,800,351
Special Revenue Funds	25,139,729	23,600,574	18,942,319	19,958,337	26,895,837	18,366,203	24,437,119
Other Funds	2,810,421	3,007,192	3,109,158	2,269,048	2,204,591	2,210,989	3,169,709
Enterprise Funds	<u>38,478,570</u>	<u>38,726,893</u>	<u>36,582,752</u>	<u>33,696,461</u>	<u>39,408,203</u>	<u>36,405,117</u>	<u>46,852,240</u>
<b>Subtotal</b>	101,739,479	100,421,656	91,035,029	87,360,722	97,420,460	85,320,573	102,259,419
<b>Other Funding Sources</b>							
Bond Proceeds	13,822,930	8,476,915	2,999,904	38,515,381	54,021,861	17,990,762	10,100,000
Costs Recovered From Other Funds	6,766,163	10,583,589	9,745,127	8,512,311	6,297,706	6,380,597	6,586,438
Transfers In	<u>8,648,038</u>	<u>3,392,873</u>	<u>6,093,327</u>	<u>12,482,955</u>	<u>1,540,090</u>	<u>421,866</u>	<u>1,074,998</u>
<b>Subtotal</b>	29,237,131	22,453,377	18,838,358	59,510,647	61,859,657	24,793,225	17,761,436
<b>Total Revenues and Other Funding Sources</b>	130,976,610	122,875,033	109,873,387	146,871,369	159,280,117	110,113,798	120,020,855
<b>Use of Funds:</b>							
<b>Operating Budget</b>							
General Fund	28,699,249	31,875,263	31,161,771	29,243,277	28,118,573	27,639,765	27,495,893
Special Revenue Funds	4,662,588	3,815,367	5,838,135	5,134,814	6,891,625	6,030,775	7,926,807
Other Funds	7,708,556	9,102,938	9,474,507	8,626,542	8,669,224	9,545,223	9,951,675
Enterprise Funds	<u>26,270,008</u>	<u>29,181,775</u>	<u>27,192,760</u>	<u>36,397,468</u>	<u>28,699,482</u>	<u>28,673,966</u>	<u>29,280,045</u>
<b>Subtotal</b>	67,340,401	73,975,343	73,667,173	79,402,101	72,378,904	71,889,729	74,654,420
<b>Capital Budget</b>							
General Fund	1,030,641	437,511	285,369	547,414	3,510,027	4,272,860	2,736,594
Special Revenue Funds	28,214,190	32,213,033	22,608,242	24,763,534	32,326,777	17,063,947	36,174,731
Other Funds	5,214,025	4,312,896	905,933	1,437,636	2,360,000	697,308	2,479,482
Enterprise Funds	<u>16,371,771</u>	<u>12,767,458</u>	<u>16,053,729</u>	<u>17,340,732</u>	<u>42,355,997</u>	<u>12,021,307</u>	<u>46,561,903</u>
<b>Subtotal</b>	50,830,627	49,730,898	39,853,273	44,089,316	80,552,801	34,055,422	87,952,710
<b>Transfers Out</b>	9,201,575	3,561,878	3,646,716	11,724,526	1,790,090	927,492	962,059
<b>Total Expenditures and Transfers Out</b>	127,372,603	127,268,119	117,167,162	135,215,943	154,721,795	106,872,643	163,569,189
<b>Ending Fund Balance</b>							
General Fund	11,756,603	12,489,782	11,904,769	19,580,171	15,883,730	15,798,430	12,726,584
Special Revenue Funds	33,097,616	22,673,217	14,856,515	18,175,581	14,683,315	28,347,633	9,381,803
Other Funds	7,151,776	7,164,788	9,255,231	10,012,412	7,485,485	8,401,467	5,765,989
Enterprise Funds	<u>19,656,622</u>	<u>24,941,744</u>	<u>21,105,584</u>	<u>22,757,481</u>	<u>37,049,048</u>	<u>29,484,953</u>	<u>10,649,303</u>
<b>Total Ending Fund Balance</b>	71,662,616	67,269,530	57,122,098	70,525,646	75,101,578	82,032,483	38,523,680

# BUDGET SUMMARIES

## FY2012 BUDGET SUMMARY

### CITY OF PRESCOTT GENERAL FUND FUND SUMMARY

	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Budget FY2011	Est End FY2011	Adopted FY2012
<b>Source of Funds:</b>							
<b>Beginning Fund Balance</b>							
General Fund Reserve	6,534,797	7,062,152	7,017,399	6,480,160	6,287,375	6,287,375	5,667,653
Capital Reserve					4,674,618	4,674,618	1,931,999
Long-Term Commitments	1,628,516	1,628,516	3,144,651	3,220,065	3,348,959	3,348,959	2,837,301
Interfund Loans	1,187,896	657,523	19,148	-	3,452,886	3,452,886	3,361,021
Unreserved Fund Balance	<u>3,329,712</u>	<u>2,408,412</u>	<u>2,308,584</u>	<u>2,204,544</u>	<u>1,816,333</u>	<u>1,816,333</u>	<u>2,000,456</u>
<b>Total Beginning Fund Balance</b>	<b>12,680,921</b>	<b>11,756,603</b>	<b>12,489,782</b>	<b>11,904,769</b>	<b>19,580,171</b>	<b>19,580,171</b>	<b>15,798,430</b>
<b>Revenues</b>							
Taxes							
Sales/Use Tax	15,962,034	14,975,742	12,944,266	13,646,121	11,922,500	11,924,000	11,924,000
Primary Property Tax	1,124,329	1,148,586	1,203,539	1,235,701	1,251,978	1,251,978	1,255,878
Franchise Taxes	1,488,072	1,563,883	1,567,388	1,673,000	1,700,240	1,685,191	1,735,747
Intergovernmental Revenues							
State Sales Tax	3,875,080	3,746,925	3,243,790	3,134,416	3,058,659	3,058,659	3,014,378
State Income Tax	4,628,849	5,737,563	6,093,130	5,263,678	3,967,662	3,967,662	3,362,918
State Vehicle License	2,595,676	2,509,253	2,307,037	2,341,887	2,235,363	2,235,363	2,115,643
Joint Dispatch	875,398	1,045,441	1,160,463	1,036,886	1,106,397	1,106,397	1,106,896
Library	676,937	696,939	723,288	749,770	941,436	589,156	688,225
Other	463,752	513,260	388,407	315,000	345,000	314,156	331,516
Licenses and Permits	1,116,462	937,143	378,666	304,243	300,750	311,850	306,600
Service Charges	863,181	896,203	1,291,624	918,739	1,150,800	1,009,620	1,089,850
Fines & Forfeitures	404,494	498,810	551,824	468,842	455,500	450,970	450,750
Miscellaneous	<u>1,236,495</u>	<u>817,249</u>	<u>547,377</u>	<u>348,594</u>	<u>475,544</u>	<u>433,262</u>	<u>417,950</u>
<b>Subtotal</b>	<b>35,310,759</b>	<b>35,086,997</b>	<b>32,400,800</b>	<b>31,436,877</b>	<b>28,911,829</b>	<b>28,338,264</b>	<b>27,800,351</b>
<b>Other Funding Sources</b>							
Lease Purchase Proceeds	-	-	250,000	-	-	-	-
Transfers In	-	<u>22</u>	<u>80,000</u>	<u>7,665,540</u>	<u>50,000</u>	-	-
<b>Subtotal</b>	-	<b>22</b>	<b>330,000</b>	<b>7,665,540</b>	<b>50,000</b>	-	-
<b>Total Revenues &amp; Other Funding Sources</b>	<b>35,310,759</b>	<b>35,087,019</b>	<b>32,730,800</b>	<b>39,102,417</b>	<b>28,961,829</b>	<b>28,338,264</b>	<b>27,800,351</b>
<b>Use of Funds:</b>							
<b>Departments</b>							
General Government							
<i>Mayor and City Council</i>	63,739	43,683	23,652	10,495	58,134	57,909	52,066
<i>City Clerk</i>	21,069	80,565	31,323	(91)	22,987	20,924	(44,319)
<i>City Court</i>	511,598	448,809	477,439	517,297	523,160	511,144	522,912
<i>City Manager</i>	125,393	185,568	193,877	143,050	175,347	253,279	178,443
<i>Public Communications</i>	-	39,570	49,481	54,833	62,612	66,322	(21,226)
<i>Special Events</i>	-	181,434	194,242	147,358	120,643	120,426	111,089
<i>Prescott Community Access Channel</i>	-	69,069	98,570	87,144	87,148	87,144	87,365
<i>Legal</i>	263,951	243,562	230,923	260,445	306,928	305,997	282,631
<i>Economic Development</i>	291,055	348,374	255,602	225,389	270,328	279,262	295,680
<i>Human Resources</i>	203,550	241,114	226,310	244,667	(85,576)	(53,664)	-
<i>Insurance and Retirements</i>	<u>364,830</u>	<u>720,832</u>	<u>343,887</u>	<u>199,654</u>	<u>511,553</u>	<u>661,533</u>	<u>494,165</u>
General Government Total	1,845,185	2,602,580	2,125,304	1,890,240	2,053,264	2,310,276	1,958,806
Budget and Finance	1,220,662	1,292,982	1,337,372	1,245,223	447,844	471,392	392,503
Administrative Services	437,777	169,420	195,992	233,795	361,379	333,551	329,699
Community Development	2,264,883	2,069,843	1,750,537	1,490,241	1,608,515	1,490,520	1,477,238
Parks, Recreation and Library	5,432,172	5,797,757	5,895,615	5,239,869	5,331,906	4,879,633	4,800,207
Police	8,793,070	10,074,865	9,847,652	9,505,904	9,067,321	9,033,233	9,283,734
Fire	6,687,543	7,590,693	7,502,323	7,184,086	6,851,841	6,717,913	6,865,658
Regional Communications	1,855,943	2,115,109	2,344,962	2,291,907	2,315,496	2,322,240	2,388,048
Debt Service	<u>162,014</u>	<u>162,014</u>	<u>162,014</u>	<u>162,014</u>	<u>81,007</u>	<u>81,007</u>	-
<b>Total Operating Budget</b>	<b>28,699,249</b>	<b>31,875,263</b>	<b>31,161,771</b>	<b>29,243,277</b>	<b>28,118,573</b>	<b>27,639,765</b>	<b>27,495,893</b>

# BUDGET SUMMARIES

## FY2012 BUDGET SUMMARY

### CITY OF PRESCOTT GENERAL FUND FUND SUMMARY

	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Budget FY2011	Est End FY2011	Adopted FY2012
<b>Capital Outlay/Projects</b>							
General Government							
<i>City Council</i>	-	12,500	26,250	15,000	60,000	39,905	-
<i>City Clerk</i>	59,958	17,981	-	115,015	150,000	24,000	150,000
<i>City Manager</i>	27,500	27,500	90,000	-	-	-	-
<i>Economic Development</i>	-	-	-	-	1,700,000	3,593,615	1,400,000
Budget and Finance	157,197	33,240	74,524	188,585	302,078	30,000	163,940
Administrative Services	-	-	-	-	547,597	196,212	278,824
Community Development	59,915	373	6,337	14,514	10,000	10,000	17,000
Parks, Recreation and Library	452,262	56,972	38,028	226,049	30,000	121,557	55,000
Police	252,581	182,848	-	-	-	-	145,040
Fire	21,228	101,495	45,038	-	60,000	34,009	-
Regional Communications	-	4,602	5,192	(11,750)	650,352	223,562	526,790
<b>Total Capital Outlay/Projects</b>	<b>1,030,641</b>	<b>437,511</b>	<b>285,369</b>	<b>547,414</b>	<b>3,510,027</b>	<b>4,272,860</b>	<b>2,736,594</b>
<b>Transfers Out</b>							
Economic Incentives	1,315,734	1,324,388	1,541,864	1,300,000	-	-	-
Surplus (Revenues over Expenditures)	4,840,617	452,923	105,751	-	-	-	-
Grant Matches	317,466	260,035	211,583	317,579	1,029,670	207,381	639,709
Parking Garage	7	-	-	18,744	-	-	-
Planned Growth Strategy	-	-	9,475	-	-	-	-
Gifts Fund	-	3,720	-	-	-	-	-
Parks Master Plan	19,281	-	-	-	-	-	-
One Day Hazardous Disposal Event	12,082	-	-	-	-	-	-
<b>Total Transfers Out</b>	<b>6,505,187</b>	<b>2,041,066</b>	<b>1,868,673</b>	<b>1,636,323</b>	<b>1,029,670</b>	<b>207,381</b>	<b>639,709</b>
<b>Total Expenditures &amp; Transfers Out</b>	<b>36,235,077</b>	<b>34,353,840</b>	<b>33,315,813</b>	<b>31,427,014</b>	<b>32,658,270</b>	<b>32,120,006</b>	<b>30,872,196</b>
<b>Ending Fund Balance</b>							
General Fund Reserve	7,062,152	7,017,399	6,480,160	6,287,375	5,782,366	5,667,653	5,560,070
Capital Reserve				4,674,618	3,788,239	1,931,999	533,715
Long-Term Commitments	1,628,516	3,144,651	3,220,065	3,348,959	2,837,301	2,837,301	2,400,000
Interfund Loans	657,523	19,148	-	3,452,886	2,744,653	3,361,021	3,294,142
Unreserved Fund Balance	2,408,412	2,308,584	2,204,544	1,816,333	731,171	2,000,456	938,657
<b>Total Ending Fund Balance</b>	<b>11,756,603</b>	<b>12,489,782</b>	<b>11,904,769</b>	<b>19,580,171</b>	<b>15,883,730</b>	<b>15,798,430</b>	<b>12,726,584</b>

# BUDGET SUMMARIES

## FY2012 BUDGET SUMMARY

### CITY OF PRESCOTT SPECIAL REVENUE FUNDS SUMMARY

	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Budget FY2011	Est End FY2011	Adopted FY2012
<b>Source of Funds:</b>							
<b>Beginning Fund Balance</b>							
Streets (HURF) Fund	934,465	499,131	541,237	2,809,728	15,522,259	15,522,259	19,095,263
1% Streets and Open Space Fund	21,342,271	19,406,930	9,567,914	-	-	-	-
Transient Occupancy Tax	270,097	72,392	170,895	104,664	122,533	122,533	128,845
Impact Fee Fund Accounts	3,758,365	3,125,796	2,163,592	2,537,953	2,475,895	2,475,895	2,853,517
Capital Improvement Fund	7,639,552	9,963,435	10,193,078	9,393,775	-	-	-
Grants Fund	20,814	29,932	36,501	10,395	54,894	54,894	6,270,008
<b>Total Beginning Fund Balance</b>	<b>33,965,564</b>	<b>33,097,616</b>	<b>22,673,217</b>	<b>14,856,515</b>	<b>18,175,581</b>	<b>18,175,581</b>	<b>28,347,633</b>
<b>Revenues</b>							
Taxes	15,768,865	14,895,027	12,691,181	12,173,984	11,910,980	12,065,000	12,071,624
Intergovernmental Revenues	6,124,206	5,905,103	4,815,140	5,950,155	13,592,211	4,871,934	11,012,951
Licenses and Permits	985,631	516,040	316,364	668,452	668,135	564,725	564,725
Interest Income	1,782,548	1,486,898	778,442	473,565	415,790	212,411	104,200
Miscellaneous	478,479	797,506	341,192	692,181	308,721	652,133	683,619
<b>Subtotal</b>	<b>25,139,729</b>	<b>23,600,574</b>	<b>18,942,319</b>	<b>19,958,337</b>	<b>26,895,837</b>	<b>18,366,203</b>	<b>24,437,119</b>
<b>Other Funding Sources</b>							
Debt Issue	-	-	-	18,250,000	8,013,193	6,785,000	-
Transfers In	8,366,325	3,358,584	5,748,312	3,123,966	1,319,856	367,500	773,590
<b>Subtotal</b>	<b>8,366,325</b>	<b>3,358,584</b>	<b>5,748,312</b>	<b>21,373,966</b>	<b>9,333,049</b>	<b>7,152,500</b>	<b>773,590</b>
<b>Total Revenues &amp; Other Funding Sources</b>	<b>33,506,054</b>	<b>26,959,158</b>	<b>24,690,631</b>	<b>41,332,303</b>	<b>36,228,886</b>	<b>25,518,703</b>	<b>25,210,709</b>
<b>Use of Funds:</b>							
<b>Expenditures</b>							
Streets and Open Space Fund							
<i>Operating</i>	4,662,588	3,815,367	5,838,135	5,134,814	6,891,625	6,030,775	7,926,807
<i>Capital</i>	231,514	237,405	17,209,521	18,884,872	22,440,474	14,185,046	27,923,516
1% Streets and Open Space Fund	18,256,496	24,655,580	-	-	-	-	-
Transient Occupancy Tax	642,100	433,411	675,926	487,888	656,643	585,542	780,468
Impact Fee Fund Accounts	2,015,979	1,567,361	-	85,052	825,000	103,813	1,424,475
Capital Improvement Fund	4,658,282	3,817,126	3,577,064	3,642,099	-	-	-
Grants Fund	2,409,819	1,502,150	1,145,731	1,663,623	8,404,660	2,189,546	6,046,272
<b>Total Expenditures</b>	<b>32,876,778</b>	<b>36,028,400</b>	<b>28,446,376</b>	<b>29,898,348</b>	<b>39,218,402</b>	<b>23,094,722</b>	<b>44,101,538</b>
<b>Transfers Out</b>							
Streets (HURF) Fund	-	3,349	853,784	638,587	342,750	300,000	-
1% Streets and Open Space Fund	490,495	1,248,321	-	-	-	-	-
Transient Occupancy Tax	-	-	-	-	17,611	17,611	-
Impact Fee Fund Accounts	950,376	72,918	463,184	774,759	160,000	160,000	75,000
Capital Improvement Fund	56,353	30,547	77,673	8,409,663	-	-	-
Grants	-	22	-	-	-	-	-
<b>Total Transfers Out</b>	<b>1,497,224</b>	<b>1,355,157</b>	<b>1,394,641</b>	<b>9,823,009</b>	<b>520,361</b>	<b>477,611</b>	<b>75,000</b>
<b>Total Expenditures &amp; Transfers Out</b>	<b>34,374,002</b>	<b>37,383,557</b>	<b>29,841,017</b>	<b>39,721,357</b>	<b>39,738,763</b>	<b>23,572,333</b>	<b>44,176,538</b>
<b>Ending Fund Balance</b>							
Streets and Open Space Fund	499,131	541,237	2,809,728	15,522,259	12,408,021	19,095,263	1,116,318
1% Streets and Open Space Fund	19,406,930	9,567,914	-	-	-	-	-
Transient Occupancy Tax	72,392	170,895	104,664	122,533	8,870	128,845	-
Impact Fee Fund Accounts	3,125,796	2,163,592	2,537,953	2,475,895	2,211,530	2,853,517	1,995,477
Capital Improvement Fund	9,963,435	10,193,078	9,393,775	-	-	-	-
Grants Fund	29,932	36,501	10,395	54,894	54,894	6,270,008	6,270,008
<b>Total Ending Fund Balance</b>	<b>33,097,616</b>	<b>22,673,217</b>	<b>14,856,515</b>	<b>18,175,581</b>	<b>14,683,315</b>	<b>28,347,633</b>	<b>9,381,803</b>

# BUDGET SUMMARIES

## FY2012 BUDGET SUMMARY

### CITY OF PRESCOTT OTHER FUNDS FUND SUMMARY

	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Budget FY2011	Est End FY2011	Adopted FY2012
<b>Source of Funds:</b>							
<b>Beginning Fund Balance</b>							
Capital Projects Funds							
<i>Willow/Watson Lake Development</i>	(540,359)	518,669	383,402	-	-	-	-
Expendable Trust Funds							
<i>Acker Trust Fund</i>	533,056	528,089	536,010	574,994	583,335	583,335	583,335
<i>Miscellaneous Gifts &amp; Donations</i>	130,567	143,116	162,882	218,659	213,484	213,484	193,482
Internal Service Funds							
<i>General Self-Insurance Fund</i>	1,776,278	1,299,052	1,428,337	1,659,838	1,673,903	1,673,903	836,939
<i>Central Garage Fund</i>	825,526	4,454,702	4,213,042	6,307,258	6,904,328	6,904,328	6,172,829
<i>Engineering Services Fund</i>	116,220	(10,643)	152,502	32,580	196,764	196,764	171,140
<i>Facilities Maintenance Fund</i>	(20,830)	55,097	94,653	237,791	216,487	216,487	219,631
Debt Service Fund	118,420	163,694	193,960	224,111	224,111	224,111	224,111
<b>Total Beginning Fund Balance</b>	<b>2,938,878</b>	<b>7,151,776</b>	<b>7,164,788</b>	<b>9,255,231</b>	<b>10,012,412</b>	<b>10,012,412</b>	<b>8,401,467</b>
<b>Revenues</b>							
Taxes	1,705,226	1,891,993	1,923,713	1,622,151	1,573,160	1,692,151	2,785,044
Gifts and Donations	51,284	59,882	122,458	65,518	-	109,998	-
Interest	486,724	622,469	636,941	487,552	244,280	406,590	332,415
Miscellaneous	567,187	432,848	426,046	93,827	387,151	2,250	52,250
<b>Subtotal</b>	<b>2,810,421</b>	<b>3,007,192</b>	<b>3,109,158</b>	<b>2,269,048</b>	<b>2,204,591</b>	<b>2,210,989</b>	<b>3,169,709</b>
<b>Other Funding Sources</b>							
Lease/Purchase Proceeds	6,665,531	-	-	-	-	-	-
Cost Recovery from Other Funds	6,766,163	10,583,589	9,745,127	8,512,311	6,297,706	6,380,597	6,586,438
Transfers In	-	3,720	-	-	-	-	-
<b>Subtotal</b>	<b>13,431,694</b>	<b>10,587,309</b>	<b>9,745,127</b>	<b>8,512,311</b>	<b>6,297,706</b>	<b>6,380,597</b>	<b>6,586,438</b>
<b>Total Revenues &amp; Other Funding Sources</b>	<b>16,242,115</b>	<b>13,594,501</b>	<b>12,854,285</b>	<b>10,781,359</b>	<b>8,502,297</b>	<b>8,591,586</b>	<b>9,756,147</b>
<b>Use of Funds:</b>							
<b>Departments</b>							
Internal Service Funds							
<i>General Self-Insurance Fund</i>	1,334,729	1,690,533	1,987,727	1,961,382	2,006,493	2,981,493	2,105,121
<i>Central Garage Fund</i>	1,392,865	1,799,107	1,976,826	1,883,398	1,849,615	1,849,191	1,938,957
<i>Engineering Services Fund</i>	1,962,941	2,338,238	2,091,591	1,780,009	1,861,925	1,763,384	1,856,509
<i>Facilities Maintenance Fund</i>	829,404	914,467	1,065,772	1,015,974	965,700	965,664	1,047,879
Debt Service Fund	2,188,617	2,360,593	2,352,591	1,985,779	1,985,491	1,985,491	3,003,209
<b>Total Operating Budget</b>	<b>7,708,556</b>	<b>9,102,938</b>	<b>9,474,507</b>	<b>8,626,542</b>	<b>8,669,224</b>	<b>9,545,223</b>	<b>9,951,675</b>
<b>Capital Outlay/Projects</b>							
Capital Projects Funds							
<i>Willow/Watson Lake Development</i>	483,291	-	-	-	-	-	-
Expendable Trust Funds							
<i>Acker Trust Fund</i>	23,135	19,962	5,000	9,365	10,000	10,000	10,000
<i>Miscellaneous Gifts &amp; Donations</i>	39,098	51,024	66,796	70,693	100,000	130,000	193,482
Internal Service Funds							
<i>Central Garage Fund</i>	4,561,123	4,238,902	834,137	1,357,578	2,250,000	557,308	2,257,500
<i>Engineering Services Fund</i>	88,327	8	-	-	-	-	-
<i>Facilities Maintenance Fund</i>	19,051	3,000	-	-	-	-	18,500
<b>Total Capital Outlay/Projects</b>	<b>5,214,025</b>	<b>4,312,896</b>	<b>905,933</b>	<b>1,437,636</b>	<b>2,360,000</b>	<b>697,308</b>	<b>2,479,482</b>

# BUDGET SUMMARIES

## FY2012 BUDGET SUMMARY

### CITY OF PRESCOTT OTHER FUNDS FUND SUMMARY

	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Budget FY2011	Est End FY2011	Adopted FY2012
<b>Transfers Out</b>							
Capital Projects Funds							
<i>Willow/Watson Lake Development</i>	-	165,655	383,402	-	-	-	-
Internal Service Funds							
<i>General Self-Insurance Fund</i>	1,025,000	-	-	-	-	-	-
<b>Total Transfers Out</b>	1,025,000	165,655	383,402	-	-	-	-
<b>Total Expenditures &amp; Transfers Out</b>	13,947,581	13,581,489	10,763,842	10,064,178	11,029,224	10,242,531	12,431,157
<b>Ending Fund Balance</b>							
Capital Projects Funds							
<i>Willow/Watson Lake Development</i>	518,669	383,402	-	-	-	-	-
Expendable Trust Funds							
<i>Acker Trust Fund</i>	528,089	536,010	574,994	583,335	583,335	583,335	583,335
<i>Miscellaneous Gifts &amp; Donations</i>	143,116	162,882	218,659	213,484	113,484	193,482	-
Internal Service Funds							
<i>General Self-Insurance Fund</i>	1,299,052	1,428,337	1,659,838	1,673,903	1,713,927	836,939	877,945
<i>Central Garage Fund</i>	4,454,702	4,213,042	6,307,258	6,904,328	4,406,181	6,172,829	3,727,372
<i>Engineering Services Fund</i>	(10,643)	152,502	32,580	196,764	222,613	171,140	147,814
<i>Facilities Maintenance Fund</i>	55,097	94,653	237,791	216,487	206,834	219,631	205,412
Debt Service Fund	163,694	193,960	224,111	224,111	239,111	224,111	224,111
<b>Total Ending Fund Balance</b>	7,151,776	7,164,788	9,255,231	10,012,412	7,485,485	8,401,467	5,765,989

# BUDGET SUMMARIES

## FY2012 BUDGET SUMMARY

### CITY OF PRESCOTT ENTERPRISE FUNDS FUND SUMMARY

	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Budget FY2011	Est End FY2011	Adopted FY2012
<b>Source of Funds:</b>							
<b>Beginning Fund Balance</b>							
Water Fund	9,035,407	12,229,543	21,219,340	21,748,031	17,174,091	17,174,091	20,324,337
Wastewater Fund	4,894,756	2,841,983	191,859	(4,565,849)	2,503,221	2,503,221	6,191,234
Solid Waste Fund	2,165,351	3,206,533	4,045,244	5,816,737	5,971,776	5,971,776	5,811,249
Transfer Station/Regional Landfill	821,634	2,035,116	1,155,819	-	-	-	-
Airport Fund	200,824	249,559	157,292	387,746	147,016	147,016	193,134
Golf Course Fund	(560,913)	(964,803)	(1,862,755)	(2,281,358)	(3,026,423)	(3,026,423)	(3,004,933)
Parking Garage	(2,176)	58,691	34,945	277	(12,200)	(12,200)	(30,068)
<b>Total Beginning Fund Balance</b>	<b>16,554,883</b>	<b>19,656,622</b>	<b>24,941,744</b>	<b>21,105,584</b>	<b>22,757,481</b>	<b>22,757,481</b>	<b>29,484,953</b>
<b>Revenues</b>							
Water	16,707,223	17,739,936	15,104,851	13,304,266	15,267,790	14,515,646	16,246,099
Wastewater	5,913,709	5,819,331	6,277,317	7,317,907	8,338,096	8,278,622	8,979,404
Solid Waste	5,881,150	5,985,804	9,297,556	8,784,924	8,276,042	8,128,756	8,186,900
Transfer Station/Regional Landfill	4,117,570	3,546,962	-	-	-	-	-
Airport							
Operations	1,853,166	2,080,904	1,717,776	1,353,485	1,485,643	1,416,568	1,459,875
Grants	479,975	225,628	341,966	208,617	3,016,465	822,358	9,114,944
Golf Course	3,367,754	3,263,047	3,791,381	2,674,145	2,965,117	3,203,041	2,824,478
Parking Garage	158,023	65,281	51,905	53,117	59,050	40,126	40,540
<b>Subtotal</b>	<b>38,478,570</b>	<b>38,726,893</b>	<b>36,582,752</b>	<b>33,696,461</b>	<b>39,408,203</b>	<b>36,405,117</b>	<b>46,852,240</b>
<b>Other Funding Sources</b>							
Bond Proceeds	7,157,399	8,476,915	2,749,904	20,265,381	46,008,668	11,205,762	10,100,000
Transfers In	281,713	30,547	265,015	1,693,449	170,234	54,366	301,408
<b>Subtotal</b>	<b>7,439,112</b>	<b>8,507,462</b>	<b>3,014,919</b>	<b>21,958,830</b>	<b>46,178,902</b>	<b>11,260,128</b>	<b>10,401,408</b>
<b>Total Revenues &amp; Other Funding Sources</b>	<b>45,917,682</b>	<b>47,234,355</b>	<b>39,597,671</b>	<b>55,655,291</b>	<b>85,587,105</b>	<b>47,665,245</b>	<b>57,253,648</b>
<b>Use of Funds:</b>							
<b>Departments</b>							
Water Fund	7,633,358	8,108,038	7,890,723	17,204,531	10,766,659	10,592,937	9,400,485
Wastewater Fund	5,334,168	5,879,035	5,524,141	5,847,431	5,577,360	5,441,313	7,525,034
Solid Waste Fund	4,827,886	5,008,164	8,560,891	8,329,204	8,047,453	8,046,783	8,110,134
Transfer Station/Regional Landfill	3,961,661	3,743,598	-	-	-	-	-
Airport Fund	665,076	2,193,009	1,497,323	1,521,376	1,267,218	1,330,963	1,345,233
Golf Course Fund	3,750,703	4,160,904	3,633,109	3,419,210	2,964,510	3,186,365	2,821,974
Parking Garage	97,156	89,027	86,573	75,716	76,282	75,605	77,185
<b>Total Operating Budget</b>	<b>26,270,008</b>	<b>29,181,775</b>	<b>27,192,760</b>	<b>36,397,468</b>	<b>28,699,482</b>	<b>28,673,966</b>	<b>29,280,045</b>
<b>Capital Outlay/Projects</b>							
Water Fund	11,587,488	5,570,632	8,053,272	14,520,494	28,233,948	7,931,051	24,854,731
Wastewater Fund	2,620,232	5,911,350	6,892,953	2,177,863	10,912,961	2,701,470	11,747,127
Solid Waste Fund	-	138,929	120,991	35,487	-	-	580,000
Transfer Station/Regional Landfill	467,427	682,661	-	-	-	-	-
Airport Fund	1,675,683	236,337	409,638	606,888	3,209,088	898,600	9,380,045
Golf Course Fund	20,941	227,549	576,875	-	-	490,186	-
<b>Total Capital Outlay/Projects</b>	<b>16,371,771</b>	<b>12,767,458</b>	<b>16,053,729</b>	<b>17,340,732</b>	<b>42,355,997</b>	<b>12,021,307</b>	<b>46,561,903</b>
<b>Transfers Out</b>							
Water Fund	150,000	-	-	-	-	-	-
Wastewater Fund	12,082	-	-	-	-	-	-
Solid Waste Fund	12,082	-	-	265,194	240,059	242,500	247,350
Golf Course Fund	-	-	-	-	-	-	-
<b>Total Transfers Out</b>	<b>174,164</b>	<b>-</b>	<b>-</b>	<b>265,194</b>	<b>240,059</b>	<b>242,500</b>	<b>247,350</b>
<b>Total Expenditures &amp; Transfers Out</b>	<b>42,815,943</b>	<b>41,949,233</b>	<b>43,246,489</b>	<b>54,003,394</b>	<b>71,295,538</b>	<b>40,937,773</b>	<b>76,089,298</b>

# BUDGET SUMMARIES

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## FY2012 BUDGET SUMMARY

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**CITY OF PRESCOTT  
ENTERPRISE FUNDS  
FUND SUMMARY**

	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Budget FY2011	Est End FY2011	Adopted FY2012
<b>Ending Fund Balance</b>							
Water Fund	12,229,543	21,219,340	21,748,031	17,174,091	4,249,942	20,324,337	2,315,220
Wastewater Fund	2,841,983	191,859	(4,565,849)	2,503,221	29,550,996	6,191,234	5,998,477
Solid Waste Fund	3,206,533	4,045,244	5,816,737	5,971,776	5,960,306	5,811,249	5,060,665
Transfer Station/Regional Landfill	2,035,116	1,155,819	-	-	-	-	-
Airport Fund	249,559	157,292	387,746	147,016	325,441	193,134	276,728
Golf Course Fund	(964,803)	(1,862,755)	(2,281,358)	(3,026,423)	(3,025,816)	(3,004,933)	(3,002,429)
Parking Garage	58,691	34,945	277	(12,200)	(11,821)	(30,068)	642
<b>Total Ending Fund Balance</b>	<b>19,656,622</b>	<b>24,941,744</b>	<b>21,105,584</b>	<b>22,757,481</b>	<b>37,049,048</b>	<b>29,484,953</b>	<b>10,649,303</b>

# **BUDGET SUMMARIES**

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## **FY2012 BUDGET SUMMARY**

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### **Financial Issues:**

Many financial issues are being faced by the City of Prescott in Fiscal Year 2011-2012. The economic downturn that is being felt in many communities has affected many revenue sources that contribute to the operations of the City of Prescott. The impact of these revenues is reflected below.

The City's share of the State Income Tax is down 15.2% from FY2011 estimated endings. State Income Tax is based on tax collections that were received by the State of Arizona two years ago. This significant decrease reflects the timing of decline in the economic climate. This, along with a 1.4% reduction projected in the City's share of the State Sales Tax and a 5.4% lower State Vehicle License Tax contribution, will effect how the City will maintain basic service levels in the general fund service areas.

Sales tax revenues are estimated to remain level in FY2012 when compared to FY2011 revised estimates. The Prescott economy has been showing signs of recovery in fiscal 2011. Housing inventory has been dropping and values have shown some signs of stabilizing. Permits for single-family homes increased almost 7.0% in FY11 compared with 2010. New commercial permits are also up, the value of those permits increased over 2010 and 2011. Overall, new commercial permits gained from 379 in FY10 to 427 in FY11.

Business news is still a bit mixed, but there were some noteworthy successes. Guidance Helicopter opened their new million dollar fixed wing operation at the Prescott Airport. BioVeteria, a world recognized anti-venom pharmaceutical company, established their U.S. headquarters here in Prescott. Great Lakes Airlines began direct passenger service to Los Angeles along with their Denver route. Several long term vacancies around the area are now filled with tenants, such as CAL Ranch in the former Kmart site on Willow Creek Road, Filiberto's in the former Chuy's site on Miller Valley Road, and Chipotle Mexican Grill in the Depot Marketplace. Trader Joe's and Five Guys Burgers will open on the 7.5 acre site at the Shops at Gateway in the first quarter of 2012. Significant jobs have been created with the opening of Alta Vista, High Gate, Bradshaw Senior Apartments second phase and Bradshaw Family Apartments. NACOG opened their Business Assistance Center in Prescott, providing space and equipment to entrepreneurs and start up businesses. NACET, a high-tech business incubator, has partnered with ERAU and now has a permanent presence in Prescott. YRMC West continued to expand their services with the opening of the James Family Heart Center."

Our property tax revenue is \$2,839,228 (Primary \$1,255,878, Secondary \$1,583,350). Prescott's net assessed value for 2011 of \$634,923,285 represents 24.6% of Yavapai County's net assessed values.

All fund balance reserves have been maintained at the levels required by the policy and there are no plans to reduce or utilize any of the reserves.

### **Employee Compensation and Related Issues:**

The significant increases in costs of benefits that had to be addressed this year were:

Health insurance increases for employees (paid by the City) and for dependents (paid by the employee) were budgeted at 6.3%.

# **BUDGET SUMMARIES**

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## **FY2012 BUDGET SUMMARY**

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The City's share of Public Safety Personnel Retirement costs increased. Police went from 30.15% to 34.58% of gross pay for FY2012. Fire went from 27.10% to 29.72% of gross pay in FY2011. Employees' share did not increase.

The Arizona State Retirement costs increased by 9.14% going from 9.85% to 10.75%. As the result of State Legislation, effective July 1, 2011 the City's share and Employee's share amount changed from a 50/50 split to a 47/53 split putting a larger burden on the employee.

The Tuition Assistance program and Pay-for-Performance continues to be placed on hold in FY2012.

There were no salary adjustments, merit increases, and pay-for-performance awards budgeted for in FY2012; however, funding of the 25.0% subsidy for employees' dependent insurance coverage has been reduced to 20.0%. As in years past, funding has been allocated for an employee picnic as well as service awards dinner.

The City continues to have a large number of major projects planned or underway which, directly and indirectly, places an increased workload on existing staff. Population growth as well has affected our ability to deliver the current level of services.

No new regular staff positions were added for FY2012:

For an easy reference to determine which departments had changes in funded positions, please see the following chart:

# BUDGET SUMMARIES

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## FY2012 BUDGET SUMMARY

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	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>
General Government + Grant	36.565	38.350	37.900
Administrative Services	1.150	2.250	2.050
Budget/Finance	21.500	21.500	21.500
Community Development	16.400	15.500	14.750
Parks, Recreation & Library	47.500	43.000	41.600
Police Dept + Grants	88.850	88.250	88.250
Fire Dept + Grants	75.630	75.000	75.000
Regional Communications	<u>30.920</u>	<u>30.750</u>	<u>30.750</u>
<b>Total General Fund + Grants</b>	318.515	314.600	311.800
Central Garage	9.150	9.200	9.300
Self Insurance	3.460	2.950	2.950
Facilities Maintenance	6.400	5.400	5.400
Engineering Fund	<u>18.600</u>	<u>17.800</u>	<u>17.800</u>
<b>Total Internal Service Funds</b>	37.610	35.350	35.450
Water Department	38.650	39.750	40.000
Wastewater Department	34.550	34.550	34.550
Solid Waste Department	26.160	26.860	27.000
Airport Operations	7.500	7.000	7.000
Golf Course	16.150	17.000	17.050
Parking Garage	<u>0.075</u>	<u>0.100</u>	<u>0.100</u>
<b>Total Enterprise Funds</b>	123.085	125.260	125.700
Streets and Open Space	37.240	37.040	38.300
CYMPO	2.500	2.500	2.500
<b>Total Special Revenue Funds</b>	39.740	39.540	40.800
<b>Total Positions</b>	518.950	514.750	513.750

The City has continued its partnership with Yavapai College, Yavapai County, and the Town of Chino Valley in the self-insured employee and dependent health insurance program known as the Yavapai Combined Trust. This partnership has enabled each of our organizations to keep employee benefit costs at a more affordable level compared with purchasing insurance in the private market. Nevertheless, due to rising medical costs, it was necessary to include a 6.3% increase for premiums in the FY2011-2012. Additionally, as part of its employee compensation and benefit package, the City will reduce the subsidy toward dependent insurance coverage with the Trust to 20.0% of the cost of dependent health insurance purchased outside the Yavapai Combined Trust for those employees enrolled as of June 30, 2002. New enrollment for this benefit was discontinued as of July 1, 2002.

### Capital Investments to Maintain Quality Basic Services:

With a few modifications, the capital investments included in the FY2011-2012 budget are part of the Five-Year Capital Improvement Plan adopted during the FY2010-2011 budget process.

# **BUDGET SUMMARIES**

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## **FY2012 BUDGET SUMMARY**

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### Water Fund

The major funding allocation in the Water Fund is \$4,599,000 for the design and construction of a new 1,400,000 million gallon reservoir to replace the existing tank in the same location. The water storage capacity this reservoir will provide is critical to meet growing peak demands in both this (North-South) and adjacent pressure zones.

Other notable projects in the Water Fund include:

- Funding for New Thumb Butte Reservoir in the amount of \$2,223,650. This project is to locate and purchase land and install a new 1.25 million gallon water reservoir located near the Thumb Butte Road area.
- Allocation in the amount of \$2,100,000 for the design and replacement of the existing surface water recharge pipeline and related infrastructure.
- \$1,728,600 for the Copper Basin Reservoir project.

Each year the City plans several ongoing capital projects such as replacement of undersized water service lines, the small reservoir maintenance program, meter replacement program, or fire hydrant upgrades along with miscellaneous equipment replacements.

### Wastewater Fund

Within the Wastewater Fund, the largest allocations are as follows:

- Airport Phase 1 (\$7,100,000) is part of a multi-phased construction project for new improvements to upgrade the Airport Wastewater Treatment Plant to 3.75MG capacity.
- Sundog Filter Replacement/Denitrification (\$1,500,000) - Tertiary filters are at capacity and have partially failed requiring major system repairs and well as additional structural components to remain in service and provide for additional capacity.
- An allocation for the Cliff Rose Lift Station Upgrade (\$781,361) to design and construct a major upgrade to the lift station located east of the SR89 and Rosser Street intersection.

Like the Water Department, the Wastewater Department each year plans several ongoing capital projects such as recharge cell cleaning at the Wastewater Treatment Plant, lift station rehabilitation, manhole rehabilitation, etc. Equipment purchases are minimal in this fund.

### Solid Waste/Transfer Station Fund

Several capital expenditures are planned in this fund for FY2011-2012. The following is a list of the equipment that will be purchased:

Articulating Loader/Tool Carrier  
Front Load Refuse Truck – body only  
Automated Side Load Refuse Truck – body only

### Airport Fund

Infrastructure projects totaling nearly \$9.3 million are grant funded for FY2011-2012 with the City's share of these grants being \$234,053.

### Golf Course

There are no capital items budgeted in the Golf Course Fund in FY2011-2012.

# **BUDGET SUMMARIES**

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## **FY2012 BUDGET SUMMARY**

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### Parking Garage

No projects have been budgeted in FY2011-2012 in this fund.

### Streets and Open Space Fund

Street maintenance operations continue to be funded at a level of \$7.9 million. Maintenance operations include snow removal, striping (in-house and contractual), signage, signal maintenance, installation of new street lights including maintenance through Arizona Public Service, drainage improvements, trash and weed removal, crack sealing, pothole patching, unpaved road grading, and electricity for the street light system and traffic signals.

Included in the FY2011-2012 budget is \$500,000 for potential open space purchases. Also in this fund is nearly \$27.0 million in street projects; the largest of which is the Williamson Valley Road Widening project with \$6.9 million budgeted. Other notable projects are the Senator Highway Reconstruction project (\$3,734,753) and an amped up Pavement Maintenance and Rehabilitation Program budget at \$4,315,272.

### General Fund

These are the departments/division providing basic services (administration, city court, legal department, parks programs and maintenance, library services, building inspection, planning and zoning, code enforcement, economic development, police, fire, finance, etc.). All have been funded to provide quality service at the levels currently offered to Prescott residents.

Notable capital outlay in the General Fund for FY2011-2012 includes: \$426,790 as a carryover for completion of the radio infrastructure project, completion of the implementation of the financial reporting and the HR/Payroll software program system (\$147,000), and the planned purchase of Narrowband Compliant Radios in the amount of \$145,040.

## **BUDGET SUMMARIES**

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### **FY2012 BUDGET SUMMARY**

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# **FY2012 BUDGET**

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## **GENERAL FUND**

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REVENUE SUMMARY

GENERAL GOVERNMENT

ADMINISTRATIVE SERVICES

BUDGET & FINANCE

COMMUNITY DEVELOPMENT

PARKS, RECREATION & LIBRARY

POLICE DEPARTMENT

FIRE DEPARTMENT

REGIONAL COMMUNICATIONS

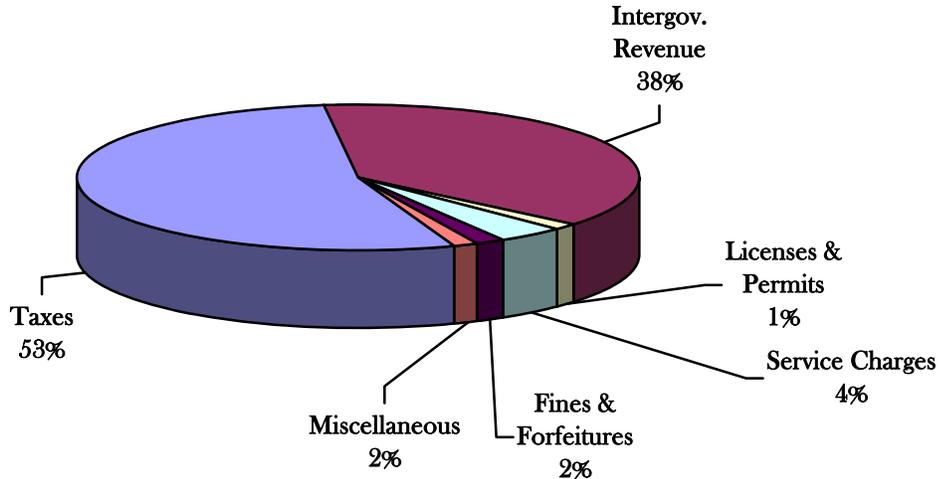
# FY2012 BUDGET

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## GENERAL FUND SUMMARY

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General Fund pays for basic governmental services including legal, manager, council, finance and administrative services, police, fire, library, parks and recreation, and community development. Revenues are from the local city sales tax, intergovernmental state shared revenues, primary property tax, franchise taxes, licenses and permits, service charges, and fines and forfeitures.



The General Fund budget for FY2012 totals \$30,232,488. Current year projected revenues total \$27,800,351, which is a 1.90% decrease from the revised estimates for FY2011 projected at \$28,338,264.

Cash available as of July 1, 2011 is estimated at \$15,798,430. As per the Budget Policy, \$5,667,653, or 20% of operating revenues, of the available cash will continue to be held as a reserve. An additional \$2,837,301 is reserved to meet long-term commitments. The remaining \$1,633,036 is to assist in the funding for capital projects and equipment budgeted in FY2012 including carryovers for items not completed or received during FY2011. Also, effective the end of FY2010, the Capital Improvement Fund is combined with the General Fund. The \$1,931,999 Capital Reserve and the Interfund Loans to the Golf Course (\$3,004,934) and Recreation Impact Fees (\$356,087) originate from these funds.

Total General Fund revenue and expenditure activity for the past four years and projects for FY2012 are as follows:

# FY2012 BUDGET

## GENERAL FUND SUMMARY

CITY OF PRESCOTT GENERAL FUND FUND SUMMARY							
	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY2011	Est End FY2011	Adopted FY2012
<b>Source of Funds:</b>							
<b>Beginning Fund Balance</b>							
General Fund Reserve	6,534,797	7,062,152	7,017,399	6,480,160	6,287,375	6,287,375	5,667,653
Capital Reserve					4,674,618	4,674,618	1,931,999
Long-Term Commitments	1,628,516	1,628,516	3,144,651	3,220,065	3,348,959	3,348,959	2,837,301
Interfund Loans	1,187,896	657,523	19,148	-	3,452,886	3,452,886	3,361,021
Unreserved Fund Balance	<u>3,329,712</u>	<u>2,408,412</u>	<u>2,308,584</u>	<u>2,204,544</u>	<u>1,816,333</u>	<u>1,816,333</u>	<u>2,000,456</u>
<b>Total Beginning Fund Balance</b>	<b>12,680,921</b>	<b>11,756,603</b>	<b>12,489,782</b>	<b>11,904,769</b>	<b>19,580,171</b>	<b>19,580,171</b>	<b>15,798,430</b>
<b>Revenues</b>							
Taxes							
Sales/Use Tax	15,962,034	14,975,742	12,944,266	13,646,121	11,922,500	11,924,000	11,924,000
Primary Property Tax	1,124,329	1,148,586	1,203,539	1,235,701	1,251,978	1,251,978	1,255,878
Franchise Taxes	1,488,072	1,563,883	1,567,388	1,673,000	1,700,240	1,685,191	1,735,747
Intergovernmental Revenues							
State Sales Tax	3,875,080	3,746,925	3,243,790	3,134,416	3,058,659	3,058,659	3,014,378
State Income Tax	4,628,849	5,737,563	6,093,130	5,263,678	3,967,662	3,967,662	3,362,918
State Vehicle License	2,595,676	2,509,253	2,307,037	2,341,887	2,235,363	2,235,363	2,115,643
Joint Dispatch	875,398	1,045,441	1,160,463	1,036,886	1,106,397	1,106,397	1,106,896
Library	676,937	696,939	723,288	749,770	941,436	589,156	688,225
Other	463,752	513,260	388,407	315,000	345,000	314,156	331,516
Licenses and Permits	1,116,462	937,143	378,666	304,243	300,750	311,850	306,600
Service Charges	863,181	896,203	1,291,624	918,739	1,150,800	1,009,620	1,089,850
Fines & Forfeitures	404,494	498,810	551,824	468,842	455,500	450,970	450,750
Miscellaneous	<u>1,236,495</u>	<u>817,249</u>	<u>547,377</u>	<u>348,594</u>	<u>475,544</u>	<u>433,262</u>	<u>417,950</u>
<b>Subtotal</b>	<b>35,310,759</b>	<b>35,086,997</b>	<b>32,400,800</b>	<b>31,436,877</b>	<b>28,911,829</b>	<b>28,338,264</b>	<b>27,800,351</b>
<b>Other Funding Sources</b>							
Lease Purchase Proceeds	-	-	250,000	-	-	-	-
Transfers In	-	<u>22</u>	<u>80,000</u>	<u>7,665,540</u>	<u>50,000</u>	-	-
<b>Subtotal</b>	-	<b>22</b>	<b>330,000</b>	<b>7,665,540</b>	<b>50,000</b>	-	-
<b>Total Revenues &amp; Other Funding Sources</b>	<b>35,310,759</b>	<b>35,087,019</b>	<b>32,730,800</b>	<b>39,102,417</b>	<b>28,961,829</b>	<b>28,338,264</b>	<b>27,800,351</b>
<b>Use of Funds:</b>							
<b>Departments</b>							
General Government							
<i>Mayor and City Council</i>	63,739	43,683	23,652	10,495	58,134	57,909	52,066
<i>City Clerk</i>	21,069	80,565	31,323	(91)	22,987	20,924	(44,319)
<i>City Court</i>	511,598	448,809	477,439	517,297	523,160	511,144	522,912
<i>City Manager</i>	125,393	185,568	193,877	143,050	175,347	253,279	178,443
<i>Public Communications</i>	-	39,570	49,481	54,833	62,612	66,322	(21,226)
<i>Special Events</i>	-	181,434	194,242	147,358	120,643	120,426	111,089
<i>Prescott Community Access Channel</i>	-	69,069	98,570	87,144	87,148	87,144	87,365
<i>Legal</i>	263,951	243,562	230,923	260,445	306,928	305,997	282,631
<i>Economic Development</i>	291,055	348,374	255,602	225,389	270,328	279,262	295,680
<i>Human Resources</i>	203,550	241,114	226,310	244,667	(85,576)	(53,664)	-
<i>Insurance and Retirements</i>	<u>364,830</u>	<u>720,832</u>	<u>343,887</u>	<u>199,654</u>	<u>511,553</u>	<u>661,533</u>	<u>494,165</u>
General Government Total	1,845,185	2,602,580	2,125,304	1,890,240	2,053,264	2,310,276	1,958,806
Budget and Finance	1,220,662	1,292,982	1,337,372	1,245,223	447,844	471,392	392,503
Administrative Services	437,777	169,420	195,992	233,795	361,379	333,551	329,699
Community Development	2,264,883	2,069,843	1,750,537	1,490,241	1,608,515	1,490,520	1,477,238
Parks, Recreation and Library	5,432,172	5,797,757	5,895,615	5,239,869	5,331,906	4,879,633	4,800,207
Police	8,793,070	10,074,865	9,847,652	9,505,904	9,067,321	9,033,233	9,283,734
Fire	6,687,543	7,590,693	7,502,323	7,184,086	6,851,841	6,717,913	6,865,658
Regional Communications	1,855,943	2,115,109	2,344,962	2,291,907	2,315,496	2,322,240	2,388,048
Debt Service	<u>162,014</u>	<u>162,014</u>	<u>162,014</u>	<u>162,014</u>	<u>81,007</u>	<u>81,007</u>	-
<b>Total Operating Budget</b>	<b>28,699,249</b>	<b>31,875,263</b>	<b>31,161,771</b>	<b>29,243,277</b>	<b>28,118,573</b>	<b>27,639,765</b>	<b>27,495,893</b>

# FY2012 BUDGET

## GENERAL FUND SUMMARY

### CITY OF PRESCOTT GENERAL FUND FUND SUMMARY

	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY2011	Est End FY2011	Adopted FY2012
<b>Capital Outlay/Projects</b>							
General Government							
City Council	-	12,500	26,250	15,000	60,000	39,905	-
City Clerk	59,958	17,981	-	115,015	150,000	24,000	150,000
City Manager	27,500	27,500	90,000	-	-	-	-
Economic Development	-	-	-	-	1,700,000	3,593,615	1,400,000
Budget and Finance	157,197	33,240	74,524	188,585	302,078	30,000	163,940
Administrative Services	-	-	-	-	547,597	196,212	278,824
Community Development	59,915	373	6,337	14,514	10,000	10,000	17,000
Parks, Recreation and Library	452,262	56,972	38,028	226,049	30,000	121,557	55,000
Police	252,581	182,848	-	-	-	-	145,040
Fire	21,228	101,495	45,038	-	60,000	34,009	-
Regional Communications	-	4,602	5,192	(11,750)	650,352	223,562	526,790
<b>Total Capital Outlay/Projects</b>	<b>1,030,641</b>	<b>437,511</b>	<b>285,369</b>	<b>547,414</b>	<b>3,510,027</b>	<b>4,272,860</b>	<b>2,736,594</b>
<b>Transfers Out</b>							
Economic Incentives	1,315,734	1,324,388	1,541,864	1,300,000	-	-	-
Surplus (Revenues over Expenditures)	4,840,617	452,923	105,751	-	-	-	-
Grant Matches	317,466	260,035	211,583	317,579	1,029,670	207,381	639,709
Parking Garage	7	-	-	18,744	-	-	-
Planned Growth Strategy	-	-	9,475	-	-	-	-
Gifts Fund	-	3,720	-	-	-	-	-
Parks Master Plan	19,281	-	-	-	-	-	-
One Day Hazardous Disposal Event	12,082	-	-	-	-	-	-
<b>Total Transfers Out</b>	<b>6,505,187</b>	<b>2,041,066</b>	<b>1,868,673</b>	<b>1,636,323</b>	<b>1,029,670</b>	<b>207,381</b>	<b>639,709</b>
<b>Total Expenditures &amp; Transfers Out</b>	<b>36,235,077</b>	<b>34,353,840</b>	<b>33,315,813</b>	<b>31,427,014</b>	<b>32,658,270</b>	<b>32,120,006</b>	<b>30,872,196</b>
<b>Ending Fund Balance</b>							
General Fund Reserve	7,062,152	7,017,399	6,480,160	6,287,375	5,782,366	5,667,653	5,560,070
Capital Reserve	-	-	-	4,674,618	3,788,239	1,931,999	533,715
Long-Term Commitments	1,628,516	3,144,651	3,220,065	3,348,959	2,837,301	2,837,301	2,400,000
Interfund Loans	657,523	19,148	-	3,452,886	2,744,653	3,361,021	3,294,142
Unreserved Fund Balance	2,408,412	2,308,584	2,204,544	1,816,333	731,171	2,000,456	938,657
<b>Total Ending Fund Balance</b>	<b>11,756,603</b>	<b>12,489,782</b>	<b>11,904,769</b>	<b>19,580,171</b>	<b>15,883,730</b>	<b>15,798,430</b>	<b>12,726,584</b>

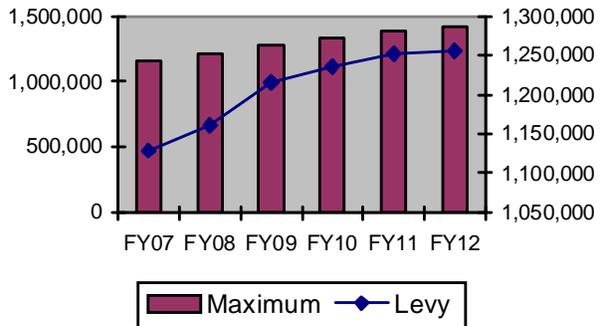
# FY2012 BUDGET

## GENERAL FUND SUMMARY

**Property Tax:** The primary property tax levy for FY2011-2012 is \$1,255,878. This increase is caused by new construction not increased property valuations. In FY2012 the primary property tax levy remained fairly constant, but the property tax values decrease; thus, causing an increase in the property tax rate. The FY2012 estimated primary rate is \$0.1978 per \$100 assessed valuation. As depicted in the graph below, the maximum allowable tax levy was reduced in FY2007. This change was dictated by Arizona State Law.

Annual Primary Property Tax Levies

Fiscal Year	Primary Levy	% Change from Prev. Year	Primary Tax Rate
2006-07	1,128,971	7.7%	0.2182
2007-08	1,160,983	2.8%	0.1991
2008-09	1,215,502	4.7%	0.1839
2009-10	1,235,701	1.7%	0.1695
2010-11	1,251,978	1.3%	0.1737
2010-12	1,255,878	0.3%	0.1978

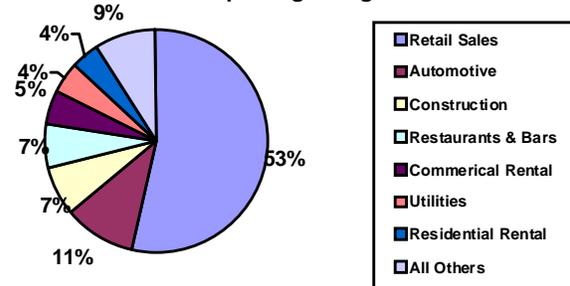


**Transaction Privilege Tax (Sales Tax):** All Arizona cities and towns have a transaction privilege tax which is commonly referred to as a sales tax. However, the transaction privilege tax is far more extensive than retail sales. It includes taxation of residential and commercial rentals; taxation of utilities and communications; taxation of retail sales; construction activities; and auto dealerships to mention a few. Thus, even if retail sales do not increase due to a competing regional environment, this revenue category can still increase. Sales tax is projected to yield \$11,300,000. This estimate is level with previous year collections and is reflective of the struggling economy.

City Sales Tax (Without Use Tax or Audits)

Fiscal Year	Revenues	% Change from Prev. Year
2006-07	14,968,648	3.7%
2007-08	14,186,536	-5.2%
2008-09	11,894,244	-16.2%
2009-10	11,161,606	-6.2%
2010-11 (est)	11,300,000	1.2%
2011-12 (est)	11,300,000	0.0%

Sales Tax Reporting Categories

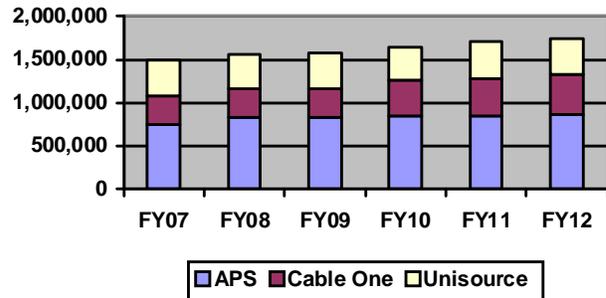


**Franchise Taxes:** Franchise taxes are from Cable One, Unisource Gas and Arizona Public Service. Franchise rates for Unisource Gas and Arizona Public Service are set (by the voters) at 2.0% of gross revenues while the negotiated rate for the cable company is 5.0% of gross revenues. From the ensuing table it can be observed the projection for FY2012 is 3.0% over FY2011 revised estimates.

# FY2012 BUDGET

## GENERAL FUND SUMMARY

Franchise Taxes		
Fiscal Year	Revenues	% Change from Prev. Year
2005-06	1,369,307	10.8%
2006-07	1,488,072	8.7%
2007-08	1,563,883	5.1%
2008-09	1,567,388	0.2%
2009-10	1,644,978	5.0%
2010-11 (est.)	1,685,191	2.4%
2011-12 (est.)	1,735,747	3.0%



**State Sales Tax (Transaction Privilege Tax):** Through May 31<sup>st</sup>, 2001, citizens of Prescott, through collection by local businesses, pay the State 5.0% on retail purchases and varying rates on other transactions. State sales tax was increased to 5.6% on June 1, 2001 and 6.6% on June 1, 2010. A portion of that sales tax is returned to the City based on Prescott's population compared to the incorporated population of the State, Cities and Towns share in 25.0% of two percent of the State's 6.6%.

State Shared Sales Tax			
Fiscal Year	Prescott's Share of Total Distributed to Cities	Prescott's \$ Share of Total Distributed to Cities	% Change from Prev. Year
2006-07	0.84%	3,875,080	6.5%
2007-08	0.84%	3,746,925	-3.3%
2008-09	0.84%	3,243,790	-13.4%
2009-10	0.84%	2,991,924	-7.8%
2010-11 (est.)	0.84%	3,058,659	2.2%
2010-12 (est.)	0.84%	3,014,378	-1.4%

**State Income Tax:** The State of Arizona collects income taxes and shares that revenue with incorporated cities and towns based on population.

The City of Prescott's share of State income tax is estimated to be \$3,362,918 which is a decrease of \$604,744 or 15.2%. The State has estimated state income tax 9.0% lower than last year's estimate. This is the only one of the state shared revenues which can be accurately forecast since it is drawn from collections two years ago. From 1973 through FY1992, cities in Arizona shared in 15% of the State personal and corporate income tax collected two years prior and distributed in proportion to the cities' share of State population. Beginning in FY1993, the cities' share was lowered to 12.8%. This change was enacted by the State, along with revisions to the individual and corporate State income tax in 1990, and was designed to keep the cities' share revenue neutral. The portion of the State tax which will be distributed to cities and towns in FY2012 is estimated at \$424.4 million and represents individual and corporate income tax collections by the State in the 2009-10 fiscal year.

The following table shows the City of Prescott's % allocation, \$ share and % change since 2006-07.

# FY2012 BUDGET

## GENERAL FUND SUMMARY

### State Income Tax

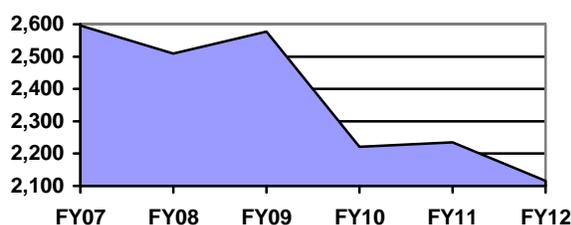
Fiscal Year	Prescott's % of State Collection	Prescott's \$ Share of State Collection	% Change from Prev. Year
2006-07	0.84%	4,628,849	30.3%
2007-08	0.84%	5,737,563	24.0%
2008-09	0.84%	6,093,130	6.2%
2009-10	0.84%	5,263,835	-13.6%
2010-11 (est.)	0.84%	3,967,662	-24.6%
2011-12 (est.)	0.84%	3,362,918	-15.2%

**Vehicle License Tax (Auto Lieu Tax):** Prescott's share of the vehicle tax for 2011-12 is estimated to be 5.4% lower than the FY2011 revised estimate. Twenty-five percent of the net revenues collected for the licensing of motor vehicles by a particular county is distributed back to incorporated cities and towns within that county. License fees are collected by the State and distributed to counties, cities and towns. A city or town receives its share of the vehicle license tax collections based on its population in relation to the total incorporated population of the county. The only stipulation on the use of this revenue is that it must be expended for a public purpose.

The following chart illustrates the City's actual collections and percentage change since FY2007.

Fiscal Year	Revenues	% Change from Prev. Year
2006-07	2,595,676	0.7%
2007-08	2,509,253	-3.3%
2008-09	2,576,593	2.7%
2009-10	2,220,951	-13.8%
2010-11 (est.)	2,235,363	0.6%
2010-12 (est.)	2,115,643	-5.4%

Vehicle License Tax (in 000s)



**Joint Dispatch:** Revenues for this category are received from other governmental agencies participating in the Regional Communications Center. The Regional Communications Center became fully functional during fiscal year 2006. At that time seven and one-half dispatchers were transferred to the City from Central Yavapai Fire District. FY2012 revenues are projected to be fairly constant with the FY2011 revised estimates.

**Library:** Intergovernmental revenues for the Library consist of contributions from Yavapai County and percentage share of costs from other governmental members participating as part of the Library Network.

**Other Intergovernmental Revenues:** This category is primarily made up of the Fire contract with Yavapai Prescott Indian Tribe for the city to provide fire protection for homes and businesses located on the reservation. It also consists of monies received by the Fire Department for a portion of the reimbursements received from Arizona State Land Department for fire assistance on state lands. The remaining components of this category are for contributions towards Animal Control and City Court.

# **FY2012 BUDGET**

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## **GENERAL FUND SUMMARY**

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**Licenses and Permits:** This revenue category consists mainly of Building Permit fees and Plan Check fees. Other revenues in this are Dog Licenses, Liquor Licenses, Blasting Permits, and Film Permits.

**Service Charges:** Recreation fees for sports and programs are the main element of the Service Charges grouping. Revenues are expected to increase 7.9% when comparing FY2011 estimated endings to FY2012 budget. Another large revenue source listed under Miscellaneous is rents received by the City of Prescott. A majority of the rent received is for wireless sites located on City owned property. Other minor revenues in this category are Administrative Fees for Hassayampa community Facilities District and Sale of Property.

**Fines and Forfeitures:** This category covers monies paid to the City of Prescott for fines and forfeitures assessed by the Police Department, City Court, Legal Department, Library and Animal Control. Staff projects that this revenue will stay level.

**Miscellaneous:** The largest revenue source in this area is Interest Earned. Typically staff is conservative when projecting interest earnings. This is evident when comparing the FY2011 estimated ending to the FY2012 budget.

# FY2012 BUDGET

## GENERAL GOVERNMENT

### Mayor and Council

**Division Mission:** The Mayor and Council serve as the legislative and policy-making body of the municipal government and have responsibility for enacting City ordinances, appropriating funds to conduct City business, and providing policy direction to the administrative staff.

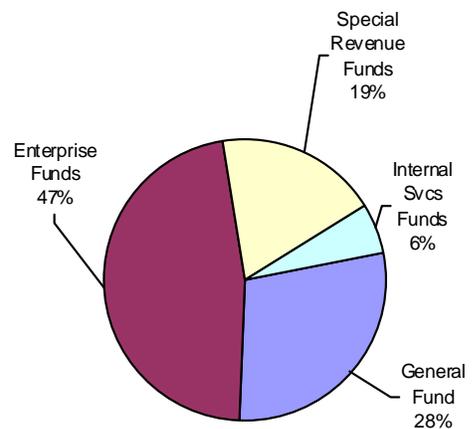
#### Mayor and Council Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 49,770	\$ 49,885	\$ 49,885
Supplies	6,149	4,250	4,250
Other Services & Charges	69,486	135,966	129,376
Capital Outlay/Projects	15,000	39,905	-
Total	\$ 140,405	\$ 230,006	\$ 183,511
Cost Recovery	\$ (114,910)	\$ (132,192)	\$ (131,445)

#### Mayor and Council Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	7.00	7.00	7.00
Mayor	1.00	1.00	1.00
Councilmembers	6.00	6.00	6.00

#### Mayor and Council Funding Sources



**Significant Expenditures Changes:** There are no significant expenditure changes in this area when comparing FY2011 estimated endings to FY2012 budget.

### City Manager

**Division Mission:** The City Manager provides professional administration of the policies and objectives established by the City Council; develops alternative solutions to community problems for Council consideration; and plans programs that meet the future public needs of the City. The City Manager also oversees the City economic development efforts, which provides resources for businesses looking to open a new location, expand an existing business or learn of networking groups and business services.

# FY2012 BUDGET

## GENERAL GOVERNMENT

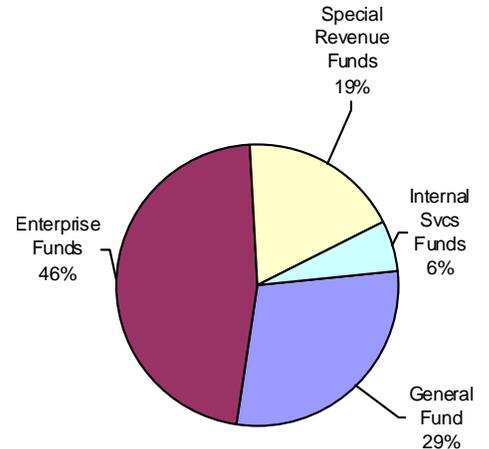
### City Manager Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 494,494	\$ 567,614	\$ 537,641
Supplies	6,864	6,013	4,600
Other Services & Charges	46,721	71,812	81,812
<b>Total</b>	<b>\$ 548,080</b>	<b>\$ 645,439</b>	<b>\$ 624,053</b>
Cost Recovery	\$ (405,030)	\$ (392,160)	\$ (445,610)

### City Manager Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	3.95	4.40	4.00
City Manager	1.00	1.00	1.00
Deputy City Manager	0.70	1.00	1.00
Asst to City Council	0.00	1.00	1.00
Asst to City Manager	0.00	1.00	1.00
Executive Assistant	1.00	0.00	0.00
Economic Dev Specialist	0.25	0.25	0.00
Administrative Specialist	1.00	0.00	0.00
Administrative Assistant	0.00	0.15	0.00

### City Manager Funding Sources



**Significant Expenditure Changes:** A 13.9% increase can be observed in Other Services & Charges when comparing FY2011 estimated endings to FY2012 Budget due additional items added in this department. The computer services charges are based upon the number of printers, phones, computers and scanners.

### City Clerk

**Division Mission:** The mission of the City Clerk's Office is to maintain integrity in the governing process by processing, maintaining and preserving the official records of the City of Prescott; overseeing all municipal elections in an efficient and effective manner, and in accordance with the Charter and State Statutes; and providing courteous and responsive customer service to internal and external customers.

# FY2012 BUDGET

## GENERAL GOVERNMENT

<b>Goal:</b> Provide excellent customer service to customers, by making available more information electronically.			
<b>Strategy:</b> Expand use of scanner to provide legislative documents on-line and/or internally on the City's Portal.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Scanning legislative documents (Ordinances, Resolutions, Minutes, Contracts/Agreements)	1,029/11,243	1,200/12,000	1,400/14,000
(# Documents/# Pages)			

<b>Goal:</b> Maintain, preserve and make available legislative documents in a timely manner.			
<b>Strategy:</b> Complete all documentation and actions from Council meetings within three days of meeting.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
# of Ordinances/% processed within three days	46/100%	46/100%	50/100%
# of Resolutions/% processed within three days	60/100%	60/100%	59/100%
# of Liquor Licenses/% processed within three days	40/100%	43/100%	40/100%
# of Contracts, Leases and Agreements/% processed within three days	211/90%	500/90%	400/90%
# of Special/Regular Council Meetings requiring minutes (including RALG, UVRWP & Capital Needs)/% processed in three days	68/90%	60/90%	60/90%

### Prior Year Results and Outcomes

Fiscal Year 2011 has continued to be a year for maintenance of programs put in place during the prior years. During the latter part of Fiscal Year 2010 staff worked with the Council subcommittee and Legal Department to review the City Charter and prepared for charter amendments that were placed on the November 2010 ballot, which included preparation of the publicity pamphlet.

Halfway through FY2011 the nomination process began for the 2011 Election season with seats open for three council members and mayor. This process ended with an unsuccessful lawsuit attempting to remove a name from the ballot. Additionally, with a councilmember resigning effective the middle of July 2011, the process began for appointing a replacement for the four month period until someone is seated for the "short term" in November 2011.

With a general election eminent, the Council decided to review the remaining prior year's Charter amendments and selected more questions to be added to the November 2011 ballot, which will require a publicity pamphlet.

