



# **Annual Budget**

## **Fiscal Year 2020**

# City of Prescott, Arizona Annual Budget

Fiscal Year 2020  
July 1, 2019 – June 30, 2020

---



## **City Council**

Greg Mengarelli, Mayor

Billie Orr

Alexa Scholl

Phil Goode

Jim Lamerson

Steve Sischka

Steve Blair

## **Administrative Staff**

Michael Lamar  
City Manager

Mark Woodfill  
Finance Director

Jodi Rhodes  
Budget Manager

Tyler Goodman  
Special Projects & Legislative  
Coordinator

# Table of Contents

---

<b>City Manager Budget Message .....</b>	<b>1</b>
<b>Budget Award .....</b>	<b>3</b>
<b>City Leadership and Community Overview .....</b>	<b>5</b>
Mayor and City Council .....	7
Community Profile .....	14
City of Prescott Demographics .....	18
<b>Organizational Structure, Goals, and Policies .....</b>	<b>23</b>
Organizational Values .....	25
City Organizational Chart .....	26
Employees by Department and Ten-Year Trend .....	28
Budget Policy .....	29
Debt Policy .....	33
Investment Policy .....	36
Pension Funding Policy .....	40
Budget Preparation Process Overview .....	43
Budget Preparation Calendar .....	45
Budget Basis and Budget Amendments .....	46
<b>Fund Summaries .....</b>	<b>47</b>
Fund Structure .....	49
Overall City Budget Summary .....	52
General Fund .....	58
Special Revenue Funds .....	65
Debt Service Fund .....	73
Enterprise Funds .....	74
Internal Service Funds .....	88
City Debt Summary .....	90
<b>Department Operational Plans .....</b>	<b>93</b>
Department Operational Plans Overview .....	95
City Expenditure Budget by Department and Fund .....	97
City Expenditure Budget by Department and Category .....	98
Airport .....	99
Budget and Finance .....	104
City Clerk .....	113
City Council .....	117
City Court .....	121
City Manager .....	125
Community Development .....	142
Fire .....	152
Legal .....	165
Library .....	170

# Table of Contents

---

Police.....	178
Public Works.....	192
Recreation Services .....	217
Regional Communications .....	230
<b>Capital Budget .....</b>	<b>233</b>
Capital Budget Overview.....	235
Capital Budget Categories and Funding Sources.....	237
Capital Budget Listing .....	238
Capital Budget and Project Descriptions.....	242
Five-Year Capital Improvement Plan Summary.....	275
<b>Appendix .....</b>	<b>279</b>
Budget Resolutions .....	281
Auditor General Schedules .....	285
Authorized Position Listing .....	297
Authorized Pay Grade Ranges.....	306
Glossary of Terms .....	307



# City Manager Budget Message

---

Dear Citizens and Council –

For the creation of the Fiscal Year 2020 (FY20) budget I determined several priorities to focus on that would drive the budget process and reflect the desires of the Council. They are the following:

1. Further implement the Council's Strategic Plan
2. Enhanced innovation and efficiency in city operations
3. Continue the budgeting for outcomes model
4. Continue the market-based compensation plan the Council implemented in FY 2017

The City Council's Strategic Plan was created in August 2016. The city made great progress on the goals outlined in that plan, which were: Stabilize the General Fund, Economic Development, Quality of Life, and Service-Oriented Culture.

This budget contains elements that will further the accomplishments made in the Strategic Plan. To continue the stabilization of the General Fund, the budget allocates all \$12.9 million in projected revenues from the Proposition 443 0.75% sales tax for the payment of the PSPRS unfunded liability. This is in addition to normal costs (annual required contribution) and between FY18-FY20 we expect to send over \$67 million to PSPRS. In addition, a net of 8.75 full-time equivalent employees have been added (there remains a reduction of 63.25 FTEs since FY09). Four and three-quarters of these positions are conversion of temporary employees to full-time regular employees so the cost is minimal to the City. The converted positions include two Airport Operations Techs, one Fleet Equipment Mechanic, one Stormwater Specialist, one half-time Secretary in the City Manager's Office, and increasing a three-quarter time Utility Billing Specialist to full-time. Four new positions have been added – three Police Officers and one Solid Waste Equipment Operator. Of the new officers, two will help with community policing and the third will be a K9 Officer (funded 50% by PANT). The Solid Waste Equipment Operator is for a new residential route and was included as part of the rate study approved in FY 2019.

Economic Development continues to be a big focus in FY20 as efforts of attracting a variety of businesses and industries, especially from technology and cyber security. It provides for marketing Prescott to CEOs from venture capital and high tech firms and continues to support the work of our economic development consultant. An airport terminal is budgeted in this fiscal year as we seek to maintain a quality commercial air service provider and our achievement of over 10,000 enplanements. Quality of life through our excellent recreational amenities, streets, and other services will continue to be provided as well and the city has continued its focus on customer service with the City Hall Ambassador program, which utilizes volunteers in order to provide a human presence at City Hall to help citizens with questions and general information.

We continue moving in the direction of outcome-based budgeting by asking departments to identify and focus on key efficiency and effectiveness performance measures as well as the outcomes they want to achieve. This method allocates funds based on what the Council wants the departments to achieve and will be improved upon as time goes on.

The table below shows the overall changes between the FY19 and FY20 budgets. The total adopted budget for FY20 is \$220.1 million. The operating component is \$99.3 million which is a 5.7% increase from last fiscal year. The increase in operating budget reflects increases in the contribution rate for the Public Safety Personnel Retirement System, adjustments in personnel compensation with the market compensation plan, and cost increases necessary to continue to provide city services at equal or better levels.

The FY20 capital component of the budget is \$103.9 million, which is a 26.1% increase over FY19. The capital budget is a robust plan for infrastructure improvements for utility and streets projects as well as other one time expenditures for purchase or projects.

## City Manager Budget Message

---

The remaining components are the budgeted revenues of \$12.9 million from the PSPRS 0.75% sales tax and the grant contingency of \$4.1 million for the expenditure of possible grant awards. These items, especially grants, have been separated from department operating budgets to better reflect the true cost of providing the service if the grants or other costs are not obtained or expended.

	<b>Final FY19 Budget</b>	<b>Tentative FY20 Budget</b>	<b>% Change</b>
<b>Operating Budget</b>			
General Operations	\$ 93,907,189	\$ 99,265,543	5.7%
PSPRS 0.75% Tax	12,000,000	12,853,928	7.1%
Grant Contingency	3,027,708	4,100,000	35.4%
<b>Capital Budget</b>	82,335,868	103,849,451	26.1%
<b>Total</b>	<b>\$ 191,270,765</b>	<b>\$ 220,068,922</b>	<b>15.1%</b>

We believe this budget balances the desire to continue to deliver high-quality services with the need to address issues that are important to the future of the City of Prescott.

Sincerely,

Michael Lamar  
City Manager

## Budget Award

---

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, 2018 (FY2019). 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Prescott**

**Arizona**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

Executive Director

## **Budget Award**

---

## City Leadership and Community Overview

---

Mayor and City Council .....	7
Community Profile .....	14
City of Prescott Demographics .....	18

## **City Leadership and Community Overview**

---



## Mayor and City Council Profiles

---



**Greg Mengarelli, Mayor**

Term: November 2017 – November 2019

The Mayor services as the chair of the City Council and presides over Council meetings. He 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.

Mr. Greg Mengarelli grew up in small rural communities in Kansas and received a Bachelor's of Science in Park Resource Management from Kansas State University in 1989. He met his wife, Sheila, while attending Kansas State University and they were married in 1990. He worked at Angeles Crest Christian Camp as the Assistant Director until 1994.

In 1995, Greg and Sheila moved to Prescott where he serves as the Executive Director of UCYC (United Christian Youth Camp). During that time the camp has grown from a \$400,000 budget to over \$4.6M annually. UCYC accommodates over 20,000 guests each year at three camp locations with a total bed count of 1,000.

Greg and Sheila have been married for 27 years and they have nine children, four of whom are adopted. He is active in community affairs and served as the president of the Prescott Unified School District Board in 2017.

For fun, Greg likes mountain biking, hiking, hunting and leading river trips down the Colorado River.

## Mayor and City Council Profiles

---



**Billie Orr, Council Member**

Term: November 2015 – November 2019

Dr. Billie Orr has been an advocate for public education and school choice for decades. She taught in Maison School District and was the principal of Kiva School in Scottsdale, Arizona.

Billie was the Vice President of Human Resources for Continental Bank in Phoenix and returned to her education career due to her disappointment in her own son's public school.

Dr. Orr was active in public education for over twenty-five years in Arizona, ultimately becoming the Associate Superintendent of Public Instruction. Under her leadership, Arizona implemented the most vigorous charter school program in the country and created state academic standards that were ranked among the best in the nation.

Billie was the Chairwoman of the Gallatin County Republican Party, as well as Vice President of the Gallatin County Republican Women in Montana. She is the immediate past President of Republican Women of Prescott. She is active in her church, an Ambassador for Free Wheelchair Mission, and a member of SunUp Rotary in Prescott.

Billie and Bob Orr have been married for 43 years and have a son, daughter-in-law, and two granddaughters in Boston, where their son is attending MIT.

## Mayor and City Council Profiles

---



**Alexa Scholl, Council Member**

Term: November 2017 – November 2021

Alexa Scholl is a Prescott native having moved to Prescott when she was just 2 weeks old returning to the town where her grandfather grew up. She was a varsity athlete and graduated with distinction from Prescott High School in 2015. She attends ASU's Barrett, the Honors College where she studies Political Science and Spanish and is expected to graduate with a B.A. in December 2018. She plans to pursue a law degree after graduation.

Alexa is a Tillman Scholar at ASU which is a highly prestigious leadership program that studies the servant leadership values influenced by Pat Tillman's life. She also co-founded an ASU on-campus organization called The Political Literates which aims to fight against political apathy by delivering political information in an easy to understand and unbiased way. The organization helps people feel empowered to vote in a way that best reflects their values and beliefs.

Alexa currently serves on the board of the Granite Mountain Hotshots Memorial Partnership which is planning a memorial to the 19 fallen Granite Mountain Hotshots that will be located on the Yavapai County Courthouse Square. She is also a member of the Descendants of the Signers of the Declaration of Independence and is a direct descendant of George Read who signed the Declaration of Independence and the Constitution of the United States. While maintaining her "A" average in college, Alexa works at a local law firm as a file clerk working on special projects and file maintenance gaining relevant work experience in her desired career field.

Alexa grew up participating in many Prescott events and activities including the Kiwanis Kiddie Parade, Acker Night, Yavapai College Performing Arts, AYSO, recreational softball, Girl Scouts, holiday parades, and Guide Dogs for the Blind. Through her active participation in community events, Alexa grew a deep appreciation and love for her hometown which inspired her to run for City Council.

In her free time, Alexa enjoys spending time her family, traveling to Mexico, and watching Diamondbacks baseball with her grandparents. Alexa believes in an open dialogue with her constituents and encourages them to contact her at any time.

## Mayor and City Council Profiles

---



**Phil Goode, Council Member**

Term: November 2017 – November 2021

Phil Goode was born and raised in Sacramento, California. After graduation from high school he enlisted in the U.S. Army in May 1970 and served a full combat tour with the 101st Airborne Division in Vietnam. He received the Combat Infantry Badge, Bronze Star Medal, Air Medal (for over 60 combat assaults), Vietnam Cross of Gallantry with palm, Vietnam Campaign Medal w/two bronze stars and many others.

After an honorable discharge from the Army in 1972 (and four additional years of reserve duty) he earned a Bachelor's degree in Biological Sciences from California State University, Sacramento graduating Magna Cum Laude. He had a 35 year career in the healthcare industry reaching Vice President positions with Medline Industries and Careview Communications and also held management positions with Medivac Industries, Kinetic Concepts Inc. and Applied Medical.

Phil is a 26 year member of the American Legion (past Judge Advocate Post 6, Prescott) and life member of the Veterans of Foreign Wars (Sr. Vice Commander Post 541, Prescott). He was the Co-Chairman of the Veterans Memorial Plaque Committee which in June, 2016 rededicated a bronze memorial on the county Yavapai County courthouse grounds to the fallen Yavapai County veterans that lost their lives serving the United States in all of the nation's wars beginning with WWI.

He was elected to the board of directors of the Central Yavapai Hospital District in 2016 protecting the taxpayer's assets for Yavapai Regional Medical Center and its ancillary facilities. He recently served as a Commissioner on the City of Prescott's Zoning and Planning Commission and was the Co-Chairman of the Mayor's Ad Hoc Committee on Sober Living Rehab Homes.

He serves on the board of directors of the Yavapai Republican Men's Forum and is currently the Vice Chairman of the Yavapai County Republican Committee. He is also an active member of the Citizens Tax Committee which is the taxpayer's watchdog in Yavapai County where he is the Chairman of the Public Policy Committee. He is a member of Prescott's Sunup Rotary Club. A big supporter of improving education, he's served on the Yavapai County Teacher of the Year panel and has been a member of the Prescott BASIS School Advisory Council. Very interested in water resource management, he is a member of the Public Policy and Education committee for the Citizens Water Advocacy Group.

An avid golfer, he was the champion of the 1996 Ralph's Senior PGA Pro-Am Classic Tournament. Phil also appeared on the TV game show Jeopardy and was a four time champion on the TV game show Tic-Tac-Dough in the 80s. Phil is married to his wife Toby, has four adult children.

## Mayor and City Council Profiles

---



**Jim Lamerson, Council Member**

Term: November 2015 – November 2019

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.

Serving on the Prescott City Council exemplifies Lamerson's intense desire for public service. He has served on various city boards and commissions, is a past Rotary Club of Prescott president and a two-term board member. He served on the Prescott General Plan Committee, is a past chairman of the Prescott Downtown Commission and is a two-term former board chairman of the Prescott Chamber of Commerce, among other civic posts.

Lamerson's focus includes providing high quality services to Prescott taxpayers. He is an advocate for public safety, maintaining the infrastructure necessary for basic services, and 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 very important goals for Lamerson.

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

## Mayor and City Council Profiles

---



**Steve Sischka**

Term: November 2015 – November 2019

Steve has been a resident of Prescott since 1980, having come initially to Arizona to go to school at Thunderbird Graduate School of International Management in Glendale (Master of International Management '73). His undergraduate degree was in Business at the University of Portland ('71) in Oregon.

Steve is married to Kathy (Olsen), and they have 2 children and 2 grandchildren. He has been a co-owner of Olsen's For Healthy Animals since 1980 and along with Kathy, established the Olsen's location in Prescott. Previous to 1980, he spent 7 years with Carnation Company in retail grocery products sales and management.

He views community service as an extremely important way to "give back". He has been a member of Prescott Frontier Rotary since 1980 and has served in key leadership positions with that organization, as well as: Boy Scouts of America, Rotary Youth Leadership Awards, Central Arizona Partnership, and Yavapai Regional Medical Center. Steve is a big fan of Yavapai Big Brothers/Big Sisters, Yavapai Humane Society, United Animal Friends, Frontier Rotary Summer Reading and Math Clinic and Catholic Charities.

He has also been very involved since 1989 with Prescott Center for the Arts, performing in main stage plays and musical reviews, and is an active member of Sacred Heart Catholic Church. He was also a member of Class 2 of Project CENTRL (Center for Rural Leadership). In 2011, he and his wife Kathy and were named Co-Citizens of the Year by the Yavapai County Sheriff's Office.

When he finds the time, he likes to ride his motorcycle, hike, snowboard, golf, play acoustic guitar, and be a kid again with the grand kids. Being part of the Prescott City Council is an excellent way to make a positive difference in the city he loves.



## Mayor and City Council Profiles

---



**Steve Blair, Council Member**

Term: November 2017 to November 2021

Steve has been in Prescott for 57 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 was 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, is a member of the Parks and Recreation/Library Advisory Board, served four years on the Planning & Zoning Commission and 12 years on the City Council. In addition, he has twice been appointed to special committees by Arizona Senate Past 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.

## Community Profile

---

### 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

## Community Profile

---

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.





## Community Profile

---

### City Services

The City of Prescott is a full service city. The municipal government provides police, fire, library recreation, parks, trails, golf, wastewater, water, street improvements and maintenance, solid waste, municipal airport, planning and building, and economic development services.



### Taxes

Prescott and all Arizona municipalities are highly dependent on sales tax and state-shared revenues for their General Fund. Property taxes account for less than 5 percent of City's tax revenues. The total 2018 property tax rate (primary and secondary) for residents in the City is 7.4116 per \$100 assessed value. The City of Prescott's 2018 rate is only 0.2699 per \$100 assessed value, or 3.6% of the total property tax for residents. The remaining property tax is levied by Yavapai County (30.6%), Prescott Unified School District (38.8%), Yavapai College (26.3%), State Legislature (6.4%), and Mountain Institute (.7%). The combined Privilege and Use Tax (sales tax) rate in the City of Prescott for most taxable activities is 8.35%. The combined rate consists of 5.6% for the State of Arizona, 0.75% for Yavapai County and 2% for the City of Prescott. The City's sales tax and property tax rates are the lowest in the Greater Prescott area.

## Community Profile

---

### **Local Economy**

Although small in population, 41,000, 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 and employers:

#### **Education**

Embry Riddle Aeronautical University  
Yavapai College  
Prescott College  
Northern Arizona University Extension

#### **Medical**

Yavapai Regional Medical Center  
Veteran's Administration Hospital

#### **Manufacturing**

Pure Wafer  
Sturm Ruger and Company  
Zila Nutraceuticals  
Cobham Avionics  
Davidson's

#### **Retail**

Prescott Gateway Mall  
Wide assortment of automobile dealers  
Costco  
Wal-Mart  
Lowe's  
Fry's  
Safeway

#### **Tourism**

Ernest A. Love Field – Prescott Airport  
Variety of accommodations and restaurants  
Multiple golf, hiking and camping areas  
Numerous lakes and aquatic recreation sites  
Various cultural and entertainment venues

Prescott is the center for trade in the region, and as a result has grown into a community with a robust, diverse economy, which includes government, education, health care, manufacturing and tourism. Here is a brief overview of those sectors:

1. Government: Prescott is the Yavapai County seat, and as a result, is home to a majority of the county offices and court-related businesses. Several state and federal offices also call Prescott home as Prescott's convenient location allows them to serve the northern and central regions of Arizona.
2. Education: In addition to Embry Riddle Aeronautical University, Prescott is home to higher education institutions such as Yavapai College, Prescott College and Northern Arizona University Distance Learning Center. Prescott's K-12 offerings include public, private and charter schools.
3. Health care: The VA Medical Center and Yavapai Regional Medical Center's main campus are both located in Prescott, as well as the bulk of related health care providers, (i.e., doctors, specialists, outpatient surgery centers and labs).
4. Manufacturing: Prescott's growing base of prime companies includes international manufacturers in the fields of aerospace, bioscience, guns and after-market vehicle accessories.
5. Tourism: Historical assets and outdoor recreation make Prescott a destination for visitors. Comfortable summer temperatures combine with signature events to create a perfect getaway for those from hotter parts of the state. Prescott's main tourist markets are the Phoenix and Tucson metro areas, California, Canada and Germany.

Each of these industries creates employment as well as opportunities for new business and entrepreneurial ventures, and Prescott recognizes the valuable contributions that our business community makes. For this reason, we strive to maintain Prescott as pro-business. We do this by being highly responsive to the needs of our business community, implementing best practices and availing businesses to tools and resources to foster success.

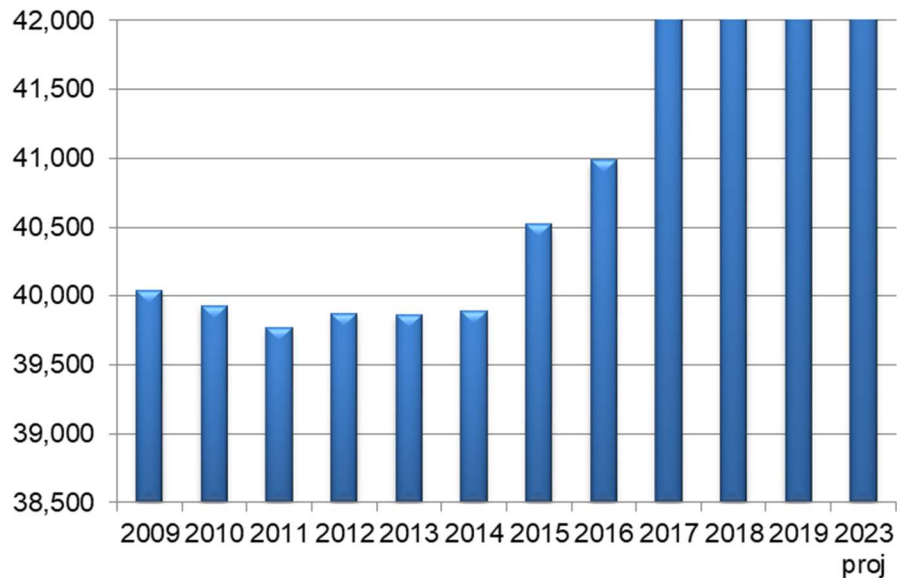
## City of Prescott Demographics

### City of Prescott Population Demographics

#### Population and Area

Year	Population	Yavapai County	Population as % of County	Land Area
2008	40,041	212,137	18.9%	40.80 square miles
2009	39,932	212,585	18.8%	40.85 square miles
2010	39,771	210,899	18.9%	41.50 square miles
2011	39,873	211,247	18.9%	41.50 square miles
2012	39,865	211,583	18.8%	41.50 square miles
2013	39,888	213,294	18.7%	42.67 square miles
2014	40,520	215,357	18.8%	42.67 square miles
2015	40,989	217,778	18.8%	42.67 square miles
2016	41,575	220,189	18.9%	42.67 square miles
2017	42,300	225,364	18.8%	42.67 square miles
2018	42,917	228,970	18.7%	42.67 square miles
2019 proj	43,389	231,439	18.7%	45.25 square miles
2023 proj	43,929	234,915	18.7%	45.25 square miles

#### Population



Source: Population Estimates from Office of Economic Opportunity, State of Arizona



## City of Prescott Demographics

Population Statistics	2015			
	2010 Prescott	2015 Prescott	2015 Yavapai County	2015 Arizona
<i>Gender distribution</i>				
Percent Male	49.2%	48.3%	48.9%	49.2%
Percent Female	50.8%	51.7%	51.1%	50.8%
<i>Age distribution</i>				
24 and under	21.3%	22.2%	24.6%	33.1%
25 to 44	17.9%	16.1%	18.0%	26.3%
45 to 64	30.4%	27.5%	30.2%	26.3%
65 and over	30.8%	34.2%	27.2%	14.3%
Median Age (years)	53.4	55.6	51.3	37.6
<i>Income/employment</i>				
Household Median Income	\$44,278	\$44,846	\$44,748	\$53,482
Household Average Income	\$63,300	\$60,095	\$58,003	\$74,596
Unemployment	10.7%	6.2%	5.6%	5.9%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates,  
Unemployment Source: Arizona Office of Employment and Population Statistics

### Households by Income, 2010

\$200,000 or more	4.00%
150,000 to 199,999	3.00%
100,000 to 149,999	5.00%
75,000 to 99,999	8.00%
50,000 to 74,999	16.00%
35,000 to 49,999	13.00%
25,000 to 34,999	17.00%
15,000 to 24,999	17.00%
10,000 to 14,999	10.00%
under 10,000	9.00%

Racial/Ethnic Composition	2010
White, Non-Hispanic	87.10%
Hispanic	8.60%
Black	0.70%
Other	3.60%

Source: 2010 US Census Data

## City of Prescott Demographics

### City of Prescott Financial Snapshot

	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>
Total Operating Budget (000s)	\$ 80,310	\$ 84,853	\$ 91,382	\$ 91,781	\$ 86,966	\$ 92,152
Total Regular Employees <sup>1</sup>	506	501	497.5	494	498.25	507
Total Employees per 1000 population	12	12	12	12	12	12
Primary Assessed Valuation <sup>2</sup> (000s)	\$ 522,426	\$ 548,631	\$ 570,573	\$ 606,159	\$ 647,649	\$ 691,000
City of Prescott Property Tax Rate	0.3149	0.3047	0.3025	0.2821	0.2699	0.2599
City Property Tax Paid per Capita	\$ 41	\$ 41	\$ 42	\$ 42	\$ 43	\$ 41
City Sales Tax Rate	2%	2%	2%	2%	2.75%	2.75%
City Sales Tax Revenue per Capita <sup>3</sup>	\$ 337	\$ 337	\$ 351	\$ 361	\$ 382	\$ 384

**Notes:**

<sup>1</sup> Regular employees does not include temporary or seasonal employees.

<sup>2</sup> Source: Yavapai County

<sup>3</sup> Sales Tax Revenue for General Fund, which is 1% of the total 2.75%. The total rate includes 1% dedicated to streets and 0.75% dedicated to PSPRS.

Population Estimates from Office of Economic Opportunity, State of Arizona

## City of Prescott Demographics

---

### City Services

#### Neighborhood Resources

Parks	21
Lakes	3
Golf Courses	2
Miles of Trails	106
Open Space - Parks (acres)	2,353
Libraries	1
Total Number of Library Materials Checked out	760,350

#### Public Safety

Police Employees	87
Calls for Services	22,909
Fire Stations	5
Fire Employees	65
Calls for Services	10,053
Fire Inspections	1,710

#### Building Inspections

Number of Permits Issued	1,877
Value of Permits (in millions)	\$210

#### Transportation

Total of Miles of Streets (lane miles)	765
Cold Mix Repairs (tons)	81
Hot Mix Repairs (sf)	64,862

#### Refuse Collection

Household Accounts	17,474
Commercial Accounts	1,672
Refuse Collected (tons)	61,245
Recycle Collected (tons)	5,536

#### Airport

Ranking for busiest airport in Arizona	5th
Ranking for busiest airport in US	40th
Passengers on Commercial Flights	10,111
FAA Traffic Count	236,186

#### City of Prescott Water

Miles of Water Mains	530
Number of Connections	24,405

#### City of Prescott Wastewater

Miles of Wastewater Lines	379
Number of Connections	20,255

## **City of Prescott Demographics**

---

## Organizational Structure, Goals, and Policies

---

Organizational Values .....	25
City Organizational Chart .....	26
Employees by Department and Ten-Year Trend .....	28
Budget Policy .....	29
Debt Policy .....	33
Investment Policy .....	36
Pension Funding Policy .....	40
Budget Preparation Process Overview .....	43
Budget Preparation Calendar .....	45
Budget Basis and Budget Amendments .....	46



## **Organizational Structure, Goals, and Policies**



## Organizational Values

---



### VISION

To be the premier community in the Southwest.

### MISSION STATEMENT

We will embrace our unique past, maximize our current opportunities, and be a catalyst for our future prosperity.

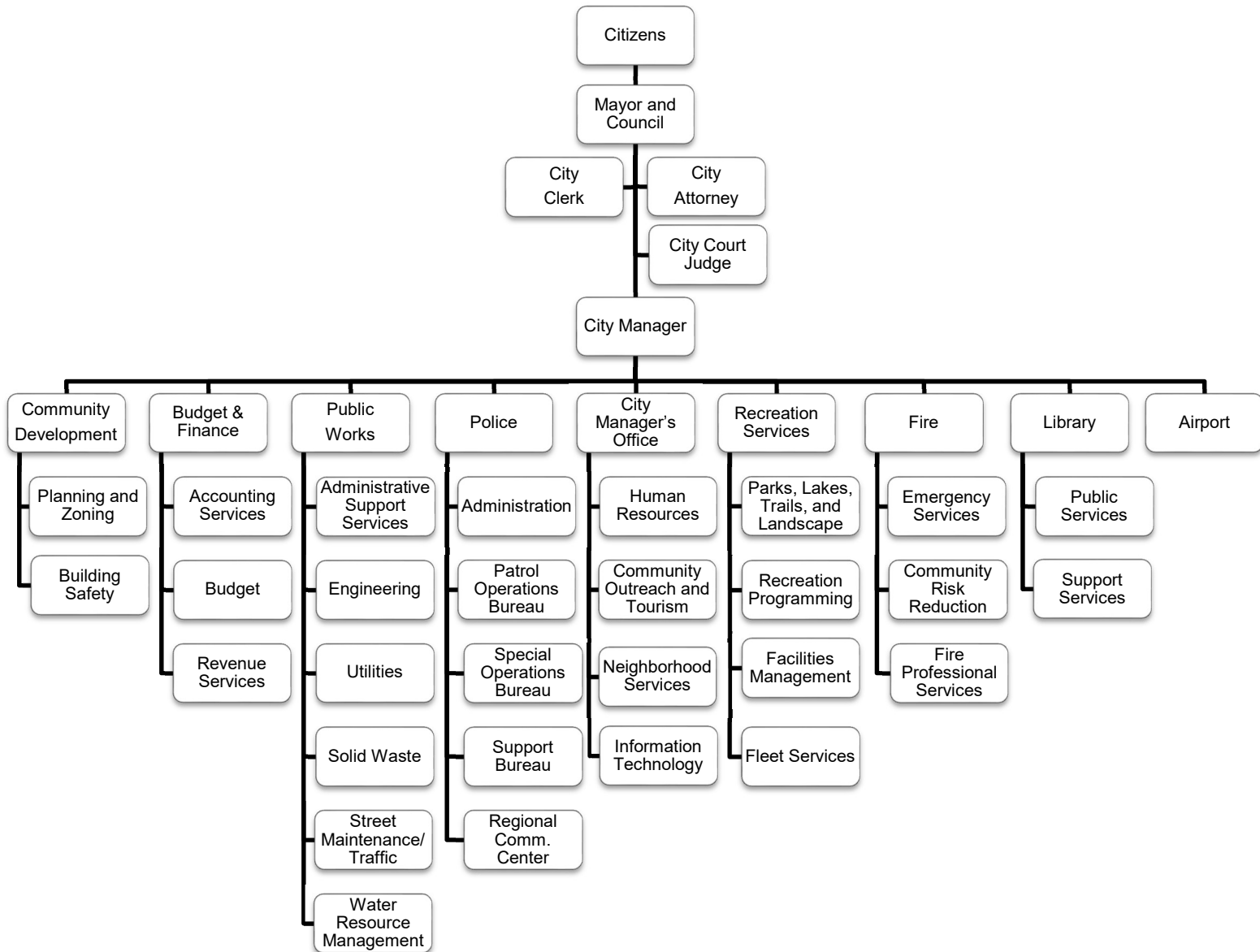
### CITY OF PRESCOTT CORE BELIEFS

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

## City Organizational Chart

---



## City Organizational Chart

---

### **Boards, Commissions and Committees**

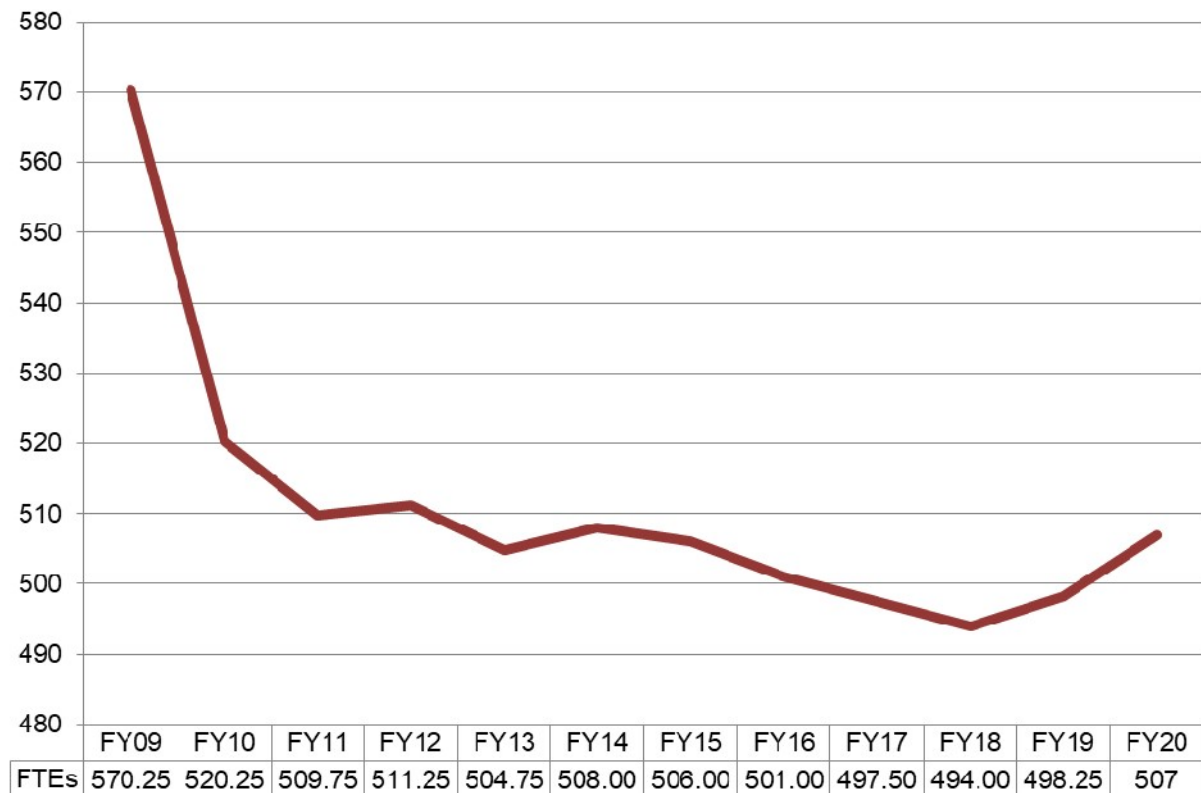
1. Board of Adjustment
2. Industrial Development Authority
3. Municipal Property Corporation
4. Planning & Zoning Commission
5. Prescott Preservation Commission
6. Acker Trust Board
7. Parks and Recreation Board
8. Library Advisory Board
9. Art in Public Places Committee
10. Public Safety Retirement Board
11. CDBG Citizens Advisory Committee
12. Advisory & Appeals Board –
13. Fire Board of Appeals
14. Airport Advisory Committee
15. Bicycle, Pedestrian and Traffic Advisory Committee
16. Tourism Advisory Committee
17. Mayor's Commission on ECHO
18. Mayor's Commission on Prevention, Addiction and Recovery
19. Mayor's Commission on Veterans' Initiatives
20. Youth Advisory Board
21. Mayor's Commission on Development Impact Fees (DIF)
22. Mayor's Commission on Facility Optimization and Property Usage (FOPU)

## Employees by Department and Ten-Year Trend

Department	FTEs <sup>1</sup>		
	FY17	FY18	FY19
Airport	9.00	9.00	11.00
Budget & Finance	15.75	15.75	16.00
City Clerk	2.75	3.00	3.00
City Council	7.00	7.00	7.00
City Court	6.00	7.00	7.00
City Manager	26.50	27.50	28.00
Community Development	13.50	14.50	14.50
Fire	65.00	65.00	65.00
Legal	8.00	8.00	8.00
Library	21.50	21.50	21.50
Police	83.00	87.00	90.00
Public Works	157.00	156.00	158.00
Recreation Services	47.00	47.00	48.00
Regional Communications	30.00	30.00	30.00
City Total	492.00	498.25	507.00

<sup>1</sup>Full time equivalents (FTEs) include only permanent employees. In addition, the City employs temporary and seasonal employees estimated at 55 FTEs.

**City of Prescott Total Full Time Equivalent Positions – 10 year trend**



## **Budget Policy**

---

### **City of Prescott Budget Policy**

(Resolution No. 4336-1545)

#### **Background**

The focus of the City's budget policy is the process by which a budget is formulated from departmental requests to adoption by the Mayor and Council.

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

#### **Laws and Standards**

The following laws and standards apply to budget formation and reporting:

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

#### **Budget Objectives**

The Mayor and Council annually set City priorities, and the budget objectives shall be consistent with such priorities.

The budget objectives provide policy direction for drafting of the City budget, within the overall budget schedule extending from initial preparation through adoption.

The following considerations shall be applied to development of the budget:

- Funding available for operations and capital needs.
- Employee compensation, including merit-based pay and maintaining market-competitiveness, to ensure that the City retains and attracts outstanding personnel.
- 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 they must be addressed more expeditiously:

- Ordinance changes for fees or rates
- Personnel and/or other resources required to implement and administer fees and rates
- Requests for long-term financing

#### **Balanced Budget, Revenue and Expenditure Policies**

The operating budget is to be balanced, with expenditures less than or equal to revenues. Fund balances should be used only for one-time expenditures, such as capital equipment and improvements. Development fees will be used for development-related one-time capital expenditures.