While election issues always take a great deal of time, this year staff was able to hold the first Board/Commission Member Training, which will become an annual event from this point on. Additionally, staff has continued its focus on citywide records management and developed an E-Mail Retention Policy and updated the Public Records Policy. These, along with the overall Records Management Program, were presented to staff members from the various departments in a training session. This, too, will become an annual training with more made available as requested.

Staff continued with its training efforts by attending the 2010 Elections Training offered by the Arizona Municipal Clerks Association in conjunction with the League of Arizona Cities and Towns. The

# FY2012 BUDGET

## GENERAL GOVERNMENT

Assistant City Clerk continued with her attendance at the week-long IIMC Clerks Institute in Phoenix, offered through Arizona State University, and the City Clerk attended the Election Training offered by the Arizona Secretary of State's Office.

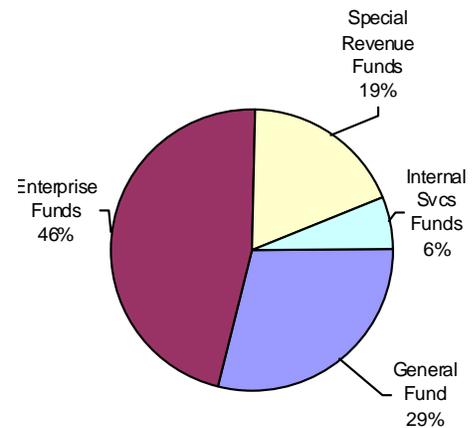
### City Clerk Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 137,524	\$ 142,590	\$ 161,071
Supplies	1,181	1,800	1,500
Other Services & Charges	157,512	74,798	206,208
Total	\$ 296,217	\$ 219,188	\$ 368,779
Cost Recovery	\$(181,294)	\$(174,264)	\$(263,098)

### City Clerk Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	1.50	1.65	2.00
City Clerk	1.00	1.00	1.00
Administrative Assistant	0.50	0.65	1.00

### City Clerk Funding Sources



**Significant Expenditure Changes:** A 13% increase can be observed in the Personnel category. This can be tied to the Administrative Assistant position being solely charged to this Department beginning FY2012.

As a result of budgeting for additional elections in FY2012, the Other Services and Charges exhibits a significant increase when comparing the FY2011 estimated ending to the FY2012 budget.

## City Court

**Division Mission:** The Municipal Court provides prompt and effective judicial services, adjudicating violations of the Arizona Revised Statutes and Prescott City Code occurring within the city limits.

**Goal:** Utilize aggressive, court-driven case management to decrease litigant time and costs.

**Strategy:** Manage the processing of cases from inception to completion and monitor case progress to assume control of scheduling specific events from filing to disposition.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Case Closure Rates	76%	75%	76%
(Cases both filed and paid in full during FY)			

**Strategy:** Utilize case management system to identify problems and monitor caseload status.

# FY2012 BUDGET

## GENERAL GOVERNMENT

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Case Disposition Rate (Calendar Year)	96%	96%	97%
<b>Strategy:</b> Conduct trial management conferences on each jury trial to minimize last-minute delays.			
Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Trial Rate  (3-10% rate nationwide)	1%	1%	1%

<b>Goal:</b> Emphasize enforcement of court orders and collection efforts.			
<b>Strategy:</b> Serve victims through court-ordered restitution.			
Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Restitution \$ collected by the Court for crime victims	\$44,091	\$45,000	\$46,000
<b>Strategy:</b> Use a collection agency on previously uncollectible accounts.			
Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
\$ collected by collection agency for consolidated court on old and uncollectible accounts.	\$153,839	\$157,000	\$160,000

<b>Goal:</b> Continue project to reconnect court to local community			
<b>Strategy:</b> Expand restorative justice concept by aggressive assignment of community restitution in lieu of jail.			
Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Defendant's assigned	2,110	2,200	2,300
Hours completed	19,264	20,500	21,100
Minimum wage value	\$141,590	\$150,675	\$155,085
Incarceration savings @ \$60 per day	\$165,120	\$175,714	\$180,857

### Prior Year Results and Outcomes:

Fine tuned the implementation of the E-Citation process to save time and resources for both Police and City Court in processing traffic tickets and misdemeanor citations. The Court provided \$83,000 in local grant money for 10 handheld units and the necessary programming to get the project up and running. All citations including paper version are electronically filed with the Court saving clerk time by reducing manual entry of data.

Expanded the use of volunteer Civil Traffic Hearing Officers for civil traffic cases and utilize City Council Chambers for hearings. One additional officer was trained this year bringing the total to five. This program has received very positive comments from area officers in terms of professionalism and time efficiency.

Fully automated Defensive Driving School registrations and completions information from all DDS schools. This new process automatically updates each individual case by placing a disposition on each charge and adding the diversion fee. This saves staff from having to manually update hundreds of cases each month.

# FY2012 BUDGET

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## GENERAL GOVERNMENT

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Increased interceptions from 132 defendants' 2010 state tax refunds resulting in \$14,475 in Court ordered restitution and fine payment through Arizona Tax Intercept Program.

Enforced payment of fines and restitution by utilizing a professional collection agency at no cost to the city.

Continued effective methods of dealing with substance abuse or aggressive behavior by using education-based programs and jail where appropriate.

Continued to emphasize community service.

Continued to make the court more efficient and user friendly. The Prescott Consolidated Court received very high marks in a recent citizen satisfaction survey conducted by the Administrative Office of the Courts.

Conducted regular training for the clerks in various areas such as ethics, domestic violence/orders of protection, criminal and civil procedure.

Continued to enforce the payment of fines and completion of court imposed sanctions such as community restitution.

Continued to foster good relations and mutual benefit between the City of Prescott and Yavapai County concerning the consolidation of the Prescott City Court and the Prescott Justice Court.

Continued aggressive court-driven case management resulting in decreased time and costs.

### City Court

#### Expenditure Summary

	FY10	FY11	FY12
	Actual	Estimate	Budget
Personnel	\$ 329,268	\$ 340,249	\$ 334,894
Supplies	5,888	6,240	8,000
Other Services & Charges	205,884	182,655	198,018
Total	\$ 541,041	\$ 529,144	\$ 540,912
Cost Recovery	\$ (23,744)	\$ (18,000)	\$ (18,000)

### City Court

#### Staffing Summary

	FY10	FY11	FY12
	Actual	Estimate	Budget
Authorized Staffing Level	6.24	6.24	6.24
Senior Court Clerk	1.00	1.00	1.00
Court Clerk	4.75	4.75	4.75
Temp Employees	0.49	0.49	0.49

# FY2012 BUDGET

## GENERAL GOVERNMENT

**Significant Expenditure Changes:** The 8.4% increase when comparing the FY2011 estimated endings to the FY2012 budget in Other Services & Charges is the result of monies not being expended in FY2011 that were budgeted. The full amount for Computer Services is budgeted again in FY2012.

### Legal Department

**Division Mission:** To provide quality legal services, representation and counsel to the City of Prescott and City officials; maintaining the highest ethical standards; to successfully prosecute criminal and traffic cases occurring within the City limits, keeping in mind societal concerns and the rights of (and harm caused to) victims.

To continue to provide quality legal services, representation and counsel to the City of Prescott government, its elected and appointed officials, City departments and City employees in civil matters.

To maintain active enforcement of the City Codes and regulations.

**Goal:** To successfully prosecute violations of misdemeanors, traffic violations and City Code violations; to provide ongoing training to the Police Department; to pursue restitution in criminal cases; to pursue community service in criminal cases.

**Strategy:** To provide, either in person or via memo, advice to Police Department personnel advising of new laws, tactics and procedures, or suggested changes to same; to maintain a current law library concerning criminal matters.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Restitution ordered	\$291,824	\$285,000	\$290,000
Community service days ordered	2,786	2,850	2,900
Conviction rate	99.75%	95.00%	95.00%
Fines ordered	\$858,143	\$890,000	\$900,000
Jail days ordered	4,867	4,900	4,900
Hours of specialized training/attorney attendance at Continuing Legal Education seminars	26	16	16

**Goal:** To provide quality legal services, representation and counsel to the City of Prescott government, its elected appointed officials and employees in civil matters.

**Strategy:** To maintain an adequate law library, research and resource materials, and maintain continuing legal education for the departmental staff. To attend and advise the City Council, employees, Boards and Commissions on legal matters; and to prepare and/or review all ordinances, resolutions, contracts, and other legal documents prior to consideration by the Council or City staff. To educate City staff and actively advise them in areas of loss prevention, potential claims.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Civil cases resolved	76 cases 34 wins 7 settled 17 uncollectable 9 dismissed	85 civil cases 80% resolution	95 cases 80% resolution

# FY2012 BUDGET

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## GENERAL GOVERNMENT

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	9 bankruptcy & other		
Restitution obtained for the City	\$44,420.55	\$50,000	\$50,000
Hearing/depositions conducted	41	30	40
Percentage of Council meetings, Board of Adjustment meetings and P & Z Commission Hearings attended by legal counsel	99.8%	99%	99%
Number of other scheduled meetings attended (does not include Council or Board meetings)	200+	250+	275+
Percentage of contracts, ordinances, resolutions reviewed prior to action by Council or staff	95%	95%	95%
Hours of specialized training/attorney attendance at Continuing Legal Education seminars	105.25	105.25	105.25
Hours of legal support staff training	6	02	35

### Prior Year Results and Outcomes

Lawsuit victories of Atkinson; Home Builders; McBurnie; Creelman; and Panzarella

Favorable settlement of the following cases: Fitzgerald; City of Prescott v. Albert Long/Dillahunty/Vasfaret; Palmer; and Spire Engineering.

Highly successful prosecution of over 2,986 criminal cases of which 167 were DUI cases. This resulted in \$639,319 in fines and \$225,527 restitution for victims of crimes. Over 99.4% conviction rate establishes crime doesn't pay in Prescott!

Civil cases (collection) initiated by legal department – successful collection (lawsuits) totaling \$27,444.59.

Successful handling of 4 in-house appeals.

# FY2012 BUDGET

## GENERAL GOVERNMENT

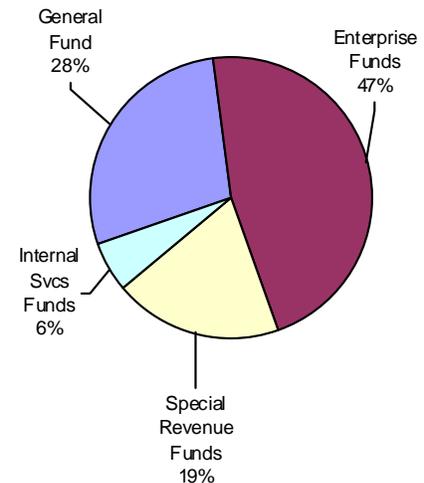
### Legal Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 794,181	\$ 831,659	\$ 835,292
Supplies	6,688	7,550	6,650
Other Services & Charges	98,381	163,400	150,250
Total	\$ 899,250	\$ 1,002,609	\$ 992,192
Cost Recovery	\$ (638,805)	\$ (696,612)	\$ (709,561)

### Legal Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	8.04	8.50	8.50
City Attorney	1.00	1.00	1.00
Chief Asst City Attorney	0.77	1.00	1.00
Sr Asst City Attorney	0.77	1.00	1.00
Prosecutor	1.00	1.00	1.00
Investigator	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00
Legal Secretary	1.50	1.50	1.50

### Legal Department



**Significant Expenditure Changes:** The 8.0% decrease that can be observed when comparing the FY2011 estimated endings to the FY2012 budget is the result of decreased funding for outside legal consultants. More cases will be handled in-house by legal staff.

## Tourism (formerly called Economic Development)

**Division Mission:** The mission of the Office of Tourism is to develop, promote and maintain Prescott as a year round visitor destination benefitting the community economically and socially.

### Prior Year Results and Outcomes

For FY 11 the Tourism Office ended the year with Bed Tax **up 9.47%** to \$486,384.01 compared to FY10.

Occupancy was **up 7.5%** from January to May of 2011.

RevPAR (Revenue per Available Room) was **up 8.7%** from January to May of 2011.

ADR (average daily rate) was **up 1.1%** from January to May of 2011.

# FY2012 BUDGET

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## GENERAL GOVERNMENT

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### Tourism

#### Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 164,352	\$ 176,834	\$ 214,916
Supplies	1,684	1,055	2,236
Other Services & Charges	59,352	101,373	78,528
Capital Outlay/Projects	-	3,593,615	1,400,000
Total	\$ 225,389	\$ 3,872,877	\$ 1,695,680
Capital Outlay/Projects			
Economic Development Agreements/Incentives			1,400,000
Total Capital Outlay/Projects			\$ 1,400,000

### Tourism

#### Staffing Summary

	FY09 Actual	FY10 Estimate	FY11 Budget
Authorized Staffing Level	1.95	1.95	2.50
Tourism Director	0.00	1.00	1.00
Economic Dev Director	1.00	0.00	0.00
Public Affairs Coordinator	0.00	0.00	1.00
Tourism/Economic Dev Coord*	0.00	0.00	0.50
Economic Dev Specialist	0.75	0.75	0.00
Administrative Assistant	0.20	0.20	0.00

\*Remainder of Tourism/Economic Development Coordinator is charged to Economic Development.

**Significant Expenditure Changes:** The 21.5% increase in Personnel is the result of the movement of the Public Affairs Coordinator to this position offset by shifting a larger portion of the Tourism/Economic Development Coordinator (formerly Economic Development Specialist) out of this division.

When comparing the FY2012 budget to the FY2011 estimated endings, Other Services & Charges displays a 22.5% decrease. This can be tied to the reduction in Other Professional Services. These funds are used for activities related to promoting tourism and economic development within the City of Prescott. A portion of the budgeted funds have been moved to the Community Development Department as part of the newly formed Economic Development division.

# FY2012 BUDGET

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## GENERAL GOVERNMENT

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### Human Resources

**Division Mission:** Human Resources Division provides services which are responsive to the individual employee and the City's mission, vision and core values. The division facilitates and helps foster a culture which encourages the development of the City's most valuable asset, its employees.

<b>Goal:</b> To maintain sustainable employment levels to ensure consistent delivery of services for the citizens of Prescott.			
<b>Strategy:</b> To ensure a fair and equitable workplace that views employees as our most valuable asset.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
# of grievances	0	1	1
Turnover rate (FT turnover/# of FT budgeted employees)	10.3%	8.5%	8.5%
# of employment claims/lawsuits	3	5	5

#### Prior Year Results and Outcomes

Continued partnership with NACOG assisting transitional workers re-entering the workforce. The program is a "win-win" as workers get new job skills and training, and the City saves on personnel costs as the program is fully funded by NACOG.

Established new partnership with AARP placing workers 55+ years of age into the workplace and updating or creating new skill sets. This program is completely funded by AARP therefore saving the City personnel costs. A City AARP placement employee was featured in a Yavapai College production video of the Lifelong Learning program as a success story.

Acted as Yavapai Combined Trust, Health Plan Board Administrator and provided Board Secretary support for all entities. Successes for YCT include successful compliance audits of the financials; audit by the Department of Insurance and RFP selection for the primary benefits consultant.

Partnered with Communications Skills for Life Founder, Richard Moore, to streamline curriculum and continuing training opportunities for enhancing communication and customer service for City employees.

Temporary Orientation was created that included training components on customer service, Human Resources and Risk Management.

Online training is being maximized when possible to reduce travel expenditures and enhance convenience and access for employees. For example, the City's annual mandatory sexual harassment training was made available on the portal for 24/7 access.

Successful completion of IRS audit in partnership with the Finance Department. Continued expansion of the munis HRIS system components including utilization of the training module and Drivers License tracking.

Policy update and reformatting for ease of use and clarification for employees. Including new Marijuana Law as it relates to HIPPA, CDL and workplace drug policies.

# FY2012 BUDGET

## GENERAL GOVERNMENT

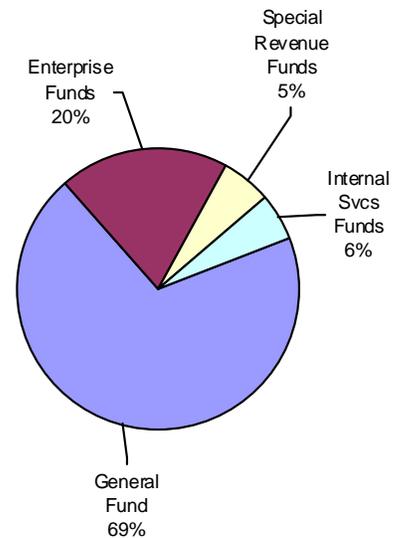
### Human Resources Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 347,151	\$ 333,376	\$ 363,638
Supplies	4,800	4,527	4,500
Other Services & Charges	124,591	214,202	197,486
Debt Service	162,014	81,007	-
Insurance & Retirements	199,654	661,533	494,165
<b>Total</b>	<b>\$ 838,210</b>	<b>\$ 1,294,645</b>	<b>\$ 1,059,789</b>
Cost Recovery	\$ (231,875)	\$ (605,769)	\$ (565,624)

### Human Resources Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	4.30	5.00	5.00
Human Resources Director	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00
Human Resources Assistant	0.00	1.00	1.00
Benefits Specialist	1.00	1.00	1.00
Administrative Assistant	0.30	0.00	0.00
Payroll Specialist	1.00	1.00	1.00

### Human Resources



### Significant Expenditures Changes:

The 9.1% increase in Personnel can be attributed to the addition of the Human Resource Assistant position during FY2011. The position was only charged to this area for a portion of FY2011, but will be charged the full 12 months of FY2012.

A reduced need for outside legal services pertaining to personnel issues is anticipated in FY2012. This is reflected in the 7.8% decrease in Other Services and Charges.

### Public Communications

**Division Mission:** To provide effective communication between the City of Prescott and its employees, residents, businesses and visitors; to maintain the city's website by frequently updating and improving its content; and to increase production values and promote public interest in City of Prescott government television programming.

# **FY2012 BUDGET**

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## **GENERAL GOVERNMENT**

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### **Prior Year Results and Outcomes:**

For the past four plus years, the Public Affairs division has steadily grown into a fast moving creative services environment providing government information content to the city website, social media sites, local and regional media, access and commercial television.

A snapshot of the fiscal year's media outreach efforts:

Website: 70K visitors/mo & over 260k page views/mo. (100% increase over past 3 years) #1 website referrer to Tourism page. 400 city news stories & releases posted/distributed/yr  
YouTube Channels: 20,000 views/yr

Access 13 Video on Demand: Council meetings, Public Affairs produced public information segments attract 10k views/mo.

Access 13 Broadcast TV: 80+ City public info segments and video bulletin boards playing daily, reaching 27k households

Cable One Television PSA's: Running continuously on various networks reaching 27,000 households

Social Media Sites-Facebook/Twitter: 1,400 posts/yr. 1,000+ followers and over10,000 impressions/yr.

Public Affairs also provided copywriting/editing, ad layout and design, coordinated media buys, oversaw photo printing requests, event photography, and other creative services to all city departments.

In addition, the division managed thousands of still images that are regularly requested by press organizations. We also manage terabytes of video data without the assistance of additional IT staff and maintain and upgrade our own equipment.

Public Affairs was nominated for a National Merit Award for Excellence for production of "Journey Through Time": A History of the Elks Opera House; called a "model historical documentary" by Sharlot Hall's Executive Director. Public Affairs also received regional Best Government Program Award for "July 4<sup>th</sup> Wrap-up."

# FY2012 BUDGET

## GENERAL GOVERNMENT

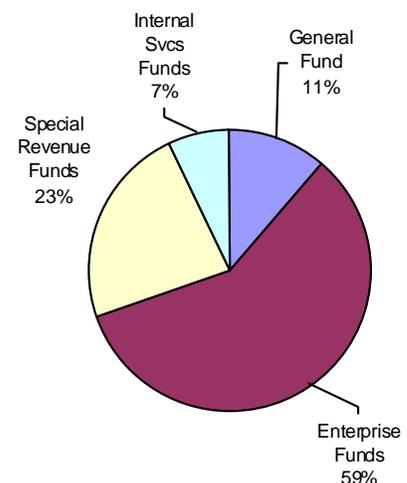
### Public Communications Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 154,271	\$ 157,209	\$ 87,801
Supplies	14,337	14,600	6,290
Other Services & Charges	27,360	55,745	49,860
Capital Outlay/Projects	9,417	-	-
Total	\$ 205,385	\$ 227,554	\$ 143,951
Cost Recovery	\$(150,552)	\$(161,232)	\$(165,177)

### Public Communications Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	2.00	2.00	1.00
Public Affairs Director	1.00	1.00	1.00
Public Affairs Coordinator	1.00	1.00	0.00

### Public Communications Funding Sources



**Significant Expenditure Changes:** All three categories show a reduction when comparing the FY2012 budget to the FY2011 estimated endings. This reflects the movement of the Public Affairs Coordinator and associated duties to the Tourism division.

## Special Events

**Division Mission:** To create events and activities that make Prescott a destination for residents and tourists.

### Prior Year Results and Outcomes:

Special Events continues to find the “deals” from purchasing supplies to utilizing community service workers/volunteers for events keeping costs down.

Formed many in-kind sponsorships/services saving over \$70,000+ to the city.

Continued sponsorships for events bringing in over \$15,000+.

Promote events through free advertising means, Radio, AZ TV, news articles, social media, web sites, presentations, etc., giving a huge exposure boost, cost savings and adding awareness and attendance.

Worked with Embry Riddle on creating a three-year contract lease for the use of their parking areas for city events.

# FY2012 BUDGET

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## GENERAL GOVERNMENT

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Negotiated the city radio contract saving thousands.

Write and produce commercials for city events.

### **Supported/Assisted**

Whiskey Off Road

Centennial/Best Fest

Mountain Artist Guild Arts & Wine Tasting

City picnic, Christmas party

Any department needing help with event, supplies, product, banners, advertising, etc.,

\*New or annual events looking for assistance.

Throughout the year Special Events streams thousands of calls along with e-mails answering questions on what's "Happening" in Prescott., also attending meetings to field questions to help concerning putting on event(s).

Updated events calendar and helped with creating a way for parties to log into the city's calendar web site themselves and submit their own details, saving hours of inputting.

### **Special Events Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 75,659	\$ 74,567	\$ 73,183
Supplies	7,367	6,354	5,624
Other Services & Charges	<u>64,332</u>	<u>39,505</u>	<u>32,282</u>
Total	<u>\$ 147,358</u>	<u>\$ 120,426</u>	<u>\$ 111,089</u>

### **Special Events Staffing Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Authorized Staffing Level	1.220	1.000	1.000
Special Events Coord.	1.000	1.000	1.000
Temp Employees	0.220	0.000	0.000

**Significant Expenditure Changes:** There are no significant expenditure changes in this division.

## Prescott Community Access Channel

**Division Mission:** Through the Prescott Community Access Channel, all City Council study sessions and regular meetings are televised on a weekly basis. Special programs concerning City issues are televised as well. Funding is provided primarily by an agreement to pay the Access Channel one percent of cable franchise fees received by the City of Prescott.

# FY2012 BUDGET

## GENERAL GOVERNMENT

### Prescott Community Access Channel Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Contractual Services	\$ 87,144	\$ 87,144	\$ 87,365

**Significant Expenditures Changes:** The City receives 5% of the cable company's gross revenues. In previous years 25% of this amount was allocated to the Prescott Community Access Channel. This contract was modified in the latter part of FY2009 and is now a flat rate per year.

### Rodeo Grounds

**Division Mission:** To restore and maintain the historic grandstands, buildings, and grounds, home of the World's Oldest Rodeo for future generations to enjoy.

#### Prior Year Results and Outcomes

West lot used by County and PFD cleaned up of debris.

West fence repaired and privacy fence installed to mitigate neighbor complaints.

Weeds cut both inside and outside the fence line by community service personnel.

Sealed 4,400 sq. ft. Police Evidence Storage Building Roof with 100% silicone roof coating. Completely re-wired evidence building to ensure safe electrical outlets and usage.

### Rodeo Expenditure Summary

	FY10 Actual	FY11 Est End	FY12 Budget
Personnel	\$ 14,918	\$ 14,459	\$ 21,332
Supplies	439	775	775
Other Services & Charges	1,777	1,488	1,387
Capital Outlay/Projects	-	-	60,000
Total	\$ 17,134	\$ 16,722	\$ 83,494
Capital Outlay/Projects			
Rodeo Ground Improvements			60,000
Total Capital Outlay/Projects			\$ 60,000

# FY2012 BUDGET

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## GENERAL GOVERNMENT

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### Rodeo Grounds Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	0.075	0.100	0.150
Facilities Director*	0.075	0.100	0.150

\*Facilities Director is also charged to Parking Garage 10%;  
Manzanita Grill 5%; Fleet Maintenance 30%; and Facilities  
Maintenance 40%.

**Significant Expenditure Changes:** There are no significant expenditures changes in this division. Information regarding the Rodeo Ground Improvements can be found in the Capital Improvement Plan section of this book.

# FY2012 BUDGET

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## ADMINISTRATIVE SERVICES

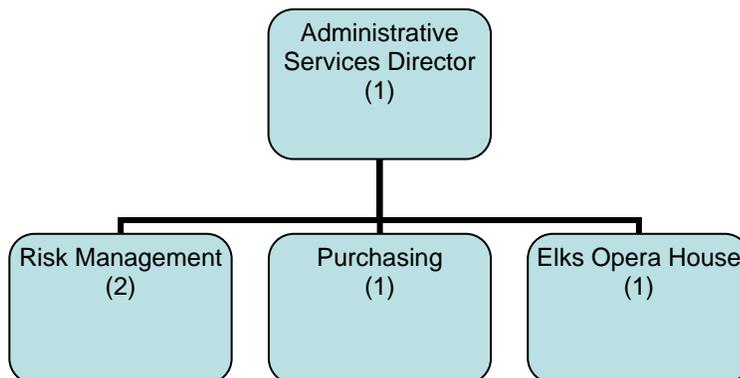
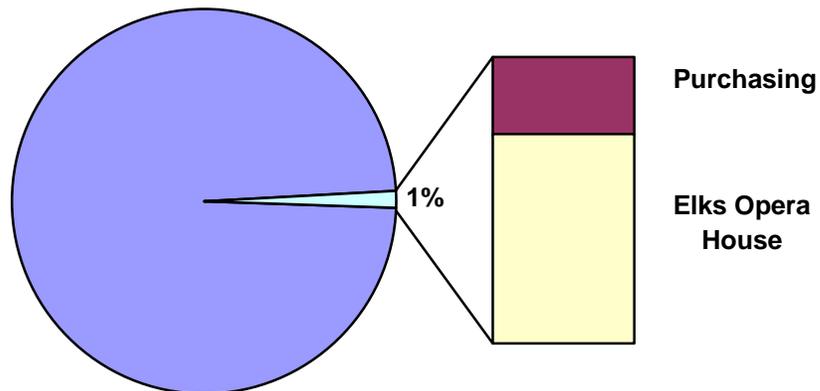
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During FY2011, the Administrative Services Department was reorganized to include Elks Opera House and Risk Management. Central Garage, Facilities Maintenance, Parking Garage, Rodeo, and Golf Course are no longer part of this department.

For additional information on Risk Management, see the Internal Services Funds section of this document.

**DEPARTMENT MISSION:** The delivery of internal services to the organization in order to facilitate and enhance the City's overall mission of providing superior customer service to our citizens and visitors.

**% of General Fund Operating Budget**



# FY2012 BUDGET

## ADMINISTRATIVE SERVICES

### Consolidated Departmental Expenditure and Staffing Level Summary

	FY10 Actual	FY11 Est End	FY12 Budget
Personnel	\$ 175,956	\$ 226,432	\$ 201,283
Supplies	19,683	25,002	21,250
Other Services & Charges	96,983	146,420	159,095
Cost Recovery	(75,962)	(81,025)	(75,423)
Capital Outlay/Projects	-	196,212	218,824
Total	\$ 216,660	\$ 513,041	\$ 525,029
Authorized Staffing Level	2.990	2.250	2.050
Purchasing	1.075	1.100	1.000
Elks Opera House	1.915	1.150	1.050

### Purchasing

**Division Mission:** To obtain the right materials or services (meeting quality requirements) in the right quantity for delivery at the right time to the right place from the right source (a responsive and responsible supplier) with the right service at the right price in compliance with State law, the City Charter and Procurement Code, and all applicable ordinances, rules and policies, and promote environmental stewardship practices where practical.

To supply internal customers with an uninterrupted flow of goods and services.

To place emphasis on quality and best value, not simply on the lowest price and to purchase competitively by keeping ahead of the marketplace.

<b>Goal:</b> Establish and maintain excellence in customer service.			
<b>Strategy:</b> Process properly completed requisitions within forty-eight (48) hours of receipt and formal solicitations (greater than \$10,000) within two (2) weeks of receiving complete specifications.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
% of properly completed requisitions processed into purchase orders within 48 hours of receipt.	95%	97%	99%
% of formal solicitation requests processed within two (2) weeks of receiving complete specifications	97%	90%	95%
Implementation of MUNIS Vendor Self-Service – begin vendor testing Jan 2012 (% of vendors set up in self-service)	0%	25%	100%

# FY2012 BUDGET

## ADMINISTRATIVE SERVICES

### Prior Year Results and Outcomes

Contributed over \$1,200 to the Human Resources Employee Recognition fund via office supply rebate (requirement of contract) and vending machine rebate (requirement of contract). These monies are specifically designated for the Employee Christmas Party to assist in offsetting employee costs.

Processed 476 requisitions valued at \$11,430,674. This is a decrease in volume from FY10 of 8%. The average increase in volume each year since FY2004 (creation of Purchasing Division) has been 5%. The total increase in volume since tracking began in FY04 is 33%. Additionally, since FY2010, this is a decrease in value of 27%, an average annual increase of 10% and a total increase in value of 73%.

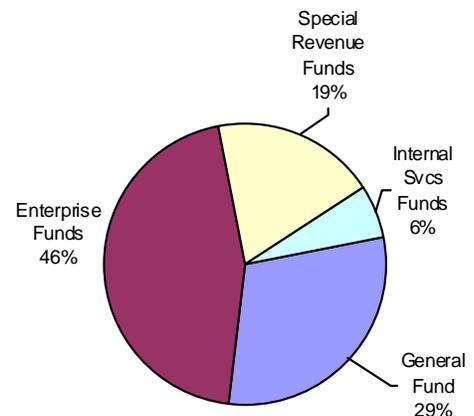
Processed 94 contracts valued at \$29,026,824. This is a decrease in volume from FY10 of 41%. The average increase in volume each year since FY2010 (implementation of Munis) has been 30%. The total increase in volume since tracking began in FY10 is 59%. Additionally, this is a decrease in value since 2010 of 58%, an average increase in value of 21% and a total increase in value of 42%.

Processed 59 formal solicitations – an increase of 11% from FY10. The average increase in volume each year since FY2004 (creation of Purchasing Division) has been 25%. The total increase in volume since tracking began in FY04 is 175%

### Purchasing Expenditure Summary

	FY10 Actual	FY11 Est End	FY12 Budget
Personnel	\$ 93,040	\$ 95,758	\$ 81,460
Supplies	5,928	1,900	1,900
Other Services & Charges	8,951	20,779	22,259
Capital Outlay/Projects	-	196,212	218,824
<b>Total</b>	<b>\$ 107,919</b>	<b>\$ 314,649</b>	<b>\$ 324,443</b>
Cost Recovery	\$ (75,962)	\$ (81,025)	\$ (75,423)
Capital Outlay/Projects			
City Hall Heating/Cooling			\$ 147,597
Old Clubhouse Refresh			71,227
<b>Total Capital Outlay/Projects</b>			<b>\$ 218,824</b>

### Purchasing Funding Sources



### Purchasing Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	1.075	1.100	1.000
Administrative Svcs Dir	0.075	0.000	0.000
Facilities Director	0.000	0.100	0.000
Purchasing Manager	1.000	1.000	1.000

# FY2012 BUDGET

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## ADMINISTRATIVE SERVICES

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**Significant Expenditures Changes:** There are no significant expenditure changes in this division for FY2012.

### Elks Opera House

**Division Mission:** Promote the theatre to become a destination of entertainment for Prescotttonians and tourists alike.

**Goal:** Continue to bring first class entertainment to the Elks while simultaneously raising the number of bookings for private and public events, thereby increasing the annual revenues of the theater. Create programming that will keep the Elks in the public eye and generate excitement and loyalty among patrons.

**Strategy:** Acquire private funding for programming through grants from corporate and private foundations. Create programming that will keep the Elks in the public eye, such as regularly scheduled events to give patrons an opportunity and reason to visit the Elks every month. Coordinate a more effective marketing plan partnering with Prescott Downtown Partnership, the Chamber of Commerce, Cable One, and PACT.

<b>Performance Measures:</b>	<b>FY10* Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Revenue from rental, tickets and concessions	\$0.00	\$100,000	\$150,000
Expenses (rental, tickets & concessions)	N/A	N/A	\$50,000
Number of events booked	0	75	60
*closed entire season			

### Prior Year Results and Outcomes

Completed a 13 month full restoration of the theater. Approximately 40 successful events have been held since the completion.

Hired a professional, experienced Business Manager

Increased "Lobby Hours" for docent lead tours and box office hours to 4 days a week.

Implemented a wedding package which has resulted in 4 bookings thus far.

Completed professional rigging training for staff and volunteers.

Implemented online ticketing software along with patron database management.

# FY2012 BUDGET

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## ADMINISTRATIVE SERVICES

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### Elks Opera House Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 82,917	\$ 130,674	\$ 119,823
Supplies	13,756	23,102	19,350
Other Services & Charges	88,032	125,641	136,836
Total	\$ 184,705	\$ 279,417	\$ 276,009

### Elks Opera House Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	1.915	1.150	1.050
Administrative Svcs Dir*	0.075	0.050	0.050
Facilities Director	0.000	0.100	0.000
Business Manager	0.000	1.000	1.000
Temp Employees	1.840	0.000	0.000

\*95% of Administrative Services Director is charged to Risk Management

**Significant Expenditure Changes:** There are no significant expenditure changes in the Elks Opera House.

# FY2012 BUDGET

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## BUDGET AND FINANCE

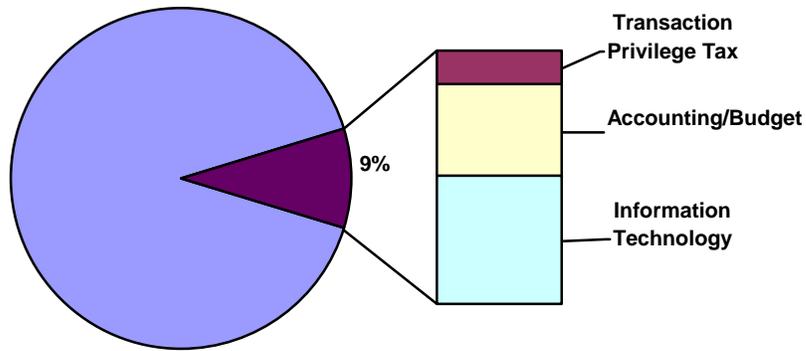
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The Budget and Finance Department is accountable for all major financial management functions of the City. In addition to facilitating overall financial management and reporting for the City Manager, City Council, and the general public, this department has the responsibility for budget preparation and management, accounting, transaction privilege tax, utility billing, project management accounting, grants accounting, investments, payroll, and information technology.

For additional information on Utility Billing, see the Water Fund in the Enterprise Funds section of this book.

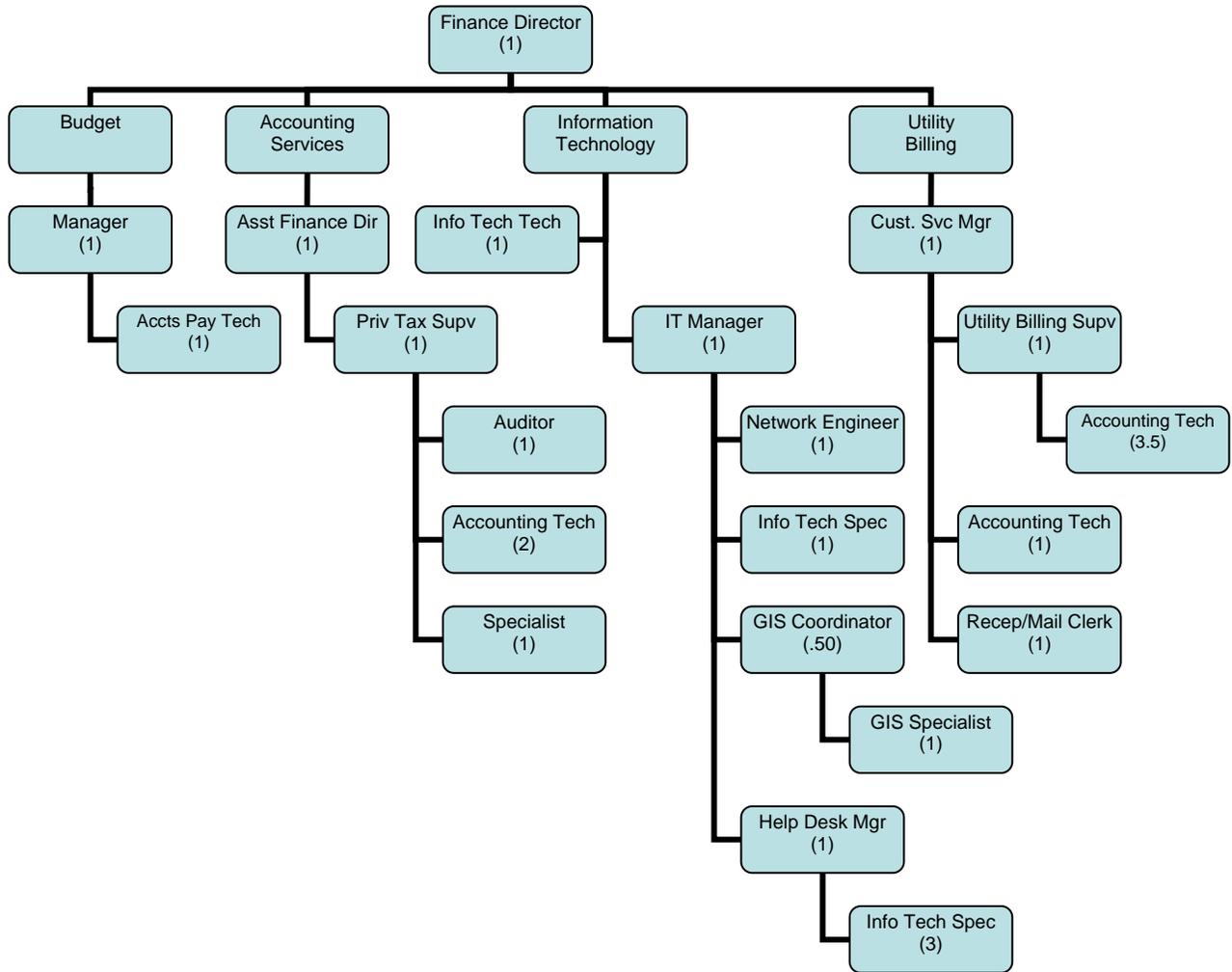
**DEPARTMENT MISSION:** The Finance Department will continue to lead in government accountability, providing creative solutions to problems while efficiently managing city resources.

**% of General Fund Operating Budget**



# FY2012 BUDGET

## BUDGET AND FINANCE



Note: Utility Billing reports to the Finance Director, but division is located in the Water Fund portion of the Budget Book.

# FY2012 BUDGET

## BUDGET AND FINANCE

### Consolidated Departmental Expenditure and Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 1,705,011	\$ 1,646,619	\$ 1,581,033
Supplies	204,128	268,553	270,850
Other Services & Charges	543,263	666,619	594,120
Cost Recovery	(1,262,528)	(2,165,748)	(2,108,850)
Debt Service	55,349	55,349	55,349
Capital Outlay/Projects	188,585	30,000	163,940
Total	\$ 1,433,808	\$ 501,392	\$ 556,442
Authorized Staffing Level	22.00	21.50	21.50
Transaction Privilege Tax	5.00	5.00	5.00
Accounting	6.90	6.90	6.90
Mail/Copy Center	0.50	0.00	0.00
Information Technology	9.60	9.60	9.60

### Transaction Privilege Tax and Licensing Division

**Division Mission:** To enforce the tax code by educating the public, providing clear interpretation of the tax code, and performing compliance audits; to administer the collection of privilege tax; to issue transaction privilege tax licenses as well as nonprofit and transient merchant/peddler/solicitor licenses; to maintain the privilege tax and licensing records; to keep the Budget and Finance Director apprised of proposed legislation that may affect the City's tax revenues; and to provide technical support to the director of Budget and Finance for special financial projects.

**Goal:** Efficiently provide taxpayer forms and information.

**Strategy:** All information requests will be handled within 3 working days.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
% compliance with promised response time to taxpayer inquiries	100%	100%	100%

**Goal:** Promote accurate privilege tax self-assessments through compliance audits and educations.

**Strategy:** Conduct education seminars for the various taxable activities.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of information handouts available for selected areas of taxation, business related matters	28	28	28
Number of Privilege Tax Audits (Desk & Field)	288	330	340

# FY2012 BUDGET

## BUDGET AND FINANCE

<b>Goal:</b> Collect delinquent privilege tax accounts and minimize write-offs.			
<b>Strategy:</b> Maximize collection effort by phone calls and timely follow-up			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Audit assessments which have gone to hearing	2	0	0

### Prior Year Results and Outcomes

Successfully completed 50 field audits for a total of \$731,568.

Completed 280 desk reviews for a total of \$282,284.

Completed and collected 96 Use Tax desk reviews on out of state vehicle purchases in the amount of \$34,987.

Maintained the service level of getting privilege tax forms out in three days or less after the close of the reporting period.

Issued 1,213 new privilege tax licenses; of which 58 were commercial rental and 415 were residential rentals. The balance of 740 new licenses is a compilation of the various taxable classifications such as retail sales and construction contracting.

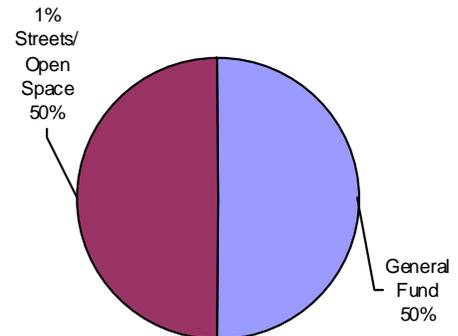
### Transaction Privilege Tax & Licensing Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 273,659	\$ 329,897	\$ 283,531
Supplies	4,140	4,000	2,800
Other Services & Charges	63,335	87,372	79,002
<b>Total</b>	<b>\$ 341,134</b>	<b>\$ 421,269</b>	<b>\$ 365,333</b>
Cost Recovery	\$ (162,269)	\$ (192,564)	\$ (182,976)

### Transaction Privilege Tax & Licensing Staffing Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Authorized Staffing Level	5.00	5.00	5.00
Privilege Tax Supervisor	1.00	1.00	1.00
Privilege Tax Auditor	1.00	1.00	1.00
Tax & Licensing Specialist	0.00	1.00	1.00
Tax Auditor Associate	1.00	0.00	0.00
Accounting Technician	2.00	2.00	2.00

### Transaction Privilege Tax & Licensing Funding Sources



**Significant Expenditures Changes:** Personnel shows a significant expenditure change due to the Privilege Tax Supervisor position being authorized in FY2012, but unfunded.

# FY2012 BUDGET

## BUDGET AND FINANCE

### Accounting/Budget

**Division Mission:** To provide accurate and meaningful financial solutions and information that meets our customer's expectations.

**Goal:** Leverage technology to deliver efficient, economic and innovative financial solutions.

**Strategy:** Provide effective and efficient accounting and financial support through the use of innovative and creative approaches.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Cost to deliver financial services as a percentage of total City operating budget	1.16%	1.15%	1.15%
City credit card purchases			
• Volume	15,744	15,596	16,000
• Dollars	\$3,016,020	\$2,890,000	\$3,000,000
Checks issued to vendors	7,765	7,719	7,000

**Goal:** Produce a comprehensive, user-friendly budget document that meets the criteria prescribed by the Government Finance Officers Association (GFOA).

**Strategy:** Follow the guidelines established by the GFOA.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Receive the GFOA award	Yes	Yes	Yes

**Goal:** Encourage involvement and distinction in reporting.

**Strategy:** Coordinate the annual financial audit maintaining accuracy, consistency and integrity.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Unqualified opinion on the annual financial audit and single audit from external auditors, which are completed by November 30 <sup>th</sup> .	Yes	Yes	Yes
Comprehensive annual Financial Report in conformance with GAAP and GFOA financial reporting benchmarks	Yes	Yes	Yes

**Goal:** Safeguard the City's cash and maximize yields.

**Strategy:** Manage the City's investments in accordance with the investment policy and while obtaining high yields.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Average yield on investments (that exceeds the benchmarks below)	3.05%	2.90%	2.50%
Three month U.S. Treasury Bill average	.08%	.04%	.05%

#### Prior Year Results and Outcomes:

Received the Distinguished Budget Presentation Award (highest form of recognition) for the ninth year in a row.

# FY2012 BUDGET

## BUDGET AND FINANCE

Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the City's Comprehensive Annual Financial Report.

The new Munis Payroll/Human Resource software package is nearing full implementation; once this occurs the system will provide greater efficiency and additional tools to manage the City.

### Accounting/Budget Expenditure Summary

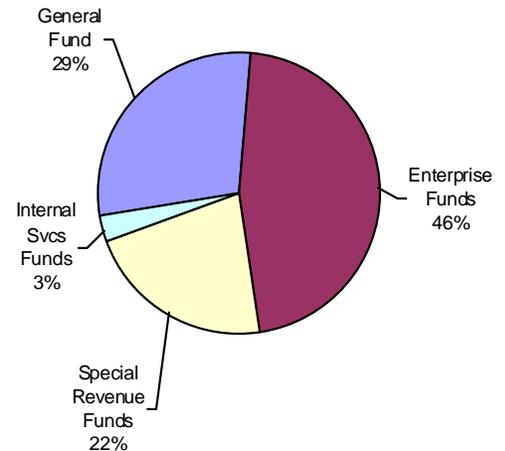
	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 625,142	\$ 545,639	\$ 592,021
Supplies	6,179	5,400	6,050
Other Services & Charges	101,504	167,337	181,310
Mail & Copy Center	128,012	103,708	96,691
Debt Service	-	55,349	55,349
Capital Outlay/Projects	154,986	30,000	147,000
<b>Total</b>	<b>\$ 1,015,823</b>	<b>\$ 907,433</b>	<b>\$ 1,078,421</b>
Cost Recovery	\$ (657,762)	\$ (683,008)	\$ (640,245)
Capital Outlay/Projects			
Financial Reporting System			147,000
<b>Total Capital Outlay/Projects</b>			<b>\$ 147,000</b>

### Accounting/Budget Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	6.90	6.90	6.90
Finance Director*	0.90	0.90	0.90
Asst Finance Director	1.00	1.00	1.00
Customer Services Mgr	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00
Accounting Technician	2.00	2.00	2.00
Account Clerk	1.00	1.00	1.00

\*The remainder of the Finance Director is charged to the Information Technology Division.

### Accounting/Budget Funding Sources



**Significant Expenditure Changes:** There are no significant expenditure changes in this division for FY2012. Information regarding the Capital Outlay/Projects can be located in the Capital Improvement Plan section of this book.

# FY2012 BUDGET

## BUDGET AND FINANCE

### Information Technology

**Division Mission:** The Information Technology Division will provide and deliver quality and innovative information solutions and services in a timely manner through the appropriate use of technology within a long-range plan that enables departments within the City to meet their goals in the most cost-effective and efficient manner possible.

<b>Goal:</b> Provide the City a stable, secure, and accessible network.			
<b>Strategy:</b> To maintain the city network up time at 100% during the fiscal year.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
% of up time	99.9%	99.9%	99.9%
Number of security incidents	0	0	0

<b>Goal:</b> Provide user training and support to maximize user productivity.			
<b>Strategy:</b> To train 20% of users during the fiscal year.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
% of users trained	25%	30%	30%
Number of work orders closed	5,901	6,300	6,500

<b>Goal:</b> Assist the departments in cost effective automation solutions.			
<b>Strategy:</b> Implement 100% of approved projects successfully.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
% of approved projects	100%	100%	100%

<b>Goal:</b> Provide an up-to-date technology road map for the City.			
<b>Strategy:</b> Review and update the technology plan annually.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Reviewed and updated plan.	Yes	Yes	Yes

#### Prior Year Results and Outcomes

Successful upgrade of City MUNIS financial system

Installation of new physical plant to Legal building during City Hall parking lot remodel

Installation of new physical plant and network services to facilitate Wildland Fire's move to new location

Design and installation of new physical plant for Elks remodel

Successful deployment of emergency operations center for winter 2011 storms

25 new or substantially redesigned web pages and databases added to City web site to improve citizen feedback and services

# FY2012 BUDGET

## BUDGET AND FINANCE

Successfully implemented police department license plate reader system with integration to state and federal crime databases

Developed, implemented and automated methodology for rapidly deploying and replacing City desktop PC systems

Double the speed of the City's Internet connection to support City and Prescott Public Library operations at no additional cost over the previous service

### Information Technology Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 796,110	\$ 768,563	\$ 769,039
Supplies	186,343	253,453	256,500
Other Services & Charges	284,066	316,421	253,150
Capital Outlay/Projects	17,510	-	16,940
<b>Total</b>	<b>\$ 1,284,029</b>	<b>\$ 1,338,437</b>	<b>\$ 1,295,629</b>
Cost Recovery	\$ (442,496)	\$ (1,290,176)	\$ (1,285,629)
Capital Outlay/Projects			
Document Imaging System			\$ 10,000
Geodesy			6,940
<b>Total Capital Outlay/Projects</b>			<b>\$ 16,940</b>

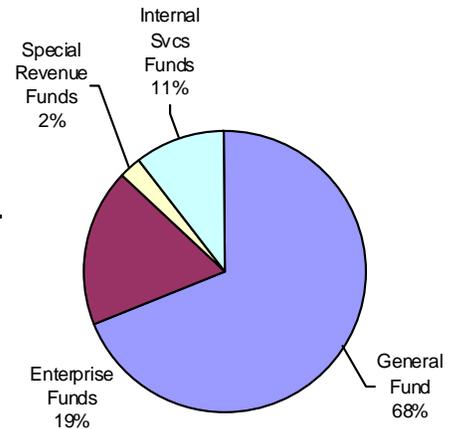
### Information Technology Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	9.60	9.60	9.60
Finance Director*	0.10	0.10	0.10
Network Engineer	1.00	1.00	1.00
IT Manager	1.00	1.00	1.00
Help Desk Manager	1.00	1.00	1.00
Info Tech Specialists	4.00	4.00	4.00
App Mgr/GIS Coord**	0.50	0.50	0.50
GIS Specialist	1.00	1.00	1.00
Info Technology Tech	1.00	1.00	1.00

\*The remainder of the Finance Director is charged to the Accounting/Budget Division.

\*\*Application Mgr/GIS Coordinator is charged 50% to Community Development.

### Information Technology Funding Sources



## **FY2012 BUDGET**

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### **BUDGET AND FINANCE**

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**Significant Expenditure Changes:** When comparing the FY2012 budget to the FY2011 estimated ending there is a 20% decrease in Other Services & Charges. This is the result of higher than anticipated miscellaneous maintenance expenses for the City's network.

For more information regarding the Document Imaging System and the Geodesy, refer to the Capital Improvement Plan area of this book.

# FY2012 BUDGET

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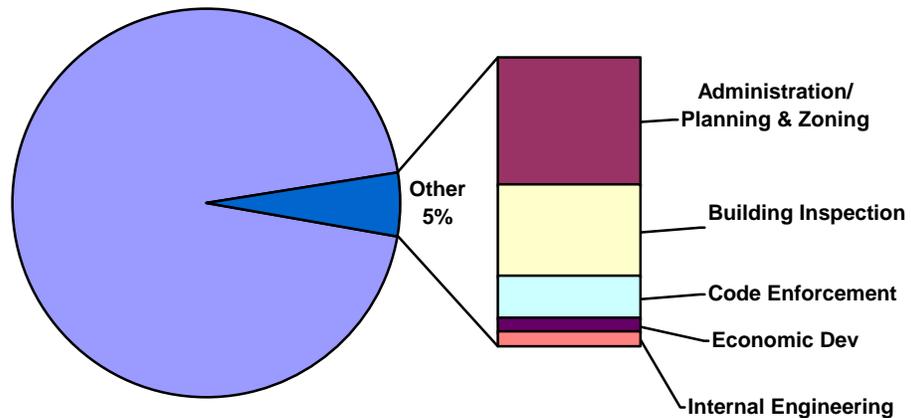
## COMMUNITY DEVELOPMENT

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The Community Development Department consists of the divisions of administration (incorporating the functions of planning and zoning and community development), building inspection, code enforcement and animal control.

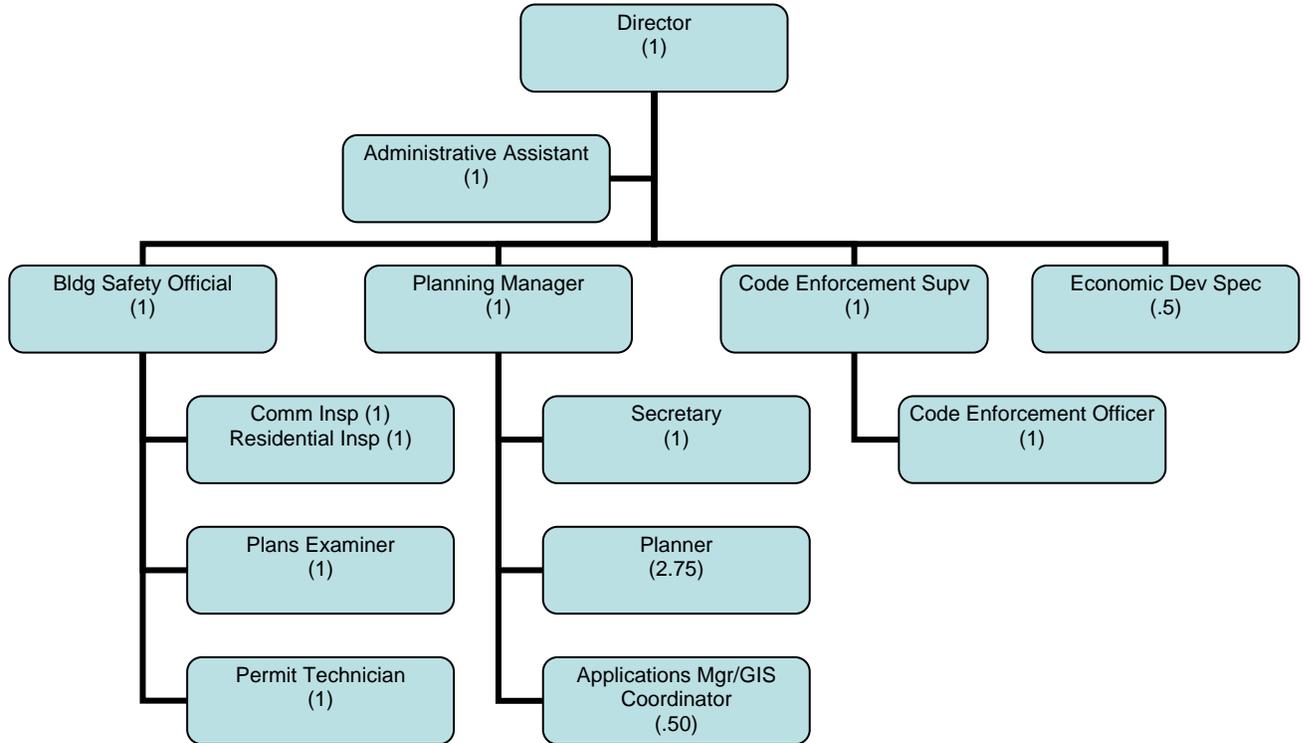
**DEPARTMENT MISSION:** The mission of the Community Development Department is to promote orderly and planned growth through land use regulations designed to protect and enhance the health, safety and welfare of the community and its environmental, cultural, economic and aesthetic resources. Staff strives to accomplish the mission through high levels of productivity, responsiveness, efficiency, professionalism and quality service to our customers.

**% of General Fund Operating Budget**



# FY2012 BUDGET

## COMMUNITY DEVELOPMENT



### Consolidated Departmental Expenditure and Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 1,302,620	\$ 1,186,864	\$ 1,131,272
Supplies	20,540	16,000	24,200
Other Services & Charges	167,080	287,656	321,766
Capital Outlay/Projects	14,514	10,000	17,000
<b>Total</b>	<b>\$ 1,504,754</b>	<b>\$ 1,500,520</b>	<b>\$ 1,494,238</b>
Authorized Staffing Level	16.53	15.63	14.75
Administration/P&Z	7.23	6.73	6.35
Building Inspections	6.20	5.30	5.30
Code Enforcement	3.10	3.60	2.60
Economic Development	0.00	0.00	0.50

# FY2012 BUDGET

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## COMMUNITY DEVELOPMENT

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### Administration/Planning & Zoning

**Division Mission:** To continue to improve the effectiveness of the Pre-Application Meetings to assist builders and developers in improving the completeness of application submittals and shortening the length of the permitting process. To continue to provide residents, developers and builders with quality, timely and efficient service.

**Goal:** Continue to improve the efficiency and effectiveness of the Pre-Application Conference to assist builders and developers in improving the completeness of applications and shorten the length of the permitting process.

**Strategy:** Promote the Pre-Application process to developers or builders as a no cost means to get necessary answers to important questions and to shorten the critical path of the permit review process.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of Pre-Application Items	80	72	74

**Goal:** Implement a community outreach effort for the historic status tax benefit program.

**Strategy:** Inventory and identify the likely properties that are qualified to receive the historic tax credit. Contact the homeowners to educate them on the program. Assist with enrollment in the program. Re-evaluate the properties receiving the credit six months post outreach.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
% of Analysis Completed	N/A	N/A	100%
% of Contacts Made	N/A	N/A	100%
% of Re-evaluations Completed	N/A	N/A	50%

#### Prior Year Results and Outcomes

Maintained a high level of customer service through telephone, electronic and personal contact with planning, zoning and historic preservation customers

Continued to update and amend the *Land Development Code* as issues or innovative ideas are identified

Completed a thorough review and re-write of the Land development code sections relating to Transitional Housing

Obtained and reviewed the 2010 Census data and began the Count Question Resolution process relating to the Decennial Census count for Prescott

Evaluated, nominated, and forwarded six properties to the City Council for Historic Preservation Restoration and/or Stewardship Awards

Provided staff support, organizational assistance and guidance to the City Council appointed General Plan Committee

# FY2012 BUDGET

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## COMMUNITY DEVELOPMENT

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### Administration/Planning & Zoning Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 704,550	\$ 540,000	\$ 500,382
Supplies	12,807	7,000	10,500
Other Services & Charges	55,108	116,929	150,146
Capital Outlay/Projects	5,356	-	7,000
Total	\$ 777,821	\$ 663,929	\$ 668,028
Capital Outlay/Projects			
General Plan Update			7,000
Total Capital Outlay/Projects			\$ 7,000

### Administration/Planning & Zoning Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	7.23	6.73	6.35
Director*	0.60	0.50	0.50
Asst Comm Dev Director	1.00	0.00	0.00
Planning Manager**	0.00	0.60	0.60
Planner***	3.00	3.00	2.75
Administrative Assistant	1.00	1.00	1.00
App Manager/GIS Coord****	0.50	0.50	0.50
Secretary	1.00	1.00	1.00
Temp Employees	0.13	0.13	0.00

\*Community Development Director is also charged 30% to Building Inspection; and 20% to Code Enforcement

\*\*40% of Assistant Director is charged to Code Enforcement

\*\*\*Remainder of 1 Planner (25%) is charged to Alt Water

\*\*\*\*Applications Manager/GIS Coordinator also charged 50% to Information Technology.

**Significant Expenditures Changes:** Personnel exhibits a 7.3% decrease when comparing the FY2012 budget to the FY2011 estimated endings. This is the result of charging 25% of one planner to Alternative Water Resources beginning in FY2012. There is also no budget for temporary employees in FY2012 as there has been in the past.

The large increase in Other Services & Charges is caused by the classification of equipment that is used for determining cost recoveries for each division. In FY2012 a larger portion of information technology equipment was determined to belong to Planning & Zoning instead of the other divisions in Community Development. A decrease will be noticed in the other divisions for FY2012.

# FY2012 BUDGET

## COMMUNITY DEVELOPMENT

### Building Inspection

**Division Mission:** Building Safety helps foster a better community for citizens through a working partnership with the local contractors, the construction community at large, neighboring jurisdictions and by participating in the code development process at the regional, state and national levels.

The mission of the Building Safety division is to provide the local community with quality customer service via consistent, timely professional plan review and on-site inspection services. The division utilizes nationally recognized and adopted construction codes to insure minimum requirements are met that safeguard the health, safety and welfare of the public. The focus also includes safety of life and property from fire and other hazards occurring in the building environment as well as the safety of emergency responders during emergency operations. The division's focus occurs in the areas of structural strength, means of egress, stability, sanitation, adequate light and ventilation, and energy conservation.

**Goal:** To help provide quality education to the contractors' community, thereby reducing on-site re-inspections; and, developing a regional approach to code adoption and enforcement that better serves the contractors' community.

**Strategy:** To provide contractors' meetings that include time for education, code development as well as time for contractors' to voice concerns; partnering with local jurisdictions and local contractors' associations to ensure regional implementation of code enforcement; and, ensuring staff is certified in two or more areas.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Contractors' Meetings	3	3	4
Yavapai County Building Officials' Meetings	3	4	6
Percentage of reinspections	18%	20%	17%
Percentage of staff certified in two or more areas	60%	100%	100%

**Goal:** To review all plans submitted to the Building Safety division within the prescribed turnaround times. One of the components includes working on the plan review and submitted process to insure the most efficient, professional process possible.

**Strategy:** Monitor the plan reviews on a daily basis to ensure plans are to be taken in the order of submission; and, if necessary, implement a daily and/or weekly workload quota to ensure proper turnaround times for all submitted plans. To include, in this monitoring, an on-going evaluation of the current review process to examine areas where turnaround time may be shortened.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of plan reviews that meet current turnaround times	90	95	100

#### Prior Year Results and Outcomes:

Held two contractors' meetings to disseminate information relating to plan review, the permitting process and inspections to identify and take a proactive stance in solving problems experienced within the development community. Approximately 35 to 40 contractors attended each meeting.. This training helped reduce the amount of re-inspections necessary

# FY2012 BUDGET

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## COMMUNITY DEVELOPMENT

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Updated specification sheets and code-related issues, both on the City's website and also on computer discs to reduce the cost of paper distribution

Reviewed 95% of all plans submitted within the prescribed turnaround times

Implemented a weekly workload quota to ensure workflow performance

Provided cross-training for planners and plan examiners to be able to issue over-the-counter building permits and to use TrakIt for entering data

Promoted a "better-built community" through working partnerships with the construction community and neighboring jurisdictions

Held three public meetings on backwater valves

Met six times with the Yavapai County Building Officials to foster common code interpretations and implementation

YCCA breakfast guest speaker on code related items, meeting was open to the public

Met three times with YCCA board members on code-related items

### **Building Inspections Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 462,446	\$ 404,409	\$ 408,460
Supplies	4,479	6,450	8,650
Other Services & Charges	<u>36,172</u>	<u>77,136</u>	<u>48,692</u>
Total	<u>\$ 503,097</u>	<u>\$ 487,995</u>	<u>\$ 465,802</u>

# FY2012 BUDGET

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## COMMUNITY DEVELOPMENT

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### Building Inspections Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	6.20	5.30	5.30
Comm. Devel. Director*	0.20	0.30	0.30
Chief Building Official	1.00	1.00	1.00
Bldg Insp/Plans Examiner	1.00	0.00	0.00
Commerical Specialist	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00
Permit Tech	1.00	1.00	1.00

\*Community Development Director is also charged 50% to Administration/Planning & Zoning and 20% to Code Enforcement

**Significant Expenditure Changes:** The 36.9% decrease in Other Services & Charges is the result of shifting some of the internal cost recovery charges for information technology from the Building Division to the Planning & Zoning/Administration division.

There are no other significant expenditure changes in the Building Inspection Division.

### Code Enforcement

**Division Mission:** The mission of Code Enforcement is to uphold and enforce codes and standards established by the City Council of the City of Prescott, as well as protect the public health, safety and welfare while ensuring every citizen the right to a safe, clean neighborhood.

Code Enforcement will help insure that properties are maintained through regular neighborhood inspections and will encourage community business partners to maintain the aesthetic appeal of the business. Code Enforcement will be helpful in the economic growth of the Prescott business community; and will promote a cleaner city through public education and awareness.

Code Enforcement will conduct an enforcement program that will foster voluntary compliance and will provide education to the citizens. Code Enforcement will provide prompt corrections that are consistent and fair to noted violations.

# FY2012 BUDGET

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## COMMUNITY DEVELOPMENT

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**Goal:** Continually communicate the concepts of the Code Enforcement division to the citizens of Prescott while focusing on a higher level of voluntary compliance related to Code Enforcement concerns. (Based on the citizens' perspective, internal procedures and education).

**Strategy:** Proactively educate the general public by addressing citizen concerns as they relate to Code Enforcement via personal contact, neighborhood meetings, homeowners' association meetings, and enhancement programs. Working with the citizens of Prescott to utilize the City's website for general information purposes on a regular basis. (Public announcements of neighborhood enhancements will occur via City website and radio advertisements).

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of cases opened	1,346	1,000	800
Complete Case Information	1,481	970	780
Website Information	Bi-Monthly	Bi-Monthly	Bi-Monthly

**Goal:** Continue a proactive Code Enforcement division through systematic inspections and discoveries as well as address and gain compliance before a member of the community feels compelled to report the situation.

**Strategy:** Provide monthly routine inspections of area neighborhoods and major arterial routes throughout the City of Prescott in addition to responding to citizens' concerns. The target will be to decrease the percentage of externally-generated complaints by 10% annually.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of cases opened	1,346	1,000	800
Number of cases closed	1,481	970	780
Number of cases presented to Hearing Officer	5	5	5

### Prior Year Results and Outcomes

Maintained a high level of customer service through telephone, electronic and personal contact with the citizenry of Prescott

Continued the neighborhood cleanup program to reduce blight and/or hazards reported by the public to the Code Enforcement division

Total amount of waste removed during neighborhood cleanups: 32 tons

Promoted a cleaner Prescott by including educational tools to foster voluntary compliance with City codes

Worked to reduce code violations throughout the City by focusing on neighborhood assets and needs

Processed the following FY2011 case load: cases opened, 873; cases closed, 956; cases referred to hearing officer, 9

# FY2012 BUDGET

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## COMMUNITY DEVELOPMENT

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### Code Enforcement Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 135,625	\$ 242,456	\$ 194,183
Supplies	3,254	2,550	5,050
Other Services & Charges	17,897	28,471	17,555
Capital Outlay/Projects	9,158	10,000	10,000
Total	\$ 165,934	\$ 283,477	\$ 226,788
Capital Outlay/Projects			
Neighborhood Cleanup			10,000
Total Capital Outlay/Projects			\$ 10,000

### Code Enforcement Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	3.10	3.60	2.60
Comm. Development Dir*	0.10	0.20	0.20
Planning Manager**	0.00	0.40	0.40
Code Enforcement Supv	1.00	1.00	1.00
Code Enforcement Officer	2.00	2.00	1.00

\*The remainder of the Community Development Director is charged to Administration/Planning & Zoning (50%) and Building Inspections (30%).

\*\*60% of Planning Manager is charged to Administration

**Significant Expenditures Changes:** When comparing the FY2012 budget to the FY2011 estimated endings there is a 19.9% decrease. This is due to the elimination of one Code Enforcement Officer position in FY2012.

The 38.3% decrease in Other Services & Charges is as a result of shifting internal cost recovery charges for information technology to the Administration/Planning & Zoning division.

## Economic Development

**Division Mission:** To lead in building a stronger and more diversified economy by promoting increased public/private sector collaboration, delivering business development initiatives focused on new investment and quality job growth, enhancing the competitiveness of Prescott's business climate, and driving regional initiatives.

# FY2012 BUDGET

## COMMUNITY DEVELOPMENT

<b>Goal:</b> Promote the Prescott business and film community through a social media marketing plan.			
<b>Strategy:</b> Remain active in social media marketing			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of Twitter followers: Prescott Film	500	950	1,300
Number of Facebook fans: Prescott Film	N/A	50	200
Number of click on links/photos	200	400	800
Number of Tweets/Status Updates: Prescott Film	200	200	200

<b>Goal:</b> Implement EDA Grant to design and construct a technology building in Prescott.			
<b>Strategy:</b> Work with City staff and other agencies to facilitate development of initial phase and create new jobs.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of meetings with property owners and agency representatives	12	12	12
Number of state grants applied for to assist development	0	0	1
Meetings with prospective employers for relocation or expansion	6	10	15

<b>Goal:</b> Continue to pursue retail and targeted industries through implementation of Focus Future II Economic Development Strategic Plan.			
<b>Strategy:</b> Utilize the Arizona Commerce Authority, trade shows and local development companies to put Prescott's best foot forward in the pursuit of future business for the City. Work to assist businesses through City processes to ensure quality and on-time projects.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of meetings with clients and property owners	26	30	35
Strategies in progress	25	35	40
Strategies completed	4	6	8
Implementation team meetings	2	2	4

### Economic Development Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ -	\$ -	\$ 28,247
Other Services & Charges	-	-	40,100
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 68,347</b>

# FY2012 BUDGET

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## COMMUNITY DEVELOPMENT

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### Economic Development Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	0.00	0.00	0.50
Tourism & Economic Dev Coord	0.00	0.00	0.50

Note: Remainder of Tourism & Economic Development Coordinator is charged to Tourism

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**Significant Expenditures Changes:** This is a new division created in FY2012.

### Internal Engineering

This division provides an account within the General Fund for the Engineering Services Division to bill its charges.

### Internal Engineering Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Other Services & Charges	\$ 57,903	\$ 65,120	\$ 65,273

**Significant Expenditure Changes:** This amount includes \$57,794 for 30% of 80% of the Development Services Manager's and Engineering Tech's salaries. The remainder is budgeted for other Internal Engineering charges billed to the General Fund on an as used basis.

# FY2012 BUDGET

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## PARKS, RECREATION AND LIBRARY

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The Parks, Recreation and Library Department endeavors to provide leisure and information service systems to meet the needs of all Prescott residents and visitors. By involving the public in the planning and evaluation of these services through user surveys and citizen's boards and committees, the Department has developed facilities and activities to provide maximum leisure and learning opportunities for all ages.

This department offers organized recreation space for softball, football, soccer, jogging, fishing, boating, picnicking, camping, tennis, volleyball, basketball, hiking, biking, bird watching and a myriad of additional outdoor experiences for approximately 150,000 citizens and visitors. We provide turf, trees, trails, open space, lakes, tables, benches, ramadas, restrooms, campgrounds, ball fields, children's play areas, and a public library with a circulation of over 808,000 books per year.

**DEPARTMENT MISSION:** To preserve, protect, and enhance the parklands, trails, lakes and public open spaces of the City of Prescott for the benefit of citizens and visitors, acting as conscientious stewards of the environment.

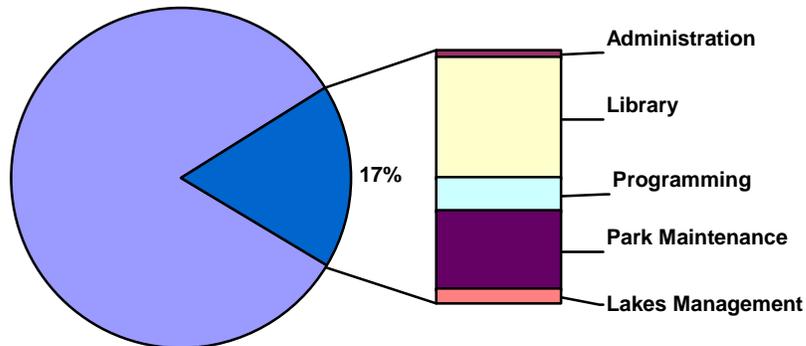
To provide leisure and information service systems that are responsive to and directed by the diverse and changing needs of our patrons.

To plan for future growth and expansion of park facilities, lake properties, open spaces, trails, activity centers, and library services.

To operate well-maintained facilities including parks, libraries, and recreation centers that support our image of a polished city – beautiful and clean.

To promote Prescott's reputation as a first class tourist destination by offering great recreation, leisure and learning amenities.

**% of General Fund Operating Budget**

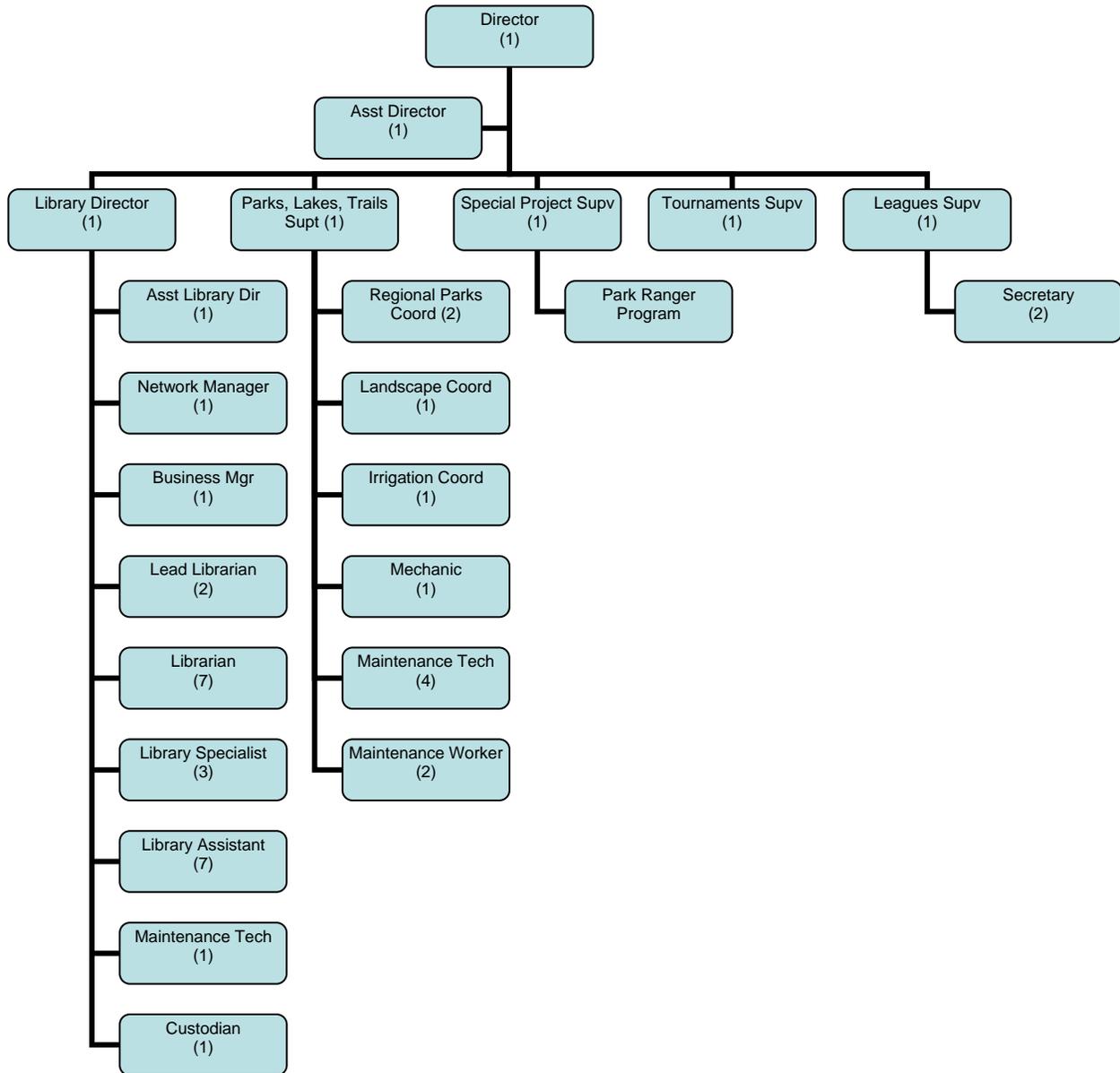


# FY2012 BUDGET

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## PARKS, RECREATION AND LIBRARY

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# FY2012 BUDGET

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## PARKS, RECREATION AND LIBRARY

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### Consolidated Departmental Expenditure and Staffing Level Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 3,089,578	\$ 2,950,716	\$ 2,754,897
Supplies	564,861	477,341	484,750
Other Services & Charges	1,585,430	1,451,576	1,560,560
Capital Outlay/Projects	<u>226,049</u>	<u>121,557</u>	<u>55,000</u>
Total	\$ 5,465,918	\$ 5,001,190	\$ 4,855,207
Authorized Staffing Level	62.540	55.630	54.200
Administration	2.000	1.092	1.092
Library/Library Network	28.510	27.160	28.070
Prescott Gateway Branch	1.000	1.000	0.000
Programming	8.630	7.264	7.144
Park Maintenance	20.400	16.114	14.894
Lakes Management	2.000	3.000	3.000

### Administration

**Division Mission:** To provide budget oversight for the department while serving as the purchasing manager for maintenance and programming divisions. This will be accomplished by increasing cost comparison shopping with an emphasis on shopping local when possible. Assist divisions and sub-division with annual budget process and day-to-day procedures. Conduct monthly Special Event meetings with the public to provide high quality events. Track fleet maintenance ensuring vehicles are operational and safe. Supply safety training to all employees as needed, and ensure certifications remain current. Involve employees in all required training and projects. Manage special projects within the department ensuring the city is receiving the best quality possible. Control the Department's inventory with monthly inspections of inventory.

### Administration Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 131,413	\$ 112,236	\$ 116,169
Supplies	4,657	7,700	7,900
Other Services & Charges	<u>10,897</u>	<u>37,902</u>	<u>49,898</u>
Total	\$ 146,967	\$ 157,838	\$ 173,967

# FY2012 BUDGET

## PARKS, RECREATION AND LIBRARY

### Administration Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	2.000	1.092	1.092
Parks & Recreation Dir	1.000	0.000	0.000
Asst Parks & Rec Dir	0.000	1.000	1.000
Secretary*	1.000	0.092	0.092
Remainder charged to Programming (.794) and Park Maintenance (.114)			

**Significant Expenditures Changes:** There are no significant expenditure changes in this division.

### Library and Library Network

**Division Mission:** The Prescott Public Library provides open and equal access to resources and services in order to help community residents obtain information to meet their personal enrichment, enjoyment and educational needs. The library is dedicated to providing access to both traditional and emerging technologies. The library makes meeting facilities available for local individuals, groups, organizations and agencies. Through its Network Division the library provides centralized hardware and system administration for consortial library services throughout Yavapai County.

**Goal:** Be the learning center of our community and the place people turn to for the discovery of ideas, the joy of reading and the power of information.

**Strategy:** To remain responsive to community needs as demonstrated by the number of items (books, videos, CDs, & magazines) checked out as well as by the number of active library cardholders.

FY10 service area population is estimated at 39,843, FY11 population at 40,640, and FY12 at 41,453.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Maintain high circulation per capita	21.2	19.7	19.9
Maintain high number of active borrowers as a percentage of Service Area Population	102.8%	89.4%	90.3%

**Goal:** To be a destination of choice of area residents and visitors, a keystone of Prescott's Alive Downtown.

**Strategy:** Continue to supplement library personnel and library programs by maintaining volunteer opportunities and promoting book sales.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Book sales	\$71,779	\$73,215	\$74,679
Volunteers	132	135	137
Volunteer hours	16,954	17,293	17,680

# FY2012 BUDGET

## PARKS, RECREATION AND LIBRARY

**Strategy:** Maintain high service levels to library visitors, despite reduced resources and library hours. Continue to meet community needs for library programs, comfortable leisure space, meeting room space and evening activity.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Gate count (Downtown & PGB)	546,548	520,757	531,172
Meeting room use (# of bookings)	4,155	4,041	4,122
Total attendance at library programs (all ages)	23,926	23,477	23,947
Total number of reference transactions	86,120	116,179	118,503
Summer reading program enrollment	1,081	1,102	1,124

**Goal:** Increase use of resources for all Yavapai County residents.

**Strategy:** Promote use of resources of the Network's 40+ libraries.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of Intra-Network requests (items loaned to each other by member libraries)	327,612	228,982	235,000
Circulation of materials by Network member libraries (includes PPL)	2,335,776	2,300,000	2,325,000

**Goal:** Lead Yavapai County and Arizona libraries by demonstrating appropriate and innovative use of technology to meet community needs.

**Strategy:** Reduce lines and busy signals for Prescott Public Library borrowers via use of self-service technology.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Increase use of self-checkout as % of total Downtown Library checkouts	43% (315,595 items via self check)	58% (351,886 items via self check)	60% (369,270 items via self check)
Downloadable Media			
Audio Books	1,819	2,000	2,200
eBooks	0	900	1,100

**Strategy:** Demonstrate leadership through increased use of solar power and other appropriate technology.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Energy produced monthly by Prescott Public Library solar farm	1,762 kWh	1,871 kWh	2,000 kWh
Number of solar panels	63	75	87

### Prior Year Results and Outcomes

In FY2011 Prescott Public Library remained responsive to community needs. Circulation per capita was 17.4, with the average Prescott resident visiting the library 13 times. 94% of area residents are active PPL borrowers.

# FY2012 BUDGET

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## PARKS, RECREATION AND LIBRARY

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In FY2011 Ask a Librarian Desk staff fielded 116,328 questions, a 35% increase from FY2010 and nearly double the FY2011 forecast. Kids' summer reading program enrollment went up 40%, with well over 1,000 kids from 0-12 pledging to read or be read to every day.

The library added downloadable eBooks to the downloadable audio book service already available to library patrons. Use of downloadable media doubled. Between increases to the eBook collection and increased popularity of eBook readers, eBook use is expected to grow significantly in FY2012

The library continues to work with organizations like the Prescott Astronomy Club, Tsunami on the Square and Prescott Fine Arts Association to provide free community-based programming. 2011 included two successful community lecture series, and partnerships with the Arizona Humanities Council and the Grand Canyon Association meant these programs were delivered at no cost to Prescott taxpayers. Between lectures, foreign films, chamber music concerts and an astounding array of programs for children, teens and adults, Prescott Public Library is a happening place, and was recognized as a Buckey Awards Finalist in the Outstanding Arts Organization category.

Over the last five years, PPL gate counts have gone up 40%. Because PPL staffing levels have declined by 20% over that same five year period, the standout highlight of FY2011 was the introduction of automated materials handling, aka Lucy the Sorter. Lucy's nine hands, busy 24/7, have kept the library from gridlock, and she enjoys great popularity with staff and volunteers.

### **Library/Library Network Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 1,527,691	\$ 1,502,690	\$ 1,418,970
Supplies	330,001	258,450	232,850
Other Services & Charges	454,840	478,458	618,761
Capital Outlay/Projects	125,534	91,557	-
<b>Total</b>	<b>\$ 2,438,066</b>	<b>\$ 2,331,155</b>	<b>\$ 2,270,581</b>

# FY2012 BUDGET

## PARKS, RECREATION AND LIBRARY

### Library/Library Network Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	28.51	27.16	28.07
Director	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00
Lead Librarian	2.00	2.00	2.00
Library Network Manager	1.00	1.00	1.00
Librarian	7.00	7.00	7.00
Business Manager	1.00	1.00	1.00
Library Specialist	3.00	3.00	3.00
Library Assistant	6.00	6.00	7.00
Maintenance Technician	1.00	1.00	1.00
Secretary	1.00	0.00	0.00
Custodian	1.00	1.00	1.00
Clerks (Temporary)	3.51	3.16	3.07

**Significant Expenditure Changes:** The 5.6% reduction in Personnel and the 9.9% reduction in Supplies is the result of the Library Network responsibilities being shifted to Yavapai County effective FY2012. At this time the Library Network Manager and one Librarian will be authorized positions, but unfunded.

Other Services & Charges exhibits a 29.3% increase when comparing the FY2012 budget to the FY2011 estimated endings. This can be tied to the anticipated additional funding to be received from the Library District for County Automation projects.

### Prescott Gateway Branch

**Division Mission:** To provide a dynamic popular reading, video and recorded books collection, and a convenient pickup and drop-off point for materials from other Network libraries. To provide convenient passport application acceptance services to the region. To provide popular services, such as public Internet access, to citizens and visitors. To provide meeting, event, display and brochure spaces that can be used by citizens and City officials for various purposes.

### Prescott Gateway Branch Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 60,721	\$ 48,352	\$ -
Supplies	1,834	1,500	1,300
Other Services & Charges	4,570	8,727	6,464
<b>Total</b>	<b>\$ 67,125</b>	<b>\$ 58,579</b>	<b>\$ 7,764</b>

# FY2012 BUDGET

## PARKS, RECREATION AND LIBRARY

### Prescott Gateway Branch Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	1.00	1.00	0.00
Library Assistant	1.00	1.00	0.00

**Significant Expenditure Changes:** This division will be eliminated in the third quarter of FY2012.

### Recreation Programming

**Division Mission:** To organize and provide recreational and leisure opportunities for citizens and visitors of all ages and abilities. "Your leisure time is our *business!*"

**Goal:** Increase community awareness of the Special Needs population. Allow the group to give back to the community through work and celebration.

**Strategy:** Seek opportunities to perform community service through organizations such as Nursing Homes, Granite Creek Clean Up, Crisis Pregnancy Center and others.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of community service work projects	3	5	6
Number of performances by the SNAP signers	30	32	32
Number of Social Nights Out	5	8	8

**Goal:** To maintain the success of City adult sports leagues in the current economic climate.

**Strategy:** Maintain registration fees with minimal entry fee increase to cover costs. Utilize balls and other equipment in frugal ways for as long as safely possible. Hold wages of staff and contract employees at 2010 levels.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Summer softball teams	149	150	150
Individual softball players registered	1,788	1,800	1,800
Spring volleyball teams	24	28	32
Fall volleyball teams	44	47	48
Individual volleyball players	544	600	640
Winter basketball teams	39	39	40
Summer basketball teams	20	24	24
Individual basketball players registered	472	504	512

# FY2012 BUDGET

## PARKS, RECREATION AND LIBRARY

<b>Goal:</b> To maintain the success of City Tournaments that will continue to generate economical impact and tourism.			
<b>Strategy:</b> Bring one additional ASA Youth Tournament over Memorial Day Weekend.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of Memorial Weekend ASA Youth Tournament Teams	6	20	30
<b>Strategy:</b> Continue conducting two annual ASA Youth Open Invitational tournaments that remain self supportive.			
<b>Performance Measures</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of ASA "Beat the Heat" teams	43	45	50
Number of ASA "Best of the West" teams	67	70	70
<b>Strategy:</b> To begin planning and organizing the awarded 2012 ASA Girl's Class A Fast-pitch 18U Western and Men's 60 and Over Fast-Pitch Nationals.			
<b>Performance Measures</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of Men's 60 and Over Teams	N/A	N/A	10
Number of Girls Class "A" Fast-pitch 18U Western Teams	N/A	N/A	40

### Prior Year Results and Outcomes:

#### General:

The Recreation Programming Division serves as the reservation desk for park ramadas, ball fields, gymnasium and meeting room rentals. Staff processed over 2,821 reservation requests this fiscal year, serving the recreational needs of over 85,000 participants, with a **total revenue of \$49,472.**

The 12<sup>th</sup> annual Prescott Senior Olympics played host to approximately 793 Senior Olympic athletes, ranging from 50-96 years of age. Over 50% of the athletes traveled to Prescott from outside Yavapai County to participate. It is estimated that the Senior Olympic teams generated an economic impact of over \$375,000 in Prescott in a two week period. Senior Olympians participated in over 23 events such as softball, volleyball, swimming, shooting, tennis, badminton, bowling and racquetball.

The Recreation Programming Division processed over 14 portable bandwagon rentals that resulted in **\$3,500 in revenue.**

The Recreation Programming Division processed over **\$25,000 in parking passes.** This was due in part to the new automated kiosks installed at the three lakes and at the Sun Dog Trailhead for the Prescott Peavine National Recreation Trail.

#### Sports:

Summer sports continue to prosper in the City of Prescott. Our Summer City Adult Softball League maintained the same amount of teams in 2011 at 149 teams. Our teams play Monday through Friday from May-August at 6 different ball fields in Prescott. We had 113 returning teams, with 36 new teams that have never played softball in Prescott, which is a great sign for the future. There are 69 Men's Slow Pitch, 60 Co Rec Slow Pitch, six Men's Senior Slow Pitch, eight Women's Slow Pitch and 6

## **FY2012 BUDGET**

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### **PARKS, RECREATION AND LIBRARY**

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Men's Fast Pitch Teams. Overall, nearly 3,000 individuals were on City league softball rosters. Per capita, Prescott continues to be the largest softball program in the State.

Other City adult sports organized by the Recreation Programming Division include adult basketball and adult volleyball leagues. We organize a 10 week winter basketball and 6 week summer basketball program with over 75 teams and 600 participants in these two programs. We also provide a 10 week fall volleyball and 6 week spring volleyball programs with approximately 70 teams and 560 participants in these two programs during the non-summer months. The Division also sponsors youth tennis programs that services about 50 youth tennis players throughout the year.

The Recreation Programming Division moved all contracted scorekeepers and officials that work our City leagues and ASA tournaments from an annual contract to becoming city employees in Fiscal year 2009-2010. This was a difficult process, but we successfully transitioned over 70 contracted employees to part time seasonal personnel within the department. We have continually hired new staff with this procedure and pay them through our Munis System. We also had to transition our ASA tournaments from an outside bank account to organizing these tournaments through the City of Prescott as well. We worked with the finance department and now have all entry fees go directly through us as well. Overall, the 2010 economic impact for all ASA tournaments as well as the AYSO Mile High Soccer Classic brought \$4.0 million to the City.

The Recreation Programming Division co-sponsors a variety of Youth and Adult organizations by providing facilities and league administration throughout the year. These include the Prescott Little League Baseball (700 players), Prescott Rebels Baseball Club (100 players), Prescott Girls Softball Association (200 players), AYSO Soccer (1,100 players), and Prescott Youth Football (250 players) programs throughout the year. These youth organizations utilize every city facility we have to offer during their seasons. We also co-sponsor, Yavapai College Softball and Soccer programs at Ken Lindley Field and Roughrider Park fields respectfully, as well as Senior Softball at Pioneer Park and Heritage Park, and finally the Prescott High School Girls Softball program at Pioneer Park.

One beneficial addition to the department was the creation of a new Prescott Athletic Board in February 2010. This board is comprised of all of our co-sponsored youth league presidents and school related athletic directors. The board meets once a month for one hour to improve communication between all organizations that utilize City and School District fields. This also serves to better coordinate each individual organization's schedule simultaneously and address everyone's needs as a whole. Every representative who has attended believes this is a great format to relay information to all of our user groups and get everyone on the same page on a monthly basis. We were also able to get each of the organizations to contribute \$250 each to our matching fund program that allowed our Parks Division to purchase an additional \$3,000.00 worth of field related supplies without impacting their budget.

We have increased our GSAC rental rates to include providing a paid employee to supervise the entire reservation from open to close. We have put the charge onto the renter to ensure that the facility is being taken care of as well as assist them with any needs such as having access to the Flagstone Room, storage for chairs and tables, etc.

#### S.N.A.P – Special Needs Activity Program:

The SNAP program continues to provide social, creative, and educational opportunities for the Prescott-area adults with developmental and/or cognitive disabilities. SNAP sponsors monthly dances, crafts, karaoke, movie nights, signing performances, and special outings. The program also provides

## **FY2012 BUDGET**

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### **PARKS, RECREATION AND LIBRARY**

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many weekly opportunities with swimming, swim team, weight training, and sign language class. This unique program for special needs adults is not offered anywhere else in the community.

SNAP generated \$11,000 in revenue with dues, fees, outings, and events.

The monthly dances, sponsored by various special needs support groups, have continued to grow in members attending, averaging 150 to 160 people.

The program added a swim team this year to our exercise program which has eight athletes and continues to grow. The program looks forward to competing in their first Special Olympics Swimming Area and State Meet in the fall.

“Something Special” television program came into existence in January 2011 on Access 13. It features our SNAP members hosting, performing, and interviewing people that support the special needs community. The SNAP program is currently looking for a volunteer producer to help with this project.

The SNAP Signers continue to grow in numbers as well. The program is presently up to 35 signers, up from 23-25 last year. As traveling diplomats, the program performs on average three-to-four times a month at various venues around Prescott and the state. The program just won the Chairman’s Trophy for best all around float in the Prescott Frontiers Days Parade.

Craft Night has been reduced to a quarterly event due to cost containment, even with a local donation. The program continues to look for outside sponsors to keep this popular event going, and await the time when the program can provide this more frequently.

Movie nights are well attended with 50-60 members in attendance.

Bingo has increased in attendance with 60-65 people joining us in the monthly festivities. It continues to be a popular event due to the generosity of our donators of the re-gifting program.

SNAP’s re-gifting program is always looking for gently used or new items for our bingo, dance door prizes, and Christmas program. This helps keep the program expenses down.

SNAP does encourage community service with participation in the Granite Creek Cleanup, as well as make 20 baby blankets for our Community Pregnancy Center annually.

Paid knowledgeable staff is a vital component of SNAP program to ensure a safe and fun environment for all who attend. These part-time staff have been in the special needs community where behavior issues can play a part in our events. The program attempts to keep all paid staff expenses to a minimum.

# FY2012 BUDGET

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## PARKS, RECREATION AND LIBRARY

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### Softball tournaments:

The City of Prescott continues its proud tradition of hosting a variety of softball tournaments. Many tournaments draw teams and players from throughout the country, as Prescott has maintained its reputation of being the "Softball Capital of Arizona". Many factors contribute to this success; climate, field conditions, high levels of service, well-executed tournaments, good lodging choices, and many tourism-related amenities.

### **Recreation Programming Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 401,532	\$ 365,699	\$ 348,155
Supplies	30,481	39,703	33,000
Other Services & Charges	248,717	233,254	248,674
Total	\$ 680,730	\$ 638,656	\$ 629,829

### **Recreation Programming Staffing Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Authorized Staffing Level	8.630	7.264	7.144
Supt of Administration	1.000	0.000	0.000
Recreation Supervisor	1.000	1.000	1.000
ASA/Tournament Supv	1.000	1.000	1.000
Recreation Leader	1.000	0.000	0.000
Secretary*	1.000	1.794	1.794
Summer Inst. (temp)	3.630	3.470	3.350

\*Remainder of one Secretary charged to Administration (.092) and Park Maintenance (.114).

**Significant Expenditure Changes:** There are no significant expenditure changes in this division.

### **Parks, Trails and Landscape Maintenance**

**Division Mission:** Our Mission is to create a high-quality recreational experience within our park and recreation systems. We strongly encourage pride and a sense of personal ownership by staff towards the appearance and function of all facilities. In order to promote local recreation and economy, we strive to exceed all expectations.

Our secondary mission is to oversee the financial and operational aspects of the department's affairs in a manner that is highly efficient and adds value to the local community.

# **FY2012 BUDGET**

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## **PARKS, RECREATION AND LIBRARY**

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### **Prior Year Results and Outcomes**

Continue to offer major support to all city events.

Continue to provide and set-up the City's bandwagon (portable stage). One of these events includes Epic Rides' Whiskey Off-Road Mountain Bike Race in April, which has evolved into one of the largest mountain bike races in the southwestern U.S. attracting 1500 racers.

Staff started to winter proof restrooms in the park system to allow them to be functional year-round.

Assisted Streets Division in several snow storms clearing the streets and City parking lots.

Continue to maintain the parks system with the limited staff to ensure that the users are satisfied.

### Mile High Trail System:

The City of Prescott continues to be one of the most progressive cities in Arizona in developing and managing a recreational and transportation trail system. Minimal City funds are used due to donations and a dedicated cadre of volunteers. Specific accomplishments include the following:  
Added another 1.5 miles to the Willow Lake Loop Trail with addition of another bridge. This project was accomplished with 450 volunteer hours.

Added the .5 –mile Explorer trails at Watson Lake Park with 200 volunteer hours.

Completed the Constellation Trails in the northern Granite Dells region across SR89 from the Phippen Museum. This significant trail system is three miles total, and took 2000 volunteer hours and seven months to build. It will someday connect to the Willow Dells trails.

Completed the trail system within the Prescott Rodeo Grounds using some historic trails originally constructed by WPA/CWA. This .5-mile trail system consisted of 160 volunteer hours.

Distributed or sold 18,000 (City of Prescott) Trails and Outdoor Recreation Maps in seven months. This is the 4<sup>th</sup> edition of the previously titled "Prescott Bicycling Opportunities Map", and a fifth edition of the map is in-progress.

Conducted hikes for the Trekabout Hiking Club twice per week. These hikes average 25 participants for a total of 1300 participants per year.

The City trail volunteers, also known as, the Over-The-Hill-Gang, continue to work every Monday and some Saturdays to construct and maintain the City's trail system. This volunteer labor source was established in late 1998, and continues today. This labor source is also supplemented by Prescott Police Department's Community Services Program (i.e., court-appointed workers), and Yavapai County's Adult and Juvenile Probation programs. Without these labor sources, and a specific trails staff position, the City's Mile-High Trail System would not be where it is today.

### Park Ranger Program:

# **FY2012 BUDGET**

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## **PARKS, RECREATION AND LIBRARY**

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In close consultation with Prescott Police Department, developed a process for new and existing park rangers to become certified to issue parking citations for non-compliance of payment of parking fees, and tracking the volunteers through the process.

The Park Ranger Program has completed its second full year.

The Park Ranger Program has lost about eight of the original rangers, and the program has recruited six new rangers.

The Park Ranger Program volunteers cover the City's 32 parks, lakes, ball fields, facilities, and open space.

Park rangers covered 303 out of 365 days, 967 shifts totaling 3301.75 hours, with a total savings to the city of \$70,591.42

Park rangers wrote 231 citations under the new non-compliance of parking fee program (i.e., a \$37 fine), and issued 243 warnings.

Park rangers filled out 193 graffiti cards from their patrols.

Park rangers picked up 421.5 kitchen-sized trash bags and nine 55-gallon trash bags

Recruiting is underway to add to the number of park rangers that can issue citations.

### Special Projects:

Completed the long-awaited City/APS land exchange, thereby bringing more downtown creeks (a.k.a. greenways) into City (public) ownership.

Developed and advertised the Requests for Proposals for Boat/Bike Rentals at the three lakes to ensure continuation of this important concession operation. Prescott Outdoors, the City's previous concessionaire, was selected and contracted to provide these services. These rentals benefit the City's parking revenue effort by bringing more visitors to the lakes, and the City also receives revenue from the concessionaire's profits.

Developed and advertised the Requests for Proposals for food concessions services at the City's sports complexes to ensure continuation of this important concession operation. This time, instead of one concessionaire having all complexes, the concessions are now divided into multiple contracts with different entities.

Assisted with the community garden (lease) effort and progress on city-owned parkland while providing guidance to the associated group. This involved working closely with Prescott Legal Department, and securing approval from Prescott City Council for the lease of 1/3-acre of parkland.

Staff researched and compiled many resource-based tourism ideas for the initial planning effort. This information is designed to ultimately promote the City's many assets (and programming potential) to compliment the tourism effort.

Worked closely with Prescott Audubon and Prescott College on the first series of National Important Bird Area Designation interpretive signs for Watson & Willow Lakes, to include design, installation, and dedication. A major special event was conducted in April at Willow Lake to compliment this effort.

# FY2012 BUDGET

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## PARKS, RECREATION AND LIBRARY

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Better addressed all Parks and Recreation Department contracts and agreements; updated, created, and extended selected contracts; and made progress in tracking agreements, and associated compliance. Part of these accomplishments included a new (much-needed) joint use agreement with Yavapai College.

Participated in and contributed to the Prescott National Forest's Sustainable Recreation Planning Process. This regional effort, one of the few of its kind in the country, provides a framework for many (quad-city) governmental entities and organizations to work together towards common recreation goals. This effort is also complimentary to the City's tourism efforts.

### Open Space:

Much of the Granite Dells region that has been purchased with open space monies (i.e., east and west of SR89) is now open to the public via public trails. Some of these trails have been featured nationwide, as they provide the challenges many mountain bicyclists and hikers are seeking, with unmatched scenery in various canyons.

Following the U.S. Army Corps of Engineers' required revegetation and monitoring of the Granite Gardens/Hazelwood purchase by the City of Prescott, the area continues to recover well from the previous impacts. It also continues to serve as the primary access point for rock climbers accessing the northern (published) climbing routes in Granite Dells.

Prescott's Greenways continue to provide the downtown linear corridor for a non-motorized transportation trail system that links neighborhoods, parks, schools, businesses, and other destinations. These linear corridors of open space, and the non-street connectivity they provide for walkers and bicyclists, are not common in Arizona. Future connections to Yavapai College, VA Hospital, and the Prescott Rodeo Grounds will increase the importance of this interconnected system.

### **Parks, Trails and Landscape Maintenance Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 832,975	\$ 790,566	\$ 740,416
Supplies	166,106	143,878	179,600
Other Services & Charges	765,424	606,277	557,873
Capital Outlay/Projects	23,004	30,000	55,000
Total	\$ 1,787,509	\$ 1,570,721	\$ 1,532,889
Capital Outlay/Projects			
Partnering Projects			30,000
Ken Lindley Wall Correction			25,000
Total Capital Outlay/Projects			\$ 55,000

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## PARKS, RECREATION AND LIBRARY

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### Parks, Trails and Landscape Maintenance Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	20.400	16.114	14.894
Assistant Parks & Rec Dir	0.500	0.000	0.000
Special Projects Admin.	1.000	1.000	1.000
Parks Maintenance Supt.	1.000	1.000	1.000
Park Regional Coordinator	2.000	2.000	2.000
Landscape Coordinator*	1.000	1.000	0.300
Equipment Mechanic	1.000	1.000	1.000
Turf & Irrigation Coord	1.000	1.000	1.000
Maintenance Technician**	3.000	3.000	2.300
Maintenance Worker	2.000	0.000	0.000
Secretary***	0.000	0.114	0.114
Seasonal Maintenance	7.900	6.000	6.180

\*70% of Landscape Coordinator and one Maintenance Technician is charged to Streets Operations

\*\*Remainder charged to Administration (.092) and Programming (.794)

**Significant Expenditure Changes:** When comparing the FY2012 budget to the FY2011 estimated endings, a decrease can be found in Personnel (6.3%) and Other Services & Charges (8.0%). This comes about by the transferring a portion of the landscape crew's salary and associated costs with maintaining the landscaping in the street right-of-ways to the streets fund.

The 24.8% increase in Supplies can be linked to the anticipated increase in costs and usage of gas, oil and lubricants for the city-owned vehicles and equipment.

### Lakes Management

**Division Mission:** To contribute to Prescott's reputation as a first class tourist destination.

To provide a variety of great recreation and leisure amenities and events.

To protect and enhance the unique ecosystems of Goldwater Lake, Willow Lake and Watson Lake.

### Prior Year Results and Outcomes

Arizona Game & Fish Department continues to stock Goldwater Lake with rainbow trout, bass and catfish on a regular basis.

On June 12th, staff and Arizona Game & Fish Department hosted the 4th Annual Kid's First Fish Day.

# FY2012 BUDGET

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## PARKS, RECREATION AND LIBRARY

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Watson Lake Park and associated turf area continues to host a variety of special events to include the Antique Auto Show, and Prescott Pow-wow, and Ragnar Running Relay. These events draw large numbers of visitors from throughout Arizona.

Three 20 hour per week part-time AARP funded staff were hired and trained to serve as lakes customer service representatives, thereby assisting the public with pay kiosks and providing information to the general public. The AARP staff are also assisting the public with the transition to the automated pay kiosks.

For the first time in since the City has owned Watson Lake, it was stocked with rainbow trout and continues to be stocked.

The four parking kiosks brought in a **total of \$102,434.**

### Lakes Management Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 135,247	\$ 131,173	\$ 131,187
Supplies	31,782	26,110	30,100
Other Services & Charges	100,981	86,958	78,890
Capital Outlay/Projects	<u>77,511</u>	<u>-</u>	<u>-</u>
Total	\$ 345,521	\$ 244,241	\$ 240,177

### Lakes Management Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	2.00	3.00	3.00
Maintenance Tech	1.00	1.00	1.00
Maintenance Worker	1.00	2.00	2.00

**Significant Expenditure Changes:** There are no significant expenditure changes in this division.

# FY2012 BUDGET

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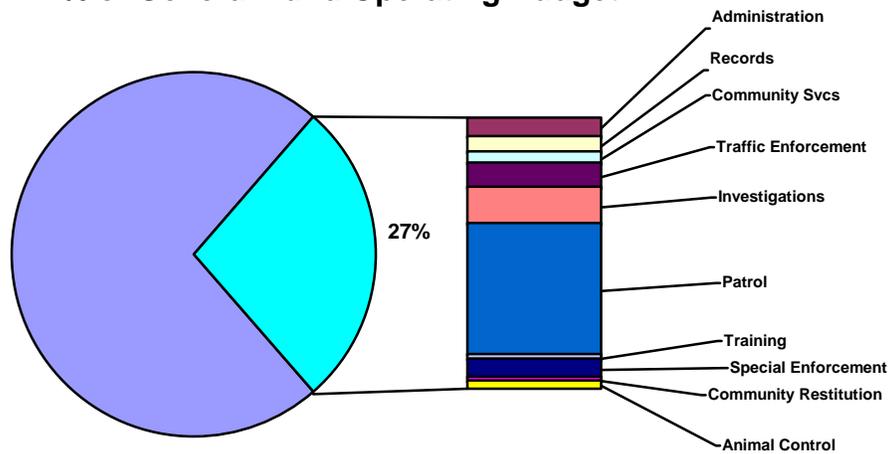
## POLICE

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The Prescott Police Department is dedicated to providing our community with the best professional services available within our resources. The department is committed to establishing close working relationships with our citizens and visitors to resolve problems and issues. This department is committed to an aggressive response to criminal activity throughout the City of Prescott in a manner consistent with safeguarding the rights of all citizens.

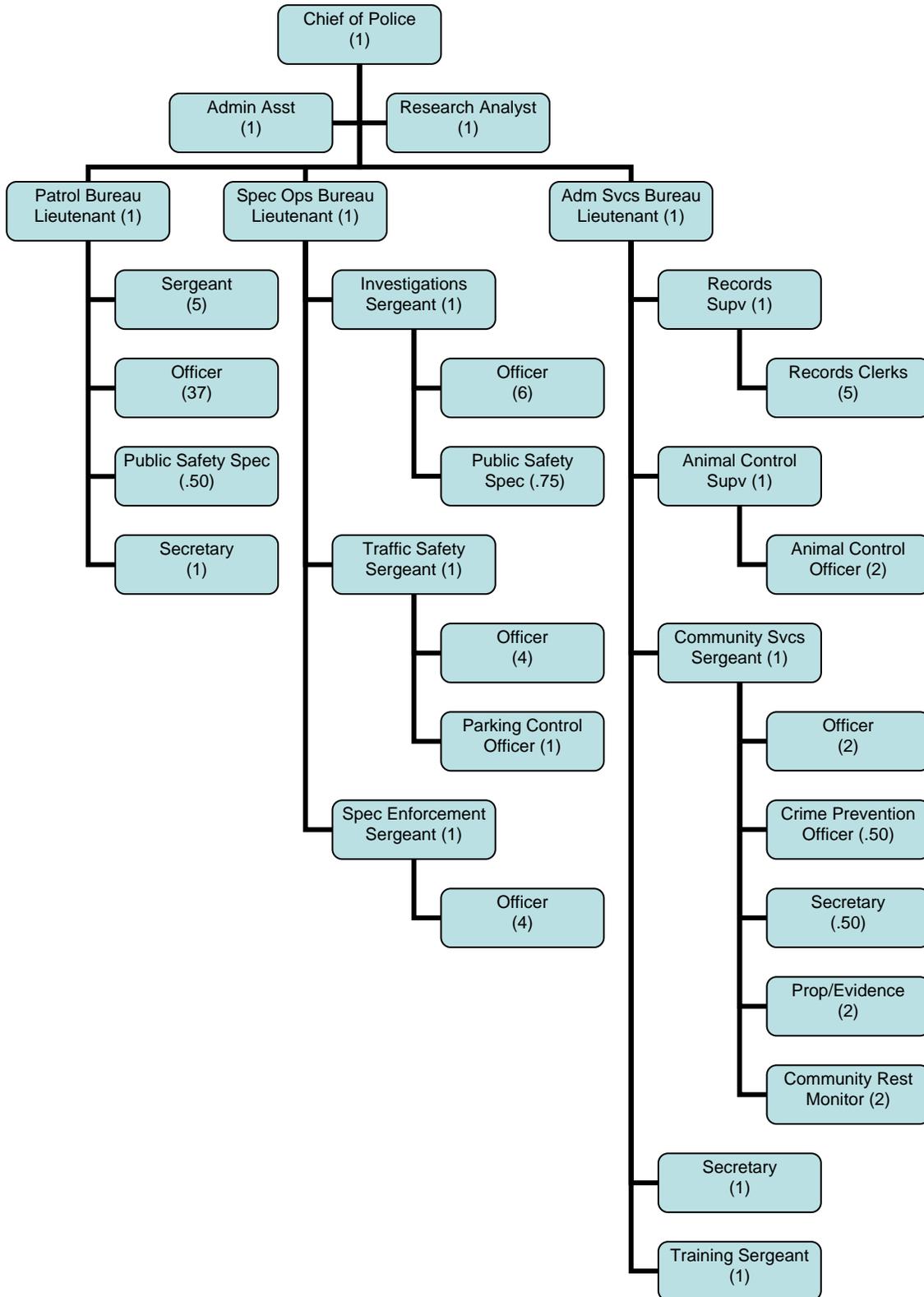
**DEPARTMENT MISSION:** The mission of the Prescott Police Department is to provide the highest level of service in a collaborative effort with our community to protect life, property, and the rights of citizens.

**% of General Fund Operating Budget**



# FY2012 BUDGET

## POLICE



# FY2012 BUDGET

## POLICE

### Consolidated Departmental Expenditure and Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 7,925,164	\$ 7,611,583	\$ 7,767,655
Supplies	327,947	312,975	286,725
Other Services & Charges	1,252,793	1,108,675	1,229,354
Capital Outlay/Projects	-	-	145,040
Total	\$ 9,505,904	\$ 9,033,233	\$ 9,428,774
Authorized Staffing Level	88.85	88.25	88.25
Administration	4.00	4.00	4.00
Records	6.00	6.00	6.00
Community Services	4.00	4.00	6.00
Traffic Enforcement	7.00	6.00	5.00
Investigations	11.75	12.25	12.25
Special Enforcement	5.00	5.00	0.00
Patrol	43.50	44.50	48.50
Training	1.00	1.00	1.00
Animal Control	4.10	3.00	3.00
Comm Restitution Prog	2.50	2.50	2.50

### Administration

**Division Mission:** The mission of the Police Administration is to manage and support the divisions within the Prescott Police Department to insure all divisions are working toward the accomplishment of their goals and the department's mission.

**Goal:** Create a strategic plan for the Prescott Police Department.

**Strategy:** Through a cooperative effort of all divisions and bureaus within the Prescott Police Department, build a living document that offers vision and direction for our employees.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Completed document	Yes	Yes	Yes

**Goal:** To insure the community receives efficient public safety response to address crime and respond to calls for service that will enhance the community's quality of life.

**Strategy:** Maintain a fully staffed, professional and well trained police force to handle all calls for service.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
UCR Part I	1,432	1,440	1,500
UCR Part II	3,900	4,100	4,200
Calls for service	29,281	30,500	31,500

# FY2012 BUDGET

## POLICE

**Goal:** Provide public safety support to local area agencies and organizations.

**Strategy:** Supply manpower to assist in cooperative efforts in public safety, training, and community policing.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
NARTA Advisors	0	0	1
NARTA Class Sergeant	0	1	1
NARTA Instructor Hours	420	420	420
PANT Detective	1	1	1
PANT Board of Directors	1	1	1
PUSD School Resource Officers	1	1	1
MATForce	2	2	2
NACOG – Youth Council	1	1	1
IFEMG	2	3	3
Salvation Army	1	1	1
Special Events Committee	1	1	1
Public Safety Personnel Retirement System	2	2	2
Prescott Youth Football Association	1	1	1

**Goal:** To reduce/eliminate liability exposure to our city, department, and patrol officers and establish prevention measures to maintain a low level of industrial injuries.

**Strategy:** Implement standards and requirements that would assist officers to effectively perform their assigned tasks in a safe manner while reducing liability exposure.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of industrial claims filed	8	6	6
Dollar amount paid for industrial injuries	\$15,152	\$12,000	\$12,000

### Prior Year Results and Outcomes

The Department continues to participate in the Northern Arizona Regional Training Academy (NARTA) and Chief Kabbel serves on the Board of Directors. Department personnel continue to contribute a significant number of hours to provide quality class instruction, as well as a full-time class advisor to each of the classes held during the year.

Chief Kabbel continues to serve as a member of the Board of Directors for the Partners Against Narcotics Trafficking (PANT). The police give operational support of PANT through assignment of one Detective to assist this special investigative and enforcement unit.

Chief Kabbel was appointed by Arizona Governor Janice Brewer to be a voting member of the Homeland Security Regional Advisory Council

Provided central location for administration of all Police Department federal, state and county grant awards in which we successfully pursued grants that have allowed the Department to continue participating in various DUI enforcement details, selective enforcement and aggressive driving details. The Department has also been awarded additional grant funding to provide body armor and equipment for our officers, purchase equipment and supplies in support of the Canine Unit and other law enforcement programs, and provide enhanced police services to our community.

Chief Kabbel continues to serve on the Executive Committee for MATForce.

# FY2012 BUDGET

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## POLICE

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Lieutenant Andy Reinhardt serves on the Arizona Council of Governments' local Workforce Investment Board and serves on the MatForce Steering Committee.

Provided departmental response to numerous citizen and business requests for city-wide crime statistics.

During FY2010/2011, Department volunteers worked a total of 12,158 hours, including 9,408 hours by Citizens on Patrol volunteers.

Developed, presented and implemented an alarm ordinance which was approved through City Council to start July 1<sup>st</sup> 2011

Provided early intervention behavior identification training to all departmental supervisors so that they can recognize negative performance behavior at an early stage allowing them to intervene using the employee assistance program and a performance management system.

Developed and implemented an executive development program for middle level management that identifies areas for them to focus on and provide executive level training which will assist with career development.

Implemented a formalized mentoring program for new members of the department to help integrate them into the organization while the employee is in the academy and / or in a Field Training Program.

Improved and expanded the standardized computerized briefing training.

Provided secured parking for police vehicles and employee's personal vehicles with remote access, pedestrian and vehicle gates, and security cameras.

<b>Administration</b>			
<b>Expenditure Summary</b>			
	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
Personnel	\$ 518,323	\$ 374,600	\$ 391,257
Supplies	11,797	10,775	10,675
Other Services & Charges	288,918	305,704	386,669
Capital Outlay/Projects	-	-	145,040
Total	\$ 819,038	\$ 691,079	\$ 933,641
Capital Outlay/Projects			
Narrowband Compliant Mobile Radios			145,040
Total Capital Outlay/Projects			\$ 145,040

# FY2012 BUDGET

## POLICE

### Administration Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	4.00	4.00	4.00
Police Chief	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00
Police Research Analyst	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00

**Significant Expenditures Changes:** The 26.5% increase in Other Services & Charges can be tied to the method used in calculating the information technology charges along with the assignment of assets.

Information regarding the Narrowband Compliant Mobile Radios can be located in the Capital Improvement Plan section of this book.

## Records

**Division Mission:** To maintain a Records Management System and account for the collection, dissemination and retention of police records.

**Goal:** Improve accuracy and completeness of criminal history records on arrests through the Arizona Automated Fingerprint identification System (AZAFIS).

**Strategy:** Report corrections to Yavapai County Sheriff Office and the courts corrections.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Corrections reported to YCSO and courts	126	110	105

**Goal:** Maintain the high level of accuracy we obtained on Federal, State and Associated Press audits.

**Strategy:** The Records Division will be responsible for the timely, accurate and completeness of data collection, dissemination and retention of police-related information.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
State ACJIS audit results	100% compliance	100% compliance	100% compliance
FBI audit results	Model Agency Classification	Model Agency Classification	Model Agency Classification
Associated Press audit results	Compliant on Records Release Laws	Compliant on Records Release Laws	Compliant on Records Release Laws

# FY2012 BUDGET

## POLICE

**Goal:** To maintain an accurate and complete records management system.

**Strategy:** The Records Division will be responsible for the timely, accurate and completeness of data collection, dissemination and retention of police-related information.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of accidents processed	1,119	1,250	1,300
Number of citations and warnings processed	23,959	25,000	26,500
Number of warrants validated	1,881	1,880	1,880
Number of police reports processed	25,079	26,834	27,712

### Prior Year Results and Outcomes:

Assisted with the training and transition for the officers to the Officers Daily logs in ADSI.

Partnered with PoliceReports.US to have accident reports available on line for citizens. This will allow the public the opportunity and convenience of obtaining reports at all hours and receive it immediately after going on-line for a minimal fee.

The interface with DPS and went live in October which enables our officers to access ACJIS through their mobile data computers.

Animal Control module was built through ADSI which allows for a systematic approach to tracking animal license and owner information to officers and staff.

### Records Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 299,611	\$ 315,702	\$ 316,699
Supplies	7,262	10,500	10,500
Other Services & Charges	95,007	137,376	137,059
<b>Total</b>	<b>\$ 401,880</b>	<b>\$ 463,578</b>	<b>\$ 464,258</b>

### Records Staffing Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Authorized Staffing Level	6.00	6.00	6.00
Records Supervisor	1.00	1.00	1.00
Records Clerk	5.00	5.00	5.00

**Significant Expenditure Changes:** There are no significant expenditure changes in this division for FY2012.

# FY2012 BUDGET

## POLICE

### Traffic Enforcement

**Division Mission:** To provide safe and efficient travel on the roadways within the city through a well trained, professional team that will be responsive to our citizens and visitors traffic concerns.

**Goal:** To provide education to our community regarding traffic safety and laws.

**Strategy:** Education will be provided through speaking engagements and demonstrations to neighborhood watch groups, homeowners associations, public interest groups, radio, newspaper and TV.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of public education events	32	30	30

**Goal:** To be responsive to special event activities.

**Strategy:** Build effective working relationships with our community by working with the Special Events committee in planning and providing assistance for numerous Special Events throughout the year.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of special events	41	50	47

**Goal:** To enhance compliance of parking laws and regulation in the downtown business area.

**Strategy:** Parking Enforcement will enforce the City and State parking regulations in the downtown area to ensure parking space availability for citizens and visitors in our downtown area.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Parking citations	4,179	4,080	4,100

**Goal:** To provide accurate and complete motor vehicle crash investigations.

**Strategy:** Respond and investigate motor vehicle crashes.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of crash investigations	678	722	750

**Goal:** To enhance safety, reduce death/serious injury and damage within the City of Prescott.

**Strategy:** Proactively enforce traffic laws by the use of radar, saturation patrol, DUI Task Force, directed patrol, and enforcement in high frequency accident locations.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of citations/warnings issued	6,623	5,510	5,600
Commercial vehicle inspections performed	75	45	50
DUI Enforcement Details	11	13	14
Speed/Aggressive Driver Details	10	6	12
Directed Traffic Monitoring (COPs)	90	140	145

#### Prior Year Results and Outcomes:

Provided traffic control and a police presence at 25 different races, parades and community special events.

# FY2012 BUDGET

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## POLICE

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Traffic Officers were reassigned to the patrol division for several weeks to cover for shortage of manpower between September 2010 and May 2011.

Traffic Section continues to submit for and receive Grant funding through the Governor's Office of Highway Safety. These Grants funded the following:

- Acquisition of new Unmarked Enforcement Vehicle total expenditure of grant funds in the amount of \$43,075.00.
- 15 DUI Taskforce details including Saturation Patrols and Joint Command Post operations.
- 2 week enforcement wave of "Click it or Ticket" National Campaign.
- Speed and Aggressive driver enforcement details throughout FY 2011.
- Acquisition of DUI processing and phlebotomy supplies.
- Acquisition of New PBTS (Portable Breath Testing Devices) for patrol.
- Acquisition of accident investigation tools including new digital still cameras and one digital video camera.
- Acquisition of new Laser Speed Measurement device.

The Traffic Safety Section provided approximately 226 hours of instruction at the Northern Arizona Regional Training Academy.

During this past year, the Traffic Safety Section:

- Wrote 2,949 traffic tickets and 1,106 warnings
- Investigated 639 traffic crashes
- Made 80 DUI arrests
- Tagged 130 abandoned vehicles
- Towed 12 abandoned vehicles

### **Traffic Enforcement Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 697,837	\$ 657,668	\$ 685,704
Supplies	23,958	23,550	25,550
Other Services & Charges	118,778	83,030	80,719
<b>Total</b>	<b>\$ 840,573</b>	<b>\$ 764,248</b>	<b>\$ 791,973</b>

### **Traffic Enforcement Staffing Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Authorized Staffing Level	7.00	6.00	5.00
Sergeant	1.00	1.00	1.00
Police Officer	5.00	4.00	3.00
Parking Control Officer	1.00	1.00	1.00

**Significant Expenditure Changes:** There are no significant expenditure changes in this division.

# FY2012 BUDGET

## POLICE

### Investigations

**Division Mission:** The Investigations Section mission is to investigate and clear felony and other specifically assigned crimes.

**Goal:** Maintain a computer data entry on pawned property which pawn shops are required, by law, to provide to the Police Department.

**Strategy:** Utilize the VIP program to enter the pawned property from information received via pawn shops, along with having pawn shops adhere to the police department's designated electronic reporting system.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Pawn items reviewed, entered and evaluated	5,209	5,300	5,500

**Goal:** The Investigations Division will focus on serious crimes involving threats to personal safety and substantial financial loss.

**Strategy:** Assign follow up on Part I and Part II crimes. Assign follow up on misdemeanor cases as they relate to Part I crimes.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of cases assigned	450	660	700
Number of cases cleared	555	1,320	1,200
Cases Investigations continues	49	288	250
Cases Investigation Court process	112	360	400
Cases Closed	296	780	750

**Goal:** Provide excellent service to criminal justice practitioners and participants in the area of property and evidence.

**Strategy:** Store evidence with appropriate safeguards to maintain its value and the chain of custody.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of property items impounded	5,175	5,190	5,200
Number of property items released	888	925	970
Copies made of digital, audio & video evidence for criminal justice practitioners	1,079	1,100	1,120
Pounds of prescription drugs destroyed	878	780	650

**Goal:** To continue the use of the CVSA for investigative and hiring purposes.

**Strategy:** Utilize the CVSA (Computer Voice Stress Analyzer), truth verification equipment, as an investigative tool to verify suspect's and victim's statements in criminal cases. Additionally, the CVSA is used in the Police Department hiring process (civilian and volunteers) and in internal investigations.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of CVSA usages for criminal investigations	7	9	11
Number of CVSA usages for hiring purposes	34	42	46

# FY2012 BUDGET

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## POLICE

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<b>Goal:</b> To focus on serious crimes involving threats to personal safety and substantial financial loss.			
<b>Strategy:</b> Conduct proactive enforcement details specifically related to cases typically assigned to investigations. At times these proactive details will be covert in order to maximize their effectiveness.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of proactive details worked	N/A	25	30

### Prior Year Results and Outcomes

Implemented Leads-on-line program in which pawn shops and second hand dealer voluntarily enter pawn items into a data base allowing for more efficient searches of stolen items pawned. In addition, this nationwide database allows officers / detectives to search and track individuals who pawn property.

Created module so that personnel submitting property into the Evidence Room will input directly into the report management system. The result is that it eliminates duplication of work for the property and evidence custodians and record clerks.

Executed 12 search warrants that related to property crime.

Conducted 42 Computer Stress Analyzer Tests on pre-hires and individuals suspected in criminal acts.

#### Investigations Conducted:

- 21 Sex Offender Notifications
- 732 Cases assigned
- 415 Completed Cases
- 671 Closed Cases
- 28 Residential/Business search warrant executed

#### Personnel Changes:

The Investigation Section gained three investigators along with a supervisor in July of 2010 by combining the Special Enforcement Section into the Investigation's Section. Due to manpower issues in Patrol, these positions were moved back to the Patrol Bureau in May of 2011. This leaves six investigators and one supervisor in the Investigation Section.

#### Investigations Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 1,085,863	\$ 942,319	\$ 1,503,128
Supplies	25,508	26,100	34,500
Other Services & Charges	85,380	122,890	145,959
<b>Total</b>	<b>\$ 1,196,751</b>	<b>\$ 1,091,309</b>	<b>\$ 1,683,587</b>

# FY2012 BUDGET

## POLICE

### Investigations Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	11.75	12.25	12.25
Lieutenant	1.00	1.00	1.00
Sergeant	1.00	1.00	1.00
Police Officer	7.00	7.00	7.00
Secretary	0.00	0.50	0.50
Property/Evidence Tech	2.00	2.00	2.00
Public Safety Specialist	0.75	0.75	0.75

**Significant Expenditure Changes:** The increases that can be observed across all three categories in this division – Personnel, Supplies and Other Services & Charges – is the result of combining the Special Enforcement division with the Investigations division beginning FY2012.

## Patrol

**Division Mission:** The mission of the Patrol Division is to protect life and property while responding to calls for police service.

**Goal:** Utilize the Citizen on Patrol Program to augment community based policing and patrol functions.

**Strategy:** To use Citizen on Patrol volunteers to assist with specialty functions.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Traffic control	214	266	292
Evidence transports	25	97	106
Property checks	725	1,922	2,100
Citizen patrol volunteer hours	5,692	9,123	9,500
Number of handicap citations issued	35	40	40
Crime scene security	17	17	19
Transport of city funds	60	377	400
Abandoned vehicles	168	200	240

**Goal:** Increase the Community Based Policing concept in an effort to promote public awareness and community involvement in crime prevention and detection.

**Strategy:** Develop partnerships and networks with the business community and citizens to be proactive in community problem solving through interaction with clubs, organizations, and citizen groups.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of neighborhood contacts	2,600	3,900	3,900
Number of business contacts	5,100	3,757	3,800

# FY2012 BUDGET

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## POLICE

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Problem solving	40	35	35
Number of meetings attended	17	25	30

**Goal:** To provide safe transportation of prisoners and mental health patients to the Verde Valley for incarceration or mental health treatment.

**Strategy:** Officers are required to transport prisoners to the Yavapai County Jail intake located in Camp Verde. Officers are required to transport mental health patients to the Mingus Center in Cottonwood for treatment.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of persons transported to Yavapai County Jail in Camp Verde – 90 miles round trip	806	830	850
Number of persons Transported to Mingus Center	41	45	45

**Goal:** To provide a specialized K-9 resource to enhance law enforcement tactics and community relations.

**Strategy:** Utilizing the K-9 for specialized police functions, public events and special engagements within the community.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of public events and special engagements	35	45	50
Number of building searches	120	120	130
Number of vehicle searches	154	170	200
Number of drug seizures	67	80	100

### Prior Year Results and Outcomes

Officers responded to 45,018 incidents, 28,946 of which were dispatched calls

The SWAT team was activated ten (10) times during the fiscal year for various high risk tactical operations.

- 3 barricaded subjects
- 3 high risk warrant services for PANT
- 4 dignitary protection details.

On May 15<sup>th</sup> the SWAT team assisted PANT with Operation Spring Clean Up which resulted in over 50 felony arrests within the quad city area. During this operation the Prescott SWAT team served two high risk search warrants and made one other felony arrests on a street jump.

SWAT team trained 12 times over the past year but missed one training day due to the above listed operation. The team has moved closer to NTOA standards and is training two 10 hour days every other month.

On May 15<sup>th</sup> the SWAT team conducted a demonstration for a citizen academy and provided basic information about SWAT.

# FY2012 BUDGET

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## POLICE

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### Patrol Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 3,981,696	\$ 4,025,305	\$4,084,612
Supplies	185,437	159,500	138,000
Other Services & Charges	455,085	246,580	278,288
Total	\$ 4,622,218	\$ 4,431,385	\$4,500,900

### Patrol Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	43.50	44.50	48.50
Lieutenant	1.00	1.00	1.00
Sergeant	5.00	5.00	6.00
Officer	36.00	37.00	40.00
Information Technology Tech	0.00	0.50	0.50
Public Safety Specialist	0.50	0.00	0.00
Secretary	1.00	1.00	1.00

**Significant Expenditures Changes:** There are no significant expenditure changes in this division for FY2012.

## Special Enforcement

**Division Mission:** The mission of the Special Enforcement Section of the Prescott Police Department is to seek out and investigate high crime areas and to conduct special enforcement investigations as directed within the City of Prescott.

### Special Enforcement Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 506,393	\$ 523,179	\$ -
Supplies	12,572	19,100	-
Other Services & Charges	48,257	55,964	-
Total	\$ 567,222	\$ 598,243	\$ -

# FY2012 BUDGET

## POLICE

### Special Enforcement Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	5.00	5.00	0.00
Sergeant	1.00	1.00	0.00
Officer	4.00	4.00	0.00

**Significant Expenditures Changes:** This division was combined with Investigations effective FY2012.

### Training

**Division Mission:** To maintain staffing levels and required continuing education, training and equipment for police personnel.

**Goal:** To provide and ensure that all training conforms to Federal, State and Department requirements.

**Strategy:** Schedule and coordinate approved training.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Average per officer AZPOST required continuing training hours. (8 hrs required per year/officer)	37	40	42
Average per office AZPOST required proficiency training hours. (8 hrs required every 3 years/officer)	18	20	20
AZPOST and departmental required firearms qualifications. (5 yearly per officer)	8	8	8
Additional training hours provided to personnel (per year/avg per officer)	4	4	4
Hours of risk management training on an annual basis to patrol officer	2	2	2

**Goal:** To maintain staffing level for sworn and civilian employees.

**Strategy:** Actively recruit and evaluate the best applicants for employment.

Performance Measures:	FY10 Actual	FY10 Estimate	FY12 Forecast
Sworn applications processed	212	200	225
Civilian applications processed	92	100	115
Background investigations completed	45	50	55
New employees hired	6	4	6

### Prior Year Results and Outcomes

Completed background investigations for 15 police officer candidates, dispatchers, and park volunteer rangers.

# FY2012 BUDGET

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## POLICE

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Maintain training blog for certified personnel regarding current issues and crime trends.

Coordinated volunteer Park Ranger Training by Police Department to include:

- Pepper spray
- Graffiti cards
- Patrol and Observation
- Positive Community relations

Coordinated required OSHA instruction for Department personnel.

Coordinated instruction required to sustain AZ POST certification for 68 sworn personnel.

Provided Supervision and instructor support to the Northern Arizona Regional Training Academy (NARTA).

Provided instruction and support of the Arizona Law Enforcement Academy (ALEA).

Assisted and supported the Field Training Officer program by creating and tracking all paper work related to training for the Patrol Bureau.

Hosted a GLOCK armor school at Prescott Police Department.

Identified fiscally effective sources and coordinated the purchase of munitions, equipment and uniforms required for the functions of the Department.

Facilitated and maintained equipment for the Department gym and firearms range.

Facilitated and coordinated over 1720 man hours of AZ POST continuing education and proficiency training and facilitated 600 plus hours of AZ POST and Department mandated firearms training.

Provided a centralized location and resources for all Department employees to acquire law enforcement related equipment, uniforms and supplies.

Coordinated and provided training to equip and certify two new bicycle officers for the Department.

### **Training Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 108,338	\$ 109,947	\$ 112,806
Supplies	12,926	16,100	16,100
Other Services & Charges	10,979	28,689	20,246
Total	\$ 132,243	\$ 154,736	\$ 149,152

# FY2012 BUDGET

## POLICE

### Training Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00

**Significant Expenditures Changes:** There are no significant expenditure changes in this division for FY2012.

### Community Services

**Division Mission:** To be a resource to the community and Police Department for special enforcement, education and training.

**Goal:** To provide law enforcement services and law enforcement educational classes at the Prescott High School.

**Strategy:** Supply a School Resource Officer to conduct educational classes and a law enforcement presence at Prescott High School. Provide the opportunity for high school students to participate in a mentoring program for middle school students.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of character and law related education classes taught at the high school	105	145	165
Number of students in character and law related education classes at the high school	1,260	1,740	1,980
Number of investigations conducted by SROs at the high school	95	90	90
Number of high school students participating in the Scholarship Mentor Program for middle school children	57	55	55

**Goal:** Provide a proactive approach to solving crime and addressing community problems.

**Strategy:** Utilizing various forms of enforcement and education to assist the Patrol Bureau, Traffic Safety Section and the Investigations Section.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of Investigation Section assists	14	20	25
Number of Patrol Bureau assists	25	35	40
Number of Traffic Safety Section assists	5	8	10
Number of summer vacation and school break special enforcement projects	8	10	10

# FY2012 BUDGET

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## POLICE

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<b>Goal:</b> Provide Crime Prevention services to the residential and business community.			
<b>Strategy:</b> Conduct Block Watch and Business Watch meetings. Provide community outreach programs for various groups to provide crime prevention information.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of Block Watch groups	28	35	40
Number of Business Watch members	135	150	150
Number of community outreach activities	34	35	40

### Prior Year Results and Outcomes

The Prescott Police Department was selected as a National Award Winner in the National Association of Town Watch competition (NATW). NATW is an association who sponsors and promotes the National Night Out event. Prescott was ranked 21 out of 54 jurisdictions awarded in our category and competed against approximately 14,625 other communities nationwide.

The Crime Prevention Unit continued with their Business Watch program modeled after the Block Watch program. It has grown to include 192 members.

The Crime Prevention Unit continued the "Crime Alert" program to inform Watch groups of current crime trends. Last year, 31 crime alerts were e-mailed to the Watch groups.

The Crime Prevention section created and published a quarterly newsletter called "Eyes Alive" which is distributed to approximately 600 readers.

The Crime Prevention section worked with IT to create a user friendly website to allow our community members access to relevant publications and information regarding crime prevention and/ or crime trends.

The Crime Prevention Section introduced and developed a free Residential Security Survey system. The COP's were trained to survey both the exterior and interior of residences and make suggestions for safety upgrades.

The Community Services Section coordinated and participated in the 13<sup>th</sup> annual "Shop with a Cop" program, which afforded 88 children the opportunity to shop for Christmas.

The Community Services Section was responsible for handling approximately 75+ presentations to community groups.

The School Resource Officer (SRO) program continues to provide full-time coverage at Prescott High School. The SRO teaches Government and law-related classes on a weekly basis at Prescott High School.

The SRO continued to sit on the MATforce underage drinking task force and provide lessons related to drug and alcohol abuse to students at Prescott High School.

The Prescott Police Department Youth Role Model Scholarship program continued to grow. All 6<sup>th</sup> and 8<sup>th</sup> grade students at Granite Mountain Middle School and Prescott Mile High Middle School received the benefit of having seniors from Prescott High School come into their classrooms to provide them guidance on making good choices. The Prescott Police Department continued to receive donations

# FY2012 BUDGET

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## POLICE

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from community groups such as the Kiwanis and MATforce. We awarded three scholarships to students from Prescott High School.

The SRO worked the Teen Maze/Alcohol Resistance booth and educated approximately 1,200 middle/high school children throughout the county on the dangers of youth alcohol and drug abuse.

Explorer Post #778 continues to grow. We currently have approximately 20 members. This year the post organized and held the 2<sup>nd</sup> annual Explorer Open Golf Tournament which netted over \$4,000 for the post and its activities.

The Community Services Section continued to provide the Eddie Eagle gun safe class to students thorough out our community. We were able to present this program to approximately 700+ students during the year.

### **Community Services Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 370,494	\$ 370,152	\$ 379,230
Supplies	11,477	10,900	11,400
Other Services & Charges	<u>43,540</u>	<u>30,716</u>	<u>61,964</u>
Total	\$ 425,511	\$ 411,768	\$ 452,594

### **Community Services Staffing Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Authorized Staffing Level	4.00	4.00	6.00
Sergeant	1.00	1.00	2.00
Police Officer	2.00	2.00	3.00
Crime Prevention Specialist	0.50	0.50	0.50
Secretary	0.50	0.50	0.50

**Significant Expenditures Changes:** The 101.7% increase in Other Services & Charges can be tied to the method used in calculating the information technology charges along with the assignment of assets.

## **Community Restitution Program**

**Division Mission:** To provide monitored labor services of individuals as assigned by the court.

# FY2012 BUDGET

## POLICE

<b>Goal:</b> Use the court orders restitution program to benefit the community.			
<b>Strategy:</b> Account for the number defendants and hours worked of participants assigned to the program.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Total hours completed	21,216	21,500	21,500
Number of defendants assigned	1,722	1,545	1,600
Number of defendants worked	960	1,000	1,000
<b>Strategy:</b> Conduct work with court assigned community restitution workers saving the City at a rate of \$7.35/hr.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Hours worked on city properties	14,603	15,000	15,000
City savings	\$107,332	\$110,250	\$110,250
Hours worked for non-profit groups	3,955	4,100	4,100
Non profit savings	\$29,069	\$30,135	\$30,135
<b>Strategy:</b> Wash city vehicles with court ordered community restitution workers in lieu of commercial washing.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of city vehicles washed	1,521	2,070	2,070
Savings @ \$8.95 per vehicle	\$13,612.95	\$18,526.50	\$18,526.50

### Prior Year Results and Outcomes

Approximately 1,925 city vehicles were washed at a savings of \$19,153.75 (\$9.95 ea.) to the City of Prescott.

Work crews assisted with the following events:

- \*Relay 4 Life-American Cancer Society
- \*Frontier Days Rodeo
- \*Dog-toberfest
- \*Fourth of July Events
- \*Boys and Girls Club

Work Crews assisted the following City departments:

- \*Parks & Recreation
- \*Adopt-A-Highway (1 mile section of Highway 69)
- \*Twice weekly square/ Down town litter lifts
- \*Rodeo grounds
- \*Antelope Hills Golf Course
- \*Airport
- \*City Hall/Code Enforcement
- \*Streets Sign Department (graffiti removal)
- \*Police (special projects; painting and graffiti reporting/removal)

A total of approximately 20, 790 manpower hours were expended on city and community organization projects.

# FY2012 BUDGET

## POLICE

Approximately 41,200 pounds of debris/trash were disposed of at the Transfer Station. Additionally, tons of plant debris was dumped at the Airport, Golf Course and Parks & Recreation-Willow Lake free dump sites.

One monitor continued to tackle the issue of graffiti abatement on a routine basis; maintaining a log of all graffiti for prosecutorial purposes and also maintaining the goal of removing the graffiti within 48 hours of when it was reported.

Approximately 969 defendants provided 2,313 days of community restitution for an approximate savings of \$172,318 (\$7.25/hour) to the City of Prescott.

### Community Restitution Program Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 118,883	\$ 111,906	\$ 112,246
Supplies	8,613	8,350	8,300
Other Services & Charges	22,335	11,951	15,390
Total	\$ 149,831	\$ 132,207	\$ 135,936

### Community Restitution Program Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	2.50	2.50	2.50
Monitor	2.00	2.00	2.00
Secretary	0.50	0.50	0.50

**Significant Expenditures Changes:** There are no significant expenditure changes in this division for FY2012.

## Animal Control

**Division Mission:** To promote as well as protect the safety, health and welfare of the citizens of the City of Prescott. To protect and care for the welfare of the animals. Provide a quick response while always showing professionalism and efficiency.

**Goal:** To educate school children within the City of Prescott about the safe handling of animals.

**Strategy:** To appear at public Schools and provide training about safety around animals.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of classes taught	2	3	4

# FY2012 BUDGET

## POLICE

<b>Goal:</b> Provide superior service to the citizens of Prescott in response to calls for service pertaining to animal related issues.			
<b>Strategy:</b> Maintain a staffing level to accommodate calls for service and ensuring continuity between the pet and its owner.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of dogs returned to owners (City of Prescott)	80	100	120
Number of calls for service – Animal Control related	2,612	2,700	2,800
Number of citations issued	19	27	40
Number of warnings issued	174	200	240
Number of licenses sold	3,200	3,600	4,000

### Prior Year Results and Outcomes

Prescott Animal Control has two Field Officer and one working Supervisor for a total of three Animal Control Officers.

Shannon Gray attended the Safety Fair at Lincoln Elementary School May 23<sup>rd</sup> 2011.

On 08/18/2010 Joe Driskill taught a class to the Yavapai County Animal Control Officers on the proper way to ship specimens to the state lab.

On 03/11/11 Animal Control personnel taught animal safety and bite prevention to Granite Mountain Middle School special needs class and taught animal safety and bite prevention to the Miller Valley second grade classes.

On 03-31-11 personnel taught animal safety and bite prevention to two kindergarten classes at Washington Traditional School.

#### Miscellaneous Statistics:

- 507 other animal problems
- 100 animal bites in the City limits
- 304 dogs in custody
- 24 animals euthanized from the City of Prescott
- 99 cases of animal cruelty
- 310 barking dog complaints
- 4000 licenses sold (approximately)
- 507 animal related warnings and citations
- 283 dogs returned to owner

#### Animal Control Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 222,517	\$ 158,100	\$ 158,559
Supplies	14,513	10,600	11,000
Other Services & Charges	81,369	76,823	94,110
<b>Total</b>	<b>\$ 318,399</b>	<b>\$ 245,523</b>	<b>\$ 263,669</b>

## FY2012 BUDGET

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### POLICE

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#### Animal Control Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	4.10	3.00	3.00
Community Development Dir	0.10	0.00	0.00
Supervisor	1.00	1.00	1.00
Animal Control Officer	3.00	2.00	2.00

**Significant Expenditures Changes:** There are no significant expenditure changes in this division for FY2012.

# FY2012 BUDGET

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## FIRE

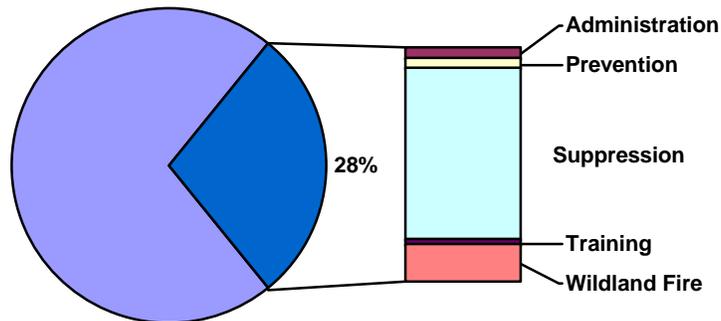
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The Prescott Fire Department is the oldest fire department in the state of Arizona. It was established in 1885 and is today a modern and highly professional career fire department. The department has a wonderful history full of firefighting traditions and past times.

The department is dedicated to providing the highest level of service in the prevention and mitigation of emergency incidents in a growing community and treating our citizens and employees in a fair and considerate manner while remaining financially responsible. The Prescott Fire Department values a creative and proactive work place, and is involved in numerous joint partnerships to include automatic aid with the Central Yavapai Fire District, United States Forest Service, and Yavapai-Prescott Indian Tribe.

**DEPARTMENT MISSION:** The Prescott Fire Department is dedicated to “Excellence in Service” by providing the most efficient and effective services to our community by responding fast, solving the problem, being nice and going home safe. Prescott Fire Department is committed to preserving the quality of life, protecting lives, property, and the environment with compassion, vigilance, and dedication to excellence.