## Budget Policy

---

The City will strive to maintain a diversified and stable revenue system, to ensure the fiscal health of the community. User fees for all operations will be examined on a regular basis to ensure that the fees cover direct and indirect costs of service as much as practicable.

### Fund Balance

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 uses for which an appropriation could not be made or foreseen.
- Designation of amounts re-appropriated from unencumbered balances for the completion of projects in subsequent periods.
- An unreserved and undesignated balance for each fund equal to 20% of the 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% to only be used upon approval of the City Council to cover unanticipated expenditures or revenue shortfalls.

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

### Internal Cost Allocation

In order to present the full cost of providing facilities, services, and other necessary support (collectively referred to as the “services”), it is necessary that all indirect costs be allocated corresponding to the services provided, and at the associated levels of such services. 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 provided. The internal support and administrative departments below will be allocated based upon the following factors:

- A method that allocates costs in proportion to the support or benefit received
- A method that is clearly understandable and straightforward to explain
- A measure that is readily available and can be easily applied

The net impact (proposed budget less projected program revenues) of each of the following administrative departments will be allocated to other City operating units outside the General Fund on the basis identified:

<u>Administrative Department</u>	<u>Allocation Basis</u>
City Council	Proportion of Budget
City Clerk	Proportion of Budget
City Manager	Proportion of Budget
Legal	Proportion of Budget
Budget and Finance	Proportion of Budget

The following administrative departments will be allocated to all City operating units on the basis identified:

<u>Administrative Department</u>	<u>Allocation Basis</u>
Information Technology	Proportion of Budget
Human Resources	Proportion of Positions

#### Allocation Basis

- Proportion of Budget – prior year adopted budget of the operating unit as a percentage of the total budget, less grants and outsourced operations.
- Proportion of Positions – positions identified in the prior year adopted City roster for the operating unit as a percentage of total positions.

## Budget Policy

---

The internal costs will be allocated on a monthly recurring charge based on adopted departmental budgets. At the close of each fiscal year, the total amount allocated will be adjusted based on actual expenditures as of June 30 of that fiscal year.

Internal Service Funds will set internal charges based upon rates necessary for full operating cost recovery and necessary capital improvements.

### **Capital Budget and Five-Year Capital Improvement Plan (CIP)**

The capital budget is separated into the three categories defined below:

<b>Capital Budget Category</b>	<b>Definition</b>
Capital Improvement Plan (CIP)	A project that is more than \$100,000 for a <i>new</i> infrastructure asset or to increase the capacity, efficiency, or expected life span of an <i>existing</i> infrastructure asset. This consists of infrastructure projects such as streets, utilities, and airport projects as well as major renovations to or additional City buildings or facilities.
Vehicle Replacements and Additions	Requests regarding fleet additions or replacements.
Operating Capital	All other capital requests not in the above categories, such as information technology infrastructure, major tools, and equipment purchases of any cost over \$5,000. Projects otherwise matching the CIP definition but for which the cost is between \$5,000 and \$100,000 will be categorized as operating capital.

Each department shall, when planning capital projects, estimate the impact on the City's operating budget over the subsequent five years. The operating impact includes personnel, operating expenditures, capital outlay, and debt service, as applicable.

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

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.

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

### **Budget Preparation**

The Finance Department and City Manager will establish a budget schedule specifying key milestones within 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, operational plans, budget requests for personnel, operating and capital requests, including a Five-year Capital Improvement Plan.

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

## **Budget Policy**

---

### **Budget Adoption**

The budget is prepared and adopted in accordance with requirements of the City Charter and Arizona Revised Statutes. 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. Although legal limits on expenditures are established at the department level, effective administrative control over expenditures is enabled by establishment of a detailed line-item budget.

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 re-appropriation of all encumbered balances.

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.

### **Budget Amendments**

The City Manager may transfer any unencumbered appropriation between divisions within a department. Only the Council may transfer an unencumbered appropriation balance or portion thereof from one department to another.

During a fiscal year, if a fund deficit is anticipated, recommended spending reductions will be proposed by the City Manager to the Mayor and Council in a timely manner, in order to sufficiently offset the deficit.



## **Debt Policy**

---

### **City of Prescott Debt Policy**

#### **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

## Debt Policy

---

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.

*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 plant 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 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

## **Debt Policy**

---

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.

## **Investment Policy**

---

### **City of Prescott Investment Policy**

(Resolution 4235-1444)

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

This policy shall govern the investment activities of all funds of the City of Prescott (City), excluding any specific funds cited hereafter, pursuant to Arizona Revised Statutes (ARS) Title 35 Chapter 2.

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

All financial assets of all current funds of the City, 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, and accounted for in the Comprehensive Annual Financial Report.

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

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

#### **II. PRUDENCE**

Investments shall be made with judgment and care, under prevailing circumstances, not for speculation, but for investment, considering preservation of the capital as well as the anticipated income to be derived. Investment officials shall apply the "prudent person" standard, in the context of managing an overall portfolio of funds, rather than a single investment. Investment officers acting in accordance with this investment policy and exercising due diligence shall be relieved of responsibility for risk or market price changes, provided deviations from expectations are timely reported to the City Manager of the City, and necessary action is taken consistent with this policy.

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

The primary objectives in priority order, of investment activities, shall be the preservation and safety of principal, liquidity, yield, and to minimize risk of loss.

##### **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.

To control interest rate risk, the City shall structure the investment portfolio so that securities mature to meet cash requirements for ongoing operations, and monitor ratings of portfolio positions to assure compliance with requirements imposed by this policy.

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

The City's investment portfolio shall 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 portfolio may also be placed in money

## Investment Policy

---

market mutual funds or local government investment pools which offer same day liquidity for short term funds.

C. YIELD:

The City's investment portfolio shall 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 core 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 shall seek to act responsibly as custodians of the public trust. Investment officials shall 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 intends to pursue an active 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 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 shall be used to protect the city from credit and market risk in order to meet liquidity requirements.

The portfolio shall 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:

Management and oversight of the investment program have been delegated to the Finance Director, who has the authority to delegate authority to persons responsible for the daily cash management operation, the execution of investment transactions, overall portfolio management and investment reporting in a manner consistent with this investment policy.

B. SUBORDINATES:

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 as delegated

## Investment Policy

---

by Finance Director to withdraw, transfer, deposit, or invest the City's funds. The City Council, by adopting this policy, has authorized the Finance Director to appoint these individuals.

C. CONFLICTS OF INTEREST:

Investment officials and employees involved in the investment process shall 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 being conducted on behalf of the City. THIS POLICY EXPRESSLY INCORPORATES THE PROVISIONS OF ARS TITLE 38, CHAPTER 3, ARTICLE 8.

D. DISCLOSURE:

Investment officials and employees shall disclose to the Finance Director any material financial interest in financial institutions that conduct business with the City. 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, accounting, or related degree and knowledge of treasury functions. Investment training is important in the management of the treasury function and should include education in investment controls, security risks, strategy risks, market risks, and compliance with state investment statutes.

VI. AUTHORIZED INVESTMENTS

Funds of the City may be invested in the eligible investments identified in ARS 35-323 (A) for the maximum maturity allowed by Section VIII (B) of this policy. The City's deposits will be collateralized in accordance with ARS 35-323.

VII. INVESTMENT REPORTS

The Finance Director shall submit semiannually an investment report including a management summary that provides an analysis of the status of the current investment portfolio with a comparison to the average three-month US Treasury Bill.

VIII. PORTFOLIO AND INVESTMENT ASSET PARAMETERS

A. INVESTMENT SELECTION PROCESS:

Investment officials for the City shall use the best method they determine to be the most advantageous for purchasing and selling investments.

B. MAXIMUM MATURITIES:

Investments shall be managed to meet anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than ten years from the date of purchase.

C. TARGET DOLLAR-WEIGHTED AVERAGE MATURITY:

## Investment Policy

---

Under most market conditions, the composite portfolio will be managed to target a three year dollar-weighted average maturity. However, under certain market conditions, investment officials may need to shorten or lengthen the average life or duration of the portfolio to best serve the City's finances.

### 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 proposal (RFP). In selecting depositories, the credit worthiness of institutions shall be considered, and the Finance Director shall conduct a comprehensive review of the prospective depository's 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 among qualified financial institutions.

#### 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.

### X. SAFEKEEPING AND CUSTODY OF INVESTMENT ASSETS

All security transactions 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 safekeeping bank received the correct security. The safekeeping, or custody, bank is responsible for matching 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. A third party custodian designated by the Chief Financial Office and evidenced by safekeeping receipts will hold securities. 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 that clearly defines the responsibilities of the safekeeping bank must be in place.

## Pension Funding Policy

---

### City of Prescott Pension Funding Policy

(Council Adopted May 8, 2018 with Resolution 2018-1637)

The intent of this policy is to clearly communicate the Council pension funding objectives and its commitment to our employees and the sound financial management of the City.

The Government Finance Officers Association (GFOA) recommends the adoption of a pension funding policy that address three core elements:

- Actuarial cost method - the technique used to allocate the total present value of future benefits over an employee's working career (normal cost/service cost).
- Asset smoothing method - the technique used to recognize gains or losses in pension assets over some period of time so as to reduce the effects of market volatility and stabilize contributions.
- Amortization policy - the length of time and the structure selected for increasing or decreasing contributions to systematically eliminate any unfunded actuarial accrued liability or surplus.

In addition to the items identified by the GFOA, this policy also addresses the Council's position on:

- Pension funding goal
- Funding pension cost

Several terms are used throughout this policy:

**Unfunded Pension Liability (UPL)** – Is the difference between trust assets and the estimated future cost of pensions earned by employees. This UPL is from actual results (interest earnings, member mortality, disability rates, etc.) being different from the assumptions used in previous actuarial valuations.

**Annual Required Contribution (ARC)** – Is the annual amount required to pay into the pension funds, as determined through annual actuarial valuations. It is comprised of two primary components: normal pension cost – which is the estimated cost of pensions earned by employees in the current year; and, amortization of unfunded pension liability – which is the cost needed to cover pensions earned by employees in previous years, which is collected over a period of time (amortized). The ARC is a percentage of the current payroll.

**Funded Ratio** – Is a ratio of fund assets to actuarial accrued liability. The higher the ratio the better funded the pension is with 100% being fully funded.

The City's police and fire employees, who are regularly assigned hazardous duty, participate in the Public Safety Personnel Retirement System (PSPRS). All other eligible employees are covered by the Arizona State Retirement System (ASRS).



## Pension Funding Policy

### Public Safety Personnel Retirement System (PSPRS)

PSPRS is administered as an agent multiple-employer pension plan. This means that even though there is statewide uniform administration each agency has an individual trust fund where their assets are deposited and from which their expenses are paid. The City of Prescott has two trust funds, one for police employees and one for fire employees. This type of pension results in each trust fund having its own funded ratio and contribution rate based on their individual annual actuarial valuation.

The three core elements outlined by the GFOA guidance are addressed by the statewide PSPRS board and discussed in the annual individual actuarial valuations in section G, which can be found on the PSPRS website. <http://www.psprs.com/investments--financials/annual-reports>

Council formally accepts the assets, liabilities, and current funding ratio of the City's PSPRS trust funds from the June 30, 2018 actuarial valuation, which are detailed below:

Trust Fund	Assets	Accrued Liability	Unfunded Pension Liability (UPL)	Funding Ratio
Prescott Fire Dept. (023)	\$ 35,382,157	\$ 71,872,899	\$ 36,490,742	49.2%
Prescott Police Dept. (024)	24,232,585	56,787,471	32,554,886	42.7%
City of Prescott Total	<u>\$ 59,614,742</u>	<u>\$ 128,660,370</u>	<u>\$ 69,045,628</u>	46.3%

#### PSPRS Funding Goal

Pensions that are less than fully funded puts the cost of service provided in earlier periods (amortization of UPL) on the current taxpayers. Fully funded pension plans are the best way to achieve taxpayer and member equity with the current cost of employee pension being paid in the period they are earned and by the taxpayers receiving the services from those employees.

**The Council's PSPRS funding ratio goal is 100% (fully funded) by June 30, 2028.** Council established this goal for the following reasons:

- The PSPRS trust funds represent only the City of Prescott's liability
- The fluctuating cost of an UPL causes strain on the City's budget affecting our ability to provide services
- A fully funded pension is the best way to achieve taxpayer and member equity

Council has taken the following actions to achieve this goal:

- Made additional payments above the ARC – since July 1, 2017, Council has made additional payments above the ARC from General Fund reserves and sales of unneeded assets totaling \$11.6 million. Additionally, during the annual budget process the Council will evaluate the General Fund fund balance to determine if any unassigned balance can be used to pay down the UPL in advance of the 20 year amortization period.
- Maintain ARC payment from operating revenues – Council is committed to maintaining the full ARC payment (normal cost and UPL amortization) from operating funds. The estimated combined ARC for FY20 is \$7.3 million and will be able to be paid from operating funds without diminishing City services.
- Dedicated revenue – Council proposed, and the voters approved, a dedicated sales tax of 0.75% effective January 1, 2018, to pay down the unfunded PSPRS pension liability. This dedicated sales tax is to remain in effect for ten years (until December 31, 2027) or until the combined unfunded pension liability of the City's two PSPRS trust funds is \$1.5 million.

Based on these actions, the Council plans to achieve its goal of 100% funding by June 30, 2028, 10 years ahead of what was previously anticipated by PSPRS.

## **Pension Funding Policy**

---

### Funding PSPRS Pension Cost

It is the Council's policy that funding of the ARC from operating revenues will be a priority during the annual budget process, before any other service enhancements are considered.

### **Arizona State Retirement System (ASRS)**

ASRS is administered as a cost-sharing multiple-employer pension plan. This means that all agencies statewide are part of the same trust which is administered by a single administrator. In this type of pension, the funded ratio and contribution rates are the same for all participating entities. The City of Prescott is approximately 0.2% of the total system.

The three core elements outlined by the GFOA guidance are address by the statewide ASRS board and discussed in the annual actuarial valuations in appendix III, which can be found on the ASRS website. <https://www.azasrs.gov/content/annual-reports>

### ASRS Funding Goal

Since the ASRS trust fund is comprised of all participating agencies there is no ability for the City of Prescott to address its individual funded ratio.

### Funding ASRS Pension Cost

It is the Council's policy that funding of the ARC from operating revenues will be a priority during the annual budget process, before any other service enhancements are considered.

## **Budget Preparation Process Overview**

---

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 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.
- **Operational Plan.** Describes the organizational units and activities of the City. The City is made up of departments and departments' subunits are called divisions. The budget describes each department and division, including a mission, description of services, goals/objectives, performance measurement.
- **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 Mayor and City Council meetings 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 budget, debt and investment policies.

### **Preparation and Review Process**

The budget development is directed by the City Manager, Finance Director and 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 provides department/division heads, supervisors, and budget coordinators with instructions and guidance in developing and submitting their budgets. This includes instructions and information regarding the preparation of the Five-Year Capital Improvement Plan.

Base budgets (the costs associated with providing current levels of service for the following year) are submitted by the departments to the Budget and Finance Department. Additional decision packages submitted include requests for new positions, organizational structure changes, capital outlay and projects. Payroll forecasts are prepared by the Budget and Finance Department. Input was provided by the departments concerning temporary/seasonal employment needs as well as overtime

## **Budget Preparation Process Overview**

---

requirements. Lists of capital outlay and projects budgeted for the prior fiscal year but not expected to be received are provided budget for the next fiscal year.

Meetings with each department, the City Manager, and the Budget and Finance Department for the purpose of internal review of base budgets, additional decision packages, and any issues that may affect the budget are held. During these meetings the Five-Year Capital Improvement plan and any management changes to the department's budget requests are initially discussed.

After these meetings are completed, a proposed balanced budget is prepared for submittal to the Council and public at workshops. The official budget adoption occurs after these workshops with the following milestones:

- Expenditure Limit Hearing: The City currently operates under the Home Rule Option which has been approved by the voters. As part of that process, a public hearing is mandatory. The public hearing time and location is set at Tentative Budget adoption.
- Tentative Adoption: Council adopts a tentative budget and sets the date for the public hearing on the final budget, expenditure limitation, and tax levy for next fiscal year. The tentative budget is the estimated amounts required to meet the public expense for the City of Prescott. Adopting a tentative budget is required by City Charter and State Law (adoption required on or before the 3<sup>rd</sup> Monday in July of each Fiscal year). Once the tentative budget is adopted, the expenditures may not increase upon final adoption, but may be decreased.
- Truth and Taxation: In compliance with section 42-17107, Arizona revised statutes; the City of Prescott notifies its property taxpayers of the city of Prescott's intention to raise its primary property taxes over last year's level.
- Final Budget Adoption, Adoption of the Five-Year Capital Improvement Plan, Adoption of City Job Roster, Establishment of Expenditure Limitation: The final budget is adopted along with the five-year capital improvement plan and the city job roster. The expenditure limitation is established along with the department and fund level appropriations.
- Property Tax Levy: Adoption of the property tax levy ordinance follows not less than fourteen days later than the final budget adoption, in accordance with State law.

### **Interim Financial and Project Status Reports**

The Budget and Finance Director presents a mid-year budget report to the Mayor and Council at a public workshop either January or February. Throughout the year, real time access to financial information is provided to staff throughout the organization's financial system.

### **Administration**

As set forth in the City Charter, the control of the budget is with the department. The City Manager may transfer any unencumbered appropriation between divisions within a department. Only the Council may transfer an unencumbered appropriation balance or portion thereof from one department to another or between funds. Any revisions that alter the total expenditures of any fund must be approved by the City Council. The legal level at which expenditures may not legally exceed appropriations is the department and fund level.

### **Budget Preparation Calendar**

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

## Budget Preparation Calendar

---

<b><u>Date</u></b>	<b><u>Description</u></b>
December 14, 2018	IT Project Requests for FY20
January 11, 2019	City Manager strategic planning meetings, next year goals and objectives
January 17, 2019	Budget “Kick-off” meeting for departments
February 15, 2019	Department & division missions, next year objectives, performance measurements, and org charts
February 22, 2019	Base budgets due – next fiscal year requests, current fiscal year estimated endings
March 1, 2019	New personnel and reclassifications of existing personnel request
March 8, 2019	Capital requests for next fiscal year and Five Year Capital Improvement Plan due
	Anticipated applications for next fiscal year grants and current fiscal year grant estimated endings due
April 2-10, 2019	City Manager meetings with departments to review budget, decision packages, and department operational plans.
May 21, 2019	Annual Council Workshop (public invited)
May 28, 2019	Annual Council Workshop (public invited)
June 1, 2019	List of prior year key results and outcomes due
June 11, 2019	Set public hearing on expenditure limitation and tentative adoption
June 25, 2019	Official public hearing on budget and adoption of budget
July 9, 2019	Adoption of tax levy

## **Budget Basis of Accounting and Budget Amendments**

---

### **Budget Basis of Accounting**

The basis of budgeting is the method used to determine when revenues and expenditures are recognized for budgetary purposes.

Fund statements in the Comprehensive Annual Financial Report (CAFR) are presented on the basis of “generally accepted accounting principles” (GAAP). GAAP dictates that Governmental Funds use the modified accrual basis of accounting. Revenues are recognized when they become measurable and available to finance City operations. “Available” means “collectible” within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are generally recognized when the related fund liability is incurred. The accrual basis of accounting is used for Proprietary Funds. Revenues are recognized in the accounting period in which they are earned and become measureable. Expenditures are recognized when they are incurred.

The City of Prescott Budget is prepared and presented substantially consistent with generally accepted accounting principles (GAAP). The major differences between accrual basis accounting for Proprietary Funds and the budget basis of accounting are:

1. Accrued compensated absences are not recognized as expenditures for budgetary purposes, for GAAP they reported as expenses and accrued liabilities.
2. Debt service principal payments are treated as expenditures in budgetary accounting, in GAAP accounting they would be applied to outstanding liabilities.
3. Capital grants are budgeted as revenues, for GAAP as non-operating contributions.
4. Depreciation is not considered expenditure in budgetary accounting, on a GAAP basis for depreciation expense is recorded.
5. Capital outlay is treated as expenditures in budgetary accounting and an asset in GAAP.

### **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 funds.

## Fund Summaries

---

Fund Structure.....	49
Overall City Budget Summary.....	52
General Fund .....	58
Special Revenue Funds .....	65
Debt Service Funds .....	73
Enterprise Funds .....	74
Internal Service Funds .....	88
City Debt Summary .....	90



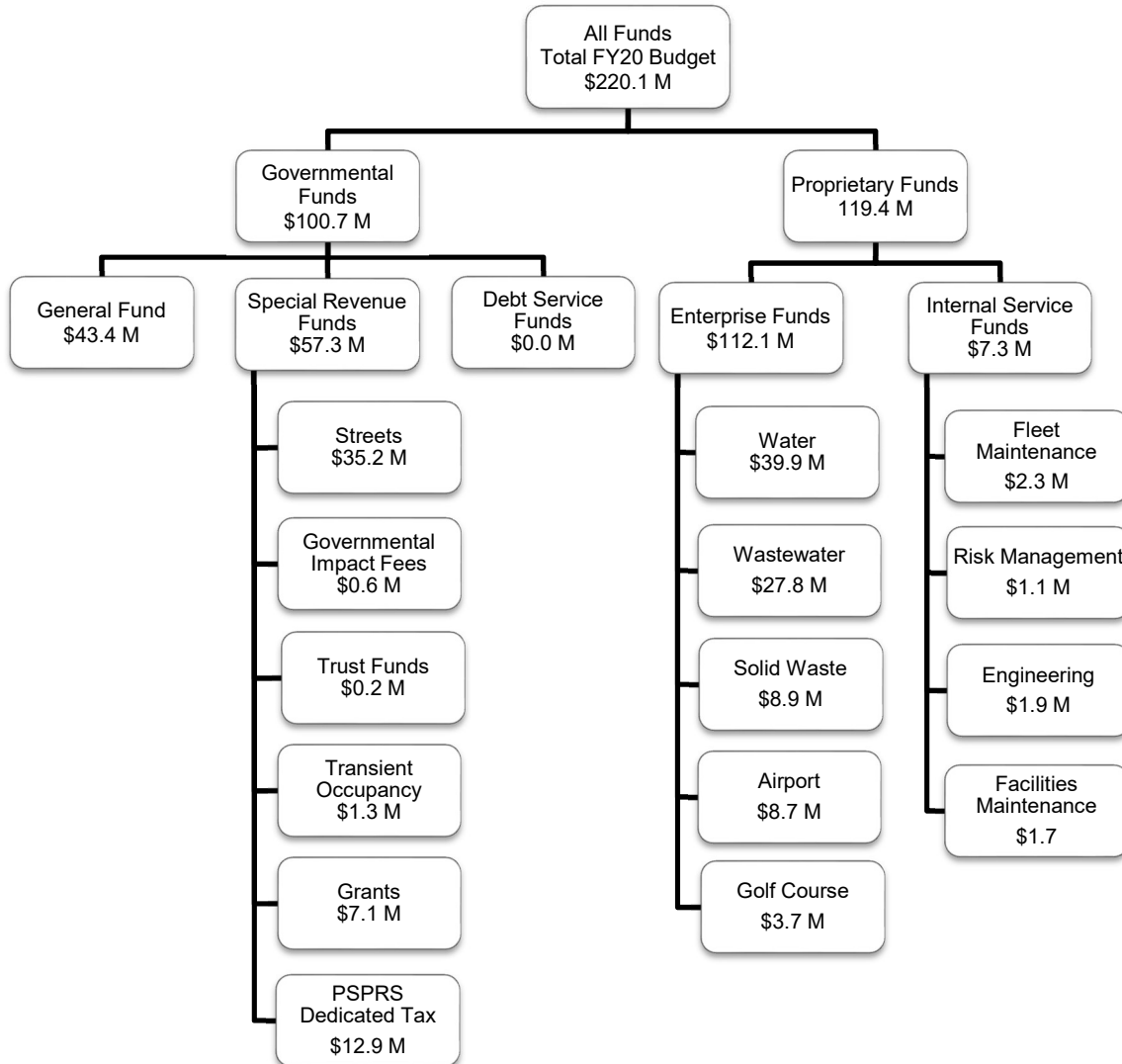
## Fund Summaries

---



## 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:



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, or Enterprise 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.

## Fund Structure

---

**Streets– 1% Additional Tax and Highway User Revenues** – Revenue for this fund is provided by the voter approved additional transaction privilege tax and City's share of State gasoline taxes (Highway User Revenue Funds), both restricted for maintaining and constructing streets. The accumulation and expenditure of these funds are accounted for in this area.

**Impact Fee Funds (Governmental)** – These funds represent accounts to expend impact fees received to offset the cost of growth related projects. These fees are no longer collected as of August 1, 2014. Some fund balance remains will be used when projects are identified.

**Trust Funds - Gifts and Donations Fund and Acker Trust Fund** – The Gift and Donations Fund provide an account to track any contributions for miscellaneous gifts which the City may receive as well as the expenditures made. The 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.

**Transient Occupancy Tax Fund** – In 1987 the voters established a two percent (2%) transient occupancy (hotel/bed) tax. It was increased to three (3%) percent in 2007. By ballot provision, these revenues can only be used for tourism promotion and development of recreational facilities.

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

**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. The general obligations are paid in full after FY2017. Remaining will be debt service on a few small wastewater special assessment districts.

**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 five 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.

**Solid Waste Fund** – To account for solid waste services provided to City residents along with the operations of the City's transfer station facility that opened in September, 1991. All activities necessary to provide these services are accounted for in this fund.

**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.

## Fund Structure

---

**Golf Course Fund** – To account for the provision of year-around golf to the residents of the City, County and visitors to the area. On April 8, 2014, the city Council approved a five-year management agreement beginning May 1, 2014. Billy Casper Golf will operate golf-related activities, including the pro shop, driving range, carts, cart barn and restaurant at the 36-hole facility, while the City will continue to be responsible for golf-course maintenance and capital improvements. The public-private partnership with Billy Casper Golf is designed to bring a new approach to the management of Antelope Hills. The company will utilize its purchasing efficiencies, lower operating costs, marketing strength, and customer-service training to assure enjoyable guest experiences.

**Internal Service Funds** are used to account for services and commodities furnished by one department to other departments 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 direct and indirect costs of the Engineering Division of Public Works, which provides engineering services for the capital projects and other departments of the City. Revenue to this fund is derived from charges to City departments and projects based on the work performed.

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

## Overall City Budget Summary

---

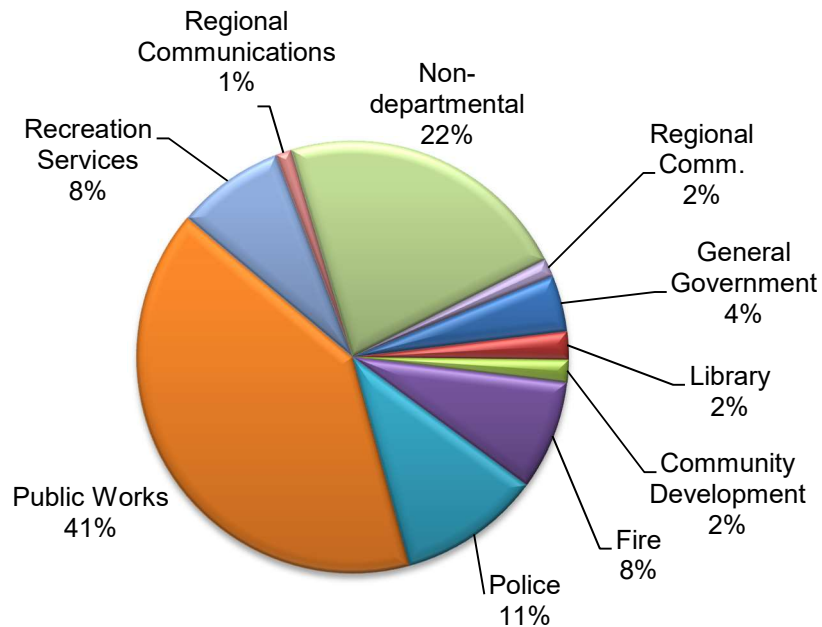
The Fiscal Year 2020 (FY2020) Budget consists of two components – operating budget and capital budget. PSPRS 0.75% Tax and Grant Contingency is broken out from General Operations to show a better representation of the operating budget.

	<b>FY19</b>	<b>FY20</b>	<b>%</b>
	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
Operating Budget			
General Operations	\$ 93,907,189	\$ 99,265,543	5.7%
PSPRS 0.75% Tax	12,000,000	12,853,928	7.1%
Grant Contingency	3,027,708	4,100,000	35.4%
Capital Budget	82,335,868	103,849,451	26.1%
Total	<b>\$ 191,270,765</b>	<b>\$ 220,068,922</b>	<b>15.1%</b>

The General Operations portion of the operating budget is \$99,265,543 representing a 5.7% increase from FY2019. 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; recreation services; library services; water; wastewater; solid waste collection including recycling; streets maintenance; planning and zoning; building inspection; economic development; and administrative services. The increase in operating budget increase reflects adjustments in personnel compensation with the market compensation plan, and cost increases necessary to continue to provide City Services at equal or better levels. Below is a chart that depicts the operating budget by department.

## Overall City Budget Summary

**FY20 Operating Budget by Department**



In the overall budget summary, the majority of the PSPRS related payments are itemized separately. However, the normal pension cost is budgeted in department's operational budget. The normal pension cost is the cost of benefits earned in the current year. The City's unfunded liability relates to prior earned pensions that are not sufficiently funded. The City is aggressively paying down this liability through additional payments and revenue from a dedicated sales tax.

	<b>FY2019 Budget</b>	<b>FY2020 Budget</b>
<b>PSPRS Annual Required Contribution</b>		
Normal Pension Cost	\$ 1,205,547	\$ 1,302,751
Unfunded Liability	6,968,266	5,966,916
<b>Total ARC - from Operating Budgets</b>	<b>8,173,813</b>	<b>7,269,667</b>
<b>Additional Payments</b>		
3/4 cent PSPRS Tax	12,000,000	12,853,928
<b>Total Additional Payments</b>	<b>12,000,000</b>	<b>12,853,928</b>
<b>Total Contributions</b>	<b>\$ 20,173,813</b>	<b>\$ 20,123,595</b>

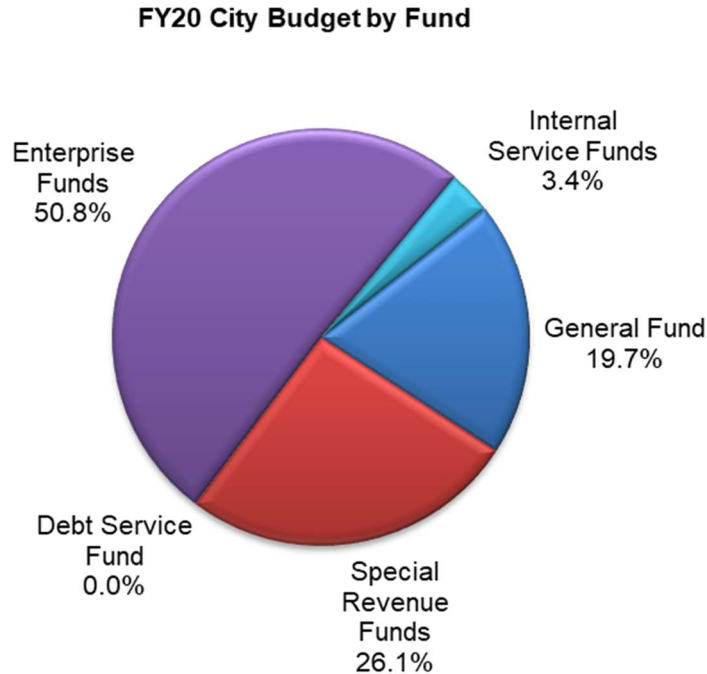
Grant contingency consists of a budget for potential grants that departments are pursuing. The grants that are likely to be awarded or are ongoing are budgeted in each department's budget.

## Overall City Budget Summary

---

The second component, the capital budget, is \$103,849,451, a 26.1% increase from FY2019. Capital expenditures are non-routine, one time expenditures for purchase or projects with a value over \$5,000 and estimated useful life over one year, mainly infrastructure improvements for utility and streets projects in the Five-Year Capital Improvement Plan. Capital budgets tend to rise and fall each year depending on the timing of projects – especially as Prescott is primarily on a “pay-as-you-go” program.

The total budget for FY2020 is \$220,068,922, including all funds. The proportionate share of each fund type is displayed in the pie chart below:



The City of Prescott’s budget is funded through multiple sources. The three main sources are of revenue are charges for services, taxes, and intergovernmental revenues. Some of these sources are restricted and can only be used for certain types of expenditures while others are not restricted and can be used for general operations. Except for the General Fund, which pays for police, fire, recreation, and library services, all other City revenues are restricted by purpose. Enterprise funds such as water, sewer, golf course, and airport charges can only be used to provide services directly related to the rates and fees paid. Special Revenue funds such as the Streets Fund and Bed Tax Fund are also restricted to a specific purpose. The categories below include all funds and revenues will be discussed in more detail on the fund level.

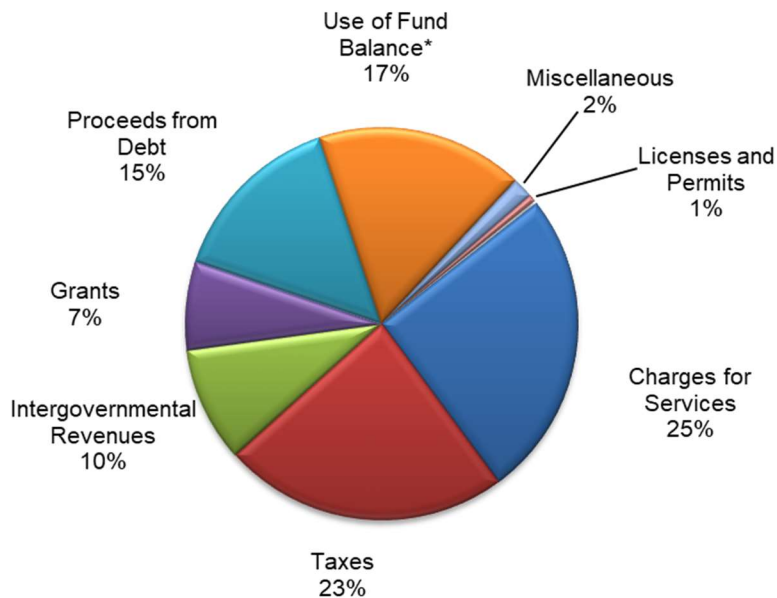
## Overall City Budget Summary

### City-wide Funding Sources

The next table summarizes the overall City of Prescott budget by fund with revenues, other financing sources, expenditures, and total fund balance.