### % of General Fund Operating Budget

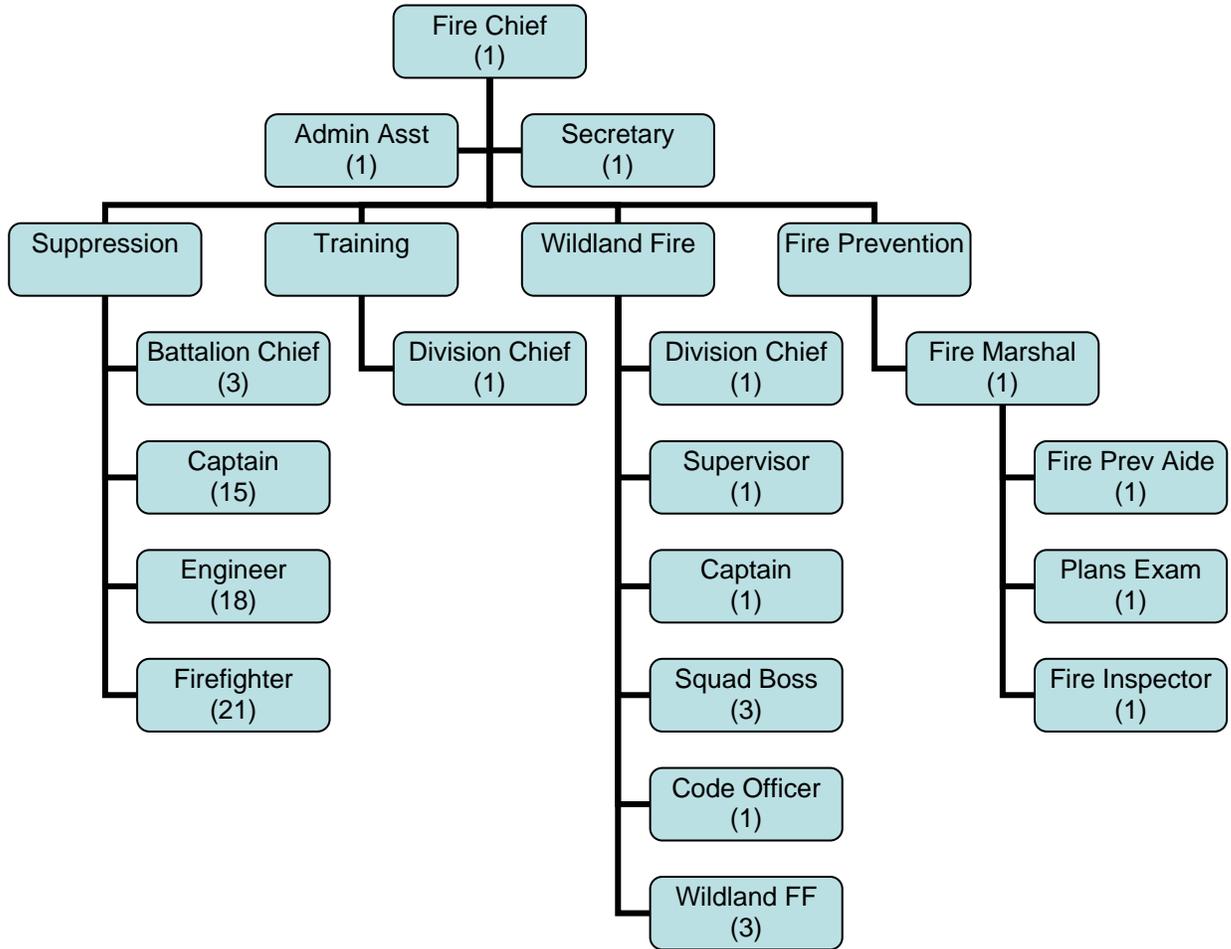


# FY2012 BUDGET

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## FIRE

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# FY2012 BUDGET

## FIRE

### Consolidated Departmental Expenditure and Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 7,176,782	\$ 6,850,063	\$ 6,929,292
Supplies	210,717	259,716	281,076
Other Services & Charges	934,695	756,050	761,101
Cost Recovery	(1,138,108)	(1,147,916)	(1,105,811)
Capital Outlay/Projects	-	34,009	-
Total	\$ 7,184,086	\$ 6,751,922	\$ 6,865,658
Authorized Staffing Level	78.63	78.00	78.00
Administration	3.80	3.00	3.00
Prevention	4.00	4.00	4.00
Suppression	57.00	57.00	57.00
Training	1.00	1.00	1.00
Fire Vegetation Crew	12.83	13.00	13.00

A portion of the Fire Vegetation Crew is charged to the Vegetation Grant.

### Administration

**Division Mission:** To administer and ensure the essential functions of the Fire Department are accomplished, and to support the organization in carrying out its mission.

**Goal:** To provide leadership, guidance and administrative services that support a superior customer service oriented, all-risk emergency management department.

**Strategy:** Fire administration will ensure the prompt delivery of emergency services and fire related services, as well as the mitigation of emergencies, while maintaining financial responsibility.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
\$ amount of structural fire loss within the City of Prescott	\$1,106,903	\$1,300,000	\$1,300,000
Number of vehicles, equipment and apparatus replaced in accordance with long range plan	2	0	0
Number of strategic planning meetings/critical issues forums held	1	2	4
% design complete of new downtown fire station/administrative office building	80%	100%	N/A

### Prior Year Results and Outcomes

Completed the 10 year organizational evaluation by the Insurance Services Organization.

Secured a \$25,000 Public Safety Stabilization Grant.

# FY2012 BUDGET

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## FIRE

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Secured approximately \$793,500 in various grants for wildland.

Continued operating budget reductions to meet the decrease in FY12 State and Local revenue projections.

Continued to improve on the new wellness/ fitness program to ensure firefighter health and safety.

Compiled and formatted the firefighting section of the Airport Emergency plan for Airport Administration.

Sorted and filed all EMS records to follow records retention schedule.

Completed Radio Frequency flip charts for all staff and suppression vehicles.

Updated training, classes, and fire assignments in the IQS program for the Wildland Division.

### Administration Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 335,486	\$ 282,941	\$ 285,313
Supplies	23,563	6,120	7,310
Other Services & Charges	45,314	115,292	142,069
Capital Outlay/Projects	-	34,009	-
Total	\$ 404,363	\$ 438,362	\$ 434,692

### Administration Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	3.80	3.00	3.00
Fire Chief	1.00	1.00	1.00
Wildland Division Chief	0.80	0.00	0.00
Administrative Assistant	1.00	1.00	1.00
Secretary	1.00	1.00	1.00

**Significant Expenditures Changes:** The 23.2% increase in Other Services & Charges can be tied to the method used in calculating the information technology charges along with the assignment of assets.

# FY2012 BUDGET

## FIRE

### Prevention

**Division Mission:** To provide enhanced life safety and property conservation through public education, code enforcement, plan review, and fire investigative services to maintain a livable and dynamic community.

**Goal:** To provide risk mitigation services in the areas of public education, code enforcement, fire investigation, plan reviews and complaint investigation.

**Strategy:** Using the most current codes and work policies, conduct a full service risk mitigation program that is customer friendly and reduces the threat of fire and other emergencies.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of service requests/complaints	128	112	146
Number of existing business inspections conducted	1,362	1,028	1,336
Number of plan reviews completed	1,194 total	1,025 total	1,111 total
• Commercial	142	112	123
• Subdivision	10	9	10
• Suppression systems	96	123	135
• Residential	232	171	180
• Miscellaneous	714	610	663
Number of students trained in life-safety	3,655 total	3,281 total	3,445 total
• 1 <sup>st</sup> grade	1,145	1,181	1,240
• 7 <sup>th</sup> grade firetrap	200	480	480
• Engine public-education	1,780	1,700	1,700
• Miscellaneous	530	500	500
Number of new construction inspections	443 total	491 total	757 total
• Certificate of occupancy	65	51	56
• Vegetation	54	44	48
• Suppression systems	324	396	653
Number of miscellaneous inspections	191	190	228

### Prior Year Results and Outcomes

Trained 2,734 students in fire and life safety.

Received and cleared 83 life safety complaints and requests.

Conducted 1,722 fire inspections.

Conducted 14 fire investigations.

Reviewed 805 plans for new subdivisions and buildings.

Received approximately \$4,255 in public donations for public education materials.

Displayed public education at the Gateway Mall for Fire Prevention Week.

Adopted an ordinance to regulate and penalize for the use of fireworks.

# FY2012 BUDGET

## FIRE

### Fire Prevention Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 280,742	\$ 286,336	\$ 288,652
Supplies	4,863	10,000	11,630
Other Services & Charges	31,704	22,525	36,541
<b>Total</b>	<b>\$ 317,309</b>	<b>\$ 318,861</b>	<b>\$ 336,823</b>

### Fire Prevention Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	4.00	4.00	4.00
Fire Marshall	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00
Fire Prevention Aide	1.00	1.00	1.00

**Significant Expenditure Changes:** The 62.2% increase that is observed in Other Services & Charges when comparing the FY12 budget to the FY11 estimated endings is due to computer service cost recovery. In previous years this divisions' charges were absorbed by the other divisions within the Fire Department. This is calculated based on the number of phone, computers, scanners and printers that are assigned a particular division.

## Suppression

**Division Mission:** To provide the most efficient and effective services to our community through fire protection, emergency medical services, and specialized response to technical rescues, aircraft emergencies, hazardous materials, and other all-risk incidents.

**Goal:** To provide a highly motivated, rapid response force to all-risk emergency incidents, limiting damage and injuries in the most effective way possible.

**Strategy:** To be strategically located and respond to emergencies efficiently, as well as providing for community services and excellent customer service.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
% response time to all emergencies is within 50 seconds of notification	28.6%	30.8%	30.0%
% travel time to incidents does not exceed 5 minutes for first due unit on Code 3 calls	39.15%	38.3%	38.0%
Number of emergency incidents responded to	9,026	8,500	9,000

# FY2012 BUDGET

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## FIRE

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### Prior Year Results and Outcomes:

Responded to 8,486 emergency calls (averaging 23.3 responses per day).

Serviced 1,986 fire hydrants.

Conducted 339 engine company inspections.

Placed six additional Mobile Data Computers in service in front line response vehicles.

Trained all personnel in the use of Mobile Data Computers.

Worked to complete FCC Narrow Banding mandate.

### Suppression Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 5,415,724	\$ 5,110,541	\$ 5,207,863
Supplies	114,552	137,150	155,150
Other Services & Charges	611,822	407,262	375,954
Total	\$ 6,142,098	\$ 5,654,953	\$ 5,738,967

### Suppression Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	57.00	57.00	57.00
Battalion Chief	3.00	3.00	3.00
Captain	15.00	15.00	15.00
Engineer	18.00	18.00	18.00
Firefighter	21.00	21.00	21.00

**Significant Expenditure Changes:** The 7.7% decrease in Other Services & Charges can be tied to the method used in calculating the information technology charges along with the assignment of assets. As stated previously, the Administration division exhibited an increase which offsets this decrease.

### Training

**Division Mission:** To provide for the educational needs of a well-trained, professional and motivated work force that acts with integrity, solves customers' problems, and works safely and effectively as a team.

# FY2012 BUDGET

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## FIRE

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**Goal:** To provide comprehensive all-risk training program that improves services and provides for maximum safety of both the Prescott Fire personnel and the personnel of cooperating agencies.

**Strategy:** To provide for regularly scheduled in-service training that meets NFPA, OSHA, NWCG, State Emergency Service, and FEMA/Home Land Security Training.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of man-hours of training	18,647	18,900	19,000
% of proficiency drills complete and passed	100%	100%	100%
Number of multi-company/multi-agency drills	72	54	72
Number of engine companies	178	142	178
Number of multi-company/multi-agency Night Hot Drills	16	16	16
Number of engine companies	48	48	48

### Prior Year Results and Outcomes

Conducted 19,087 hours of in-house training.

Conducted an Interagency Captains Academy in conjunction with the Prescott Area Fire Training Group.

Conducted and Engineer and Captain's promotional exam.

Conducted a new firefighter hire process.

Hired and graduated five personnel through our new hire training academy.

Trained six personnel as Emergency Vehicle Operations Instructors.

Conducted a national standard Fire Department Scene Safety Officer Academy in conjunction with the Prescott Area Fire Training Group for seven of our personnel.

### Training Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 118,898	\$ 151,112	\$ 153,340
Supplies	2,665	4,250	4,080
Other Services & Charges	9,910	10,794	18,382
<b>Total</b>	<b>\$ 131,473</b>	<b>\$ 166,156</b>	<b>\$ 175,802</b>

### Training Staffing Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Authorized Staffing Level	1.00	1.00	1.00
Training Division Chief	1.00	1.00	1.00

# FY2012 BUDGET

## FIRE

**Significant Expenditure Changes:** There are no significant expenditure changes in this division for FY2012.

### Emergency Medical Services

**Division Mission:** To provide coordination, training, and support services to facilitate professional pre-hospital care from the Prescott Fire Department.

**Goal:** To provide Basic and Advanced Life Support to those in need of medical care.

**Strategy:** To provide rapid Emergency Medical Services and community based training programs in CPR and First Aid.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of citizens trained in CPR and First Aid	1,604	1,400	1,500
Number of Basic and Advanced Life Support responses	4,710	4,750	4,940

#### Prior Year Results and Outcomes

Responded to 4,615 EMS calls (54% of total calls).

Trained 1,441 citizens in CPR.

Enrolled two personnel in Paramedic Training (to be completed June 2013).

Certified two new Paramedics in April 2011.

Hired two Certified Emergency Paramedics.

Partnered with Yavapai College to provide "in-house" required biannual Paramedic Refresher training at a significantly decreased cost.

Combined our on-line training contract to include Fire/EMS/OSHA requirements at a decreased annual contract rate.

Approximately 2,500 hours of Basic and Advanced Life Support continuing education and recertification training.

#### Emergency Medical Services Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 33,529	\$ 27,026	\$ 28,907
Supplies	22,739	25,256	26,031
Other Services & Charges	26,483	22,811	34,204
<b>Total</b>	<b>\$ 82,751</b>	<b>\$ 75,093</b>	<b>\$ 89,142</b>

# FY2012 BUDGET

## FIRE

**Significant Expenditure Changes:** There are no significant expenditure changes in this division for FY2012.

### Technical Services

**Division Mission:** To provide regional leadership, training, and specialized equipment to facilitate well-trained, professional, and safe specialty teams that respond to hazardous materials incidents, high and low angle rope rescue, confined space, structural collapse, swift water and lake rescue, and aircraft rescue firefighting.

**Goal:** To ensure the preparedness of response with respect to Technical Services which includes Regional Hazardous Materials Team (Haz-Mat), Regional Technical Rescue Team (TRT) and Aircraft Rescue Firefighting (ARFF).

**Strategy:** To meet OSHA, NFPA and PFD standards as it relates to safe operations; evaluate current equipment, identify deficiencies and act on needs identified; maintain personnel staffing levels who meet the qualifications as Technician; and ensure personnel meet annual training requirements and documentation.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of monthly drills/meetings/training TRT Haz Mat	2 1	3 1	3 1
% of time annual live fire certification is met for ARFF personnel	100%	100%	100%
Preparation of annual report on personal protective equipment and serviceability of all equipment and vehicles TRT Haz Mat ARFF	1 1 1	1 1 1	1 1 1
% of time minimum staffing level of one qualified technician is assigned to TRT (Station 74) Haz Mat (Station 75) ARFF (Station 73)	100 100 97	100 100 97	100 100 95
% of time staffing level allows airport coverage by ARFF Engineer 24/7	65%	65%	TBD
Number of regional training classes conducted by PFD certified TRT technician instructors	1	0	1

### Prior Year Results and Outcomes

#### Hazardous Materials

Responded to 2 major Hazardous Materials incidents.

Implemented online monthly training.

# FY2012 BUDGET

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## FIRE

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Haz-Mat exercise with DPS Bomb Squad and Arizona's National Guard's 91<sup>st</sup> Civil Support Team.

Participated in 12 monthly Haz-Mat drills.

### Technical Rescue

Conducted a Fall and Spring Regional TRT Exercise.

Conducted 36 Regional TRT Drills; up from 16 last year.

Implemented online monthly training for personnel.

Tower Rescue certification, Swift Water Rescue Training Renewal, Confined Space Entry requirement.

Developed and issued regional "All Risk" credentialing cards.

Secured an ATV Grant.

Purchased a Trench Rescue Trailer on a Grant.

Secured a specialty equipment grant for regional partners.

Participated in the Joint Regional TRT Coordination Group.

Participated in 12 meetings.

1,112.5 hours of training.

### Aircraft Rescue Fire Fighting (ARFF)

Conducted 990 hours of Aircraft Rescue and Firefighting training.

12 ARFF certifications in live ARFF training.

Passed the annual FAA ARFF audit and timed drill.

Developed and implemented ARFF, TRT and Haz-Mat on line in-house training.

Participated in live fire training at Davis-Mathon Air Force Base.

Responded to 35 ARFF related calls.

### **Technical Services Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Supplies	\$ 2,269	\$ 1,040	\$ 3,140
Other Services & Charges	23,481	1,695	7,647
<b>Total</b>	<b>\$ 25,750</b>	<b>\$ 2,735</b>	<b>\$ 10,787</b>

# FY2012 BUDGET

## FIRE

**Significant Expenditures Changes:** The significant increases that can be seen in both Supplies and Other Services & Charges when comparing the FY2012 budget to the FY2011 estimated endings is the result of decreased spending in FY2011. Divisions made every effort to purchase only when completely necessary.

### Wildland Fire Crew

**Division Mission:** To provide a comprehensive wildland and all-hazard program that prevents the loss of life and property for all people of our community. This is accomplished through public education, wildland code enforcement, vegetation management, training, and prompt response to wildland or all-hazard incidents.

**Goal:** To provide wild land fire mitigation services to the community.

**Strategy:** To reduce the threat from wildland fire through education, risk assessments, fuel reduction and response to wildland fire.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of interagency training simulations conducted	3	3	3
Number of Work Order Assessments	148	150	150
Number of Red Zone Assessments	356	475	500
Number of Code Enforcement Assessments	59	50	75
Total acres assessed	28	30	30
Number of residences treated	193	250	250
Total residential acres treated	97.25	145	150
Total City owned property treated in acres	26	20	50
Total other open space treated in acres	0	20	20
Total acres treated	222.25	275	275
Tons of vegetation processed	2,563	2,600	2,600
Acres of vegetation processed	71	75	75
Number of trees felled	101	125	125
Number of days involved in wildfire suppression	81	90	90
Number of participants in public education events	367	515	525
Number of participants in the Arizona Wildland and Incident Management Academy	750	702	700

### Prior Year Results and Outcomes

Completed 179 detailed home assessments.

Treated 21 homes for defensible space.

Completed 380 Red-Zone home assessments.

Completed 458 chip jobs for home owners.

Cut and removed 131 dead trees for home owners.

# FY2012 BUDGET

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## FIRE

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Completed 10 acres of fuel reduction on City of Prescott open space.

Completed 44 vegetation inspections for new construction.

Treated 325 total acres within the Prescott Basin.

Successfully obtained two additional fuels mitigation grants to support the Wildland division. One Western Bark Beetle 100% grant and one Title III Hazardous Fuels State 100% grant.

Granite Mountain Hot Shots spent 115 days fighting wildland fires across the country.

Trained 297 1st and 2nd Grade students on defensible space techniques (12 classes).

Trained 14 citizens in home assessment techniques in Hidden Valley.

Trained 15 students (landscapers) in defensible space techniques through U of A cooperative extension classes.

Attended 4 HOA Firewise committee meetings on public education programs such as Ready, Set, Go, Defensible space, and evacuation procedures.

Attended National Night Out meetings in Timber Ridge, Los Pinos, and the Village.

Gave presentation to city council on the new Ready, Set, Go program that was implemented in year 2009.

### **Wild Land Fire Crew Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 992,403	\$ 992,107	\$ 965,217
Supplies	40,066	75,900	73,735
Other Services & Charges	171,698	161,393	129,112
Cost Recovery	<u>(1,138,108)</u>	<u>(1,147,916)</u>	<u>(1,105,811)</u>
Total	<u>\$ 66,059</u>	<u>\$ 81,484</u>	<u>\$ 62,253</u>

# FY2012 BUDGET

## FIRE

### Wild Land Fire Crew Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	12.83	13.00	13.00
Wildland Division Chief	0.83	1.00	1.00
Wildland Captain	1.00	1.00	1.00
Wildland Crew Supervisor	1.00	1.00	1.00
Squad Boss	3.00	3.00	3.00
Code Enforcement Officer	1.00	1.00	1.00
Fuels Tech/Wild Land FF	3.00	3.00	3.00
Wildland Crew (Seasonal)	3.00	3.00	3.00

**Significant Expenditures Changes:** There are no significant expenditure changes for this division in FY2012.

### Disaster Preparedness

**Division Mission:** To provide local and regional leadership in disaster preparedness services to the community that will mitigate any potential emergency as well as providing for emergency management services during any disaster.

**Goal:** To participate with Yavapai County Division of Emergency Management as a unified emergency management partner to mitigate and conduct training for potential disasters.

**Strategy:** To prepare for and conduct annual disaster management sessions and update policies and procedures to position the City of Prescott to mitigate all disasters as well as to follow federal law in the recouping of funds expended on disaster management.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Conduct a minimum of two disaster preparedness exercises	2	4	3
Number of updates for COP Emergency Operations Manual	1	1	1
Number of annual disaster preparedness training programs conducted	4	6	4
Number of City Hazardous Mitigation Plan updates	0	1	1
Number of Airport Emergency Operations Plan updates	0	1	1

### Prior Year Results and Outcomes

Completely rewrote the Airport Emergency Plan as required by FAA.

Updated the City Hazardous Mitigation Plan as required by the State of Arizona.

# FY2012 BUDGET

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## FIRE

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Conducted 3 All Hazard training programs.

Conducted 2 Interagency Wildfire Drills.

Updated the City of Prescott Disaster Procedures.

Maintained compliance with the National Incident Management System.

### **Disaster Preparedness Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Other Services & Charges	\$ 14,283	\$ 14,278	\$ 17,192

**Significant Expenditures Changes:** This charge, which is based on population, is in accordance with an agreement with Yavapai County.

# FY2012 BUDGET

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## REGIONAL COMMUNICATIONS

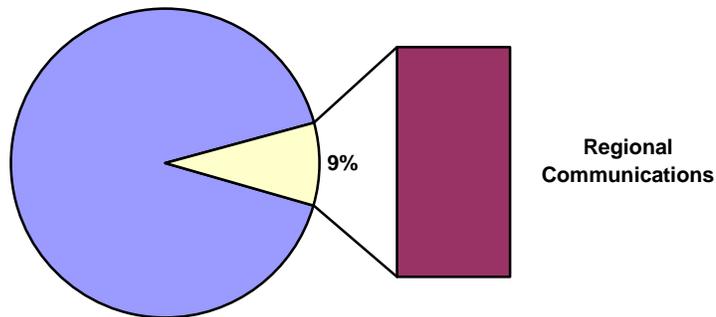
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The Prescott Regional Public Safety Communication Center is the emergency answering point for three police agencies and six fire agencies. The regional center concept has the advantage of real time communications between partnering agencies. The Center answers over 20,000 telephone calls per month. Over 7,000 calls for service are dispatched per month.

Prescott Regional Public Safety Communications Center includes the following partners: Prescott Police Department, Prescott Fire Department, Prescott Valley Police Department, Central Yavapai Fire District, Yavapai College Police Department, Chino Valley Fire District, Groom Creek Fire District, and Williamson Valley Fire District. The Communication Center is a 24 hour operation staffed by 30 civilian employees who are cross trained to handle Police, Fire and EMS emergency calls.

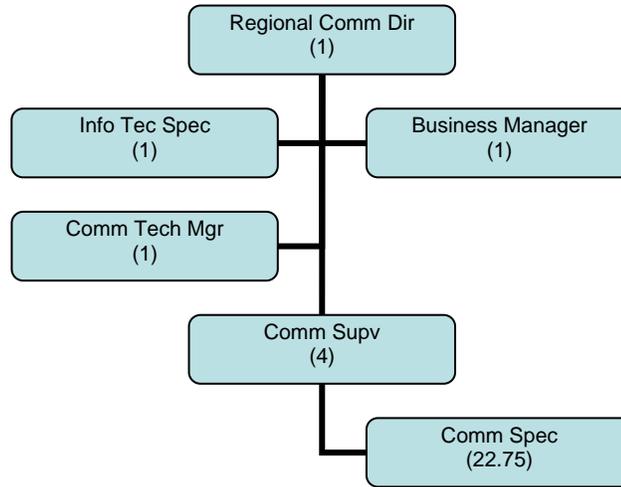
**DEPARTMENT MISSION:** The mission of the Prescott Regional Communications Center is to provide superior Public Safety services to citizens, firefighters and officers through life saving techniques, accurate receipt and relay of critical information and expedient dispatch of Fire and Police personnel.

**% of General Fund Operating Budget**



# FY2012 BUDGET

## REGIONAL COMMUNICATIONS



**Goal:** 100% of all 911 calls arriving at the PRCC will be answered within ten seconds; and 100% of all 7/10 digit emergency lines will be answered within ten seconds.

**Strategy:** Provide training, equipment and staffing to adequately comply with this National Standard. Implement quality assurance guidelines to ensure that goals are met and track, chart and distribute standard data on a monthly basis to partners and key personnel.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
% of 911 calls answered within ten seconds (Goal 100%)	99.7%	100.0%	100.0%
% of all 7/10 digit emergency calls within ten seconds (Goal 100%)	99.7%	100.0%	100.0%

**Goal:** Dispatch 100% of high priority, emergency Police, Fire and EMS calls within 60 seconds of the 911 call for service.

**Strategy:** Provide training and staffing to adequately comply with this National Standard. Implement quality assurance guidelines to meet the 60 second goal and track, chart and distribute data on a monthly basis to partnered agencies and key personnel.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
% of Fire/EMS calls dispatched within 60 seconds (Goal 100%)	56.7%	70.0%	75.0%
% of Police calls dispatched within 60 seconds (Goal 100%)	30.0%	70.0%	75.0%

### Prior Year Results and Outcomes

Answered a total of 171,590 emergency and 911 calls during the 2010 CY. More than 56% of our 911 calls for service now come from cell phones.

Answered a total of 297,705 emergency and non-emergency phone calls during the 2010 CY.

Dispatched emergency responders to 84,313 emergency calls for service during the 2010 CY.

## **FY2012 BUDGET**

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### **REGIONAL COMMUNICATIONS**

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All personnel NIMS (ISC100, 200, 700 and 800) compliant. Yavapai County was evaluated by the State on July 2<sup>nd</sup> for the 4<sup>th</sup> of July event for compliance with NECP Goal #2. Outcome to be determined and presented in August 2011.

Radio Infrastructure project 85% complete (build-out 97% complete):

Completed the first phase of the infrastructure project finishing the construction process of all site buildings and a temporary site on Indian Hill.

Installed all microwave equipment and related site hardware/equipment to facilitate a complete fault tolerant microwave ring.

Deployed PD Channel 2 and Channel 1 into the new infrastructure to allow for 7 RX sites, voting to a single transmitter which has increased officer safety and the ability for the system to hear anywhere in the city.

Provided reliable radio communications in the lower floor of the PD which was non-existent; the installation of the new system provides for redundancy and back up scenarios to be leveraged.

Took measures to provide monitoring, alarming and installation of redundant system to better protect the Centers radio needs during a failure.

Deployed 70 new portable radios to PD and a total system re-program of the entire PD fleet with multiple changes along the way.

Procured, installed and tested 7 Fire MDC installs; installed and tested 7 new mobiles in PD vehicles.

Completed the office and workspace build-out for the radio shop.

Interfaced with other departments in the City to provide design and technical advice for current and future needs.

Assisted the Central Garage in the repair and trouble shooting of emergency vehicle radios, lights and other code 3 devices.

Prescott Police Has 22 MDC's installed and operational; ACJIS tested for State interface – complete; training of all officers complete.

Prescott Valley Police has 50 MDC's installed and operational; ACJIS tested for State interface – complete; training of all officers complete.

Conducted 3 hiring processes for Communications Specialist, 1 hiring process for Communications Specialist – Lead and one process for Communications Director.

# FY2012 BUDGET

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## REGIONAL COMMUNICATIONS

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### Regional Communications Expenditure Summary

	FY10 Actual	FY11 Est End	FY12 Budget
Personnel	\$ 2,048,861	\$ 2,059,062	\$ 2,080,005
Supplies	15,439	12,364	18,200
Other Services & Charges	227,606	250,814	289,843
Capital Outlay/Projects	(11,750)	223,562	526,790
Total	\$ 2,280,156	\$ 2,545,802	\$ 2,914,838
Capital Outlay/Projects			
Radio Infrastructure			426,790
Partners Capital Contingency			100,000
Total Capital Outlay/Project			\$ 526,790

### Regional Communications Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	32.17	32.47	32.18
Wildland Division Chief*	0.17	0.00	0.00
Regional Comm. Director	1.00	1.00	1.00
Communications Tech Mgr	0.00	1.00	1.00
Info Technology Specialist	1.00	1.00	1.00
Communication Supv.	4.00	4.00	4.00
Communications Spec.	23.75	22.75	22.75
Business Manager	0.00	1.00	1.00
Administrative Assistant	1.00	0.00	0.00
Comm. Spec - Temp	1.25	1.72	1.43

**Significant Expenditure Changes:** There are no significant expenditure changes in this division for FY2012. Information regarding capital items can be found in the Capital Improvement Plan area of this budget book.

# **FY2012 BUDGET**

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## **SPECIAL REVENUE FUNDS**

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STREETS AND OPEN SPACE FUND

TRANSIENT OCCUPANCY TAX FUND

IMPACT FEES FUNDS

CAPITAL IMPROVEMENT FUND

GRANTS

MISCELLANEOUS GIFTS AND DONATIONS

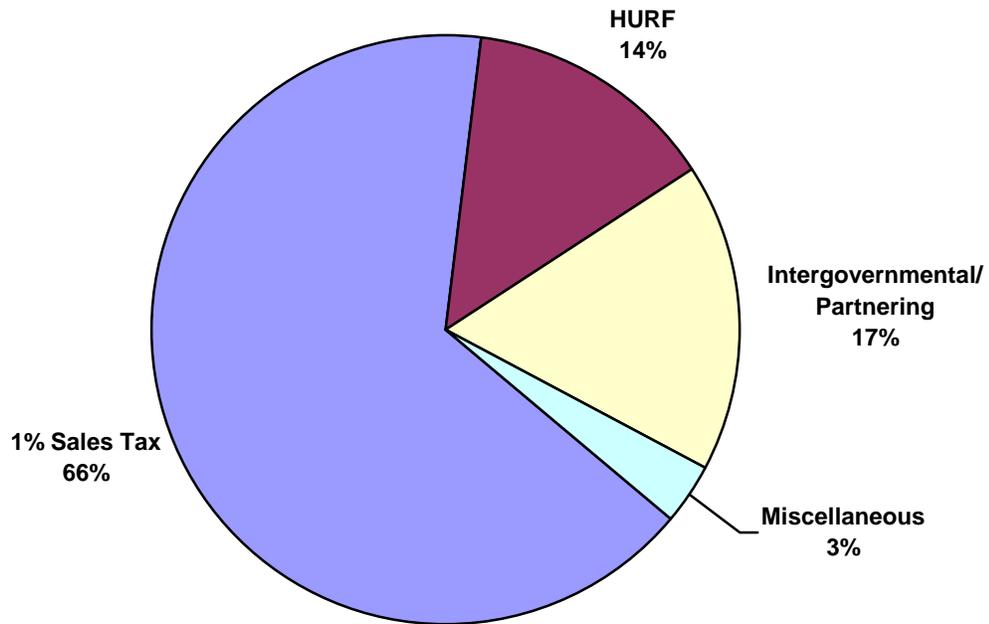
# FY2012 BUDGET

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## STREETS AND OPEN SPACE FUND

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Effective FY2011 the Highway Users Revenue Fund and the Streets and Open Space Fund were combined into one fund – Streets and Open Space Fund. The main sources of revenue for this fund are the 1% sales tax and the Highway User's Revenue issued as state shared revenue. These revenues will provide the funding for street construction and maintenance along with any acquisitions of open space that may arise.



The following table illustrates the activity of this fund for FY2010, Revised Estimates for FY2011 and FY2012 Budget Projections.

# FY2012 BUDGET

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## STREETS AND OPEN SPACE FUND

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Summary of Fund			
	FY10 Actual	FY11 Estimate	FY12 Budget
Beginning Cash, 7/1	\$ 2,809,728	\$ 15,522,259	\$ 19,095,263
Revenues			
1% Tax	11,711,275	11,545,000	11,545,000
Highway User Revenue	3,034,115	2,934,709	2,485,394
Intergovernmental/Partnering	2,886,540	1,758,247	2,955,100
Build America Bond Subsidy	115,374	312,290	308,974
Street Light Fees	216,971	220,721	225,135
Interest Income	154,920	158,211	50,000
Miscellaneous	293,685	7,147	2,000
Total Revenues	\$ 18,412,880	\$ 16,936,325	\$ 17,571,603
Adjustments/Other Revenue Sources			
Debt Proceeds	\$ 18,250,000	\$ 6,785,000	\$ -
Transfers In/Out (Net)	69,337	67,500	299,775
Total Adjustments/Other Sources	\$ 18,319,337	\$ 6,852,500	\$ 299,775
Total Funding Sources	\$ 36,732,217	\$ 23,788,825	\$ 17,871,378
Expenditures	(24,019,686)	(20,215,821)	(35,850,323)
Ending Cash, 6/30	\$ 15,522,259	\$ 19,095,263	\$ 1,116,318

Cash available as of July 1, 2011 is estimated at \$19,095,263. This amount along with the anticipated funding sources of \$17,871,378 is available to fund operating costs for street operations, capital outlay and projects that may be deemed necessary for this fund. The estimated expenditures for FY2012 total \$35,850,323. This leaves an estimated ending balance of \$1,116,318.

### Funding Sources

**Sales Tax:** On September 26, 1995 the voters of Prescott approved increasing the sales tax rate from 1.0% to 2.0% for the purpose of street repairs and improvements for a ten year period effective January 1, 1996. Total revenue from the 1% sales tax increase was initially projected at \$54.5 million for the ten-year authorization, assuming no growth in collections, or about \$5.5 million per year. Collections have outpaced the initial forecast – by FY2012, the annual revenue had increased to \$11.5 million.

In May 2000 voters approved extension of the 1% sales tax through December 2015, with the use of proceeds expanded to include acquisition of open space. A schedule for acquisition of specific properties and associated financing plan has not yet been adopted.

City staff once again went to the voters in September 2009 to ask for an extension of the sales tax that is scheduled to sunset in December 2015. Voters overwhelmingly approved this request and the 1% sales tax will convert to .75% sales tax for street purposes only beginning January 2016.

# FY2012 BUDGET

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## STREETS AND OPEN SPACE FUND

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**Arizona Highways Users Revenue:** The 2011-12 revenue estimate of \$2,485,394 is provided by the State and is lower than the FY2011 revised estimate by \$449,315 or 15.3%. The distribution formula provides for 50.0% of the Highway Users Revenue to go to the Arizona Department of Transportation, 20.0% to the counties and 30.0% to the cities and towns. Revenue allocated from the 30.0% share to incorporated cities is distributed on the basis of (a) one-half based on the city's population relative to statewide population of incorporated cities and towns and (b) one-half, first, on the basis of county origin of sales of motor vehicle fuel, and secondly, on the basis of the city's population relative to county-wide population of incorporated cities.

**Intergovernmental/Partnering:** Intergovernmental Partnering revenues included in this fund relate to the Central Yavapai Municipal Planning Organization monies that will be reimbursed to the City of Prescott by the participating governmental entities. These participants include – Prescott Valley, Chino Valley and Yavapai County. Also included are contributions from the County for major street projects and FEMA related projects.

**Build America Bond Subsidy:** This is the amount of interest that has been rebated through the issuance of Build America Bonds for the SR89A/Side Road Interchange project in FY2010. For auditing purposes, the reduction in interest costs on the bonds is being recorded as revenue.

**Street Light Fee:** This fee, which was implemented during FY1995, is projected to bring in \$225,135. The fee is based on \$.75 per residence or commercial unit and \$.75 per unit for multi-family structures. The purpose of this fee is to help offset electrical costs for street lights located throughout the City of Prescott.

**Interest Earnings:** This amount is interest earned on the cash balance in the fund. It is a difficult estimate to make due to the fluctuation of cash balances and the interest rates.

**Miscellaneous Revenues:** These are unanticipated revenues that may arise during the fiscal year.

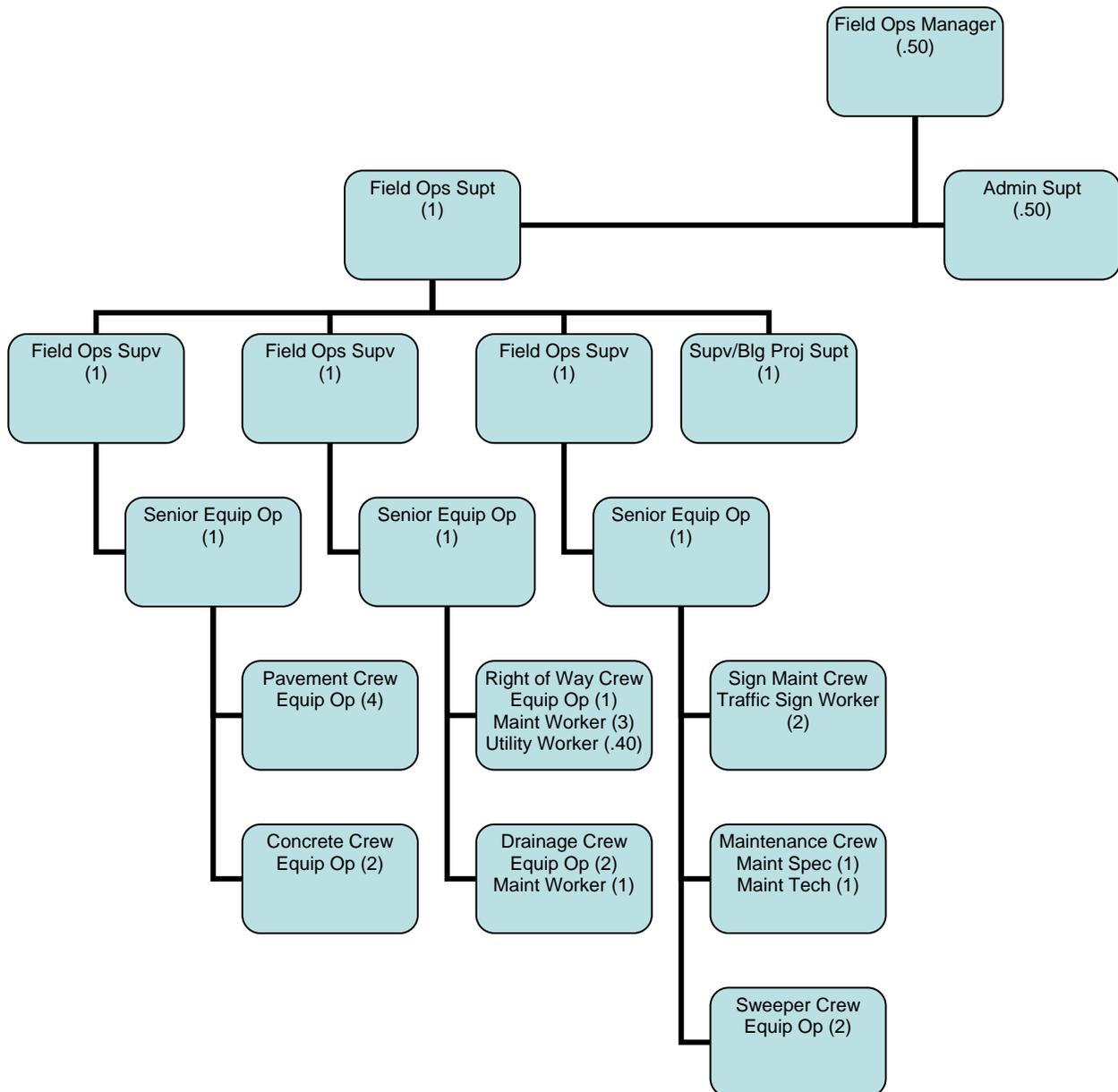
<b>Streets and Open Space Fund</b>			
<b>Consolidated Expenditure and Staffing Level Summary</b>			
	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Est End</b>	<b>Budget</b>
Personnel	\$ 2,293,342	\$ 2,523,485	\$ 2,581,958
Supplies	537,603	681,029	615,983
Other Services & Charges	1,971,279	2,380,132	2,376,085
Debt Service	332,590	446,129	2,352,781
Capital Outlay/Projects	<u>18,884,872</u>	<u>14,185,046</u>	<u>27,923,516</u>
Total	\$ 24,019,686	\$ 20,215,821	\$ 35,850,323
Authorized Staffing Level	37.24	37.04	38.30
Streets Projects Admin	0.20	1.00	1.00
CYMPO	2.50	2.50	2.50
Streets Maintenance	29.54	28.54	29.80
Transportation Services	5.00	5.00	5.00

# FY2012 BUDGET

## STREETS AND OPEN SPACE FUND

### Street Operations

**Division Mission:** To provide the citizens of the City of Prescott and visitors with well-maintained streets and alleys. To improve the quality of life enjoyed by our citizens by providing dust abatement measures. Furthermore, it is our goal to carry out our duties in a safe, courteous, and cost-effective manner.



# FY2012 BUDGET

## STREETS AND OPEN SPACE FUND

**Goal:** To apply dust suppression membrane to the unpaved roads in the City providing safe, dust-free ingress and egress to the citizens of the City of Prescott. To improve service to the citizens of the City by proactively planning and implementing timely and efficient repairs to streets, averting the need for reconstruction where possible, by coordination with City Engineering Services and use of the maintenance management system.

**Strategy:** Recycle used asphalt (millings) into a dust suppression membrane for application on dirt roads. To continuously maintain dialog with the Utilities and Engineering Departments, aggressively pursuing preventative maintenance while coordinating efforts and sharing resources.

<b>Workload Indicators</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Lane-miles of paved streets maintained	510	520	596
Miles of unpaved streets graded	6	0	0
Miles of unpaved alleys graded	9	9	0
Lineal feet of piped drainage ways	55,000	55,750	56,000
Lineal feet of open drainage ways	927,000	927,000	927,000
Number of drainage structures	2,350	2,350	2,350
Number of potholes repaired	270	308	250
Number of work requests from public	1,398	1,815	1,400
<b>Performance Measures</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Ratio of [scheduled work:work accomplished] Target: 75%	40%	75%	75%
Pavement quality index (PQI) of major thoroughfare system Target: 7.1	67.9	67.9	67.9

### Prior Year Results and Outcomes:

Responded to 16 emergency storm response events.

Worked 5,452.5 hours on emergency storm response in FY 2011.

Maintained 576 miles of paved streets.

Swept 9,600 miles of streets.

Replaced and repaired 1,286 traffic control and street signs.

# FY2012 BUDGET

## STREETS AND OPEN SPACE FUND

### Streets Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 1,620,381	\$ 1,799,227	\$ 1,869,169
Supplies	587,275	643,500	593,500
Other Services & Charges	815,588	551,404	786,994
Capital Outlay/Projects	-	25,113	182,000
Total	\$ 3,023,244	\$ 3,019,244	\$ 3,431,663
Capital Outlay/Projects			
Flail Mower			\$ 105,000
Asphalt Recycler			65,000
Asphalt Hot Box			12,000
Total Capital Outlay/Projects			\$ 182,000

### Streets Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	29.54	28.54	29.80
Field Operations Mgr*	0.14	0.14	0.50
Field Operations Supt	1.00	1.00	1.00
Field Operations Supv	3.00	3.00	3.00
Administration Supt*	1.00	1.00	0.50
Supv/Bldg Project Supt	0.00	1.00	1.00
Management Analyst	1.00	0.00	0.00
Maintenance Specialist	1.00	1.00	1.00
Administrative Assistant	1.00	0.00	0.00
Landscape Coordinator**	0.00	0.00	0.70
Maintenance Technician**	1.00	1.00	1.70
Senior Equip Operator	3.00	3.00	3.00
Traffic Control Worker	2.00	2.00	2.00
Equipment Operator	11.00	11.00	11.00
Maintenance Worker	4.00	4.00	4.00
Utility Worker**	0.40	0.40	0.40

\*Remainder is charged to Solid Waste.

\*\*30% of Landscape Coordinator and one Maintenance Tech is charged to Parks Maintenance

\*\*\*Utility Worker also charged to Water Distribution (45%) and Wastewater Collection (35%).

**Significant Expenditures Changes:** Other Services & Charges exhibits a 42.7% increase when comparing the FY2012 budget to the FY2011 estimated endings. This can be tied to the larger cost

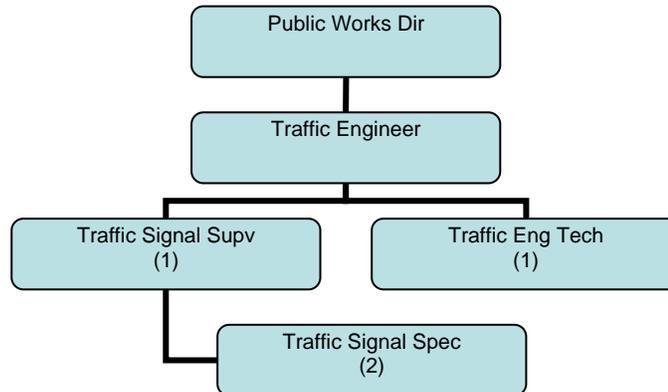
# FY2012 BUDGET

## STREETS AND OPEN SPACE FUND

recovery budget for auditing & accounting. These charges were previously being charged in another division of this fund.

### Transportation Services

**Division Mission:** Facilitate safe and efficient vehicular and alternate mode traffic circulation within the City street system through transportation planning, traffic engineering, and traffic operations including traffic signals, signing, and marking.



**Goal:** To provide for the safe, efficient and convenient movement of persons and goods by coordination of planning, geometric design and traffic operation of roads, streets, abutting lands and other modes of transportation.

**Strategy:** Install and maintain traffic signs, traffic signals and pavement markings in order to improve traffic safety, and minimize delay and City liability. Evaluate existing traffic control facilities for adequacy. Review roadway construction and development plans for conformance with current national, state and local traffic engineering and highway design policies and guidelines.

Performance Measures	FY10 Actual	FY11 Estimate	FY12 Forecast
Traffic signals maintained (intersections)	50	50	52
Roundabouts maintained (intersections)	3	4	4
Traffic signs maintained	31,000	31,250	31,250
Service requests	145	155	155
Traffic volume counts (each)	120	255	210

#### Prior Year Results and Outcomes

Maintenance/Infrastructure Projects:

Implemented time-of-day signal timing improvements along SR89 at Prescott Lakes Parkway and Rosser St. to provide improved peak hour mainline flow.

Maintained 50 traffic signals and 4 roundabouts.

## **FY2012 BUDGET**

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### **STREETS AND OPEN SPACE FUND**

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Maintained City wide roadway markings through the annual striping contract.

Installed street light mounted Christmas decorations.

Assisted with the Old Golf Club Project Renovation - electrical tenant improvements.

Assisted with the Golf Cart Barn Project – electric conversion and conduit installation.

Constructed ADA Ramp Installations for the Dexter Neighborhood Grant project

Project Design and Construction:

Prescott Lakes Parkway Roundabout primary electric power conduit installation.

Constructed the Prescott Lakes Parkway Roundabout advanced warning beacon.

Provided primary electric inspection services for the SR89 T.I Project.

Willow Creek @ Commerce Drive - traffic signal project design commences.

Willow Creek @ Prescott Honda - traffic signal project design commences.

West Gurley Street Pedestrian Enhancement (Transportation Enhancement Grant) awarded at \$420K under the FHWA Transportation Grant (SAFETEA-LU) program.

Traffic Analysis/Studies/Plan Review:

ADOT SR89 Widening PA – IGA and \$50K Joint Project approval.

Sundog Connector Road Planning Assistance for Rural Area (PARA) grant awarded \$150K under the ADOT grant program.

Willow Creek Road Planning Assistance for Rural Area (PARA) grant awarded \$150K under the ADOT grant program.

Provided sign locations and details for the HSIP program awarded at \$227K under the ADOT grant program – through CYMPO affiliation.

Authored the DRAFT Low Water Crossing Policy.

Staff liaison for the Transportation Coordinating Committee.

Conducted 8 multi-way stop warrants, 2 protected left turn arrow warrants, 3 traffic signal warrants, 5 speed studies and 3 crosswalks studies.

FY11 Annual Traffic Count Contract work completed.

Reviewed and processed 5 traffic impact analysis reports for new developments.

Reviewed and approved 102 construction traffic control plans.

Provided traffic control plans and/or plan review for over 46 special events.

Responded to 117 traffic requests.

# FY2012 BUDGET

## STREETS AND OPEN SPACE FUND

### Transportation Services Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 428,144	\$ 425,452	\$ 425,255
Supplies	17,235	17,546	19,335
Other Services & Charges	350,561	324,815	310,044
Capital Outlay/Projects	39,079	35,000	217,000
<b>Total</b>	<b>\$ 835,019</b>	<b>\$ 802,813</b>	<b>\$ 971,634</b>
Capital Outlay/Projects			
Intersection Signalization Project			\$ 175,000
Signal Replacement Equipment			25,000
Street Lights			10,000
General Plan Update			7,000
<b>Total Capital Outlay/Projects</b>			<b>\$ 217,000</b>

### Transportation Services Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	5.00	5.00	5.00
Traffic Engineer	1.00	1.00	1.00
Traffic Signal Supervisor	1.00	1.00	1.00
Traffic Engineering Tech	1.00	1.00	1.00
Traffic Signal Specialist	2.00	2.00	2.00

**Significant Expenditure Changes:** There are no significant expenditure changes in this division.

### Street Project Administration

**Division Mission:** To plan, design, build, and maintain transportation infrastructure for residents, businesses and departments of the City; and provide superior service in meeting customer needs with pride and professionalism in a cost effective manner.

# FY2012 BUDGET

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## STREETS AND OPEN SPACE FUND

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### Streets Project Administration Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 223,812	\$ 278,189	\$ 287,534
Supplies	2,045	5,759	3,148
Other Services & Charges	1,452,659	1,503,913	1,279,047
Debt Service	332,590	446,129	2,352,781
Capital Outlay/Projects	20,018,676	14,124,933	27,524,516
Total	\$ 22,029,782	\$ 16,358,923	\$ 31,447,026

### Streets Projects Administration Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	2.70	3.50	3.50
Public Works Director*	0.20	0.30	0.30
Senior Project Manager**	0.00	0.70	0.70
CYMPO Administrator	1.00	1.00	1.00
CYMPO Program Manager	0.50	0.50	0.50
CYMPO Program Coord.	1.00	1.00	1.00

\*Public Works Director also charged to Water Administration (35%),  
and Wastewater Administration (35%).

\*\*20% of Senior Project Manager is charged to Water Administration  
and 10% to Wastewater Administration.

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# FY2012 BUDGET

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## STREETS AND OPEN SPACE FUND

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### Streets and Open Space Projects Capital Outlay/Projects

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#### CYMPO Projects:

Highway Safety Improvement Program	\$ 600,000
CYMPO Operations	252,903
CYMPO Long Range Planning	92,600
Transit FTA Sec 5303 Grant	92,390
FTA Grant Management	35,000
Williamson Valley Road	6,900,000
Pavement Preservation	4,315,272
Senator Highway Reconstruction	3,734,753
Park Avenue Reconstruction	2,257,616
Rosser Reconstruction	2,049,256
Mt Vernon (Gurley-Senator Highway)	1,847,935
Clubhouse Dr Relocation	700,000
Yavapai Hills Drainage	550,000
Blackhawk Subdivision	550,000
Cliffrose - Marvin Gardens Drainage	534,000
Open Space	500,000
Cliffrose - Boardwalk/Adult Center	356,000
Willow Creek Wall Repair	250,000
Willow Creek Channel Improvements	235,000
NPDES PHII Implementation	217,600
SR89/Phippen Roundabout	200,000
Jovian Dr/North Fork of Granite Creek	180,000
Aerial Images	175,000
Ruger Road Realignment	150,000
Annual Pavement Markings	150,000
FEMA Flood Insurance Map Update	140,000
Engineering & Safety Projects	80,000
Overland Trail Bridge Reconstruct	75,000
City Shop Underground Storage Tank Release Cleanup	60,667
SR89 Widening - Design Concept	50,000
Unpaved Streets	50,000
Walker Road Rehab (SR69-City Limits)	50,000
Pavement Management System	30,000
Stormwater Management Construction Projects	25,000
Sidewalks - ADA Compliance	25,000
SR89A/Side Road	8,524
Traffic Calming - Various Streets	5,000
<b>Total Capital Outlay/Projects</b>	<b>\$ 27,524,516</b>

**Significant Expenditure Changes:** Other Services & Charges shows a 15.0% decrease when comparing the FY2012 budget to the FY2011 estimated endings. This can be tied to the lower cost recovery budget for auditing & accounting. These charges are now being charged to another division of this fund.

# FY2012 BUDGET

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## TRANSIENT OCCUPANCY TAX FUND

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The Transient Occupancy Tax (Bed Tax) Fund is limited by ballot language to tourism promotion and recreational development.

Traditionally the portion of revenues allocated towards recreation development has been used to improve or expand parks, which serve tourists.

Bed tax revenue for FY2012 is estimated to produce \$528,124. Additionally, \$123,500 is anticipated in the form of parks and recreation charges for hosting several softball tournaments.

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Beginning Cash Balance, 7/1	\$ 104,663	\$ 122,532	\$ 128,844
Revenues			
Transient Occupancy Tax	462,709	520,000	526,624
Parks and Rec Charges	26,442	72,000	123,500
Senior Olympics Donations	15,824	-	-
Audits, Penalties and Interest	782	17,465	1,500
Total	\$ 505,757	\$ 609,465	\$ 651,624
Expenditures/Transfers	\$ (487,888)	\$ (603,153)	\$ (780,468)
Ending Cash Balance, 6/30	\$ 122,532	\$ 128,844	\$ -

### Expenditures:

In FY2012 staff is budgeting to spend the available funding of \$780,468. No specific projects have been assigned to this fund and will be determined at a later date.

## FY2012 BUDGET

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### IMPACT FEE FUNDS

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The City currently has nine impact fee accounts; however, water and wastewater buy-in fees are included within the Water and Wastewater Funds. The remaining seven impact fees cover the areas of Park Development, Recreational Development, Library, Police, Fire, Streets and Public Buildings.

During FY2012 impact fees are based on 175 building permits for residential units. A basis of 175 building permits was used for the FY2011 revised estimates. The current policy is that if the residential growth does not produce the required revenues to fund the planned projects, the projects will have to be delayed.

**Park Development Impact Fee.** This fund was originally the Neighborhood Parks Fund and was changed to Park Development Fund at the time the overall impact fee system was developed. Primarily, it has been used to expand the use of existing facilities for growth related purposes.

Park Development Impact Fee			
	FY10	FY11	FY12
	Actual	Estimate	Budget
Beginning Cash Balance, 7/1	\$ 1,225,118	\$ 1,407,476	\$ 1,445,076
Revenues/Transfers In	182,358	150,125	150,125
Expenditures/Transfers Out	-	(112,525)	(1,385,475)
Ending Cash Balance, 6/30	\$ 1,407,476	\$ 1,445,076	\$ 209,726

Effective March 1, 2002 the fee charged on every residential unit building permit was increased from \$500 to \$715. Projected FY2012 revenues are based on 175 residential building permits at \$715 each. Combining that revenue with the beginning cash balance of \$1,445,076 and estimated interest earnings of \$25,000 provide a total available for FY2012 of \$1,595,201.

FY2012 commitments include expanding the Kuebler Multi-Use Complex (\$712,475), Kuebler Complex Parking Lot (\$426,000), Sundog Trailhead Restroom (\$212,000), Prescott Lakes Trails Reimbursement (\$24,000) and \$11,000 toward an Impact Fee Analysis.

**Recreational Development Impact Fee.** Effective March 1, 2002 the fee charged on every residential unit building permit was increased from \$400 to \$401. All fees collected (except those prior to July 1, 1996, and interest earnings) were dedicated toward the commitment to the YMCA for the new community center partnership arrangement. During FY2001, the City fulfilled its obligation towards the \$1,000,000 commitment.

The other large commitment for this impact fee source was the construction of the new Adult Center building that was completed in FY2007.

Recreational Development Impact Fee			
	FY10	FY11	FY12
	Actual	Estimate	Budget
Beginning Cash Balance, 7/1	\$ (511,042)	\$ (426,462)	\$ (356,087)
Revenues/Transfers	84,580	70,375	70,375
Expenditures/Transfers	-	-	(6,000)
Ending Cash Balance, 6/30	\$ (426,462)	\$ (356,087)	\$ (291,712)

Revenues for FY12 include impact fees in the amount of \$70,175 and interest earnings in the amount of \$200.

# FY2012 BUDGET

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## IMPACT FEE FUNDS

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\$6,000 is budgeted in FY2012 for the Impact Fee Analysis.

**Fire Impact Fee.** Effective March 1, 2002 the fee increased from \$167 to \$525. Revenues in this area consist of fire impact fees (\$91,875), rent from Life Line Ambulance (\$22,510), and interest earned (\$7,000).

Fire Impact Fee			
	FY10	FY11	FY12
	Actual	Estimate	Budget
Beginning Cash Balance, 7/1	\$ 462,788	\$ 320,141	\$ 441,526
Revenues	143,375	121,385	121,385
Expenditures/Transfers	(286,022)	-	(8,000)
Ending Cash Balance, 6/30	\$ 320,141	\$ 441,526	\$ 554,911

The share of the Impact Fee Analysis to this impact fee is \$8,000 for FY2012.

**Library Impact Fee.** Effective March 1, 2002 the Library Impact fee increased from \$208 to \$253. FY2012 expected revenues include impact fees in the amount of \$44,275 along with interest earned in the amount of \$4,000.

Library Impact Fee			
	FY10	FY11	FY12
	Actual	Estimate	Budget
Beginning Cash Balance, 7/1	\$ 188,354	\$ 245,531	\$ 293,806
Revenues	57,177	48,275	48,275
Expenditures/Transfers	-	-	(4,000)
Ending Cash Balance, 6/30	\$ 245,531	\$ 293,806	\$ 338,081

\$4,000 is budgeted in FY2012 for the Impact Fee Analysis.

**Police Impact Fee.** Effective March 1, 2002 the fee charged on every residential unit building permit was increased from \$84 to \$589. At the end of FY2011, it is estimated that \$459,418 will be available for growth related expenditures. Anticipated revenues for FY2012 encompass impact fees totaling \$103,075 and interest earnings of \$8,500.

Police Impact Fee			
	FY10	FY11	FY12
	Actual	Estimate	Budget
Beginning Cash Balance, 7/1	\$ 551,064	\$ 360,987	\$ 459,418
Revenues	136,654	111,575	111,575
Expenditures/Transfers	(326,731)	(13,144)	(9,000)
Ending Cash Balance, 6/30	\$ 360,987	\$ 459,418	\$ 561,993

Another \$9,000 has been budgeted here in FY2012 for the Impact Fee Analysis.

# FY2012 BUDGET

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## IMPACT FEE FUNDS

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**Street Impact Fee.** This impact fee increased from \$456 to \$469 per residential unit effective March 1, 2002. Forecasted revenues for FY2012 are made up of street impact fees (\$82,075) and interest earnings (\$1,500).

Street Impact Fee			
	FY10	FY11	FY12
	Actual	Estimate	Budget
Beginning Cash Balance, 7/1	\$ 151,989	\$ 72,434	\$ 31,009
Revenues	124,977	83,575	83,575
Expenditures/Transfers	(204,532)	(125,000)	(82,500)
Ending Cash Balance, 6/30	\$ 72,434	\$ 31,009	\$ 32,084

The FY2012 budget includes a transfer (\$75,000) to Streets and Open Space Fund to go towards the Willow Creek Road Widening project that was completed several years ago. Impact fee funds will be transferred until the Streets and Open Space Tax Fund has been reimbursed. Another \$7,500 has been budgeted as part of the Impact Fee Analysis.

**Public Buildings Impact Fee.** This impact fee was the latest to be adopted by the City Council and has been set at the rate of \$275 per residential unit. The Public Buildings Impact Fee was implemented to provide funding for adequate public buildings to support the expanding population. Revenues projected for FY2012 include impact fees in the amount of \$48,125 and interest earnings in the amount of \$8,000.

Public Buildings Impact Fee			
	FY10	FY11	FY12
	Actual	Estimate	Budget
Beginning Cash Balance, 7/1	\$ 469,682	\$ 495,789	\$ 538,770
Revenues	68,633	56,125	56,125
Expenditures/Transfers	(42,526)	(13,144)	(4,500)
Ending Cash Balance, 6/30	\$ 495,789	\$ 538,770	\$ 590,395

The only project budgeted in FY2012 is \$4,500 for the Impact Fee Analysis.

# FY2012 BUDGET

## CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund was originally created by Resolution 2620 during FY1994. This Resolution was rescinded and a new policy was adopted to define the purpose of this fund. Proceeds from the sale of unneeded real estate are deposited in this fund unless the sale of property is Acker Trust or enterprise fund related. The primary source of funding has been the transfer of excess revenues over expenditures from the General Fund. The funding of the account is considered "non-renewable" so it is understood by Council that once all the money has been spent, it will take time to rebuild the balance in this account. Effective FY2011, this account is combined with the General Fund for reporting purposes.

CAPITAL IMPROVEMENT FUND			
	FY10 Actual	FY11 Estimate	FY12 Budget
Beginning Fund Balance, 7/1	\$ 9,393,775	\$ 0	\$ 0
Funding Sources			
Intergovernmental Revenue	29,500	-	-
Interest Earned	211,966	-	-
Miscellaneous	480	-	-
Transfer In	2,416,042	-	-
Total Funding Sources	\$ 2,657,987	\$ -	\$ -
Expenditures/Transfers Out			
Economic Development & Projects	2,193,327	-	-
Elks Fire Sprinkler	400,439	-	-
Grant Transfers	317,583	-	-
Radio Infrastructure	280,765	-	-
Downtown Fire Station	228,549	-	-
FAA Mandated Projects	120,463	-	-
Fire Station Refurbishment	86,704	-	-
Elks Marquee	11,196	-	-
City Hall Heating/Cooling	3,073	-	-
Transfer to General Fund	8,409,663	-	-
Total Expenditures/Transfers Out	\$ 12,051,762	\$ -	\$ -
Ending Fund Balance, 6/30	\$ 0	\$ 0	\$ 0

# FY2012 BUDGET

## GRANTS FUND

The total Grant Funds, excluding Airport grants, is funded at \$6,046,272 of which total matches from the General Fund are anticipated at a level of \$473,815.

GRANT AND PURPOSE	TOTAL PROJECT	CITY'S SHARE
<b>Federal Emergency Management Grants</b> – Homeland Security grant provides funding for a wide range of activities aimed to increase security and prepare for emergencies. Various Equipment Grants – Fire	1,030,000	-0-
<b>Judicial Collection Enhancement Fund and Fill the Gap</b> – Provides funding for court collection efforts.	152,678	-0-
<b>Arizona Humanities Council</b> – Voices of Arizona: Mexico: Prescott's "Distant" Neighbor	400	200
<b>Community Development Block Grant (CDBG)</b> – Provides funding for the following: Administration – Entitlement West Yavapai Guidance Clinic Fair Housing Education Program AARA Meals on Wheels Center of Adult Daycare Coalition for Compassion Arizona Women's Education Community Legal Services	66,960 157,840 2,500 17,500 45,000 15,000 15,000 15,000	-0- -0- -0- -0- -0- -0- -0- -0-
<b>Public Transit</b> – Money will be used as pass through funds to qualified non-profit agencies to subsidize capital costs to provide public transit services such as vehicle purchases and for new sidewalk construction.	108,000	23,250
<b>Tribal Gaming Compact Grant</b> - Compact funds provided to city for distribution to other organizations.	70,000	-0-
<b>Arizona State Parks – Historic Preservation</b> – Scholarships, maps and booklets	4,000	1,600
<b>Governor's Office of Highway Safety – Selective Traffic Enforcement</b> – Provides funding for overtime involving traffic safety and related equipment.	57,000	-0-
<b>DUI Enforcement Regional Grant</b> – Provides funding for officers' overtime costs and equipment associated with special DUI traffic enforcement assignments and underage youth liquor enforcement.	46,500	-0-
<b>Bureau of Justice Assistance Equipment Grant</b> – Provides funding for a police car, bullet proof vests, and other operational equipment. Bullet Proof Vests	13,775	6,888
<b>Miscellaneous Police Department Grants</b> – Budget to enable the Police Department to take advantage of grant opportunities that may arise during the fiscal year.	250,000	-0-
<b>Fire Department Vegetation Management Crew</b> – provides staffing for a ten-month, 13-member community wide vegetation management plan to prevent and suppress wildfires. Also includes equipment, supplies and services.	418,000	209,000
<b>Fire Department Arizona Wildland Hazardous Fuels Project</b> – Provides for mitigation of risk through reduction of fuels.	312,777	31,277

# FY2012 BUDGET

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## GRANTS FUND

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<b>Arizona Department of Transportation – Vehicle Impound Reimbursement</b> – Accounts for impound fees and related expenses.	180,000	-0-
<b>Prescott Area Narcotics Task Force</b> – Provides funding for potential drug task force operation support by SWAT	30,000	-0-
<b>Miscellaneous Library Grants</b> – Budget to enable the Library to take advantage of grant opportunities that may arise during the fiscal year.	50,000	-0-
<b>Animal Control Grant</b> – Spay/Neuter program	8,000	-0-
<b>Recovery Act Byrne Law Enforcement JAG</b> – Police funding for law enforcement equipment.	20,000	-0-
<b>Fire Department Miscellaneous Grants</b> – Budget to enable the Fire Department to take advantage of grant opportunities that may arise during the fiscal year.	100,000	-0-
<b>Fire Department Western Bark Beetle Infestation Grant</b> – Grant funding for fuels mitigation	200,000	100,000
<b>Title 3 Funding</b> - – Grant funding for fuels mitigation	75,000	-0-
<b>100 Club Fire Grant</b> – Safety enhancement stipends that support firefighter safety in Arizona	20,000	-0-
<b>Arizona Wildfire Academy</b> – Funding for wildland firefighter education and training	150,000	-0-
<b>Arizona Homeland Security</b> – Grants for equipment and training to enhance ability “to prevent, protect against, respond to, and recover from terrorist attacks and other disasters”	1,345,502	100,000
<b>Wildfire Academy Tohon</b> – Tribal grant for wildland firefighter education and training	150,000	-0-
<b>County Homeland Grants (Fire)</b> – Grants from Yavapai County or State of Arizona Emergency Management for training or equipment	10,000	-0-
<b>Federal HP Fund Clg Lo</b> - This grant funds the participation of City of Prescott’s Historic Preservation Office (a Certified Local Government- CLG) in the Statewide Historic Preservation Conference. An event that will be hosted in Prescott in 2012, and is expected to bring 400 people to the area over the course of three days	4,000	1,600
<b>COPS Hiring Recovery</b> - Department of Justice will fund all costs associated with the hiring of three full time entry-level police officer positions for a period of three years.	625,000	-0-
<b>Public Safety Stabilization</b> - Governor’s Office of Economic Recovery grant to reimburse Police and Fire Departments for overtime costs associated with maintaining daily minimum staffing levels.	13,840	-0-
<b>Miscellaneous Economic Development Grants</b> – Budget to enable the Fire Department to take advantage of grant opportunities that may arise during the fiscal year.	267,000	-0-

# FY2012 BUDGET

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## MISCELLANEOUS GIFTS AND DONATIONS FUND

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**Division Mission:** Provide an account to track any contributions for miscellaneous gifts which the City may receive as well as the expenditures made.

### Prior Year Results and Outcomes:

**Shop-with-a-Cop (Police Gift Fund)** – Coordinated and participated in the twelfth annual Shop-with-a-Cop program which provides an opportunity for disadvantaged children to shop for Christmas gifts. This year's project resulted in financial aid in the amount of \$19,898.

Summary of Fund			
	FY10	FY11	FY12
	Actual	Estimate	Budget
Beginning Cash, 7/1	\$ 218,659	\$ 213,484	\$ 193,482
Revenues			
Gifts and Donations	65,518	109,998	-
Total Revenues	\$ 65,518	\$ 109,998	\$ -
Expenditures	(70,693)	(130,000)	(193,482)
Ending Cash, 6/30	\$ 213,484	\$ 193,482	\$ (0)

**Significant Expenditure Changes:** Throughout the year, the City receives gifts and donations. Some of them are for a specific purpose such as the DARE program and library bequests, and some are unspecified.

The City is budgeting \$100,000 this year to provide spending authority for any donations/bequests that may be received.

**FY2012 BUDGET**

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**MISCELLANEOUS GIFTS AND DONATIONS FUND**

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**FY2012 BUDGET**

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**DEBT SERVICE FUND**

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# FY2012 BUDGET

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## DEBT SERVICE FUND

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The Debt Service Fund was created during FY1999 primarily as the result of the voter-approved general obligation issue for the purchase of Watson and Willow Lakes in September, 1998. Added to the debt service payments for the aforementioned project are the debt service for the Police Station building approved by the voters in 1989 and special assessment payments for Improvement Districts previously issued and to be issued in the future.

As part of the issuance of the bonds for the purchase of Watson and Willow Lakes, the remainder of the debt for the Police Station was also refunded without extending the life of the debt service (final payment was made in FY2009). There was a savings by the reissuance due to a lower interest rate being available than when the bonds were originally issued in FY1989.

Total principal and interest payments for FY2012 will be \$3,000,959 to be offset by property tax revenues for the two general obligation issues and assessments paid by property owners for Improvement Districts. Fiscal agents' fees amount to \$2,250.

### Debt Service Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Principal	\$ 1,622,151	\$ 1,692,151	\$ 2,785,044
Interest	362,369	291,090	215,915
Fiscal Agents Fee	1,259	2,250	2,250
Total	\$ 1,985,779	\$ 1,985,491	\$ 3,003,209

### Legal Debt Margins:

Under the provisions of the Arizona Constitution, outstanding general obligation bonded debt for combined water, sewer, lighting, parks, open space and recreational purposes may not exceed 20% of a city's net secondary assessed valuation. Outstanding general obligation bonded debt for other general municipal purposes may not exceed 6% of a city's net secondary assessed valuation. As of June 30, 2011, the City is well within its debt limits, having \$146.7 million in borrowing capacity in the 20% category, and \$45.1 million in borrowing capacity in the 6% category. Calculations for these figures are included in the following chart:

# FY2012 BUDGET

## DEBT SERVICE FUND

### General Obligation Bonds

<b>All Others</b>	<b>Water &amp; Sewer</b>
<b>6%</b>	<b>20%</b>

### Legal Debt Limitation

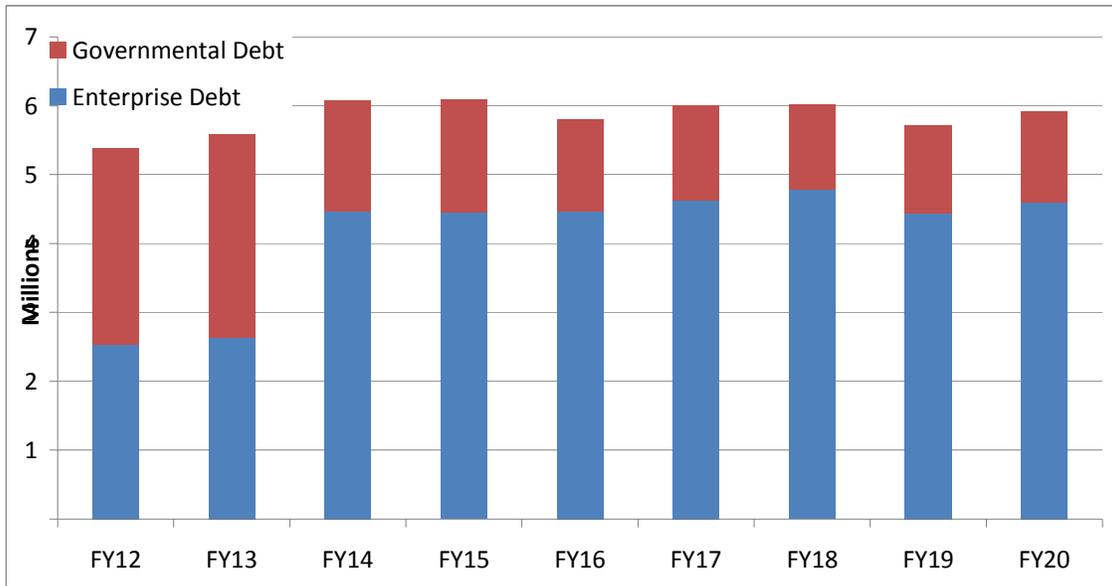
Secondary Assessed Valuation - \$751,765,930	\$	45,105,956	\$	150,353,186
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### Outstanding Debt

Municipal facilities & refunding bond series 1998	-	3,595,000
Total outstanding debt	-	3,595,000
Total margin available	45,105,956	146,758,186

Total debt applicable to the limit as a percentage	0.0%	2.4%
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The break down of outstanding debt principal can be observed in the charts below.

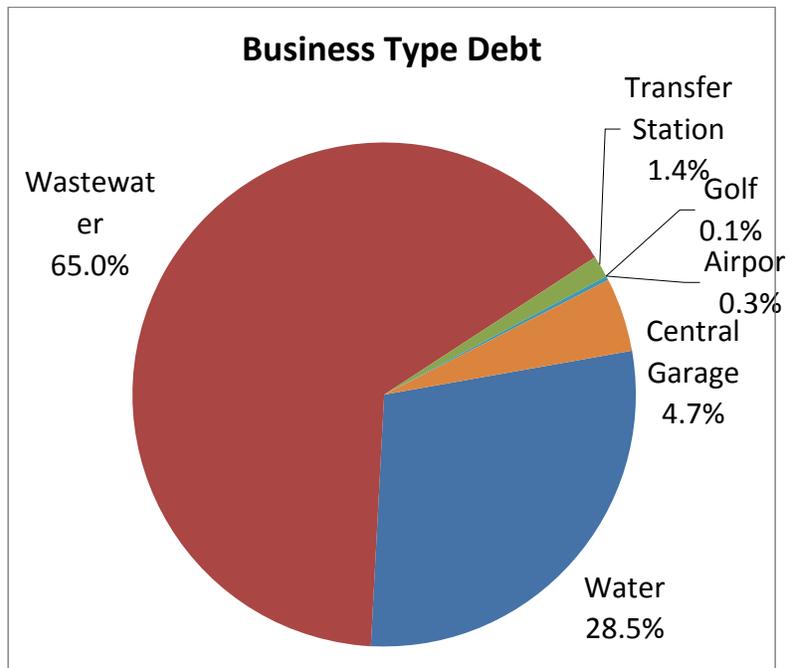
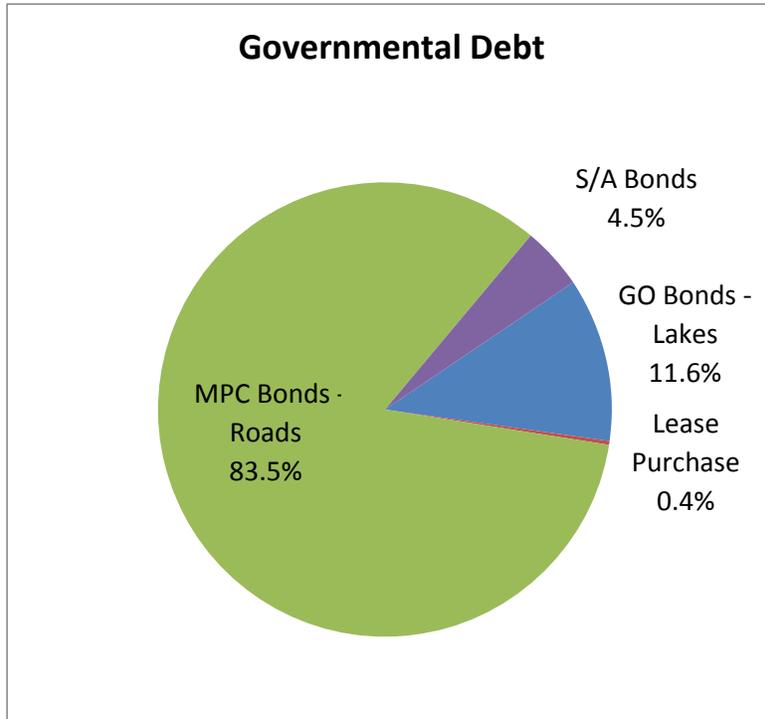


# FY2012 BUDGET

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## DEBT SERVICE FUND

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**FY2012 BUDGET**

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**DEBT SERVICE FUND**

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**FY2012 BUDGET**

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**PERMANENT FUNDS**

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ACKER TRUST FUND

# FY2012 BUDGET

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## ACKER TRUST FUND

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**Division Mission:** Account for assets willed to the City of Prescott by J.S. Acker. Revenue from investments and land sales are to be expended for cultural and recreation purposes only.

**Prior Year Results and Outcomes:**

Continued scholarship program for music at Prescott High School.

Continued support for the Artists in Residence program with Yavapai College.

Visited local schools and conducted workshops with music students.

Provided Prescott Fine Arts scholarships for attendance at music camps and continuing music education.

	Summary of Fund		
	FY10	FY11	FY12
	Actual	Estimate	Budget
Beginning Cash, 7/1	\$ 574,994	\$ 583,335	\$ 583,335
Revenues			
Interest Income	17,706	10,000	10,000
Total Revenues	\$ 17,706	\$ 10,000	\$ 10,000
Expenditures	(9,365)	(10,000)	(10,000)
Ending Cash, 6/30	\$ 583,335	\$ 583,335	\$ 583,335

**Significant Expenditures Changes:** The Acker Trust's goal is to always maintain a balance and to spend only the interest earnings off the principal. For FY2012, an expenditure allowance in the amount of \$10,000 will be made to cover annual scholarships and bequests.

**FY2012 BUDGET**

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**ACKER TRUST FUND**

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# **FY2012 BUDGET**

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## **ENTERPRISE FUNDS**

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WATER

WASTEWATER

SOLID WASTE/TRANSFER STATION

AIRPORT

GOLF COURSE

PARKING GARAGE

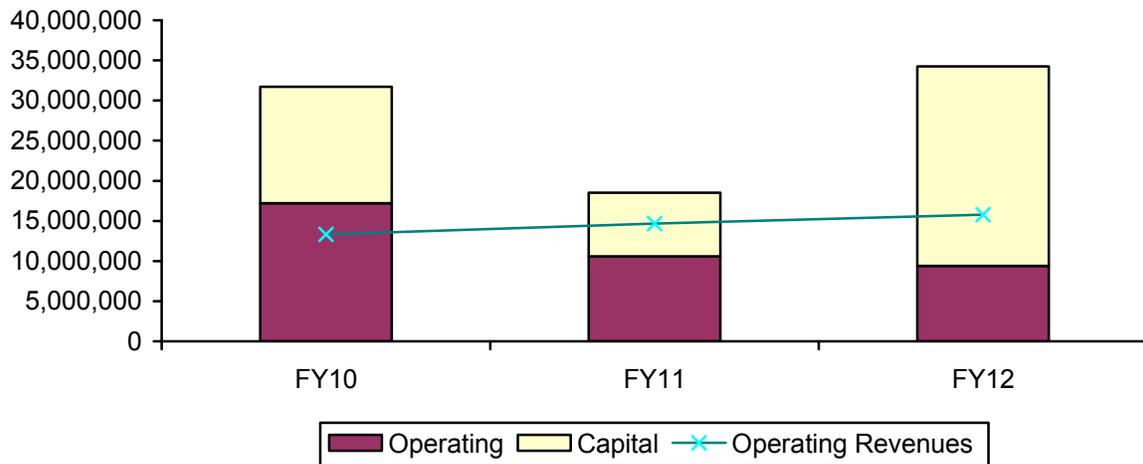
# FY2012 BUDGET

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## WATER FUND

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The purpose of the Water Fund is to insure a safe and reliable supply of water to our customer base through the protection of existing supplies, the acquisition of new supplies, and the continued maintenance and upgrade of the existing water delivery infrastructure. All activities necessary to provide this service are accounted for in this fund. Emphasis will continue to be placed on upgrading the City's water system during FY2012 through replacement of various undersized water lines as part of our regular maintenance program plus an expanded program to keep up with replacing water lines prior to streets being repaired and/or replaced, and routine maintenance projects such as small reservoir maintenance, pressure reducing valve upgrades and fire hydrant upgrades.



The water fund budget for FY2012 totals \$34,255,216 including \$689,542 in Alternative Water Sources, \$5,471,251 in Water System Impact, and \$2,412,214 in Water Resource Development. Current year revenues are estimated at \$16,246,099 (Alternative Water Sources - \$1,628,453, Water System Impact - \$684,542, and Water Resource Development - \$1,359,329).

# FY2012 BUDGET

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## WATER FUND

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<b>Combined Water Historical Activity</b>			
	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Water Utilities Beginning Cash, 7/1	\$ 15,656,783	\$ 14,259,921	\$ 16,966,552
Alt Water Sources Beginning Cash, 7/1	\$ 2,404,566	\$ 2,444,810	\$ 2,895,335
Water System Impact Beginning Cash, 7/1	\$ 1,442,644	\$ (905,547)	\$ (659,617)
Water Resource Development Beginning Cash, 7/1	\$ 2,244,038	\$ 1,374,907	\$ 1,122,066
Water Utilities Revenues	17,477,060	16,875,785	12,573,775
Water Utilities Expenditures	(18,873,922)	(14,169,154)	(25,682,259)
Alt Water Revenues	1,345,049	1,268,550	1,628,453
Alt Water Expenditures	(1,304,805)	(818,025)	(689,492)
Water System Impact Revenues	7,507,658	2,856,874	684,542
Water System Impact Expenditures	(9,855,849)	(2,610,944)	(5,471,251)
Water Resource Development Revenues	821,318	673,025	1,359,329
Water Resource Development Expenditures	(1,690,449)	(925,866)	(2,412,214)
Water Utilities Ending Cash, 6/30	\$ 14,259,921	\$ 16,966,552	\$ 3,858,068
Alt Water Sources Ending Cash, 6/30	\$ 2,444,810	\$ 2,895,335	\$ 3,834,296
Water System Impact Ending Cash, 6/30	\$ (905,547)	\$ (659,617)	\$ (5,446,326)
Water Resource Development Ending Cash, 6/30	\$ 1,374,907	\$ 1,122,066	\$ 69,181

# FY2012 BUDGET

## WATER FUND

### Combined Water Fund Revenues

Revenue Source	FY10 Actual	FY11 Rev. Est.	FY12 Budget
Water Utilities			
Bond Proceeds	\$ 6,770,731	\$ 4,973,128	\$ -
Water Sales	9,971,066	11,435,011	12,088,525
Interest Income	541,335	300,200	300,500
Water Connection Fees	133,033	133,400	150,000
Miscellaneous	60,895	34,046	34,750
Total Water Utilities	17,477,060	16,875,785	12,573,775
Alternative Water Sources			
Alternative Water Source Fees	1,102,336	1,200,000	1,563,203
Intergovernmental Contributions	68,543	-	-
Interest Income	120,575	65,000	65,000
Miscellaneous	53,595	3,550	250
Total Alternative Water Sources	1,345,049	1,268,550	1,628,453
Water System Impact			
Bond Proceeds	6,912,400	2,185,460	-
Water System Impact Fee	583,289	656,414	669,542
Interest Income	11,969	15,000	15,000
Total Water System Impact	7,507,658	2,856,874	684,542
Water Resource Development			
Intergovernmental Contributions	176,755	130,510	805,974
Water Resource Development Fee	471,083	542,015	552,855
Interest Income	6,256	500	500
Lease Revenue	3,536	-	-
Total Water Resource Development	657,630	673,025	1,359,329
<b>Total Revenues</b>	<b>\$ 26,987,397</b>	<b>\$ 21,674,234</b>	<b>\$ 16,246,099</b>

### Explanation of Water Fund Revenues:

**Water Sales.** During FY2006 the City of Prescott staff worked with Red Oak Consulting on a water rate and development fee review. Water rates had not been adjusted since September 1995. The new rates have been restructured to strongly encourage conservation so the percentage increase depends on the customer's usage. At the January 31, 2006 workshop Council directed staff to reduce the consumption portion of the proposed rates by 15% which results in an 18% increase for a residential account using 5,000 gallons a month effective July 1, 2006 and another 25.6% increase for the same account effective July 1, 2007. Water sales are projected at \$12,088,525 in FY2012 compared to \$11,435,011 for FY2011 representing a 5.7% change. This revenue is very weather sensitive.

The following chart represents the water sales revenues received since FY2002.

# FY2012 BUDGET

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## WATER FUND

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### Water Sales

Fiscal Year	Revenues	% Change from Previous Year
2001-02	5,982,575	8.0%
2002-03	6,219,200	4.0%
2003-04	6,303,294	1.4%
2004-05	7,139,120	13.3%
2005-06	6,345,783	-11.1%
2006-07	8,095,182	27.6%
2007-08	11,272,385	39.2%
2008-09	10,716,675	-4.9%
2009-10	9,971,066	-7.0%
2010-11 (est)	11,435,011	14.7%
2011-12 (est)	12,088,525	5.7%

**Water System Impact Fee (formerly Water Buy-In Fees).** Buy-in fees were adjusted during FY2006. Previously this charge was based on the number of fixture units (\$63 per fixture unit). As a result of the water rate and development fee review by Red Oak Consulting, this fee is now determined by the water meter size ranging from \$4,888 for a ¾" meter to \$26,053 for a 2" meter. This adjustment was predicated upon growth related projects needed in future years.

**Water Connection Fees.** These fees are for costs involved with the City installing new water meters and administrative fees for setting up the account. The installation fee is based on a cost plus 10% fee with a minimum charge at \$420 for a 5/8" meter.

**Interest Income.** This is monies earned on the available cash in the Water Fund. It is a difficult estimate to make due to the fluctuation of cash balances and the interest rates.

**Miscellaneous.** Miscellaneous income encompasses NSF charges, sales tax accounting allowance and other minor fees that may be collected by this fund throughout the year.

**Alternative Water Sources.** This is a surcharge fee based on water consumption. During FY2004, a study was conducted by Rick Giardina and Associates on City of Prescott's fees to cover the research and implementation costs of alternative water sources. As a result of this study the Alternative Water Sources Fee was increased. This increase from a sliding scale ranging from \$.10/1000 gallons to \$.16/1000 gallons to a scale of \$.21/1000 gallons to \$.33/1000 gallons was phased in over the four fiscal years with the final phase occurring FY2008.

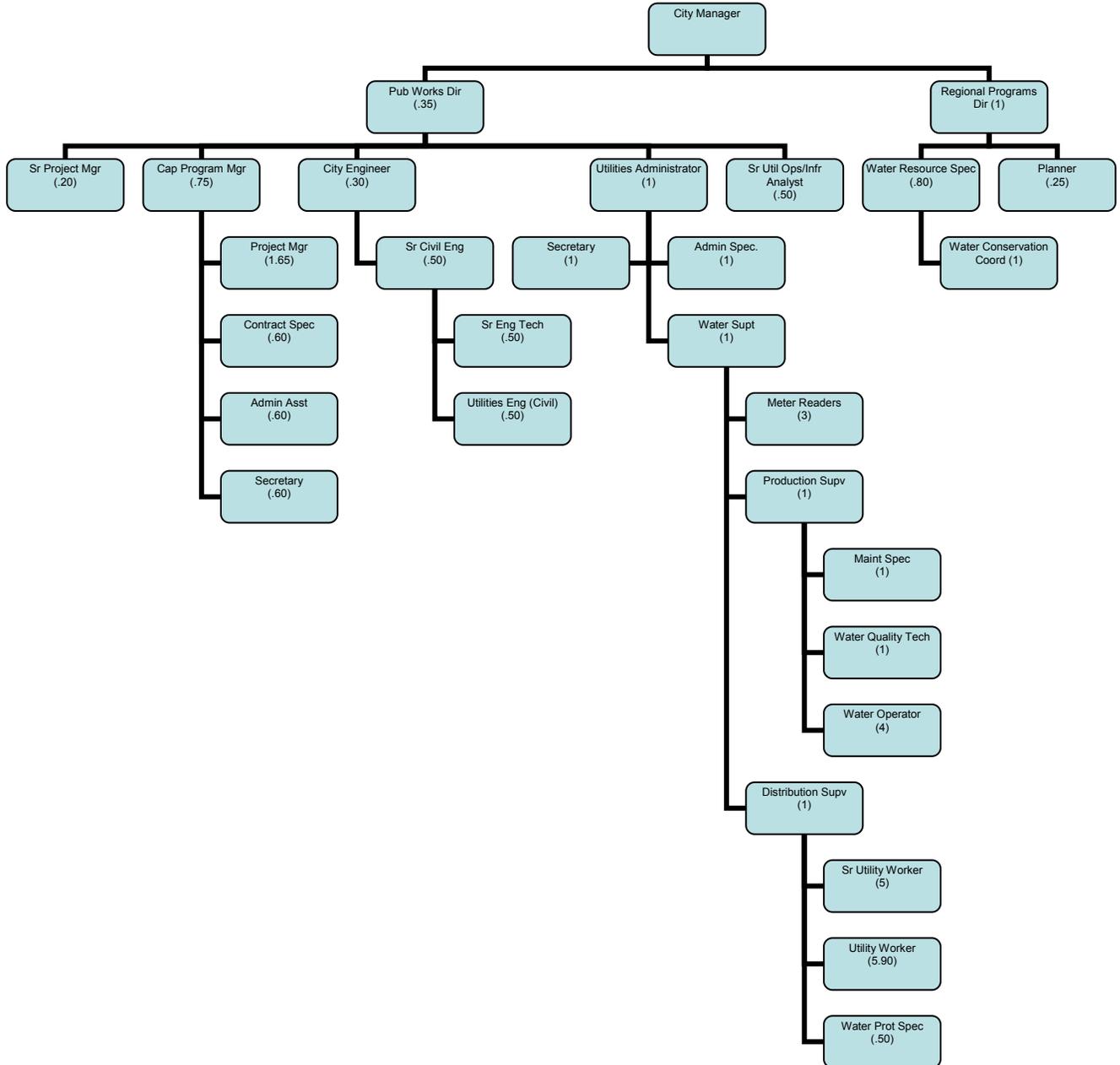
**Water Resource Development Fee (formerly Alternative Water Impact Fee).** Effective July 12, 2004, the City of Prescott instituted the Alternative Water Impact Fee to help cover new development impact on the City's water system. The fee will go toward the recovery of costs related to the research and implementation of alternative water sources. This fee is based on the customer's meter size ranging from \$4,485 for a ¾" meter to \$23,905 for a 2" meter. It is anticipated that the City will receive \$552,855 in revenues during FY2012. This is based on the minimal growth that has been occurring.

**Intergovernmental Contributions.** This category is for reimbursements made to the City of Prescott by the Town of Prescott Valley for expenditures made regarding the Big Chino Ranch that was

# FY2012 BUDGET

## WATER FUND

purchased during FY2006. As per an intergovernmental agreement, the Town of Prescott Valley is responsible for 45.9% of the costs involved with the water ranch.



Note: Utility Billing personnel report to the Finance Director; therefore, these personnel are not reflected on the Water Department organizational chart.

# FY2012 BUDGET

## WATER FUND

### Consolidated Departmental Expenditure and Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 2,679,323	\$ 2,644,301	\$ 2,660,810
Supplies	2,719,646	1,920,085	858,025
Other Services & Charges	4,903,700	4,790,217	4,630,747
Cost Recovery	(285,480)	(277,248)	(336,532)
Capital Outlay/Projects	14,520,494	7,931,051	24,854,731
Debt Service	7,187,342	1,515,582	1,587,435
<b>Total</b>	<b>\$ 31,725,025</b>	<b>\$ 18,523,988</b>	<b>\$ 34,255,216</b>
Authorized Staffing Level	38.65	39.75	40.00
Utility Billing*	4.00	4.50	4.50
Meter Reading	4.20	3.40	3.40
Water Utilities Admin.	6.05	6.65	6.65
Water Production	7.90	8.30	8.30
Water Distribution	13.30	13.70	13.70
Alternative Water	3.20	3.20	3.45

\*Utility Billing personnel report to the Budget and Finance Director.

### Utility Billing

**Division Mission:** To accurately and efficiently process all monies received by the City including revenues generated by other departments such as the golf course, recreational services and transfer station, as well as, receive all payments for utility billing, sales tax and license fees, building permits and impact fees. To generate all billing for water, sewer and sanitation services in a timely manner. To provide good customer service in response to customer requests for new service, transfer of service and explanation of charges.

**Goal:** To maintain consistent monthly billing cycles for utility customers.

**Strategy:** Continue to monitor and manage the read schedule for the meter readers. Check their results daily.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Utility bills sent	260,802	261,004	261,200

# FY2012 BUDGET

## WATER FUND

**Goal:** To continue to increase customer usage of surepay automatic system by 10 sign-ups per week.

**Strategy:** Continue to offer to all new customers starting service with the city. Continue to put the form in the welcome packet. Add a message to the utility bills.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of surepay customers	5,065	5,351	5,500

### Prior Year Results and Outcomes:

Increased the number of surepay customers.

Processed a total of 261,004 utility bills in routine monthly billing cycles.

### Utility Billing Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 207,982	\$ 238,447	\$ 238,350
Supplies	3,086	4,128	3,300
Other Services & Charges	253,961	227,933	243,757
Cost Recovery	(285,480)	(277,248)	(336,532)
Debt Service	53,179	53,179	53,179
<b>Total</b>	<b>\$ 232,728</b>	<b>\$ 246,439</b>	<b>\$ 202,054</b>

### Utility Billing Staffing Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Authorized Staffing Level	4.00	4.50	4.50
Utility Billing Supervisor	1.00	1.00	1.00
Accounting Clerk	2.00	0.00	0.00
Accounting Technician	1.00	3.50	3.50

**Significant Expenditure Changes:** There are no significant expenditure changes in this division.

### Meter Reading

**Division Mission:** To provide exceptional customer service while efficiently and effectively performing monthly reading, providing on/off services, and installing and replacing meters.

# FY2012 BUDGET

## WATER FUND

<b>Goal:</b> Read all city water meters accurately on a monthly basis.			
<b>Strategy:</b> Provide an average of 100% accurate reads on a monthly basis.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of meters read per meter reader per month	5,600	7,560	7,592
Percentage of accurate reads	99%	99%	99%
<b>Goal:</b> Provide superior customer service for all requests and daily operations.			
<b>Strategy:</b> Respond to all customer service requests by the next day of business.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Average response times for emergency offs	15 min.	15 min.	15 min.
Respond to customer service requests within one day	95%	95%	95%
<b>Goal:</b> Safely read all large meters in vaults and meters located in remote or difficult access areas. Assure that all meters are accurate and meet AWWA standards.			
<b>Strategy:</b> Continue to implement the conversion to remote-read meters that are included in the meter replacement program. Meters are to be changed out based upon age and use analysis.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of meters replaced per year	6,481	7,288	500

### Prior Year Results and Outcomes

41 New meters were added to the system.

A total of 21,961 meters are currently read on a monthly basis.

Water Meter Change out Program status- 6,988 meters were changed out and replaced with radio read meters. The overall project was completed in February 2011 and the net result is a 40 per cent reduction in labor requirements to read the water meters each month.

### Meter Reading Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 226,929	\$ 167,439	\$ 177,422
Supplies	2,273,184	1,267,571	255,100
Other Services & Charges	45,346	44,860	48,766
Capital Outlay/Projects	81,658	142,000	-
<b>Total</b>	<b>\$ 2,627,117</b>	<b>\$ 1,621,870</b>	<b>\$ 481,288</b>

# FY2012 BUDGET

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## WATER FUND

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### Meter Reading Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	4.20	3.40	3.40
Meter Reader	4.00	3.00	3.00
Secretary*	0.20	0.20	0.20
Admin Specialist**	0.00	0.20	0.20

\*Secretary also charged to Water Production (40%) and Water Distribution (40%)

\*\*Remainder of Admin Specialist is charged to Water Utilities Administration (40%) and Water Production (40%)

**Significant Expenditure Changes:** The large decrease that can be observed in Supplies when comparing the FY2012 budget to the FY2011 estimated endings can be directly linked to the completion of the water meter changeout program in FY2011. Completion of this project means a smaller amount of water meters to be purchased throughout the year for emergency replacements or new customers.

### Water Utilities Administration

**Division Mission:** To provide exceptional customer service to the citizens and business community, managing and accounting water resources while maintaining full compliance with all local, state and federal standards.

#### Prior Year Results and Outcomes

Dam Repairs – Upper and Lower Goldwater Dam, Willow Lake Dam and Granite Creek Dam at Watson Lake – 90-percent complete

Zone 56 - Transmission Main, Reservoir and General Site Civil design – 90-percent complete

# FY2012 BUDGET

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## WATER FUND

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### Water Utilities Administration Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 601,742	\$ 686,502	\$ 633,683
Supplies	3,102	8,726	9,675
Other Services & Charges	899,245	1,029,452	905,641
Debt Service	3,664,980	832,884	905,103
Capital Outlay/Projects	-	150,000	53,000
Total	\$ 5,169,069	\$ 2,707,564	\$ 2,507,102
Capital Outlay/Projects			
Aerial Images			50,000
General Plan Update			3,000
Total Capital Outlay/Projects			\$ 53,000

# FY2012 BUDGET

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## WATER FUND

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### Water Utilities Administration Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	6.05	6.65	6.65
Public Works Director*	0.35	0.35	0.35
Utilities Director	0.50	0.00	0.00
Capital Program Mgr**	0.75	0.75	0.75
Utilities Manager	0.50	0.00	0.00
City Engineer***	0.30	0.30	0.30
City Utilities Engineer	0.50	0.00	0.00
Utilities Engineer (Civil)****	0.50	0.50	0.50
Project Manager****	1.25	1.65	1.65
Water Resource Specialist*****	0.20	0.20	0.20
Sr Engineering Tech****	0.50	0.50	0.50
Contract Specialist*****	0.30	0.40	0.40
Sr Proj Mgr/Utilities Admin*****	0.00	0.20	0.20
Administrative Asst*****	0.00	0.40	0.40
Secretary*****	0.40	0.40	0.40
Sr Utilities Ops/Infra Analyst****	0.00	0.50	0.50
Senior Civil Engineer****	0.00	0.50	0.50

\*Remainder charged to Wastewater Administration (35%), Private Development (10%), and 1% Streets and Open Space (20%)

\*\* .25 charged to Wastewater Administration

\*\*\*Remainder charged to Wastewater Admin (10%) and Engineering (60%)

\*\*\*\*Balance charged to Wastewater Administration

\*\*\*\*\*Also charged to Alt Water (60%) and Wastewater Admin (20%)

\*\*\*\*\*Contract Specialist also charged .40 to Wastewater Admin and .20 to Alt Water

\*\*\*\*\*Remainder charged to Streets (70%) and Wastewater Administration (10%)

\*\*\*\*\*Admin Asst and Secretary also charged .10 to Alt Water, .10 to Transportation Services; and .40 to Wastewater Admin

**Significant Expenditure Changes:** The 12.0% reduction in Other Services & Charges when comparing the FY2012 budget to the FY2011 estimated ending reflects the methodology used when calculating cost recovery for Auditing & Accounting. This methodology can result in a fluctuation from year to year.

Information on the capital outlay/projects can be located in the Capital Improvement Plan section of this book.

# FY2012 BUDGET

## WATER FUND

### Water Fund Improvements

**Division Mission:** To track expenses for water projects not necessarily related to a specific division.

#### Water Improvements Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Capital Outlay/Projects	5,865,144	4,322,554	17,061,105
Total	\$ 5,865,144	\$ 4,322,554	\$ 17,061,105
Capital Outlay/Projects			
Old North Tank Reservoir Replacement			\$ 4,599,000
New Thumb Butte Reservoir			2,001,285
Copper Basin Reservoir			1,555,740
Park Avenue Reconstruction			1,130,000
Small Water Main Upgrades			1,000,000
Granite Creek & Willow Creek Dam			931,500
Williamson Valley Road			850,000
Hassayampa Pump Station - New Zone 19			649,230
Lower Thumb Butte Pump			547,500
Rosser Reconstruction			500,000
36" Line - Douglas Avenue			462,000
12" Line - Thumb Butte			455,000
South Mt Vernon			400,000
Prescott Resort Pump Station Upgrade			340,500
Willow Creek 14" Transmission Line			323,000
Arsenic Treatment Plant			238,000
Copper Basin Reservoir Piping			217,683
Water Model Update			200,000
Recovery Wells at Airport			189,000
Capital Contingencies			155,000
Booster Station Upgrade			103,000
City Shop UST Release Cleanup			60,667
Production Well Maintenance			42,000
PRV Upgrade			39,000
Yavapai Hills Lower Pump Station			37,500
Willow/Watson Lake Enhancement Program			12,500
Leak Detection Program			12,000
Maintenance Management			10,000
Total Capital Outlay/Projects			\$ 17,061,105

**Significant Expenditure Changes:** Please see the preceding box for the list of projects comprising this \$17,061,105 allocation. More information on these projects can be found in the Capital Improvement Program in this book.

# FY2012 BUDGET

## WATER FUND

### Water Production

**Division Mission:** To produce potable water efficiently and effectively to meet all applicable local, state and federal drinking water standards.

**Goal:** To meet all U.S. EPA and Arizona Department of Environmental Quality drinking water standards and requirements.

**Strategy:** Monitor water quality by sampling as required by the Arizona Department of Environmental Quality and taking any action required to meet standards.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of water quality samples collected (calendar year)	1,064	720	1,054
Percentage of samples meeting requirements	100%	100%	100%

**Goal:** To maintain an adequate water supply to meet peak demands with reserve capacity.

**Strategy:** Manage reservoir and tank levels throughout the City and maintain adequate storage of existing pumps.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Total acre feet pumped (calendar year)	7,084	6,802	7,100
Peak day gallons	10,038,000	10,346,000	10,400,000
Maximum storage levels maintained % of the time	95%	95%	95%

**Goal:** Reduce emergency repairs on well equipment and pump stations.

**Strategy:** Monitor performance of existing pumps and explore new technologies to maximize pumping effectiveness and efficiency.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Pump stations improved	8	8	8
Pressure reducing stations improved	12	12	12

**Goal:** Provide emergency response for pump station and reservoir alarms to avoid disruption to service.

**Strategy:** Respond to emergencies within 30 minutes during working hours and 45 minutes after hours.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Percentage of time responded to emergencies within 30 minutes during working hours and 45 minutes after hours.	95%	95%	95%

### Prior Year Results and Outcomes

Collected and submitted 720 water quality samples, monitoring 113 constituents to meet State and Federal regulations.

Responded to over 925 customer service calls, i.e. no water, leaks, frozen meters, etc.

# FY2012 BUDGET

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## WATER FUND

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Produced 6586 acre-feet of water.

Performed 28 flow tests for the Fire Department or external parties for fire flow determination.

Completed 49 mechanical repairs on Pump Stations.

Completed 46 electrical repairs on Pump Stations and Tank Sites.

Continued use of information obtained from pump test initiative to run most efficient pump/motors in succession and stay within our electrical time of use billing plan to move the maximum amount of water for the least amount of cost.

Highlight: In an effort to improve the communication system between pump stations and storage tanks and the Public Safety Microwave system, an in-house study is being conducted to utilize the Microwave Ring as a means to transmit data between the remote facilities and a base station at Water Operations. If the pilot proves to be successful, the Public Safety Microwave system could become a valuable component of communications system for Water and Wastewater operations. Appropriate funds have been allocated in FY12 budget to continue this program. Once the communication change out is complete the city will save \$ 19,000 in annual operating costs by eliminating phone line cost.

Removed Well #4 motor and rewound with an extended warranty (2year) on the motor.

Airport Well #2 received control modifications and was placed in service to reduce the demand on the Chino Wells and Pump Station.

Arsenic Reduction Treatment Facilities have been in operations for one year. Recently staff entered into discussions with Layne Christensen to take over operations of the Arsenic Treatment facilities by City of Prescott personnel. We also entered into discussions to idle the treatment facilities for Wells # 3,4, and 5 since the Arsenic levels of those wells have always been well below the MCL. The projected annual saving, if these strategies are approved, would be \$325,000 per year.

### Water Production Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 578,546	\$ 572,199	\$ 592,145
Supplies	120,079	172,603	183,150
Other Services & Charges	2,804,290	2,821,880	2,830,125
Capital Outlay/Projects	150,000	155,000	283,000
Total	\$ 3,652,915	\$ 3,721,682	\$ 3,888,420
Capital Outlay/Projects			
Storage Tank Maintenance			\$ 160,000
Telemetry/SCADA			123,000
Total Capital Outlay/Projects			\$ 283,000

# FY2012 BUDGET

## WATER FUND

### Water Production Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	7.90	8.30	8.30
Water Superintendent*	0.50	0.50	0.50
Water Production Supv	1.00	1.00	1.00
Water Operator	4.00	4.00	4.00
Water Quality Technician	1.00	1.00	1.00
Maintenance Specialist	1.00	1.00	1.00
Admin Specialist**	0.00	0.40	0.40
Secretary***	0.40	0.40	0.40

\*Also charged 50% to Water Distribution.

\*\*Admin Specialist also charged 40% to Water Utilities Administration and 20% to Meter Reading.

\*\*\*Remainder is charged to Meter Reading (20%) and Water Distribution (40%).

**Significant Expenditure Changes:** There are no significant expenditure changes in this division for FY2012.

Details on the capital outlay and projects for this division can be located at the back of the budget book in the Capital Improvement Plan.

### Water Distribution

**Division Mission:** To deliver superior customer service through the operation and maintenance of the City's water distribution system.

**Goal:** Provide emergency response for water main breaks to minimize water loss and disruptions to service. Provide superior customer service for all requests and daily operations.

**Strategy:** Respond to emergencies within 30 minutes during working hours and 45 minutes after hours.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Respond to emergencies within 30 minutes during working hours and 45 minutes after hours.	95%	95%	95%

**Goal:** Maintain water system to reduce leaks and ensure adequate fire flows.

**Strategy:** Replace or install a total of 30 new fire hydrants per year.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of fire hydrants repaired or replaced	53	60	40

# FY2012 BUDGET

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## WATER FUND

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<b>Goal:</b> To reduce water losses to achieve state requirements of 10% or less.			
<b>Strategy:</b> Replace a minimum of 100 services and 10 broken main line valves per year.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of services repaired or replaced	48	50	50
Number of water mains repaired	53	60	50

<b>Goal:</b> To maintain water system maps to provide accurate and prompt response for Blue State requests.			
<b>Strategy:</b> Update 24 maps per quarter.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of maps updated for Blue Stake	107	48	100

### Prior Year Results and Outcomes

Water Distribution staff worked with DWR to utilize their unused Leak Detection equipment to assist in pinpointing water leaks in roads. The outcome since the equipment has been deployed has been to reduce the size of pavement cuts required to make repairs to the water system.

Responded to and performed 3930 Blue Stakes (marking water and sewer facilities).

Responded to 201 customer requests

Performed 35 inspections

Repaired 28 service lines and 56 water mains

Replaced 13 service lines

Installed or replaced 3 main lines

Performed 15 water taps

Conducted 34 water system shutdowns

Detected 43 leaks

Upgraded 28 meters

Installed 3 new services

Re-plumbed 146 meters

Replaced or repaired 51 fire hydrants

Replaced or repaired 16 valves

Repaired 10 valve risers

# FY2012 BUDGET

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## WATER FUND

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### Water Distribution Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 739,308	\$ 767,456	\$ 788,932
Supplies	307,887	459,150	395,200
Other Services & Charges	181,308	176,163	207,529
Capital Outlay/Projects	81,868	-	-
<b>Total</b>	<b>\$ 1,310,371</b>	<b>\$ 1,402,769</b>	<b>\$ 1,391,661</b>

### Water Distribution Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	13.30	13.70	13.70
Water Superintendent*	0.50	0.50	0.50
Water Distribution Supv	1.00	1.00	1.00
Senior Utility Worker	5.00	5.00	5.00
Water Protection Spec**	0.50	0.50	0.50
Utility Worker***	5.90	5.90	5.90
Admin Specialist****	0.00	0.40	0.40
Secretary****	0.40	0.40	0.40

\*Also charged 50% to Water Distribution

\*\*Remainder charged to Wastewater Treatment Plant

\*\*\*Two Utility Workers are charged 35% to Wastewater Collection and 20% Streets

\*\*\*\*40% of Secretary is charged to Water Production and 20% to Meter Reading.

**Significant Expenditure Changes:** The 13.9% decrease in Supplies can be tied to the smaller budget for street maintenance materials for FY2012. It is anticipated that the need for these materials will be greatly reduced.

Other Services & Charges displays a 17.8% increase when comparing the FY2012 budget to the FY2011 estimated endings. As was discussed in other divisions, this is the result of the methodology used in certain cost recovery items such as Computer Services, Insurance, Personnel and Auditing & Accounting. This methodology can cause fluctuations from year to year.

More information regarding the capital outlay and projects can be found at the end of this book in the Capital Improvement Program.

# FY2012 BUDGET

## WATER FUND

### Private Development

**Division Mission:** To provide an account in which to charge plan reviews of water infrastructure installations for new private developments. These plan reviews are performed by the Development Services Manager and Permit Technician; a proportionate share of their salaries is charged here in the Internal Engineering Services line item.

#### Private Development Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Other Services	163,844	146,276	150,629
Total	\$ 163,844	\$ 146,276	\$ 150,629

**Significant Expenditure Changes:** This division was restructured in FY2004 and provides for an account in which to charge plan reviews of water infrastructure installations for new private development. Plans are reviewed by the Development Services Manager and Permit Technician whose time is charged at 80% of 25% of their salaries.

### Alternative Water Sources

**Division Mission:** Manage the City of Prescott's Water Portfolio; plan for and secure additional water resources required for implementation of the General Plan including the Big Chino Water Ranch (importation) project; advocate prudent and reasonable water use by City's water consumers through conservation, pricing and other strategies.

**Goal:** To promote water resource conservation through improved public education and an effective, appropriate rate structure.

**Strategy:** Collaborate with regional and local community leadership, conservation and education partners, and water users including the City Council, Public Works and Parks and Recreation Departments, landscape and irrigation industries, and County Extension Agency, to develop and continually improve outreach and achieve support for a comprehensive conservation and education program.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of Incentive Program Retrofit & Rebate participants	477	385	450
Number of Water Conservation Education Media Campaign advertisements & announcements	1,357	1,207	1,200
Number of Water Conservation Education presentations	17	17	17
Number of Water Conservation Education workshops	14	14	14
Number of Water Conservation Education billing inserts and handbooks.	14	14	8

# FY2012 BUDGET

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## WATER FUND

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### Prior Year Results and Outcomes

#### Water Production and Recharge

6820.6 AF pumped from wells at Chino Valley Water Production Facility  
2783.6 AF recharged from Watson and Willow Lakes  
4037.0 AF net withdrawal from the aquifer

3321.5 AF recharged from WWTPs (reclaimed supply)

[1 AF (acre-foot) = 325,851 gallons]

Lost and Unaccounted for Water 9.4% (ADWR standard ≤10%)

#### Water Conservation

Continued Water Smart regional education support to Upper Verde River Watershed Protection Coalition [www.uvrwpc.org](http://www.uvrwpc.org)

Incentive program was revised and the funding was reduced. 477 applications were processed, resulting in a cumulative water savings from 2006-2010 of 236 AF.

Continued partnership with Parks and Recreation by tracking use data to assist with playing field irrigation efficiency. Provided funding for BMP needs such as compost, seed and small irrigation conservation tools.

Expanded distribution of water conservation materials via utility billing, City website, and brochure racks at key locations

Continued effective public and private sector partnerships focused on Water Smart and Water Sense awareness and conservation programs

Collaborated with other city departments for the production of backwater valve public awareness and action campaign

Collaborated with other city departments for the production of "Flood Smart" public education materials

# FY2012 BUDGET

## WATER FUND

### Alternative Water Sources Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 324,816	\$ 212,258	\$ 230,278
Supplies	12,308	7,907	11,600
Other Services & Charges	555,696	343,654	244,300
Debt Service	227,295	203,406	203,314
Capital Outlay/Projects	21,001	50,800	-
<b>Total</b>	<b>\$ 1,141,116</b>	<b>\$ 818,025</b>	<b>\$ 689,492</b>

### Alternative Water Sources Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	3.20	3.20	3.45
Regional Programs Director	1.00	1.00	1.00
Water Resource Specialist*	0.60	0.60	0.60
Water Conservation Coord. Planner**	1.00	1.00	1.00
Contract Specialist***	0.00	0.00	0.25
Admin Assistant***	0.20	0.20	0.20
Secretary****	0.20	0.20	0.20

\*.20 of Water Resource Specialist is charged to Water Administration and .20 to Wastewater Administration.

\*\*Remainder charged to Community Development

\*\*\*Contract Specialist and Admin Asst is also charged .40 to Wastewater Admin and .40 to Water Administration.

\*\*\*\*Remainder is charged to Water Administration (.40) and Wastewater Administration (.20).

**Significant Expenditures Changes:** An 8.5% increase can be viewed in Personnel when comparing the FY2012 budget to the FY2011 estimated endings. This is a result of 25% of one planner being charged to this division beginning FY2012. The remainder of the planner position is charged to Administration/Planning & Zoning in Community Development.

### Water System Impact

**Division Mission:** To provide an account to charge costs for water improvement projects that are related to growth.

# FY2012 BUDGET

## WATER FUND

### Water System Impact Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Other Services and Charges	\$ 10	\$ -	\$ -
Debt Service	3,241,888	426,113	425,839
Capital Outlay/Projects	6,613,952	2,184,831	5,045,412
<b>Total</b>	<b>\$ 9,855,850</b>	<b>\$ 2,610,944</b>	<b>\$ 5,471,251</b>
Capital Outlay/Projects			
Surface Water Recharge Pipeline			\$ 2,100,000
Prescott Resort Pump Station Upgrade			921,500
Recovery Wells at Airport Recharge			504,000
12" Line - Thumb Butte			455,000
Willow Creek 14" Transmission Line			323,000
New Thumb Butte Reservoir			222,365
Copper Basin Reservoir			172,860
Yavapai Hills Lower Pump Station			112,500
Senator Highway Reconstruction			100,000
Telemetry/SCADA Program			70,000
Lower Thumb Butte Pump Station			27,500
Copper Basin Reservoir Piping			24,187
Willow/Watson Lake Enhancements			12,500
<b>Total Capital Outlay/Projects</b>			<b>\$ 5,045,412</b>

**Significant Expenditures Changes:** This cost center was created in FY2007 to separate and track funding for projects that are needed due to growth impacts. Information on the individual projects can be located in the Capital Improvement Plan of this budget book.

### Water Resource Development

**Division Mission:** To provide an area to charge projects related to providing alternative sources of water to the citizens of Prescott.

# FY2012 BUDGET

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## WATER FUND

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### Water Resource Development Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Capital Outlay/Projects	1,690,449	925,866	2,412,214
Total	\$ 1,690,449	\$ 925,866	\$2,412,214
Capital Outlay/Projects			
Big Chino Water Ranch			2,397,214
Aerial Images			15,000
Total Capital Outlay/Projects			\$2,412,214

**Significant Expenditures Changes:** This cost center was created in FY2007 to separate and monitor projects that are needed for providing alternative water sources to the citizens of Prescott. Additional information on the Big Chino Water Ranch project can be located in the Capital Improvement Plan.

# FY2012 BUDGET

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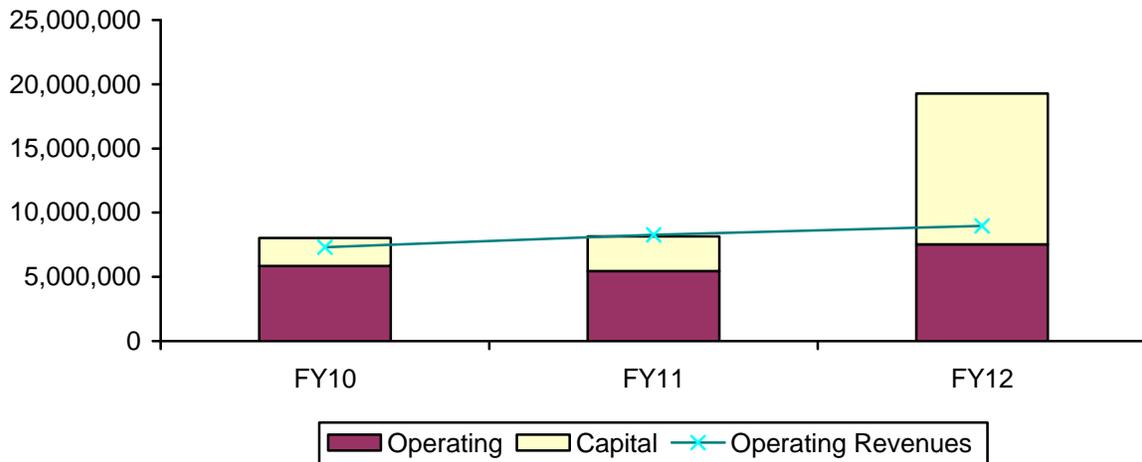
## WASTEWATER FUND

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The purpose of the Wastewater Fund is to account for the provision of wastewater services to the residents of the City of Prescott and some residents of the County. Wastewater Collections is responsible for the operation and maintenance of the City wastewater system. The system requires cleaning of 400+ miles of main line, 8,200+ manholes and 64 lift stations. System maintenance includes main line repairs, manhole rehabilitation, pump replacement/repairs and response to customer services requests.

Wastewater collected by the City wastewater system flows to the Wastewater Treatment Plant, where it undergoes a multi-faceted biological process to separate out the solids and treat the water for reuse and recharge. The Wastewater Fund operates and maintains two wastewater treatment plants: Sundog – 6.5 million gallons and Airport – 2.2 million gallons. All plants are operated in accordance with Environmental Protection Agency and State Health Department standards. The treated water, called effluent, is sold for use in watering golf courses and construction to reduce potable water demand. The solids are used in land application and/or hauled off to a landfill for cover.

All activities necessary to provide wastewater services are accounted for in the fund.



Current year revenues are estimated at \$19,079,404 while current year expenditures are estimated at \$19,272,161.

# FY2012 BUDGET

## WASTEWATER FUND

### Combined Wastewater Fund Historical Activity

	FY10 Actual	FY11 Estimate	FY12 Budget
Wastewater Utilities Beginning Cash, 7/1	\$ (3,764,962)	\$ 1,389,877	\$ 4,858,372
Wastewater System Impact Beginning Cash, 7/1	\$ (800,887)	\$ 1,113,347	\$ 1,332,865
Wastewater Utilities Revenues	13,118,351	11,096,198	10,639,404
Wastewater Utilities Expenditures	(7,963,512)	(7,627,703)	(11,146,921)
Wastewater System Impact Revenues	1,976,013	734,598	8,440,000
Wastewater System Impact Expenditures	(61,779)	(515,080)	(8,125,240)
Wastewater Utilities Ending Cash, 6/30	\$ 1,389,877	\$ 4,858,372	\$ 4,350,855
Wastewater System Impact Ending Cash, 6/30	\$ 1,113,347	\$ 1,332,865	\$ 1,647,625

### Wastewater Fund Revenues

Revenue Source	FY10 Actual	FY11 Rev. Est.	FY12 Budget
Wastewater Utilities			
Bond Proceeds	5,028,185	3,177,576	2,020,000
Wastewater User Charges	6,063,719	7,261,187	7,956,404
Effluent Sales	572,514	599,000	600,000
Interest Earned	88,087	36,000	35,000
Miscellaneous	(102)	22,435	28,000
Transfer In	1,365,948	-	-
Total Wastewater Utilities	13,118,351	11,096,198	10,639,404
Wastewater System Impact			
Bond Proceeds	1,382,324	374,598	8,080,000
Wastewater Impact Fees	555,939	350,000	350,000
Interest Earned	37,750	10,000	10,000
Total Wastewater System Impact	1,976,013	734,598	8,440,000
Total Revenues	\$ 15,094,364	\$ 11,830,796	\$ 19,079,404

### Explanation of Wastewater Fund Revenue Sources:

**Bond Proceeds:** If several of the capital projects planned for this fund are completed during the fiscal year, it may become necessary for the City to borrow monies necessary to pay for the projects. Should the projects not come to fruition; the City will not proceed with the process of borrowing money.

**Wastewater User Charges:** Wastewater fees are projected to increase 9.57% over FY2011 revised estimates. A rate increase is reflected in the FY2011 revenues numbers. This rate increase was necessary to keep up with maintenance and repair of our aging wastewater lines. The dramatic increase from FY2008 revenue numbers compared to the revenue numbers for FY2009 is the result of a rate increase that went into effect August 1, 2008.

# FY2012 BUDGET

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## WASTEWATER FUND

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Revenues from Wastewater User Charges		
Fiscal Year	Revenues	% Change
2001-02	3,553,662	0.01%
2002-03	3,656,594	2.90%
2003-04	3,662,948	0.17%
2004-05	3,914,983	6.88%
2005-06	3,887,777	-0.69%
2006-07	4,148,814	6.71%
2007-08	4,225,537	1.85%
2008-09	5,589,293	32.27%
2009-10	6,063,719	8.49%
2010-11 (est)	7,261,187	19.75%
2011-12 (est)	7,956,404	9.57%

**Wastewater Impact Fees (formerly Wastewater Buy-In Fees):** Buy-in fees were increased from \$37.00 to \$56.00 per fixture unit during FY1995. As part of an overall analysis of the Wastewater Fund, it was decided to place more emphasis on new connections to the wastewater system paying for growth related capital projects rather than to increase the rates placing the burden on existing wastewater customers. Due to state legislature, there is a moratorium on impact fees and they cannot be increased. This results in a modest increase in impact fee revenue in the wastewater fund. This increase is based on modest growth in the service area.

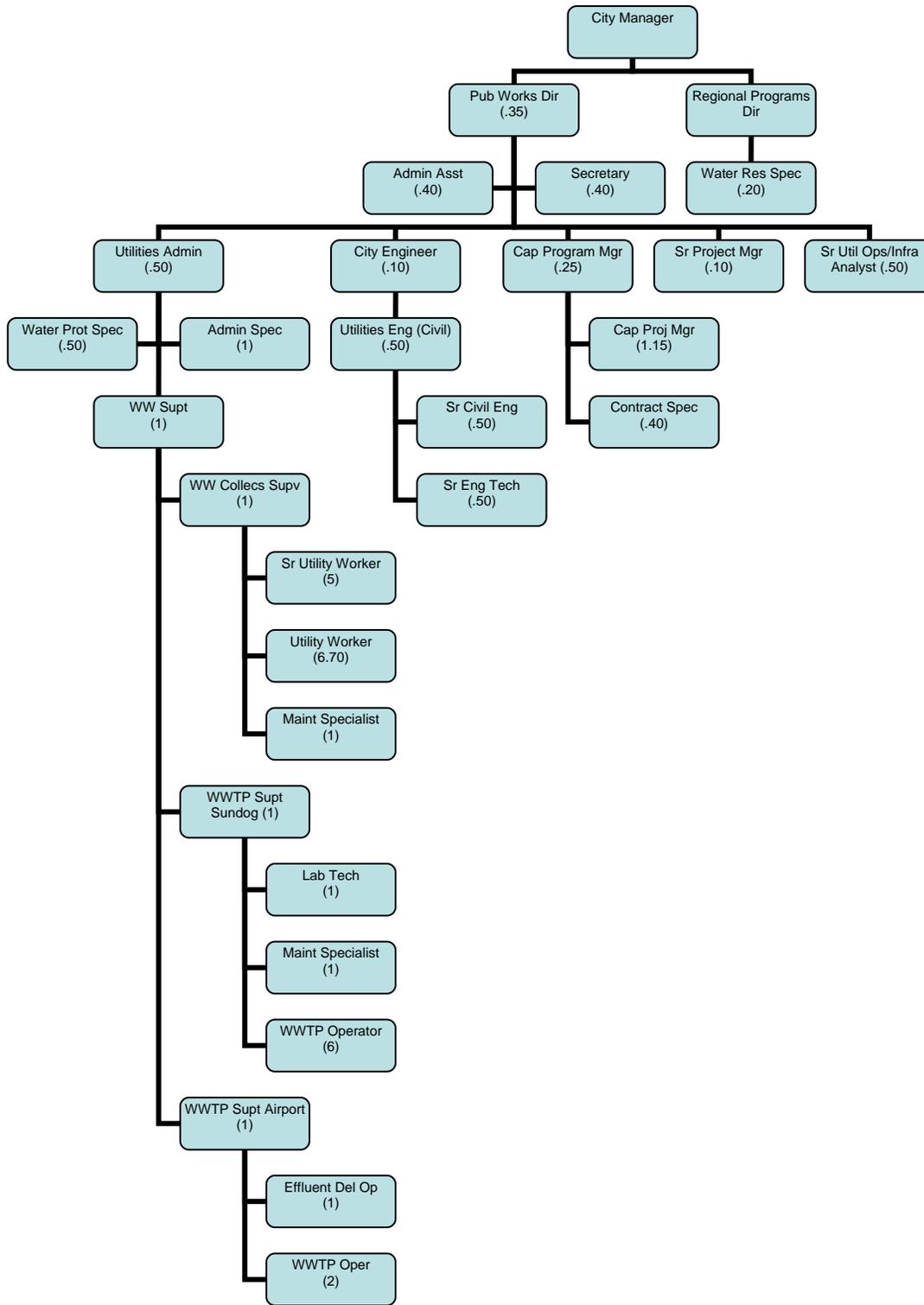
**Effluent Sales:** The City of Prescott charges for the sale of effluent. This revenue category reflects the sale of effluent to private golf courses such as Hassayampa and Prescott Lakes. It is also used by vendors in the construction field such as Hanson Concrete. The fees for the effluent are based on existing contract agreements with these users. Also included in this category is the effluent sold to the City owned golf course. Finally, budget numbers include the rechargeable effluent fee that is charged to the Water Fund. This is the 15<sup>th</sup> year of this revenue source which is the charge to the Water Fund for treating effluent which is being discharged into the water table for recharge credit.

**Interest Earned:** This is monies earned on the available cash in the Wastewater Fund. It is a difficult estimate to make due to the fluctuation of cash balances and the interest rates.

**Miscellaneous:** Miscellaneous revenues are items that are not expected to occur on a yearly basis. Also included in this number are septage disposal fees, plan reviews and inspection fees, and wastewater connections. Septage disposal fees are collected at the wastewater treatment plant from septic pumpers and private recreational vehicles. Plan Review Fees are to cover costs for Engineering and Public Works staff to review infrastructure plans to ensure compliance with codes. Inspection Fees are to cover the costs for the Inspectors to inspect the infrastructure to ensure the work is in compliance with the approved plans and specifications and codes. Finally, wastewater connections are the charges for customers hooking on to the existing wastewater mains.

# FY2012 BUDGET

## WASTEWATER FUND



# FY2012 BUDGET

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## WASTEWATER FUND

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### Consolidated Departmental Expenditure and Staffing Level Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 2,390,726	\$ 2,323,612	\$ 2,391,187
Supplies	400,943	416,975	504,310
Other Services & Charges	2,147,349	1,519,735	1,896,911
Debt Service	908,413	1,180,991	2,732,626
Capital Outlay/Projects	2,177,863	2,701,470	11,747,127
Total	\$ 8,025,294	\$ 8,142,783	\$ 19,272,161
Authorized Staffing Level	34.55	34.55	34.55
Administration	5.35	4.95	4.95
WWTP	13.50	13.90	13.90
Wastewater Collection	14.70	14.70	14.70
Effluent Delivery	1.00	1.00	1.00

### Wastewater Utilities Administration

**Division Mission:** To provide exceptional customer service to the citizens and business community, managing and accounting for effluent and surface water resources while maintaining full compliance with all local, state and federal standards.

### Prior Year Results and Outcomes

Completed 129 official plan reviews for Capital Projects and approximately 50 table top reviews with project stakeholders

# FY2012 BUDGET

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## WASTEWATER FUND

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### Wastewater Utilities Administration Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 455,350	\$ 464,009	\$ 464,755
Supplies	3,964	7,564	8,100
Other Services & Charges	740,947	416,044	596,039
Debt Service	887,870	1,107,849	1,508,847
Capital Outlay/Projects	-	-	28,000
Total	\$ 2,088,131	\$ 1,995,466	\$ 2,605,741
Capital Outlay/Projects			
Aerial Images			25,000
General Plan Update			3,000
Total Capital Outlay/Projects			\$ 28,000

# FY2012 BUDGET

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## WASTEWATER FUND

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### Wastewater Utilities Administration Staffing Summary

	FY09 Actual	FY10 Estimate	FY11 Budget
Authorized Staffing Level	5.35	4.95	4.95
Public Works Dir*	0.35	0.35	0.35
Utilities Manager	0.50	0.00	0.00
City Engineer**	0.10	0.10	0.10
Utilities Engineer (Civil)***	0.50	0.50	0.50
Senior Civil Engineer***	0.50	0.50	0.50
Sr Util Ops/Infra Analyst***	0.00	0.50	0.50
Capital Program Manager**	0.75	0.25	0.25
Sr Project Mgr/Utilities Admin***	0.00	0.10	0.10
Capital Project Manager****	0.75	0.75	0.75
Water Resource Spec.*****	0.20	0.20	0.20
Sr Engineering Technician***	0.50	0.50	0.50
Contract Specialist*****	0.40	0.40	0.40
Admin. Assistant*****	0.40	0.40	0.40
Secretary*****	0.40	0.40	0.40

\*Public Works Director is also charged Water Administration (35%), Private Development (10%), and 1% Streets and Open Space (20%)

\*\*City Engineer balance is charged 30% to Water Administration and 60% to Engineering.

\*\*\*Remainder is charged to Water Administration.

\*\*\*\*70% of Sr Project Mgr/Utilities Admin is charged to Streets and 20% Water Administration

\*\*\*\*\*1.25 of Capital Project Manager is charged to Water Admin.

\*\*\*\*\*Balance of Water Resource Specialist is charged to Alt Water Resources (20%) and Water Administration (60%).

\*\*\*\*\*Contract Specialist is also charged .40 to Water Admin and .20 to Alt Water Resources.

\*\*\*\*\*Remainder is charged to Alt Water Resources (.20) and Water Administration (.40).

**Significant Expenditures Changes:** The 43.3% increase in Other Services & Charges when comparing the FY2012 budget to the FY2011 estimated ending reflects the methodology used when calculating cost recovery for Auditing & Accounting. This methodology can result in a fluctuation from year to year.

Information on the capital outlay/projects can be located in the Capital Improvement Plan section of this book.

# FY2012 BUDGET

## WASTEWATER FUND

### Wastewater Improvements

**Division Mission:** To monitor the expenses associated with wastewater projects not necessarily related to a specific division.

#### Wastewater Fund Improvements Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Capital Outlay/Projects	1,909,587	2,023,900	4,640,166
Total	\$ 1,909,587	\$ 2,023,900	\$ 4,640,166
Capital Outlay/Projects			
Sundog Filter Replacement/Denitrification			1,500,000
Airport Phase 1 (3.75MG)			1,420,000
Park Avenue Reconstruction			674,000
Senator Highway Reconstruction			520,000
Lift Station Rehab/Abandonment Program			125,000
Sewer Mainline Replacement			120,000
Capital Contingencies			112,500
Chemical Root Control			80,000
City Shop UST Release Cleanup			60,666
Pretreatment Study			25,000
Maintenance Management			3,000
Total Capital Outlay/Projects			\$ 4,640,166

#### Significant Expenditure Changes:

Information regarding all wastewater improvement projects listed above can be found in the Capital Improvement Program section of the budget book.

### Wastewater Treatment Plants

**Division Mission:** To provide the highest quality treated wastewater manageable in our best interest to protect the environment and maintain regulatory compliance, and to provide the best quality effluent to use as renewable resource for reuse and recharge at the lowest cost to our customers.

**Goal:** To treat all wastewater to ADEQ Aquifer Protection Permit standards to maintain full regulatory compliance.

**Strategy:** To utilize the expertise of the facility personnel to execute the best operational practices.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Percentage compliance results that meet permit limitations	99.8%	99.9%	100%

# FY2012 BUDGET

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## WASTEWATER FUND

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<b>Goal:</b> To treat all wastewater received to the best quality for reuse & recharge.			
<b>Strategy:</b> To treat all wastewater to class B+ standards for reuse & recharge.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Acre-feet of effluent produced at Sundog WWTP	2,872	3,300	3,000
Acre-feet of effluent produced at Airport WWTP	1,305	1,300	1,350

<b>Goal:</b> To treat all wastewater bio-solids to meet Class B standards for land application.			
<b>Strategy:</b> Operate digesters and solids dewatering equipment to produce land applicable bio-solids.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Tons of bio-solids removed from the treatment plants	4,949	4,500	4,400

<b>Goal:</b> To reduce emergency repairs on treatment facility equipment.			
<b>Strategy:</b> To maintain an inventory of replacement parts and equipment.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Percentage of key equipment with parts or replacements in stock.	75%	80%	90%

<b>Goal:</b> To reduce gas purchases by utilizing methane gas.			
<b>Strategy:</b> To utilize methane gas produced at the Sundog WWTP for heating demands of the digester facility.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Natural gas purchase savings thru use of methane produced on site	\$60,000	\$60,000	\$60,000

### Prior Year Results and Outcomes

#### Sundog Wastewater Treatment Facility

Treated 784,853,000 gallons (2408.60 ac/ft) of raw influent to B+ water quality standards and conveyed to reuse and recharge.

Staff installed concrete pad and partial underground conduit for the stand-by generator. Generator was set by crane on new concrete pad in preparation for completion of the electrical installation contract awarded to AJP Electric of Phoenix.

Awarded a contract to Riley Industrial Services for the cleaning and coating of the Primary Digester interior surfaces. Work was completed on schedule and under budget, mainly due to staff participation in dewatering the solids and removing 60 yards of grit accumulation prior to the contractors work.

Awarded a bid to Trojan UV and UV Doctor for lamps, ballasts, control boards and key pad to correct deficiencies in Trojan UV Disinfection system. Materials have been installed and system is at full operating capability.

Installed a backwater valve in settled sewage pump station to eliminate flow from backing up into filtrate line in the event of a pump failure.

## **FY2012 BUDGET**

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### **WASTEWATER FUND**

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Staff attended annual/semi-annual confined space training, hazard communication, lock out/tag out, blood borne pathogens, cpr/first aid, chlorine safety and various wastewater workshops sponsored by ADEQ.

Annual laboratory inspection was completed by Arizona Department of Health with no corrections needed to meet compliance. License was renewed through April 2012.

Installed horizontal chopper pump in non-potable water building basement to pump primary clarifier skimming's into dewatering boxes for disposal at the landfill.

Purchased and installed new self dumping hopper for grit removal at the influent headworks.

Installed new influent ultrasonic flow meter at the parshall flume to replace aging meter and provide a more accurate reading.

Cleaned and performed routine maintenance on Primary Clarifier No.2.

#### Airport Water Reclamation Facility

Treated 440,259,000 gallons (1351.10 ac/ft) of raw influent to B+ water quality standards and conveyed to reuse and recharge.

Installed sidewalks and landscaping around administration building to improve appearance and reduce maintenance from outside debris being tracked in.

Performed additional sampling for Wastewater Master Plan on raw influent, process water and effluent discharge to confirm data for facility expansion design.

Performed emergency repairs on traveling bridge sand filter under drains to replace 12 failing porous media plates. Sand had to be replaced in the cells due to loss through openings.

Staff attended annual/semi-annual confined space training, hazard communication, lock out/tag out, blood borne pathogens, cpr/first aid, chlorine safety and various wastewater workshops through ADEQ.

Worked with design consultants and Lyon Engineering to BlueStake all utilities within the facility in preparation of the design for expansion.

A laboratory inspection was completed by Arizona Department of Health for exempt lab analysis procedures. Minor deficiencies were found in the standard operating procedures and were corrected in a 30 day time period as required.

Replaced bearings, shaft and motor in headworks grit collector system after failure.

Rebuilt two centrifugal pumps for the traveling bridge sand filter after bearing and seal failure.

Replaced variable frequency drive for return activated sludge pumps after failure of the existing drive.

Replaced 20 ballasts and lamps in ultraviolet disinfection system after failure.

# FY2012 BUDGET

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## WASTEWATER FUND

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### Hassayampa Water Reclamation Plant

Treated 60,956,000 gallons (185.96 ac/ft) raw influent diverted from the city collection system at Mile High Lift Station.

#### **Wastewater Treatment Plants Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 919,396	\$ 884,151	\$ 886,694
Supplies	227,237	234,000	287,750
Other Services & Charges	837,110	635,327	749,806
Capital Outlay/Projects	211,060	235,000	177,500
<b>Total</b>	<b>\$ 2,194,803</b>	<b>\$ 1,988,478</b>	<b>\$ 2,101,750</b>
Capital Outlay/Projects			
Emergency Generator			125,000
Telemetry/SCADA Program			52,500
<b>Total Capital Outlay/Projects</b>			<b>\$ 177,500</b>

#### **Wastewater Treatment Plants Staffing Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Authorized Staffing Level	13.50	13.90	13.90
Wastewater Supt*	0.50	0.50	0.50
WWTP Supervisor	2.00	2.00	2.00
Capital Project Manager	0.00	0.40	0.40
WWTP Operator	8.00	8.00	8.00
Wastewater Lab Tech	1.00	1.00	1.00
Water Protection Spec.**	0.50	0.50	0.50
WWTP Maint. Spec.	1.00	1.00	1.00
Admin Specialist*	0.50	0.50	0.50

\*Remainder charged to Wastewater Collection.

\*\*50% of Water Protection Specialist is charged to Water Distribution.

**Significant Expenditure Changes:** FY2012 budget is 23.0% higher than the FY2011 estimated endings in Supplies. It is anticipated that the expenditures for materials to maintain the infrastructure will be higher in FY2012.

Other Services & Charges exhibits an 18.0% increase when comparing the budget years 2011 and 2012. This is the result of anticipated increased hauling and electricity costs.

# FY2012 BUDGET

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## WASTEWATER FUND

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### Wastewater Collection

**Division Mission:** To deliver outstanding customer service by being prompt, courteous and professional in conjunction with providing a comprehensive operation, maintenance and safety program in our best interest to maintain and improve the City's wastewater collection system.

**Goal:** To maintain wastewater mains free of system backups and overflows.

**Strategy:** Clean a minimum of 200 miles of wastewater mains per year.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Percentage of wastewater mains cleaned per year	80%	85%	100%

**Goal:** To operate and maintain lift stations to prevent mechanical failures.

**Strategy:** Clean wastewater lift stations on a quarterly basis.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Percentage of wastewater lift stations cleaned on a quarterly basis	100%	100%	100%

**Goal:** To provide emergency response for wastewater back-ups to minimize overflows and property damage.

**Strategy:** Respond to emergencies within 30 minutes during working hours and 45 minutes after hours.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Percentage of emergencies responded to in 30 minutes during working hours and 45 minutes after hours.	98%	99%	100%

**Goal:** To provide superior customer service for all requests and daily operations.

**Strategy:** Customer service requests receive next day service.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Percentage of customer service requests responded to within 24 hours	100%	100%	100%

**Goal:** Implement the maintenance management systems as the basis for system enhancements and operational improvements.

**Strategy:** Provide accurate data to track maintenance and operation costs in the maintenance management system.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Percentage of data populated in the maintenance management system	80%	100%	100%

# **FY2012 BUDGET**

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## **WASTEWATER FUND**

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### **Prior Year Results and Outcomes**

Awarded a bid to JCH of Phoenix to supply a submersible pump and controls for the Yavapai Hills Lift Station overflow wet well. Staff installed piping, electrical and hardware to the lift station and existing force main. Lift station will go on line mid-July at the completion of the project.

Awarded a contract to StormWater Pros of Mesa to resurface the Yavapai Hills Lift Station overflow wet well with a mortar based product with corrosion additive ConShield to protect against the affects of Hydrogen Sulfide corrosion.

Awarded a bid to HD Supply for 300 manhole inflow protectors to protect manholes in low water areas from inflow during wet weather events. Crews will be installing the units where they are needed throughout the summer.

Repaired 16 existing manholes identified during maintenance procedures in order to maintain system operation.

Crews cleaned 1,100,907 feet (212 miles) of sewer main as part of the Preventive Maintenance Structured Cleaning Program.

Camera Crews inspected 175,482 feet (34 miles) of sewer main line as a component of condition assessment, preventive maintenance program and follow-up inspections.

Construction crews performed a total of 18 Spot Repairs on existing sewer mains that were identified during CCTV Inspection.

Crews' cleaned sewage lift stations a total of 189 times as part of the quarterly lift station maintenance program.

Staff attended annual/semi-annual confined space training, hazard communication, lock out / tag out, blood borne pathogens, cpr/first aid, and various wastewater workshops through ADEQ.

CCTV camera was sent to the factory several times for repairs and upgrades due to the amount of hours on the unit.

A contract was awarded to Dukes Root Control for the retreatment of sewer mainline completed two years prior. The retreatment extended the warranty for three more years against root intrusion. A total of 32,053 feet of six inch sewer mainline and 48,737 feet of eight inch sewer mainline were treated. The treatments have reduced the amount of customer calls due to root related blockages and have proven to be a benefit to the preventive maintenance cleaning program.

# FY2012 BUDGET

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## WASTEWATER FUND

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### Wastewater Collection Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 884,917	\$ 876,346	\$ 878,511
Supplies	152,904	159,725	184,800
Other Services & Charges	411,923	316,347	384,309
Capital Outlay/Projects	5,981	632	-
Total	\$ 1,455,725	\$ 1,353,050	\$ 1,447,620

### Wastewater Collections Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	14.70	14.70	14.70
Wastewater Supt*	0.50	0.50	0.50
Wastewater Coll. Supv.	1.00	1.00	1.00
Senior Utility Worker	5.00	5.00	5.00
Utility Worker**	6.70	6.70	6.70
Maintenance Specialist	1.00	1.00	1.00
Administrative Specialist*	0.50	0.50	0.50

\*Also charged 50% to Wastewater Treatment Plant.

\*\*Two utility workers are also charged 35% to Water Distribution and 20% to Streets.

**Significant Expenditure Changes:** Supplies displays a 15.7% increase when comparing the FY2012 budget to the FY2011 estimated ending. The higher material to maintain infrastructure object is the cause of this increase.

Another category showing an increase is Other Services & Charges at 21.5%. As has been noted in other divisions – the cause of this spike is due to the methodology used for calculating cost recoveries, in particular – insurance in this division.

### Effluent Delivery

**Division Mission:** To efficiently distribute and account for the City's treated wastewater effluent and surface water resources in our best interest to provide a safe renewable resource for reuse and recharge.

# FY2012 BUDGET

## WASTEWATER FUND

**Goal:** To provide effluent reuse to met required customer demand. To deliver all excess effluent to recharge facility.