<b>Funding Source Category</b>	<b>FY19 Budget</b>	<b>FY20 Budget</b>	<b>FY20 % of Total</b>
Charges for Services	51,991,095	55,941,914	25.4%
Taxes	48,458,005	51,719,836	23.5%
Intergovernmental Revenues	19,514,192	20,927,992	9.5%
Grants	10,429,470	16,022,054	7.3%
Proceeds from Debt	14,100,000	32,373,709	14.7%
Use of Fund Balance*	42,022,072	37,631,196	17.1%
Other			0.0%
Miscellaneous	3,316,791	3,723,271	1.7%
Licenses and Permits	1,021,890	1,312,700	0.6%
Fines and Forfeitures	417,250	416,250	0.2%
<b>Total Funding Sources</b>	<b>\$ 191,270,765</b>	<b>\$ 220,068,922</b>	

\*One time expenditures such as capital and payments towards unfunded pension liability



# Overall City Budget Summary

## Overall City Budget Summary

	FY18	FY19	FY19	FY20	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
General Fund	\$ 39,632,433	\$ 37,961,839	\$ 39,532,431	\$ 40,945,210	7.9%
Streets	21,720,781	20,897,094	23,048,294	22,291,989	6.7%
Transient Lodging	999,611	1,051,000	1,055,000	1,105,000	5.1%
PSPRS Dedicated Tax Contingency	6,073,148	12,000,000	12,723,890	12,853,928	7.1%
Grants	1,854,255	5,757,347	2,005,123	7,131,556	23.9%
Trust Funds	92,661	94,595	125,467	66,025	-30.2%
Impact Fees	38,162	33,000	33,000	12,000	-63.6%
Debt Service (GO/Spec. Asses.)	6,116	5,576	5,576	5,576	0.0%
Water	19,446,942	18,873,674	19,051,380	20,763,827	10.0%
Wastewater	14,343,805	14,498,500	14,518,500	15,116,500	4.3%
Solid Waste	7,464,231	7,538,020	7,420,699	8,471,172	12.4%
Airport	2,821,421	14,385,637	8,111,286	15,264,349	6.1%
Golf Course	3,357,675	3,388,937	3,388,937	3,853,777	13.7%
Internal Service Funds	7,434,861	6,964,764	7,021,415	7,278,492	4.5%
<b>Total Revenues</b>	<b>\$ 125,286,101</b>	<b>\$ 143,449,983</b>	<b>\$ 138,040,998</b>	<b>\$ 155,159,401</b>	<b>8.2%</b>
<b>Debt Proceeds</b>					
WIFA Loans	4,227,648	14,100,000	4,536,391	31,313,709	122.1%
Lease Financing	-	-	-	1,060,000	
<b>Total Debt Issues</b>	<b>\$ 4,227,648</b>	<b>\$ 14,100,000</b>	<b>\$ 4,536,391</b>	<b>\$ 32,373,709</b>	<b>129.6%</b>
<b>Total Revenues and Debt Proceeds</b>	<b>\$ 129,513,749</b>	<b>\$ 157,549,983</b>	<b>\$ 142,577,389</b>	<b>\$ 187,533,110</b>	<b>19.0%</b>
				\$ -	
<b>Expenditures</b>					
General Fund	\$ 50,683,598	\$ 47,982,346	\$ 45,829,598	\$ 47,504,782	-1.0%
Streets Fund	27,091,848	36,256,445	26,225,910	35,830,798	-1.2%
Transient Lodging	785,566	1,407,267	1,407,306	1,457,404	3.6%
PSPRS Dedicated Tax Contingency	6,000,000	12,800,000	12,723,890	12,853,928	0.4%
Grants	1,789,719	4,447,259	1,463,317	7,130,556	60.3%
Trust Funds	111,643	259,074	116,226	216,677	-16.4%
Impact Fees	196,492	145,000	139,061	625,000	331.0%
Debt Service	5,730	5,576	5,576	5,420	-2.8%
Water	25,533,110	39,983,908	29,018,988	47,209,176	18.1%
Wastewater	16,828,816	27,766,201	19,981,336	36,339,093	30.9%
Solid Waste	8,776,074	8,928,462	8,496,779	9,634,427	7.9%
Airport	2,821,421	8,747,896	8,111,286	15,264,349	74.5%
Golf Course	3,982,430	3,716,942	3,448,296	3,853,777	3.7%
Internal Service Fund	9,477,907	7,125,679	6,839,479	7,238,919	1.6%
<b>Total Expenditures</b>	<b>\$ 154,084,354</b>	<b>\$ 199,572,055</b>	<b>\$ 163,807,048</b>	<b>\$ 225,164,306</b>	<b>12.8%</b>
<b>Ending Balance, 6/30</b>					
<b>Net Change in Fund Balance</b>	(28,979,989)	(45,225,246)	(21,706,832)	(50,865,774)	
<b>Fund Balance - Beginning</b>	143,246,426	114,266,438	114,266,438	92,559,606	
<b>Fund Balance - Ending</b>	114,266,438	69,041,192	92,559,606	41,693,832	

Transfers In/Out included in Revenue/Expenditure numbers

Fund balance includes all revenues and expenses due at year end but not yet received or paid, and represents the available resources in a government. Fund balance is separated into reserved, which can be used only for a specific purpose, and unassigned, which can be used for any public purpose identified by Council.



## Overall City Budget Summary

For the beginning of FY 2020, the City's estimated fund balance at July 1, 2019 is \$92.6 million and is summarized below:

### City Estimated Fund Balance Summary

	General Fund	Bed Tax, Grants, Trust, Debt Service and Impact	Streets Fund	Utilities	Solid Waste Fund	Internal Service
Fund Balance, 7/1/19	\$ 18,117,252	\$ 3,754,733	\$ 13,893,896	\$ 53,630,835	\$ 2,215,923	\$ 1,557,933
Operating Surplus (Deficit)	11,794,245	(352,404)	11,725,241	8,606,232	191,745	312,073
Capital Expenditures and Transfers	(18,353,817)	(762,496)	(25,264,050)	(56,274,174)	(1,355,000)	(272,500)
Debt Issues	-	-	-	32,373,709	1,060,000	-
Ending Balance, 6/30/20	\$ 11,557,680	\$ 2,639,833	\$ 355,087	\$ 38,336,602	\$ 2,112,668	\$ 1,597,506
Ending Balance Detail						
Reserved						
Operations (Policy)	\$ 8,082,042	\$ -	\$ 355,087	\$ 2,682,266	\$ 827,943	\$ -
Long-term Obligations	2,565,844	-	-	5,333,535	1,284,725	-
Capital Projects	-	762,496	-	30,320,802	-	-
Specific Programs	-	\$ 1,877,337	-	-	-	1,597,506
Unassigned	909,794	-	-	-	-	-
Ending Balance, 6/30/20	\$ 11,557,680	\$ 2,639,833	\$ 355,087	\$ 38,336,602	\$ 2,112,668	\$ 1,597,506

The FY2020 budget has identified the use of \$50.8 million from fund balance relating to a one time use for capital expenditures, retirement of unfunded pension liability, or specific projects. The fund balance levels are sufficient to maintain adequate cash flow and a reserve to cover unanticipated expenditures and revenue shortfalls.

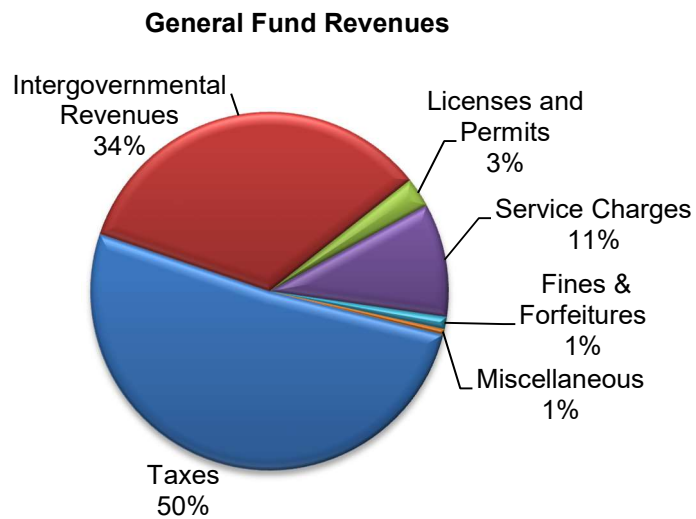
## General Fund

---

The General Fund is the chief operating fund of the City. The fund provides for basic governmental services including administration, legal, council, finance, police, fire, library, recreation services, and community development. This section describes revenues and expenditures and identifies trends.

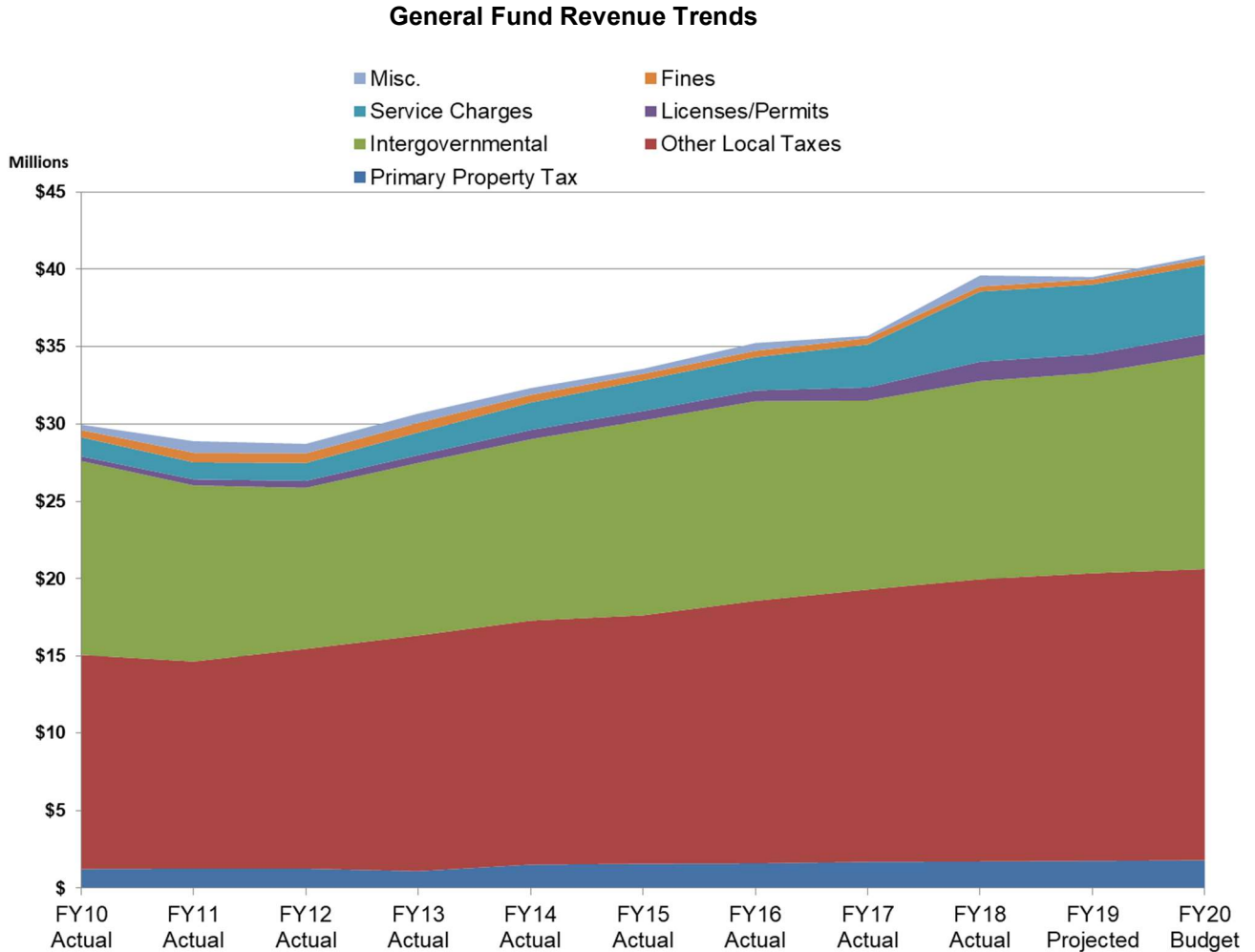
### Revenue and Trends

The General Fund source of revenues is primarily (85%) City and state-assessed taxes which have no correlation to service demand. These taxes include the local 1% transaction privilege tax, primary property tax, intergovernmental (state shared) revenues, and franchise taxes. Service charges, licenses and permits, fines, and miscellaneous revenues total 15% of the General Fund revenues. The proportionate share of revenues for the general fund is depicted below.



## General Fund

The next chart depicts revenue trends on an aggregate basis. During the recession, tax revenues decreased as the economy slowed and taxable activity declined. In FY20, we are projecting the total revenues to exceed the previous peak level in FY07.



### Taxes

#### Transaction Privilege (Sales) Tax

Arizona's cities and towns have authority granted by the State to establish certain taxes or revenue purposes. The local transaction privilege tax, commonly referred to as sales tax, is one of the main sources of local taxes. City of Prescott's Charter (Article VI, Section 7) authorizes the City to levy a local sales tax and requires voter approval for a local rate in excess of 1%.

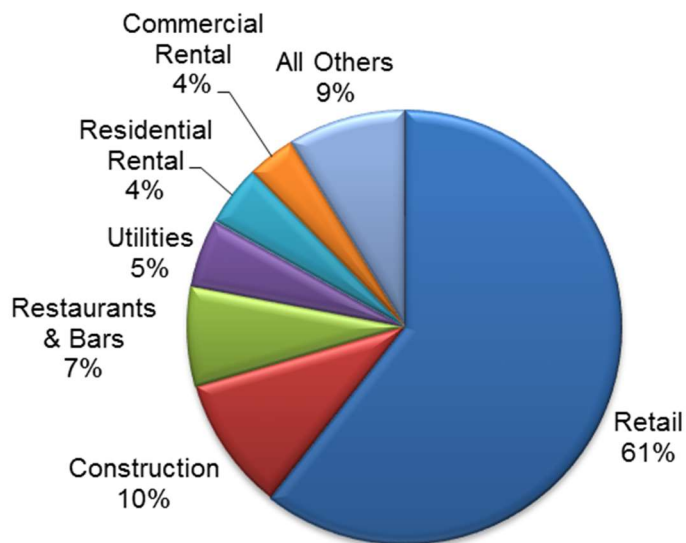
The combined sales tax rate in the City of Prescott for all taxable activities is 9.10%. The combined rate consists of 5.6% for the State of Arizona, 0.75% for Yavapai County and 2.75% for the City of Prescott. Of the City's 2.75% rate, 1% is dedicated for Streets, 1% is for the General Fund, and 0.75% is dedicated to the unfunded PSPRS liability (effective January 1, 2018).

## General Fund

Transaction privilege tax is far more extensive than retail sales. It includes taxation of residential and commercial rentals, utilities, communications, construction activities, and restaurant and bars to name a few. The chart below depicts the proportionate share of taxable activity reporting categories. As the economy recovers, the City has seen increased reporting of taxable sales.

For FY20, a 7.1% increase, or \$1,140,000, is budgeted for privilege tax revenue in the General Fund. The challenges in the revenue category are subjectivity to economic activity, increased regional competition, and state law reforms that decrease taxable activities.

**Sales Tax Reporting Categories**



### Property Tax

State law (A.R.S. §42-17151(A)) allows a municipality to levy a property tax. There are two types of property tax in the State of Arizona, primary and secondary. Primary property tax can be used for any general City operations. A secondary property tax may be levied to service voter-approved General Obligation bonds. The secondary property tax is revenue for the Debt Service fund and primary property tax is a General Fund source of revenue.

The primary property tax levy provides less than 4.4% of General Fund revenue. Minimal annual increases to this levy are allowed per state law. Of the total property tax that residents in the City of Prescott contribute, 3.6% is collected for the City of Prescott and the remaining tax collections go Yavapai County and public schools such as Yavapai College and Prescott Unified School District. The City of Prescott's primary property tax rate for FY20 is 0.2599 per \$100 of assessed value.

### Franchise Taxes

Franchise taxes are derived from utility franchise agreements. Unisource Gas and Arizona Public Service are the voter-approved sole providers of gas and electric services in the City and the franchise fee rates are 2% of gross revenues. The Cable TV license for the City of Prescott is held by Cable One and the contract negotiated franchise fee rate is 5.0% of gross revenues.

## General Fund

---

### Intergovernmental Revenues

#### **State Shared Revenues**

State shared revenues that are collected by the State of Arizona and distributed to incorporated cities and towns, including income tax (urban revenue sharing), transaction privilege tax (state shared sales tax), state gasoline tax (Highway User Revenue Fund (HURF)), and vehicle license tax (VLT). Of these revenues, all are General Fund revenue except HURF which is restricted for transportation and is in the Streets Fund. State shared revenues are subject to fluctuations in economic activity as well as changes in Prescott's population relative to the population in the County and State. Since the City of Prescott is growing slower than other communities; the City's proportional share of State Shared Revenue is decreasing.

*State Sales Tax (Transaction Privilege Tax):* Citizens and visitors of Prescott, through collection by local businesses, pay the State 5.6% on taxable activity. A portion of that sales tax is returned to the City based on the relation of Prescott's population to the total population of all incorporated cities and towns in the State.

*State Income Tax:* The State of Arizona collects income taxes and shares that revenue with incorporated cities and towns based on population. The portion of the State income tax which will be distributed to cities and towns in represents individual and corporate income tax collections by the State two years ago.

*Vehicle License Tax (Auto Lieu Tax):* Twenty-five percent of the net revenues collected for the licensing of motor vehicles by the State in a particular county are distributed back to incorporated cities and towns within that county based on its population in relation to the total incorporated population of the county.

#### **Library District**

The Yavapai County Free Library District is a Special District established by the Yavapai County Board of Supervisors in 1987 and is funded by a County levied property tax. The district funds the Yavapai Library Network, consisting of 18 public, academies, school, and museum libraries and allows for the countywide resource sharing of library materials among all member libraries. An annual direct contribution to the libraries provides supplemental funding for library operations. The Prescott Public Library is estimated to receive \$565,000 in direct contribution and other direct and indirect services.

### Other Revenues

**Licenses and Permits:** This revenue category consists mainly of building permit fees. Other revenues in this are transaction privilege tax license fees, dog license, blasting permits, and film permits. Also, the City adopted a business license ordinance requiring an annual license fee effective January 1, 2017. The City has experienced an increase in building activity.

**Service Charges:** These revenues include partner contributions to the Regional Communications Center (joint dispatch) center, a contract with Yavapai Prescott Indian Tribe to provide fire protection services, facility rental, and recreation fees for parking and programs. The major increase is for partner contributions for a public safety software upgrade at the Regional Communications center.

**Fines and Forfeitures:** This category covers fees paid to the City of Prescott for fines assessed by the Police Department, City Court, Legal Department, and Library.

**Miscellaneous:** The main revenue source in this area is interest earned on fund balance.

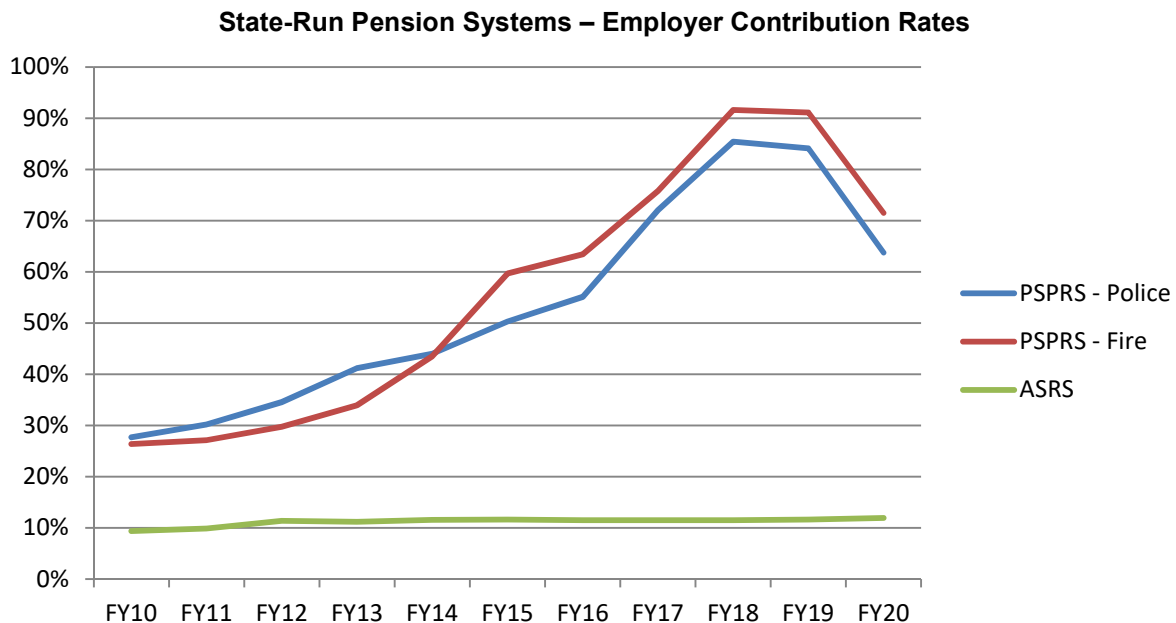
## General Fund

### Expenditures and Trends

In FY20, personnel costs make up 73.4% of the total operating budget in the General Fund, which include all employer costs related to the compensation for City employees in the General Fund. Costs for personnel in the General Fund have steadily increased. Since FY09, there has been a reduction of 63.25 full time equivalent employees in the General Fund, but the personnel expenditures have increased steadily.

The majority of increases in General Fund personnel expenditures in recent years is attributable to steep escalation of state-mandated and determined Public Safety Personnel Retirement System (PSPRS) costs. PSPRS is a defined benefit pension which means retirement benefits are based on a formula which includes years of service and salary. It is organized as an agent multiple-employer plan which means all 256 agencies in the State that are part of PSPRS are administered by the retirement system, but accounted for individually. Prescott is not alone in this dilemma; it affects all agencies state-wide at varied levels of severity.

The retirement system calculates actuarially determined contribution rates, which the City pays each year as a "percentage of salary". Employees also contribute to the retirement system, but their rates are capped per State law at 7.65. City employer contribution rates for FY20 are 71.50% for Fire and 63.72% for Police. A ten-year history of contribution rates is depicted in the graph below. The Arizona State Retirement System (ASRS) is the retirement system for all other employees in the City and has maintained a stable rate for both the employee and employer.



The rising pension contribution rates relate to a decline in the funded status of the pension plans. The current PSPRS actuarial valuation shows unfunded liability as of June 30, 2018 of approximately \$69 million and funding ratios of 42.2% for Police and 48.2% for Fire. The total PSPRS annual required contribution in FY20 is \$7.3 million dollars. About 18% of the total contribution costs relate to normal retirement costs (benefits earned by employees this current year) and the remaining 82% pays for the amortization of unfunded liabilities. There have been many factors which lead to the decline in the funded status, including investment losses and pension reform legal battles.

## General Fund

During the legislative session in 2016, a pension reform was successfully passed along with a voter initiative. Among the major changes, the law will allow for new hires to be placed into a reformed pension plan, and removes permanent benefit increase by replacing it with a cost of living increase based on the consumer price index capped at 2%. These are positive changes for the future, but are not expected to affect the current unfunded liability.

A second major increase in personnel costs for is the market compensation plan implemented starting in FY17 with the purpose of recruiting and retaining talented, high-performing employees, providing regular performance-based adjustments using an established and competitive pay plan, and encouraging career growth at the City. The maintenance cost for the plan in the General Fund is \$0.5 million in FY20.

Changes in departmental operating budgets will be discussed in the Department Operational Plans section of this document.

### **Balancing the budget**

Each year the ongoing operating expenditures are aligned to expected revenues. The City has taken many actions to increase revenue and reduce expenditures including, establishing user fees, pursuing entrepreneurial initiatives and public-private partnerships, eliminated programs, and reducing personnel.

Overall, the FY20 General Fund revenues are budgeted to be up by \$3 million and operating expenditures are \$1.8 million over FY19 budget. Adjustments in expenditures and revenue enhancements enabled the City to balance the General Fund budget while accomplishing key goals and maintain service levels.

### **Fund Balance**

The General Fund balance is decreasing significantly as a result a \$11 million lump sum payment towards the unfunded PSPRS pension liability in FY18 and resolving (forgiving) the golf course accumulated internal loan of \$5.3 million in FY19. An authorized use of fund balance is budgeted at \$6.6 million in FY20 for one time capital expenditures. The budgetary reserve (unassigned fund balance plus the operating reserve) would be \$9.0 million, which equates to approximately 3 months of operating expenditures. This is greater than the Government Finance Officers Association (GFOA) best practice recommendation of maintaining at least 2 months of regular operating expenditures.

#### **General Fund Balances**

	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Estimate</b>	<b>FY20 Budget</b>
<b>Net Change in Fund Balance</b>	\$ (11,051,165)	\$ (10,020,507)	\$ (6,297,167)	\$ (6,559,572)
<b>Fund Balance - Beginning</b>	35,465,584	24,414,419	24,414,419	18,117,252
<b>Fund Balance - Ending</b>	<u>\$ 24,414,419</u>	<u>\$ 14,393,912</u>	<u>\$ 18,117,252</u>	<u>\$ 11,557,680</u>
<b>Ending Balance - Detail</b>				
Reserved for:				
Operations (Policy)	\$ 7,917,487	\$ 7,583,368	\$ 7,897,486	\$ 8,082,042
Long-term obligations	2,597,579	2,081,439	2,154,579	2,565,844
Internal Loan	5,309,736	-	-	-
Unassigned	8,589,617	4,729,105	8,065,187	909,794
<b>Total Ending Fund Balance</b>	<u>\$ 24,414,419</u>	<u>\$ 14,393,912</u>	<u>\$ 18,117,252</u>	<u>\$ 11,557,680</u>

# General Fund

General Fund					
	FY18	FY19	FY19	FY20	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Taxes					
Privilege/Use Tax	\$ 16,552,306	\$ 16,000,000	\$ 16,950,000	\$ 17,140,000	7.1%
Franchise Taxes	1,700,323	1,660,000	1,660,000	1,690,000	1.8%
Primary Property Tax	1,716,708	1,748,005	1,748,005	1,795,908	2.7%
Total Local Taxes	19,969,337	19,408,005	20,358,005	20,625,908	6.3%
Intergovernmental Revenue					
State Sales Tax	4,085,472	4,260,230	4,260,230	4,490,513	5.4%
State Income Tax	5,265,639	5,174,547	5,174,547	5,655,778	9.3%
State Vehicle License Tax	2,888,086	2,947,661	2,934,661	3,160,451	7.2%
Yavapai County Library District	563,780	567,108	566,206	565,000	-0.4%
Total Intergovernmental Revenues	12,802,978	12,949,546	12,935,644	13,871,742	7.1%
Licenses and Permits	1,253,256	1,021,890	1,208,470	1,312,700	28.5%
Service Charges	4,528,955	3,977,748	4,505,171	4,476,210	12.5%
Fines & Forfeitures	328,688	417,250	329,793	416,250	-0.2%
Miscellaneous	704,219	142,400	150,348	197,400	38.6%
<b>Total General Fund Revenue</b>	<b>39,587,433</b>	<b>37,916,839</b>	<b>39,487,431</b>	<b>40,900,210</b>	<b>7.9%</b>
<b>Other Sources</b>					
Transfers In	45,000	45,000	45,000	45,000	0.0%
<b>Total Revenues and Other Sources</b>	<b>39,632,433</b>	<b>37,961,839</b>	<b>39,532,431</b>	<b>40,945,210</b>	<b>7.9%</b>
<b>Operating Expenditures by Departments</b>					
Budget & Finance	\$ 469,414	\$ 538,672	\$ 479,299	\$ 500,617	-7.1%
City Clerk	129,152	126,263	115,453	146,443	16.0%
City Council	42,454	126,895	117,806	49,529	-61.0%
City Court	547,857	614,149	566,737	629,985	2.6%
City Manager	496,466	581,295	551,127	629,627	8.3%
Community Development	1,448,368	1,635,334	1,533,626	1,958,886	19.8%
Rodeo, Parking Garage	135,484	154,467	136,999	149,753	-3.1%
Fire	7,336,077	8,353,755	8,412,228	9,120,343	9.2%
Legal	224,651	255,451	254,059	232,557	-9.0%
Library	2,136,161	2,297,570	2,220,906	2,354,052	2.5%
Police	10,025,119	10,725,789	10,720,233	11,621,507	8.4%
Recreation Services	3,086,666	3,218,146	3,207,719	3,440,321	6.9%
Regional Communications	1,404,546	1,539,005	1,555,768	1,358,031	-11.8%
Governmental Operating Grant Match	41,057	468,686	84,387	79,502	-83.0%
Airport Operating Transfer	316,409	-	37,070	-	
Golf Course Operating Transfer	-	162,505	127,946	218,177	34.3%
Public Safety Unfunded Liability ARC	18,572,511	6,968,266	6,972,234	5,966,916	-14.4%
<b>Total Operating Expenditures</b>	<b>\$ 46,412,393</b>	<b>\$ 37,766,248</b>	<b>\$ 37,093,597</b>	<b>\$ 38,456,246</b>	<b>1.8%</b>
<b>Capital and Other</b>					
Capital Projects and Transfers	3,168,944	4,390,222	3,009,134	8,532,396	94.3%
Retirement Contributions Use of Fund	313,355	516,140	443,000	516,140	0.0%
Golf Course Debt Transfer	-	5,309,736	5,283,867	-	-100.0%
Fleet Debt Transfer	788,906	-	-	-	
<b>Total Expenditures and Transfers</b>	<b>\$ 50,683,598</b>	<b>\$ 47,982,346</b>	<b>\$ 45,829,598</b>	<b>\$ 47,504,782</b>	
<b>Ending Balance, 6/30</b>					
<b>Net Change in Fund Balance</b>	<b>\$ (11,051,165)</b>	<b>\$ (10,020,507)</b>	<b>\$ (6,297,167)</b>	<b>\$ (6,559,572)</b>	
<b>Fund Balance - Beginning</b>	<b>35,465,584</b>	<b>24,414,419</b>	<b>24,414,419</b>	<b>18,117,252</b>	
<b>Fund Balance - Ending</b>	<b>24,414,419</b>	<b>14,393,912</b>	<b>18,117,252</b>	<b>11,557,680</b>	



## Special Revenue Funds

### Streets

A special revenue fund accounts for revenues and expenditures that are legally restricted by purpose. The City's most significant special revenue fund is the Streets Fund.

The main sources of revenue for this fund are from the 1% additional sales tax rate and HURF State shared revenue. The 1% tax was restored by voters effective January 1, 2016, establishing the 1% tax for Streets only. Previously, voters approved the 1% tax for both streets and open space acquisitions. These revenues provide the funding for street construction and maintenance. On June 7<sup>th</sup> 2016, council committed \$3.8 million of the fund balance remaining at January 1, 2016, when the streets and open space tax sunset, for open space acquisitions. With a land purchase in FY18, there is now \$1,800,485 remaining.

#### Streets Fund

	FY18	FY19	FY19	FY20	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Sales Tax	\$ 16,554,480	\$ 16,000,000	\$ 16,950,000	\$ 17,140,000	7.1%
Highway Users Revenue	3,546,019	3,702,094	3,702,094	3,685,989	-0.4%
Partnering	600,000	650,000	1,180,000	700,000	7.7%
Street Light Fee	235,508	230,000	230,000	230,000	0.0%
Miscellaneous/Interest Earnings	784,774	315,000	986,200	536,000	70.2%
Total Revenues	\$ 21,720,781	\$ 20,897,094	\$ 23,048,294	\$ 22,291,989	6.7%
<b>Expenditures</b>					
Recreation Services	\$ 175,684	\$ 177,825	\$ 194,272	\$ 203,660	14.5%
Public Works	6,535,024	7,198,908	7,263,285	8,174,329	13.5%
Debt Service	2,218,509	2,202,599	2,202,599	2,188,759	-0.6%
Total Operations	8,929,217	9,579,332	9,660,156	10,566,748	10.3%
Open Space Capital Outlay	2,002,875	1,800,485	500	1,800,485	0.0%
Streets Capital Outlay	16,159,756	24,876,628	16,565,254	23,463,565	-5.7%
Total Expenditures	\$ 27,091,848	\$ 36,256,445	\$ 26,225,910	\$ 35,830,798	-1.2%
<b>Ending Balance, 6/30</b>					
Net Change in Fund Balance	\$ (5,371,067)	\$ (15,359,351)	\$ (3,177,616)	\$ (13,538,809)	
Fund Balance - Beginning	22,442,579	17,071,512	17,071,512	13,893,896	
Fund Balance - Ending	17,071,512	1,712,161	13,893,896	355,087	

#### Revenue and Trends

**Transaction Privilege (Sales) Tax:** Voters have approved various options for additional dedicated transaction privilege tax. The history of the voter approved sales tax is below. The latest ballot was August 2015, when voters repealed the  $\frac{3}{4}\%$  tax expected to begin January 1, 2016 and replaced it with a 1% streets only tax.

## Special Revenue Funds

<u>Rate</u>	<u>Streets Tax Votes</u>	<u>Begins</u>	<u>Ends</u>
1%	September 1995, streets only	1/1/1996	12/31/2005
1%	May 2000, extend 10 year, includes open space	1/1/2006	12/31/2015
3/4%	September 2009, streets only	1/1/2016	12/31/2035
1%	August 2015, repeals 2009 vote and adopts 1% streets only	1/1/2016	12/31/2035

The 7.1% increase in the FY20 budget shows increased taxable sales activity is occurring as the economy improves.

**Highways Users Revenue:** The revenue estimate of \$3,685,989 is provided by the State and is lower than the FY19 estimate by 0.4%. This revenue source is commonly referred to as the gasoline tax; however, there are a number of additional transportation related fees including a portion of vehicle license taxes that are placed in the highway user revenue fund. The distribution formula is adopted by the state legislature. Currently 27.5% of total State HURF collections is distributed to incorporated cities and towns 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 contributions from Yavapai County for major street and related drainage projects.

**Street Light Fee:** This fee, which was implemented during FY1995, is projected to bring in \$230,000. 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 and maintenance costs for street lights located throughout the City of Prescott and is collected on utility bills.

**Miscellaneous Revenues:** Miscellaneous revenues include interest earned on fund balance and the interest rebates through the issuance of Build America Bonds for the MPC 2010 bond which was used to construct the SR89A/Side Road Interchange project in FY2010. For accounting purposes, the reduction in interest costs on the bonds is being recorded as revenue.

### Expenditures

Operating expenditures include street maintenance and ongoing costs related to capital program development, handled jointly by the Recreation Services and Public Works Departments. Changes in departmental operating budgets will be discussed in the Department Operational Plans section of this document.

The capital projects budget increases with a capital plan that includes some major reconstruction projects.

### Transfers Out

The transfers out in FY20 is for a grant funded street project.

### Fund Balance

Although the fund balance is projected to decrease, based on trends, the City does not expect all capital projects to be accomplished or the opens space balance to be spent. Also, the five year projection indicates that fewer projects will be planned in future years so the fund balance will increase again.

## Special Revenue Funds

### Transient Occupancy Tax

The Transient Occupancy Tax Occupancy (Bed Tax) Fund is limited by ballot language to tourism promotion and recreational development.

#### Transient Occupancy Tax Fund

	FY18	FY19	FY19	FY20	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Bed Tax Revenues (3% levy)	\$ 996,909	\$ 1,050,000	\$ 1,050,000	\$ 1,100,000	4.8%
Liquor License	1,162	-	-	-	
Interest Earnings	1,541	1,000	5,000	5,000	400.0%
Total Revenues	\$ 999,611	\$ 1,051,000	\$ 1,055,000	\$ 1,105,000	5.1%
<b>Expenditures</b>					
Tourism Office - Sales/Marketing/Admin	\$ 409,642	\$ 547,267	\$ 588,323	\$ 610,348	11.5%
Tourism Grant Allocations	54,639	75,000	75,000	80,000	6.7%
Whiskey Offroad	18,251	30,000	56,500	60,000	100.0%
Airport Service Media		-	45,000	20,000	
Courthouse Lighting	30,000	30,000	30,000	30,000	0.0%
Prescott Frontier Days Rodeo	-	20,000	20,000	30,000	50.0%
Prescott Downtown Partnership/SCS	69,000	45,000	45,000	45,000	0.0%
Parks Tourism and Open Space	54,167	40,000	63,677	40,000	0.0%
Museum Support					
Sharlot Hall Utilities	6,360	10,000	10,000	10,000	0.0%
Sharlot Hall Marketing Support	25,000	25,000	25,000	25,000	0.0%
Phippen Marketing Support	15,000	15,000	15,000	15,000	0.0%
Smoki Marketing Support	15,000	15,000	15,000	15,000	0.0%
Contingency	13,194	230,000	110,736	329,780	43.4%
Total Operations	710,252	1,082,267	1,099,236	1,310,128	21.1%
Operating Transfer					
Events Overtime (transfer to General Fund)	25,000	25,000	25,000	25,000	0.0%
Parking Garage	20,000	20,000	20,000	20,000	0.0%
Airport Events	20,000	25,000	37,070	30,000	20.0%
Downtown Courtesy Can		-	-	36,276	
Operating Transfer	65,000	70,000	82,070	111,276	59.0%
Total Operating Uses	\$ 775,252	\$ 1,152,267	\$ 1,181,306	\$ 1,421,404	23.4%
Recreation Development Capital	\$ 10,314	\$ 255,000	\$ 226,000	\$ 36,000	-85.9%
Total Expenditures	\$ 785,566	\$ 1,407,267	\$ 1,407,306	\$ 1,457,404	3.6%
<b>Ending Balance, 6/30</b>					
Net Change in Fund Balance	\$ 214,045	\$ (356,267)	\$ (352,306)	\$ (352,404)	
Fund Balance - Beginning	490,665	704,710	704,710	352,404	
Fund Balance - Ending	704,710	348,443	352,404	-	

#### Revenue

The main source of revenue is the transient occupancy tax (bed tax) which is an additional 3% transaction privilege tax levied on the gross income of all businesses engaged in transient lodging. Transient lodging is defined as lodging for any period of not more than thirty consecutive days. The original bed tax was established by a vote of the citizens of Prescott in 1987 and was set at 2%. In 2007, the voters approved a tax rate increase to 3%. These revenues have been consistently growing with a 4.8% increase expected from FY19 budget to FY20 budget. The second revenue source is liquor

## **Special Revenue Funds**

---

license revenue was eliminated by Council in FY18 which was collected from bars and restaurants in the City.