**Strategy:** Monitor and regulate flows to maintain effluent availability. Monitor and regulate effluent use to deliver all excess to recharge.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Percentage of time that effluent is available for immediate delivery	100%	100%	100%
Recharge maximum amount of effluent possible	2,699 ac ft	2,840 ac ft	2,800 ac ft

**Goal:** To deliver maximum amount of surface water to recharge facility.

**Strategy:** Monitor and regulate effluent use to deliver all excess to recharge. Operate and maintain surface water delivery system to transport water to recharge facility.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Total acre feet surface water recharged	1,800	1,800	2,000

**Goal:** To divert surface water to meet irrigation water rights agreements.

**Strategy:** Communicate with downstream users to deliver irrigation waters.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Total acre feet of effluent for reuse	1,380	1,418	1,400

**Goal:** Maintain and improve surface water and effluent delivery system and structures.

**Strategy:** Perform inspections quarterly to prioritize maintenance and repairs items.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Percent of system inspected quarterly	100%	100%	100%

### Prior Year Results and Outcomes

Surface water from Watson and Willow Lakes was delivered to the Airport Water Reclamation Facility for recharge totaling 504,642,185 gallons (1548.69 ac/ft).

Treated effluent from the Sundog WWTP and Airport WRF was delivered to the Airport Water Reclamation Facility for groundwater recharge totaling 981,740,000 gallons (3012.85 ac/ft).

Treated effluent from the Sundog WWTP and Airport WRF was sold to the following users for reuse totaling 442,110,536 gallons (1356.79 ac/ft).

- Antelope Hills Golf Course 55,222,000 MG (783.25 ac/ft)
- Prescott Lakes Golf Course 131,445,000 MG (403.39 ac/ft)
- Hansen Materials 12,917,212 MG (39.64 ac/ft)
- Construction Use 21,906,962 MG (67.23 ac/ft)
- Recovery Well 13,432,000 (41.22 ac/ft)

Performed emergency repairs on 12" discharge valve at Watson Lake Dam. Valve was split open in several locations due to freezing over the winter. Preparations are under way for exploratory diving to evaluate the lake side of the dam at the valve location.

# FY2012 BUDGET

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## WASTEWATER FUND

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Cultivated soil in six recharge facility basins resulting in improved percolation rates and a reduction in water loss through evaporation.

Cut and burned brush around recharge basins.

Installed new barscreen on Watson/Willow Lake cross-cut channel to keep debris from entering the channel.

Purchased new multi-parameter water quality meter to monitor water quality in Watson Lake as recommended by ADEQ.

Implemented a sampling program in cooperation with the Arizona Department of Environmental Quality to sample the water quality of Watson Lake at designated locations.

### Effluent Delivery

#### Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 68,904	\$ 69,085	\$ 69,125
Supplies	16,839	15,686	23,660
Other Services & Charges	<u>38,892</u>	<u>27,017</u>	<u>41,757</u>
Total	\$ 124,635	\$ 111,788	\$ 134,542

### Effluent Delivery

#### Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	1.00	1.00	1.00
Water Operator	1.00	1.00	1.00

**Significant Expenditure Changes:** There are no significant expenditures changes.

## Private Development

**Division Mission:** To provide an account in which to charge plan reviews of wastewater infrastructure installations for new private developments. These plan reviews are performed by the Development Services Manager and Permit Technician; a proportionate share of their salaries is charged here in the Internal Engineering Services line item.

### Private Development Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Other Services & Charges	<u>118,477</u>	<u>125,000</u>	<u>125,000</u>
Total	\$ 118,477	\$ 125,000	\$ 125,000

# FY2012 BUDGET

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## WASTEWATER FUND

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**Significant Expenditure Changes:** This division was restructured in FY2004 and provides for an account in which to charge plan reviews of wastewater infrastructure installations for new private development. Plans are reviewed by the Development Services Manager and Permit Technician whose time is charged at 80% of 25% of their salaries.

### Wastewater System Impact

**Division Mission:** To provide an account to charge costs for wastewater improvement projects that are related to growth.

#### Wastewater System Impacts Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Capital Outlay/Projects	51,236	441,938	6,901,461
Total	\$ 51,236	\$ 441,938	\$ 6,901,461
Capital Outlay/Projects			
Airport Phase 1 (3.75MG)			5,680,000
Cliff Rose Lift Station Upgrade			781,361
Rosser Reconstruction			139,100
Williamson Valley Road			129,000
Capital Contingencies			112,500
Sewer Mainline Replacement/Rehabilitation			30,000
Telemetry/SCADA Program			22,500
Maintenance Management			7,000
Total Capital Outlay/Projects			\$ 6,901,461

**Significant Expenditures Changes:** This cost center was created in FY2009 to separate and track funding for projects that are needed due to growth impacts. Information on the individual projects can be located in the Capital Improvement Plan of this budget book.

## **FY2012 BUDGET**

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### **SOLID WASTE/TRANSFER STATION FUND**

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The purpose of the Solid Waste Fund is to account for the financial activities of providing refuse collection and disposal, recycling, and related services to the citizens of Prescott. The mission of the department is to protect the public and environment through legal, efficient, and effective collection, recycling and disposal of solid waste; while enhancing relationships with the community, co-workers, elected and appointed officials, and the local businesses.

The City is responsible for providing sanitation collection services to its residents according to Arizona State law. Pickup is provided weekly for residential customers and pickup for commercial customers ranges from once per week to six times per week depending on the individual commercial customer's needs.

During FY1992 the landfill was closed to residential and commercial customers with the exception of continuing to accept construction debris from City accounts and private contractors. In actuality, very few private construction firms are using the landfill because the construction debris has to be separated. The partial closing was necessary because the landfill had almost reached capacity. The collected sanitation is now taken to the City's Transfer Station and then hauled by a contracted firm to a private disposal site. Sludge is hauled to private disposal sites.

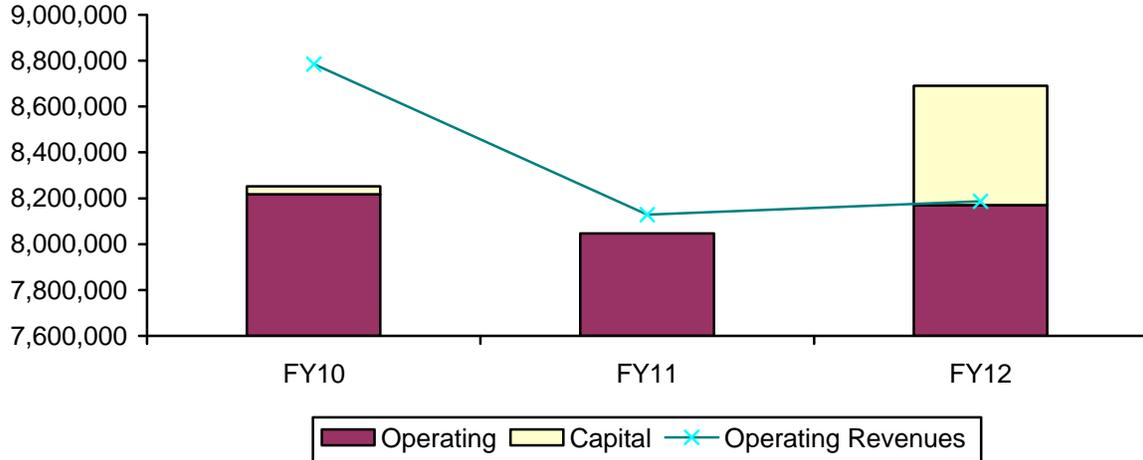
Voluntary curbside recycling began in 1992, following a very successful pilot program. Recyclables are collected on a weekly basis with the City providing the containers to the customers. In June 1996, the City added plastics to items collected for recycling purposes. During FY1999, the City mailed a survey along with the utility bills asking the public their opinions on expanding the residential recycling program. As a result of the favorable responses, Council approved expanding and automating the program to enable collection and transportation of commingled recyclable materials. The new program commenced in spring of FY2000.

During FY1992 a transfer station was constructed in partnership with Yavapai County. All vehicles, including the City's sanitation trucks, are weighed at the station and are charged accordingly. This fund accounts for the payments of tipping fees and hauling costs to private companies for the transporting and disposal of solid waste and collects tipping fees from individuals, contractors and private collection companies opting to use the transfer station. Beginning in FY2009, the Transfer Station Fund was combined with the Solid Waste Fund.

Current year revenues are estimated at \$8,186,900 while current year expenditures are estimated at \$8,690,134.

# FY2012 BUDGET

## SOLID WASTE/TRANSFER STATION FUND



### Solid Waste/Transfer Station Fund Historical Activity

	FY10 Actual	FY11 Estimate	FY12 Budget
Unrestricted Beginning Cash, 7/1	\$ 5,383,609	\$ 5,447,688	\$ 5,253,983
Restricted Beginning Cash, 7/1	\$ 433,129	\$ 524,089	\$ 557,267
Revenues	\$ 8,784,924	\$ 8,128,756	\$ 8,186,900
Expenditures	\$ (8,364,691)	\$ (8,046,783)	\$ (8,690,134)
Transfers Out	\$ (265,194)	\$ (242,500)	\$ (247,350)
Unrestricted Ending Cash, 6/30	\$ 5,447,688	\$ 5,253,983	\$ 4,469,538
Restricted Ending Cash, 6/30	\$ 524,089	\$ 557,267	\$ 591,128

### Solid Waste/Transfer Station Fund Revenues

Revenue Source	FY10 Actual	FY11 Rev. Est.	FY12 Budget
Solid Waste/Transfer Station			
Refuse Collection Charges	\$ 5,140,322	\$ 4,850,000	\$ 4,850,000
Transfer Station Fees	3,098,641	2,820,000	2,820,000
Recycling Revenue	189,045	210,000	270,000
Interest Earned	187,825	120,000	120,000
Landfill Closure Surcharge	154,864	120,000	120,000
Miscellaneous	14,227	8,756	6,900
<b>Total Revenues</b>	<b>\$ 8,784,924</b>	<b>\$ 8,128,756</b>	<b>\$ 8,186,900</b>

# FY2012 BUDGET

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## SOLID WASTE/TRANSFER STATION FUND

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### Explanation of Solid Waste/Transfer Station Fund Revenue Sources:

**Revenue Collection Charges:** FY2012 collection charges are expected to yield \$4,850,000 which is level with the FY2011 revised estimates. This is the result of a decrease in accounts due to a legislative change. Outside companies now have the ability to service sanitation customers located within the City of Prescott city limits. Previously, this was prohibited. Residential rates are \$14.50 per month structured as follows: \$11.00 to pay for the collection and disposal of solid waste; \$3.00 for the voluntary recycling program; and \$.50 for a landfill closure surcharge.

**Transfer Station Fees:** Effective 1/01/2005 the tipping fee rate went from \$55.00 per ton to \$57.25 per ton for vehicles under 10,000 pounds gross vehicle weight and \$62.98 for vehicles over 10,000 pounds gross vehicle weight. It is mainly commercial vehicles that exceed the 10,000 pounds gross vehicle weight.

The **landfill closure surcharge** became effective September 1, 1993 and is designed to help defray the long term costs of closing the City's existing landfill. The landfill closure plan has been approved by the State. The State granted the City a small landfill exemption which avoids full closure requirements. After the landfill has been closed, this fee will be reevaluated.

**Interest Earned:** This is monies earned on the available cash in the Solid Waste/Transfer Station Fund. It is a difficult estimate to make due to the fluctuation of cash balances and the interest rates.

**Recycling Revenue:** Revenues received from the sale of recyclables obtained from residents and commercial vendors. FY2011 estimates remain conservative in comparison to FY2010 estimated endings due to this revenue being based on the market value of recyclable materials.

**Tipping Fees:** When City departments use the landfill to dispose of inert debris, these departments are billed for their usage. With the closure of the MSW (municipal solid waste) landfill in FY1999, the City opened a new site for inert debris disposal.

**Miscellaneous Revenue** consists of the County Tire Contribution and Charge Account Permits: The County Tire Contribution is received from Yavapai County for use of land south of the transfer station for the Yavapai County Tire Yard. Up to five passenger tires per year can be dumped by City of Prescott residents at no charge. There is a charge for additional or heavier tires. Charge Account Permits - The City of Prescott handles approximately 350 charge accounts for users of the transfer station. Each account is charged a \$12 annual fee plus \$12 for every plate received by each user.

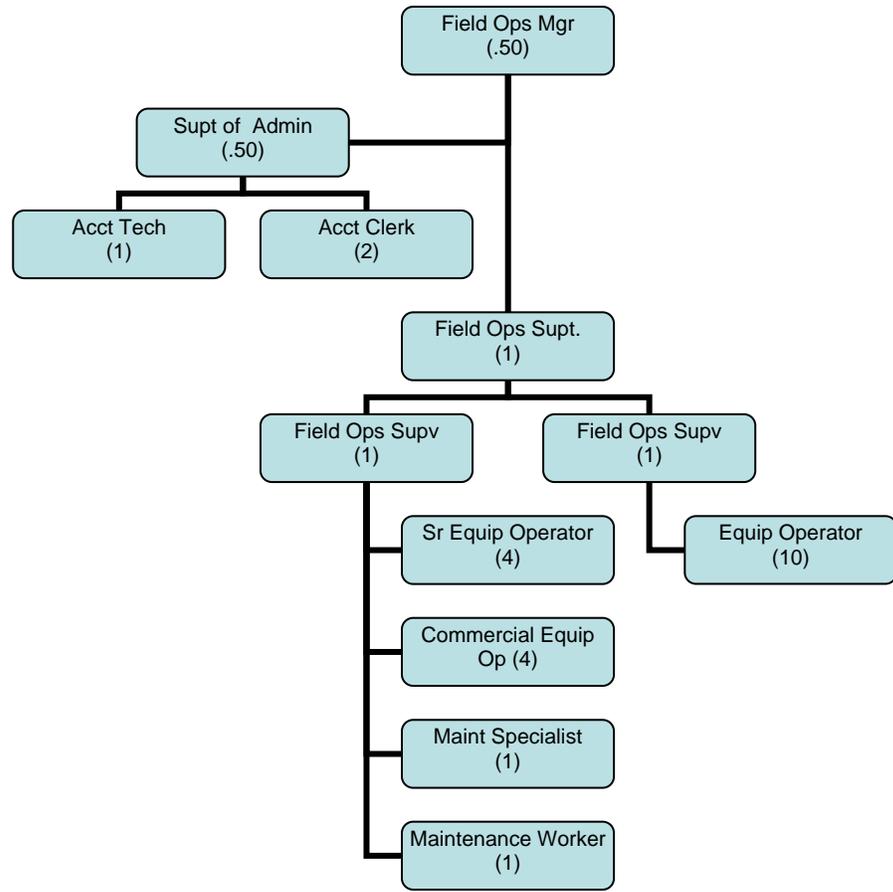
**Transfers Out:** The transfer out in the amount of \$247,350 is going to the Streets Fund as a user fee for the sanitation trucks travel on the City of Prescott streets. This is to go toward street maintenance and repair for the "wear and tear" that the trucks put on the streets. This fee is based on 5% of the sanitation fees received from customers.

# FY2012 BUDGET

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## SOLID WASTE/TRANSFER STATION FUND

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# FY2012 BUDGET

## SOLID WASTE/TRANSFER STATION FUND

### Sanitation

**Division Mission:** To provide comprehensive solid waste management programs incorporating modern technologies to maximize the protection of the environment and efficiently utilize the disposal system. Provide a superior level of customer service.

To continue operating an efficient customer friendly curbside and drop-off recycling program that maximizes waste diversion from landfill operations.

Through educating the businesses of Prescott, enlist several more commercial recycling accounts to take full advantage of the waste diversion from the landfill.

To operate a professional, well maintained facility consequently providing a well-functioning waste disposal site for the City of Prescott and Yavapai County. Utilize and manage the current facility and equipment to reduce safety issues.

Ensure that all federal, state and local policies are enforced.

To continue operating an affordable and accessible alternative to existing disposal methods for inert debris in conformance with ADEQ and EPA regulations.

**Goal:** To fix the problem before the customer knows there is a problem. Reduce the amount of customer calls regarding broken cans, wheels, lids and missed garbage by taking care of these issues at the time of service rather than waiting for the customer to call in.

**Strategy:** Encourage drivers to take care of route maintenance daily.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Total number of pickups annually	1,990,000	2,000,000	2,010,000
Total number of incidents	8	5	3
Total number of carts collected per man hour	129	130	132

**Goal:** Increase the number of commercial recycle accounts by 25% during the fiscal year.

**Strategy:** Contact high volume commercial users and demonstrate the cost savings that can be associated with the diversion of recyclable materials out of their commercial waste container.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of commercial recycling accounts	120	130	162
Number of commercial recycle tons diverted	785	900	1,125

**Goal:** Provide effective and efficient weekly curbside collection of recyclables from all participating customers within the City of Prescott to reduce the volume of material sent to Grey Wolf Landfill. To make the residential recycling program a profitable business that is able to sustain itself.

**Strategy:** Encourage participation in recycling by providing excellent customer service and providing larger recycle containers. Effectively negotiate contracts with vendors for the sale or purchase of our recyclables.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of tons diverted	3,110	3,200	4,000

# FY2012 BUDGET

## SOLID WASTE/TRANSFER STATION FUND

**Goal:** To operate and maintain the Transfer Station at its current or high level of service, especially while the Transfer Station is under construction. To divert as much recycling as possible from going into the landfill.

**Strategy:** Use existing Transfer Station to handle the approximate 220 tons per day. Promote and divert as much recycling as possible using the expansion of the Transfer Station.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of tons per day/year	233/60,700	220/50,000	220/52,000
Number of tons metal recycling per year	415	420	425
Inert Materials Diverted (Tons)	3,215	4,000	4,500

### Prior Year Results and Outcomes

Serviced 1,055 dumpsters and 20,660 residential trash containers for solid waste removal each week.

Serviced 171 recycle dumpsters and 9,600 residential recycle bins for recycling of materials each week.

Removed 182 tons of trash from neighborhoods during the Annual Clean-up in May – a service available to our citizens at no additional charge.

Collected \$2,913,733 in fees from drive-in customers at the Transfer Station.

47% increase in revenue generated by the City's Recycling program - \$131,778 in FY 2011 by selling recycling materials to post-consumer recycling processors.

### Sanitation Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 1,717,339	\$ 1,819,068	\$ 1,785,779
Supplies	590,238	660,750	656,250
Other Services & Charges	5,904,520	5,451,310	5,551,253
Debt Service	117,107	115,655	116,852
Capital Outlay/Projects	<u>35,487</u>	<u>-</u>	<u>580,000</u>
Total	\$ 8,364,691	\$ 8,046,783	\$ 8,690,134
Capital Outlay/Projects			
Articulating Loader/Tool Carrier			200,000
Front Loader Refuse Truck - Body Only			110,000
Automated Side Loader Refuse Truck - Body Only			110,000
Transfer Station Floor Repair			100,000
Household Hazardous Waste Day			<u>60,000</u>
Total Capital Outlay/Projects			\$ 580,000

# FY2012 BUDGET

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## SOLID WASTE/TRANSFER STATION FUND

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### Sanitation Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	26.16	26.86	27.00
Deputy City Manager	0.30	0.00	0.00
Field Operations Mgr*	0.86	0.86	0.50
Field Operations Supt.	1.00	1.00	1.00
Administrative Supt.*	0.00	0.00	0.50
Field Operations Supv.	2.00	2.00	2.00
Senior Equip. Operator	4.00	4.00	4.00
Commercial Equip. Oper.	4.00	4.00	4.00
Sanitation Equip. Operator.	10.00	10.00	10.00
Maintenance Specialist	1.00	1.00	1.00
Maintenance Worker	0.00	1.00	1.00
Accounting Tech	1.00	1.00	1.00
Accounting Clerk	2.00	2.00	2.00

\*\*Remainder charged to Streets Operations.

**Significant Expenditures Changes:** There are no significant expenditure changes in this department when comparing FY2012 budget to the FY2011 estimated endings.

# FY2012 BUDGET

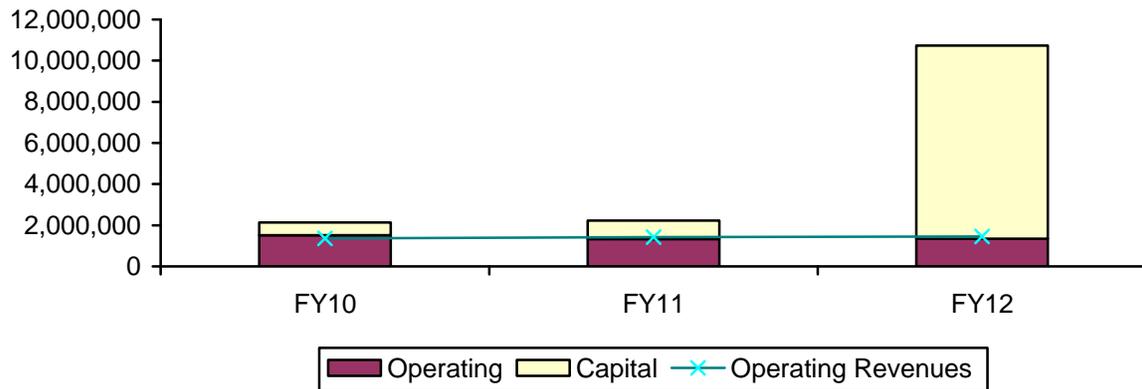
## AIRPORT FUND

The Airport Fund accounts for the financial activities at Ernest A Love Field, Prescott's municipal airport. In addition to the sale of 100 octane gas and jet fuel, the terminal houses a waiting area, a restaurant, rent-a-car agencies and Great Lakes airlines.

T-hangar and tie down rentals are available to accommodate approximately 260 planes based at Love Field. Other facilities at the airport include charter flight schools, aircraft maintenance operations, and a U.S. Forest Service firefighting operations base.

Embry-Riddle Aeronautical University, the world's only accredited 100% aviation-oriented university, has established flight operations at Love Field.

### Airport Fund - Revenues vs Expenditures



The total Airport budget, including grant and airport operations capital projects, is \$10,725,278. Revenues are estimated to be sufficient to cover operational expenditures.

### Airport Fund Historical Activity

	FY10 Actual	FY11 Estimate	FY12 Budget
Beginning Cash, 7/1	\$ 387,746	\$ 147,015	\$ 193,133
Revenues	\$ 1,733,842	\$ 2,238,926	\$ 10,574,819
Transfers In	\$ 153,691	\$ 36,755	\$ 234,053
Expenditures	\$ (2,128,264)	\$ (2,229,563)	\$ (10,725,278)
Ending Cash, 6/30	\$ 147,015	\$ 193,133	\$ 276,727

# FY2012 BUDGET

## AIRPORT FUND

### Airport Fund Revenues

Revenue Source	FY10 Actual	FY11 Rev. Est.	FY12 Budget
Tie Down and Hangar Rentals	\$ 1,181,160	\$ 1,210,687	\$ 1,302,009
Fuel Flowage Fee	80,222	145,603	104,715
Landing Fees	53,346	35,571	33,178
Miscellaneous	38,757	24,707	19,973
Total Operating Revenues	\$ 1,353,485	\$ 1,416,568	\$ 1,459,875
Add: Other Sources			
FAA & ADOT Grants	208,617	822,358	9,114,944
Lease/Purchase Proceeds	171,741	-	-
Transfer In/Grants Received	153,691	36,755	234,053
Total Other Sources	\$ 534,049	\$ 859,113	\$ 9,348,997
Total Combined Sources	\$ 1,887,533	\$ 2,275,681	\$ 10,808,872

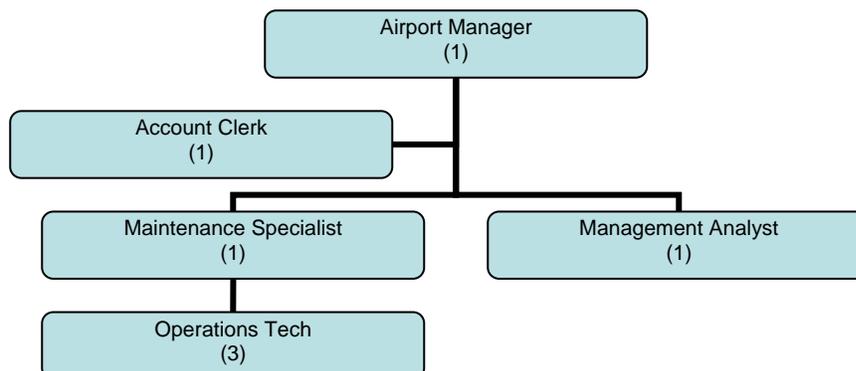
### Explanation of Revenue Sources:

**Tie Downs, Hangar Rentals, Shades and Storage Unit Fees:** Based upon fair market appraisals for vacant property as well as facilities at the airport, rates were adjusted for hangars, shades and storage units during FY1997. Additionally, the rates were changed to be exclusive of tax rather than inclusive of tax. The 7.5% increase is based on potential rent increases based on consumer price index.

**Fuel Flowage Fees:** A fuel flowage fee is a specified amount of money per gallon of fuel pumped and paid to the airport by the entity pumping the fuel, for the privilege of pumping the fuel on the airport.

**Landing Fees:** Landing fees in the amount of \$5 per landing are assessed to all airlines and cargo carriers. Effective March 1, 2012 the fee will be \$1.20 per 1,000 lbs Maximum Gross Landing Weight for transient commercial aircraft over 12, 500 lbs. Monies received from this fee are used to help fund maintenance and repairs of the runways.

**Miscellaneous:** Miscellaneous revenues consist of airport access fees and other revenue items that do not occur on a regular basis. This includes land leases, badging, fingerprinting, and interest.



# FY2012 BUDGET

## AIRPORT FUND

### Airport Operations and Capital

**Division Mission:** Prescott Municipal Airport, as a public facility, will meet the region's air transportation needs for corporate travel, scheduled airline service, governmental, military and general aviation. The airport will also provide citizens interested in aviation an opportunity for education, recreation and personal enrichment.

The Airport Administration is responsible for planning and implementing the short term and long term development of the airport, managing the real property assets, preparing and implementing the airport budget, and overseeing the safe and efficient operation of the airport in accordance with applicable rules and regulations.

The Operations/Maintenance area is responsible for performing, coordinating, tracking, documenting, and complete resolution of all airport operational and maintenance activities including, but not limited to, training, safety, security, regulatory enforcement/compliance, customer interaction, and coordination with management and contractors regarding airfield and area activities impacting the quality of services provided to the general public.

**Goal:** Development and retention of a professional airport staff capable of meeting the demanding requirements of the applicable federal, state, and local regulations/standards and the needs of the City and citizens.

**Strategy:** Continue development and implementation of in-house training programs. Certification of staff through attendance of advanced training opportunities.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
In house training hours	250	270	270
Number of advanced training courses attended	1	2	2
Number of OSHA required training courses	0	1	2

**Goal:** Development of facilities and infrastructure to enhance the safety, capacity and services at the airport to meet the projected growth of both business aircraft and scheduled airlines including but not limited to: 1) land acquisition, 2) equipment acquisition, 3) building/facility improvements, 4) airfield construction projects.

**Strategy:** Seek all available funding sources. Obtain community support.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of project grant funding sought	3	3	7
Number of projects grant funding obtained	3	3	1

**Goal:** Continue to maintain the airport in a safe and efficient operating environment through increased preventative maintenance of airport facilities which improve visual aesthetics of the airport and response to customer's maintenance requests.

**Strategy:** Development and implementation of preventative maintenance programs.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
FAA 139 Inspection discrepancies	13	5	0
Work orders issued and resolved	503	650	800
Number of cycles of complete airfield vegetation	3	3	4

# FY2012 BUDGET

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## AIRPORT FUND

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management (mowing) of approximately 300+ acres			
Gallons of airfield markings applied	100	200	300
Airfield signs panels replacement	100	75	50

### Prior Year Results and Outcomes

The Airport Department successfully marketed and increased commercial airline passenger service to LAX, Ontario, CA and Denver, CO. In a time when most airports across the country were seeing a decrease of passengers, Prescott experienced a 25% increase in the airline passenger enplanements of Great Lakes Airlines.

The Airport Department successfully managed the removal of the TSA airport badging system. Several positive comments have been received from members of the public regarding the ease of the process.

The Airport Department successfully completed the annual FAA certification inspection with 3 minor discrepancies noted compared to 21 in FY2009 and 13 in FY2010.

The Airport Department successfully increased the revenue production of property at the airport by entering into 4 new/extended commercial license agreements and long term leases.

The Airport Department successfully acquired significant federal grant funding and initiated design of a \$9.3 million major runway safety project at the airport.

The Airport Department successfully partnered with the Streets Department to place \$20,000 of crack seal material over approximately 60% of the airports pavements.

The Airport Department successfully acquired a new regenerative vacuum sweeper which increases the efficiency of sweeping operations and will result in reduced Foreign object debris damage to aircraft operating on the airport.

# FY2012 BUDGET

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## AIRPORT FUND

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### Airport Expenditure Summary

	FY10 Actual	FY11 Est End	FY12 Budget
Personnel	\$ 520,835	\$ 476,147	\$ 500,395
Supplies	55,146	58,150	73,200
Other Services & Charges	542,543	398,465	437,342
Cost Recovery	-	(4,650)	-
Capital Outlay/Projects	172,218	28,251	19,000
Grant Projects	434,670	870,349	9,361,045
Debt Service	402,852	402,851	334,296
Total	\$ 2,128,264	\$ 2,229,563	\$ 10,725,278
Capital Outlay/Projects			
Fuel Tank Relocation			19,000
Total Capital Outlay/Projects			\$ 19,000
Airport Grants			
Runway Extension			\$ 9,271,291
Law Enforcement Officers			67,048
Environmental Assessment			22,706
Total Airport Grants			\$ 9,361,045

### Airport Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	7.50	7.00	7.00
Airport Manager	1.00	1.00	1.00
Airport Operations Tech.	3.50	3.00	3.00
Maintenance Specialist	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00

**Significant Expenditure Changes:** The 5.1% increase in Personnel is due to an anticipated retirement of a regular employee. This employee would be replaced by two temporary employees to better serve the needs of the department.

Other Services & Charges displays a 9.8% larger budget when comparing the FY12 budget to the FY2011 estimated ending. This can be tied to the cost recovery object codes. As discussed previously, the methodology used to calculate these numbers causes yearly fluctuations based on departmental budgets.

## **FY2012 BUDGET**

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### **GOLF COURSE FUND**

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The purpose of the Golf Course Fund is to account for the financial activities of Antelope North and South Golf Courses. It is the mission of the Golf Course to provide a positive golf experience and an enjoyable atmosphere for our customers while assuring revenues are more than sufficient to cover operating expenses, capital investments and debt payments.

Antelope Hills North Golf Course is a championship 18-hole course located on Highway 89 at the intersection of Highway 89 and Willow Creek Road. The PGA-sanctioned course, which surrounds the City of Prescott's municipal airport, is open to the public year-round. Antelope Hills South Golf Course was completed during FY1992. This 18 hole, par 72 course was opened for play July 1, 1992. The scenic landscaped course has views of Mingus Mountain, Granite Dells, Granite Mountain and a 100 mile view of the San Francisco Peaks, the highest point in Arizona. The South course is state of the art and includes a computerized irrigation system, multi-tees, bent grass greens and three lakes.

Seventy-seven homes sites were developed surrounding the course and all sites have been sold.

The clubhouse on Perkins Drive was built in 1993 and contains a restaurant, bar and full-line golf shop. The restaurant, Manzanita Grille, is currently operated by the City and is open daily to serve the public. Golfers are able to start on either course from the clubhouse.

Wastewater effluent from the City's wastewater treatment plant is used to irrigate the golf course turf on both courses. A well organized golf maintenance and development program is carried out including daily upkeep of golf course greens, fairways, tees and rough.

Many changes have been made over the last several years in the golf course operations. The objective to achieve financial self-sufficiency is being met. Other objectives include no further borrowing by the Golf Course Fund from the General Fund or other city funds (except for incidental cash flow purposes). In FY1998, the Golf Course completed payment to the General Fund of the approximately \$2 million previously borrowed. Golf Course objectives are being accomplished by using conservative estimates of increases in play while still insuring Prescott and Yavapai County residents receive preferred golf rates.

In September 1997, Council approved a change to the rate structure which established the same rates for City and County residents while keeping a differential for outside Yavapai County residents.

The overall cash strategy of the Golf Course Fund is to pay its operations, capital needs and debt obligations in the following order:

First, payment of the operations of the golf course;

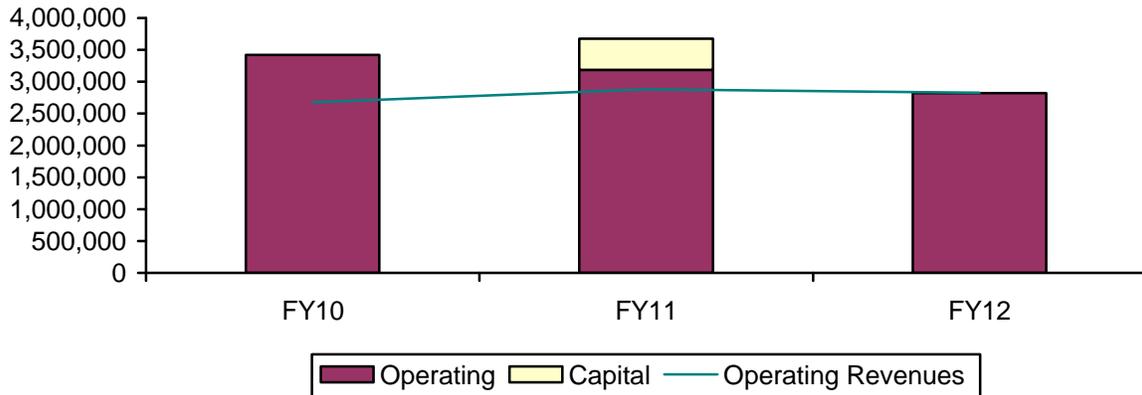
Second, payment of bonded debt principal and interest; and

Third, use of revenues exceeding expenses for capital improvements to the course.

# FY2012 BUDGET

## GOLF COURSE FUND

**Golf Course Fund - Revenues vs Expenditures**



Golf Course revenues and expenditure activity for the past two years and current year is as follows:

<b>Golf Course Fund Historical Activity</b>			
	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
Beginning Cash, 7/1	\$ (2,281,358)	\$ (3,026,424)	\$ (3,004,934)
Revenues	\$ 2,674,144	\$ 3,698,041	\$ 2,824,478
Expenditures	\$ (3,419,210)	\$ (3,676,551)	\$ (2,821,974)
Ending Cash, 6/30	\$ (3,026,424)	\$ (3,004,934)	\$ (3,002,430)

Adopted Council financial policies require that any time an enterprise fund is in a deficit position, interest will be charged to that fund. Accordingly, interest will be charged to the Golf Course Fund as long as it is not operating in a full self-sufficient manner. Golf Course revenues are extremely reliant on weather.

At the end of each fiscal year, large debt service payments are made for the construction of the second course and the recently installed replacement irrigation system on the North course. The payments result in a negative cash balance for approximately two to three months into the next fiscal year at which time the golf course operates in a positive cash balance position until the following June.

# FY2012 BUDGET

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## GOLF COURSE FUND

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### Golf Course Fund Revenues

Revenue Source	FY10 Actual	FY11 Rev. Est.	FY12 Budget
Greens Fees	\$ 1,204,860	\$ 1,402,177	\$ 1,378,124
Restaurant	747,870	733,898	774,155
Rentals	446,708	475,211	397,199
Pro Shop Sales	267,319	249,583	275,000
Miscellaneous	7,388	22,572	-
Sale of Assets	-	319,600	-
Lease/Purchase Proceeds	-	495,000	-
Total Revenues	\$ 2,674,145	\$ 3,698,041	\$ 2,824,478

#### Explanation of Golf Course Fund Revenue Sources:

**Greens Fees:** The Golf Course Manager is projecting an increase in greens fees of 1.7% under the FY2011 revised estimates. This projected decrease is predicated on bringing the projected rounds more in line with the trends.

**Rentals:** Cart rental fees are also expected to decrease during FY2012 because of an anticipated decrease in rounds played.

**Pro Shop Sales:** FY2012 merchandise sales are expected to increase 1.6% over FY2010 due to an anticipated larger volume of rounds played at the golf course.

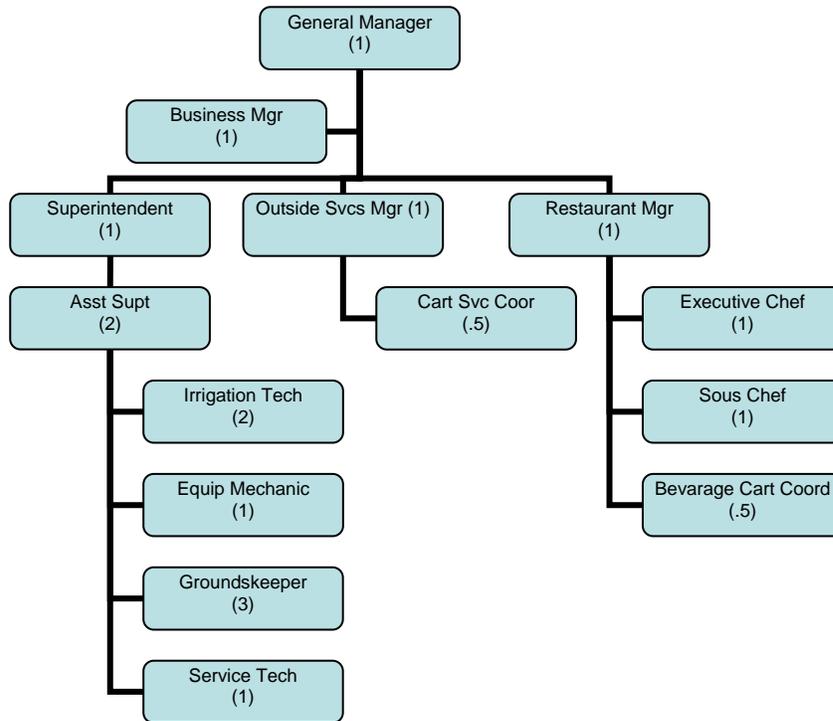
**Concession/Restaurant:** This revenue source exhibits a 10.1% increase in FY2012 over FY2011 estimated endings as a result of continued popularity of the restaurant at the golf course.

# FY2012 BUDGET

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## GOLF COURSE FUND

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# FY2012 BUDGET

## GOLF COURSE FUND

### Consolidated Departmental Expenditure and Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 1,480,423	\$ 1,456,426	\$ 1,409,695
Supplies	595,126	626,712	586,269
Other Services & Charges	650,844	635,820	681,780
Capital Outlay/Projects	-	490,186	-
Debt Service	692,817	467,407	144,230
<b>Total</b>	<b>\$ 3,419,210</b>	<b>\$ 3,676,551</b>	<b>\$ 2,821,974</b>
Authorized Staffing Level	36.30	37.15	37.74
Maintenance	15.20	14.89	15.49
Pro Shop	5.95	8.68	8.47
Manzanita Grill	13.55	12.38	12.56
Golf Carts	1.60	1.20	1.22

Note: The staff of the Maintenance Division consists of 9.49 regular full time employees. The remainder are seasonal and are the equivalent of 6.0 full time employees.

The Pro Shop has 3.33 regular full time employees with a seasonal staff of 5.14 full time equivalent employees.

Manzanita Grill includes 3.73 regular full time employees and 8.83 seasonal employees.

Golf Cart Division employs .50 regular full time employees and a seasonal staff of .72 full time equivalent employees.

### Golf Course Maintenance

**Division Mission:** To be the leader in municipal golf in Arizona by setting the highest agronomic standards possible and providing our customers with superior course conditions.

**Goal:** To improve the overall quality of green surrounds on the North course.

**Strategy:** Implement a long-term agronomic program as we have been doing on the greens. This will entail more frequent aerification, more fertilizer, seeding and treatment of broadleaf weeds.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Number of fertilizer applications	1	2	3
Number of aerifications	0	1	2
Number of herbicide applications	0	1	2
Percentage of seeding and mulching	25%	50%	100%

# FY2012 BUDGET

## GOLF COURSE FUND

<b>Goal:</b> Improve overall playability of bunkers – both North and South courses.			
<b>Strategy:</b> Continue to add USGA bunker sand as needed. Properly edge and maintain clean bunker faces that are free of weeds. Eliminate bunker ‘ramps’ caused by Sand-Pro damage.			
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Percentage completion of sand added to greenside bunkers	0%	100%	100%
Percentage completion of sand added to fairway bunkers	0%	0%	100%
Percentage of bunker ramp maintenance	25%	50%	100%
Number of herbicide treatments	0	1	2

### Prior Year Results and Outcomes

Installed new bunker sand in all greenside bunkers. This provided improved playing conditions for our customers.

Removed old cart path on number 11 North and restored to turf. The work will tie in nicely with the remodeled clubhouse and will eliminate cart path traffic behind the event center.

Refurbished pump house with new trim, paint, skylights, door and roof. The building was deteriorating from age, weather, sun and the effect of effluent spray.

Finished filling in the old pond on number 12/18 North. We can now proceed with long-term landscape plans for this area to eventually provide a better and more pleasing look in the way of course beautification.

Improved the irrigation systems on both courses by repairing heads along fence lines and borders. This provides a more manicured look to our out-of-play areas and eliminates some of eyesores while driving by or into the golf property.

Refurbished the two course restrooms on the north with new roofs, stucco, paint, concrete slabs, tile, drywall and fixtures. We have had numerous positive comments on the work that was done. This was in the past a great source of customer complaint.

### Golf Course Maintenance Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 677,900	\$ 677,746	\$ 654,806
Supplies	190,212	238,000	232,500
Other Services & Charges	355,458	356,638	400,566
Debt Service	572,882	69,444	11,230
<b>Total</b>	<b>\$ 1,796,452</b>	<b>\$ 1,341,828</b>	<b>\$ 1,299,102</b>

# FY2012 BUDGET

## GOLF COURSE FUND

### Golf Course Maintenance Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	15.20	14.89	15.49
Grounds Superintendent	1.00	1.00	1.00
Asst Grounds Super.	1.00	2.00	2.00
2nd Asst Grounds Supt	1.00	0.00	0.00
Business Manager*	0.00	0.15	0.15
Equipment Mechanic	1.00	1.00	1.00
Service Technician	0.00	1.00	1.00
Irrigation Tech	2.00	2.00	2.00
Groundskeeper**	4.00	2.34	2.34
Seasonal Maint. Empl.	5.20	5.40	6.00

\*Remainder charged to Pro Shop (.75) and Restaurant (.10)

\*\*One Groundskeeper also charged .33 to Pro Shop and .33 to Restaurant

**Significant Expenditures Changes:** The cost recovery object code for Insurance is the reason for the 12.3% increase in Other Services & Charges. The calculation is based on size of budget, number of vehicles and loss history. This methodology causes fluctuations in budgets from year to year.

### Pro Shop

**Division Mission:** To provide the City of Prescott residents & visitors a quality golf experience at a fair price. To serve the public attentive customer service, quality golf merchandise and enjoyable golf events.

**Goal:** To increase merchandise sales in the pro-shop.

**Strategy:** Improve our buying, stocking and marketing procedures, and aggressively price and promote our retail products.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Merchandise sales	2.74/round	2.51/round	2.50/round

**Goal:** To increase rounds.

**Strategy:** Improve all areas of customer service and develop ways to market ourselves better.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Percentage of implementation of EZ-Links	0%	100%	100%
Number of training meetings with cart crew, starters and rangers	0	3	6
Number of tournaments and participation in outside	6,554	6,000	6,500

# FY2012 BUDGET

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## GOLF COURSE FUND

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events			
Number of non-resident rounds	2,644	3,200	3,500

### Prior Year Results and Outcomes

Hosted the following annual tournaments/events: Spring Classic, Leprechaun Open, Father-Son, Ladies Invitational, Ladies Northern Arizona Championship,

Hosted and staged 30 charity events.

Coordinated events and schedules with golf associations.

Replaced golf car fleet.

Upgraded cart storage building.

Remolded old clubhouse building.

Reduced outside staff by 11 employees for expense savings.

Met with Golf Advisory Committee on course improvements and rate schedules.

### Pro Shop Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 414,950	\$ 375,622	\$ 354,323
Supplies	101,396	102,511	81,550
Other Services & Charges	<u>150,928</u>	<u>161,750</u>	<u>151,474</u>
Total	\$ 667,274	\$ 639,883	\$ 587,347

# FY2012 BUDGET

## GOLF COURSE FUND

### Pro Shop Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	5.95	8.68	8.47
Admin Svcs Director	0.10	0.00	0.00
General Manager	1.00	1.00	1.00
Outside Svcs Mgr	0.00	1.00	1.00
Pro Shop Mgr/Tour Dir/Buyer	1.00	0.00	0.00
Business Manager*	0.00	0.75	0.75
Restaurant Manager**	0.50	0.25	0.25
Groundskeeper***	0.00	0.33	0.33
Seasonal Pro Shop Emp	3.35	5.35	5.14

\*Remainder charged to Golf Maintenance (15%) and Restaurant (10%)

\*\*Restaurant Manager also charged to Restaurant

\*\*\*Groundskeeper also charged .34 to Golf Maintenance and .33 to Restaurant

**Significant Expenditure Changes:** There are no significant expenditure changes in this division for FY2012.

### Manzanita Grill

**Division Mission:** To provide value-oriented food and beverage service to Antelope Hills golfers, tournament events, and the local community. To provide high quality golf course cart concessions in a professional and timely manner. To ensure that the value of food and beverage service results in customers getting the lowest possible price while maintaining a break-even scenario.

**Goal:** To have the mix-of-sales by 75% food and 25% beverage. To control cost of sales, labor and other expense to ensure the highest value to the customer while maintaining a break-even scenario.

**Strategy:** Continue to promote specialty nights such as All-you-can-eat Fish Fry, Prime Rib night, Sushi night, and Pasta night. To offer senior citizen and family discounts. To continue to promote weddings and catered events.

Performance Measures:	FY10 Actual	FY11 Estimate	FY12 Forecast
Mix of sales (food/beverage)	74/26	75/25	75/25
Cost of Food and Beverage sales	34.7%	34.0%	34.0%
Labor Cost	47.1%	47.0%	47.0%
Other Cost	20.4%	19.0%	19.0%

### Prior Year Results and Outcomes

Conducted training meetings with inside/outside staffs & beverage cart staff.

# FY2012 BUDGET

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## GOLF COURSE FUND

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### Manzanita Grill Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 358,339	\$ 361,760	\$ 371,567
Supplies	282,352	256,951	270,219
Other Services & Charges	136,091	104,648	104,404
Debt Service	8,156	4,042	-
Total	\$ 784,938	\$ 727,401	\$ 746,190

### Manzanita Grill Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	13.550	12.380	12.560
Facilities Director*	0.000	0.000	0.050
Admin Services Director	0.050	0.000	0.000
Restaurant Manager**	0.500	0.750	0.750
Asst Restaurant Manager	1.000	0.000	0.000
Executive Chef	1.000	1.000	1.000
Sous Chef	1.000	1.000	1.000
Business Manager***	0.000	0.100	0.100
Beverage Cart Coordinator	0.000	0.500	0.500
Groundskeeper	0.000	0.330	0.330
Temp Employees	10.000	8.700	8.830

\*Facilities Director also charged 40% to Facilities Maintenance; 30% to Fleet Maintenance; 15% to Rodeo; and 10% to Parking Garage

\*\*Remainder of Restaurant Manager is charged to Pro Shop

\*\*\*75% is charged to Pro Shop and 15% to Golf Course Maint.

**Significant Expenditure Changes:** There are no significant expenditure changes in this division for FY2012.

### Golf Carts

**Division Mission:** To provide a sufficient number of clean, mechanically sound, and attractive golf carts.

# FY2012 BUDGET

## GOLF COURSE FUND

**Goal:** To convert golf cart fleet from gas to electric by first part of FY2012. Provide clean, well maintained golf carts to our customers.

**Strategy:** Complete transaction with cart vendor to convert to electric carts. Complete cart storage area to allow for charging carts. Through proper training, staffing and supervision we can insure that at the end of the day all carts are washed and wiped down and divot mix bottles are filled.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Percentage of carts converted to electric	0%	50%	100%
Percentage of carts cleaned and maintained	90%	90%	100%
Percentage complete cart storage electric charging system	0%	50%	100%
Number of necessary training meetings conducted with cart crew	0	2	3
Percentage of supervision and follow-up	0%	50%	100%

### Golf Carts Expenditure Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	\$ 29,233	\$ 28,501	\$ 28,999
Supplies	21,165	29,250	2,000
Other Services & Charges	8,367	12,784	25,336
Debt Service	111,779	393,921	133,000
Capital Outlay/Projects	-	490,186	-
<b>Total</b>	<b>\$ 170,544</b>	<b>\$ 954,642</b>	<b>\$ 189,335</b>

### Golf Carts Staffing Summary

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Authorized Staffing Level	1.60	1.20	1.22
Cart Service Coordinator	0.00	0.50	0.50
Temp Golf Cart Attendant	1.60	0.70	0.72

**Significant Expenditure Changes:** The large decrease in Supplies is offset by the large increase in Other Services & Charges. This is the result of converting the golf carts from gas (reducing Supplies) to electric (increasing Other Services & Charges).

### Insurance/Retirements

**Division Mission:** To provide an account to pay for costs of retirement bonuses for Golf Course Department retirees.

## FY2012 BUDGET

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### GOLF COURSE FUND

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**Golf Course - Insurance/Retirements  
Expenditure Summary**

	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Personnel	-	12,797	-
Total	\$ -	\$ 12,797	\$ -

**Significant Expenditures Changes:** There are no anticipated retirements in the Golf Course Fund during FY2012.

# FY2012 BUDGET

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## PARKING GARAGE FUND

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The City of Prescott opened the "Garage on Granite", a five-story, downtown parking garage in June 2005. The garage is conveniently located on South Granite Street, just a block from the Courthouse Plaza and Sharlot Hall Museum. Along with ample parking, garage users will find a glass elevator to transport them from floor to floor as well as a paved pedestrian access to downtown restaurants, shops, art galleries and lodging.

Parking in the garage is free for everyone on all but certain holidays and special event periods throughout the year.

Parking Garage revenue and expenditure activity for the past two years and current year is as follows:

<b>Parking Garage Fund Historical Activity</b>			
	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Budget</b>
Beginning Cash, 7/1	\$ 276	\$ (12,201)	\$ (30,069)
Revenues	\$ 53,117	\$ 40,126	\$ 40,540
Transfers In	\$ 10,122	\$ 17,611	\$ 67,355
Expenditures	\$ (75,716)	\$ (75,605)	\$ (77,185)
Ending Cash, 6/30	\$ (12,201)	\$ (30,069)	\$ 641

The following table shows the projected revenues for FY2012.

<b>Parking Garage Fund Revenues</b>			
<b>Revenue Source</b>	<b>FY10 Actual</b>	<b>FY11 Rev. Est.</b>	<b>FY12 Budget</b>
Parking Revenue	\$ 34,143	\$ 38,676	\$ 39,410
Lease/Rental Revenue	18,974	1,400	1,080
Miscellaneous	-	50	50
Transfer In	10,122	17,611	67,355
Total Revenues	\$ 63,239	\$ 57,737	\$ 107,895

### Explanation of Parking Garage Fund Revenue Sources:

**Parking Revenue:** The parking garage is free for everyone except for certain events such as Fall Fest in the Park, Oktoberfest, Holiday Light Parade, Christmas Parade, Courthouse Lighting and the Acker Music Festival. For these events a nominal fee is charged for parking in the Garage on Granite.

**Lease/Rental Revenue:** Lease/rental revenue is for the parking spaces that are leased out in the Parking Garage to different businesses.

**Interest Earned:** This is monies earned on the available cash in the Parking Garage Fund. It is a difficult estimate to make due to the fluctuation of cash balances and the interest rates.

**Miscellaneous:** Miscellaneous revenues consist of advertising signage fees and miscellaneous parking lot fees such as the Farmer's Market.

# FY2012 BUDGET

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## PARKING GARAGE FUND

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### Parking Garage Operations

**Division Mission:** To provide downtown visitors, tourists, and workers ample convenient and safe off-street parking.

#### Parking Garage Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Personnel	\$ 15,266	\$ 22,022	\$ 26,400
Supplies	4,440	2,075	7,575
Other Services & Charges	55,624	51,508	43,210
Debt Service	386	-	-
Total	\$ 75,716	\$ 75,605	\$ 77,185

#### Parking Garage Staffing Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	0.075	0.000	0.000
Facilities Director	0.000	0.100	0.100
Admin Services Director	0.075	0.000	0.000

Note: Facilities Director also charged 40% Facilities Maintenance; 30% to Fleet Maintenance; 15% to Rodeo; and 5% to Restaurant

**Significant Expenditures Changes:** There are no significant expenditures changes in this fund.

**FY2012 BUDGET**

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**PARKING GARAGE FUND**

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# **FY2012 BUDGET**

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## **INTERNAL SERVICE FUNDS**

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GENERAL SELF-INSURANCE FUND

FLEET MAINTENANCE

ENGINEERING

FACILITIES MAINTENANCE

# FY2012 BUDGET

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## SELF-INSURANCE FUND

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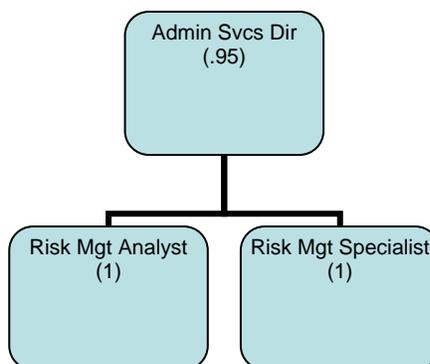
The Risk Management program is designed to reduce, eliminate or transfer liability for loss exposures associated with city operations, and to manage and properly dispose of liability claims against the City. Risk Management assesses and purchases appropriate insurance coverage with adequate self-insured retention levels. Additionally, the division strives to improve City operations through an internal review function and employee training.

From August 17, 1986, through June 20, 1992, the City of Prescott was totally self-insured. For the period of July 1, 1992, through September 30, 1993, the City was insured with the Arizona Municipal Risk Retention Pool. Effective October 1, 1993, the City again became totally self insured except for property insurance and airport liability insurance.

During FY1995 the City settled an extraordinary claim in the amount of \$3.5 million. In order to pay for the claim, the City used \$1.0 million of cash available from the Self Insurance Fund and borrowed \$2.5 internally from the Alternative Water Sources Fund. The Self Insurance Fund made the final payment back to the Alternative Water Sources Fund for the \$2.5 million loan in FY2007. As a result of this settlement, the City decided to re-enter the insurance market, purchase excess insurance above an approximate level of \$.5 million and keep the cash balance of the Self Insurance Fund at approximately \$1 million.

On July 1, 1996, it was decided that this fund would be used to pay workers' compensation claims against the City. After a self-insurance feasibility study was performed by an independent actuarial, it was decided to leave State Compensation Fund. The goal of this division is twofold: to provide an increasingly safe work environment and to provide adequate self-insurance and purchase insurance to cover work related injuries to City employees. The workers' compensation funds are appropriated from the employee related workers' compensation expense.

**Division Mission:** The Risk Management Division provides pro-active management of the City's property and casualty insurance programs; including self-insurance for both liability and workers' compensation. Risk provides direction and education by developing and maintaining sound safety practices, risk assessment, claims administration, contractual transfer of exposures and risk mitigation strategies to protect the City of Prescott's human, financial and property assets from the adverse impact of loss.



# FY2012 BUDGET

## SELF-INSURANCE FUND

**Goal:** Protect the City through risk avoidance by transferring the risk through contract/certificate of insurance centralization and tracking.

**Strategy:** Continue city-wide contract review; establish insurance/indemnification contract language and requirements; assist IT in design of centralized system; establish procedures for centralization/tracking system of contracts and certificates of insurance.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Review of city-wide contracts	45%	75%	90%
Establish contract language and requirements for each department	45%	75%	90%
Assist IT in design of centralized contract/certificate of insurance system	N/A	100%	90%

**Goal:** Reduce number of on-the-job injuries (Workers' Compensation).

**Strategy:** Encourage senior management involvement to promote overall safety culture by providing loss statistics. Update Risk Management Safety Library and assist in locating resources to assist department's in safety training for injury prevention based on department/injury trends.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of open claims	43	40	40
Number of new claims	67	65	65
Number of lost time claims	12	10	10
Number of medical only claims	55	55	55
Average cost per lost time claim	\$15,471	\$27,968	\$27,968

### Prior Year Results and Outcomes

**Subrogation:** Recovered a total of \$47,429.56 from 3<sup>rd</sup> parties that caused damage to City property or injury to City employee(s).

**Liability Claims:** Risk received 40 new liability claims. Each claim was reviewed and a preliminary investigation performed before forwarding to our Third Party Administrator (TPA), Travelers for resolution. Travelers investigated and interviewed claimants, witnesses and/or City employees before reaching a determination. Travelers/City denied 32 of 40 claims for a total amount of \$483,138.13. Two denied claims proceeded to litigation where they are currently represented by Travelers in house counsel and the City.

**Safety Training:** 26 City employees attended OSHA 10-hour General Industry training and received their 10-hour cards. 3 employees attended OSHA 10-hour Construction training and received their 10-hour card.

# FY2012 BUDGET

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## SELF-INSURANCE FUND

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### Self Insurance Fund Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Beginning Cash Balance, 7/1	\$ 1,659,838	\$ 1,673,903	\$ 836,939
Revenues			
Interest Income and Misc	40,000	40,000	40,000
Total Revenues	\$ 40,000	\$ 40,000	\$ 40,000
Expenditures			
Personnel Supplies	\$ 275,368	\$ 224,201	\$ 232,338
Supplies	3,492	3,429	3,200
Other Services & Charges	1,682,522	2,753,863	1,869,583
Cost Recovery	(1,935,447)	(2,104,529)	(2,106,127)
Total Expenditures	\$ 25,935	\$ 876,964	\$ (1,006)
Ending Cash Balance, 6/30	\$ 1,673,903	\$ 836,939	\$ 877,945

### Self Insurance Fund Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	3.46	2.95	2.95
Administrative Services Dir*	0.00	0.95	0.95
Management Analyst	0.00	1.00	1.00
Risk Management Analyst	0.00	1.00	1.00
Chief Asst City Attorney	0.23	0.00	0.00
Senior Assistant Attorney	0.23	0.00	0.00
Risk Manager	1.00	0.00	0.00
Paralegal	1.00	0.00	0.00
Risk Management Tech	1.00	0.00	0.00

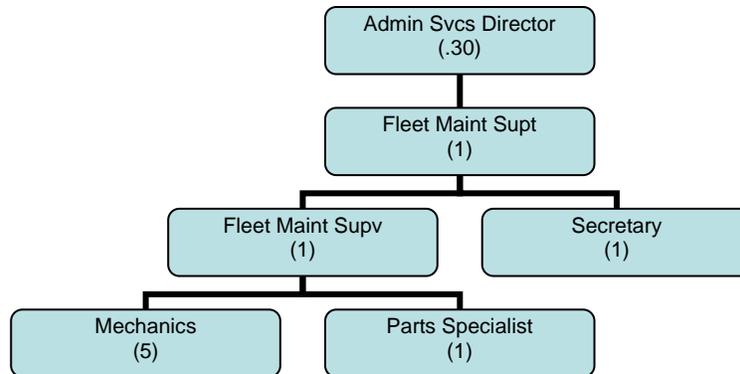
\*Remainder charged to Elks Opera House

**Significant Expenditure Changes:** The large decrease observed when comparing the FY2012 budget to the FY2011 estimated endings in Other Services & Charges is the result of the City having to adjust their claims payable reserves to include claims that will be handled by outside counsel.

# FY2012 BUDGET

## FLEET MAINTENANCE FUND

**Division Mission:** To provide effective and efficient fleet maintenance/repair and acquisition services to maximize equipment availability and serviceability for internal customer departments.



**Goal:** Maximize equipment availability and serviceability.

**Strategy:** (1) Use fleet management software integrated with Streets Division maintenance management system (MMS) and City's cost accounting/financial management system; (2) Balance in-house mechanic and parts activities with vendor sublet services to achieve competitive, cost effective operation; (3) Monitor equipment utilization, cumulative operating and repair costs, and market value of units to be disposed of; and (4) Perform truck and equipment inspections on Field Operations and Solid Waste Divisions to minimize breakdowns and cost which benefit the city as a whole.

<b>Workload Indicators:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Number of pieces of rolling stock including mobile off road equipment	445	482	480
Number of light vehicle preventive maintenance services	544	538	530
Number of heavy duty preventive maintenance services	171	190	188
Number of off-road equipment preventive maintenance services	103	82	80
Number of emergency road service calls	41	49	40
<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Average equipment availability (%) Target: 95% minimum	98%	98%	98%
Ratio of sublet/vendor services costs to total expenditures Target: 6%	12%	10%	10%
Warranty Claims Submitted	56	44	30
Warranty Claims Resolved Target: 95% minimum	98%	91%	98%

# FY2012 BUDGET

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## FLEET MAINTENANCE FUND

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### Prior Year Results and Outcomes:

Fleet maintenance efficiency for fiscal 2011 is 97% hours worked to hours billed. Hours deducted from hours worked include training, safety meetings, safety inspections, vacation, holiday, and sick/workers comp time off.

Maintenance includes 440 rolling stock which consists of light duty, heavy duty vehicles and equipment, along with over 50 generators serviced monthly, quarterly, semi annually, and annually.

Maintain an average availability rate of 96% for all City fleet vehicles that are maintained by the Central Garage.

Perform truck safety inspections on a bi-weekly basis for City of Prescott Fire Dept. This keeps our fleet safe and ready on a moments notice to service the city.

Perform preventive maintenance (PM) and repairs on all City-owned generators and coordinate the load bank testing with an outside vendor. The Central Garage works with the department to schedule these PMs, repairs and testing and to minimize any impact on the department.

Performs preventative maintenance and safety inspections for Groom Creek Fire District vehicles and equipment. Revenue derived from GCFD for fiscal 2011 was \$20,260.73.

Provides vehicle pick up and vehicle returns for any department @ no charge. Picks up their vehicle and delivers it back to the department after a service. Whether it is broken down on the side of a road, needs to be jump started at your office, needs to have snow chains put on for bad weather conditions or just needs to be taken to the Central Garage for basic service work, we provide customer service 100%.

Works with Risk Management to have vehicles repaired if involved in an accident and make sure the work was completed correctly and can safely return to our roads.

Completes all paper work to have a City Asset number assigned to newly purchased vehicles / equipment, have all on or off-road equipment issued an Arizona title, send original title to City Clerk, registered and insurance issued, update city staff about the new asset details, have extra keys made if necessary, replaces lost or damaged license plates, have windshields replaced, new tires installed and balanced, have seats re-upholstered, will have a vehicle washed inside and out and front end alignments performed. This year the Central Garage has completed over 733 hours for Customer Service at no charge. This helps other city employees to stay on task 100% of the time.

Car Pool arrangement available to all City Departments. This gives vehicle usage to any department at no cost. The only cost for a user is for the fuel they use. We have Vans, trucks, sedans and economy cars available. Each vehicle is well maintained and ready for a road trip anywhere. All vehicles have been pre-checked for safety and serviced before and after they are used. Each vehicle has a good spare tire, a jack, reflective emergency vest, fire extinguisher, jumper cables, first aid kit, current registration information, accident report packet and an "Emergency Manual" for assistance on questions the driver may have.

The Central Garage administers new vehicle and replacement parts warranties, coordinates and processes all vehicle related warranty claims and recovers costs of those claims which are then credited back to the appropriate department or line item budget. If there is a warranty problem, we

## **FY2012 BUDGET**

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### **FLEET MAINTENANCE FUND**

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take it back to the local dealer and have the work completed at no cost or by paying a low cost deductive.

Staff equipment mechanics have now attained a combined total of nine (9) ASE (Automotive Service Excellence) certifications. Each of these ASE certifications requires a minimum of 40 hours of study and preparation time to pass one topic tests. The Central Garage staff received no financial gain and did this on their own time for personal improvement goals. Additionally the Central Garage Mechanics attended Car Quest training programs monthly after work, for 4 hours in the evening to learn about the most current and update diagnostics program to use with their jobs. The Central Garage staff currently holds four (4) EVT (Emergency Vehicle Technician) certifications. Each Central Garage equipment mechanic is continuing work toward attaining additional ASE and EVT certifications in FY12 as time and budget constraints allow.

Conducts monthly City of Prescott Safety Meeting and OSHA Mandatory trainings and maintains the required annual OSHA trainings and updates. Each mechanic performs a monthly shop task for OSHA safety check List; the overhead cranes, the fire extinguishers, chains, jacks, the Grey Lifts, etc. for the monthly safety inspection program on the first of each month. We rotate the staff every 12 months, so they will be cross trained in checking the shops equipment and supplies. We then discuss any issues with tools, guards or equipment that need to be locked out ~ Tagged Out, repaired or replaced for the shop for OSHA compliance during on COP Safety meeting.

We have also written and refer to our new Job Task Analysis Manual. This manual covers in detail each job task and how to perform it safely.

Prepare the 2 antique fire trucks that are assigned to parade duties so that they are ready to go for all special events (July 4<sup>th</sup> Parade, etc.) as may be needed

Obtain commitments from staff members to work the spectator transport operations for the July 4<sup>th</sup> special event at Pioneer Park.

Make arrangements to borrow all trucks, tractors, trailers, vans, motor home, etc. that will be utilized to coordinate activities at Pioneer Park and to transport goods and people to/from the various parking areas.

Coordinate getting all equipment to the Central Garage the week prior to the July 4 event in order to perform a full safety inspection of all items and complete any needed repairs or preventative maintenance prior to the July 4<sup>th</sup> activities.

Provide transportation for spectators from each parking area prior to the fireworks event and transport them back to their vehicle parking area after the conclusion of the fireworks display.

Bring all vehicles and equipment back to the Central Garage for an after event inspection and return all vehicle etc. to the department where they were borrowed from.

# FY2012 BUDGET

## FLEET MAINTENANCE FUND

### Fleet Maintenance Fund Expenditure Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Beginning Cash Balance, 7/1	\$ (285,743)	\$ (474,045)	\$ (553,654)
Beginning Designated Cash Balance, 7/1	\$ 6,593,001	\$ 7,378,373	\$ 6,726,483
Revenues			
Proceeds from Sale of Assets	92,568	-	50,000
Interest Income and Misc	101,000	100,000	101,000
Total Revenues	\$ 193,568	\$ 100,000	\$ 151,000
Expenditures			
Personnel Supplies	\$ 641,716	\$ 662,331	\$ 714,754
Supplies	570,329	462,962	472,500
Other Services & Charges	279,739	335,062	358,396
Cost Recovery	(3,644,478)	(1,575,000)	(1,600,000)
Debt Service	391,614	388,836	392,839
Capital Outlay/Projects	1,357,578	557,308	2,257,500
Total Expenditures	\$ (403,502)	\$ 831,499	\$ 2,595,989
Ending Cash Balance, 6/30	\$ (474,045)	\$ (553,654)	\$ (705,369)
Ending Designated Cash Balance, 6/30	\$ 7,378,373	\$ 6,726,483	\$ 4,433,209
Capital Outlay/Projects			
Vehicle Replacements (as approved by Fleet Mnt Manager)			2,250,000
Rotor/Drum Brake Lathe			7,500
Total Capital Outlay/Projects			\$ 2,257,500

### Fleet Maintenance Fund Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	9.15	9.20	9.30
Facilities Director	0.00	0.20	0.30
Administrative Services Director	0.15	0.00	0.00
Fleet Maintenance Supt	1.00	1.00	1.00
Fleet Maintenance Supv	1.00	1.00	1.00
Equipment Mechanic	5.00	5.00	5.00
Parts Specialist	1.00	1.00	1.00
Secretary	1.00	1.00	1.00

Note: Facilities Director is also charged to Facilities Maintenance (40%); Rodeo (15%); Parking Garage (10%); and Manzanita Grill (5%).

## **FY2012 BUDGET**

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### **FLEET MAINTENANCE FUND**

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**Significant Expenditure Changes:** The 7.9% increase in Personnel when comparing the FY2012 budget to the FY2011 estimated endings is the result of more of the Facilities Director being charged to this division in FY2012. A reorganization of the Administrative Services Department resulted in a few divisions being pulled out of the area.

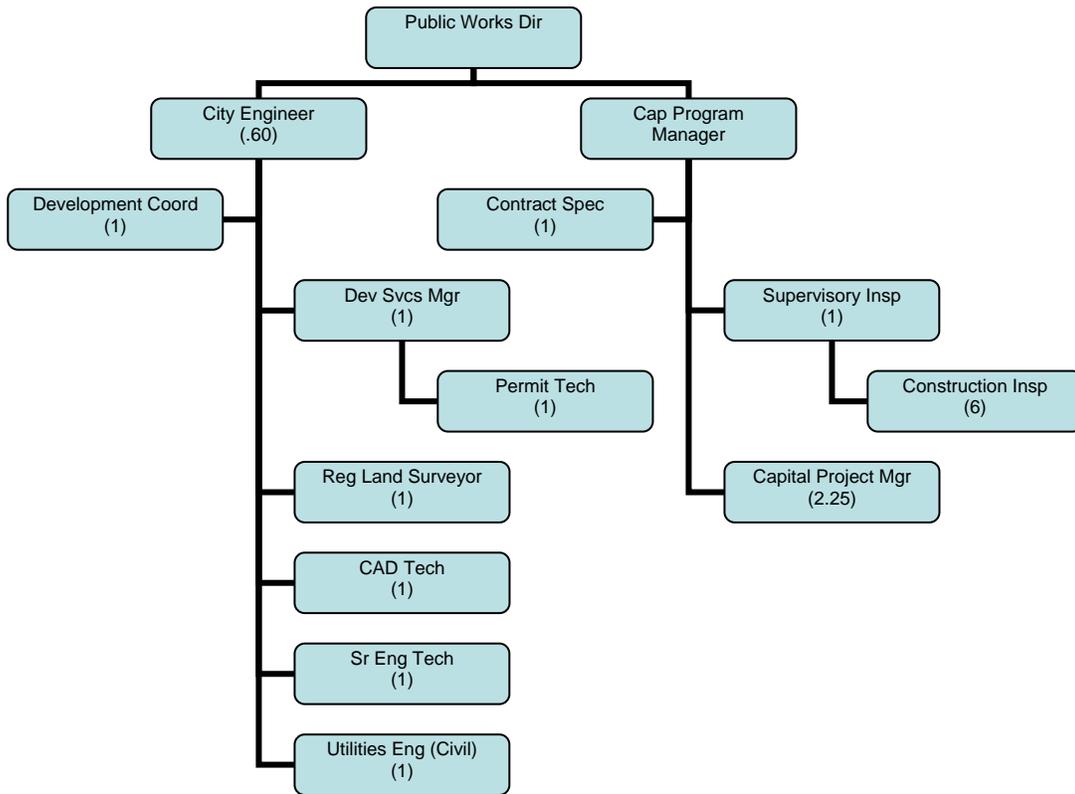
# FY2012 BUDGET

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## ENGINEERING FUND

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**Division Mission:** To provide or procure professional engineering and other associated services for City Capital Improvement Plan street and utility improvement projects, to include surveying, design, contracting and quality assurance; and to implement provisions of the City's Land Development Code pertaining to civil engineering plan review and quality assurance.



# FY2012 BUDGET

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## ENGINEERING FUND

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**Goal:** Provide quality professional services during the design and construction phases of capital improvement and private development projects (e.g., roadway, sidewalk, curb & gutter, drainage, traffic control, etc.). Provide quality review of private development project civil plan review for compliance with the City's Land Development Code.

**Strategy:** Prepare professional level biddable civil plans and specification for capital improvement projects utilizing in-house design staff. Provide quality assurance to outside engineering firms to ensure a high level of professional designs for streets capital improvement projects. Provide mapping and support services to other City departments in evaluating infrastructure conditions and costs for proposed annexation, infrastructure policy generation and public requests. Provide a high level of professionalism in performing civil plan review for private developments both in meeting the required timelines and to ensure compliance with the City's Land Development Code.

<b>Performance Measures:</b>	<b>FY10 Actual</b>	<b>FY11 Estimate</b>	<b>FY12 Forecast</b>
Ratio of actual number of in-house designs completed vs. total number planned. Target: 80%	20/25 =80%	21/22 = 95%	N/A

### Prior Year Results and Outcomes:

#### PAVEMENT RECONSTRUCTION IN – HOUSE

##### FY 11 Designs

- Completed stand-alone Cedarwood Drive – Rosser Street to Brandon Circle
- Completed Indian Meadows Drive – Mountain Lake Drive North to Mountain Lake Drive South
- Completed Smoketree Lane – Prescott Lakes Parkway approximately 600-ft west of Prescott Lakes Parkway
- Completed Sheldon Street – at Rush Street and Yavapai College Entrance.

##### FY12 Designs

- Prescott View Place and Prescott View Circle - Northern Cul-de-sac to Rosser Street and from Rosser Street to the Southern Cul-de-sac
- Mosher Lane – Whetstine Avenue to Prescott Heights Drive
- Doka Drive - Whetstine Avenue to Northern Cul-de-sac
- Portion of Yavapai Hills Drive – Miracle Rider Drive to Tom Mix Trail
- Fair Street - Gail Gardner Way to Miller Valley Road

#### PAVEMENT PRESERVATION IN – HOUSE

- Annual Chip Seal Program – Approximately 9.7-lane miles within the Southview, Copper Canyon and Sandretto Hills Subdivisions
- Pavement Rehabilitation plans:
  - Iron Springs Road – Gail Gardner Way to Whipple Street
  - Willow Creek Road - Whipple Street to Green Lane
  - Granite Street – Willis Street to Gurley Street
  - Goodwin Street – Montezuma Street to South Mt. Vernon Avenue

# FY2012 BUDGET

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## ENGINEERING FUND

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### MISCELLANEOUS PROJECT DESIGN IN - HOUSE

- Drainage Improvements at Merritt Street and Dameron Drive - complete
- Dam Repairs – Upper and Lower Goldwater Dam, Willow Lake Dam and Granite Creek Dam at Watson Lake – 90-percent complete
- Kuebler Field Parking Lot Design – 95-percent complete
- Zone 56 - Transmission Main, Reservoir and General Site Civil design – 90-percent complete
- Airport Fuel Tank Containment design – 90-percent complete
- Chino Valley Well Site – Landscape and Walls - Complete

### DRAINAGE PROJECTS/PROGRAMS

- Secured funding authorization of \$510,000.00 from the Yavapai County Flood Control District which was used as follows
- \$100,000.00 – Willow Creek FEMA flood study update
- \$60,000.00 – Willow Creek Levee analysis to determine our ability to meet federal levee regulations (65.10)
- \$300,000 – FEMA flood study updates of the following Granite Creek Tributaries:
  - Manzanita Creek
  - Aspen Creek
  - Miller Creek
  - Granite Creek North Fork
- \$15,000.00 – Expansion of the hydrologic analysis of the Granite Creek watershed to Bottleneck Wash, including Willow Lake and Watson Lake
- \$20,000.00 – Expanded the 2' topographic mapping to include drainage areas beyond the City Limits
- \$15,000.00 – Engineering Services for review and participation in the development of the City Drainage Design Criteria Manual
- Continued participation in the FEMA Cooperating Technical Partner Program (CTP)
- Completed the initial draft of the revised City of Prescott Drainage Criteria Manual

### General Engineering Requirements

City staff in concert with local engineering firms and developers have been working together to develop City of Prescott General Engineering Requirements Manual (GER). The goal of the Manual is to assist in the orderly development and improvement of property that protects the public's health, safety and welfare and achieves lasting value and quality of life for the citizens of Prescott.

The purpose of the GER Manual is to provide clear and concise technical requirements, polices and processes for design professionals to prepare plans, specifications and design reports necessary for the development of both public and private projects with the City of Prescott. Having such a document will help streamline the plan development, review, and approval process.

Specific areas that have been developed and reviewed by local engineering firms include grading, water, sewer, drainage, traffic & transportation, dry utilities, submittals & as-builts, and survey control. Outstanding items include development of Standard Details, CADD standards, illustrations for the Drainage Criteria Manual and the GER Variance Process.

# FY2012 BUDGET

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## ENGINEERING FUND

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### Development Review

- Completed 280 plan reviews for Private Development/ ROW Permits
- Completed 98 Pre-Application Conference plan reviews
- Completed 129 official plan reviews for Capital Projects and approximately 50 table top reviews with project stakeholders
- Issued 17 Approvals to Operate (ATO)s.
- Issued 15 Approvals to Construct (ATC)s.

### Engineering Expenditure Summary

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	FY10 Actual	FY11 Estimate	FY12 Budget
Beginning Cash Balance, 7/1	\$ 32,579	\$ 196,763	\$ 171,139
Revenues			
Interest Income and Misc	600	2,500	2,500
Total Revenues	\$ 600	\$ 2,500	\$ 2,500
Expenditures			
Personnel Supplies	\$ 1,480,621	\$ 1,491,642	\$ 1,542,330
Supplies	30,701	41,002	44,050
Other Services & Charges	268,687	230,740	270,129
Cost Recovery	(1,943,593)	(1,735,260)	(1,830,683)
Total Expenditures	\$ (163,584)	\$ 28,124	\$ 25,826
Ending Cash Balance, 6/30	\$ 196,763	\$ 171,139	\$ 147,813

# FY2012 BUDGET

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## ENGINEERING FUND

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### Engineering Fund Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	18.60	17.80	17.80
City Engineer*	0.60	0.60	0.60
Construction Services Manager	1.00	0.00	0.00
Utilities Engineer (Civil)	1.00	1.00	1.00
Development Services Manager	1.00	1.00	1.00
Development Coordinator	1.00	1.00	1.00
Supervisory Inspector	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00
Capital Projects Manager	2.00	2.20	2.20
Construction Contracts Specialist	1.00	1.00	1.00
CAD Technician	1.00	1.00	1.00
Registered Land Surveyor	1.00	1.00	1.00
Construction Inspector	6.00	6.00	6.00
Permit Technician	1.00	1.00	1.00

\*City Engineer is also charged .30 to Water Administration and .10 to Wastewater Administration.

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**Significant Expenditure Changes:** Other Services & Charges shows a significant increase at 17.1% due to the higher Insurance budget in FY2012. This is the result of the methodology used when calculating this department's share of City-wide insurance costs. The methodology can cause fluctuations from year to year.

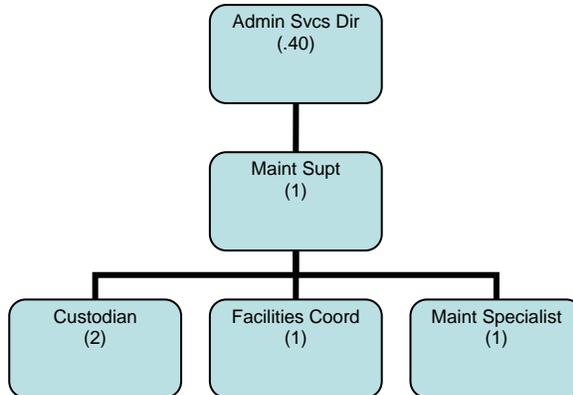
# FY2012 BUDGET

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## FACILITIES MAINTENANCE FUND

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**Division Mission:** To provide safe, clean and well maintained buildings and facilities for use by employees and general public. To ensure that replacement of lighting and mechanical HVAC systems are done with the most energy efficient and green products available within the scope of the City's appropriation.



### Prior Year Results and Outcomes

Numerous roof repairs to Parks & Rec ramadas for wind damage in late summer/early fall.

Numerous pipe repair jobs due to cold-freeze this winter with resultant broken pipes and backflow prevention.

Install 14 high efficiency HVAC systems at City Hall, 3 high efficiency HVAC systems at Airport Terminal building and 1 high efficiency HVAC system at the Parks & Rec Administrative office. All HVAC replacements completed with highest rated SEER 15 equipment. Federal Stimulus funds used to offset a majority of this expense.

City Hall roof repair completion by June 30, 2011.

Electrical work (event light fixtures) completed in old clubhouse, replacement of wall covering in kitchen, kitchen paint, floor grout, new cove base, and installation of ice machine and dishwasher.

Training includes facilities superintendent having L 11 Contractor's license, KB 02 Small commercial and Residential License, Maintenance Specialist has Contractor's license and basic electricity training certificates. Facilities staff has bucket truck certificates, scissor-lift certifications, and has completed 10-hour OSHA training course.

All city-provided janitorial cleaning supplies are green with paper products standardized throughout the city. Volume discounts for all departments now available including those departments not in the facilities umbrella.

Energy saving ductwork and solar lighting for walkway and mural completed with help from facilities and central garage for Prescott Library.

# FY2012 BUDGET

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## FACILITIES MAINTENANCE FUND

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Provides needed safe electrical distribution outlets for City events for July 4<sup>th</sup>, and numerous Courthouse Square events.

Assisted in installation of electrical supply for new golf carts re-charging barn.

Design and oversight of sound-deadening wall in Prescott Library to quiet meeting rooms.

Design, build and oversight of bullet-resistant walls and transaction windows in Legal Department waiting area.

Remodel Elks basement restroom and dressing rooms, concession, storage and lobby area. Moved ice machine from bar to storage closet and provided electrical, plumbing and drains for various equipment moves behind the bar. Numerous project assistance for Elks grand opening,

Tyson house demolition and Del Rio house demolition. Asbestos remediation for Tyson House, Del Rio House, City Hall, and old clubhouse at golf course.

Remodel Risk management offices and made numerous staff moves to include disassembling and reassembling furniture.

### Facilities Maintenance Expenditure Summary

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	FY10 Actual	FY11 Estimate	FY12 Budget
Beginning Cash Balance, 7/1	\$ 237,791	\$ 216,487	\$ 219,631
Revenues			
Interest and Miscellaneous	5,877	3,000	3,000
Total Revenues	\$ 5,877	\$ 3,000	\$ 3,000
Total Funding Sources	\$ 5,877	\$ 3,000	\$ 3,000
Expenditures			
Personnel Supplies	\$ 387,870	\$ 345,557	\$ 346,614
Supplies	77,500	78,094	90,572
Other Services & Charges	550,604	542,013	610,693
Cost Recovery	(988,793)	(965,808)	(1,049,160)
Capital Outlay/Projects	-	-	18,500
Total Expenditures	\$ 27,181	\$ (144)	\$ 17,219
Capital Outlay/Projects			
HVAC Automated System Controllers			18,500
Total Capital Outlay/Projects			\$ 18,500
Ending Cash Balance, 6/30	\$ 216,487	\$ 219,631	\$ 205,412

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# FY2012 BUDGET

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## FACILITIES MAINTENANCE FUND

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### Facilities Maintenance Fund Staffing Level Summary

	FY10 Actual	FY11 Estimate	FY12 Budget
Authorized Staffing Level	6.40	5.40	5.40
Facilities Director*	0.00	0.40	0.40
Administrative Services Director	0.40	0.00	0.00
Maintenance Superintendent	1.00	1.00	1.00
Facilities Coordinator	1.00	1.00	1.00
Maintenance Specialist	1.00	1.00	1.00
Custodian	3.00	2.00	2.00

\*30% of Facilities Director is charged to Central Garage; 10% to Parking Garage; 15% to Rodeo; and 5% to Manzanita Grill

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**Significant Expenditure Changes:** The 12.7% increase in Other Services & Charges is tied to the higher electricity costs anticipated and as in other departments, the insurance cost recovery. As mentioned before the insurance cost recovery fluctuates from year to year based on the methodology used in the calculation.

**FY2012 BUDGET**

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**CAPITAL IMPROVEMENT PLAN**

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# FY2012 BUDGET

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## CAPITAL IMPROVEMENT PLAN

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The City of Prescott has a significant investment in its streets, water infrastructure, wastewater infrastructure, public facilities, parks and other city infrastructure. Given existing revenue streams and the growth in demand for City services, preserving and upgrading these investments, and planning for future infrastructure needs of the community represent an unending challenge for City staff. The City's sensitivity to emerging economic challenges and its vigilant long-range planning have been key factors in Prescott's fiscal health.

Financing of capital expenditures from available funds, pay-as-you-go funding, is the least costly and most desirable method to cover capital expenditures. Every effort will be made to accumulate funds to allow this method of funding. Should the City not have sufficient funds available, it has a formal Debt Policy and issues debt for the purpose of acquiring or constructing capital projects including buildings, machinery equipment and furniture and fixtures. These needs are addressed through the budget process and the annual five-year capital improvement plan.

Long-range planning requires estimating and projecting of revenues as well as expenditures. Therefore, this is a dynamic process and will be reviewed and changed every year as the first step in the budgeting process. Organizational changes, funding uncertainties, unforeseen emergencies, project delays, or plans by other governmental units can throw off even the most carefully orchestrated capital plan.

The five-year capital improvement plan identifies projects to be completed throughout the next five years. The plan outlines project costs, funding sources, and future operating costs associated with each capital improvement. Because these projects typically span more than one fiscal year, the plan is updated annually to track existing projects and to identify new projects.

The five-year capital improvement plan is an important component of the City's budgeting process. It helps focus the budget process on a longer-term than just the next fiscal year. Here are some of the benefits from this longer-term approach:

- Facilitates long-range financial planning, allowing us to look at not only what the community wants, but also what they can afford.
- Enhances coordination of capital improvements among City departments and other governmental agencies.
- Clearly identifies the Council's goals and their capital priorities to achieve those goals.

To provide a complete capital picture, the City's plan includes all capital requests over \$5,000, including replacements. Management established the funding levels through review of available resources after projecting operational costs. Revenues and operating expenditures were projected using historic trends and anticipated changes.

In developing this financial plan, current Council policies were used. The annual review and update of a long-term plan is an excellent opportunity to reexamine Council goals and policies.

The following list describes the capital projects and capital outlay that were approved in the FY2012 Annual Budget. Also included is the Five Year Capital Plan covering FY2013-2017 and the Unfunded Capital List that were approved by Council.

# FY2012 BUDGET

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## CAPITAL IMPROVEMENT PLAN

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<b>Page</b>		<b>FY2012</b>
<b>No.</b>	<b>Project Title</b>	<b>Budget</b>
	Utility Projects	
	Airport Phase 1 (3.75 MG)	7,100,000
	Old North Tank Reservoir Replacement	4,599,000
	Big Chino Water Ranch	2,397,214
	New Thumb Butte Reservoir	2,223,650
	Surface Water Recharge Pipeline	2,100,000
	Copper Basin Reservoir	1,728,600
	Sundog Filter Repl/Denitrification	1,500,000
	Prescott Resort Pump Station Upgrade	1,262,000
	Small Water Main Upgrades	1,000,000
	Granite Creek & Willow Creek Dam	931,500
	12" Line - Thumb Butte	910,000
	Cliff Rose Lift Station Upgrade	781,361
	Recovery Wells at Airport Recharge	693,000
	Hassayampa Pump Station - New Zone 19	649,230
	Willow Creek 14" Transmission Line	646,000
	Lower Thumb Butte Pump	575,000
	36" Line Douglas Avenue	462,000
	Capital Contingencies	380,000
	Telemetry/SCADA Program	268,000
	Copper Basin Reservoir Piping	241,870
	Arsenic Treatment Plant	238,000
	Water Model Update	200,000
	Storage Tank Maintenance	160,000
	Sewer Mainline Replacement	150,000
	Yavapai Hills Lower Pump Station	150,000
	Emergency Generator	125,000
	Lift Station Rehab/Abandonment Program	125,000
	Booster Station Upgrade	103,000
	Chemical Root Control	80,000
	Production Well Maintenance	42,000
	PRV Upgrade	39,000
	Pretreatment Study	25,000
	Willow/Watson Lake Enhancement Program	25,000
	Maintenance Management	20,000
	Leak Detection Program	12,000
	Total Utility Projects	<u>31,942,425</u>

# FY2012 BUDGET

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## CAPITAL IMPROVEMENT PLAN

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<b>Page No.</b>	<b>Project Title</b>	<b>FY2012 Budget</b>
	General Government	
	Vehicle Replacements	2,250,000
	Economic Development Agreements/Incentives	1,400,000
	Miscellaneous Economic Development Grants	267,000
	Aerial Images	265,000
	Articulating Loader/Tool Carrier	200,000
	Miscellaneous Gifts & Donations	193,482
	City Shop Underground Storage Tank Release Cleanup	182,001
	CDBG - West Yavapai Guidance Clinic	157,840
	Judicial Collection Enhancement Fund and Fill the Gap Grant	152,678
	City Hall Heating/Cooling	147,597
	Financial Reporting System	147,000
	Automated Side Loader Refuse Truck - Body only	110,000
	Front Loader Refuse Truck - Body only	110,000
	Transfer Station Floor Repair	100,000
	Tribal Gaming Compact Grant	70,000
	CDBG - Administration - Entitlement	66,960
	Household Hazardous Waste Day	60,000
	Impact Fee Analysis	50,000
	CDBG - Center of Adult Daycare	45,000
	General Plan Update	20,000
	Fuel Tank Relocation	19,000
	HVAC Automated System Controllers	18,500
	CDBG - AARA Meals on Wheels	17,500
	CDBG - Arizona Women's Education	15,000
	CDBG - Coalition for Compassion	15,000
	CDBG - Community Legal Services	15,000
	Document Imaging System	10,000
	Neighborhood Cleanup	10,000
	Animal Control Grant	8,000
	Rotor/Drum Brake Lathe	7,500
	Geodesy	6,940
	Arizona State Parks - Historic Preservation	4,000
	Federal Historic Preservation CLG	4,000
	CDBG - Fair Housing Education Program	2,500
	Arizona Humanities Council Grant	400
	Total General Government	<u>6,147,898</u>

# FY2012 BUDGET

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## CAPITAL IMPROVEMENT PLAN

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<b>Page No.</b>	<b>Project Title</b>	<b>FY2012 Budget</b>
	Tourism/Recreation	
	Bed Tax Projects	780,468
	Kuebler Multi-Use Complex	712,475
	Open Space	500,000
	Kuebler Complex Parking Lot	426,000
	Sundog Trailhead Restroom	212,000
	Old Clubhouse Refresh	71,227
	Rodeo Ground Improvements	60,000
	Miscellaneous Library Grants	50,000
	Partnering Projects (P&R)	30,000
	Ken Lindley Wall Correction	25,000
	Prescott Lakes Trails Reimbursement	24,000
	Acker Trust	10,000
	Total Tourism/Recreation	<u>2,901,170</u>
	Transportation	
	Runway Extension	9,271,290
	Williamson Valley Road	7,879,000
	Senator Highway Reconstruction	4,354,753
	Pavement Preservation	4,315,272
	Park Avenue Reconstruction	4,061,616
	Rosser Reconstruction	2,688,356
	Mt Vernon Avenue (Gurley-Senator Highway)	1,847,935
	Clubhouse Dr Relocation	700,000
	CYMPO - Highway Safety Improvement Program	600,000
	Blackhawk Subdivision	550,000
	Yavapai Hills Drainage	550,000
	Cliffrose - Marvin Gardens Drainage	534,000
	South Mt Vernon	400,000
	Cliffrose - Boardwalk/Adult Center	356,000
	CYMPO - Operations	252,903
	Willow Creek Wall Repair	250,000
	Willow Creek Channel Improvements	235,000
	NPDES PHII Implementation	217,600
	Sr89/Phippen Roundabout	200,000
	Jovian Dr/North Fork of Granite Creek	180,000
	Intersection Signalization Project	175,000
	Annual Pavement Markings	150,000
	Ruger Road Realignment	150,000
	FEMA Flood Insurance Map Update	140,000
	Public Transit	108,000
	Flail Mower	105,000
	CYMPO - Long Range Planning	92,600
	CYMPO - Transit FTA Sec 5303 Grant	92,390

# FY2012 BUDGET

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<b>Page No.</b>	<b>Project Title</b>	<b>FY2012 Budget</b>
	Engineering & Safety Projects	80,000
	Overland Trail Bridge Reconstruction	75,000
	Asphalt Recycler	65,000
	SR89 Widening - Design Concept Report	50,000
	Unpaved Streets	50,000
	Walker Road Rehab (SR69-City Limits)	50,000
	CYMPO - FTA Grant Management	35,000
	Pavement Management System	30,000
	Sidewalks - ADA Compliance	25,000
	Signal Replacement Equipment	25,000
	Stormwater Management Construction Projects	25,000
	Environmental Assessment	22,706
	Asphalt Hot Box	12,000
	Street Lights	10,000
	SR89A/Side Road	8,524
	Traffic Calming - Various Streets	5,000
	Total Transportation	<u>41,024,945</u>
	Public Safety	
	Arizona Homeland Security	1,345,502
	Federal Emergency Management Grants	1,030,000
	COPS Hiring Recovery	625,000
	Radio Infrastructure	426,790
	Fire Department Vegetation Management Crew	418,000
	Fire Department Arizona Wildland Hazardous Fuels Project	312,777
	Miscellaneous Police Department Grants	250,000
	Fire Department Western Bark Beetle Infestation Grant	200,000
	Arizona Department of Transportation - Vehicle Impound Reimbursement	180,000
	Wildfire Academy Tohon	150,000
	Arizona Wildfire Academy	150,000
	Narrowband Compliant Mobile Radios	145,040
	Partners Capital Contingency	100,000
	Fire Department Miscellaneous Grants	100,000
	Title 3 Funding	75,000
	Law Enforcement Officers	67,048
	Governor's Office of Highway Safety - Selective Traffic Enforcement	57,000
	DUI Enforcement Regional Grant	46,500
	Prescott Area Narcotics Task Force	30,000
	Recovery Act Byrne Law Enforcement JAG	20,000
	100 Club Fire Grant	20,000
	Public Safety Stabilization	13,840
	Bureau of Justice Assistance Equipment Grant	13,775
	County Homeland Grants (Fire)	10,000
	Total Public Safety	<u>5,786,272</u>
	<b>Total Capital Outlay/Projects</b>	<u><b>87,802,710</b></u>

## CAPITAL IMPROVEMENT PLAN

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### 100 Club Fire Grant

Location: No specific location

Project Type: Grant

Description: Safety enhancement stipends that support firefighter safety in Arizona

Operating Impact: None anticipated

### 12" Line – Thumb Butte Road

Location: Hassayampa Village Road to Lower Thumb Butte Pump Station

Project Type: Utility Project

Description: Upgrade the existing 6" water line in Thumb Butte Road to a 12" water line. This line would connect the existing Lower Thumb Butte Pump Station to the new 12" line in Hassayampa Village Road. It would increase the capacity and fire flow to the Hassayampa Village and Thumb Butte service areas.

Operating Impact: Minor increase in manpower time will be required to operate valves and patrol the main

### 36" Line Douglas Avenue

Location: Willow Creek Road to North Reservoirs

Project Type: Utility Project

Description: This project is to install a 36" water line from the existing 30" transmission main located in Willow Creek Road. This line will replace an existing 12" line that connects the 30" transmission main to the North Reservoirs.

Operating Impact: Minor increase in manpower time will be required to operate valves and patrol the main

### Acker Trust

Location: No specific location

Project Type: Culture/Recreation

Description: Revenue received off of investments and land sales are used for cultural and recreation purposes only. This money will be used to continue a scholarship program for music at Prescott High School, support for the Artists in Residence program with Yavapai College, conduct work shops with music students, and provide Prescott Fine Arts scholarships for attendance at music camps and continuing music education.

Operating Impact: None

## CAPITAL IMPROVEMENT PLAN

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### Aerial Images

Location:	No specific location
Project Type:	Governmental
Description:	6" resolution aerial imagery flown for the area around City Limits and the watershed that drains through Prescott. This imagery with ground control and flight information can then be used to produce 2 foot contours for the flight areas. An additional flight area over Big Chino Water Ranch is also included as a component of this project, which is an area we have never had flown for 6" imagery.
Operating Impact:	None

### Airport Phase I – (3.75MG) Plant Process Expansion and Improvements

Location:	Airport
Project Type:	Utility Project
Description:	This multi-phased project will construct new improvements to upgrade the Airport Wastewater Treatment Plant to a 3.75MG capacity. The equipment and structures will duplicate the existing filter and clarifier. This project would include all excavation, piping, concrete structures and equipment installations. The second phase will include rehabilitation or reconstruction of the original plant oxidation ditch to current standards and performance criteria.
Operating Impact:	The addition of new equipment will increase electrical usage to run drive motors, aeration equipment and pumps.

### Animal Control Grant

Location:	No specific location
Project Type:	Grant
Description:	Funding for the spay/neuter program.
Operating Impact:	None

### Annual Pavement Markings

Location:	No specific location
Project Type:	Street Project
Description:	This project provides for the annual striping of long line, parking stalls, crosswalks, stop bars and legends. It is for striping of both streets and various public parking lots in the downtown area.
Operating Impact:	None

# CAPITAL IMPROVEMENT PLAN

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## Arizona Department of Transportation – Vehicle Impound Reimbursement

Location: No specific location  
Project Type: Grant  
Description: Accounts for impound fees and related expenses  
Operating Impact: None

## Arizona Homeland Security

Location: No specific location  
Project Type: Grant  
Description: Funding for equipment and training to enhance ability “to prevent, protect against, respond to, and recover from terrorist attacks and other disasters.”  
Operating Impact: None

## Arizona Humanities Council Grant

Location: No specific location  
Project Type: Grant  
Description: Library grant for Voices of Arizona: Mexico: Prescott’s “Distant” Neighbor  
Operating Impact: None

## Arizona State Parks – Historic Preservation Grant

Location: No specific location  
Project Type: Grant  
Description: Grant from Arizona State Parks to provide funding for scholarships, maps and booklets  
Operating Impact: None

# CAPITAL IMPROVEMENT PLAN

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## Arizona Wildfire Academy

Location: No specific location

Project Type: Grant

Description: Grant funding for wildland firefighter education and training.

Operating Impact: None

## Arsenic Treatment Plant

Location: Chino Valley Well Fields

Project Type: Utility Project

Description: This project is to provide for capital site improvements including landscaping, screening, paving of travelled surfaces and other similar improvements associated with the permit conditions of adding interim arsenic treatment equipment to five well sites (6 actual wells) in the Town of Chino Valley. This project also includes the cost of assistive engineering consulting fees encountered as a result of applying for Conditional Use Permits, attending public hearings, organizing public notification, etc.

Operating Impact: None

## Articulating Loader/Tool Carrier

Location: Transfer Station

Project Type: Equipment

Description: Purchase of a replacement articulating loader/tool carrier. The current piece of equipment is reaching the end of its useful life.

Operating Impact: Reduced maintenance costs

## Asphalt Hot Box

Location: No specific location

Project Type: Equipment

Description: An asphalt hot box is a portable, trailer-mounted, propane-heated steel asphalt container with an approximate capacity of two tons. It will provide the means to produce higher quality hot mix asphalt patches as needed.

Operating Impact: Minor maintenance costs

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### Asphalt Recycler

Location: No specific location

Project Type: Equipment

Description: The purchase of a piece of equipment that will use reclaimed and excess asphalt and rejuvenate and recycle it into a useable and environmentally beneficial product.

Operating Impact: Minor maintenance costs

### Automated Side Loader Refuse Truck – Body Only

Location: No specific location

Project Type: Equipment

Description: The purchase of a replacement/rebuilt truck body for an automated side loader

Operating Impact: Minor maintenance costs

### Bed Tax Projects

Location: No specific location

Project Type: Culture/Recreation

Description: Contingency for any tourism or recreation related projects that may arise during the year. Council will make the determination of which projects will receive funding.

Operating Impact: None known at this time

### Big Chino Water Ranch

Location: Big Chino Water Ranch

Project Type: Utility Project

Description: The project consists of developing eight (8) new municipal water production wells at the BCWR; construction of an on-site reservoir, piping, and a chlorination system; approximately 23 miles of 36" gravity pipeline and 7 miles of 30" pressurized pipeline extending from the BCWR to the Chino Valley Water Production Facility (CVWPF); acquisition of easements and real property for siting project components including a pump station near the intersection of SR89 and Old Highway 89 north of Chino Valley to convey flow to the CVWPF; replacement of the existing CVWPF to provide increased capacity, reliability, and efficiency; systems for the supervision, control, communication and security

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of the facilities; accessways to the pipeline for operation and maintenance. Alternative project delivery methods including public/private partnerships allowing for value engineering and/or final design of certain project components, as well as construction and operation of the BCWR by a third party to be explored. The project IGA further contemplates the possibility of adding the Town of Chino Valley as a third project partner, which would require detailed analysis pertaining to quantification of water to be delivered, interfacing with the Town's water system, financing, and other aspects. The project construction timeframe is not presently set, and will depend on factors including new demand generated by future development and contribution by the City of Prescott to achievement of safe-yield which could involve reduction in pumping from the CVWPF.

Operating Impact: No impact can be determined at this time

### Blackhawk Subdivision Drainage Improvements

Location: Blackhawk Subdivision

Project Type: Public Works

Description: Design and construct a project to resolve drainage issues within this subdivision.

Operating Impact: No impact can be determined at this time

### Booster Station Upgrade

Location: No specific location

Project Type: Utility Project

Description: Refurbishments of existing building/enclosures or construction of new buildings at wells and booster stations. Also major component replacements like electrical panels and booster pumps.

Operating Impact: None anticipated

### Bureau of Justice Assistance Equipment Grant

Location: No specific location

Project Type: Grant

Description: Provides funding for a police car, bullet proof vests, and other operational equipment.

Operating Impact: None identified

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## Capital Contingencies

Location: No specific location

Project Type: Utility Projects

Description: Contingency monies for any projects that may arise during the fiscal year.

Operating Impact: None

## Community Development Block Grant

Location: No specific location

Project Type: Grant

Description: Various community development block grants.

Operating Impact: None

## Chemical Root Control

Location: No specific location

Project Type: Utility Project

Description: The purpose of the project specified is to apply a chemical root control agent in the sanitary sewers in order to kill root growth present in the mainlines and to inhibit re-growth without permanently damaging the vegetation producing the roots.

Operating Impact: Decreased maintenance costs

## City Hall Heating/Cooling

Location: City Hall

Project Type: General Government

Description: Replacement of the current heating and cooling system at Prescott City Hall.

Operating Impact: None anticipated

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### City Shop Underground Storage Tank Release Cleanup

Location: City Shop

Project Type: Environmental

Description: This project will provide initial resampling of the aquifer from several wells previously drilled in accordance with the site characterization and remediation plan previously approved by ADEQ.

Operating Impact: None anticipated

### Cliff Rose Lift Station Upgrade

Location: Cliff Rose Subdivision

Project Type: Utility Project

Description: This project is to design and construct a major upgrade to the Cliff Rose Lift Station located east of the SR89 and Rosser Street intersection.

Operating Impact: None anticipated

### Cliff Rose – Boardwalk/Adult Center

Location: Cliff Rose Subdivision

Project Type: Public Works

Description: Design and construct a project to resolve drainage issues within this subdivision.

Operating Impact: None anticipated

### Cliff Rose – Marvin Gardens Drainage

Location: Cliff Rose Subdivision

Project Type: Public Works

Description: Design and construct a project to resolve drainage issues within this subdivision.

Operating Impact: None anticipated

### Copper Basin Reservoir

Location: Copper Basin Road

Project Type: Utility Project

Description: Project is to locate, purchase land, design and construct a new 1.0 million gallon reservoir located near the end of Copper Basin Road. Upon the completion of

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the Copper Basin water line improvements and pump station upgrades, this reservoir can be put into operation to provide increased reserve capacity and fire flow.

Operating Impact: Minor additional costs involved with long-term maintenance cleaning and painting

### Copper Basin Reservoir Piping

Location: Copper Basin Road at Sheriff's Posse Trail

Project Type: Utility Project

Description: Design and construct a 12" main from the end of the Copper Basin Road improvements at Sheriff's Posse Trail to the location of the new 1.0 million gallon reservoir.

Operating Impact: None anticipated

### COPS Hiring Recovery Grant

Location: No specific location

Project Type: Grant

Description: Department of Justice Grant to fund all costs associated with the hiring of three full time entry-level police officer positions for a period of three years.

Operating Impact: None anticipated

### County Homeland Grants (Fire)

Location: No specific location

Project Type: Grant

Description: Grants from Yavapai County or State of Arizona Emergency Management for training or equipment

Operating Impact: None anticipated

### CYMPO - FTA Grant Management

Location: No specific locations

Project Type: Transportation

Description: Provides funding for special tasks including monthly activities (updates, monthly reporting, funding draw-downs, reconciliations, etc. for grant administration), assigned projects such as preparation of a new grant, or reports to CYMPO; assuring compliance includes checking to make sure appropriate systems are in place for FTA activities, documenting this, and recommending any changes

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needed to CYMPO; monitoring program changes includes reviewing FTA notices, program information and regulatory information and carrying out any liaison activity needed with the FTA Region 9 and staff.

Operating Impact: None anticipated

## CYMPO – Highway Safety Improvement Program

Location: No specific locations

Project Type: Transportation

Description: Grant funded project for signing improvements in Prescott and the other CYMPO member agencies. This project provides for the material purchase and installation of various regulatory and warning signs and posts.

Operating Impact: None anticipated

## CYMPO - Long Range Planning

Location: No specific location

Project Type: Transportation

Description: An update to the regional long range transportation plan to consider boundary and land use changes and to confirm accurate representation of land use planning for each jurisdiction.

Operating Impact: None anticipated

## CYMPO - Operations

Location: No specific location

Project Type: Transportation

Description: Funding for CYMPO operations

Operating Impact: None anticipated

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## CYMPO - Transit FTA Sec 5303

Location: No specific location

Project Type: Transportation

Description: Ancillary transit planning related activities, i.e., miscellaneous transit consultant activities, printing, advertising, and reimbursable funding for MPO staff time directly related to transit planning.

Operating Impact: None anticipated

## Document Imaging System

Location: No specific location

Project Type: Technology

Description: This system will be used to digitally process, store, share, and track documents throughout the City's network. It will replace and upgrade capabilities from the current Fortis Imaging System and the current Clerk's Index System used to retrieve documents and process public requests.

Operating Impact: Annual license agreement and maintenance costs

## DUI Enforcement Regional Grant

Location: No specific location

Project Type: Grant

Description: Provides funding for officers' overtime costs and equipment associated with special DUI traffic enforcement assignments and underage youth liquor enforcement.

Operating Impact: None anticipated

## Economic Development Projects and Incentives

Location: No specific location

Project Type: General Government

Description: Provide funding for economic development incentives and reimbursements per existing agreements as well as potential opportunities that may arise.

Operating Impact: None anticipated

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## Emergency Generator

Location: Sundog Wastewater Treatment Plant

Project Type: Utility Project

Description: Replacement of the emergency power generator at the Sundog Wastewater Treatment Plant. The project will include a new 600KW emergency generator, electrical components, automatic transfer switch, and installation.

Operating Impact: None anticipated

## Engineering & Safety Projects

Location: No specific location

Project Type: Transportation

Description: Miscellaneous minor safety and/or maintenance projects.

Operating Impact: None anticipated

## Environmental Assessment

Location: Airport

Project Type: Transportation

Description: Conduct environmental assessment for the 100+ acre land acquisition, construction of the runway extension and new terminal building.

Operating Impact: None anticipated

## Federal Emergency Management Grant

Location: No specific location

Project Type: Public Safety

Description: Homeland Security grant provides funding for a wide range of activities aimed to increase security and prepare for emergencies.

Operating Impact: None anticipated

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## Federal Historic Preservation CLG

Location: No specific location

Project Type: Grant

Description: The grant funds the participation of City of Prescott's Historic Preservation Office in the Statewide Historic Preservation Conference. An event that will be hosted in Prescott in 2012, and is expected to bring 400 people to the area over the course of three days.

Operating Impact: None anticipated

## FEMA Flood Insurance Map Update

Location: Various locations

Project Type: Public Works

Description: Update the FEMA Flood Insurance Rate Maps to reflect current conditions in tributaries of Willow Creek and Granite Creek North Fork of Miller Creek

Operating Impact: None anticipated

## Financial Reporting System

Location: No specific location

Project Type: General Government

Description: This new system replaces existing utility billing, general billing, accounts receivable/cash receipts, purchasing and fixed asset cache based systems. The city has already acquired a portion of the system when it purchased a new Human Resource/Payroll system in fiscal year 2007.

Operating Impact: Maintenance costs on computer system will be offset by elimination of contracted computer programmer

## Fire Department Arizona Wildland Hazardous Fuels Project Grant

Location: No specific location

Project Type: Public Safety

Description: Provides for mitigation of risk through reduction of fuels.

Operating Impact: None anticipated

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## Fire Department Miscellaneous Grants

Location: No specific location

Project Type: Public Safety

Description: To provide a budget to enable the Fire Department to take advantage of grant opportunities that may arise during the year

Operating Impact: None anticipated

## Fire Vegetation Management Crew

Location: No specific location

Project Type: Public Safety

Description: Provides staffing for a ten-month, 13-member community wide vegetation management plan to prevent and suppress wildfires. Also includes equipment, supplies and services.

Operating Impact: Operating costs covered by grant

## Fire Department Western Bark Beetle Infestation Grant

Location: No specific location

Project Type: Public Safety

Description: Grant funding for fuels mitigation

Operating Impact: Operating costs covered by grant

## Flail Mower

Location: No specific location

Project Type: Transportation

Description: Funding for the purchase of a replacement flail mower for right-of-way maintenance.

Operating Impact: Reduce maintenance costs

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## Front Loader Refuse Truck – Body only

Location: No specific location

Project Type: Equipment

Description: The purchase of a replacement/rebuilt truck body for a front loader

Operating Impact: Reduced maintenance costs

## Fuel Tank Relocation

Location: Airport

Project Type: Airport

Description: This project will relocate the Airport automotive fuel tank from a leasehold property on the airport to allow for continual access to the automotive fuel tank by City vehicles.

Operating Impact: None known

## General Plan Update

Location: City of Prescott

Project Type: General Government

Description: Conduct evaluation of 2003 General Plan for compliance with statutory requirements and statistical relevance. Research and collect accurate data for plan update. Establish and coordinate with General Plan Citizens Committee to develop plan. Conduct public outreach and involvement program to assure citizen involvement in plan contents.

Operating Impact: None known

## Geodesy

Location: No specific location

Project Type: General Government

Description: The Geodesy organizes and packages GIS graphics and related attributes and makes the data accessible to a broad audience. It makes it easy to create high quality printed maps and reports.

Operating Impact: Minimal maintenance costs

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## Governor's Office of Highway Safety – Selective Traffic Enforcement

Location: No specific location

Project Type: Public Safety

Description: Provides funding for overtime involving traffic safety and related equipment

Operating Impact: None anticipated

## Granite Creek & Willow Creek Dam

Location: Various lakes

Project Type: Utility

Description: Project will be to design and complete repairs and remediation measures identified by the Arizona Department of Water Resources (ADWR) Dam Safety division during yearly inspections of Upper Goldwater, Lower Goldwater, Willow Lake and Watson Lake Dams.

Operating Impact: None

## Hassayampa Pump Station – New Zone 19

Location: Sierra Vista along Copper Basin Road

Project Type: Utility

Description: The Water Model and Master Plan Report determined that a new water reservoir, water main, and pump station upgrades within Pressure Zone 19 are needed to improve water pressure, reliability and fire flow capabilities in this area. The existing Village Pump Station will be retired and the Sierra Vista Pump Station along Copper Basin road will be replaced and/or upgraded from a capacity of 220 gpm to 1000 gpm.

Operating Impact: Replaces existing facilities so no impact is anticipated

## Household Hazardous Waste Day

Location: Transfer Station

Project Type: General Government

Description: Contract with a hazardous waste disposal company for a collection day in FY2012

Operating Impact: None anticipated

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## HVAC Automated System Controllers

Location: City Facilities

Project Type: General Government

Description: Install modulators on all HVAC equipment and purchase PC software for control and monitoring of the HVAC systems.

Operating Impact: Reduced energy consumption is anticipated.

## Impact Fee Analysis

Location: No specific location

Project Type: General Government

Description: Funding for a study of all current City of Prescott impact fees

Operating Impact: None known

## Intersection Signalization Project

Location: None identified

Project Type: Transportation

Description: Design and installation of complete signal system at one intersection as needed.

Operating Impact: Minimal maintenance costs

## Jovian Dr/North Fork of Granite Creek Channel Improvements Project

Location: Jovian Dr/ North Fork of Granite Creek

Project Type: Transportation/Drainage

Description: Design and/or construct project to resolve drainage issues in this are of the Granite Creek Channel.

Operating Impact: Minimal maintenance costs

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## Judicial Collection Enhancement Fund and Fill the Gap Grant

Location: No specific location  
Project Type: General Government  
Description: Provides funding for court collection efforts  
Operating Impact: None

## Ken Lindley Wall Correction

Location: Ken Lindley Field/Washington Street  
Project Type: Tourism/Recreation  
Description: This project entails stabilizing the wall below the Ken Lindley Park playground, which also serves in providing safety for the sidewalk/street below.  
Operating Impact: Minimal maintenance costs

## Kuebler Complex Parking Lot

Location: Kuebler Field at Pioneer Park  
Project Type: Tourism/Recreation  
Description: This project entails trenching and conduit for lighting, grading and compaction, paving, striping, curb & gutter, and installation of lights. Additionally, it will involve bleachers and benches, shade for spectators, and other amenities for soccer and baseball users.  
Operating Impact: Increase electrical costs for complex

## Kuebler Multi-Use Complex

Location: Pioneer Park  
Project Type: Tourism/Recreation  
Description: This project entails constructing a new baseball field on the empty pad at Kuebler Field. It is to include turf (possibly synthetic), ball field lighting, dugouts, fencing, and a backstop. The field could also serve soccer and football if needed.  
Operating Impact: Additional impact due to the maintenance of additional facilities

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### Law Enforcement Officers

Location: Airport

Project Type: Public Safety

Description: Provide for a law enforcement officer at the screening checkpoint at the airport in accordance with TSA requirements.

Operating Impact: None anticipated

### Leak Detection Program

Location: No specific location

Project Type: Utility Project

Description: The Leak Detection Program is for improving accountability and handling of water by surveying miles of Underground water facilities and pinpointing leaks in the system that are not detectable at the surface. Upon pinpointing those leaks, repairs can be scheduled and completed. This would enable realization water losses, lower water production costs, a reduction in emergency repairs and overtime, and improve public relations.

Operating Impact: Reduced maintenance costs due to proactively locating and repairing major potential leaks that could occur during non-working hours.

### Lift Station Rehab/Abandonment Program

Location: No specific location

Project Type: Utility Project

Description: The City of Prescott wastewater collection system includes 63 lift stations as part of the infrastructure. Many of these are aging to the point that they are in need of major work to maintain safe and efficient service to the system. The rehabilitation processes to be utilized will include some of the following: electrical panel replacements pump replacements, rail system installations, piping replacements, force main rehab, concrete rehab & epoxy coatings, emergency generator installations, site fencing, access improvements and site maintenance.

Operating Impact: Upgrading lift stations can reduce maintenance requirements

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## Lower Thumb Butte Pump Station

Location: Thumb Butte Pump Station

Project Type: Utility Project

Description: This project is to upgrade the existing Lower Thumb Butte Station to meet the existing and future demands. It will include the installation of new pumps, piping, controls and a new building enclosure.

Operating Impact: No significant impact

## Maintenance Management

Location: No specific location

Project Type: Utility Project

Description: Carryover for the purchase of the Maintenance Management System for the purpose of establishing an automated system to plan, organize, and schedule maintenance through a network accessible database; establishing a systematic approach for continuous improvement; and training and guiding staff to fully utilize the system to plan, track and improve maintenance.

Operating Impact: Possible annual maintenance agreement or licensing costs

## Miscellaneous Economic Development Grants

Location: No specific location

Project Type: General Government

Description: Budget to enable the Economic Development Division to take advantage of grant opportunities that may arise during the fiscal year.

Operating Impact: None

## Miscellaneous Gifts and Donations

Location: No specific location

Project Type: General Government

Description: Accounting for any contributions for miscellaneous gifts which the City may receive such as Shop-with-a-Cop, DARE, Library bequests, etc.

Operating Impact: None

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## Miscellaneous Library Grants

Location: Prescott Public Library

Project Type: Culture/Recreation

Description: Budget to enable the Library to take advantage of grant opportunities that may arise during the fiscal year.

Operating Impact: None

## Miscellaneous Police Department Grants

Location: No specific location

Project Type: Public Safety

Description: Budget to enable the Police Department to take advantage of grant opportunities that may arise during the fiscal year.

Operating Impact: None

## Mount Vernon Avenue (South)

Location: Mt. Vernon Ave from Gurley Street to North of Carleton Street

Project Type: Transportation

Description: Reconstruct and improve Mt Vernon Avenue including water and wastewater improvements

Operating Impact: Reduction in maintenance costs

## Narrowband Compliant Mobile Radios

Location: No specific location

Project Type: Public Safety

Description: Acquisition of 38 updated mobile radios

Operating Impact: None as these are replacement for existing radios

## CAPITAL IMPROVEMENT PLAN

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### Neighborhood Cleanup

Location:	Various locations
Project Type:	Community Development
Description:	Funding of tipping fees associated with six neighborhood cleanup projects throughout the fiscal year.
Operating Impact:	None determined

### New Thumb Butte Reservoir

Location:	Thumb Butte Road area
Project Type:	Utility Project
Description:	The new Thumb Butte Tank Reservoir project is to locate and purchase land and install a new 1.25 million gallon water reservoir located near the Thumb Butte Road area. The first phase of the project would be to locate and purchase land for this tank and the second phase of this project would be to design and install the new water reservoir.
Operating Impact:	Minor increase due to additional tank maintenance including cleaning and painting with larger reservoir

### NPDES Phase II Implementation

Location:	No specific location
Project Type:	Transportation
Description:	Operation and management of federally mandated drainage protection program, including: 1) public education; 2) construction of storm water controls; 3) post-construction controls for new developments and redevelopments; and 4) managing the program for pollution prevention and good housekeeping for municipal operations.
Operating Impact:	Increased operational costs due to extensive educational, management, inspection, maintenance and enforcement requirements.

### Old Clubhouse Refresh

Location:	Golf Course
Project Type:	Culture/Recreation
Description:	Remodel and upgrade of the old clubhouse at the Golf Course.
Operating Impact:	Higher utility costs with the increased use of the old clubhouse.

## **CAPITAL IMPROVEMENT PLAN**

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### **Old North Tank Reservoir Replacement**

Location: North Prescott

Project Type: Utility

Description: This project is to design and construct a new 1,400,000 million gallon reservoir to replace the existing tank in same location. The water storage capacity this reservoir provides is critical to meet growing peak demands in both this (North-South) and adjacent pressure zones.

Operating Impact: No significant impact is expected as this is an existing reservoir location

### **Open Space Management**

Location: Various open space locations

Project Type: Tourism/Recreation

Description: This item is the day-to-day management and maintenance of open space that is required. Specifically, the three major parcels in the Dells that were recently purchased will require intensive management to curb some undesirable uses. Maintenance tasks include recreational visitor management, vegetation management, ATV closures, and fencing and boundary management.

Operating Impact: None anticipated

### **Overland Trail Bridge Reconstruct**

Location: Overland Trail

Project Type: Transportation

Description: To design and construct replacement bridge on Overland Trail east of Gurley Street.

Operating Impact: None anticipated – replacement bridge

### **Park Avenue Reconstruction**

Location: Park Avenue

Project Type: Transportation

Description: Acquisition of right-of-way needed for reconstruction of Park Avenue from Gurley Street to Copper Basin Road together with water and wastewater upgrades and improvements.

Operating Impact: None anticipated

# CAPITAL IMPROVEMENT PLAN

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## Partnering Projects

Location: Recreation facilities

Project Type: Culture/Recreation

Description: Funding for various projects that could occur during the fiscal year. Various community groups come forward at times and would like to partner with the City on projects related to parks and recreation infrastructure. This provides a funding mechanism should this occur.

Operating Impact: None identified

## Partners Capital Contingency – Regional Communications

Location: No specific location

Project Type: Public Safety

Description: Contingency funding for capital purchases should the opportunity arise

Operating Impact: None identified

## Pavement Management System

Location: Various locations

Project Type: Transportation

Description: Professional services for ongoing updating of the condition of the City's maintained street system.

Operating Impact: None anticipated

## Pavement Preservation

Location: Various locations

Project Type: Transportation

Description: Overlay segments of various city streets.

Operating Impact: Slight decrease in operating costs anticipated

## CAPITAL IMPROVEMENT PLAN

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### Prescott Area Narcotics Task Force Grant

Location: No specific location

Project Type: Public Safety

Description: Provides funding for potential drug task force operation support by SWAT.

Operating Impact: None known

### Prescott Lakes Trails Reimbursement

Location: Prescott Lakes Trails

Project Type: Tourism/Recreation

Description: Reimbursement to Prescott Lakes for installation of trails as per agreement

Operating Impact: None known

### Prescott Resort Pump Station Upgrade

Location: West of Heather Heights and North of Highway 69

Project Type: Utility Project

Description: This project is to upgrade the existing Prescott Canyon Pump Station that feeds pressure zone 56 along Highway 69 to meet existing and future demands. The location is west of Heather Heights and north of Highway 69. This project would be the second phase of required upgrades to this pressure zone.

Operating Impact: No significant impact due to this being an existing pump station

### Pretreatment Study

Location: No set location

Project Type: Utility Project

Description: This project is to continue the development of a wastewater pretreatment program to ensure compliance with EPA and ADEQ requirements. It will include an analysis of businesses and sewage discharges, along with a review and an update of the City's Pretreatment Code.

Operating Impact: None known

# CAPITAL IMPROVEMENT PLAN

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## Production Well Maintenance

Location:	No specific location
Project Type:	Utility Project
Description:	Maintenance/repair (as needed) of any of the six existing wells in Chino Valley that are the source of water supply for the City of Prescott. Maintenance/repair can include the removal of the pump, disassembly and inspection of all components (pump assembly, column pipe, line shaft, bearings, etc); rebuild/replace as necessary. Additionally, video logging for inspection of outer casing condition, Gyroscopic alignment/plumbness of well, brushing (cleaning) of outer casing, and bailing of debris may be included.
Operating Impact:	Possible decrease depending upon maintenance completed

## PRV Upgrade

Location:	No specific location
Project Type:	Utility Project
Description:	This project continues the program of replacing and upgrading the 87± water pressure reducing stations throughout the City. The program replaces obsolete valves with modern equipment, installs relief valves, the modifies vaults to improve accessibility for maintenance.
Operating Impact:	Not yet determined

## Public Safety Stabilization

Location:	No specific location
Project Type:	Public Safety
Description:	Governor's Office of Economic Recovery Grant to reimburse Police and Fire Department for overtime costs associated with maintaining daily minimum staffing levels.
Operating Impact:	None known

# CAPITAL IMPROVEMENT PLAN

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## Public-Transit Grant

Location:	No specific location
Project Type:	Transportation
Description:	Money will be used as pass through funds to qualified non-profit agencies to subsidize capital costs to provide public transit services such as vehicle purchases and for new sidewalk construction.
Operating Impact:	None anticipated

## Radio Infrastructure

Location:	City-wide
Project Type:	Public Safety
Description:	Improvement and construction of radio tower sites. Upgrading Glassford Hill, Badget Mountain, and Mingus Reservoir sites as needed. Create new sites with equipment buildings, towers, power and communication equipment at three new locations. The new locations are the Northwest tank site near Southview, Indian Hills tank site, and the Peavine Overlook by the old landfill site. This project will also include the radio frequency interface equipment needed to interface with the computer aided dispatch system currently in the Regional Communications Center.
Operating Impact:	This has not yet been determined. On-going maintenance will have to be evaluated as to whether local companies can provide this service or whether we will need to employ and equip our own technicians.

## Recovery Act Byrne Law Enforcement JAG Grant

Location:	No specific location
Project Type:	Public Safety
Description:	Provides funding for law enforcement programs.
Operating Impact:	None anticipated

## Recovery Wells at Airport

Location:	Airport
Project Type:	Utility Project
Description:	This on-going project will complete the first production/recovery well within the Airport area and follow with siting and developing a minimum of three additional wells.
Operating Impact:	Increased costs due to additional electric usage

# CAPITAL IMPROVEMENT PLAN

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## Rodeo Ground Improvements

Location: Rodeo Grounds  
Project Type: Tourism/Recreation  
Description: Contingency for completing projects necessary at the Rodeo Grounds  
Operating Impact: None known

## Rosser Reconstruction

Location: Rosser Street  
Project Type: Transportation  
Description: This project is for the reconstruction of a portion of Rosser Street along with utility upgrades in the area.  
Operating Impact: Minimal impact since this is a reconstruction

## Rotor/Drum Brake Lathe

Location: Central Garage  
Project Type: General Government  
Description: Purchase a new brake/lathe capable of resurfacing brake disc and rotors of light vehicles up to 1 ton trucks.  
Operating Impact: None anticipated

## Ruger Road Realignment

Location: Ruger Road  
Project Type: Transportation  
Description: Realignment of Ruger Road to intersect at a new roundabout on SR89  
Operating Impact: None anticipated as this is a reconstruct

# CAPITAL IMPROVEMENT PLAN

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## Runway Extension

Location: Airport

Project Type: Grant

Description: Design Runway 21L/3R and Taxiways C&D to minimum of 9,300 ft and 200,000 pounds max gross landing weigh, relocate to meet runway safety area.

Operating Impact: Increased maintenance costs due to additional runway

## Senator Highway Reconstruction

Location: Senator Highway from Mt Vernon to City Lights

Project Type: Transportation

Description: Reconstruct and improve Senator Highway from Mt Vernon Avenue to City Lights

Operating Impact: Replacing existing roadway so no anticipated additional costs

## Sewer Mainline Replacement/Rehabilitation

Location: No specific location

Project Type: Utility Project

Description: Replacement of failing sewer main lines identified through sewer system investigations. With work order tracking, flow monitoring and mainline camera reports, sewer mainlines that cause repeated maintenance work, continuous service calls and have large amounts of infiltration are slated for replacements. The identified sewer lines will be evaluated to determine the best method for replacement.

Operating Impact: Reduced operating and maintenance expense due to fewer plugs, overflows and call-outs. Reduced pumping and treatment cost due to reduced infiltration.

## Runway Extension

Location: Airport

Project Type: Grant

Description: Design Runway 21L/3R and Taxiways C&D to minimum of 9,300 ft and 200,000 pounds max gross landing weigh, relocate to meet runway safety area.

Operating Impact: Increased maintenance costs due to additional runway

# CAPITAL IMPROVEMENT PLAN

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## Senator Highway Reconstruction

Location: Senator Highway from Mt Vernon to City Lights

Project Type: Transportation

Description: Reconstruct and improve Senator Highway from Mt Vernon Avenue to City Lights

Operating Impact: Replacing existing roadway so no anticipated additional costs

## Sidewalks – ADA Compliance

Location: No specific location

Project Type: Transportation

Description: This project is an annual recurring project to correct deficiencies in sidewalks, ramps and other pedestrian access areas to maintain compliance with ADA requirements.

Operating Impact: No operating impact

## Signal Replacement Equipment

Location: No specific location

Project Type: Transportation

Description: Annual replacement of signal equipment as needed.

Operating Impact: None anticipated

## Small Water Main Upgrades

Location: No specific location

Project Type: Utility Project

Description: This project will remove existing small and undersized lines with new larger lines. It will remove lines that are 4" in diameter and smaller and replace them with lines a minimum of 6" in diameter. Per ADEQ regulations to be able to provide firefighting capabilities water lines need to be a minimum of 6" in diameter.

Operating Impact: None anticipated due to being replacement lines.

# CAPITAL IMPROVEMENT PLAN

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## South Mt Vernon

Location: South Mt Vernon from Gurley St to North of Carleton St

Project Type: Transportation

Description: Reconstruct and improve Mt Vernon Ave from Gurley Street to North of Carleton Street including water and sewer improvements.

Operating Impact: None anticipated since it is a reconstruction

## SR89 Widening – Design Concept

Location: SR89 at Ruger Road

Project Type: Transportation

Description: SR89 at Ruger Road has been identified as requiring widening and/or modification to account for increased traffic and turn lanes. This project is to identify project goals and need by procuring professional services to provide a design concept report.

Operating Impact: None anticipated

## SR89/Phippen Roundabout

Location: SR89 near Phippen Museum

Project Type: Transportation

Description: Construction of a new roundabout on SR89 at the intersection of a new connector road between SR89 and Side Road near the vicinity of the Phippen Museum.

Operating Impact: Increased roadway will lead to additional maintenance costs

## SR89A/Side Road

Location: SR89A near Side Road

Project Type: Transportation

Description: Completion of the study, design and construction of a grade separated traffic interchange at SR89A and Side Road.

Operating Impact: Increased operating costs due to the addition of new lane miles to be maintained.

# CAPITAL IMPROVEMENT PLAN

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## Storage Tank Maintenance

Location: No specific location

Project Type: Utility project

Description: Priority #1 Tanks possess a completely spent interior coating system with evidence of aggressive interior corrosion. These tanks are considered to be in need of immediate renovation to maintain their water containment capabilities and minimize existing structural deficiencies. Additionally, heavy metals have been found in the interior and/or exterior coatings of these tanks. Exterior coatings on these tanks are degraded and are beginning to fail. If these tank exteriors are over coated prior to the onset of major failure, the costs of performing complete lead abatement will be avoided.

Operating Impact: Reduced future maintenance due to arrested rate of corrosion and degradation

## Stormwater Management Construction Projects

Location: No specific location

Project Type: Transportation

Description: This funding will be available for a variety of small drainage improvement projects, culvert upgrades, storm cleanup and any other drainage related work. This program will be funded by the Yavapai County Flood Control District (YCFCD) through a 5-year intergovernmental Agreement subject to an annual review and approval by the YCFCD Board.

Operating Impact: None anticipated

## Street Lights

Location: No specific location

Project Type: Transportation

Description: Annual project to fund the replacement of existing and install new street lights.

Operating Impact: None

## CAPITAL IMPROVEMENT PLAN

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### Sundog Filter Replacement/Denitrification

Location:	Sundog Wastewater Treatment Plant
Project Type:	Utility Project
Description:	The tertiary filters are at capacity and have partially failed that has required major system repairs as well as additional structural components to remain in service and provide for additional capacity.
Operating Impact:	No significant impact to operating budget as project replaces existing facilities

### Sundog Trailhead Restroom

Location:	Peavine Trail
Project Type:	Tourism/Recreation
Description:	New restroom building, city water meter and extending utilities to building location
Operating Impact:	Maintenance and utility costs to new facilities

### Surface Water Recharge Pipeline

Location:	No specific location
Project Type:	Utility Project
Description:	This project is to design and replace the existing surface water recharge pipeline and related infrastructure with approximately 12,000 feet of 36" diameter HDPE pipe with associated structures and appurtenances. The project will consist of a complete design of the entire delivery system with construction phased over two years.
Operating Impact:	Reduced operations and maintenance costs due to more efficient recharge system with less water lost in transport to the recharge cells.

### Telemetry/SCADA

Location:	No specific location
Project Type:	Utility Project
Description:	Telemetry (SCADA) Installations/Upgrades at well, booster station and storage tank sites. Engineering for a comprehensive telemetry system design to incorporate the Big Chino Water Ranch with the existing utility control systems is underway.
Operating Impact:	Reduced labor and transportation costs due to ability to monitor system remotely.

# CAPITAL IMPROVEMENT PLAN

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## Title 3 Funding

Location: No specific location  
Project Type: Public Safety  
Description: Grant funding for fuels mitigation  
Operating Impact: None known

## Traffic Calming – Various Streets

Location: No specific location  
Project Type: Transportation  
Description: To enhance safety on local residential streets. Traffic calming measures will be deployed as necessary upon TCC recommendation and Council concurrence.  
Operating Impact: None identified

## Transfer Station Floor Repair

Location: Transfer Station  
Project Type: General Government  
Description: Repair cantilever over push pit in transfer station  
Operating Impact: No new costs anticipated

## Tribal Gaming Compact Grant

Location: No specific location  
Project Type: Grant  
Description: Compact funds provided to the City for distribution to other organizations  
Operating Impact: None

## Unpaved Streets

Location: No specific location  
Project Type: Transportation  
Description: To provide asphalt, base materials and other street construction materials for various streets to be paved by Field Operations  
Operating Impact: None anticipated

## CAPITAL IMPROVEMENT PLAN

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### Vehicle Replacements

Location: No specific location

Project Type: Equipment

Description: This is for the funding for the replacement of vehicles and equipment as recommended by the Fleet Maintenance Manager.

Operating Impact: Decreased maintenance costs due to replacement of older vehicles

### Walker Road Rehab

Location: Walker Road (SR69-City Limits)

Project Type: Transportation

Description: Remove and replace existing paved surface including subgrade preparation, new signal loop-detectors and striping, as needed

Operating Impact: Reduction in maintenance costs

### Water Model Update

Location: No specific location

Project Type: Utility Project

Description: The City's water system production and distribution model was completed in 2005. The water model serves as a broad overview and guidance of the water system capabilities and provides recommendations for system improvements. The water model needs to be updated every 5 years to account for changes in growth patterns, as-built infrastructure and facilities that have differed from original projections. Actual water system demands have also decreased by an average 25% since 2006 changing much of the original water use projections since the water model was completed.

Operating Impact: None anticipated

### Wildfire Academy Tohono

Location: No specific location

Project Type: Public Safety

Description: Tribal grant for wildland firefighter education and training

Operating Impact: None anticipated

# CAPITAL IMPROVEMENT PLAN

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## Williamson Valley Road

Location: Williamson Valley Road

Project Type: Transportation

Description: Reconstruction and widening of Williamson Valley Road from Sidewinder Road to Shadow Valley Ranch Road. Yavapai County is the lead on this project. Installation and upgrading of water lines in accordance with the water model and installation of sewer main to facilitate future service.

Operating Impact: Increased maintenance costs associated with the expanded width of the roadway.

## Willow Creek 14" Transmission Line

Location: Willow Creek

Project Type: Utility Project

Description: This project is to replace and upgrade the existing 12" transmission main, washed out during the January 2005 floods and temporarily reconstructed, with a 14" main to meet capacity requirements. This line will also be relocated out of the Willow Creek channel.

Operating Impact: Reduced maintenance due to elimination of high-maintenance section of transmission main

## Willow Creek Channel Improvements

Location: Willow Creek Channel

Project Type: Transportation

Description: Assessment of the Willow Creek levee and its compliance with FEMA certification.

Operating Impact: None known

## Willow Creek Wall Repair

Location: Willow Creek Road

Project Type: Transportation

Description: Remove and replace the outer layer of the retaining wall on Willow Creek Road

Operating Impact: Decreased maintenance costs

# CAPITAL IMPROVEMENT PLAN

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## Watson and Willow Lakes Enhancement Project

Location: Watson and Willow Lakes

Project Type: Utility Project

Description: This project provides for water and sediment sampling, testing and data analysis at Willow and Watson Lakes. It also provides for public involvement and dissemination of information gathered to identify potential future water quality.

Operating Impact: None known

## Yavapai Hills Drainage

Location: Yavapai Hills

Project Type: Transportation

Description: Design and/or construct projects that focus on the drainage issues in this subdivision

Operating Impact: None known

## Yavapai Hills Lower Pump Station

Location: Yavapai Hills

Project Type: Utility Project

Description: This project will consist of relocating the existing Lower Yavapai Hills pump station that feeds pressure zones east of Prescott Lakes Parkway, eastward to the new 1.25MG water storage tank for pressure zone 56, and relocated and upgraded from 300 gallons per minute (GPM) to 750 GPM to meet existing and future domestic and fire flow demands for this area. This project would include installation of new pumps, associated controls and appurtenances, and an above-ground building enclosure. This project would be after the installation of the new Prescott Canyon 1.25MG tank and Prescott Canyon upgrade, but prior to upgrading the existing 8" and 12" mains to 16".

Operating Impact: None anticipated due to being a replacement

# CAPITAL IMPROVEMENT PLAN

## Five Year Plan FY2013-FY2017

Project Description	FY2013	FY2014	FY2015	FY2016	FY2017
<b>Water Fund</b>					
Copper Basin Tank Reservoir	851,400				
Big Chino Water Ranch - Monitoring and Modeling	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Small Water Main Replacements	1,167,000	1,061,000	1,239,000	1,126,000	1,315,000
Granite Creek and Willow Creek Dam Repairs	437,500				
Airport Zone Production/Recovery Wells	1,197,000	133,000	1,197,000		
<b>Total Water Fund</b>	<b>4,702,900</b>	<b>2,244,000</b>	<b>3,486,000</b>	<b>2,176,000</b>	<b>2,365,000</b>
<b>Wastewater Fund</b>					
Airport Phase 1 (3.75MG)	26,000,000	8,400,000			
Sundog Trunk Main	750,000	350,000	3,250,000	1,820,000	
Sundog Solids Handling Rehabilitation		2,320,000	5,280,000		
Hassayampa		650,000		2,376,000	2,000,000
Sundog Headworks, Septage Receiving and Odor Control			340,000	3,400,000	4,080,000
Pleasant Valley				600,000	3,000,000
Sundog Plant Expansion					1,760,000
<b>Total Wastewater Fund</b>	<b>26,750,000</b>	<b>11,720,000</b>	<b>8,870,000</b>	<b>8,196,000</b>	<b>10,840,000</b>
<b>Streets and Open Space Fund</b>					
Pavement Maintenance and Preservation	4,372,630	4,503,809	4,638,923	4,778,091	4,921,434
SR89/Side Road Connector Roundabout	200,000		1,128,432		
Ruger Road Realignment and SR89 Roundabout	1,210,830				
Sundog Connector Storm Ranch - DA Share		1,420,635			
<b>Total Streets and Open Space Fund</b>	<b>5,783,460</b>	<b>5,924,444</b>	<b>5,767,355</b>	<b>4,778,091</b>	<b>4,921,434</b>
<b>Total</b>	<b>37,236,360</b>	<b>19,888,444</b>	<b>18,123,355</b>	<b>15,150,091</b>	<b>18,126,434</b>

# **CAPITAL IMPROVEMENT PLAN**

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**Five Year Plan FY2013-FY2017**

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# **FY2012 BUDGET**

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## **APPENDIX**

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COMMUNITY PROFILE

RESOLUTION

LEGAL SCHEDULES

SALARY RANGES

AUTHORIZED POSITION SCHEDULE

GLOSSARY OF TERMINOLOGY

# **BUDGET SUMMARIES**

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## **COMMUNITY PROFILE**

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### ***History***

Prescott was founded in 1863 and incorporated in 1883. During the late 1800s, Prescott twice served as the territorial capital, and the Governor's Mansion is now preserved at the Sharlot Hall Museum.

In 1864, the town site of Prescott was surveyed and laid out along Granite Creek where gold had been panned. The town was designated the capital of the new territory of Arizona after Arizona was separated from New Mexico. President Lincoln wanted the territorial capital in the northern part of the territory, far away from the Confederate sympathizing cities to the south.

Lincoln also decided to populate this new capital with Northerners and Mid-westerners and this decision resulted in Prescott being the most Mid-western looking city in Arizona. Victorian homes and peaked roof homes were built, a far cry from the adobe structures that were more common in the Southwest.

The early economy of the area centered on cattle ranching and mining. In July of 1900, a fire destroyed much of Prescott's commercial district. Within hours, make-shift shelters were erected on the Courthouse Plaza and business began rebuilding. Following the fire, most buildings in the downtown area were reconstructed of brick, providing today's rich architectural heritage.

Dubbed "Everybody's Hometown", Prescott is culturally diverse from its downtown Courthouse Plaza, famous Whiskey row, preservation emphasis with 809 buildings on the National Register of Historic Places, World's Oldest Rodeo, Prescott Fine Arts Association, Sharlot Hall Museum, Phippen Art Museum, Folk Arts Fair, Frontier Days, and Territorial Days to its official designation by the State of Arizona as "Arizona's Christmas City".

### ***Location***

Located in the mountains of north central Arizona approximately 90 miles northwest of Phoenix and 90 miles southwest of Flagstaff, the City borders the Prescott National Forest to the south and west. The average elevation is 5,400 feet. The local climate is mild, with average high temperatures ranging from fifty degrees to ninety degrees F and the average precipitation recorded at 19.8 inches, most of which is rain. Prescott and the nearby towns of Chino Valley, Prescott Valley and the newly incorporated Dewey-Humboldt form what is known locally as the Quad-City area.

### ***City Government***

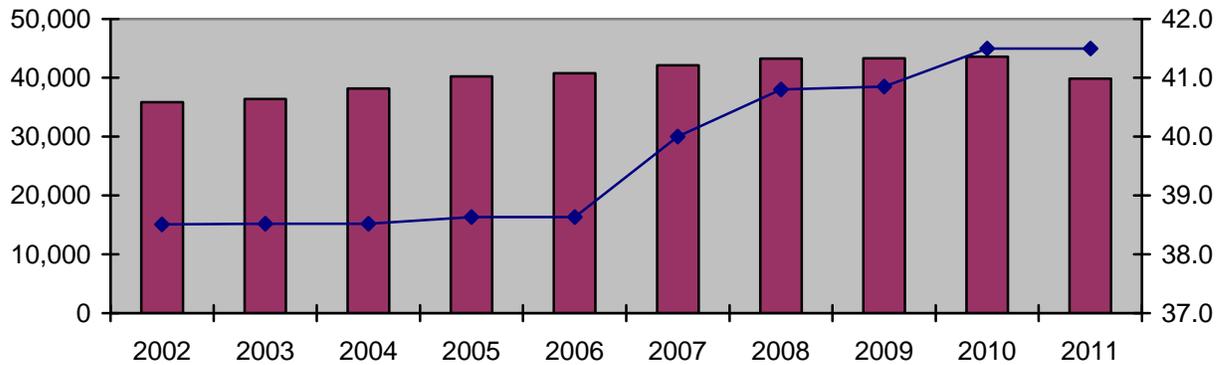
The council-manager form of government was adopted in 1958. The Mayor is elected on a nonpartisan ballot to represent the entire City for a two-year term. The six members of Council are elected at large for four year terms on a nonpartisan ballot. Three of the six positions and the Mayor's position are up for reelection at the same time. Under the provisions of the City Charter, the Council appoints a City Manager who is responsible for carrying out its established policies and administering operations.

### ***Demographics***

The City of Prescott is the largest city in Yavapai County and the base of county government operations.