### **Expenditures**

Community Outreach & Tourism actively promotes Prescott as a destination for tourists. Recreation Services includes capital projects related to recreation development. Bed Tax allocations are support and grants to local community events and organizations which promote tourism and recreation. These allocations are recommended by the Tourism Advisory Committee to the City Council for approval. A contingency is included for opportunities that may arise during the fiscal year.

## Special Revenue Funds

### Grants

The Grant Funds schedule below represents a group of funds which expends grants received by the City for various projects. This accounts for all grants City wide, except for Airport grants which are accounted for in the Airport Enterprise Fund. Grant funds must be used for the stated purpose of the grant and must meet expenditure guidelines. Departments identify grant opportunities and a budget is established in these funds to have appropriation available to pursue the grants. These grants are both operating and capital grants.

Fund balance is strictly related to timing between receipts and disbursements.

Grant Funds				
	FY18	FY19	FY19	FY20
	Actual	Budget	Estimate	Budget
<b>Revenues</b>				
Grant Revenues	\$ 1,820,760	\$ 5,038,061	\$ 1,769,813	\$ 6,193,304
Miscellaneous/Interest Earning	2,563	600	600	-
Transfers In	30,931	718,686	234,710	938,252
Total Revenues	\$ 1,854,255	\$ 5,757,347	\$ 2,005,123	\$ 7,131,556
<b>Expenditures</b>				
City Court	\$ 13,796	\$ 26,000	\$ 54,805	\$ 25,000
City Manager	-	16,000	15,500	63,901
Community Development	275,394	579,882	271,088	587,922
Recreation Services	2,018	81,000	-	81,000
Library	38,530	10,136	-	-
Police Department	295,811	811,542	447,842	732,216
Fire Department	1,090,905	562,951	444,876	194,517
Public Works	-	750,000	150,323	1,346,000
Non Departmental (Contingency)	73,265	1,609,748	78,883	4,100,000
Total Expenditures	\$ 1,789,719	\$ 4,447,259	\$ 1,463,317	\$ 7,130,556
<b>Ending Balance, 6/30</b>				
Net Change in Fund Balance	\$ 64,536	\$ 1,310,088	\$ 541,806	\$ 1,000
Fund Balance - Beginning	64,137	128,673	128,673	670,479
Fund Balance - Ending	128,673	1,438,761	670,479	671,479

## Special Revenue Funds

---

### Impact Fees

The next special revenue funds are the Governmental Impact Fees. These are typically paid when building permits are issued to fund infrastructure needed to serve new development. Effective August 1, 2014, due to new legislation, the Parks, Fire, Library, Police, and Streets impact fees were eliminated. The Public Building impact fees were eliminated in FY2012. The only remaining impact fees collected by the City of Prescott are the Water and Wastewater Impact Fees which are accounted for in the Enterprise Funds. The summaries of the balances below will mainly grow as a result of interest earnings and expended with eligible capital projects are identified by the City.

	<b>Governmental Impact Fees</b>			
<b>FY20 Impact Fee Budget</b>	<b>Parks</b>	<b>Fire</b>	<b>Library</b>	<b>Police</b>
<b>Revenues</b>				
Interest	\$ 5,000	\$ 2,000	\$ 3,000	\$ 2,000
<b>Total Revenues</b>	<b>\$ 5,000</b>	<b>\$ 2,000</b>	<b>\$ 3,000</b>	<b>\$ 2,000</b>
<b>Expenditures</b>				
Capital Outlay	\$ 500,000	\$ -	\$ -	\$ 125,000
<b>Total Expenditures</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125,000</b>
<b>Ending Balance, 6/30</b>				
<b>Net Change in Fund Balance</b>	<b>\$ (495,000)</b>	<b>\$ 2,000</b>	<b>\$ 3,000</b>	<b>\$ (123,000)</b>
<b>Fund Balance - Beginning</b>	<b>665,204</b>	<b>463,234</b>	<b>810,285</b>	<b>876,016</b>
<b>Fund Balance - Ending</b>	<b>170,204</b>	<b>465,234</b>	<b>813,285</b>	<b>753,016</b>

Note: These impact fees are no longer being collected.

## Special Revenue Funds

---

### Trust Funds

Lastly are two Trust funds the Acker Trust and Gifts and Donations Funds. The Acker Trust Fund is a special revenue fund to account for the assets willed to the City of Prescott by J.S. Acker to be expended for “purposes of improving and perpetually maintaining parks and for the purpose of promoting music, all for the use and benefit of the public.” The Acker Trust board typically awards music scholarships to music organizations by expending interest earned on the balance. The Gifts and Donations fund is for tracking funds donated to the City to be used as specified by the donor. Some ongoing programs funded with donations include Show-With-A-Cop, Police Explorers, Friends of the Public Library, and Volunteers Park Rangers. Often donations are received for one-time purchases or projects for example for improvements to parks and trails.

#### Trust Funds

<b>FY20 Trust Funds Budget</b>	<b>Acker Trust</b>	<b>Gifts &amp; Donations</b>
<b>Revenues</b>		
Gifts/Donations	\$ -	\$ 61,025
Interest	5,000	-
<b>Total Revenues</b>	<b>\$ 5,000</b>	<b>\$ 61,025</b>
<b>Expenditures</b>		
Scholarships	\$ 10,000	\$ -
Gift/Donation Expenditures	-	206,677
<b>Total Expenditures</b>	<b>\$ 10,000</b>	<b>\$ 206,677</b>
<b>Ending Balance, 6/30</b>		
<b>Net Change in Fund Balance</b>	<b>\$ (5,000)</b>	<b>\$ (145,652)</b>
<b>Fund Balance - Beginning</b>	<b>522,563</b>	<b>221,136</b>
<b>Fund Balance - Ending</b>	<b>517,563</b>	<b>75,484</b>

## Special Revenue Funds

### PSPRS Dedicated Tax

Revenue for this fund is provided by the August 2017 voter approved 0.75% additional transaction privilege tax to pay down the unfunded Public Safety Personnel Retirement System pension liability. The tax went into effect on January 1, 2018, and ends the earlier of December 31, 2027, or at such time as the City's PSPRS unfunded liability is \$1.5 million or less as determined by actuarial value.

	<b>FY2018 Actual</b>	<b>FY2019 Budget</b>	<b>FY2019 Estimated</b>	<b>FY2020 Budget</b>
<b>Revenues</b>				
Sales Tax Revenues (0.75%)	\$ 6,073,292	\$ 12,800,000	\$ 12,723,890	\$ 12,853,928
<b>Total Revenues and Transfers</b>	<b>\$ 6,073,292</b>	<b>\$ 12,800,000</b>	<b>\$ 12,723,890</b>	<b>\$ 12,853,928</b>
<b>Expenditures</b>				
Non Departmental - PSPRS contributions	\$ 6,000,000	\$ 12,800,000	\$ 12,723,890	\$ 12,853,928
<b>Total Expenditures Budget</b>	<b>\$ 6,000,000</b>	<b>\$ 12,800,000</b>	<b>\$ 12,723,890</b>	<b>\$ 12,853,928</b>
<b>Ending Fund Balance</b>				
<b>Net Change in Fund Balance</b>	\$ 73,292	\$ -	\$ -	\$ -
<b>Fund Balance - Beginning</b>	\$ -	\$ 73,292	\$ 73,292	\$ 73,292
<b>Fund Balance - Ending</b>	\$ 73,292	\$ 73,292	\$ 73,292	\$ 73,292

The current PSPRS actuarial valuation shows unfunded liability as of June 30, 2018 of approximately \$69.0 million and funding ratios of 42.7% for Police and 49.2% for Fire. The total PSPRS annual required contribution in FY20 is \$7.1 million dollars and this will be funded out of the general fund. About 9.3% of the total contribution costs relate to normal retirement costs (benefits earned by employees this current year) and the remaining 90.7% pays for the amortization of unfunded liabilities over a 20 year period. The PSPRS Dedicated Tax Fund is intended to be additional contributions above the annual required contribution which will pay down the unfunded liability much sooner (estimated at under 10 years) and with much less cost to the community.



## Debt Service Fund

---

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). The bonds for the lakes was paid in full during FY17 and the only remaining debt service will be for a small sanitary improvement district.

### Debt Service Fund

	FY18	FY19	FY19	FY20	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Secondary Property Taxes	\$ 393	\$ -	\$ -	\$ -	0.0%
Special Assessments Billing	5,044	5,045	5,045	5,045	0.0%
Interest	678	531	531	531	0.0%
<b>Total Revenues</b>	<u>\$6,116</u>	<u>\$5,576</u>	<u>\$ 5,576</u>	<u>\$5,576</u>	0.0%
<b>Expenditures</b>					
Special Assessment Bonds	\$5,730	\$5,576	\$ 5,576	\$5,420	-2.8%
<b>Total Expenditures Budget</b>	<u>\$5,730</u>	<u>\$5,576</u>	<u>\$ 5,576</u>	<u>\$5,420</u>	-2.8%
<b>Ending Balance, 6/30</b>					
<b>Net Change in Fund Balance</b>	\$ 386	\$ -	\$ -	\$ 156	
<b>Fund Balance - Beginning</b>	-	386	386	386	
<b>Fund Balance - Ending</b>	<u>386</u>	<u>386</u>	<u>386</u>	<u>542</u>	

### Revenue

Secondary property taxes are levied to service General Obligation bonds. Special assessment billings relates to the collection of payments for a small sanitary improvement district.

### Fund Balance

The remaining fund balance is for timing of the payments on the special assessment bonds.

## Enterprise Funds

### Water

The purpose of the Water Fund is to insure a safe and reliable supply of water to the City's 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. The capital program will replace deficient infrastructure as standalone projects or in conjunction with street projects. The operations annual work program is focused on providing continuous service without disruption by performing preventative maintenance on existing infrastructure.

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Budget Change
<b>Revenues</b>					
Water Sales	\$ 14,242,665	\$ 14,250,000	\$ 14,250,000	\$ 17,550,000	23.2%
Alt Water Source Fees	1,854,326	1,800,000	1,800,000	-	-100.0%
Water Connection Fees	217,908	265,000	265,000	205,000	-22.6%
Aquifer Protection Fee	262,767	255,000	255,000	270,000	5.9%
Water Resource Development Fee	664,998	700,000	700,000	659,387	-5.8%
Water System Impact Fee	1,088,582	1,143,000	1,143,000	1,218,000	6.6%
Miscellaneous/Interest Earnings	933,962	257,500	435,206	410,000	59.2%
Total Revenues	\$ 19,265,207	\$ 18,670,500	\$ 18,848,206	\$ 20,312,387	8.8%
<b>Other Sources</b>					
Bond Proceeds - WIFA Draws	\$ -	\$ 3,000,000	\$ 273,999	\$ 12,783,138	326.1%
Water Resource Partnering	181,735	203,174	203,174	451,440	122.2%
<b>Total Revenues and Other Sources</b>	<b>\$ 19,446,942</b>	<b>\$ 21,873,674</b>	<b>\$ 19,325,379</b>	<b>\$ 33,546,965</b>	<b>53.4%</b>
<b>Expenditures</b>					
Budget & Finance	\$ 210,647	\$ 226,603	\$ 221,917	\$ 238,663	5.3%
Public Works	7,973,296	9,578,859	8,510,929	10,496,803	9.6%
Debt Service	2,408,234	2,541,171	2,541,171	3,347,395	31.7%
Subtotal Operations	10,592,177	12,346,633	11,274,017	14,082,861	14.1%
Water System Capital Projects	11,259,714	18,667,700	13,514,484	21,785,420	16.7%
Aquifer Protection Capital Projects	104,081	349,400	184,965	318,329	-8.9%
Alt Water Sources Capital Projects	1,516,490	613,225	254,300	182,050	-70.3%
Water System Impact Capital Projects	1,859,763	7,956,950	3,626,516	10,590,516	33.1%
<b>Total Expenditures Budget</b>	<b>\$ 25,332,224</b>	<b>\$ 39,933,908</b>	<b>\$ 28,854,282</b>	<b>\$ 46,959,176</b>	<b>17.6%</b>
<b>Transfers Out</b>	<b>\$ 200,886</b>	<b>\$ 50,000</b>	<b>\$ 164,706</b>	<b>\$ 250,000</b>	<b>400.0%</b>
<b>Ending Balance, 6/30</b>					
Net Change in Fund Balance	\$ (6,267,903)	\$ (21,313,408)	\$ (10,170,782)	\$ (26,896,789)	
Fund Balance - Beginning	58,528,562	52,260,659	52,260,659	42,089,877	
Fund Balance - Ending	52,260,659	30,947,251	42,089,877	15,193,088	

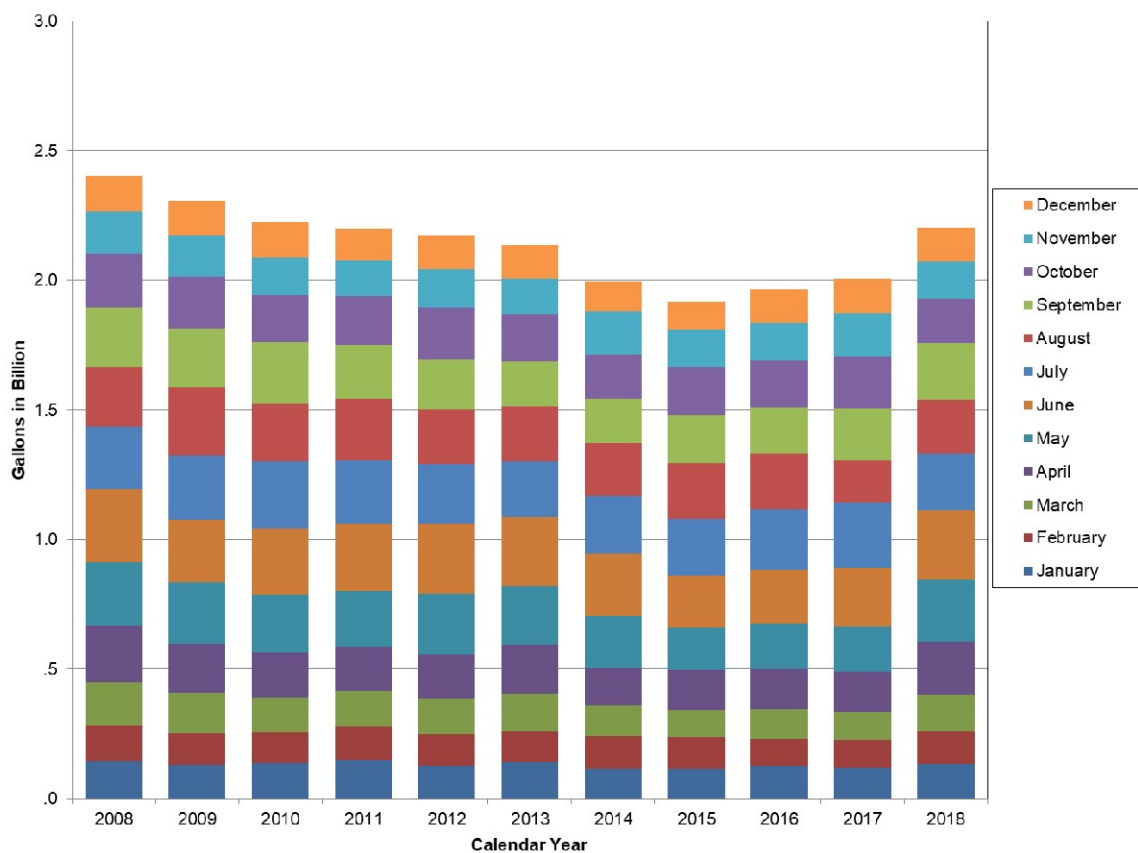
### Revenue and Trends

Current water rates and impact fees can be found at [www.prescott-az.gov](http://www.prescott-az.gov).

**Water Sales:** During FY2019 the City contracted with Raftelis Financial Consultants on a utility rate update. The rate changes continue to encourage conservation through an inverted pyramid rate structure. Water sales are projected at \$17,550,000 in FY2020 compared to an estimated \$16,050,000 for FY2019 (Water Sales plus Alt Water Source Fees) representing a 9.3% increase. This revenue is

## Enterprise Funds

very weather sensitive; although trends are indicating consumption is decreasing. The population estimate for 2018 presented in the demographics section of this document shows the population in Prescott is back to 2008 levels, but the total consumption is down significantly. However, water sales are increasing as rates are set to cover the costs of operating the water utility as well as for funding necessary capital improvements.



**Alternative Water Sources:** This is a surcharge fee based on water consumption to cover the research and implementation costs of alternative water sources. Beginning FY2020, this fee has been combined with Water Sales.

**Water Connection Fees:** These fees are for costs involved with the City installing new water meters, as well as new service connection and disconnection fees. The fees vary with meter size and include the parts, labor and equipment to install the water meter, water box or yoke, and water tap.

**Aquifer Protection Fees:** This is a new fee implemented with the latest rate study effective January 1, 2015 as a monthly fixed charge based on meter size to provide a dedicated funding source for design, construction and operation of facilities and implementation of other measures and practices necessary to achieve and maintain water quality mandated by state and federal law applicable to surface, reuse and recharge assets.

**Water Resource Development Fee (formerly Alternative Water Impact Fee):** Water Resource Development Fees are assessed on new construction building permits and are designed to fund infrastructure for capacity needed to serve new development. The City of Prescott adjusted the Water Resource Development Fee through a development fee update prepared by Raffetis Financial Consultants. This fee recovers costs associated with acquiring the Big Chino Water Ranch in

## Enterprise Funds

---

accordance with Arizona Revised Statutes 9-463.05. Effective August 1, 2019, this fee is based on the customer's meter size ranging from \$1,481 for a 5/8" x 3/4" meter to \$76,840 for an 8" meter.

**Water System Impact Fee:** Water Resource Development Fees are assessed on new construction building permits based on location of development (service area) and meter size and are designed to fund infrastructure for capacity needed to serve new development. Water system impact fees were adjusted during FY2019 in conjunction with Raftelis Financial Consultants. This fee is assessed during the building permit process and is based on location of development (service area) and meter size. The FY2019 fee study set forth a fee schedule that ranges from \$862 for a 5/8" x 3/4" meter in service area A to \$282,826 for an 8" meter in service area B. This adjustment was predicated upon growth related projects, derived from the City's hydraulic utility models, needed in future years in conjunction with Arizona Revised Statutes 9-463.05.

**Miscellaneous/Interest earnings:** Miscellaneous income encompasses NSF charges, sales tax accounting allowance and other minor fees that may be collected by this fund throughout the year. Interest earnings are monies earned on the available cash in the Water Fund.

**Bond Proceeds – WIFA draws:** These are bonds for capital projects through the Water Infrastructure Finance Authority (WIFA) of Arizona. WIFA is an independent agency of the State of Arizona and is authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities/projects. Generally, WIFA offers borrowers below market interest rates on loans.

**Water Resource Partnering:** This category is for reimbursements made to the City of Prescott by the Town of Prescott Valley and Salt River Project pursuant to the Comprehensive Agreement #1 related to the Big Chino Aquifer.

### **Expenditures**

Operating expenditures are for the Utilities and Water Resource Divisions of Public Works and the Utility Billing Division of Budget and Finance.

Capital Projects are significant to maintain and improve aging infrastructure in the City of Prescott.

### **Fund Balance**

The Water Fund has a healthy fund balance which has allowed the City to mainly fund capital through a "pay-as-you-go" program. This means the City typically finances capital with cash on hand rather than borrow.

## Enterprise Funds

### Wastewater

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. The Utilities Division is responsible for the operation and maintenance of the City wastewater system. The system requires cleaning of approximately 370 miles of main line, 8,800 manholes and 63 lift stations. System maintenance includes main line repairs, manhole rehabilitation, and pump replacement/repairs.

Wastewater collected by the City wastewater system flows to the wastewater treatment plants, 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 and Airport. All plants are operated in accordance with Environmental Protection Agency and Arizona Department of Environmental Quality standards. The treated water, called effluent, is sold for use in watering golf courses and construction to reduce potable water demand or recharged to the ground water through the City's recharge facilities. The solids are used in land application and/or hauled off to a landfill for disposal.

All activities necessary to provide wastewater services are accounted for in the fund.

#### Wastewater Fund

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Budget Change
<b>Revenues</b>					
Wastewater Service Fees	\$ 12,436,612	\$ 12,630,000	\$ 12,630,000	\$ 13,240,000	4.8%
Wastewater Impact Fees	1,005,964	987,500	987,500	1,060,500	7.4%
Effluent Sales	714,705	605,000	605,000	530,000	-12.4%
Miscellaneous/Interest Earnings	186,523	276,000	296,000	286,000	3.6%
<b>Total Revenues</b>	<b>\$ 14,343,805</b>	<b>\$ 14,498,500</b>	<b>\$ 14,518,500</b>	<b>\$ 15,116,500</b>	<b>4.3%</b>
<b>Other Sources</b>					
Bond Proceeds - WIFA Draws	\$ -	\$ 11,100,000	\$ 4,262,392	\$ 18,530,571	66.9%
<b>Total Revenues and Other Sources</b>	<b>\$ 14,343,805</b>	<b>\$ 25,598,500</b>	<b>\$ 18,780,892</b>	<b>\$ 33,647,071</b>	<b>31.4%</b>
<b>Expenditures</b>					
Public Works Operating	6,374,454	7,307,984	7,250,019	7,901,787	8.1%
Debt Service	3,846,679	4,840,767	4,639,299	4,838,007	-0.1%
Subtotal Operations	10,221,133	12,148,751	11,889,318	12,739,794	4.9%
Wastewater Systems Capital Projects	4,838,675	10,067,450	6,387,061	16,110,876	60.0%
Wastewater System Impact Capital Projects	1,769,008	5,550,000	1,704,957	7,488,423	34.9%
<b>Total Expenditures Budget</b>	<b>\$ 16,828,816</b>	<b>\$ 27,766,201</b>	<b>\$ 19,981,336</b>	<b>\$ 36,339,093</b>	<b>30.9%</b>
<b>Ending Balance, 6/30</b>					
<b>Net Change in Fund Balance</b>	<b>\$ (2,485,012)</b>	<b>\$ (2,167,701)</b>	<b>\$ (1,200,444)</b>	<b>\$ (2,692,022)</b>	
<b>Fund Balance - Beginning</b>	<b>15,226,414</b>	<b>12,741,402</b>	<b>12,741,402</b>	<b>11,540,958</b>	
<b>Fund Balance - Ending</b>	<b>12,741,402</b>	<b>10,573,701</b>	<b>11,540,958</b>	<b>8,848,936</b>	

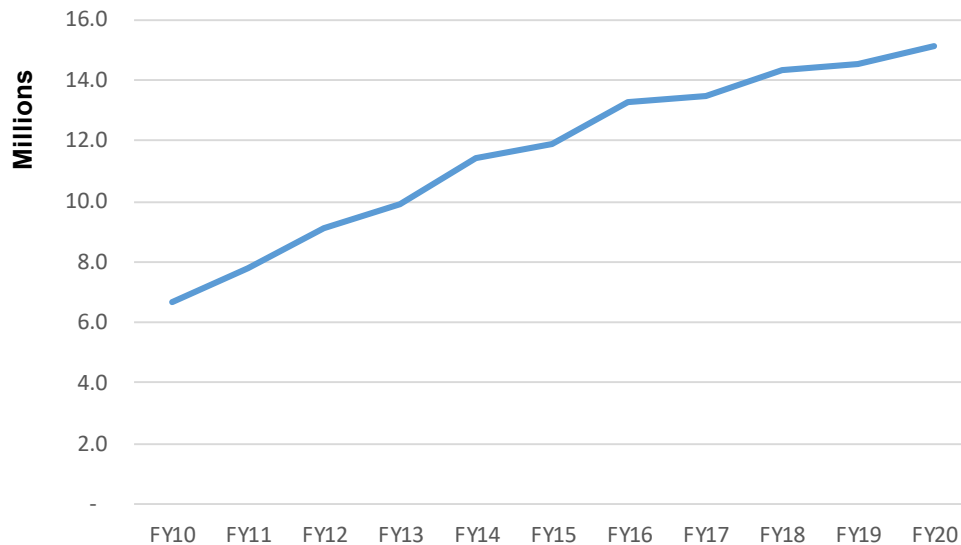
#### Revenues

Current wastewater rates and impact fees can be found at [www.prescott-az.gov](http://www.prescott-az.gov).

## Enterprise Funds

**Wastewater Service Fees:** Wastewater fees were evaluated during the FY19 utility rate update prepared by Raftelis Financial Consultants. Wastewater revenues have increased steadily over the last ten years as rates are set to fund increased operating and capital improvement costs to service the City's complex wastewater system.

**Wastewater Revenue Trend**



**Wastewater Impact Fees:** Wastewater system impact fees are assessed on new construction building permits based on location of development (service area) and meter size. The FY2019 fee study modified the service unit (fixtures to meter size) which yielded fees ranging from \$3,020 for a 5/8" x 3/4" meter to \$161,068 for an 8" meter. This adjustment was predicated upon growth related projects, derived from the City's hydraulic utility models, needed in future years in conjunction with Arizona Revised Statutes 9-463.05.

**Effluent Sales:** The City of Prescott charges for the sale of effluent. This revenue category reflects the sale of effluent to externally to the Hassayampa and Prescott Lakes golf courses, as well as internally to the City owned Antelope Hills Golf Course. It is also used by vendors in the construction industry such as Hanson Concrete. The fees for the effluent are based on existing contract agreements with these users.

**Miscellaneous/Interest Earned:** Miscellaneous revenues include interest earned, private lift station charges, 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 collected to cover costs for Public Works staff to review infrastructure plans to ensure compliance with codes. Inspection Fees are to cover the costs for inspection of new development infrastructure to ensure the work is in compliance with the approved plans, specifications, and codes. Finally, wastewater connections are the charges to customers when tapping to the existing wastewater mains.

**Bonds Proceeds - WIFA:** These are bonds for capital projects through the Water Infrastructure Finance Authority of Arizona. WIFA is an independent agency of the State of Arizona and is authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities/projects. Generally, WIFA offers borrowers below market interest rates on loans. Draws are made on approved bonds as the capital projects progress.

## **Enterprise Funds**

---

### **Expenditures**

Operating expenditures are for the Utilities Division of Public Works. Changes in departmental operating budgets will be discussed in the Department Operational Plans section of this document.

### **Fund Balance**

The Fund balance is expected to decrease from FY19 Budget to FY20 Budget as a result of timing of capital expenditures. The Wastewater Fund has less funds available than the Water fund for capital projects, thus debt financing is used more frequently.

## **Enterprise Funds**

---

### **Solid Waste**

The Solid Waste Division manages municipal solid waste City-wide. The Division provides solid waste and recycling collection services to all City residents and contracted commercial customers; operates a 250 ton-per-day transfer station; and monitors a closed landfill. The Division educates residents regarding acceptable recycling materials in order to increase participation in the City's recycling program and divert recyclable materials from the waste stream.

The purpose of the Solid Waste Fund, an enterprise fund, is to account for the financial activities of solid waste and recycling collection, disposal and other related services provided to the citizens of Prescott. Costs are fully recovered through fees charged to customers.

The City is responsible for providing solid waste collection services to its residents according to Arizona State law and City Ordinance. Collection is provided weekly for residential customers, and collection 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 officially closed to residential and commercial customers with the exception of continuing to accept construction debris from City accounts and private contractors. The partial closure was necessary because the landfill had almost reached capacity. The collected solid waste and recyclables are now taken to the City's Transfer Station and then hauled by a contracted firm to a private disposal site.

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, the Sundog Transfer Station was constructed in partnership with Yavapai County. The partnership was subsequently dissolved in 2009. All vehicles, including the City's solid waste 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 recyclables and accounts for tipping fees paid by individuals, contractors and private collection companies opting to use the Transfer Station.



## Enterprise Funds

	Solid Waste				%
	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	Budget Change
<b>Revenues</b>					
Refuse Collection Fees	\$ 5,498,121	\$ 5,535,000	\$ 5,437,347	\$ 6,116,000	10.5%
Transfer Station Fees	1,702,075	1,850,000	1,818,527	2,131,000	15.2%
Landfill Closure Surcharge	131,718	120,000	130,448	132,000	10.0%
Recycling Revenue	86,086	-	13,039	13,000	
Miscellaneous/Interest Earnings	46,230	33,020	21,338	79,172	139.8%
Total Revenues	\$ 7,464,231	\$ 7,538,020	\$ 7,420,699	\$ 8,471,172	12.4%
<b>Other Sources</b>					
Lease/Purchase Proceeds	\$ -	\$ -	\$ -	\$ 1,060,000	
<b>Total Revenues and Other Sources</b>	<b>\$ 7,464,231</b>	<b>\$ 7,538,020</b>	<b>\$ 7,420,699</b>	<b>\$ 9,531,172</b>	<b>26.4%</b>
<b>Expenditures</b>					
Public Works Operating	6,904,950	7,692,612	7,335,884	8,134,879	5.7%
Debt Service	965,073	-	-	144,548	
Subtotal Operations	7,870,024	7,692,612	7,335,884	8,279,427	7.6%
Capital	906,051	1,235,850	1,160,895	1,355,000	9.6%
<b>Total Expenditures Budget</b>	<b>\$ 8,776,074</b>	<b>\$ 8,928,462</b>	<b>\$ 8,496,779</b>	<b>\$ 9,634,427</b>	<b>7.9%</b>
<b>Ending Balance, 6/30</b>					
Net Change in Fund Balance	\$(1,311,844)	\$(1,390,442)	\$(1,076,080)	\$ (103,255)	
Fund Balance - Beginning	4,603,847	3,292,003	3,292,003	2,215,923	
Fund Balance - Ending	3,292,003	1,901,561	2,215,923	2,112,668	

### Revenues

**Refuse Collection Fees:** Until 2010, the City collected all solid waste within its city limits. In 2010, as a result of a change in the Arizona State Statute, commercial companies now have the ability to service commercial solid waste customers located within the City of Prescott city limits. In addition in 2015, the State Statutes were again amended to allow for competition for multifamily residential properties. Residential rates are currently to \$16.50 per month structured as follows: \$16.00 to pay for the collection and disposal of solid waste and \$.50 for a landfill closure fee.

**Transfer Station Fees:** Effective March 1, 2019, the tipping fee increased from \$63.00 per ton to \$69 per ton with an \$11.00 minimum. Tipping fees are also charged internally. 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 transfer station for debris disposal.

**Landfill Closure Surcharge:** The landfill closure surcharge became effective September 1, 1993, and is designed to help defray the long term costs of maintaining the City's closed landfill. The landfill closure plan was approved by the State, and the State granted the City a small landfill exemption which avoids full closure requirements. The landfill was officially closed on February 21, 2002.

**Recycling Revenue:** Revenues received from the sale of recyclables obtained from residents and commercial customers. This revenue stream is based on, and sensitive to, the market value of

## Enterprise Funds

---

recyclable materials. The current market value of recyclables has decreased to the point where the City will likely have to begin to pay for disposal rather than sell recyclables.

**Miscellaneous Revenue/Interest Income:** This includes charge account permits, interest earnings and county contribution for use of land south of the Transfer Station for their tire yard. With regard to charge account permits, the City of Prescott handles approximately 350 charge accounts for users of the Transfer Station. Each account is charged a \$12 plate fee.

**Lease/Purchase Proceeds:** The proceeds will be used to purchase replacement fleet and a new truck for an additional route.

### **Expenditures**

The expenditures account for the Solid Waste Division of the Public Works Department. The changes in expenditures will be discussed in the "Department Operational Plans" section in this document.

### **Fund Balance**

Fund balance is decreasing with ongoing capital expenditures. Ongoing rate adjustments will help maintain sufficient funds to operate the waste collection and transfer station for City residents.

## Enterprise Funds

---

### Golf Course

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.

In April 2014, Council approved a five-year agreement with Billy Casper Golf to manage Antelope Hills Golf Courses beginning May 1, 2014.

Billy Casper Golf will operate golf-related activities, including the pro shop, driving range, carts, cart barn and restaurant at the 36-hole facility, while the City will continue to be responsible for golf-course maintenance and capital improvements.

The partnership with Billy Casper Golf is designed to bring a new approach to the management of Antelope Hills. The company will utilize its purchasing efficiencies, lower operating costs, marketing strength, and customer-service training to assure enjoyable guest experiences and improved fiscal outlook.



## Enterprise Funds

	Golf Course				%
	FY18	FY19	FY19	FY20	Budget
	Actual	Budget	Estimate	Budget	Change
<b>Revenues</b>					
Greens Fees	\$ 1,528,962	\$ 1,444,353	\$ 1,444,353	\$ 1,464,700	1.4%
Cart Rentals	621,513	561,785	561,785	571,761	1.8%
Pro Shop	96,474	99,008	99,008	91,229	-7.9%
Food and Beverage	1,004,028	983,791	983,791	1,017,560	3.4%
Miscellaneous/Contingency	106,698	300,000	300,000	300,000	0.0%
<b>Total Revenues</b>	<b>\$ 3,357,675</b>	<b>\$ 3,388,937</b>	<b>\$ 3,388,937</b>	<b>\$ 3,445,250</b>	<b>1.7%</b>
<b>Expenditures</b>					
Billy Casper Golf Operations	1,903,302	1,808,932	1,878,254	1,969,665	8.9%
Recreation Services Operations	1,530,347	1,442,510	1,504,542	1,393,762	-3.4%
Contingency	51	300,000	-	300,000	0.0%
Subtotal Operations	3,433,700	3,551,442	3,382,796	3,663,427	3.2%
Capital	548,730	165,500	65,500	190,350	15.0%
<b>Total Expenditures Budget</b>	<b>\$ 3,982,430</b>	<b>\$ 3,716,942</b>	<b>\$ 3,448,296</b>	<b>\$ 3,853,777</b>	<b>3.7%</b>
<b>Net Income/(Loss)</b>	<b>\$ (624,755)</b>	<b>\$ (328,005)</b>	<b>\$ (59,359)</b>	<b>\$ (408,527)</b>	

### Revenues

**Greens Fees:** These are projected to be stable compared to FY19. This revenue is extremely sensitive to weather and a construction project on Highway 89 is expected to impact these revenues.

**Cart Rentals:** This revenue is derived from golf cart rentals.

**Pro Shop Sales:** These are merchandise sales from the shop located at the golf course.

**Restaurant (Food and Beverage):** The Manzanita Grill is a full service restaurant and bar to serve golfers and non-golfers. The restaurant also provides banquet catering for the Centennial Center for group events. This revenue source is estimated to increase by 3.4% in FY20 over FY19.

**Contingency:** A contingency revenue and matching expense is budgeted to provide flexibility if revenues exceed projections.

### Expenditures

The Parks, Lakes, Trails, and Landscape Division of Recreation Services maintains the course. All other aspects of the golf course operations and staff are managed by Billy Casper Golf. Capital expenditures are to purchase some golf course equipment in need of replacement.

### Fund Balance

The Golf Course Fund has operated in a deficit position. The General Fund provides an internal loan with interest to offset the negative balance. The contract for operations is intended to improve the financial outlook of this fund. During FY19, this internal loan was resolved or forgiven by City Council. In conjunction a policy change occurred to begin allowing the General Fund to cover any operational deficits and capital expenditures through an annual transfer of funds.

## Enterprise Funds

---

### Airport

The Airport is classified by the Federal Aviation Administration as a non-primary commercial service airport (between 2,500 and 10,000 passenger enplanements annually) and is used by a wide range of activities to include scheduled airline service, recreational aviation, corporate aviation, aircraft maintenance, flight training, aerial firefighting operations, military aviation, medical flights, and aviation education activities.

The Airport Enterprise Fund accounts for the financial activities for the operation, maintenance and development of Ernest A. Love Field/Prescott Municipal Airport. The airport opened in 1926 and re-named in 1928 to honor Prescott native Ernest A. Love who died while serving as a fighter pilot in the U.S. Army Air Service during World War I.

Over time, the airport has evolved into a facility comprised of approximately 760 acres of land with three runways, an airport terminal, FAA air traffic control tower, fixed base operation. Services provided include aviation fuel, aircraft services, and aircraft storage (hangar and tie-downs) to accommodate approximately 350 airplanes and helicopters in addition to transient aircraft.

Embry-Riddle Aeronautical University (ERAU), the world's only accredited 100% aviation-oriented university, has conducted flight training operations at Love Field since 1977. The university opened their western campus in Prescott in 1978 and currently hosts over 1,500 students annually.

In addition to ERAU, several other companies conduct fixed wing and helicopter flight training operations. Guidance Aviation conducts helicopter training through partnership with Yavapai College; North-Aire Aviation conducts fixed wing training through partnership with Yavapai College; and Universal Helicopters conducts helicopter training through partnership with ERAU.

Legend Aviation currently operates as the sole fixed-base operation (FBO) providing aviation fuel services and customer support services to include assisting customers with arranging for ground transportation, lodging and catering. The City of Prescott operated the FBO until privatizing the operation in 2008.

The United States Forest Service (USFS) established an aerial firefighting base at Prescott in 1962. In May 1992, the USFS dedicated a new facility, the Prescott Fire Center and Henry Y.H. Kim Aviation Facility, to support firefighting operations. With its aviation, communications and coordination capabilities, the Center can dispatch aircraft/helicopters, supplies, equipment, and crews to assist with emergency incidents throughout Southwest.

## Enterprise Funds

Airport					
	FY18	FY19	FY19	FY20	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Operating Revenues</b>					
Tie Down and Hangar Rentals	\$ 700,428	\$ 680,620	\$ 670,891	\$ 652,100	-4.2%
Ground Rentals	517,729	528,963	515,479	512,500	-3.1%
Facilities Rentals	168,248	174,275	214,493	223,488	28.2%
Fuel Flowage Fee	102,641	83,000	101,195	123,500	48.8%
Landing Fees	23,538	20,600	41,232	59,665	189.6%
Miscellaneous/Interest Earnings	86,363	69,766	210,229	225,443	223.1%
<b>Total Revenues</b>	<b>\$ 1,598,947</b>	<b>\$ 1,557,224</b>	<b>\$ 1,753,519</b>	<b>\$ 1,796,696</b>	<b>15.4%</b>
<b>Operating Expenditures</b>					
Fire Department - ARFF	508,323	227,141	221,346	223,022	-1.8%
Airport Operations	1,216,788	1,346,721	1,406,905	1,569,827	16.6%
<b>Total Operating Expenditures</b>	<b>\$ 1,725,111</b>	<b>\$ 1,573,862</b>	<b>\$ 1,628,251</b>	<b>\$ 1,792,849</b>	<b>13.9%</b>
<b>Operating Profit (Loss)</b>	<b>\$ (126,164)</b>	<b>\$ (16,638)</b>	<b>\$ 125,268</b>	<b>\$ 3,847</b>	<b>-123.1%</b>
<b>Capital Outlay/Projects</b>					
FAA/ADOT Grant Revenue	\$ 922,980	\$ 5,390,809	\$ 5,383,716	\$ 9,828,750	82.3%
Capital Outlay/Projects	1,096,310	7,174,034	6,483,035	13,471,500	87.8%
<b>City Share of Projects</b>	<b>\$ (173,330)</b>	<b>\$ (1,783,225)</b>	<b>\$ (1,099,319)</b>	<b>\$ (3,642,750)</b>	<b>104.3%</b>
<b>Total General Fund Transfer In</b>	<b>\$ (299,494)</b>	<b>\$ (1,799,863)</b>	<b>\$ (974,051)</b>	<b>\$ (3,638,903)</b>	<b>102.2%</b>

### Revenue

**Tie Down and Hangar Rentals:** Monthly rental of city-operated aircraft hangars, shades, open tie-downs and storage units. Rental fees are evaluated on an annual basis. A 4.2% decrease is anticipated in FY20 due to the removal of some hangars for the replacement Airport Terminal project.

**Ground Rentals:** Rental of vacant property as well as existing ground leases based on fair market appraisals.

**Facilities Rentals:** Represent facility lease and license agreement charges for commercial tenants operating in the terminal building and other leased facilities.

**Fuel Flowage Fee:** A fuel flowage fee is a specified charge per gallon of fuel pumped and paid to the airport by the entity pumping the fuel (retail sale or bulk self-service non-retail). This revenue is expected to be 48.8% higher in FY20 in relation to the increased number of flights.

**Landing Fees:** These are fees assessed to all air carriers, cargo carriers, and chartered flights/large commercial aircraft above 12,500 pounds gross landing weight using the airport per landing. Increased number of flights should lead to a significant increase in landing fees received in FY20.

**Miscellaneous/Interest Earnings:** Miscellaneous revenues consist of other revenue items that do not occur on a regular basis or are minor in total revenues received. This includes transient aircraft

## **Enterprise Funds**

---

overnight parking fees, facility transfer fees, aviation self-fuel permits, vehicles storage permits, vending concessions, fingerprinting, and advertising concessions.

### **Expenditures**

Operations at the airport are managed by the Airport Department. The Fire Department staffs and manages the Aircraft Rescue and Firefighting (ARFF) service, which is charged to the Airport Fund. Starting with FY19, only 12 hour per day coverage will be charged to the Airport Fund, with the remaining 12 hours covered by the General Fund. Also, the PSPRS unfunded liability portion of personnel costs will be funded from the General Fund. Combined, this results in a 61% decrease in ARFF expenditures.

The changes in expenditures will be discussed in the "Department Operational Plans" section in this document.

The capital budget consists of three types of funding structures:

1. For federally-eligible projects, the Federal Aviation Administration (FAA) provides grant funding for 95% of eligible project costs, with the Arizona Department of Transportation Aeronautics Division contributing 2.5% of eligible project costs through the State Aviation Fund. The City contributes the remaining 2.5%.
2. For state-eligible projects, the Arizona Department of Transportation (ADOT) Aeronautics Division provides State Aviation Funds for 90% of eligible project costs with the City contributing the remaining 10%.
3. For local-only projects, the City provides 100% of all project costs.

The total City share for capital is a combination of the city grant match and the local only projects. The capital program at the Airport is largely funded through grants.

### **General Fund Transfer In**

Per Council policy, to the extent airport revenues do not cover operations or capital expenditures, non-airport revenues are used to fund these requirements. This General Fund support does not constitute an internal loan.

## Internal Service Funds

The City of Prescott's internal service funds are used to account for services provided to other City funds on a cost-reimbursement basis and are accounted for separately. These include the Engineering, Facilities Maintenance, Fleet Maintenance, and Risk Management Funds.

Internal Service Funds					%
	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	Budget Change
<b>Revenues</b>					
Engineering	\$ 1,579,329	\$ 1,912,889	\$ 1,641,269	\$ 1,730,671	-9.5%
Facilities Maintenance	1,675,931	1,691,269	1,691,269	1,787,321	5.7%
Fleet Maintenance	3,209,850	2,330,606	2,658,877	2,665,500	14.4%
Risk Management	969,752	1,030,000	1,030,000	1,095,000	6.3%
<b>Total Revenues</b>	<b>\$ 7,434,861</b>	<b>\$ 6,964,764</b>	<b>\$ 7,021,415</b>	<b>\$ 7,278,492</b>	<b>4.5%</b>
<b>Operating Expenditures</b>					
Engineering	1,692,235	1,876,645	1,604,184	1,730,486	-7.8%
Facilities Maintenance	1,472,575	1,695,217	1,691,918	1,714,568	1.1%
Fleet Maintenance	5,415,937	2,428,817	2,418,377	2,426,365	-0.1%
Risk Management	699,216	1,090,000	1,090,000	1,095,000	0.5%
<b>Total Operating Expenditures</b>	<b>\$ 9,279,962</b>	<b>\$ 7,090,679</b>	<b>\$ 6,804,479</b>	<b>\$ 6,966,419</b>	<b>-1.8%</b>
<b>Capital Expenditures</b>					
Engineering	\$ 15,871	\$ 35,000	\$ 35,000	\$ 22,500	-35.7%
Facilities Maintenance	36,759	-	-	250,000	
Fleet Maintenance	145,316	-	-	-	
<b>Total Capital</b>	<b>\$ 197,945</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 272,500</b>	<b>678.6%</b>
<b>Total Expenditures</b>	<b>\$ 9,477,907</b>	<b>\$ 7,125,679</b>	<b>\$ 6,839,479</b>	<b>\$ 7,238,919</b>	<b>1.6%</b>
<b>Ending Fund Balance, 6/30</b>					
<b>Engineering</b>	<b>\$ 788,261</b>	<b>\$ 789,505</b>	<b>\$ 790,346</b>	<b>\$ 768,031</b>	
<b>Facilities Maintenance</b>	<b>420,845</b>	<b>416,897</b>	<b>420,196</b>	<b>242,949</b>	
<b>Fleet Maintenance</b>	<b>485,199</b>	<b>386,988</b>	<b>725,699</b>	<b>964,834</b>	
<b>Risk Management</b>	<b>1,724,739</b>	<b>1,664,739</b>	<b>1,664,739</b>	<b>1,664,739</b>	

### Revenue

Revenues represent charges to other City operating units on a cost reimbursement basis. Engineering services are mainly charged on an hour per worked basis to capital projects. Facilities charges each City facility it maintains a cost per square foot. Fleet charges an hourly shop rate for labor and recovers the costs of the parts by charging for all vehicle maintenance and repairs. Risk Management recovers the cost of the City's liability policy on a proportion of budget basis.

### Expenditures

Engineering operates as a division of Public Works, Fleet and Facilities are in the Recreation Services Department, and Risk Management is managed by the Legal Department. Capital expenditures for fleet maintenance relate to vehicle purchases for General Fund departments and shop equipment when needed.



## **Internal Service Funds**

---

### **Fund Balance**

The fund balance for internal service funds is accumulated for capital items. Starting with FY19, vehicles are funded out of each department's operational fund. The Risk Management fund balance decrease is intentional to utilize the funds that were accumulated during the times when the City was self-insured. Effective June 2013, the City of Prescott is insured by the Arizona Municipal Risk Retention Pool.

## City Debt Summary

---

The following summaries are intended to provide general information on City-wide debt obligations. The debt service payments for all other debt besides the General Obligation bonds are accounted for in their respective funds.

General obligation bonds are perhaps the most common method used to raise revenues for large scale municipal projects. The bonds are referred to as general obligation or full faith and credit bonds because they are guaranteed by the full taxing power of the city or town. These bonds are retired from secondary property tax funds. The amount of indebtedness that a city or town can incur through the issuance of general obligation bonds is limited in the state constitution. The constitution states that for general municipal purposes a municipality cannot incur a debt exceeding 6 percent of the assessed valuation of taxable property in the city or town. Additional bonds amounting to 20 percent of the assessed valuation of taxable property can be issued for supplying such specific city and town projects as water, artificial light, sewers, and for the acquisition and development of land for open space preserves, parks, playgrounds and recreational facilities.

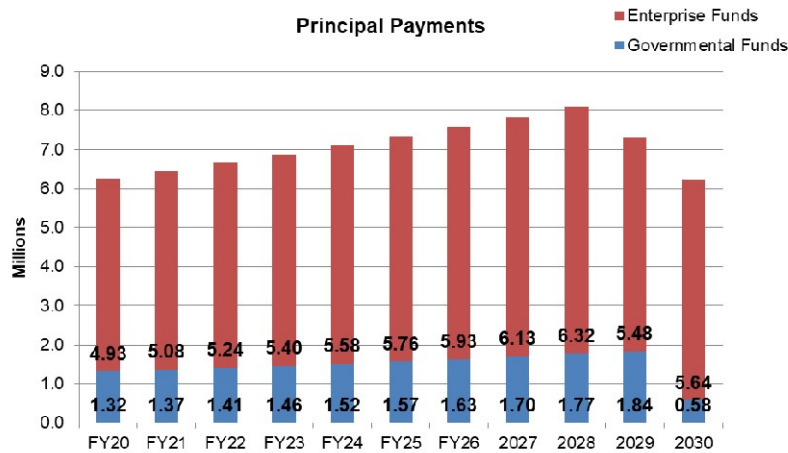
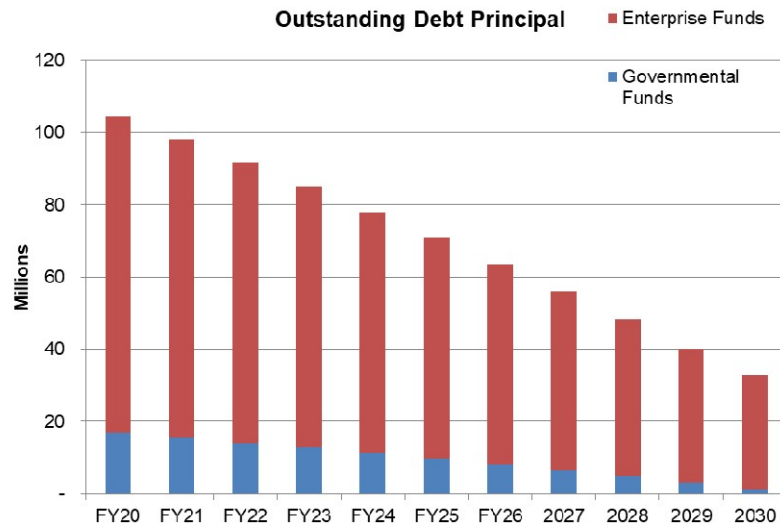
The issuance of general obligation bonds must be submitted to the voters for approval. The City currently has no outstanding general obligation bonds and the total bonding capacity is depicted below:

	<b><u>General Obligation Bonds</u></b>	
	<b>All Others 6%</b>	<b>Water &amp; Sewer 20%</b>
<b><u>Legal Debt Limitation</u></b>		
Assessed Valuation - \$672,692,912	\$ 40,361,575	\$ 134,538,582
<b><u>Outstanding Debt</u></b>		
No outstanding GO Bond Debt	-	-
Total outstanding debt	-	-
Total margin available	<u>\$ 40,361,575</u>	<u>\$ 134,538,582</u>
Total debt applicable to the limit as a percentage	0.0%	0.0%

## City Debt Summary

City-wide, the debts are mostly obligations of Enterprise funds, which are repaid by charges for services. The governmental debt is for municipal property corporation bonds issued for the State Route 89A/Granite Dells Parkway Interchange and is repaid by the 1% sales tax dedicated to streets.

Outstanding debt principal city-wide can be observed in the charts on the following:

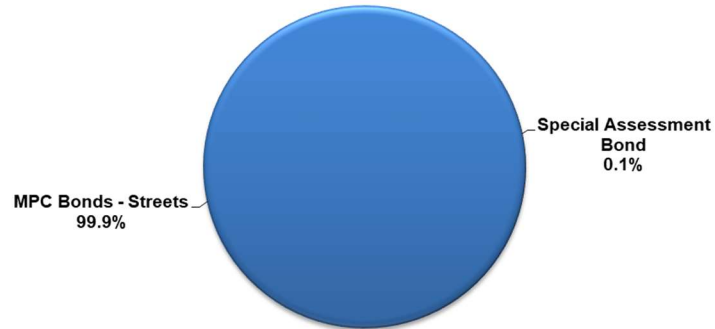


## City Debt Summary

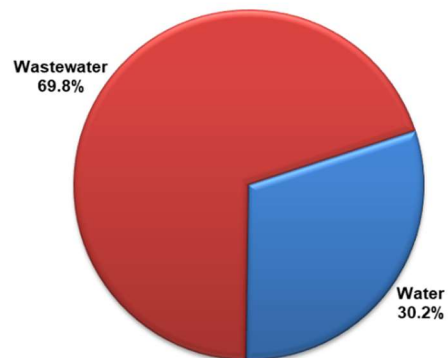
---

Below are two charts that show the share of the proprietary and governmental funds debt into funds:

**Governmental Fund Debt**



**Proprietary Fund Debt**



## Department Operational Plans

---

Departmental Operational Plans Overview .....	95
City Expenditure Budget by Department and Fund .....	97
City Expenditure Budget by Department and Category .....	98
Airport .....	99
Budget and Finance .....	104
City Clerk .....	113
City Council .....	117
City Court .....	121
City Manager .....	125
Community Development .....	142
Fire .....	152
Legal .....	165
Library .....	170
Police .....	178
Public Works .....	192
Recreation Services .....	217
Regional Communications .....	230



## **Department Operational Plans**

---

## Department Operational Plans Overview

---

In formulating the budget each year, the City's departments translate high-level strategic direction of the City Council into action plans. Council's strategic goals are summarized below:

**Goal #1 Stabilizing the General Fund**, continually supporting the market compensation plan, and providing adequate and stable funding and flexibility to maintain a balanced budget as required by the Charter.

**Objectives:**

1. Stabilize General Fund
2. Retire the PSPRS unfunded liability based on FY17/18 actuarial, administrative, and financial assumptions as soon as possible.
3. Monitor Legislative Actions

**Goal #2 Economic Development** – providing an environment to enable prosperity and job/career creation

Drivers: tourism, medical, government, education, growth, supply chain industries, high-tech, and cyber security.

**Objectives:**

1. Taking better advantage of community assets
2. Utilize a regionalization approach to attain financial stability for airport development
3. Build a destination passenger terminal and other amenities such as a restaurant and conference meeting space; lengthen the runways
4. Expand and enhance current commercial essential air service

**Goal #3 Quality of Life** – A clean and safe city that provides superior essential services and enhances opportunities that allow for retention and attraction of people who want to live, learn, work, and play in Prescott.

**Objectives:**

1. Natural Resource Preservation and Conservation – Engage in cooperative efforts with political entities, subdivisions, and private property owners to work to assure the preservation and conservation of our natural resources
2. Highly-Rated City Services: Perceived as and are (measurably) delivering efficient and effective services including transportation with improved flow, well-maintained streets, public safety, code enforcement, water and wastewater services
3. Cultural and Recreational Experiences – To facilitate intergovernmental agreements and public-private partnerships to provide opportunities for cultural and recreational experiences.

## Department Operational Plans Overview

---

**Goal #4 Service-Oriented Culture** – Promote an accountable organizational culture of excellent/superior/solutions-driven service

**Objectives:**

1. Measurably promote excellent service delivery based on trustworthy, timely, problem- solving, engaging, valuable, accessible, actionable, fair, consistent, and common-sense service as permitted by existing resources and by effective use of those resources.
2. Promote continuous process improvement which fosters better processes and procedures to improve customer service and provide quality services at the lowest possible cost to taxpayers.

A summary of each department and the divisions are presented in this section of this budget document. Each department and division section includes a mission and a description of the services it provides. On the division level, the main objectives are presented. Each division includes performance measures to evaluate progress toward and achievement of the desired outcomes. Divisions also provide key results and outcomes for the prior fiscal year. The financial and staffing resources allocated to each department are summarized in schedules. The budgeted expenditures for the fiscal year will be compared to the two prior fiscal years.



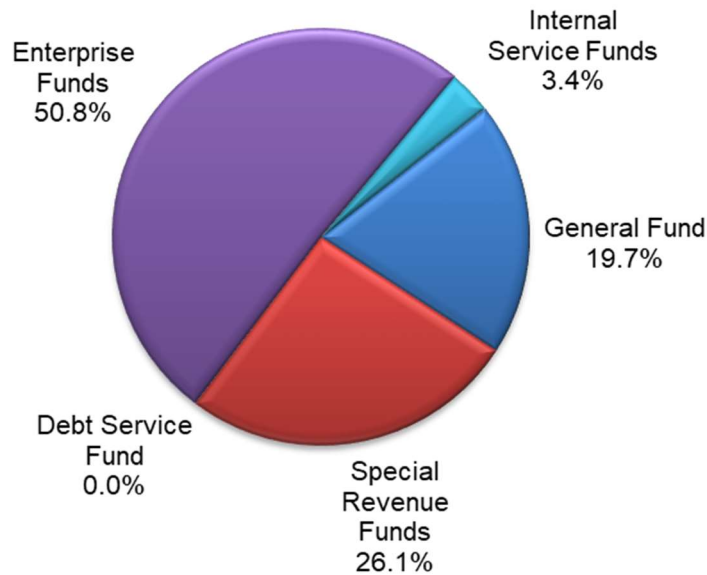
## City Expenditure Budget by Department and Fund

Department	General Fund Tax Base	General Fund Program Revenues	Special Revenue Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds	Total
Airport	\$ -	\$ -	\$ -	\$ -	\$ 15,041,327	\$ -	\$ 15,041,327
Budget & Finance	267,279	247,700	320,190	-	1,192,449	33,618	2,061,236
City Clerk	146,443	-	140,452	-	355,308	30,552	672,755
City Council	49,529	-	45,606	-	115,371	9,921	220,427
City Court	537,985	91,000	26,000	-	-	-	654,985
City Manager	1,697,753	-	2,015,590	-	1,703,598	181,205	5,598,145
Community Development	125,154	1,978,189	588,465	-	-	-	2,691,808
Fire	9,616,770	533,290	210,623	-	223,022	-	10,583,705
Legal	232,557	-	245,639	-	567,133	1,137,168	2,182,497
Library	1,734,715	620,100	72,385	-	-	-	2,427,200
Police	12,618,607	397,650	923,822	-	-	-	13,940,079
Public Works	-	-	34,707,879	-	92,372,148	1,911,645	128,991,672
Recreation Services	4,519,374	690,700	2,726,150	-	1,584,112	4,390,933	13,911,269
Regional Communications	1,840,883	1,848,031	-	-	-	-	3,688,914
Non-departmental <sup>1</sup>	6,483,056	-	16,953,928	5,420	2,277,477	-	25,719,881
Internal Cost Allocations <sup>2</sup>	(2,896,778)	-	(1,461,993)	-	(3,671,391)	(286,816)	(8,316,978)
City Total	<u>\$ 36,973,327</u>	<u>\$ 6,406,660</u>	<u>\$ 57,514,736</u>	<u>\$ 5,420</u>	<u>\$ 111,760,554</u>	<u>\$ 7,408,226</u>	<u>\$ 220,068,922</u>

<sup>1</sup>Non-departmental budgets including the use of General Fund retirement reserve, Debt Service Fund, Golf course operations managed by Billy Casper Golf, grant contingency, PSPRS dedicated tax payments, and General Fund PSPRS unfunded liability payments.

<sup>2</sup>Expenditures for General Fund administrative support departments are shown in total, as well as included as internal costs in the department where the costs are allocated. To reconcile total expenditures to the FY17 adopted budget this duplication is eliminated in the line titled "Internal Cost Allocations."

**FY20 City Budget by Fund**



## City Expenditure Budget by Department and Category

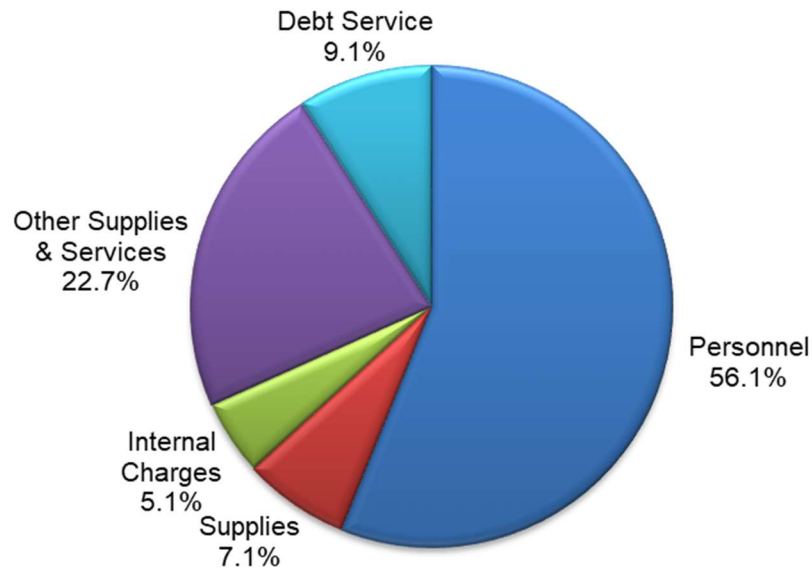
Department	FTEs	Personnel	Supplies	Internal Charges	Other Supplies & Services	Debt Service	Capital	Total
Airport	11.00	\$ 876,718	\$ 121,400	\$ 272,547	\$ 299,162	\$ -	\$ 13,471,500	\$ 15,041,327
Budget & Finance	16.00	1,269,481	13,200	74,624	681,431	-	22,500	2,061,236
City Clerk	3.00	339,062	7,075	45,273	281,345	-	-	672,755
City Council	7.00	51,932	16,500	37,595	114,400	-	-	220,427
City Court	7.00	449,327	7,000	15,890	182,768	-	-	654,985
City Manager	28.00	2,693,766	547,100	159,236	2,198,043	-	-	5,598,145
Community Development	14.50	1,380,700	40,650	113,427	437,109	-	719,922	2,691,808
Fire	65.00	6,971,629	613,006	1,316,707	652,646	-	1,029,717	10,583,705
Legal	8.00	869,957	12,600	40,453	1,259,487	-	-	2,182,497
Library	21.50	1,661,062	305,560	228,340	232,238	-	-	2,427,200
Police	90.00	8,778,244	731,071	2,280,400	579,066	-	1,571,298	13,940,079
Public Works	158.00	12,988,113	3,066,824	8,344,688	12,037,659	10,519,709	82,034,679	128,991,672
Recreation Services	48.00	4,067,607	1,967,198	967,520	2,399,109	-	4,509,835	13,911,269
Regional Communications	30.00	2,525,724	18,950	260,940	393,300	-	490,000	3,688,914
Non-departmental <sup>1</sup>	-	20,284,201	808,611	42,039	4,579,610	5,420	-	25,719,881
Internal Cost Allocations <sup>2</sup>	-	-	-	(8,316,978)	-	-	-	(8,316,978)
City Total	507.00 <sup>3</sup>	\$ 65,207,523	\$ 8,276,745	\$ 5,882,701	\$ 26,327,373	\$ 10,525,129	\$ 103,849,451	\$ 220,068,922

<sup>1</sup>Non-departmental budgets including the use of General Fund retirement reserve, Debt Service Fund, Golf course operations managed by Billy Casper Golf, grant contingency, PSFRS dedicated tax payments, and General Fund PSFRS unfunded liability payments.

<sup>2</sup>Expenditures for General Fund administrative support departments are shown in total, as well as included as internal costs in the department where the costs are allocated. To reconcile total expenditures to the FY18 adopted budget this duplication is eliminated in the line titled "Internal Cost Allocations."

<sup>3</sup>Full time equivalents (FTEs) include only permanent employees. In addition, the City employs temporary employees estimated at 52.74 FTEs.

**FY20 City Operating Budget by Type**



# Airport

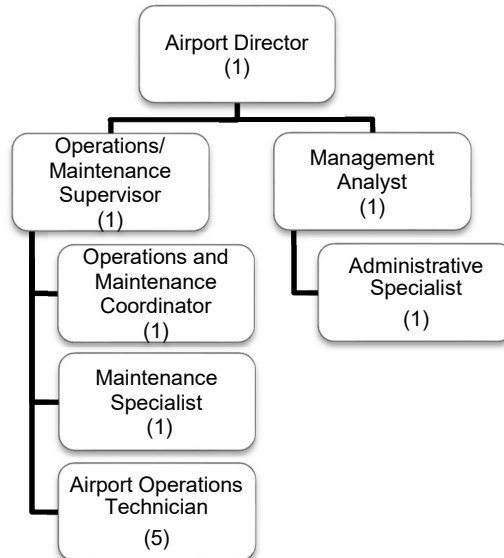
## Department Mission

To operate the airport facilities in a safe, efficient, and customer friendly manner by ensuring the effective and efficient use of City resources; thus contributing to the economic growth of the community, while complying with all applicable regulations as determined by the Federal Aviation Administration and Transportation Security Administration.

## Services

The Airport Department is responsible for the safety, security and general operations at the Prescott Municipal Airport. The Airport Department also manages all airport properties and facilities, provides tenant services and undertakes grant administration, contract negotiation and management, and airfield management and maintenance functions.

## Organization and Personnel



## Department Summary - Authorized Staffing

	FY18	FY19	FY20
Authorized Staffing Level	<u>9.00</u>	<u>9.00</u>	<u>11.00</u>
Airport Director	-	1.00	1.00
Airport Manager	1.00	-	-
Assistant Airport Manager	1.00	-	-
Operations & Maint. Supervisor	1.00	1.00	1.00
Management Analyst	-	1.00	1.00
Operations & Maint. Coordinator	-	1.00	1.00
Maintenance Specialist	2.00	1.00	1.00
Airport Operations Technician	3.00	3.00	5.00
Administrative Specialist	-	1.00	1.00
Secretary	1.00	-	-

## Airport

### FY20 Objectives

- Seek increases in annual passenger enplanements by investing in marketing and conducting active outreach to current and prospective users.
- Develop airport facilities in accordance with airport planning documents and seeing maximum external (Federal and State) funding to support necessary capital improvements.
- Ensure safe and efficient airfield operations (including ensuring proper maintenance of facilities) in compliance with FAA standards and grant assurances.
- Achieve self-sustaining income levels and promote economic growth by maintaining facility capacity, collecting airport fees, and charging fair market values for land and facilities.
- Complete construction on a replacement passenger terminal.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Obtain a minimum of \$2Mil a year from capital funding from state and federal sources	\$870,765	\$2Mil	\$5.9Mil	\$8Mil
Outcome	Provide marketing support to help exceed the Carrier's 44% estimated annual load factor for revenue passenger enplanements**	75.9%	60%	63%	62%
Outcome	Maintain or improve a minimum of 10% of taxiway linear feet per fiscal year in support of grant assurances	13.7%	10%	10%	10%
Outcome	Achieve maximum occupancy (rental) of available City-owned facilities at the Airport (as of years end)	99%	97%	99%	97%
Outcome	Ensure high levels of passenger satisfaction in the airport and airline commercial service (achieve passenger ratings of above average or excellent).	N/A*	70%	78%	70%

\* New Measure

\*\* Adjusted Measure

### FY19 Key Results and Outcomes

- Achieved 236,186 flight operations (total aircraft take-offs and landings) in CY 2018.
- Ranked as the 40th busiest airport in the United States and 5th busiest airport in Arizona (in CY 17).
- Reached 10,111 commercial passenger enplanements (boardings) on Great Lakes Airlines and United Express/SkyWest Airlines in CY 2018
- Achieved Primary Commercial Service Non-Hub status, ensuring \$1M in Airport Improvement Program annual entitlements for PRC airport capital development effective in FAA FY 20.
- Solicited and received over \$5.9M in Federal and State grants for Capital Improvement Projects that include:

## Airport

- Runway Rehabilitation Project and Hot Spot #2 Runway Incursion Mitigation Project (completed in October 2018)
- Solicited for Federal (FAA) Supplemental Appropriation and Arizona state funding for the new passenger terminal.
- Commenced new Essential Air Service United Express operated by SkyWest Airlines introducing 50-seat regional jet service for the first time in the airport's history.
- Remodeled the current terminal and parking areas to accommodate the new carrier requirements, and to enhance passenger comfort.
- Initiated design process for an approximate 18,000 sq. ft. passenger, terminal and accompanying access road and taxilane.
- Partnered with Embry Riddle Aeronautical University to host the public OctoberWest Event and Air Show featuring a tribute performance to Ernest A. Love. It was reported that 3,000-3,500 were in attendance.
- Solicited and received over \$6 Million in Federal and state grants for Capital Improvement Projects that include:
  - *Airport Master Plan.* City leaders also conducted successful meetings with key members of the FAA and ADOT to increase airport development beyond FY18, including the potential terminal building development.
  - *Design Portion of the Runway Rehabilitation Project and Hot Spot #2 Runway Incursion Mitigation Project.* Construction to be completed in FY 19.

### Expenditure Budget

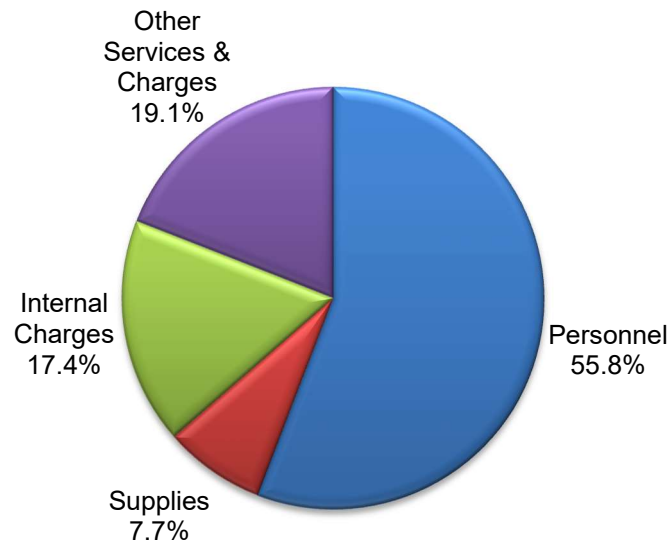
#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 519,396	\$ 706,565	\$ 733,964	\$ 876,718	24%
Supplies	120,792	122,350	126,535	121,400	-1%
Internal Charges	238,186	233,931	234,931	272,547	17%
Other Services & Charges	241,697	283,875	311,475	299,162	5%
Subtotal Operations	1,120,071	1,346,721	1,406,905	1,569,827	17%
Capital	129,477	7,174,034	7,167,095	13,471,500	88%
Total	\$ 1,249,548	\$ 8,520,755	\$ 8,574,000	\$ 15,041,327	77%

## Airport

---

**Airport  
FY20 Operating Expenditure Budget by Type**



**Budget Notes and Significant Changes:** Personnel increased 24% from FY19 to FY20. This is a result of two Airport Operations Technicians being converted from temporary employees and staff hours added to meet service demands. Other Services and Charges category includes a \$30,000 budget for the annual October-West Event and \$20,000 for air service development.

**Budget Funding Sources:** The airport operates within an Enterprise Fund to account for the provision of airport services to the general aviation and commercial flying public. By policy, a General Fund transfer is used to cover capital expenditures and capital grant matches as well as any operational shortfall that user fees do not cover. For more detail on the airport fund revenues and transfers refer to the Fund Summary section of the document.

# Airport

## Airport Capital Outlay/Projects Detail

Description	FY20 Budget	Federal Grant	State Grant	City Share
<u>Funded by City Only</u>				
New Terminal - Baggage Handling System	\$ 500,000	-	-	500,000
New Terminal - Furniture, Fixtures, and Equipment	150,000	-	-	150,000
Airport Replacement Equipment and Vehicle	200,000	-	-	200,000
Airport Pavement Preservation Program - City	140,000	-	-	140,000
Airport Master Lock System	25,000	-	-	25,000
Runway 12/30 Circuit Rejuvenation	6,500	-	-	6,500
<b>Subtotal, City Only</b>	<b>1,021,500</b>	<b>-</b>	<b>-</b>	<b>1,021,500</b>
<u>Grant Funded Projects</u>				
Replacement Airline Terminal	11,600,000	8,000,000	1,000,000	2,600,000
TWY C Realignment, RIM & Hotspot Mitigation	850,000	807,500	21,250	21,250
<b>Subtotal, Grant Projects</b>	<b>12,450,000</b>	<b>8,807,500</b>	<b>1,021,250</b>	<b>2,621,250</b>
<b>Total, All Projects</b>	<b>\$ 13,471,500</b>	<b>\$ 8,807,500</b>	<b>\$ 1,021,250</b>	<b>\$ 3,642,750</b>

**Capital Budget Notes:** The airport capital projects have significant grant funding through the Federal Aviation Administration (FAA) and the Arizona Department of Transportation (ADOT). Refer to the Capital Budget Section of this document for descriptions of each project as well as the Five-Year Capital Plan.