# BUDGET SUMMARIES

## COMMUNITY PROFILE



Population and Area				
Year	Population	Yavapai County	Population as % of	
			County	Land Area
2002	35,815	179,138	20.0%	38.51 square miles
2003	36,375	184,576	19.7%	38.52 square miles
2004	38,180	190,628	20.0%	38.52 square miles
2005	40,225	196,760	20.4%	38.63 square miles
2006	40,770	205,105	19.9%	38.72 square miles
2007	42,085	213,285	19.7%	40.00 square miles
2008	43,217	220,773	19.6%	40.80 square miles
2009	43,280	227,348	19.0%	40.85 square miles
2010	43,573	228,494	19.1%	41.50 square miles
2011	39,843	211,033	18.9%	41.50 square miles

# BUDGET SUMMARIES

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## COMMUNITY PROFILE

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Racial/Ethnic Composition, 2007 Est	
White, Non-Hispanic	84.20%
Hispanic	8.20%
Black	50.00%
Other	7.10%

Population by Sex, 2007 Est	
Male	49.20%
Female	50.80%

Population by Age, 2007 Est	
Under 5	3.70%
5-9	4.20%
10-14	4.80%
15-19	6.70%
20-24	7.60%
25-34	8.10%
35-44	10.80%
45-54	13.90%
55-59	6.70%
60-64	6.70%
65-74	13.80%
75 and Over	12.90%

Households by Income, 2007 Est	
\$200,000 or more	2.20%
150,000 to 199,999	1.40%
100,000 to 149,999	6.10%
75,000 to 99,999	7.60%
50,000 to 74,999	16.20%
35,000 to 49,999	17.20%
25,000 to 34,999	13.90%
15,000 to 24,999	16.10%
10,000 to 14,999	8.70%
under 14,999	10.60%

Average Income	\$ 46,481
Median Income	\$ 35,446
Per Capita Income	\$ 22,565

### *Economy*

Although small in population, 39,843, the City is not dependent on any one company or industry for economic vitality. The region is diverse in nature and benefits from the following industries who are the top ten taxpayers in the City of Prescott:

Top 10 Taxpayers
Arizona Public Service
Best Buy
Costco
Fry's Food & Drug
Lamb Chevrolet
Lowe's
Safeway
Tim's Buick Pontiac Toyota
Unisource Gas, Inc
Wal-Mart

# BUDGET SUMMARIES

## COMMUNITY PROFILE

Personal Income (thousands of dollars) (Yavapai County - Calendar Year)	
2001	3,701,821
2002	3,853,070
2003	4,049,851
2004	4,518,554
2005	4,875,841
2006	5,537,703
2007	5,860,461
2008	N/A
2009	N/A

Annual Unemployment Rate (Yavapai County - Calendar Year)	
2001	4.2%
2002	5.3%
2003	5.1%
2004	4.6%
2005	4.4%
2006	3.9%
2007	3.7%
2008	5.6%
2009	N/A

Personal Income (thousands of dollars)	
2001	21,308
2002	21,514
2003	21,969
2004	23,696
2005	24,521
2006	26,786
2007	27,620
2008	N/A
2009	N/A

School Enrollment	
2001	5,049
2002	5,031
2003	5,000
2004	5,113
2005	5,242
2006	5,558
2007	5,688
2008	5,763
2009	5,776

### Financial

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Total Operating Budget (000s)	\$ 70,730	\$ 85,720	\$ 80,514	\$ 81,449	\$ 70,857	\$ 74,654
Total Regular Employees (Note 1)	564.500	573.500	572.500	518.25	512.25	513.75
Total Employees per 1000	13.86	13.63	13.25	11.97	11.75	12.89
Assessed Valuation (000s)	517,402	583,116	660,247	729,027	720,770	634,923
Property Tax Rate	0.5275	0.4972	0.4233	0.3697	0.3830	0.4433
City Prop Tax Paid Per Capita	\$ 69.56	\$ 73.11	\$ 73.00	\$ 66.60	\$ 64.84	\$ 71.26
City Sales Tax Rate	2%	2%	2%	2%	2%	2%
City Sales Tax Paid Per Capita	\$ 358.32	\$ 374.24	\$ 335.52	\$ 288.82	\$ 275.40	\$ 299.27

Note: Regular employees does not include part-time temporary or seasonal employees.

# BUDGET SUMMARIES

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## COMMUNITY PROFILE

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### City Services

#### **Neighborhood Resources**

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Parks	21
Park Acres	1,394
Golf Courses	2
Miles of Trails	36
Open Space - public (acres)	278
Libraries	1
Circulation of Library Materials	693,268

#### **Public Safety**

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Police Employees	87.25
Calls for Services	30,500
Part 1 Crimes	1,440
Part 2 Crimes	4,100
Fire Stations	5
Fire Employees	77.00
Calls for Services	8,500
Inspections	1,709

#### **Building Inspections**

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Number of Permits Issued	1,093
Value of Permits (in millions)	35.3

#### **Transportation**

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Total Miles of Streets (lane miles)	577
Cold Mix Repairs (lbs)	88,773
Hot Mix Repairs (tons)	2,806

#### **Refuse Collection**

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Household Accounts	21,319
Commercial Accounts	910
Refuse Collected (tons)	29,792

#### **Transfer Station**

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Transactions Per Year	69,615
Tons Per Year	58,152

#### **Airport (Calendar Year 2010)**

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Commercial Aircraft Landings	3,807
Passengers	7,836
FAA Traffic Count	231,668

#### **City of Prescott Water**

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Miles of Water Mains	537.0
Number of Connections	22,153

#### **City of Prescott Wastewater**

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Miles of Wastewater Lines	389.0
Number of Connections	17,640

# **BUDGET SUMMARIES**

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## **BUDGET RESOLUTIONS**

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### **RESOLUTION NO. 4086-1156**

**A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF PRESCOTT, YAVAPAI COUNTY, ARIZONA, ADOPTING A TENTATIVE BUDGET, ADOPTING THE ESTIMATED AMOUNTS REQUIRED TO MEET THE PUBLIC EXPENSES FOR THE CITY OF PRESCOTT FOR THE FISCAL YEAR 2011-12, AUTHORIZING AND DIRECTING PUBLICATION OF STATEMENTS AND SCHEDULES OF THE TENTATIVE BUDGET, TOGETHER WITH NOTICE OF HEARING ON SAID BUDGET AND NOTICE OF DATE OF FINAL ADOPTION OF SAID BUDGET, AND NOTICE OF DATE OF ESTABLISHMENT OF THE EXPENDITURE LIMITATION, AND NOTICE OF THE DATE FOR FIXING A TAX LEVY**

#### **ENACTMENTS:**

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

SECTION 1. THAT, the statements and schedules attached are hereby adopted as the estimated amounts required to meet the public expenses for the City of Prescott and as the tentative budget for the fiscal year 2011-12. Copies of said statements and schedules have been distributed to the Council and are on file in the office of the City Manager. Said copies are attached hereto for the purpose of publication only, except that they are hereby ordered to be entered into the minutes of the City Council of the City of Prescott.

SECTION 2. THAT, the Clerk is hereby authorized and directed to publish in the manner prescribed by law, the attached statements and schedules as said tentative budget, together with a copy of this Resolution as notice of the meetings of the City Council, to wit:

- A. That the City Council will meet on the 28th day of June, 2011, at 3:00 P.M., in the Council Chambers of the Municipal Offices Building, 201 South Cortez Street, Prescott, Arizona, at a Regular Meeting to hold a public hearing when and where any citizen may appear and be heard or submit written comments in favor of or against any proposed use within the budget, expenditure limitation, or the tax levy; at said time and place or after said hearing for the purpose of finally adopting the budget and establishment of the expenditure limitation for the fiscal year 2011-12 for the City of Prescott. The proposed budget may be examined on weekdays at 201 South Cortez Street, Prescott, Arizona, between 8:00 A.M. and 5:00 P.M. or on the Internet at [www.cityofprescott.net](http://www.cityofprescott.net).
- B. That the City Council will further meet at a Regular Meeting on the 12th day of July, 2011, at 3:00 P.M. in the Council Chambers of the Municipal Building, 201 South Cortez Street, Prescott, Arizona, for the purpose of adopting the property tax levy for fiscal year 2011-12 for the City of Prescott.

SECTION 3. THAT, upon the recommendation by the City Manager and with the approval of the Council, expenditures may be made from the appropriation for contingencies. The transfers of any sums within or without any specific appropriations shall conform to Article VI, Section 11, Prescott City Charter.

SECTION 4. THAT, money from any fund may be used for any of these appropriations except money specifically restricted by State Law, City Charter, codes, ordinance, or resolution.

# **BUDGET SUMMARIES**

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## **BUDGET RESOLUTIONS**

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PASSED and ADOPTED by the Mayor and Council of the City of Prescott, Arizona, on this 14th day of June, 2011.

/s/ MARLIN D. KUYKENDALL, Mayor

ATTEST:  
APPROVED AS TO FORM:

/s/ ELIZABETH A BURKE, City Clerk  
/s/ GARY D KIDD, City Attorney

# **BUDGET SUMMARIES**

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## **BUDGET RESOLUTIONS**

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### **RESOLUTION NO. 4089-1159**

**A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF PRESCOTT, YAVAPAI COUNTY, ARIZONA, FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES FOR THE FISCAL YEAR 2011, AND DECLARING THAT THE SAME SHALL CONSTITUTE THE BUDGET FOR THE CITY OF PRESCOTT FOR SAID FISCAL YEAR AND ESTABLISHING THE EXPENDITURE LIMITATION, APPROVING AND UPDATING THE JOB ROSTER FOR THE CITY OF PRESCOTT AND SETTING FORTH ITS DETERMINATION AS TO UNFUNDED CAPITAL AND OTHER UNFUNDED BUDGETARY REQUESTS.**

#### **RECITALS:**

WHEREAS, in accordance with the Provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes, the City Council did, on the 14th day of June, 2011, make an estimate of the different amounts required to meet the public expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Prescott; and

WHEREAS, in accordance with said sections of said title, and following due public notice, the Council met on June 28, 2011, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures, establishing the expenditure limitation, or tax levies; and

WHEREAS, the City Job Roster is included in the accompanying exhibit and the Council wishes to update its job roster and approve the job roster as provided by the Prescott City Charter; and

WHEREAS, Unfunded Capital Projects are included in the accompanying exhibit and the Council wishes to update its job roster and approve the job roster as provided by the Prescott City Charter; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on July 12, 2010, in Prescott City Council Chambers at 201 South Cortez Street, Prescott, Arizona for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS, it appears that the sums to be raised by primary taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in Arizona Revised Statutes, Title 42, Section 17051.A.

#### **ENACTMENTS:**

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

SECTION 1. THAT, the said estimates of revenue and expenditures shown on the accompanying schedules as now increased, reduced or changed by and the same are hereby adopted as the budget of the City of Prescott for the fiscal year 2012.

SECTION 2. THAT, the expenditure limitation for the City of Prescott for fiscal year 2012 be established at \$162,607,131.

# **BUDGET SUMMARIES**

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## **BUDGET RESOLUTIONS**

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SECTION 3. THAT, the Roster of Jobs shown in the attached accompanying exhibit and approved by the City of Prescott and in accordance with Article IV of the Prescott City Charter.

SECTION 4. THAT the Council in its legislative discretion has reviewed the budgetary items referred to in the annual budget proposals as "Unfunded Capital," which items are referred to in the accompanying exhibit referenced as Unfunded Capital and in the exercise of such legislative function has determined in its discretion not to spend existing resources for the purchase of equipment, personnel, construction, reconstruction or maintenance of the unfunded proposals and projects contained in or referred to in the "Unfunded Capital" exhibit. Further, the City Council has exercised its budgetary and legislative discretion with respect to its decision not to provide governmental funding or services for the Unfunded Capital items, as well as for the requested equipment, personnel, construction or maintenance of facilities or capital items requested in departmental budgetary proposals considered by the Council in its annual budget retreat and its review of the budget proposals of each city department, (including all proposals for capital funding and that the decision not to fund, to repair, to improve, maintain, reconstruct). The Council has determined not to spend existing resources for the purchase of equipment, personnel, construction, reconstruction or maintenance of the unfunded proposals and unfunded projects requested by the City departments. This determination constitutes a decision by the City Council not to provide the resources necessary for such proposals to be funded, including specifically the decision as to which streets, sidewalks, sanitary sewer, and parking lots will be repaired, maintained, and reconstructed or otherwise funded for the ensuing fiscal year and which will not be funded.

PASSED, APPROVED and ADOPTED by the Mayor and Council of the City of Prescott, Arizona, on this 28th day of June, 2011.

/s/ MARLIN D KUYKENDALL, Mayor

ATTEST:  
APPROVED AS TO FORM:

/s/ ELIZABETH A BURKE, City Clerk  
/s/ GARY D KIDD, City Attorney

**CITY OF PRESCOTT, ARIZONA**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2012**

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2011	ACTUAL EXPENDITURES/ EXPENSES ** 2011	FUND BALANCE/ NET ASSETS*** July 1, 2011**	PROPERTY TAX REVENUES 2012	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2012	OTHER FINANCING 2012		INTERFUND TRANSFERS 2012		TOTAL FINANCIAL RESOURCES AVAILABLE 2012	BUDGETED EXPENDITURES/ EXPENSES 2012
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 33,828,600	\$ 31,912,626	\$ 13,948,470	\$ 1,255,878	\$ 26,544,473	\$	\$	\$	\$ 707,868	\$ 41,040,953	\$ 30,232,488
2. Special Revenue Funds	37,333,402	23,129,722	22,622,034		24,437,120			721,165	67,355	47,712,964	44,101,538
3. Debt Service Funds Available	1,985,491	1,985,491	320,095	1,583,350	1,434,109					3,337,554	3,003,209
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	1,985,491	1,985,491	320,095	1,583,350	1,434,109					3,337,554	3,003,209
6. Capital Projects Funds											
7. Permanent Funds	200,000	140,000	776,817		10,000					786,817	203,482
8. Enterprise Funds Available	69,675,479	40,695,275	33,262,208		46,852,239	8,600,000		301,408	247,350	88,768,505	75,841,948
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	69,675,479	40,695,275	33,262,208		46,852,239	8,600,000		301,408	247,350	88,768,505	75,841,948
11. Internal Service Funds	9,908,733	8,117,341	5,616,140		6,782,938					12,399,078	9,224,466
12. TOTAL ALL FUNDS	\$ 152,931,705	\$ 105,980,455	\$ 76,545,764	\$ 2,839,228	\$ 106,060,879	\$ 8,600,000	\$	\$ 1,022,573	\$ 1,022,573	\$ 194,045,872	\$ 162,607,131

**EXPENDITURE LIMITATION COMPARISON**

	2011	2012
1. Budgeted expenditures/expenses	\$ 152,931,705	\$ 162,607,131
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	152,931,705	162,607,131
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 152,931,705	\$ 162,607,131
6. EEC or voter-approved alternative expenditure limitation		
	\$	\$

\* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**CITY OF PRESCOTT, ARIZONA**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2012**

	<b>2011</b>	<b>2012</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 1,383,159	\$ 1,415,244
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 1,251,978	\$ 1,255,878
B. Secondary property taxes	1,573,160	1,583,350
C. Total property tax levy amounts	\$ 2,825,138	\$ 2,839,228
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ 1,216,435	
(2) Prior years' levies	35,543	
(3) Total primary property taxes	\$ 1,251,978	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 1,523,689	
(2) Prior years' levies	49,471	
(3) Total secondary property taxes	\$ 1,573,160	
C. Total property taxes collected	\$ 2,825,138	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.1737	0.1978
(2) Secondary property tax rate	0.2093	0.2455
(3) Total city/town tax rate	0.3830	0.4433

B. Special assessment district tax rates  
Secondary property tax rates - As of the date the proposed budget was prepared, the City of Prescott did not operate any special districts for which secondary property taxes are levied.

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**CITY OF PRESCOTT, ARIZONA**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2012**

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Privilege and Use Tax	\$ 11,922,500	\$ 11,924,000	\$ 11,924,000
Franchise Taxes	1,700,240	1,685,191	1,735,747
<b>Licenses and permits</b>	<b>300,750</b>	<b>311,850</b>	<b>306,600</b>
<b>Intergovernmental</b>			
State	9,261,684	9,261,684	8,492,939
Local Jurisdictions	2,392,833	2,009,709	2,126,637
<b>Charges for services</b>	<b>1,150,800</b>	<b>1,009,620</b>	<b>1,089,850</b>
<b>Fines and forfeits</b>	<b>455,500</b>	<b>450,970</b>	<b>450,750</b>
<b>Interest on investments</b>	<b>350,000</b>	<b>324,500</b>	<b>324,500</b>
<b>In-lieu property taxes</b>	<b>73,280</b>	<b>67,000</b>	<b>67,000</b>
<b>Miscellaneous</b>	<b>52,264</b>	<b>41,762</b>	<b>26,450</b>
<b>Total General Fund</b>	<b>\$ 27,659,851</b>	<b>\$ 27,086,286</b>	<b>\$ 26,544,473</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Streets and Open Space Fund</b>			
Streets and Open Space Tax	\$ 11,450,000	\$ 11,545,000	\$ 11,545,000
Intergovernmental - Federal	478,000	51,623	680,000
Intergovernmental - State	3,017,275	3,124,564	2,577,894
Intergovernmental - County	1,487,924	564,911	2,174,800
Intergovernmental - Local Jurisdictions	51,000	20,728	7,800
Interest Earned	124,149	158,211	50,000
Miscellaneous	1,539,011	1,471,288	536,109
	\$ 18,147,359	\$ 16,936,325	\$ 17,571,603
<b>Transient Occupancy Tax</b>			
Transient Occupancy Tax	\$ 460,980	\$ 520,000	\$ 526,624
Fees/Donations	82,000	72,000	123,500
Miscellaneous		17,465	1,500
	\$ 542,980	\$ 609,465	\$ 651,624
<b>Impact Fees Fund</b>			
Impact Fees	\$ 645,400	\$ 564,725	\$ 564,725
Miscellaneous	75,235	76,710	76,710
	\$ 720,635	\$ 641,435	\$ 641,435
<b>Grants Fund</b>			
Miscellaneous Grants	7,357,863	1,937,225	5,572,458
	\$ 7,357,863	\$ 1,937,225	\$ 5,572,458
<b>Total Special Revenue Funds</b>	<b>\$ 26,768,837</b>	<b>\$ 20,124,450</b>	<b>\$ 24,437,120</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**CITY OF PRESCOTT, ARIZONA**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2012**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2011</b>	<b>ACTUAL REVENUES* 2011</b>	<b>ESTIMATED REVENUES 2012</b>
<b>DEBT SERVICE FUNDS</b>			
Special Assessments	\$ 337,151	\$ 337,151	\$ 1,360,044
Interest Earned	90,180	90,180	74,065
<b>Total Debt Service Funds</b>	<b>\$ 427,331</b>	<b>\$ 427,331</b>	<b>\$ 1,434,109</b>
<b>PERMANENT FUNDS</b>			
Acker Trust	10,000	10,000	10,000
<b>Total Permanent Funds</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>ENTERPRISE FUNDS</b>			
Water	\$ 15,267,790	\$ 14,515,746	\$ 16,246,099
Wastewater	8,338,096	8,187,972	8,979,404
Solid Waste/Transfer Station	8,276,042	8,128,756	8,186,900
Golf Course	2,965,117	2,883,441	2,824,478
Airport	4,502,107	2,242,983	10,574,818
Parking Garage	59,050	40,126	40,540
<b>Total Enterprise Funds</b>	<b>\$ 39,408,202</b>	<b>\$ 35,999,024</b>	<b>\$ 46,852,239</b>
<b>INTERNAL SERVICE FUNDS</b>			
Central Garage	\$ 1,601,468	\$ 1,675,301	\$ 1,751,468
Self-Insurance	2,046,517	2,144,529	2,146,127
Facilities Maintenance	956,047	969,066	1,052,160
Engineering	1,887,774	1,737,760	1,833,183
<b>Total Internal Service Funds</b>	<b>\$ 6,491,806</b>	<b>\$ 6,526,656</b>	<b>\$ 6,782,938</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 100,766,027</b>	<b>\$ 90,173,747</b>	<b>\$ 106,060,879</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**CITY OF PRESCOTT, ARIZONA**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2012**

<b>FUND</b>	<b>OTHER FINANCING 2012</b>		<b>INTERFUND TRANSFERS 2012</b>	
	<b>SOURCES</b>	<b>&lt;USES&gt;</b>	<b>IN</b>	<b>&lt;OUT&gt;</b>
<b>GENERAL FUND</b>				
Capital Reserve	\$	\$	\$	\$ 707,868
<b>Total General Fund</b>	\$	\$	\$	\$ 707,868
<b>SPECIAL REVENUE FUNDS</b>				
Transient Occupancy Tax	\$	\$	\$	\$ 67,355
Streets and Open Space			247,350	
Grant			473,815	
<b>Total Special Revenue Funds</b>	\$	\$	\$ 721,165	\$ 67,355
<b>ENTERPRISE FUNDS</b>				
Wastewater Fund	\$ 8,600,000	\$	\$	\$
Parking Garage			67,355	
Solid Waste/Transfer Station				247,350
Airport			234,053	
<b>Total Enterprise Funds</b>	\$ 8,600,000	\$	\$ 301,408	\$ 247,350
<b>TOTAL ALL FUNDS</b>	\$ 8,600,000	\$	\$ 1,022,573	\$ 1,022,573

**CITY OF PRESCOTT, ARIZONA**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2012**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
<b>GENERAL FUND</b>				
City Council	\$ 118,134	\$	\$ 97,814	\$ 52,066
City Clerk	172,987		44,924	105,681
City Court	523,160		511,144	522,912
City Manager	2,923,062	2,200,000	5,088,924	2,545,517
Legal	306,928		305,997	282,631
Budget & Finance	749,922		501,392	556,443
Administrative Services	908,976		529,764	608,523
Community Development	1,618,515		1,500,520	1,494,238
Parks, Recreation & Library	5,361,906		5,001,190	4,855,207
Police Department	9,067,321		9,033,233	9,428,774
Fire Department	6,911,841		6,751,922	6,865,658
Regional Communications	2,965,848		2,545,802	2,914,838
<b>Total General Fund</b>	<b>\$ 31,628,600</b>	<b>\$ 2,200,000</b>	<b>\$ 31,912,626</b>	<b>\$ 30,232,488</b>
<b>SPECIAL REVENUE FUNDS</b>				
Streets and Open Space	\$ 29,332,099	\$ (820,000)	\$ 20,215,821	\$ 35,850,323
Transient Occupancy Tax	656,643		585,542	780,468
Impact Fee Fund	825,000		138,813	1,424,475
Grants Fund	8,404,660	(1,065,000)	2,189,546	6,046,272
<b>Total Special Revenue Funds</b>	<b>\$ 39,218,402</b>	<b>\$ (1,885,000)</b>	<b>\$ 23,129,722</b>	<b>\$ 44,101,538</b>
<b>DEBT SERVICE FUNDS</b>	<b>\$ 1,985,491</b>	<b>\$</b>	<b>\$ 1,985,491</b>	<b>\$ 3,003,209</b>
<b>PERMANENT FUNDS</b>				
Trust Funds	\$ 110,000	\$ 90,000	\$ 140,000	\$ 203,482
<b>Total Permanent Funds</b>	<b>\$ 110,000</b>	<b>\$ 90,000</b>	<b>\$ 140,000</b>	<b>\$ 203,482</b>
<b>ENTERPRISE FUNDS</b>				
Water	\$ 39,000,607	\$ (2,200,000)	\$ 18,523,989	\$ 34,255,216
Wastewater	16,490,321		8,142,783	19,272,161
Solid Waste/Transfer Station	8,047,453		8,046,783	8,690,134
Golf Course	2,964,510	820,000	3,676,551	2,821,974
Airport	4,476,306		2,229,564	10,725,278
Parking Garage	76,282		75,605	77,185
<b>Total Enterprise Funds</b>	<b>\$ 71,055,479</b>	<b>\$ (1,380,000)</b>	<b>\$ 40,695,275</b>	<b>\$ 75,841,948</b>
<b>INTERNAL SERVICE FUNDS</b>				
Central Garage	\$ 4,099,615	\$	\$ 2,406,800	\$ 4,196,457
Self-Insurance	2,006,493	975,000	2,981,493	2,105,121
Engineering	1,861,925		1,763,384	1,856,509
Facilities Maintenance	965,700		965,664	1,066,379
<b>Total Internal Service Funds</b>	<b>\$ 8,933,733</b>	<b>\$ 975,000</b>	<b>\$ 8,117,341</b>	<b>\$ 9,224,466</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 152,931,705</b>	<b>\$</b>	<b>\$ 105,980,455</b>	<b>\$ 162,607,131</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**CITY OF PRESCOTT, ARIZONA**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2012**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED</b>	<b>ACTUAL EXPENDITURES/ EXPENSES *</b>	<b>BUDGETED EXPENDITURES/ EXPENSES</b>
	<b>2011</b>	<b>2011</b>	<b>2011</b>	<b>2012</b>
<b>Public Works:</b>				
Streets and Open Space	\$ 25,426,271	\$ (820,000)	\$ 17,246,577	\$ 32,541,450
Engineering	1,861,925		1,763,384	1,856,509
Water	39,000,607	(2,200,000)	18,523,989	34,255,216
Wastewater	16,490,321		8,142,783	19,272,161
<b>Department Total</b>	<b>\$ 82,779,124</b>	<b>\$ (3,020,000)</b>	<b>\$ 45,676,733</b>	<b>\$ 87,925,336</b>
<b>Field Operations:</b>				
Streets and Open Space	\$ 3,863,078		\$ 2,969,244	\$ 3,308,873
Solid Waste/Transfer Station	8,047,453		8,046,783	8,690,134
<b>Department Total</b>	<b>\$ 11,910,531</b>	<b>\$</b>	<b>\$ 11,016,027</b>	<b>\$ 11,999,007</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

# POLICIES AND OBJECTIVES

## FY2012 BUDGET SALARY RANGES

Salary Range	Minimum	Midpoint	Maximum	Salary Range	Minimum	Midpoint	Maximum
11	11,936.04	14,323.25	16,710.46	61	41,025.47	49,230.57	57,435.66
12	12,234.45	14,681.34	17,128.23	62	42,051.10	50,461.32	58,871.54
13	12,540.31	15,048.37	17,556.43	63	43,102.37	51,722.85	60,343.32
14	12,853.82	15,424.59	17,995.35	64	44,179.94	53,015.93	61,851.92
15	13,175.16	15,810.19	18,445.22	65	45,284.44	54,341.33	63,398.22
16	13,504.53	16,205.44	18,906.34	66	46,416.55	55,699.86	64,983.17
17	13,842.14	16,610.57	19,379.00	67	47,576.97	57,092.37	66,607.76
18	14,188.21	17,025.85	19,863.49	68	48,766.39	58,519.67	68,272.95
19	14,542.91	17,451.49	20,360.07	69	49,985.56	59,982.67	69,979.78
20	14,906.48	17,887.78	20,869.07	70	51,235.19	61,482.23	71,729.27
21	15,279.15	18,334.98	21,390.81	71	52,516.08	63,019.30	73,522.51
22	15,661.13	18,793.36	21,925.58	72	53,828.97	64,594.77	75,360.56
23	16,052.66	19,263.19	22,473.72	73	55,174.70	66,209.64	77,244.58
24	16,453.97	19,744.77	23,035.56	74	56,554.06	67,864.87	79,175.68
25	16,865.32	20,238.39	23,611.45	75	57,967.92	69,561.51	81,155.09
26	17,286.95	20,744.34	24,201.73	76	59,417.11	71,300.53	83,183.95
27	17,719.12	21,262.95	24,806.77	77	60,902.54	73,083.05	85,263.56
28	18,162.11	21,794.53	25,426.95	78	62,425.10	74,910.12	87,395.14
29	18,616.16	22,339.39	26,062.62	79	63,985.73	76,782.88	89,580.02
30	19,081.56	22,897.87	26,714.18	80	65,585.39	78,702.47	91,819.55
31	19,558.60	23,470.32	27,382.04	81	67,225.02	80,670.03	94,115.03
32	20,047.57	24,057.09	28,066.60	82	68,905.65	82,686.78	96,467.91
33	20,548.77	24,658.53	28,768.28	83	70,628.28	84,753.94	98,879.59
34	21,062.48	25,274.98	29,487.47	84	72,393.99	86,872.79	101,351.59
35	21,589.03	25,906.84	30,224.64	85	74,203.84	89,044.61	103,885.38
36	22,128.77	26,554.53	30,980.28	86	76,058.94	91,270.73	106,482.52
37	22,681.98	27,218.38	31,754.77	87	77,960.41	93,552.49	109,144.57
38	23,249.04	27,898.85	32,548.66	88	79,909.41	95,891.29	111,873.17
39	23,830.26	28,596.31	33,362.36	89	81,907.14	98,288.57	114,670.00
40	24,426.01	29,311.21	34,196.41	90	83,954.82	100,745.79	117,536.75
41	25,036.67	30,044.01	35,051.34	91	86,053.69	103,264.43	120,475.17
42	25,662.58	30,795.10	35,927.61	92	88,205.04	105,846.05	123,487.06
43	26,304.14	31,564.97	36,825.80	93	90,410.17	108,492.21	126,574.24
44	26,961.75	32,354.10	37,746.45	94	92,670.43	111,204.52	129,738.60
45	27,635.79	33,162.95	38,690.11	95	94,987.18	113,984.62	132,982.05
46	28,326.68	33,992.02	39,657.35	96	97,361.87	116,834.25	136,306.62
47	29,034.85	34,841.82	40,648.79	97	99,795.91	119,755.09	139,714.27
48	29,760.71	35,712.85	41,664.99	98	102,290.80	122,748.96	143,207.12
49	30,504.73	36,605.68	42,706.62	99	104,848.07	125,817.69	146,787.30
50	31,267.36	37,520.83	43,774.30	100	107,469.29	128,963.15	150,457.01
51	32,049.04	38,458.85	44,868.66	101	110,156.02	132,187.23	154,218.43
52	32,850.26	39,420.31	45,990.36	102	112,909.93	135,491.92	158,073.90
53	33,671.53	40,405.84	47,140.14	103	115,732.67	138,879.21	162,025.74
54	34,513.31	41,415.97	48,318.63	104	118,625.99	142,351.19	166,076.39
55	35,376.14	42,451.37	49,526.60	105	121,591.64	145,909.97	170,228.30
56	36,260.54	43,512.65	50,764.76	106	124,631.43	149,557.72	174,484.00
57	37,167.06	44,600.47	52,033.88	107	127,747.22	153,296.67	178,846.11
58	38,096.22	45,715.47	53,334.71	108	130,940.91	157,129.09	183,317.27
59	39,048.63	46,858.36	54,668.08	109	134,214.42	161,057.31	187,900.19
60	40,024.84	48,029.81	56,034.78	110	137,569.78	165,083.74	192,597.69

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<b>Mayor and Council</b>						
Mayor	1.000	1.000	1.000	9,000	9,000	0
Councilman	6.000	6.000	6.000	6,000	6,000	0
<b>Total Mayor and Council</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>			
<b>City Manager</b>						
City Manager	1.000	1.000	1.000	Open Range		0
Deputy City Manager	0.700	1.000	1.000	Open Range		0
Assistant to City Council	-	1.000	1.000	48,776	68,266	68
Assistant to City Manager	-	1.000	1.000	46,426	64,979	66
Executive Assistant	1.000	-	-	41,018	57,429	61
Economic Development Specialist	0.250	0.250	-	39,049	54,668	59
Administrative Specialist	1.000	-	-	32,843	45,989	52
Administrative Assistant	-	0.150	-	33,675	47,133	53
<b>Total City Manager</b>	<b>3.950</b>	<b>4.400</b>	<b>4.000</b>			
<b>City Clerk</b>						
City Clerk	1.000	1.000	1.000	Open Range		0
Administrative Assistant	0.500	0.650	1.000	33,675	47,133	53
<b>Total City Clerk</b>	<b>1.500</b>	<b>1.650</b>	<b>2.000</b>			
<b>City Court</b>						
Senior Court Clerk	1.000	1.000	1.000	28,330	39,666	46
Court Clerk	4.750	4.750	4.750	25,667	35,922	42
<b>Total City Court</b>	<b>5.750</b>	<b>5.750</b>	<b>5.750</b>			
<b>Legal Department</b>						
City Attorney	1.000	1.000	1.000	Open Range		0
City Prosecutor	1.000	1.000	1.000	79,914	111,883	88
Chief Assistant City Attorney	0.770	1.000	1.000	79,914	111,883	88
Senior Asst City Attorney	0.770	1.000	1.000	72,384	101,358	84
Investigator	1.000	1.000	1.000	42,058	58,864	62
Office Manager	1.000	1.000	1.000	38,106	53,331	58
Legal Assistant	1.000	1.000	1.000	37,170	52,042	57
Legal Secretary	1.500	1.500	1.500	32,053	44,866	51
<b>Total Legal Department</b>	<b>8.040</b>	<b>8.500</b>	<b>8.500</b>			
<b>Tourism</b>						
Economic Dev Director	1.000	-	-	Open Range		0
Tourism Director	-	1.000	1.000	Open Range		0
Public Affairs Coordinator	-	-	1.000	43,098	60,341	63
Tourism/Economic Dev Coordinator	-	-	0.500	40,025	56,035	60
Economic Development Specialist	0.750	0.750	-	39,049	54,668	59
Administrative Assistant	0.200	0.200	-	33,675	47,133	53
<b>Total Tourism</b>	<b>1.950</b>	<b>1.950</b>	<b>2.500</b>			

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<b>Human Resources</b>						
Human Resources Director	1.000	1.000	1.000	Open Range		0
Human Resources Analyst	1.000	1.000	1.000	48,776	68,266	68
Payroll Specialist	1.000	1.000	1.000	48,776	68,266	68
Benefits Specialist	1.000	1.000	1.000	38,106	53,331	58
Human Resources Assistant	-	1.000	1.000	33,675	47,133	53
Administrative Assistant	0.300	-	-	33,675	47,133	53
<b>Total Human Resources</b>	<b>4.300</b>	<b>5.000</b>	<b>5.000</b>			
<b>Public Communications</b>						
Public Affairs Director	1.000	1.000	1.000	57,970	81,162	75
Public Affairs Coordinator	1.000	1.000	-	43,098	60,341	63
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>1.000</b>			
<b>Special Events</b>						
Special Events Coordinator	1.000	1.000	1.000	43,098	60,341	63
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>			
<b>Rodeo</b>						
Administrative Svcs Director	0.075	0.100	0.150	Open Range		0
<b>Total</b>	<b>0.075</b>	<b>0.100</b>	<b>0.150</b>			
<b>CDBG Administration</b>						
Grants Administrator	1.000	1.000	1.000	44,179	61,859	64
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>			
<b>Total General Government</b>	<b>36.565</b>	<b>38.350</b>	<b>37.900</b>			
<b>Administrative Services</b>						
<u>Purchasing</u>						
Administrative Svcs Director	0.075	-	-	Open Range		0
Facilities Director	-	0.100	-	Open Range		0
Purchasing Manager	1.000	1.000	1.000	56,555	79,186	74
<b>Total</b>	<b>1.075</b>	<b>1.100</b>	<b>1.000</b>			
<u>Elks Opera House</u>						
Administrative Svcs Director	0.075	0.050	0.050	Open Range		0
Facilities Director	-	0.100	-	Open Range		0
Business Manager	-	1.000	1.000	43,098	60,341	63
<b>Total</b>	<b>0.075</b>	<b>1.150</b>	<b>1.050</b>			
<b>Total Administrative Services</b>	<b>1.150</b>	<b>2.250</b>	<b>2.050</b>			

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<b>Finance Department</b>						
<u>Tax &amp; Licensing</u>						
Privilege Tax Supervisor	1.000	1.000	1.000	51,230	71,739	70
Privilege Tax Auditor	1.000	1.000	1.000	48,776	68,266	68
Tax & Licensing Specialist	-	1.000	1.000	48,776	68,266	68
Privilege Tax Auditor Associate	1.000	-	-	40,025	56,035	60
Accounting Technician	2.000	2.000	2.000	33,675	47,133	53
Total	5.000	5.000	5.000			
<u>Accounting Services</u>						
Finance Director	0.900	0.900	0.900	Open Range		0
Assistant Finance Director	1.000	1.000	1.000	72,384	101,358	84
Customer Service Manager	1.000	1.000	1.000	51,230	71,739	70
Budget Manager	1.000	1.000	1.000	51,230	71,739	70
Accounting Technician	2.000	2.000	2.000	33,675	47,133	53
Accounting Clerk	1.000	1.000	1.000	26,957	37,752	44
Total	6.900	6.900	6.900			
<u>Information Technology</u>						
Finance Director	0.100	0.100	0.100	Open Range		0
IT Manager	1.000	1.000	1.000	72,384	101,358	84
Application Mgr/GIS Coordinator	0.500	0.500	0.500	57,970	81,162	75
Network Engineer	1.000	1.000	1.000	51,230	71,739	70
Help Desk Manager	1.000	1.000	1.000	51,230	71,739	70
Information Technology Tech	1.000	1.000	1.000	33,675	47,133	53
GIS Specialist	1.000	1.000	1.000	Open Range		0
Info Tech Specialist	4.000	4.000	4.000	Open Range		0
Total	9.600	9.600	9.600			
<b>Total Finance Department</b>	<b>21.500</b>	<b>21.500</b>	<b>21.500</b>			
<b>Community Development</b>						
<u>Administration/Planning &amp; Zoning</u>						
Comm. Devel. Director	0.600	0.500	0.500	Open Range		0
Asst Comm. Devel. Director	1.000	-	-	72,384	101,358	84
Planning Manager	-	0.600	0.600	60,902	85,259	77
Application Mgr/GIS Coordinator	0.500	0.500	0.500	57,970	81,162	75
Planner	3.000	3.000	2.750	51,230	71,739	70
Administrative Assistant	1.000	1.000	1.000	33,675	47,133	53
Secretary	1.000	1.000	1.000	26,957	37,752	44
Total	7.100	6.600	6.350			
<u>Building Inspections</u>						
Comm. Devel. Director	0.200	0.300	0.300	Open Range		0
Chief Building Official	1.000	1.000	1.000	60,902	85,259	77
Commercial Specialist	1.000	1.000	1.000	48,776	68,266	68
Combo Bldg Insp/Plans Examiner	1.000	-	-	48,776	68,266	68
Plans Examiner	1.000	1.000	1.000	44,179	61,859	64
Building Inspector	1.000	1.000	1.000	38,106	53,331	58
Permit Tech	1.000	1.000	1.000	31,262	43,784	50
Total	6.200	5.300	5.300			

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<u>Code Enforcement</u>						
Comm. Devel. Director	0.100	0.200	0.200	Open Range		0
Planning Manager	-	0.400	0.400	60,902	85,259	77
Code Enforcement Supervisor	1.000	1.000	1.000	48,776	68,266	68
Code Enforcement Officer	2.000	2.000	1.000	29,037	40,643	47
Total	3.100	3.600	2.600			
<u>Economic Development</u>						
Tourism/Economic Dev Coordinator	-	-	0.500	40,025	56,035	60
Total	-	-	0.500			
<b>Total Community Development</b>	<b>16.400</b>	<b>15.500</b>	<b>14.750</b>			
<b>Parks, Recreation &amp; Library</b>						
<u>Administration</u>						
Recreation Services Director	1.000	-	-	Open Range		0
Asst Parks & Rec Director	-	1.000	1.000	65,582	91,811	80
Secretary	1.000	0.092	0.092	26,957	37,752	44
Total	2.000	1.092	1.092			
<u>Library/Library Network</u>						
Library Director	1.000	1.000	1.000	68,910	96,470	82
Assistant Director	1.000	1.000	1.000	56,555	79,186	74
Library Network Manager	1.000	1.000	1.000	51,230	71,739	70
Lead Librarian	2.000	2.000	2.000	45,282	63,398	65
Librarian	7.000	7.000	7.000	41,018	57,429	61
Business Manager	1.000	1.000	1.000	38,106	53,331	58
Maintenance Technician	1.000	1.000	1.000	32,843	45,989	52
Library Specialist	3.000	3.000	3.000	32,053	44,866	51
Library Assistant	6.000	6.000	7.000	27,643	38,688	45
Secretary	1.000	-	-	26,957	37,752	44
Custodian	1.000	1.000	1.000	21,590	30,222	35
Total	25.000	24.000	25.000			
<u>Prescott Gateway Branch</u>						
Library Assistant	1.000	1.000	-	27,643	38,688	45
Total	1.000	1.000	-			
<u>Recreation Programming</u>						
Supt of Administration	1.000	-	-	51,230	71,739	70
Recreation Supervisor	1.000	1.000	1.000	48,776	68,266	68
ASA/Tournament Supervisor	1.000	1.000	1.000	48,776	68,266	68
Secretary	1.000	1.794	1.794	26,957	37,752	44
Recreation Leader	1.000	-	-	25,043	35,048	41
Total	5.000	3.794	3.794			

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<u>Parks, Trails, and Landscape Maintenance</u>						
Assistant Parks & Rec Director	0.500	-	-	65,582	91,811	80
Special Projects Supt.	1.000	1.000	1.000	56,555	79,186	77
Parks Maintenance Supt.	1.000	1.000	1.000	56,555	79,186	74
Park Regional Coordinator	2.000	2.000	2.000	42,058	58,864	62
Landscape Coordinator	1.000	1.000	0.300	40,019	56,035	60
Equipment Mechanic	1.000	1.000	1.000	39,042	54,662	59
Turf & Irrigation Coordinator	1.000	1.000	1.000	37,170	52,042	57
Maintenance Technician	3.000	3.000	2.300	32,843	45,989	52
Secretary	-	0.114	0.114	26,957	37,752	44
Maintenance Worker	2.000	-	-	25,043	35,048	41
Total	12.500	10.114	8.714			
<u>Lakes Management</u>						
Maintenance Technician	1.000	1.000	1.000	32,843	45,989	52
Maintenance Worker	1.000	2.000	2.000	25,043	35,048	41
Total	2.000	3.000	3.000			
<b>Total Parks, Recreation &amp; Library</b>	<b>47.500</b>	<b>43.000</b>	<b>41.600</b>			
<b>Police Department</b>						
<u>Administration</u>						
Police Chief	1.000	1.000	1.000	Open Range		0
Lieutenant	1.000	1.000	1.000	76,752	93,413	Police
Police Research Analyst	1.000	1.000	1.000	42,058	58,864	62
Administrative Assistant	1.000	1.000	1.000	33,675	47,133	53
Total	4.000	4.000	4.000			
<u>Records</u>						
Records Supervisor	1.000	1.000	1.000	48,776	68,266	68
Records Clerk	5.000	5.000	5.000	32,053	44,866	51
Total	6.000	6.000	6.000			
<u>Traffic</u>						
Sergeant	1.000	1.000	1.000	61,485	74,797	Police
Police Officer	5.000	4.000	3.000	42,661	60,736	Police
Parking Control Officer	1.000	1.000	1.000	29,037	40,643	47
Total	7.000	6.000	5.000			
<u>Investigations</u>						
Lieutenant	1.000	1.000	1.000	76,752	93,413	Police
Sergeant	1.000	1.000	1.000	61,485	74,797	Police
Police Officer	7.000	7.000	7.000	42,661	60,736	Police
Property/Evidence Tech	2.000	2.000	2.000	32,053	44,866	51
Public Safety Specialist	0.750	0.750	0.750	30,514	42,702	49
Secretary	-	0.500	0.500	26,957	37,752	44
Total	11.750	12.250	12.250			

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<u>Patrol</u>						
Lieutenant	1.000	1.000	1.000	76,752	93,413	Police
Sergeant	5.000	5.000	6.000	61,485	74,797	Police
Officer	36.000	37.000	40.000	42,661	60,736	Police
Public Safety Specialist	0.500	0.500	0.500	30,514	42,702	49
Secretary	1.000	1.000	1.000	26,957	37,752	44
Total	43.500	44.500	48.500			
<u>Special Enforcement</u>						
Sergeant	1.000	1.000	-	61,485	74,797	Police
Officer	4.000	4.000	-	42,661	60,736	Police
Total	5.000	5.000	-			
<u>Training</u>						
Sergeant	1.000	1.000	1.000	61,485	74,797	Police
Total	1.000	1.000	1.000			
<u>Community Services</u>						
Sergeant	1.000	1.000	2.000	61,485	74,797	Police
Police Officer	2.000	2.000	3.000	42,661	60,736	Police
Crime Prevention Officer	0.500	0.500	0.500	30,513	36,608	49
Secretary	0.500	0.500	0.500	26,957	37,752	44
Total	4.000	4.000	6.000			
<u>Community Restitution Program</u>						
Com. Serv. Worker Monitor	2.000	2.000	2.000	26,957	37,752	44
Secretary	0.500	0.500	0.500	26,957	37,752	44
Total	2.500	2.500	2.500			
<u>Animal Control</u>						
Community Development Director	0.100	-	-	Open Range		0
Supervisor	1.000	1.000	1.000	34,507	41,413	54
Animal Control Officer	3.000	2.000	2.000	29,037	40,643	47
Total	4.100	3.000	3.000			
<b>Total Police Department</b>	<b>88.850</b>	<b>88.250</b>	<b>88.250</b>			
<b>Fire Department</b>						
<u>Administration</u>						
Fire Chief	1.000	1.000	1.000	Open Range		0
Wildland Division Chief	0.800	-	-	72,384	101,358	84
Administrative Assistant	1.000	1.000	1.000	33,675	47,133	53
Secretary	1.000	1.000	1.000	26,962	37,746	44
Total	3.800	3.000	3.000			
<u>Prevention</u>						
Fire Marshal/Division Chief	1.000	1.000	1.000	74,194	103,875	85
Plans Examiner	1.000	1.000	1.000	44,179	61,859	64
Fire Inspector	1.000	1.000	1.000	38,096	53,335	58
Fire Prevention Aide	1.000	1.000	1.000	26,962	37,746	44
Total	4.000	4.000	4.000			

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<u>Suppression</u>						
Battalion Chief	3.000	3.000	3.000	80,350	93,995	Fire
Captain	15.000	15.000	15.000	60,424	73,528	Fire
Engineer	18.000	18.000	18.000	49,670	60,424	Fire
Firefighter	21.000	21.000	21.000	39,811	56,638	Fire
Total	57.000	57.000	57.000			
<u>Training</u>						
Training Division Chief	1.000	1.000	1.000	80,350	93,995	Fire
Total	1.000	1.000	1.000			
<u>Fire Vegetation Crew</u>						
Wildland Division Chief	0.830	1.000	1.000	72,384	101,358	84
Wildland Crew Supervisor	1.000	1.000	1.000	48,776	68,266	68
Wildland Captain	1.000	1.000	1.000	42,058	58,864	62
Squad Boss	3.000	3.000	3.000	34,507	48,318	54
Code Enforcement Officer	1.000	1.000	1.000	29,037	40,643	47
Fuels Tech/Wildland Firefighter	3.000	3.000	3.000	27,643	38,688	45
Total	9.830	10.000	10.000			
<b>Total Fire Department</b>	<b>75.630</b>	<b>75.000</b>	<b>75.000</b>			
<b>Regional Communications</b>						
<u>Communications</u>						
Wildland Division Chief	0.170	-	-	72,384	101,358	84
Regional Communications Director	1.000	1.000	1.000	65,582	91,811	80
Communications Tech Manager	-	1.000	1.000	65,582	91,811	80
Info Tech Specialist	1.000	1.000	1.000	Open Range		0
Communications Supervisor	4.000	4.000	4.000	41,018	57,429	61
Business Manager	-	1.000	1.000	38,106	53,331	58
Communications Specialist	23.750	22.750	22.750	33,675	47,133	53
Administrative Assistant	1.000	-	-	35,675	47,133	53
Total	30.920	30.750	30.750			
<b>Total Regional Communications</b>	<b>30.920</b>	<b>30.750</b>	<b>30.750</b>			
<b>Streets and Open Space</b>						
<u>Street Operations</u>						
Field Operations Manager	0.140	0.140	0.500	Open Range		0
Field Operations Superintendent	1.000	1.000	1.000	56,555	79,186	74
Administration Superintendent	1.000	1.000	0.500	56,555	79,186	74
Field Operations Supervisor	3.000	3.000	3.000	48,776	68,266	68
Supv/Bldg Project Supt	-	1.000	1.000	48,776	68,266	68
Management Analyst	1.000	-	-	46,426	64,979	66
Maintenance Specialist	1.000	1.000	1.000	39,042	54,662	59
Senior Equipment Operator	3.000	3.000	3.000	36,254	50,773	56

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
Traffic Control Worker	2.000	2.000	2.000	33,675	47,133	53
Maintenance Technician	1.000	1.000	1.000	32,843	45,989	52
Equipment Operator	11.000	11.000	11.000	32,843	45,989	52
Landscape Coordinator	-	-	0.700	40,019	56,035	60
Maintenance Technician	-	-	0.700	32,843	45,989	52
Administrative Assistant	1.000	-	-	35,675	47,133	53
Utility Worker	0.400	0.400	0.400	29,765	41,662	48
Maintenance Worker	4.000	4.000	4.000	25,043	35,048	41
<b>Total</b>	<b>29.540</b>	<b>28.540</b>	<b>29.800</b>			
<u>Transportation Services</u>						
Traffic Engineer	1.000	1.000	1.000	79,914	95,888	88
Traffic Signal Supervisor	1.000	1.000	1.000	51,230	71,739	70
Traffic Engineering Technician	1.000	1.000	1.000	43,098	60,341	63
Traffic Signal Specialist	2.000	2.000	2.000	41,018	57,429	61
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>			
<u>Private Development</u>						
Public Works Director	-	0.100	0.100	Open Range		0
<b>Total</b>	<b>-</b>	<b>0.100</b>	<b>0.100</b>			
<u>Streets and Open Space</u>						
Public Works Director	0.200	0.200	0.200	Open Range		0
Senior Project Manager	-	0.700	0.700	74,194	103,875	85
<b>Total</b>	<b>0.200</b>	<b>0.900</b>	<b>0.900</b>			
<u>CYMPO</u>						
CYMPO Administrator	1.000	1.000	1.000	Open Range		0
Program Manager	0.500	0.500	0.500			
Program Coordinator	1.000	1.000	1.000	74,194	103,875	85
<b>Total</b>	<b>2.500</b>	<b>2.500</b>	<b>2.500</b>			
<b>Total Streets and Open Space</b>	<b>37.240</b>	<b>37.040</b>	<b>38.300</b>			
<b>Water Fund</b>						
<u>Utility Billing</u>						
Utility Billing Supervisor	1.000	1.000	1.000	46,426	64,979	66
Accounting Technician	1.000	3.500	3.500	33,675	47,133	53
Accounting Clerk	2.000	-	-	26,957	37,752	44
<b>Total</b>	<b>4.000</b>	<b>4.500</b>	<b>4.500</b>			
<u>Meter Reading</u>						
Administrative Specialist	-	0.200	0.200	32,843	45,989	52
Meter Reader	4.000	3.000	3.000	26,312	36,816	43
Secretary	0.200	0.200	0.200	26,957	37,752	44
<b>Total</b>	<b>4.200</b>	<b>3.400</b>	<b>3.400</b>			
<u>Water Administration</u>						
Public Works Director	0.350	0.350	0.350	Open Range		0
Utilities Director	0.500	-	-	Open Range		0
City Engineer	0.300	0.300	0.300	79,914	111,883	88
Senior Civil Engineer	-	0.500	0.500	79,914	111,883	88
Capital Program Manager	0.750	0.750	0.750	76,066	106,475	86
Utilities Manager	0.500	-	-	76,066	106,475	86

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
City Utilities Engineer	0.500	-	-	76,066	106,475	86
Senior Project Manager/Utilities Admin	-	0.200	0.200	74,194	103,875	85
Utilities Engineer (Civil)	0.500	0.500	0.500	68,910	96,470	82
Project Manager	1.250	1.650	1.650	67,226	94,120	81
Sr Utilities Ops/Infra Analyst	-	0.500	0.500	63,986	89,580	79
Water Resource Specialist	0.200	0.200	0.200	51,230	71,739	70
Senior Engineering Technician	0.500	0.500	0.500	51,230	71,739	70
Contract Specialist	0.300	0.400	0.400	41,018	57,429	61
Administrative Assistant	-	0.400	0.400	33,675	47,133	53
Secretary	0.400	0.400	0.400	26,957	37,752	44
<b>Total</b>	<b>6.050</b>	<b>6.650</b>	<b>6.650</b>			
<u>Water Production</u>						
Water Superintendent	0.500	0.500	0.500	60,902	85,259	77
Water Production Supervisor	1.000	1.000	1.000	48,776	68,266	68
Water Quality Technician	1.000	1.000	1.000	26,254	40,773	56
Water Operator	4.000	4.000	4.000	26,254	40,773	56
Maintenance Specialist	1.000	1.000	1.000	39,042	54,662	59
Admin Specialist	-	0.400	0.400	32,843	45,989	52
Secretary	0.400	0.400	0.400	26,957	37,752	44
<b>Total</b>	<b>7.900</b>	<b>8.300</b>	<b>8.300</b>			
<u>Water Distribution</u>						
Water Superintendent	0.500	0.500	0.500	60,902	85,259	77
Water Distribution Supervisor	1.000	1.000	1.000	48,776	68,266	68
Water Protection Specialist	0.500	0.500	0.500	39,042	54,662	59
Senior Utility Worker	5.000	5.000	5.000	32,843	45,989	52
Admin Specialist	-	0.400	0.400	32,843	45,989	52
Utility Worker	5.900	5.900	5.900	29,765	41,662	48
Secretary	0.400	0.400	0.400	26,957	37,752	44
<b>Total</b>	<b>13.300</b>	<b>13.700</b>	<b>13.700</b>			
<u>Alternate Water Sources</u>						
Regional Program Director	1.000	1.000	1.000	Open Range		0
Water Resource Specialist	0.600	0.600	0.600	51,230	71,739	70
Planner	-	-	0.250	51,230	71,739	70
Water Conservation Coordinator	1.000	1.000	1.000	46,426	64,979	66
Contract Specialist	0.200	0.200	0.200	41,018	57,429	61
Administrative Assistant	0.200	0.200	0.200	33,675	47,133	53
Secretary	0.200	0.200	0.200	26,957	37,752	44
<b>Total</b>	<b>3.200</b>	<b>3.200</b>	<b>3.450</b>			
<b>Total Water Fund</b>	<b>38.650</b>	<b>39.750</b>	<b>40.000</b>			

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<b>Wastewater Fund</b>						
<u>Wastewater Utilities Administration</u>						
Public Works Director	0.350	0.350	0.350	Open Range		0
City Utilities Engineer	0.100	0.100	0.100	76,066	106,475	86
Capital Program Manager	0.750	0.250	0.250	76,066	106,475	86
Senior Civil Engineer	0.500	0.500	0.500	76,066	106,475	86
Senior Project Manager	-	0.100	0.100	74,194	103,875	85
Utilities Manager	0.500	-	-	72,384	101,358	84
Utilities Engineer (Civil)	0.500	0.500	0.500	68,910	96,470	82
Capital Project Manager	0.750	0.750	0.750	67,226	94,120	81
Sr Utilities Ops/Infra Analyst	-	0.500	0.500	63,986	89,580	79
Water Resource Specialist	0.200	0.200	0.200	51,230	71,739	70
Senior Engineering Technician	0.500	0.500	0.500	51,230	71,739	70
Contract Specialist	0.400	0.400	0.400	41,018	57,429	61
Administrative Assistant	0.400	0.400	0.400	33,675	47,133	53
Secretary	0.400	0.400	0.400	26,957	37,752	44
Total	5.350	4.950	4.950			
<u>Wastewater Treatment Plant</u>						
Capital Project Manager	-	0.400	0.400	67,226	94,120	81
Wastewater Superintendent	0.500	0.500	0.500	60,903	85,259	77
WWTP Supervisor	2.000	2.000	2.000	51,230	71,739	70
WWTP Operator	8.000	8.000	8.000	39,042	54,662	59
Water Protection Specialist	0.500	0.500	0.500	39,042	54,662	59
WWTP Lab Technician	1.000	1.000	1.000	39,042	54,662	59
WWTP Maintenance Specialist	1.000	1.000	1.000	39,042	54,662	59
Administrative Specialist	0.500	0.500	0.500	32,843	45,989	52
Total	13.500	13.900	13.900			
<u>Wastewater Collection</u>						
Wastewater Superintendent	0.500	0.500	0.500	60,902	73,091	77
Wastewater Collection Supervisor	1.000	1.000	1.000	48,776	68,266	68
Maintenance Specialist	1.000	1.000	1.000	39,042	54,662	59
Senior Utility Worker	5.000	5.000	5.000	32,843	45,989	52
Administrative Specialist	0.500	0.500	0.500	32,843	45,989	52
Utility Worker	6.700	6.700	6.700	29,765	41,662	48
Total	14.700	14.700	14.700			
<u>Effluent Delivery</u>						
Water Operator	1.000	1.000	1.000	36,254	50,773	56
Total	1.000	1.000	1.000			
<b>Total Wastewater Fund</b>	<b>34.550</b>	<b>34.550</b>	<b>34.550</b>			

## **POLICIES AND OBJECTIVES**

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### **FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR**

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# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<b>Solid Waste Fund</b>						
<u>Sanitation</u>						
Deputy City Manager	0.300	-	-	Open Range		0
Field Operations Manager	0.860	0.860	0.500	Open Range		0
Field Operations Superintendent	1.000	1.000	1.000	60,903	85,264	77
Administration Superintendent	-	-	0.500	56,555	79,186	74
Field Operations Supervisor	2.000	2.000	2.000	48,776	68,266	68
Maintenance Specialist	1.000	1.000	1.000	39,042	54,662	59
Senior Equipment Operator	4.000	4.000	4.000	36,254	50,773	56
Commercial Equipment Operator	4.000	4.000	4.000	34,507	48,318	54
Account Technician	1.000	1.000	1.000	33,675	47,133	53
Sanitation Equipment Operator	10.000	10.000	10.000	32,843	45,989	52
Accounting Clerk	2.000	2.000	2.000	26,957	37,752	44
Maintenance Worker	-	1.000	1.000	25,043	35,048	41
Total	<u>26.160</u>	<u>26.860</u>	<u>27.000</u>			
<b>Total Solid Waste Fund</b>	<b>26.160</b>	<b>26.860</b>	<b>27.000</b>			
<b>Airport Fund</b>						
Airport Manager	1.000	1.000	1.000	60,902	85,259	77
Management Analyst	1.000	1.000	1.000	46,417	64,983	66
Maintenance Specialist	1.000	1.000	1.000	39,042	54,662	59
Airport Operations Technician	3.500	3.000	3.000	32,843	45,989	52
Accounting Clerk	1.000	1.000	1.000	26,957	37,752	44
<b>Total Airport Fund</b>	<b>7.500</b>	<b>7.000</b>	<b>7.000</b>			
<b>Golf Course Fund</b>						
<u>Maintenance</u>						
Grounds Superintendent	1.000	1.000	1.000	56,555	79,186	74
Asst Grounds Superintendent	1.000	2.000	2.000	44,179	61,859	64
Equipment Mechanic	1.000	1.000	1.000	39,042	54,662	59
2nd Asst Grounds Superintendent	1.000	-	-	38,106	53,331	58
Business Manager	-	0.150	0.150	38,106	53,331	58
Irrigation Technician	2.000	2.000	2.000	32,843	45,989	52
Service Technician	-	1.000	1.000	32,843	45,989	52
Groundskeeper	4.000	2.340	2.340	25,043	35,048	41
Total	<u>10.000</u>	<u>9.490</u>	<u>9.490</u>			
<u>Pro Shop</u>						
Administrative Services Director	0.100	-	-	Open Range		0
General Manager	1.000	1.000	1.000	68,910	96,470	82
Business Manager	-	0.750	0.750	38,106	53,331	58
Outside Services Manager	-	1.000	1.000	38,106	53,331	58
Restaurant Manager	0.500	0.250	0.250	40,019	56,035	60
Tournament Director/Buyer	1.000	-	-	40,019	56,035	60
Groundskeeper	-	0.330	0.330	25,043	35,048	41
Total	<u>2.600</u>	<u>3.330</u>	<u>3.330</u>			

# POLICIES AND OBJECTIVES

## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<b>Manzanita Grill</b>						
Facilities Director	-	-	0.050	Open Range		0
Administrative Services Director	0.050	-	-	Open Range		0
Executive Chef	1.000	1.000	1.000	48,776	68,266	68
Restaurant Manager	0.500	0.750	0.750	40,019	56,035	60
Business Manager	-	0.100	0.100	38,106	53,331	58
Asst Restaurant Manager	1.000	-	-	28,330	39,666	46
Sous Chef	1.000	1.000	1.000	28,330	39,666	46
Groundskeeper	-	0.330	0.330	25,043	35,048	41
Beverage Service Coordinator	-	0.500	0.500	15,288	21,382	21
<b>Total</b>	<b>3.550</b>	<b>3.680</b>	<b>3.730</b>			
<b>Golf Carts</b>						
Cart Service Coordinator	-	0.500	0.500	25,043	35,048	41
<b>Total</b>	<b>-</b>	<b>0.500</b>	<b>0.500</b>			
<b>Total Golf Course Fund</b>	<b>16.150</b>	<b>17.000</b>	<b>17.050</b>			
<b>Parking Garage Fund</b>						
Facilities Director	-	0.100	0.100	Open Range		0
Administrative Services Director	0.075	-	-	Open Range		0
<b>Total Parking Garage Fund</b>	<b>0.075</b>	<b>0.100</b>	<b>0.100</b>			
<b>Fleet Maintenance</b>						
Facilities Director	-	0.200	0.300	Open Range		0
Administrative Services Director	0.150	-	-	Open Range		0
Fleet Maintenance Superintendent	1.000	1.000	1.000	56,555	79,186	74
Fleet Maintenance Supervisor	1.000	1.000	1.000	48,776	68,266	68
Equipment Mechanic	5.000	5.000	5.000	39,049	54,668	59
Parts Specialist	1.000	1.000	1.000	32,843	45,989	52
Secretary	1.000	1.000	1.000	26,957	37,752	44
<b>Total Fleet Maintenance Fund</b>	<b>9.150</b>	<b>9.200</b>	<b>9.300</b>			
<b>Engineering Fund</b>						
City Engineer	0.600	0.600	0.600	79,914	111,883	88
Construction Services Manager	1.000	-	-	70,628	98,880	83
Utilities Engineer (Civil)	1.000	1.000	1.000	68,910	96,470	82
Capital Project Manager	2.000	2.200	2.200	67,226	94,120	81
Development Services Manager	1.000	1.000	1.000	51,230	71,739	70
Senior Engineering Technician	1.000	1.000	1.000	51,230	71,739	70
Supervisory Inspector	1.000	1.000	1.000	47,570	66,602	67
Registered Land Surveyor	1.000	1.000	1.000	44,179	61,859	64
CAD Technician	1.000	1.000	1.000	43,098	60,341	63
Construction Contracts Specialist	1.000	1.000	1.000	41,018	57,429	61
Construction Inspector	6.000	6.000	6.000	38,106	53,331	58
Development Coordinator	1.000	1.000	1.000	36,254	50,776	56
Permit Technician	1.000	1.000	1.000	31,262	43,784	50
<b>Total Engineering Fund</b>	<b>18.600</b>	<b>17.800</b>	<b>17.800</b>			

# POLICIES AND OBJECTIVES

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## FY2012 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

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Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009-10	2010-11	2011-12	Min	Max	
<b>Self-Insurance Fund</b>						
Administrative Services Director	-	0.950	0.950	Open Range		0
Risk Manager	1.000	-	-	Open Range		0
Chief Assistant City Attorney	0.230	-	-	79,914	111,883	88
Senior Asst City Attorney	0.230	-	-	72,384	101,358	84
Risk Management Analyst	-	1.000	1.000	46,426	64,979	66
Risk Management Technician	1.000	-	-	37,170	52,042	57
Paralegal	1.000	-	-	37,170	52,042	57
Risk Management Specialist	-	1.000	1.000	41,018	57,429	61
<b>Total Self-Insurance Fund</b>	<b>3.460</b>	<b>2.950</b>	<b>2.950</b>			
<b>Facilities Maintenance Fund</b>						
Facilities Director	-	0.400	0.400	Open Range		0
Administrative Services Director	0.400	-	-	Open Range		0
Maintenance Superintendent	1.000	1.000	1.000	56,555	79,186	74
Maintenance Specialist	1.000	1.000	1.000	39,042	54,662	59
Facilities Coordinator	1.000	1.000	1.000	37,170	52,042	57
Custodian	3.000	2.000	2.000	21,590	30,222	35
<b>Total Facilities Maint. Fund</b>	<b>6.400</b>	<b>5.400</b>	<b>5.400</b>			
<b>Total City-wide Authorized Full-Time Equivalents</b>	<b>516.450</b>	<b>512.250</b>	<b>511.250</b>			

# FY2012 BUDGET

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## GLOSSARY OF TERMS

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**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Actual** - Actual, as used in the fund summaries and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a GAAP basis, with the exception that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expenses.

**Adopted Budget** - Formal action made by City Council which sets the spending limits for the fiscal year.

**Appropriation** - An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

**ARFF** – Airport Rescue Fire Fighting

**Assessed Valuation** - A value placed upon real estate or other property by the County Assessor and the State as a basis for levying ad valorem property taxes.

**Asset** - Resources owned or held by a government which have monetary value.

**Authorized Positions** - Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Balanced Budget** - Arizona State law requires a “balanced” budget, which is “all-inclusive”. Arizona State Revised Statute (42-17151) defines a “balanced” budget as follows:

*“Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year.”*

**Base Budget Allowances** - Ongoing expense for personnel, commodities, and contractual services.

**Beginning Balance** - The beginning balance is the residual funds brought forward from the previous fiscal year (ending balance).

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Bonds** - Bonds are debt instruments which require repayment of a specified principal amount on a certain date (maturity data), together with interest at a stated rate, or according to a formula for determining the interest rate.

**Budget** - A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them.

**Budget Basis** - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

# FY2012 BUDGET

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## GLOSSARY OF TERMS

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**Budget Calendar** - The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Budgetary Control** - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**C.Y.M.P.O.** - Central Yavapai Metropolitan Planning Organization

**Capital Assets** - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Improvements** - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvement Program (CIP)** - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**Capital Project** - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Capital Outlay** - Items costing more than \$5,000 and having a useful life of more than one year are defined as capital outlay.

**Carryover** - Any equipment, contractual, commodity, or capital project that has been previously approved by the Mayor and Council but for various reasons has not been implemented on schedule. Under the State laws and generally accepted accounting principals only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, a violation of State budget law, such project and the associated projected costs are included in the subsequent year's budget.

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**Commodities** - Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

**Community Development Block Grant (CDBG)** - Grant funds allocated by the Federal Government to the City of Prescott to use for the prevention and removal of slum and blight, and to benefit low and moderate income persons. The City of Prescott disburses these funds via an application process open to all non-profit organizations and City of Prescott departments.

**Compression** - A problem that occurs when, due to market conditions, the bottom of the pay range moves up more rapidly than salaries of the incumbents.

**Consumer Price Index (CPI)** - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

# FY2012 BUDGET

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## GLOSSARY OF TERMS

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**Contingency** - An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as flood emergencies, Federal mandates, shortfalls in revenue and similar eventualities.

**Contractual Services** - Contractual Services are services provided to the City by firms, individuals, or other City departments.

**Cost Center** - An organizational budget/operating unit within each City division or department.

**Cost-of-living Adjustment (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**D.A.R.E.** - Drug Abuse Resistance Education

**Debt Service** - Payment of interest and principal on an obligation resulting from the issuance of bonds and/or lease purchase contracts.

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** - A major administrative division of the City which indicates overall management responsibility for an operation or group of related operations within a functional area.

**Development-related Fees** - Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**Disbursement** - The expenditure of monies from an account.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Division** - A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives.

**Employee Benefits** - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Encumbrance** - A reservation of funds to cover purchase orders, contracts or other funding commitments which are yet to be fulfilled. The budget basis of accounting considers an encumbrance to be the equivalent of an expenditure.

**Enterprise Funds** - Funds which are accounted for in a manner similar to a private business enterprise. Usually the governmental entity intends for enterprise funds to fully recover their costs (including depreciation) through user fees. The City of Prescott has six such self-supporting funds: Airport, Water, Wastewater, Golf, Solid Waste, and Transfer Station.

**Estimate** - As used throughout the budget document, represents the most recent estimate for current year revenue and expenditures. The estimates used are prepared using several months of actual

# FY2012 BUDGET

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## GLOSSARY OF TERMS

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expenditure and revenue experience and are prepared to consider the impact of unanticipated price or other economic changes.

**Expenditures** - Refers to current cash operating expenses and encumbrances.

**Expense** - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Expenditure Limitation** - The Arizona State Legislature imposed constitutional amendment which limits the annual expenditures of all municipalities. This limit is set by the Economic Estimates Commission based on population growth and inflation.

**Fiscal Year** - The time period designated by the City satisfying the beginning and ending period for recording financial transactions. The City of Prescott has specified July 1 to June 30 as its fiscal year.

**Fixed Assets** - Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**Full-Time Equivalent Position** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to .5 of a full-time position.

**Fund** - An independent governmental accounting entity with a self-balancing group of accounts including assets, liabilities and fund balance.

**Fund Balance** - The excess of the assets of a fund over its liabilities, reserves, and carryover.

**GAAP** - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**General Fund** - A fund used to account for all general-purpose transactions of the City which do not require a special type of fund.

**General Obligation Bonds (G.O. Bonds)** - Bonds that require voter approval and finance a variety of public capital projects such as streets, buildings, parks and improvements. The bonds are backed by the "full faith and credit" of the issuing government.

**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 given time period.

**Grant** - A grant is a contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function, i.e., library materials, drug enforcement, but it is sometimes for general purposes.

**Highway User Revenue Fund (HURF)** - Highway user revenues are a gasoline tax collected by the state and distributed to counties and cities based on the county of origin and population. These revenues are to be used for highways and streets maintenance and construction.

**Impact Fees** - Fees charged to developers or individuals to cover, in whole or in part, the anticipated costs of improvements that will be necessary as a result of the development.

## GLOSSARY OF TERMS

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**Improvement Districts** - Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property. Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Interfund Transfers** - Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Internal Service Charges** - The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

**Levy** - To impose taxes for the support of government activities.

**Long-term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Mandate** - Legislation passed by the State or Federal government requiring action or provision of services and/or programs. Examples include the Americans With Disabilities Act which requires actions such as physical facility improvements and provision of specialized transportation services.

**Municipal Property Corporation (MPC)** - The Municipal Property Corporation is a non-profit corporation established to issue bonds to fund City capital improvement projects.

**Net Budget** - The legally adopted budget less all interfund transfers and interdepartmental charges.

**Objective** - Desired output oriented accomplishments which can be measured and achieved within a given time frame. Achievement of the objective advances the activity organization toward a corresponding goal.

**Obligations** - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Budget** - A budget for general expenditures such as salaries, utilities, and supplies.

**Operating Expenses** - The cost for personnel, materials and equipment required for a department to function.

**Operating Funds** - Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

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**Pay-As-You-Go Capital Projects** - Pay-as-you-go capital projects are capital projects whose funding source is derived from City revenue sources other than through the use of debt.

**Performance Indicators** - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure** - Data collected to determine how effective or efficient a program is in achieving its objectives.

**Personnel** - All employer's costs related to compensating employees of the City of Prescott, including employee fringe benefit costs such as City portion of retirement, social security, and health and industrial insurance.

**Primary Property Tax** - A limited tax levy used to support general government operations. The total levy for primary property taxes is restricted to a 2% annual increase, plus allowances for previously unassessed property (primarily new construction).

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible.

**Property Tax** - A levy upon each \$100 of assessed valuation of property within the City of Prescott. Arizona has two types of property taxes. Primary property taxes support the City of Prescott's general fund, and secondary property taxes pay general obligation debt.

**Reserve** - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Resolution** - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** - Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

**Revenue** - Sources of income financing the operations of government.

**SCADA** - Supervisory Control and Data Acquisition

**Secondary Property Tax** - An unlimited tax levy restricted to general bonded debt obligations.

**Service Level** - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Special Assessment** - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**State-Shared Revenues** - Revenues levied and collected by the State but shared on a predetermined basis with local governments.

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## GLOSSARY OF TERMS

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**Tax Levy** - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

**Tax Rate** - The amount of tax levied for each \$100 of assessed valuation.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers** - Transfers are the authorized exchanges of cash or other resources between funds.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**U/W/I** - Urban Wildland Interface

**Unrestricted Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges** - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**Workload Indicator** - A unit of work to be done (e.g., number of permit applications received, the number of household receiving refuse collection service, or the number of burglaries to be investigated).