# Budget and Finance

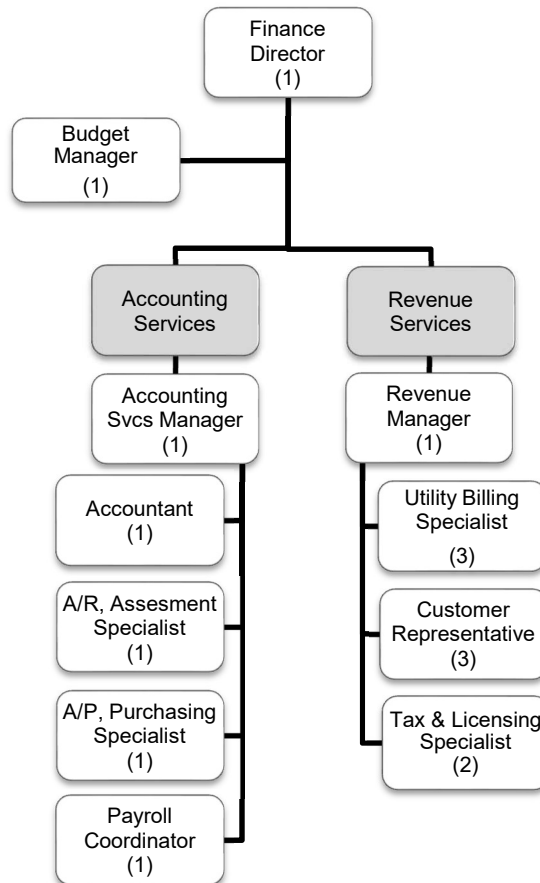
## Department Mission

To ensure the effective and efficient use of City resources, conducting budgetary and financial affairs in an innovative and transparent manner in conformance with all applicable laws, and providing timely, accurate financial information to internal and external customers.

## Services

The Budget and Finance Department is responsible 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, the department has the responsibility for budget preparation and management, accounting, transaction privilege tax, utility billing, payroll, grant accounting, procurement code compliance, cash handling controls, investments, and debt issuances.

## Organization and Personnel



### Department Summary - Staffing by Division

	FY2018	FY2019	FY2020
Budget and Finance	-	2.00	2.00
Accounting Services	6.00	5.00	5.00
Revenue Services	9.75	8.75	9.00
<b>Total Authorized Positions</b>	<b>15.75</b>	<b>15.75</b>	<b>16.00</b>



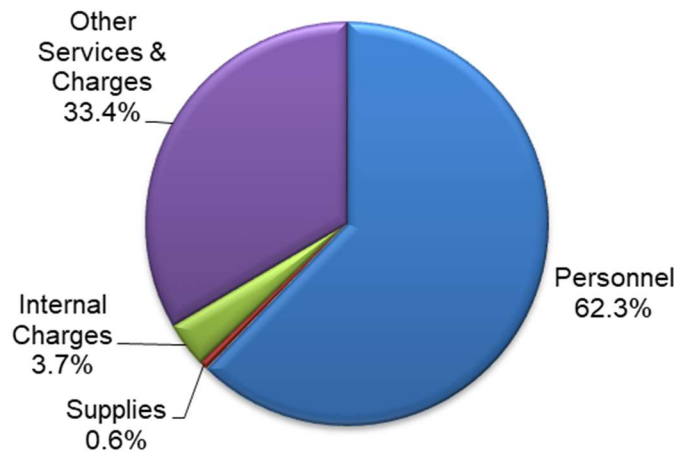
## Budget and Finance

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 1,146,962	\$ 1,251,917	\$ 1,189,531	\$ 1,269,481	1%
Supplies	15,893	11,500	11,026	13,200	15%
Internal Charges	78,440	77,106	77,106	74,624	-3%
Other Services & Charges	524,914	619,642	592,835	681,431	10%
Subtotal Operations	1,766,209	1,960,165	1,870,498	2,038,736	
Capital	-	-	-	22,500	
Total Operations	1,766,209	1,960,165	1,870,498	2,061,236	5%

**Budget and Finance**  
**FY20 Operating Expenditure Budget by Type**



#### Department Summary - Operating Expenditure by Division and Capital

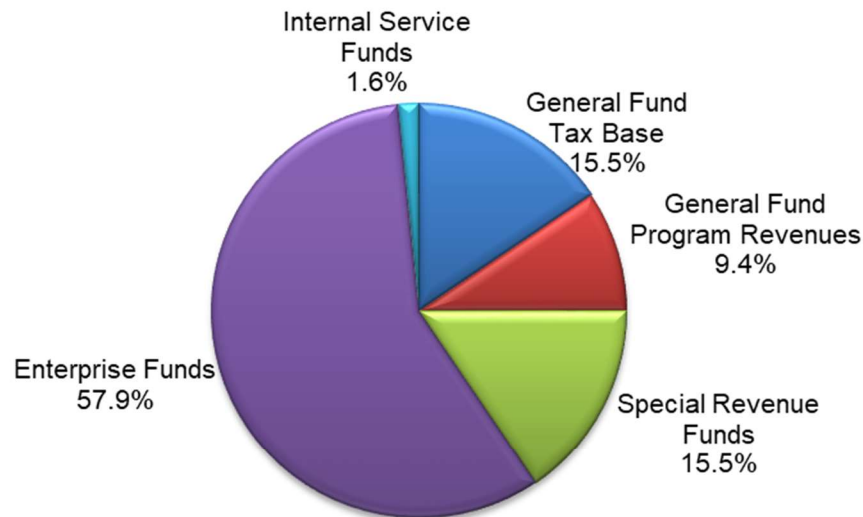
	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Accounting Services	\$ 700,038	\$ 778,445	\$ 511,811	\$ 565,346	-27%
Budget & Privilege Tax	-	-	275,593	308,255	
Utility Billing	1,066,171	1,181,720	1,083,094	1,187,635	1%
Total	\$ 1,766,209	\$ 1,960,165	\$ 1,870,498	\$ 2,061,236	5%

## Budget and Finance

### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund Source of Funds					
Tax Base	\$ 215,702	\$ 346,472	\$ 234,379	\$ 320,279	-8%
Licenses & Permits	222,947	180,200	180,120	180,200	0%
Charges for Services	20,584	12,000	12,500	14,500	21%
General Fund Budget	459,233	538,672	426,999	514,979	-4%
Special Revenue Funds	242,696	197,928	197,928	320,190	62%
Enterprise Funds	1,022,420	1,180,512	1,202,518	1,192,449	1%
Internal Service Funds	41,860	43,053	43,053	33,618	-22%
Total	\$ 1,766,209	\$ 1,960,165	\$ 1,870,498	\$ 2,061,236	5%

### Budget & Finance Funding Sources FY20 Budget



**Department Funding Sources:** The Budget and Finance Department is funded through multiple funds. Per budget policy and to present the full cost of providing services, general fund internal support is allocated to Enterprise Funds, Internal Service Funds and Special Revenue Funds that benefit from the services being provided. For the Accounting Services and Budget and Finance the General Fund net impact (proposed budget less projected program revenues) is allocated to other City operating units outside the General Fund on the proportion of budget basis. The Privilege Tax portion of Revenues Services is split evenly between General Fund and 1% Streets and Open Space Tax. For the remaining portion of Revenue Services, one third of operating costs are allocated to the Wastewater Fund, one third to the Solid Waste fund, and one third remains in the Water Fund.

## Budget and Finance

### Accounting Services

#### Division Mission

Maintain the City's overall financial stability through sound financial planning and management. We are committed to the highest standards of accountability, accuracy, timeliness, and professionalism and innovation in providing financial services that not only meet but exceed the expectations of those we serve.

#### Services

The Accounting Services Division provides support services in the areas of Internal Control, Fixed Assets, Accounts Payable, General Revenues, Purchasing, Payroll, Treasury Management, Debt Financing, Grant Management, and Financial Reporting per Federal and State Standards.

#### FY2020 Objectives

- Apply innovative financial solutions to deliver efficient, effective, and economic accounting support.
- Provide sound financial management
- Maintain strong financial policies and management practices to safeguard the City's financial position and minimize borrowing cost.
- Manage the City's investments in accordance with the investment policy while obtaining high yields
- Prepare financial documents in accordance with the best-recognized principles and standards to achieve distinction in reporting.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Purchases paid by credit card with a corresponding decreasing use of check or wire payments.				
	• Volume	13,140	15,000	14,080	14,800
	• % of Volume Total	41%	52.6%	43.6%	43.8%
	• % of Dollar Total	3.4%	4.5%	4.1%	4.5%

#### FY2019 Major Achievements

- Maintained unqualified audit opinion
- 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 for the thirty-eighth year in a row.

## Budget and Finance

### Expenditure Budget

#### Accounting Services Expenditure Summary

	FY2018 Actual	FY2019 Budget	FY2019 Est End	FY2020 Budget	% Change Budget
Personnel	\$ 548,417	\$ 591,373	\$ 352,799	\$ 373,786	-37%
Supplies	6,273	2,700	4,000	2,700	0%
Internal Charges	20,073	22,242	22,242	19,179	-14%
Other Services & Charges	125,275	162,130	132,770	169,681	5%
Total, Operations	\$ 700,038	\$ 778,445	\$ 511,811	\$ 565,346	-27%

#### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>6.00</u>	<u>5.00</u>	<u>5.00</u>
Finance Director	1.00	-	-
Accounting Services Manager	1.00	1.00	1.00
Payroll Coordinator	-	1.00	1.00
Accountant	1.00	1.00	1.00
Payroll Analyst	1.00	-	-
AP/Purchasing Specialist	1.00	1.00	1.00
AR/Assessment Specialist	1.00	1.00	1.00

**Budget Notes and Significant Changes:** The Finance Director was moved from this cost center to Budget and Finance.

## Budget and Finance

### Budget & Finance

#### Division Mission

To provide leadership and direction to maintain the financial stability of the City.

#### Services

The Budget and Finance Division is responsible for financial planning, policy development and administration of the City's financial activities. This includes facilitating the annual budget preparation process by assisting departments with budget requests, compiling budget workshop materials, analyzing budget changes, assisting with revenue forecasts, and assembling the annual budget document.

#### FY2020 Objectives

- Produce a comprehensive, user-friendly budget document that meets the criteria prescribed by the Government Finance Officers Association (GFOA).
- Continue budget improvements, especially in performance based budgeting and capital planning.
- Maintained solid obligation / excise tax bond rating:
  - Standard & Poor's: AA/AA
  - Moody's: Aa2/Aa3
  - Fitch: AA/AA

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Investment earnings rate over investment policy benchmark (BM)	1.72%	NA	2.00%	2.00%
	Citywide earnings rate 3 mo. US Treasury rate (BM)	1.4%	1.0%	2.2%	2.3%

**Analysis of Performance:** The City continues to exceed investment policy benchmarks providing consistent earnings.

#### FY2019 Major Achievements

- Received the Government Finance Officers Association (GFOA) of the United States and Canada Distinguished Budget Presentation Award for the 17<sup>th</sup> year in a row.

## Budget and Finance

### Expenditure Budget

#### Budget and Finance Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget
Personnel	\$ -	\$ -	\$ 268,093	\$ 294,866
Supplies	-	-	1,500	1,500
Internal Charges	-	-	-	5,889
Other Services & Charges	-	-	6,000	6,000
Total, Operations	\$ -	\$ -	\$ 275,593	\$ 308,255

#### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	-	<u>2.00</u>	<u>2.00</u>
Finance Director	-	1.00	1.00
Budget Manager	-	1.00	1.00

**Budget Notes and Significant Changes:** This division was created in FY2019 as part of the reorganization of the Budget and Finance Department. Three areas have been defined – Accounting Services, Budget & Finance, and Revenue Services.

## Budget and Finance

### Revenue Services

#### Division Mission

Provide excellent service to the City's utility customers through accurate assessment of user charges, timely billing, and convenient payment options while protecting the City's financial interest through assertive collection processes and appropriate controls over cash.

Promote voluntary tax and license compliance through systematic programs designed to educate the community in a fair, equitable, and cost-effective manner.

#### Services

The Revenue Service Division administers the billing and collection process for the City's 24,800+ water, wastewater and solid waste accounts. In addition to billing, the Division processes service requests, changes to services, payments and pursues the collection of delinquent accounts. The Division is also responsible for managing the City's cash handling and cashiering functions including processing all cash receipts received by the City.

The Division provides taxpayer assistance and education on City Tax Code and reporting to the Arizona Department of Revenue (ADOR), analyzes ADOR provided data for taxability trends and compliance, and performs compliance audits. Also, the division is responsible for City business license compliance and issuance. Additional duties include the City-wide switchboard, and the centralized mail room.

#### FY2020 Objectives

- Produce monthly utility bills with an accurate assessment of user charges and standard billing cycle. Keep average bill cycle between 28-32 days.
- Provide excellent customer service through cost-effective convenient payment options such as auto pay and online bill pay.
- Continue customer service policy of responding to all phone calls within 24 hours.
- Increase the number of businesses complying with the new City of Prescott business license requirement through educating business owners on the new requirement through mailings, media outreach, and canvassing.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Percentage of customers enrolled in auto pay	32%	35%	35%	36%
Outcome	Percentage using online bill pay	9%	10%	10%	12%
Outcome	Percentage of customers enrolled in email option	22%	25%	23%	25%
Output	Number of Business Licenses:				
	In City limits licenses	1,862	5,000	3,967	4,500
	<u>Out of City limit licenses</u>	<u>971</u>	<u>1,500</u>	<u>1,054</u>	<u>1,200</u>
	Total Licenses	2,833	6,500	5,021	5,700

#### FY2019 Major Achievements

- Produce monthly utility bills with an accurate assessment of user charges and standard billing cycle.

## Budget and Finance

- Prepare and monitor a read schedule for the meter readers to keep the average bill cycle between 28-32 days.
- Provide excellent customer service through cost-effective convenient payment options such as auto pay, online bill pay and renewing Business Licenses online.
- Effectively managing the errors during the billing process through reviewing significant usage fluctuationsContinue customer service policy of responding to all phone calls within 24 hours.

### Revenue Services

#### Expenditure Summary

	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Estimate</b>	<b>FY20 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 598,545	\$ 660,544	\$ 568,639	\$ 600,829	-9%
Supplies	9,620	8,800	5,526	9,000	2%
Internal Charges	58,367	54,864	54,864	49,556	-10%
Other Services & Charges	399,639	457,512	454,065	505,750	11%
Subtotal Operations	1,066,171	1,181,720	1,083,094	1,165,135	
Capital	-	-	-	22,500	
Total	\$ 1,066,171	\$ 1,181,720	\$ 1,083,094	\$ 1,187,635	1%

#### Capital Detail

CentralSquare Project	\$ 22,500
	\$ 22,500

#### Authorized Staffing Summary

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Authorized Staffing Level	<u>9.75</u>	<u>8.75</u>	<u>9.00</u>
Revenue Services Manager	-	1.00	1.00
Budget & Privilege Tax Manager	1.00	-	-
Utility Billing Manager	1.00	-	-
Privilege Tax Auditor	1.00	-	-
Business License Specialist	-	1.00	1.00
Tax Compliance Specialist	-	1.00	1.00
Utility Billing Specialist	1.75	2.75	3.00
Tax & Licensing Representative	1.00	-	-
Utility Billing Representative	3.00	3.00	3.00
Accounting Clerk-Tax	1.00	-	-

**Budget Notes and Significant Changes:** No significant changes.



## City Clerk

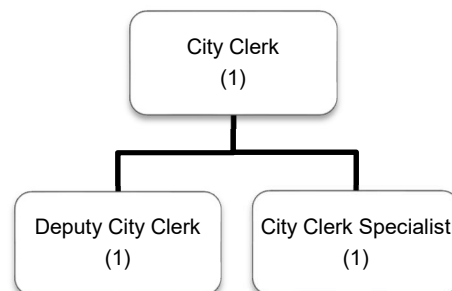
### Department Mission

The City Clerk's Office strives to provide accurate information and services in a timely and professional manner to Council, staff and the public. The City Clerk's Office provides fair and impartial awareness of democratic governmental processes, maintains the integrity of the city's records, and continues to maintain the preservation of the city's history.

### Services

The City Clerk's office continues to focus its efforts on providing the highest quality service that meets its customers' needs while looking for ways to be creative and innovative in delivering those services and providing government transparency by following the Open Meeting Law.

### Organization and Personnel



### Department Summary - Staffing

	FY18	FY19	FY20
Authorized Staffing Level	<u>2.75</u>	<u>3.00</u>	<u>3.00</u>
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
City Clerk Specialist	-	1.00	1.00
Administrative Specialist	0.75	-	-

### FY2020 Objectives

- Continue to provide administrative support to the Council by supplying accurate, accessible, and timely legislative information.
- Continue to complete City Council Meeting minutes from previous council meeting to be approved at the next scheduled City Council Meeting.
- Research agenda management software programs that will facilitate the agenda and minutes process for the city.
- Continue to coordinate and administer records management throughout the organization by ensuring public records are stored, maintained, destroyed and preserved effectively and efficiently, while allowing government transparency.
  - Continue to organize and manage the Virginia St. Records Center.

## City Clerk

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Percent of records destroyed, by cubic feet per records retention schedules	300	350	430	400
Outcome	Percent of satisfaction questionnaires at Good or Above for Special Event Liquor License Process	*N/A	100%	100%	100%
Outcome	Percent of satisfaction questionnaires at Good or Above for Liquor License Application Process	*N/A	100%	100%	100%
Outcome	Percent of agendas and minutes (Council and BCC) posted per the Open Meeting Law	100%	100%	100%	100%
Outcome	Percent of Satisfaction questionnaires at Good or Above for the Boards, Commissions, and Committees application process	*N/A	100%	88%	100%

\*New Measure

### FY2019 Major Achievements

- Implemented Laserfiche Electronic Records Management System to better manage retention of city records.
- Implemented Laserfiche Public Portal for citizens to be able and search city public records for government transparency.
- Implemented Laserfiche Employee Portal for staff to be able and search city records.
- Added a temporary Records Coordinator to review the needs of records management throughout the organization and also ensuring public records are stored, maintained, destroyed and preserved effectively and efficiently.
  - The temporary Records Coordinator is in the process of organizing and managing the Virginia St. Records Center.
- Implemented city email accounts for all boards, committees and commissions members to comply with open meeting law requirements.
- Provided the agenda packets to Council no later than 5:00 p.m. the Thursday before the Tuesday Council Meeting.
- City Council Meeting minutes were completed and ready for review by the next scheduled Council Meeting.
- Managed the posting of all boards, commissions and committees agendas and minutes to make sure Open Meeting Law was followed appropriately.
- Provided information to citizens who were interested in running for a position on the City Council for the 2019 Election cycle.
- Implemented new boards and commissions online application process for citizens to have easier completion of applications.
- Held training class to educate and train staff on Accela agenda management program software program.
- Held training class to educate staff on the boards, commissions and committee's agenda and minutes' process to follow Open Meeting Law.

## City Clerk

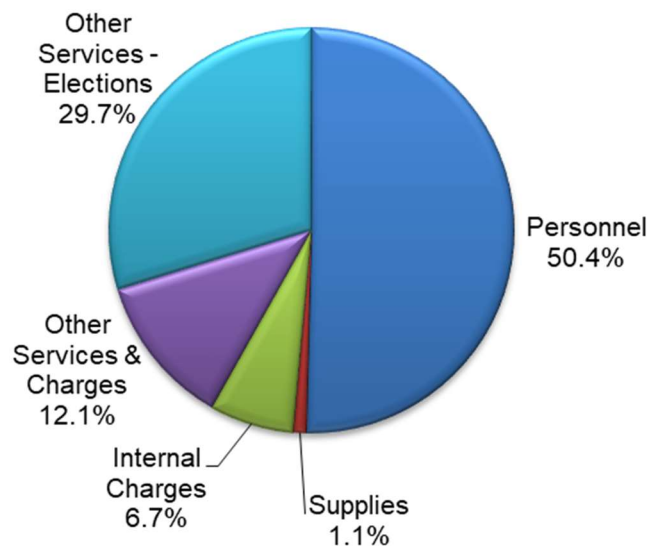
- In the process of organizing the City Clerk internal shared drive files and folders to reduce duplication, comply with retention and increase productivity.

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 263,249	\$ 306,038	\$ 302,615	\$ 339,062	11%
Supplies	10,499	7,078	7,075	7,075	0%
Internal Charges	31,822	31,624	31,624	45,273	43%
Other Services & Charges	63,356	68,550	106,550	81,345	19%
Other Services - Elections	177,128	100,000	-	200,000	100%
Total Operations	546,053	513,290	447,864	672,755	31%

City Clerk  
FY20 Operating Expenditure Budget by Type



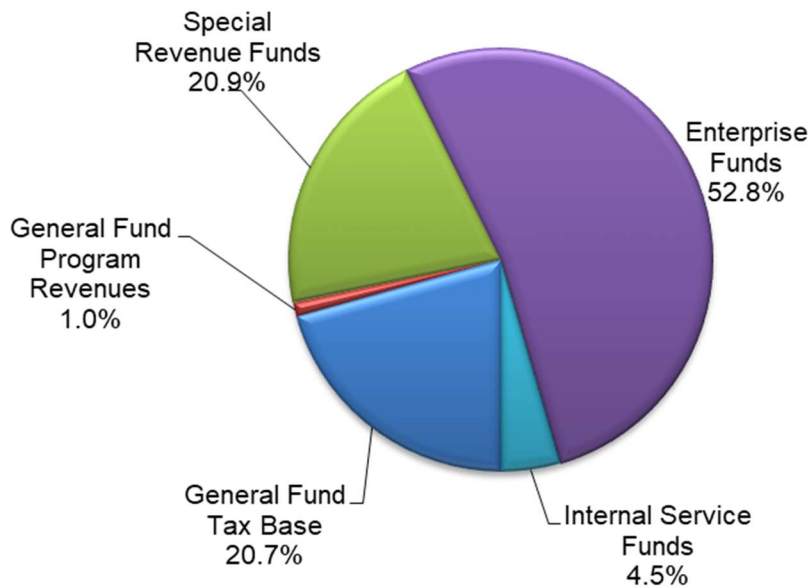
**Budget Notes and Significant Changes:** The personnel budget has increased in FY20 as a result an increase in temporary budget. This person will help to maintain the workload for records management. Internal Service Charges is larger due to the inclusion of the Records Storage are as part of the Facilities Maintenance budget. Other Services - Elections fluctuate depending on whether the City anticipates or schedules a municipal election through the Yavapai County Elections Department.

## City Clerk

### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund Source of Funds					
Tax Base	\$ 116,887	\$ 119,266	\$ 108,453	\$ 139,443	17%
Charges for Services	12,606	7,000	7,000	7,000	
General Fund Budget	129,493	126,266	115,453	146,443	16%
Special Revenue Funds	137,744	137,696	118,265	140,452	2%
Enterprise Funds	248,639	225,577	193,746	355,308	58%
Internal Service Funds	30,177	23,751	20,400	30,552	29%
Total	\$ 546,053	\$ 513,290	\$ 447,864	\$ 672,755	31%

**City Clerk Operations Funding Sources  
FY20 Budget**



**Department Funding Sources:** The City Clerk Department is funded through multiple funds. Per budget policy and to present the full cost of providing services, general fund internal support is allocated to Enterprise Funds, Internal Service Funds and Special Revenue Funds that benefit from the services being provided. The General Fund net impact (proposed budget less projected program revenues) is allocated to other City operating units outside the General Fund on the proportion of budget basis. Charges for services in the Clerk's office is mainly liquor license application fees.

# City Council

## Department Mission

To 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.

## Services

City Council activities include responding to citizens' questions, concerns, and comments; preparing for Council and committee meetings; and attending civic dedications and fundraisers. City Council members also are called to chair or serve on various citizen committees; represent the City on boards or committees of County, State or intergovernmental associations; and speak to community service organizations, neighborhood associations, and the Chamber of Commerce. The City Council consists of elected officials, a mayor and six council members.

## Organization and Personnel

### Department Summary Staffing

	FY18	FY19	FY20
Authorized Staffing Level	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
Mayor	1.00	1.00	1.00
Councilmembers	6.00	6.00	6.00

## FY2020 Objectives

To carry out the Strategic Plan, the Council will focus on the following goals and objectives (as well as others):

Goal #1 Stabilizing the General Fund, continually supporting the market compensation plan, and providing adequate and stable funding and flexibility to maintain a balanced budget as required by the Charter.

Objectives:

1. Continue to stabilize General Fund
2. Retire the PSPRSunfunded liability of based on FY17/18 actuarial, administrative, and financial assumptions as soon as possible.
3. Monitor Legislative Actions

Goal #2 Economic Development – providing an environment to enable prosperity and job/career creation.

Objectives:

1. Taking better advantage of community assets
2. Utilize regionalization approach to attain financial stability for airport development
3. Build a destination passenger terminal and other amenities such as a restaurant and conference meeting space; lengthen the runways
4. Expand and enhance reliable commercial essential air service

## City Council

---

Goal #3 Quality of Life – A clean and safe city that provides superior essential services and enhances opportunities that allow for retention and attraction of people who want to live, learn, work, and play in Prescott.

Objectives:

1. Natural Resource Preservation and Conservation – Engage in cooperative efforts with political entities, subdivisions, and private property owners to work to assure the preservation and conservation of our natural resources
2. Highly-Rated City Services: Perceived as and are (measurably) delivering efficient and effective services including transportation with improved flow, well maintained streets, public safety, code enforcement, water and wastewater
3. Cultural and Recreational Experiences – To facilitate intergovernmental agreements and public-private partnerships to provide opportunities for cultural and recreational experiences.

Goal #4 Service-Oriented Culture – Promote an accountable organizational culture of excellent/superior/solutions-driven service

Objectives:

1. Measurably promote excellent service delivery based on trustworthy, timely, problem- solving, engaging, valuable, accessible, actionable, fair, consistent, and common-sense service as permitted by existing resources and by effective use of those resources.
2. Promote continuous process improvement which fosters better processes and procedures to improve customer service and provide quality services at the lowest possible cost to taxpayer.

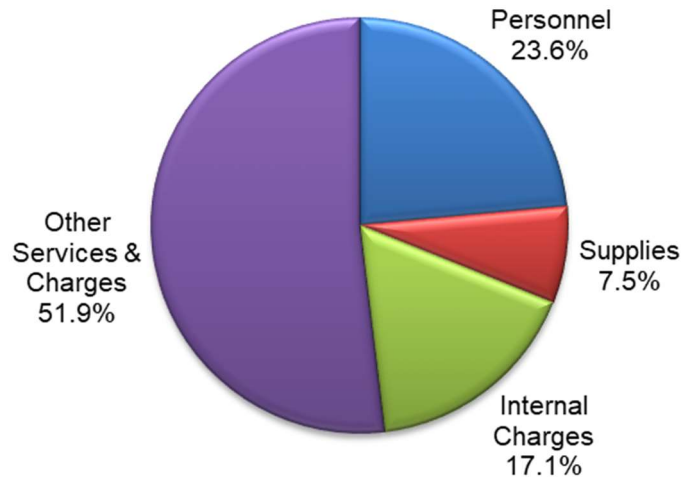
## City Council

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 49,711	\$ 49,535	\$ 51,896	\$ 51,932	5%
Supplies	10,453	9,600	14,000	16,500	72%
Internal Charges	34,124	34,604	34,607	37,595	9%
Other Services & Charges	104,721	176,900	153,050	114,400	-35%
Total	\$ 199,009	\$ 270,639	\$ 253,553	\$ 220,427	-19%

City Council FY20  
Expenditure Budget by Type



**Budget Notes and Significant Changes:** Supplies will increase in FY20 with the citizen academy program. It is anticipated that three classes will be offered. More conferences, meetings, training and travel will be available for the Mayor and Council resulting in a higher travel and training budget.

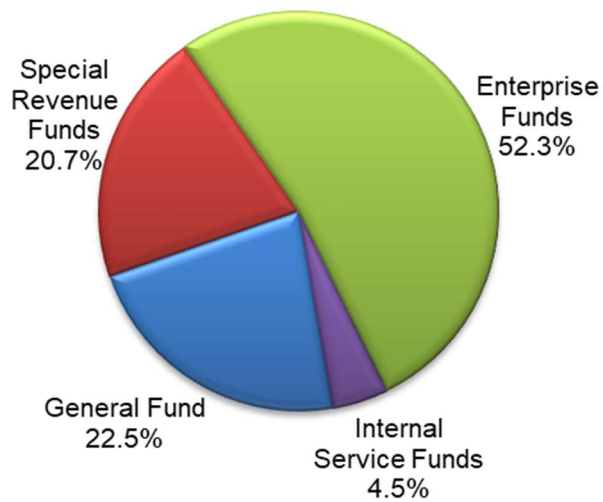
#### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund	\$ 45,954	\$ 126,892	\$ 109,806	\$ 49,529	-61%
Special Revenue Funds	50,611	51,143	51,143	45,606	-11%
Enterprise Funds	91,355	83,784	83,783	115,371	38%
Internal Service Funds	11,089	8,820	8,821	9,921	12%
Total	\$ 199,009	\$ 270,639	\$ 253,553	\$ 220,427	-19%

## City Council

---

**City Council Funding Sources  
FY20 Budget**



**Department Funding Sources:** The City Council Department is funded through multiple funds. Per budget policy and to present the full cost of providing services, general fund internal support is allocated to Enterprise Funds, Internal Service Funds and Special Revenue Funds that benefit from the services being provided. The General Fund net impact (proposed budget less projected program revenues) is allocated to other City operating units outside the General Fund on the proportion of budget basis.



## City Court

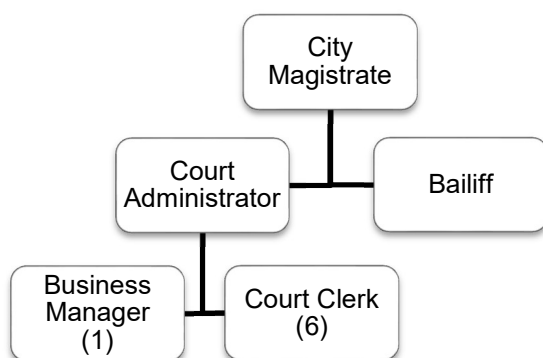
### Department Mission

To provide prompt and effective judicial services, adjudicating violations of the Arizona Revised Statutes and the Prescott City Code, Civil and Criminal Violations occurring within the Prescott City Limits in conformity with United State and Arizona Constitutional Due Process principles and in fulfillment of Arizona State Supreme Court standards.

### Services

The Court promotes and encourages civility, problem solving with a focus on the quality of life and standards of the community. This is accomplished while being creative, innovative and accountable with an overall purpose of promoting public confidence and trust in the judicial system. The Court also takes into consideration individualized justice in adapting the Arizona State Supreme Court's Fair Justice Initiative into everyday court proceedings.

### Organization and Personnel



#### Department Summary - Staffing

	FY18	FY19	FY20
Authorized Staffing Level	<u>6.00</u>	<u>7.00</u>	<u>7.00</u>
Business Manager	1.00	1.00	1.00
Court Clerk	5.00	6.00	6.00

### FY2020 Objectives

- Maintain consistency with standards set by the Arizona Supreme Court and the City of Prescott for case management and reduce litigant time and costs.
- Enforcement of Court Sentencing Orders by taking into consideration the requirements of the law, the ability of the Defendant to comply and consideration of the needs of the Victim.
- Utilizing Community Restitution as much as possible as an original sentence as well to address payment of fines when a Defendant no longer has the means to make that payment.
- Expand the use of collection through FARE to assist, when appropriate, on cases where reduction or community service cannot be utilized thereby reducing the issuance of warrants for issues relating to fine payments.

## City Court

- Comply with the Arizona State Supreme Court's directives relating to pre-trial release from the custody on misdemeanor allegations while at the same time taking into consideration the safety of the victim and community.
- Maintain the standards for civility in the Courtroom.
- Confirm and maintain the Courthouse/Courtroom safety and emergency standards with regard to the public and city employees assigned to the Prescott City Court.
- Working within and being accountable for the fiscal operations of the Court.
- Work with the City Attorney's Office to better implement new ordinances that will be enforced through the City Court.
- To work with the City Attorney and Defense Bar to create a limited Veteran's Court in the Prescott Consolidated Court to take better advantage of the local resources and address needs of Veterans who the State and Defense believe may be proper candidates for this service.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Case Closure Rates (Cases both filed and paid in full during FY)	78%	80%	80%	80%
Output	Defendant's assigned community restitution	548	725	725	822
	Restitution hours completed	6,041	7,990	7,990	9,042
	Minimum wage value	\$63,430	\$87,890	\$87,890	\$99,462
	Incarceration savings at \$70 per day	\$60,410	\$80,550	\$80,550	\$99,638

### FY2019 Major Achievements

- Over the past year the City Court has continued to successfully integrate and train the newly elected and appointed Consolidated Judge to the Bench. We continue to successfully train new clerks coming on board.
- Working with other outside agencies to streamline processes and procedures. Foster good relations with both the City and the County with the renewed IGA.
- With the integration of a new position we have been able to more effectively and efficiently serve the public and external/internal customers.
- Continued the work of aggressive court-driven case management resulting in decreased time and costs including working with City Legal to continue the clearance of old warrant cases, and to have warrants quashed when there is a change in the law.
- Handling of juvenile criminal traffic cases has continued to allow juveniles and their parents to take care of cases at one court rather than needing to go to both the City Court and Juvenile Probation Department.
- Successfully closed out the old CMS Cache' and began the conversion process to get old collection cases into the new CMS AJACS which enables the AOC collection vendor FARE to more aggressively pursue collections for our court. The new CMS also enables customers to pay on-line and greatly reduces time for both the clerks and clients.
- Our JEU (Judicial Enforcement Officer) program continues to be very successful in working with clients and their abilities to pay fines and sanctions. We have also continued to expand restorative justice concepts by aggressive assignment of community restitution in lieu of jail and sanctions.

## City Court

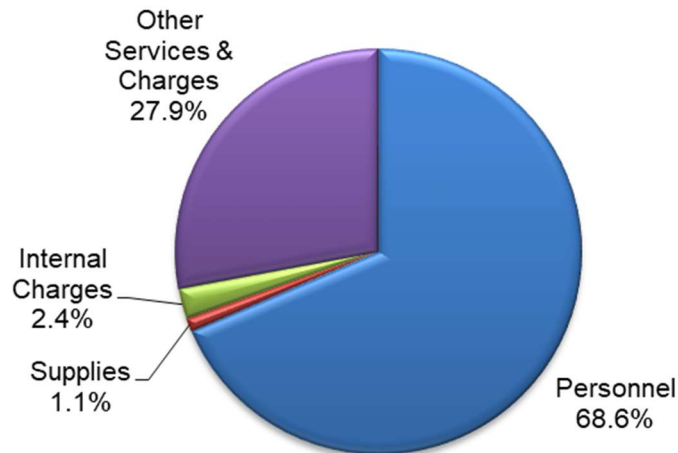
- The court continues to utilize a wonderful group of volunteer Civil Traffic Hearing Officers which enables the area officers and public to receive the benefit of time management and helps to free up time on our court docket for a more efficient flow.

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 398,071	\$ 448,522	\$ 455,813	\$ 449,327	0%
Supplies	6,532	9,000	2,440	7,000	-22%
Internal Charges	11,416	12,477	12,477	15,890	27%
Other Services & Charges	184,018	170,150	120,812	182,768	7%
Total	\$ 600,037	\$ 640,149	\$ 591,542	\$ 654,985	2%

**City Court FY20  
Operating Expenditure Budget by Type**



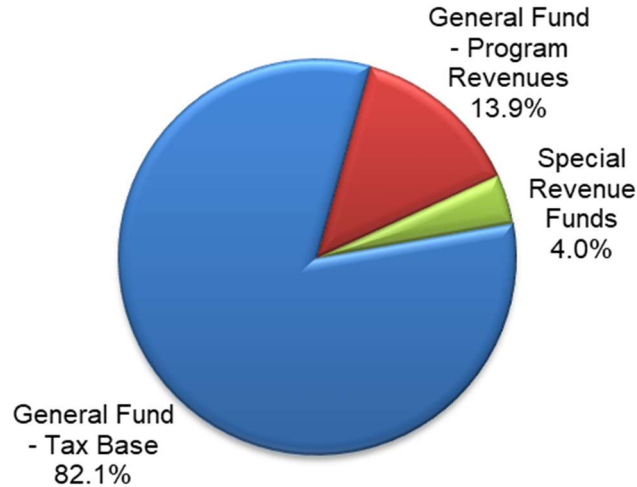
**Budget Notes and Significant Changes:** The City Court operates as a consolidated court with Yavapai County with operating costs shared through an Intergovernmental Agreement (IGA). The Court Administrator and Bailiff are Yavapai County employees with a portion of the personnel costs paid for by the City of Prescott. In addition, the IGA specifies a payment to Yavapai County for the shared Courthouse facility decreased by the accounting services provided by the City of Prescott. The Court operates in an uncertain environment with multiple government agencies and variables related to case expenses, causing a need for budget capacity.

## City Court

### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund Sources of Funds					
Tax Base	\$ 492,228	\$ 520,149	\$ 480,572	\$ 537,985	3%
Charges for Services	76,830	80,000	80,000	80,000	0%
Fines and Forfeitures	19,047	13,500	10,170	11,000	-19%
General Fund Budget	588,105	613,649	570,742	628,985	2%
Special Revenue Funds	11,932	26,500	20,800	26,000	-2%
Total	\$ 600,037	\$ 640,149	\$ 591,542	\$ 654,985	2%

**City Court Funding Sources  
FY20 Budget**



**Department Funding Sources:** The City Court Department is mainly funded through the General Fund, with 4.0% of the budget funded through the Grant Special Revenue Fund. Court grants are support from the state court system help to offset operating costs.

# City Manager

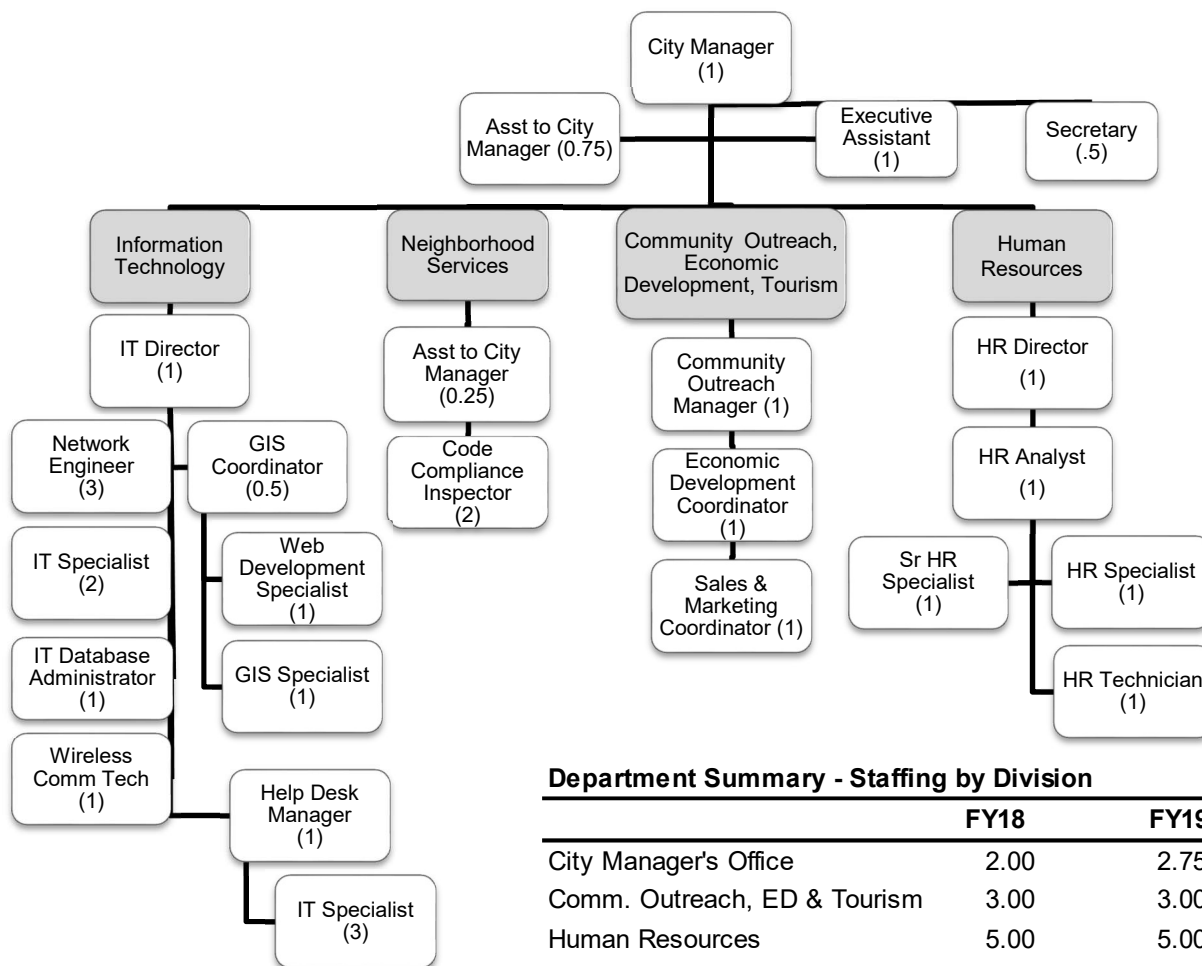
## Department Mission

To provide professional administration of the policies and strategic plan goals and objectives established by the City Council; facilitate and promote a culture that encourages the development of City employees; support outreach to citizens to share important information and ensure robust tourism promotion.

## Services

Assists the Mayor and Council by executing the enacted polices and by monitoring legislation pertinent to local issues, directs the administration of all departments, meets with and provides information to citizens; assists with promoting employee development and excellent customer service.

## Organization and Personnel



**Department Summary - Staffing by Division**

	FY18	FY19	FY20
City Manager's Office	2.00	2.75	3.25
Comm. Outreach, ED & Tourism	3.00	3.00	3.00
Human Resources	5.00	5.00	5.00
Neighborhood Services	2.00	2.25	2.25
Information Technology	14.50	14.50	14.50
<b>Total Authorized Positions</b>	<b>26.50</b>	<b>27.50</b>	<b>28.00</b>

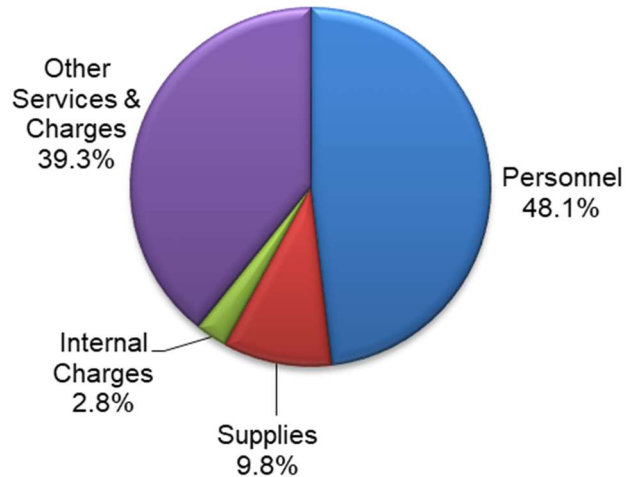
## City Manager

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 2,487,895	\$ 2,591,475	\$ 2,606,179	\$ 2,693,766	4%
Supplies	293,473	392,600	396,030	547,100	39%
Internal Charges	145,886	139,652	147,476	159,236	14%
Other Services & Charges	1,283,633	1,580,129	1,671,660	2,198,043	39%
Total	\$ 4,210,887	\$ 4,703,856	\$ 4,821,345	\$ 5,598,145	19%

#### City Manager Department FY20 Operating Expenditure Budget by Type



#### Department Summary - Operations Expenditure by Division

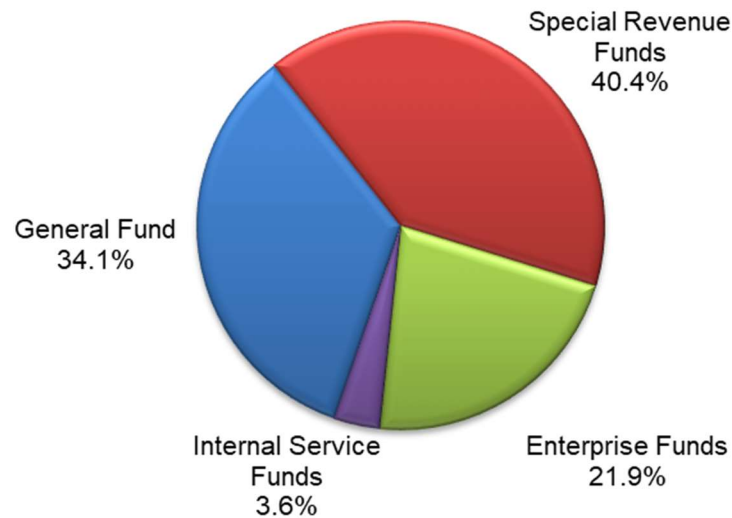
	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
City Manager's Office	\$ 407,349	\$ 420,274	\$ 429,538	\$ 519,301	24%
Comm. Outreach, ED & Tourism	1,117,267	1,349,561	1,449,873	1,778,488	32%
Human Resources	609,530	663,403	661,334	809,694	22%
Neighborhood Services	129,074	175,083	173,461	185,721	6%
Information Technology	1,947,667	2,095,535	2,107,139	2,304,941	10%
Total	\$ 4,210,887	\$ 4,703,856	\$ 4,821,345	\$ 5,598,145	19%

## City Manager

### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund	\$ 1,336,050	\$ 1,563,446	\$ 1,543,480	\$ 1,697,753	9%
Special Revenue Funds	1,398,667	1,522,282	1,662,048	2,015,590	32%
Enterprise Funds	1,304,129	1,448,717	1,446,626	1,703,598	18%
Internal Service Funds	176,201	169,412	169,191	181,205	7%
Total	\$ 4,215,047	\$ 4,703,856	\$ 4,821,345	\$ 5,598,145	19%

**City Manager Operating Funding Sources  
FY20 Budget**



**Department Funding Sources:** The City Manager Department is funded through multiple funds. The Neighborhood Services Division is funded fully by the General Fund. Community Outreach & Tourism is funded from both general fund and the bed tax fund. Per budget policy and in order to present the full cost of providing a service, the Department's other divisions' costs are allocated internally. The City Manager's Office and Information Technology is allocated to Enterprise Funds, Special Revenue and Internal Service Funds on a proportion of budget basis. Human Resources is allocated based on a cost per employee in each division throughout the City.

## City Manager

### City Manager's Office

#### Division Mission

To provide professional administration of the policies and objectives established by the City Council; develop alternative solutions to community problems for Council consideration; and plan programs that meet the future needs of the City.

#### Services

The City Manager's Office assists the Mayor and Council by monitoring legislation pertinent to local issues, assisting departments in delivery of quality municipal services to internal and external customers, meeting with citizen groups, and providing information to citizens, among many other tasks.

#### FY2020 Objectives

- Continuously improve customer service by enhancing department responsiveness and effectiveness in dealing with citizens and customers
- Be responsive to the City Council and citizens
- Ensure that every department participates meaningfully in performance-based budgeting and process improvement
- Make certain that the Council's strategic plan is implemented and spending decisions are made accordingly
- Meet with each department twice annually to gauge performance measurement implementation
- Will ensure that the unique assets that make Prescott distinct are maximized for the benefit of the citizenry

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Fulfill 90% of Council requests for information within 3 business days	85%	90%	90%	90%
Output	Respond to 90% of citizen inquiries within 1 business day	91%	90%	95%	90%

#### FY2019 Major Achievements

- Facilitated the Hilton Garden Hotel development public-private partnership
- Managed multiple economic development projects, including Eviation
- Enhanced the City Hall Ambassador program
- Successfully held 3 Citizen's Academy classes
- Engaged the State Legislature to receive \$1 million for the airport terminal project as well as \$7 million towards PSPRS (over 7 years)
- Created and managed the Youth Advisory Board
- Obtained a grant of \$79,401 for the Granite Creek Corridor Master Plan and began the creation of that plan



## City Manager

### Expenditure Budget

#### City Manager's Office Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 361,772	\$ 366,249	\$ 365,989	\$ 397,229	8%
Supplies	1,627	1,700	1,774	1,300	-24%
Internal Charges	25,887	23,875	23,875	21,871	-8%
Other Services & Charges	18,063	28,450	37,900	98,901	248%
Total, Operations	407,349	420,274	429,538	519,301	24%

#### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>2.00</u>	<u>2.75</u>	<u>3.25</u>
City Manager	1.00	1.00	1.00
Assistant to City Manager <sup>1</sup>	-	0.75	0.75
Special Projects Coordinator	1.00	-	-
Executive Assistant	-	1.00	1.00
Secretary	-	-	0.50

<sup>1</sup> 25% of Assistant to City Manager charged to Neighborhood Services

**Budget Notes and Significant Changes:** A temporary part-time secretary was made permanent for FY20. The significant increase in Other Services & Charges is related to a potential grant for the Granite Creek Corridor Master Plan. This project will include identifying or obtaining all necessary clearances and authorizations to perform work in the corridor, a site assessment plan, public outreach and education, a final report, and the master plan document.

## City Manager

---

### Community Outreach, Economic Development & Tourism

#### Division Mission

To enhance the image of the City of Prescott, and ensure that stakeholders are well informed. To lead in building a stronger and more diversified local economy by focusing on outreach marketing, assisting Prescott businesses, and attracting new employers that provide quality jobs. To develop, promote and maintain Prescott as a year round visitor destination benefitting the community economically while contributing to quality of life.

#### Services

Community Outreach & Tourism provides services in three areas: communications, economic development and tourism.

Communications provides general communications, public service announcements, calendar of events and activities, and specific service information. The office also coordinates the City's communications efforts with the news media and public groups.

Economic Development attracts and assists a variety of employers to retain/add jobs and tax dollars to economy. By actively marketing Prescott, the goal is to maintain a diverse and healthy economy.

The Tourism Office develops and implements a strategically coordinated marketing and sales plan designed to attract visitors and group events to Prescott. Visitors contribute to Prescott's economy through sales and bed tax during their stay. Bed tax dollars also help fund the activities of many nonprofit organizations that host events throughout the year.

#### FY2019 Objectives

##### Community Outreach

- Share messages across multiple media to effectively reach citizens through several channels
- Produce Prescott Today TV Show and KQNA Radio Show
- Share City Information to news media via press release/media alerts
- Share City Information via radio PSAs on six radio stations
- Create platforms for interactive online City services

##### Economic Development

- Market Prescott to new retailers including destination retailers
- Participate in events/conferences geared to retailers
- Retain and assist existing businesses and prime/base industry employers
- Promote real estate opportunities to new and expanding companies
- Increase Prescott's visibility to CEOs and decisions makers, especially in venture capital and high tech firms
- Lead sales missions for recruitment of business and workforce

##### Tourism

- Provide the community with additional resources through increased Transient Occupancy Tax (Bed Tax) and tourism related sales tax collections by increasing total rooms booked

## City Manager

- Increase length of stay to improve tax collections and revenues in other areas such as restaurants, bars, retail and attractions
- Attract multi-day events/tournaments, especially during shoulder season
- Increase number of group events
- Capitalize on outdoor, natural and recreation assets for increased visitation

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Output	Number of media used to communicate with the public.	6	6	6	7
Output	Number of shows produced	N/A*	23	23	23
Output	Number of releases	N/A*	88	88	90
Output	Number of PSAs	N/A*	25	25	30
Output	Number of companies/retailers/brokers/developers receiving Prescott marketing information	25	30	30	35
Output	Number of lead generated through participating in events and conferences	3	5	5	5
Output	Number of Business Retention/Expansion visits to retailers	5	10	20	20
Output	Number of CEO summits and conferences hosted	1	3	3	3
Output	Number of companies receiving siting information	N/A*	12	12	15
Output	Number of business retention/expansion visits to employers	N/A*	10	12	15
Output	Number of new multi-day events.	N/A*	3	3	4
Output	# of website unique views	N/A*	85,000	85,000	87,500
Output	# of social media impressions	N/A*	1,250	1,300	1,400
Output	Fiscal Year Bed Tax revenue	881,415	885,000	900,000	950,000
Output	Number of group lead generation.	N/A*	N/A*	2	4

\*New measure

### FY2019 Major Achievements

#### Community Outreach:

- Hosted City booth at Wings Out West event (2nd Year In a Row)
- Hosted E. A. Love Days events
- Co-Hosted Ron Drake Downtown Consultant Visits
- Embarked on Diversity Outreach Initiatives

## City Manager

---

- Produced 10 Prescott Today shows, 11 Talk of the Town radio shows, and 24 KYCA Radio Shows
- Produced 88 press releases and 33 Radio PSAs
  - Gave 6 slide show presentations to realtor groups, and service clubs on topics of Economic Development and Tourism.
- Presented at three Citizen's Academy classes
- Added City Manager Facebook Live Events Monthly

### **Economic Development:**

- Wendy Bridges earned Economic Developer of the Year Award from AAED
- Received Golden Prospector Award for Economic Development Magazine
- Administered business retention/expansion follow up activities include repeat visits, referrals to various agencies and city departments, workforce facilitation
- Second Year of the Quad Cities Economic Development Practitioner's Luncheons. (This is an initiative by the City of Prescott started in 2017 that provides opportunity for our communities to work together at the staff practitioner level.)
- New CEO Roundtable partnership with the Prescott Chamber of Commerce. (This is a new initiative to enhance the business environment in Prescott.)
- Visited 20+ Prescott manufacturers for retention/expansion discussions and tours of facilities. Follow up activities include repeat visits, referrals to various agencies and city departments, and workforce facilitation
- Partnered with downtown retailers for advertising during Bluegrass Festival
- Researched, prepared and submitted proposals for 3 RFP/RFI to Arizona Commerce Authority
- Planned and coordinated Symposiums/Conferences on the following topics: Economic Development, Medical Tourism, Retail, New Area Mayors and Workforce
- Multiple radio appearances to promote opportunities in Prescott
- Planned and organized SkyWest by United's Inaugural flight reception
- Phoenix-area outreach promoting Prescott results included multiple in-person visits to Prescott for exploration of new projects
- Presentation to Arizona Commercial Real Estate School in Scottsdale
- Grand Openings included Wildflower, Ashley Homestore and the new Prescott Animal Hospital

### **Tourism:**

- Ernest A. Love Days and Wings out West Coordination, Support and Planning
- United Express Inaugural Flight Coordination and Execution
- New Air Service Marketing Initiatives
- History Hunt Adventure Guide – Development and Launch

## City Manager

---

- Conferences, Seminars, Groups (repeat and new business):
  - AZ Tech Council CEO Retreat
  - AZ Student Council High School Convention – 2100+ attendees
  - AZ State Veteran's Conference
  - *This does not include sports events*
- TAC:
  - Committee Coordination and Planning
  - Grants
  - 3 Tourism Team Ups
- Arizona League of Cities and Towns Showcase Return and Representation
- Ron Drake Week Support and Coordination
- Attendance for 1<sup>st</sup> time at 2 Consumer Shows
- Monthly MPI Visits and Valley sales calls increase by 6 annually
- Shows/Conferences:
  - National Travel Association Travel Exchange
  - Go West Summit
  - Travel and Adventure Shows – Chicago and San Francisco
  - MPI Educon
- Increase in Group Business:
  - Minnesota Travel Easy – Weekday visit
  - 135 Germans – Auto Club
  - Arizona Fire Service Administrative Professionals
  - Met bus tour of historic preservation enthusiasts, based in Tucson
- Increase in the number of site visits for conferences/seminars considering Prescott by 3
- Increase in number of sales blitz efforts by 2:
  - Free Spirit Vacation and Events –visited 9 55+ communities in the Valley and gave presentations
  - Joint calls with MPI, Chamber, and stakeholders completed in September
- Intern Coaching, Development and assistance with Tourism initiatives
- Hosted, Coordinated - 8 Media Visits
  - Earned Media - Over \$5 million earned, circulation of over 159 million and counting (this was the number in February of 2019).
- Hosted - 5 FAMS
- Continue to serve on NACOG Tourism Committee, and recently asked to serve on MIP Financial Committee

## City Manager

### Expenditure Budget

#### Community Outreach, Economic Development & Tourism

##### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 259,733	\$ 262,438	\$ 276,294	\$ 271,100	3%
Supplies	6,591	1,100	5,650	5,000	355%
Internal Charges	20,341	15,553	23,377	21,033	35%
Other Services & Charges	577,131	691,470	697,316	821,575	19%
Total, Operations	863,796	970,561	1,002,637	1,118,708	15%
Other, Bed Tax Allocations	240,277	279,000	336,500	330,000	18%
Other, Bed Tax Contingency	13,194	100,000	110,736	329,780	230%
Total	\$ 1,117,267	\$ 1,349,561	\$ 1,449,873	\$ 1,778,488	32%

##### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Community Outreach Manager	1.00	1.00	1.00
Sales & Marketing Coordinator	1.00	1.00	1.00
Economic Develop. Coordinator	1.00	1.00	1.00

**Budget Notes and Significant Changes:** FY20 Other Services & Charges is larger with an increased focus on tourism marketing, economic development support, economic development marketing, and attending conferences and events. Bed Tax Allocations are the community grants and support provided from the transient lodging additional sales tax. For FY20 the Bed tax contingency is budgeting all available fund balance should a project arise that Mayor and Council would like to pursue.

# City Manager

## Human Resources

### Division Mission

Provides services which are responsive to the individual employee and the City's mission, vision, and core values; foster a culture which encourages the development of the City's most valuable asset, its employees

### Services

The Human Resources Division assists with City-wide hiring processes, performance reviews, training, new hire orientation, classification and compensation review, implementation and administration, public safety local boards, employee relations, employee handbook and policy updates, educational assistance, benefits administration including life and health insurance, retirement, Family Medical Leave, deferred compensation and disability.

### FY2020 Objectives

- To maintain sustainable employment levels to ensure consistent and quality delivery of services to the over 500 regular employees and approximately 200 temporary employees of the City of Prescott and for the citizens of Prescott.
- Develop and present training City-wide, including customer service trainings and anti-harassment compliance training, to enhance the skills and development of City employees.
- Provide training to supervisors to develop skills and improve accountability of employees.
- RFP for Classification and Compensation Study with projected implementation for FY21.
- Proposed revisions to the current pay plan.
- Revisions to Personnel section of City Code.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Workload	Number of recruitments	78	83	83	85
Outcome	All FTEs turnover rate	12.4%	13%	13%	11%
Output	Percentage of new employees completing probationary period	80%	85%	85%	85%
Output	Achieve a customer service rating of at least 4 out of 5 on the annual employee survey	4.85	4	4	4
Output	Number of trainings (customer service, supervisory, other trainings)	15	15	15	15

### FY2019 Major Achievements

- Facilitated Citywide Trainings: Best Hiring Practices, Active Listening, Reasonable Suspicion Drug and Alcohol Training, Effective Writing, Persuasive Writing, New Performance Review Process to include Coaching and Corrective Action, and Thin Gold Line Training for Regional Communications.
- Developed a recruitment video for the City of Prescott with AZ Event Video Production Company.

## City Manager

- Increased Facebook following and established a new recruitment related Instagram account.
- Coordinated and facilitated City-Wide Employee Recognition events and GUEST Service Award program.
- Developed and implemented a new format for New Employee Orientation focused on a culture of Customer Service and Teamwork.
- Revamped the Performance Review and Evaluation Process.
- Increased University visibility for recruitment purposes including online exposure and job fairs at NAU, Yavapai College and Prescott High School.
- Continued management and appointed a new local board attorney for PSPRS Prescott Police and Fire Local Board.
- Continued data entry of electronic Personnel Actions into Munis for all payroll and benefit related actions.
- 1095-C form processing and IRS filing.
- Continued tracking of hours for Affordable Care Act reporting.
- Continued tracking of ASRS enrollment for variable hour employees.
- On-going work with departmental supervisors to resolve employee relation issues.
- Coordinated and implemented new processes for the Mayor's Commission on Veteran's Initiatives.
- Updated job postings with an emphasis on employment branding and for Human Resource Compliance to include identification of Safety Security Sensitive positions.
- Implementation of a Donated Leave Program.
- Decrease in City turnover due to better hiring selection and reinstatement of benefits and compensation.
- Increased representation on Prescott Area Human Resources Board.
- Regularly attend military and civilian job fairs.

### Expenditure Budget

#### Human Resources

#### Expenditure Summary

	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Estimate</b>	<b>FY20 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 473,261	\$ 494,302	\$ 505,626	\$ 523,447	6%
Supplies	2,987	10,200	7,000	10,200	0%
Internal Charges	21,887	20,517	20,517	21,272	4%
Other Services & Charges	111,395	138,384	128,191	254,775	84%
Total	\$ 609,530	\$ 663,403	\$ 661,334	\$ 809,694	22%



## City Manager

---

### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Human Resources Director	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00
Senior Human Resource Specialist	1.00	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00
Human Resources Technician	-	1.00	1.00
Human Resources Assistant	1.00	-	-

**Budget Notes and Significant Changes:** Other Services & Charges increases with a \$100K contingency for a Personnel Study. Studies are done periodically to make sure the classification and compensation for City employees is comparable with other governmental entities. The last study was implemented on July 1, 2016.

## City Manager

### Neighborhood Services

#### Division Mission

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.

#### Services

Protect the public health, safety and welfare, while ensuring every citizen the right to a clean, enjoyable neighborhood by enforcing codes and ordinances. Resolve citizen generated code complaints through a process of notification and education and to obtain voluntary compliance.

#### FY2020 Objectives

- Communicate the purpose of code compliance to the citizens of Prescott through systematic inspections, while seeking voluntary compliance with city codes, primarily pertaining to property maintenance.
- Address violations through a process of education, inspections, information, and enforcement.
- Provide neighborhood cleanups and resources to assist with compliance.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Workload	Code cases opened	499	500	615	900
Workload	Code cases closed	409	450	524	800
Outcome	Average calendar days, inspection to voluntary compliance	N/A	N/A	95%	95%
Outcome	Percentage of cases resolved through forced compliance	N/A	N/A	75% 99.9%	80% 99.9%

#### FY2019 Major Achievements

- Hosted 3 Neighborhood Cleanups resulting in about 25 tons of trash collected
- Inspected all sober living homes in the city and brought them to compliance
- Inspected all new vacation rental registrations
- About 500 properties brought into compliance (closed cases)
- Successfully enforced 2 newly created sign free zones (downtown and airport)

## City Manager

### Expenditure Budget

#### Neighborhood Services

##### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 116,437	\$ 147,880	\$ 149,026	\$ 150,629	2%
Supplies	2,309	6,250	4,300	5,100	-18%
Internal Charges	7,959	10,328	10,328	15,417	49%
Other Services & Charges	2,370	10,625	9,807	14,575	37%
Total, Operations	\$ 129,074	\$ 175,083	\$ 173,461	\$ 185,721	6%

##### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>2.00</u>	<u>2.25</u>	<u>2.25</u>
Assistant to City Manager	-	0.25	0.25
Code Compliance Inspector	-	2.00	2.00
Chief Code Compliance Officer	1.00	-	-
Secretary	1.00	-	-

**Budget Notes and Significant Changes:** The division was formerly known as Code Compliance under Community Development, changed to Neighborhood Services division to further enhance the concept of helping neighborhoods and ensuring properties are in compliance with the code.

## City Manager

### Information Technology

#### Division Mission

To 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 of Prescott to meet their goals in the most cost-effective and efficient manner possible.

#### Services

The IT department is responsible for the delivery of electronic technology services with the City of Prescott. In essence IT is a technology utility whose customers are City of Prescott departments, other government agencies, and the constituencies that those groups in turn serve.

The core function of IT is to provide the infrastructure necessary to build and develop technology services comprised of software, hardware, and data to meet the business needs of the City of Prescott and associated agencies.

#### FY2019 Objectives

- Highly available, scalable, and reliable infrastructure
- Access network capacity through historical trending
- Complete assigned tasks/projects on-time and at or below budget.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Network availability (uptime)	99.9%	99.9%	99.9%	99.9%
Workload	Number of work orders and tasks completed	6,674	8,000	8,500	10,000
Outcome	Percentage of help desk requests resolved within 4 work hours	N/A	TBD	TBD	TBD
Efficiency	IT expenditures per endpoint served	N/A	TBD	TBD	TBD
Efficiency	IT help desk requests per endpoint served	N/A	TBD	TBD	TBD
Outcome	Percentage of completed budgeted projects	85%	100%	75%	90%

#### FY2019 Major Achievements

- Tasks completed
  - Staff is on track to complete over 8,500 tickets submitted by our customers. This is a 29% increase over FY19
- Network Uptime
  - The goal of 99.9% uptime, which means less than 8 hours of unplanned network and server outages, was met in FY19. This is commendable given the number of network sites IT maintains (50 currently and to expand to 170 by the end of FY20).
- Network Security
  - Zero network security events were detected in FY19. This includes network and server hacks/penetrations, virus or malware infestations, etc. Given the amount of

## City Manager

significant and serious worldwide security outbreaks in FY19, this number is commendable.

- Projects – For FY19 IT has been engaged in large scale software projects: new public safety software system, water and wastewater command and control system. This involves realigning, redesigning, and overhauling some fundamental IT infrastructure elements to provide additional features and functionality, and to reduce the overall cost of ownership by being simpler to manage and maintain.

### Expenditure Budget

#### Information Technology

##### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 1,276,691	\$ 1,320,606	\$ 1,309,244	\$ 1,351,361	2%
Supplies	279,959	373,350	377,306	525,500	41%
Internal Charges	69,812	69,379	69,379	79,643	15%
Other Services & Charges	321,204	332,200	351,210	348,437	5%
Total	\$ 1,947,667	\$ 2,095,535	\$ 2,107,139	\$ 2,304,941	10%

##### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>14.50</u>	<u>14.50</u>	<u>14.50</u>
Director of IT	1.00	1.00	1.00
GIS Coord\Historic Pres. <sup>1</sup>	0.50	0.50	0.50
Network Engineer	3.00	3.00	3.00
Help Desk Manager	1.00	1.00	1.00
Wireless Communication Tech.	1.00	1.00	1.00
Web Development Specialist	1.00	1.00	1.00
IT Database Administrator	-	1.00	1.00
IT Specialist	2.00	5.00	5.00
IT Technician	1.00	-	-
GIS Specialist	1.00	1.00	1.00
Help Desk Technician	3.00	-	-

<sup>1</sup> 50% of GIS/Historic Preservation Coordinator charged to Planning and Zoning.

**Budget Notes and Significant Changes:** FY20 Supplies increases with an increase in materials to maintain equipment and small tools/equipment for a telephone upgrade project. Other Services and Charges reflect the addition of CableOne fiber as part of the network. This will give the ability to avoid service interruptions if a site on our network core goes down.

# Community Development

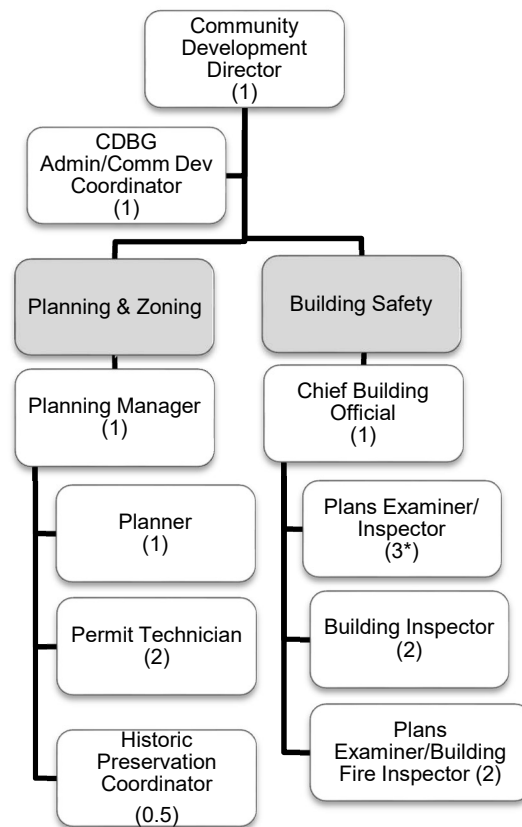
## Department Mission

To provide residents, builders and developers with quality customer service, useful information, and efficient processing of projects and permits to facilitate quality development in the City. The department monitors and reviews land use and building codes to eliminate unnecessary or overly burdensome regulations while protecting the health, safety, and welfare of the community.

## Service

Community Development provides project, permit, and plan review, application processing, and field inspection services to the development community. The Planning and Zoning Division processes requests for subdivision plats, zoning amendments, General Plan amendments and various land use permits. The Building Safety Division processes applications for building permits, provides plan review, and conducts inspections of construction work in progress to assure building code compliance.

## Organization and Personnel



\*One Plans Examiner/Inspector charged to Public Works

### Department Summary - Staffing by Division

	FY18	FY19	FY20
Planning & Zoning	4.00	4.00	4.00
Building Safety	9.50	10.50	10.50
Total Authorized Positions	13.50	14.50	14.50

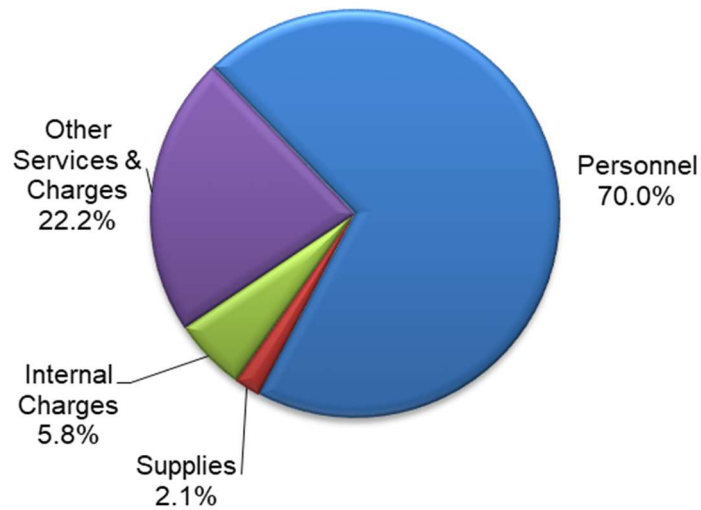
## Community Development

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 1,239,154	\$ 1,324,305	\$ 1,218,950	\$ 1,380,700	4%
Supplies	33,013	39,350	32,126	40,650	3%
Internal Charges	103,965	103,829	115,329	113,427	9%
Other Services & Charges	90,335	174,628	177,384	437,109	150%
Subtotal Operations	1,466,467	1,642,112	1,543,789	1,971,886	20%
Capital	284,882	629,410	92,722	719,922	14%
Total	\$ 1,751,349	\$ 2,271,522	\$ 1,636,511	\$ 2,691,808	19%

Community Development FY20  
Operating Expenditure Budget by Type



## Community Development

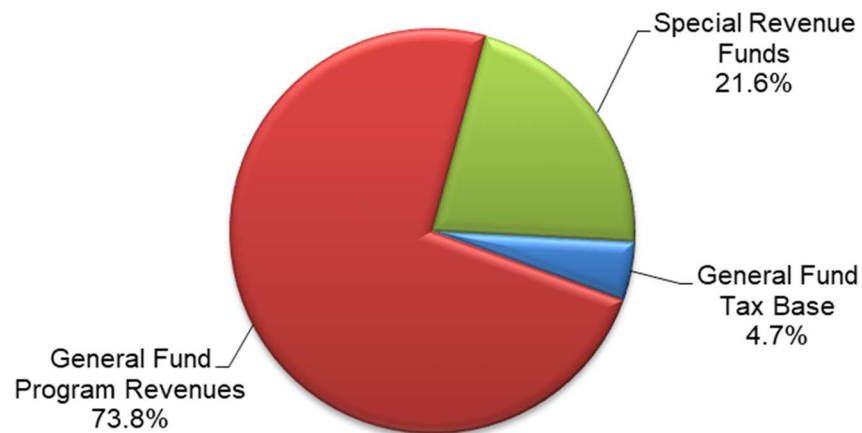
### Department Summary - Operations Expenditure by Division and Capital

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Planning & Zoning	\$ 479,268	\$ 587,130	\$ 525,091	\$ 897,820	53%
Building Safety	987,199	1,054,982	1,018,698	1,074,066	2%
Subtotal Operations	1,466,467	1,642,112	1,543,789	1,971,886	20%
Capital	284,882	629,410	92,722	719,922	14%
Total	\$ 1,751,349	\$ 2,271,522	\$ 1,636,511	\$ 2,691,808	19%

### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund Source of Funds					
Tax Base	\$ (292,316)	\$ 238,112	\$ (321,327)	\$ 125,154	-47%
Licenses & Permits	1,015,506	810,000	996,000	1,100,000	36%
Charges for Services	743,277	639,000	869,116	878,189	37%
General Fund Budget	1,466,467	1,687,112	1,543,789	2,103,343	25%
Special Revenue Funds	284,882	584,410	92,722	588,465	1%
Total	\$ 1,751,349	\$ 2,271,522	\$ 1,636,511	\$ 2,691,808	19%

Community Development Operating Funding Sources  
FY20 Budget





## **Community Development**

---

**Department Funding Sources:** The Community Development's operations are funded through multiple funds. The Building Safety and Planning and Zoning divisions are funded through the General Fund and are significantly offset by program revenues such as building permit fees, inspection fees, and planning and zoning fees. The Special Revenue Fund reflects the funding for the Community Development Block Grant Program (CDGB), which is managed by this department.

# Community Development

## Planning and Zoning

### Division Mission

To provide assistance to the development community through the review and processing of applications for various land use actions. To assist customers with understanding the requirements of codes, and with gathering and submitting necessary application information to assure that review and approval can be completed as expeditiously as possible. To act as liaison between customers, reviewing departments, and the various Boards and Commissions of the City to assure effective communication across all parties.

### Services

The Planning and Zoning Division assists applicants with requests for subdivision plats, zoning amendments, General Plan amendments, annexations, and various land use permits. The Division provides staff support for the Board of Adjustment, the Planning and Zoning Commission, the Preservation Commission, and several other standing and ad hoc committees. The Division manages the Pre-application Conference process to provide early and relevant information to builders and developers, with the goal to reduce the review time for plans and to improve the probability of successful project completion within reasonable timeframes.

### FY2020 Objectives

- Provide comprehensive and efficient guidance of applicants through development proposal review and related public hearing processes using effective communication, time management, and detailed oversight of statutory requirements.
- Collaborate effectively with the development community to enhance opportunities for the City to continue to meet the objectives of the currently adopted General Plan.
- Provide professional and timely Planning and Zoning services to department customers, developers, builders, City partners, and the general public, furthering the City's goals and objectives to create a solidly accountable service-oriented culture that is fair, consistent, valuable, solution-oriented, and accessible.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Percentage of projects meeting review turnaround times	85%	90%	80%	75%
Outcome	Percentage of PAC applications resulting in construction permits	55%	55%	60%	60%

### Analysis of performance:

The percentage of projects that progress from PAC review into a project or permit is not exclusively indicative of the quality of the PAC process, but it is useful to assess the quality of the feedback provided to applicants. Applicants use the PAC process as a key part of their assessment of the viability of their business or construction concept. As such, the metrics of the past two years are indicative of a high level of quality in the guidance provided to PAC applicants, with more than half of the PAC reviews bearing fruit in actual projects or construction permits.

The percentage of projects meeting review turnaround times is a general indicator of the volume of projects versus staffing levels. A higher volume of projects submitted, or more complex projects submitted, place higher demands on current staff. With the continued increase in the volume of projects

## Community Development

submitted to Planning staff, plus other demands on current staff, we have seen project review times increase. If additional Planning staff is added in the future, we anticipate these review times returning to the FY19 target range.

### FY2019 Major Achievements

- Navigated successfully through a period of internal department changes which involved lengthy absences in both the department Director and Chief Building Official positions, by providing continuity of services to our customer base, and support and ongoing guidance to department staff.
- Worked on customer service strategies across the Planning & Zoning Division, resulting in consistent, positive feedback from the department's clientele and the building and development community at large.
- Collaborated extensively with the Airport leadership team, reviewing updated and impactful considerations of development around the airport vicinity and its potential impact upon airport operations. This important departmental interface informs conversations with our customer base, as well as assists the airport in managing potential encroachments and obstructions that could affect future operations.

### Expenditure Budget

#### Planning & Zoning

#### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 386,864	\$ 475,010	\$ 407,910	\$ 484,686	2%
Supplies	10,800	11,850	12,031	13,900	17%
Internal Charges	50,757	47,142	47,142	48,725	3%
Other Services & Charges	30,847	53,128	58,008	350,509	560%
Subtotal Operations	479,268	587,130	525,091	897,820	53%
Capital	284,882	629,410	92,722	584,922	-7%
Total	\$ 764,150	\$ 1,216,540	\$ 617,813	\$ 1,482,742	22%

#### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	4.00	4.00	4.00
Community Devel. Director	0.50	0.50	0.50
Planning Manager	1.00	1.00	1.00
GIS/Historic Pres. Coord. <sup>1</sup>	0.50	0.50	0.50
Planner	1.00	1.00	1.00
CDBG Admin/Com Dev Coord.	-	1.00	1.00
Administrative Specialist	1.00	-	-

<sup>1</sup> 50% of GIS/Historic Preservation Coordinator charged to Information Technology

## Community Development

---

**Budget Notes and Significant Changes:** Other Services and Charges increase in FY20 comes from a contingency budget for anticipated increased workloads. The plan is to look into outsourcing plan reviews and other aspects of Community Development to meet the needs of the citizens. The Capital budget is for the management of the Community Development Block Grant Program (CDGB). The City of Prescott is an entitlement community receiving annual federal grant allocations from Housing and Urban Development (HUD) to be expended on projects benefiting low to moderate income residents. The grants are allocated through the Annual Action Plan adopted by the City Council.

## Community Development

### Building Safety

#### Division Mission

To provide quality customer service through timely plan review and inspection services which facilitate successful completion of code compliant projects while safeguarding the public health, safety, and welfare.

#### Services

The Building Safety Division applies adopted technical codes to ensure requirements are met that safeguard the public health, safety, and welfare from fire and other hazards, and the safety of first responders during emergency operations. The Division's primary areas of focus are building and fire plan review, field inspections, and safety compliance.

#### FY2020 Objectives

- Provide efficient and complete plan review services by meeting stated plan review time frames, while using effective communication with applicants throughout the process to ensure project success.
- Continue to interface successfully with the building and development community by providing contractor education at local contractor outreach meetings.
- Assist customers in successful completion of code compliant projects that safeguard the public health, safety and welfare.
- Provide quality and efficient field inspections using friendly, effective communication, resulting in minimum re-inspections and facilitating increased permits.
- Completed the first segment of digitization of department permanent records (residential building permits), making the search for public records an electronic rather than physical file endeavor, thereby assisting the public at large with more expedient returns of information in response to the large volume of public records requests we receive on a monthly basis.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Output	Number of contractor outreach meetings	50%	55%	50%	75%
Workload	Plan reviews performed	2973	1600	4342	4560
Outcome	Reviews completed within stated 3-week time frame	95%	95%	80%	90%
Workload	New single family residence permits issued	370	350	378	410
Workload	Total number of field inspections	17,229	22,300	24,000	26,000
Outcome	Average calendar days from application to ready for issuance – residential permits	36	NA	65	50
Outcome	Average calendar days from application to ready for issuance – commercial permits	27	NA	56	40
Outcome	Percentage of re-inspections	31%	13%	30%	20%
Outcome	Percentage of projects meeting review turnaround times	95%	90%	78%	85%

## Community Development

---

### Analysis of performance:

With construction activity increasing steadily across the region over the past 12 months, the Building Safety Division met significantly increased demands in the areas of plan review and building inspection. These volume increases demonstrate staff efficiencies that were complemented by concerted efforts across the Building Safety team toward process review, streamlining, and a continuing look at effectiveness vs. efficiency. The examination of review turnaround times and permit issuance timeframes speaks to the increased volume the team is fielding on a daily basis.

The pipeline is full and continues to grow, plan review and inspection is ongoing, but the eventuality is a backlog will exist when coupled with static resources to address these numeric increases. The headway made with process review and streamlining, contractor/developer relationship building, and Code adoption considerations are commendable in light of the commitment of all team resources to increased building activity in the City.

### FY2019 Major Achievements

- Completed more concise plan review checklists, posted on the City website, for both residential and commercial projects.
- Developed an inspection checklist of requirements for business license safety inspections (a new process for the department).
- Initiated a field review program which diminishes the necessity of additional submissions for minor plan changes, creating a more streamlined process and improved completion timelines.
- Initiated quarterly contractor/building industry outreach meetings to receive feedback from our primary customer base, with the intent of direct input to the streamlining of department processes and more efficient handling of permit issuance, building inspections, and project review.
- Worked collaboratively with other local jurisdictions and the local contractors' organization to initiate, publicize, conduct informational meetings, and receive industry input toward a multi-jurisdictional 2018 ICC Building and Technical Code adoption with a target enactment date of July 2019. This collective approach was a first for the region, and ComDev staff took the jurisdictional lead on outreach to the building community. Council approval anticipated in mid-June 2019 with enactment in mid-July 2019.
- Initiated walk-through informal PAC process, where owners/tenants of historic or other downtown properties, poised for economic development, receive immediate input to their building and renovation questions, where Code applications and ADA conformance can present significant challenges. Presenting development options to these owners/tenants furthers the mission of Council to provide efficient, approachable, and comprehensive service to the community.
- Initiated out-sourcing relationships to supplement service levels during times of intense volume when plan review timelines become outside of our targeted norm, with the intent of maintaining reliable plan review timelines and ultimately a shorter turnaround for issuance of building permits.

## Community Development

### Expenditure Budget

#### Building Safety

#### Expenditure Summary

	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Estimate</b>	<b>FY20 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 852,290	\$ 849,295	\$ 811,040	\$ 896,014	6%
Supplies	22,213	27,500	20,095	26,750	-3%
Internal Charges	53,208	56,687	68,187	64,702	14%
Other Services & Charges	59,488	121,500	119,376	86,600	-29%
Subtotal Operations	987,199	1,054,982	1,018,698	1,074,066	2%
Capital	-	-	-	135,000	
Total	\$ 987,199	\$ 1,054,982	\$ 1,018,698	\$ 1,209,066	15%

#### Capital Detail

CentralSquare Project	\$ 135,000
	\$ 135,000

#### Authorized Staffing Summary

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Authorized Staffing Level	<u>9.50</u>	<u>10.50</u>	<u>10.50</u>
Community Development Director	0.50	0.50	0.50
Chief Building Official	1.00	1.00	1.00
Plans Examiner/Building Inspector	3.00	3.00	3.00
Plans Examiner/Building Fire Insp.	1.00	2.00	2.00
Building Inspector	3.00	2.00	2.00
Permit Technician	1.00	2.00	2.00

**Budget Notes and Significant Changes:** Other Services & Charges increase is for digitizing records for permanent records retention of aging documents and increased software licensing fees, mobile data for tablets, and training costs for inspectors.

# Fire

## 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.

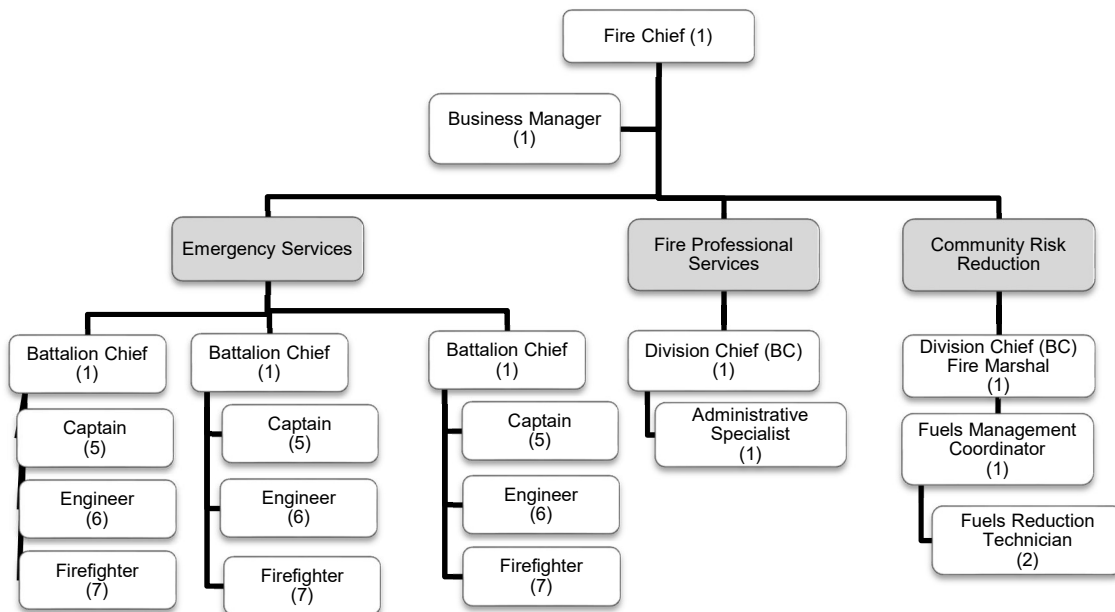
## Services

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 Department is considered an “all-risk” municipal fire department and as such responds to calls for service that include but are not limited to: emergency medical services, fires, hazardous material response, technical rescue, and wildland urban interface fires.

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, Chino Valley Fire District, Central Arizona Fire and Medical Authority, United States Forest Service, and Yavapai-Prescott Indian Tribe.

## Organization and Personnel



### Department Summary - Staffing by Division

	FY18	FY19	FY20
Fire Department Administration	2.00	2.00	2.00
Emergency Services	57.00	57.00	57.00
Fire Professional Services	2.00	2.00	2.00
Community Risk Reduction	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
Total Authorized Positions	65.00	65.00	65.00



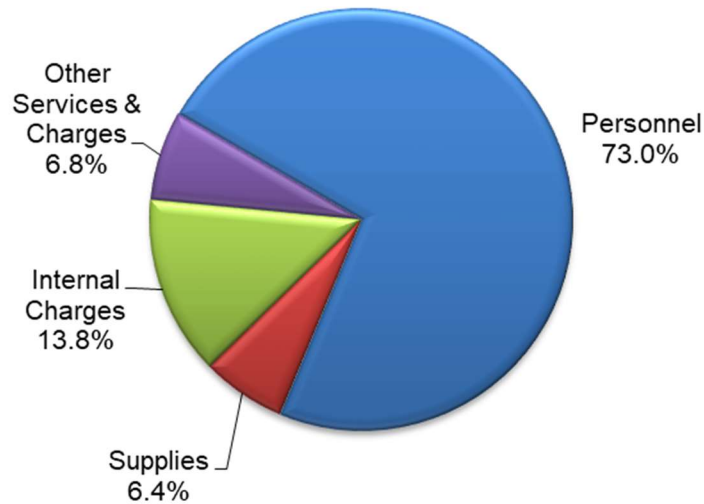
## Fire

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 6,645,857	\$ 6,971,414	\$ 7,013,528	\$ 6,971,629	0%
Supplies	358,864	494,329	473,850	613,006	24%
Internal Charges	1,069,451	1,121,382	1,169,433	1,316,707	17%
Other Services & Charges	511,600	574,090	464,316	652,646	14%
Subtotal Operations	8,585,772	9,161,215	9,121,127	9,553,988	4%
Capital	197,011	977,859	856,392	1,029,717	5%
Total	\$ 8,782,783	\$ 10,139,074	\$ 9,977,519	\$ 10,583,705	4%

**Fire Department FY20  
Operating Expenditure Budget by Type**



## Fire

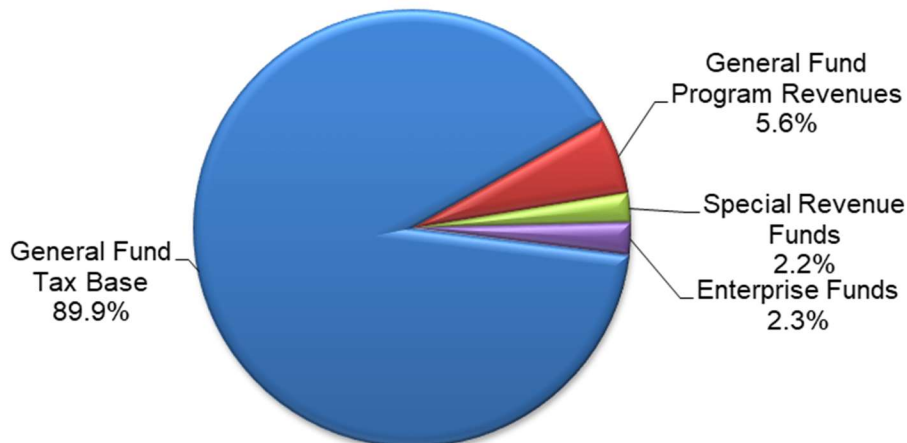
### Department Summary - Operations Expenditure by Division and Capital

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Fire Admin	\$ 471,309	\$ 476,804	\$ 443,834	\$ 491,611	3%
Emergency Services	7,200,389	7,474,254	7,651,530	8,009,155	7%
Fire Professional Services	262,629	286,857	312,724	312,588	9%
Community Risk Reduction	651,445	923,300	713,039	740,634	-20%
Subtotal Operations	8,585,772	9,161,215	9,121,127	9,553,988	4%
Capital	197,011	977,859	856,392	1,029,717	5%
Total	\$ 8,782,783	\$ 10,139,074	\$ 9,977,519	\$ 10,583,705	4%

### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund Source of Funds					
Tax Base	\$ 6,829,952	\$ 8,852,491	\$ 8,561,121	\$ 9,616,770	9%
Licenses and Permits	375	500	350	500	0%
Charges for Services	579,663	478,623	648,789	532,790	11%
General Fund Budget	7,409,990	9,331,614	9,210,260	10,150,060	9%
Special Revenue Funds	1,181,339	580,319	487,053	210,623	-64%
Enterprise Funds	191,454	227,141	280,206	223,022	-2%
Total	\$ 8,782,783	\$ 10,139,074	\$ 9,977,519	\$ 10,583,705	4%

Fire Department Operations Funding Sources  
FY20 Budget



## Fire

---

**Department Funding Sources:** In most years, the Fire Department is largely funded by the General Fund. The Enterprise Fund relates to the Aircraft Rescue and Firefighting (ARFF) staffing which is sourced to the Airport fund. Grants are reflected in the Special Revenue Funds. For FY18, the Fire Department received the Staffing for Adequate Fire and Emergency Response grant (SAFER), which funds up to 9 firefighter positions. The grant will fund the positions until October 2018. This grant is offered through the US Department of Homeland Security and is intended to provide funding directly to fire departments to help them increase or maintain the number of trained “front line” firefighters available in their communities. In addition to SAFER, the Fire Department is budgeting for many other operating type grants such as for fuel mitigation projects.

# Fire

## Fire Department 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.

### Services

The Administrative Division serves as the primary point for oversight of the three primary operating divisions and provides for the needed budget development and cost-monitoring needs to ensure efficiencies are recognized. Services provided by way of Fire Administration include: records management, purchasing and expenditure review, personnel action needs, public point of contact for complaints or compliance concerns, aid in the direction of city wide emergency management needs, Arizona Wildfire and Incident Management Academy support services, and support for disaster preparedness efforts.

### FY2020 Objectives

- Provide leadership, guidance, and administrative oversight directed towards providing all-risks services that are fiscally responsible, effective, and efficient.
- Provide state of the art training via a one-week intensive wildfire training academy for our employees and regional partners.
- To provide a platform for community engagement for which input is received in regards to process improvement for departmental efforts.
- Increase the number of connections we have with community organizations and initiatives and help strengthen the fabric of our community any way we can.

Measure Type	Performance Measure	FY17 Actual	FY18 Target	FY18 Estimate	FY19 Target
Outcome	Community survey results regarding service level and citizen satisfaction (5 is highest score)	N/A	N/A	4	5
Efficiency	Expenditures per capita Emergency Services	TBD	\$240	\$265	\$240
Output	Number of organizations interacted with and the number of community initiatives of which were a part of. (Examples: Prescott Area Shelter Services, Meals on Wheels, etc.)	17	17	22	18

**Analysis of performance:** Fire Administration is meeting or exceeding the targeted performance measure with the exception of maintaining lower per capita costs for emergency services. Given the added call volume and a number of critical emergency events to include a major structure fire with operational period in excess of 24 hours and the New Year's Eve snowstorm expenditures for overtime continue to escalate and are expected to continue to do so unless added capacity is afforded in the Emergency Services areas.

## Fire

### FY2019 Major Achievements

- Facilitated and conducted the Annual Citizen's Fire Academy and three City of Prescott City Academies.
- Coordinated the hosting in cooperation with Prescott Area Big Brothers/Big Sisters the inaugural offering of "Littles in the Fire Service" in which Prescott All-Risk response capabilities were demonstrated.
- Heavy engagement in the community by way of Rotary International, Prescott Area Leadership Academy, Prescott Meals on Wheels, and the Fire Department Explorers program as well as professional connectivity maintained via Center for Public Safety Commission on Fire Accreditation International, AZ Fire Service Institute, AZ Fire Chief's Association, Yavapai County Local Emergency Planning Commission and Prescott Area Wildland Urban Interface Commission.
- In cooperation with the Board of Directors for the Granite Mountain Interagency Hotshot Crew Learning and Tribute Center provided for the grand opening of the center in the Gateway Mall.
- Provided for the twice annual recognition and promotional ceremony to coincide with Fire Prevention and Emergency Medical Services Weeks as well as the selection of Fire Employee of the Year.

### Expenditure Budget

#### Fire Department Administration

##### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 263,522	\$ 270,519	\$ 261,754	\$ 265,452	-2%
Supplies	24,799	31,630	13,010	30,973	-2%
Internal Charges	17,301	17,368	17,768	18,190	5%
Other Services & Charges	165,687	157,287	151,302	176,996	13%
Total	\$ 471,309	\$ 476,804	\$ 443,834	\$ 491,611	3%

##### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Fire Chief	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00

**Budget Notes and Significant Changes:** In FY20 the Other Services & Charges increased due to the necessary purchase of Lexipol Standard Operating Policy Manual. This manual is housed and maintained online. Budgeting for the expenditure of donated funds is included in the Supplies category.

## Fire

### Emergency Services

#### Division Mission

To provide superior customer services in fire suppression, emergency medical services, hazardous materials, technical rescue, and disaster response, with a well-trained, professional workforce that is responsive to citizen needs and has a high level of productivity.

#### Services

The Emergency Services Division exists to provide for the point of service delivery for emergent and non-emergent calls, which are routinely answered and assigned by the public safety answering point as part of the Prescott Regional Communications Center. These services include: emergency medical services, fire suppression (structural and wildfire), aircraft rescue firefighting, hazardous materials, technical rescue, and emergency management; and are tailored towards reducing impacts on life, property and the environment by instituting effective and proven best practices by way of a highly qualified and credentialed response force.

#### FY2020 Objectives

- To provide a service level that meets or exceeds that which has been outlined in our Community Risk Assessment/Standards of Cover (CRA/SOC) document as it reflects total response and reliability rates.
- Maintain or improve upon the response times established as our benchmarks as published in our CRA/SOC for all risks
- Provide for a means of measuring our success rates for return of spontaneous circulation for those patient encounters that occur as a result of out of hospital cardiac arrest.
- Deployment of the closest, most appropriate unit for emergent events and deliver the most effective mitigation efforts that are in line with accepted national standards and the critical tasking outlined in our CRA/SOC

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Response times under 8 minutes national standard	10:42	9:00	10:45	9:00
Outcome	Percentage of cardiac patients with pulsatile rhythms upon delivery to hospital	9.3%	10%	9.25%	9%
Outcome	Percentage of time in which the first due unit comes from within the same service area for which an emergent event occurs.				
	Station 71	68%	80%	83%	73%
	Station 72	63%	80%	62%	68%
	Station 73	89%	80%	79%	80%
	Station 74	71%	80%	70%	72%
	Station 75	77%	80%	78%	80%

**Analysis of performance:** Presently due to the ever increasing call volume, decreased availability of response resources due to non-availability of units for in-district response all performance measure related to and encompassing emergency response are trending negatively and going up. Equally concerning are the reliability percentages which are trending downward. Additional unit capacity is necessary to address the ever increasing demand for emergency response services.

## Fire

### FY2019 Major Achievements

- Responded to 7,207 emergency calls (averaging 19.7 responses per day).
- Participated in a number of “off-district” responses to include both overhead and single resource needs, as well as company resources to which the Carr and Woolsey Fires in southern California were the most noticeable.
- Completed 13,230.95 hours of training in support of our all-risk response model.
- Active and heavily engaged in a multitude of community events to include but not limited to: Independence Day parade, Fire Ops 101 Awareness for High Profile community members and elected officials, Rodeo Week, Firefighter Angel Foundation Program, Veterans and Holiday parades.

### Expenditure Budget

#### Emergency Services Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 5,743,055	\$ 5,752,323	\$ 5,891,876	\$ 5,940,587	3%
Supplies	297,638	417,837	420,583	532,744	28%
Internal Charges	980,981	1,049,580	1,092,081	1,226,719	17%
Other Services & Charges	178,715	254,514	246,990	309,105	21%
Subtotal Operations	7,200,389	7,474,254	7,651,530	8,009,155	7%
Capital	197,011	887,859	766,392	1,029,717	16%
Total	\$ 7,397,400	\$ 8,362,113	\$ 8,417,922	\$ 9,038,872	8%

#### Capital Detail

Vehicle Replacement - Fire Department	\$ 625,000
Fire Training Center Improvements	160,000
Radio Infrastructure Repair Project	108,750
Fire Mobile Data Computer Replacement	65,300
Skid Unit	50,000
Fire Records Management System (RMS)	20,667
	<u>\$ 1,029,717</u>

#### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>57.00</u>	<u>57.00</u>	<u>57.00</u>
Division/Battalion Chief	3.00	3.00	3.00
Fire Captain	15.00	15.00	15.00
Fire Engineer	18.00	18.00	18.00
Firefighter	21.00	21.00	21.00

## Fire

---

**Budget Notes and Significant Changes:** The Supplies budget increases in FY20 with replacement of aging equipment and wildland urban interface equipment, and rising turnout gear prices. Most Internal Services Charges fluctuate based on an areas budget compared to the whole City. This causes charges to fluctuate yearly. A large part of this category's increase is due to charges for the operation of the Prescott Regional Communication Center. These costs are distributed based on the call volume for each entity. Other Services and Charges increases in FY20 include training and replacement of paramedics due to retirement and succession planning, and equipment maintenance.



## Fire

### Fire Professional Services

#### Division Mission

To provide for the progressive 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.

#### Services

The Fire Professional Services Division exists to provide needed structure for fulfilling the training and other needs that is directed towards compliance with laws, statutes, national consensus standards and departmental policy. These services include but are not limited to: maintenance of documentation related to employee, crew, and other training, conducts hands-on and classroom training or coordinates the same, plans and budgets funds to ensure needed credentials for personnel are maintained, conducts internal investigations and after action reviews, forecasts upcoming needs, seeks out and applies for a vast array of grant opportunities and upon awards manages the same and works closely with the operations division to ensure a prepared and honed operation may be delivered to the community.

#### FY2020 Objectives

- To provide a comprehensive, all-risk training program that improves service and provides for maximum safety of Prescott Fire personnel and the personnel of the cooperating agencies.
- To provide the requisite skills necessary to fulfill our efforts towards succession planning and retention.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Output	Training hours	14,234	17,000	14,000	17,000
Output	Multi-company drills	127	165	165	165
Output	Day/night live fire training evolutions	22	23	23	23
Output	Hours of minimum company standards	127	165	165	165
Output	Accidents investigated determined to have a human element as part of the cause	3	0	5	0
Output	Number of qualified entry level firefighters presented for Fire Chief's interview	15	0	0	15
Output	Number of qualified applicants which meet or exceed the requirements set forth in the promotional job announcement for:				
	Battalion Chief	1	2	2	2
	Captain	7	8	7	8
	Engineer	11	13	12	13

#### FY2019 Major Achievements

- Emergency response program training was expanded and included the development and presentation of tactical emergency critical care response to Active Shooter Hostile Event Response, 2 new minimum company standards, and expansion of probationary testing for new firefighters and engineers.

## Fire

- Prepared and administered promotional testing for Fire Captain's resulting in six out of six candidates being deemed "ready for promotion", expanded selection criteria for selection into paramedic training program and sponsored two students, and developed and expanded new career path educational requirements for our employees.
- Recertified all of the Prescott Fire Department Field Training Officers to the criteria set forth in NFPA Standard 1403 thus ensuring a clear path towards having our officer corps being deemed credible under a vast array of federal and state requirements.

### Expenditure Budget

#### Fire Professional Services

##### Expenditure Summary

	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Estimate</b>	<b>FY20 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 216,534	\$ 222,274	\$ 250,016	\$ 246,283	11%
Supplies	7,749	14,865	10,140	12,235	-18%
Internal Charges	10,620	9,321	9,321	11,894	28%
Other Services & Charges	27,726	40,397	43,247	42,176	4%
Total	\$ 262,629	\$ 286,857	\$ 312,724	\$ 312,588	9%

##### Authorized Staffing Summary

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Authorized Staffing Level	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Fire Chief	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00

**Budget Notes and Significant Changes:** The overtime budget in Personnel has increased in anticipation of offering more training opportunities for employees.

## Fire

### Community Risk Reduction

#### Division Mission

To provide enhanced life safety and property conservation through public education, fire investigative services, vegetation management, to maintain a livable and dynamic community.

#### Services

The Community Risk Reduction Division exists to promote, foster, and develop proactive ways to prevent the loss of life and property through risk assessment, public education, and fuels reduction.

#### FY2020 Objectives

- To provide a fire prevention or other life-safety message with each and every media contact in order to reduce negative outcomes by repetition of the same mistakes from one emergent event to the similar emergent events.
- To provide an un-biased and equitable assessment for any injury, accident, or citizen complaint that occurs and provide a recommendation towards preventing future events of a similar nature thus reducing the number of occurrences by five-percent annually.
- Examine trends revealed as part of the normal inspection process and communicate those to others in like type businesses by direct mailing or other outreach.
- Reduce the threat from wildland fires via educational outreach, risk assessments, hazardous fuels treatments, and when necessary fire suppression.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Output	Published media releases Safety message embedded	39	25	32	36
Output	Property assessments	178	200	250	300
Output	Residences treated	615	550	650	700
Output	City property treated in acres for fuel reduction	70	45	65	100
Output	Total acres treated for fuel reduction	710	450	600	650

#### FY2019 Major Achievements

- Awarded a WFHF Hazardous fuels grant / as well as the Title III Forest Fees Funding
- Removed 539.75 tons of debris from residences within the City of Prescott
- Completed fuels reduction work on Lower Goldwater Lake of 44.91 acres
- Created defensible space on 72 acres of city owned parks and property

# Fire

## Expenditure Budget

### Community Risk Reduction

#### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 422,746	\$ 726,298	\$ 609,882	\$ 519,307	-28%
Supplies	28,678	29,997	30,117	37,054	24%
Internal Charges	60,549	45,113	50,263	59,904	33%
Other Services & Charges	139,472	121,892	22,777	124,369	2%
Subtotal Operations	651,445	923,300	713,039	740,634	-20%
Capital	-	90,000	90,000	-	
Total	\$ 651,445	\$ 1,013,300	\$ 803,039	\$ 740,634	-27%

#### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	4.00	4.00	4.00
Division/Battalion Chief	1.00	1.00	1.00
Fuels Management Coordinator	1.00	1.00	1.00
Fuels Reduction Technician	2.00	2.00	2.00

**Budget Notes and Significant Changes:** Fewer grants are anticipated in FY20 leading to a lower budget when compared to the previous fiscal year.

# Legal

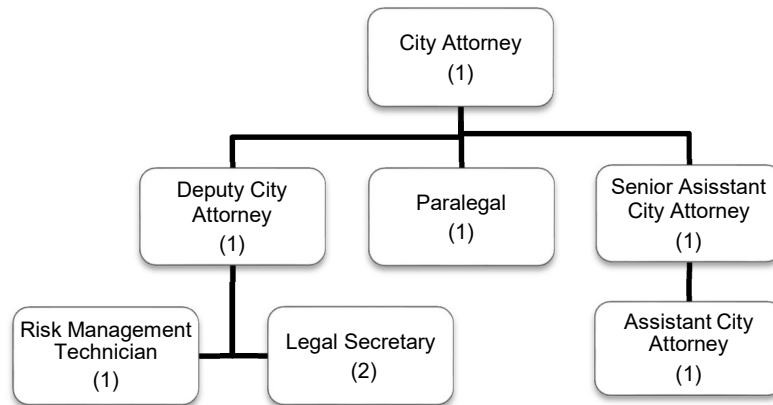
## Department Mission

Continue to provide high-caliber, solution-orientated legal advice to the City, its officials and City departments by adhering to professional standards, garnering strong understanding of City operations and incorporating all relevant information to provide timely, common-sense and usable guidance.

## Services

Provide highly competent legal services to the City, its officials and City departments. Aggressively defend the City, its officials and employees against claims and in litigation to preserve city resources. Perform diligent risk mitigation and risk management to reduce the financial exposure of the City and to protect the safety of city employees and the public. Prosecute violations of criminal law in an ethical manner to assure that justice is achieved and quality of life for Prescott residents and visitors is enhanced.

## Organization and Personnel



### Department Summary - Staffing

	FY18	FY19	FY20
Authorized Staffing Level	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>
City Attorney	1.00	1.00	1.00
Deputy City Attorney	1.00	1.00	1.00
Senior Assistant City Attorney	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00
Legal Secretary	2.00	2.00	2.00
Risk Management Technician	1.00	1.00	1.00

## Legal

### FY2020 Objectives

- Provide outstanding legal services, business advice and procedural guidance to the Mayor, City Council, City departments and boards and commissions necessary for effective and efficient City operations. (Council Goals 1 through 4)
- Protect the interests of the City and its residents by comprehensively analyzing claims and lawsuits and aggressively defending City assets through ardent advocacy and a comprehensive insurance program. (Council Goal 1)
- Serve the police department, victims and the City Court of Prescott by assuring the consistent and ethical application of criminal justice and continue to aggressively prosecute city code and state law misdemeanor violations. (Council Goals 3 and 4)
- Provide risk mitigation services for the City of Prescott and its employees through training, inspections and use of prevention tools. (Council Goals 1, 3 and 4)

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Internal customer satisfaction on survey, achieve an average rating of 4 out of 5 on:				
	Overall rating on services	5	4	4	4
	Timeliness	5	4	4	4
	Useful Legal Advice	5	4	4	4
	Communication	5	4	4	4
	Quality of Legal Services	5	4	4	4
	Accessibility and Approachability	5	4	4	4
Outcome	Percentage of claims and lawsuits resolved within our recommended reserve amount	N/A*	75%	75%	75%
Outcome	Complete public records requests within an Average of 10 days	97%	80%	96%	80%
Workload	Number of Requests Opened	884	700	832	700
Outcome	Workers compensation claims per 100 FTEs	49	56	40	50
Outcome	Percent reduction of work place accidents	14%	10%	14%	10%
Outcome	Percent reduction of claims and lawsuits	70%	10%	5%	10%

\*New measure

**Analysis of performance:** Legal services provided to departments, Council and Mayor are of good quality and useful to those that need or seek legal advice. Lawsuits are being resolved in a somewhat predictable manner. On average public record requests are taking longer to complete, due to the high number of voluminous requests are being made. It is now easier for the public to make requests for records online and more people are using it. Claims for liability and property damage are down from FY17 to FY18 and FY19 to date, however the data from FY19 could change before June, 2019.

### FY2019 Major Achievements

- Took lead in negotiations for major pre-annexation and other development agreements/significant zoning amendments to include Deepwell Ranch Whispering Rock and Shumway Hilton Garden Inn projects. City Council goal of providing for economic development opportunities. (Goal #2)

## Legal

---

- Provided over 360 written legal opinions to City officials and staff. City Council goal of providing a service oriented culture. (Goal #4)
- Handled ongoing civil litigation to include Hidden Heights and Howard Mechanic water rights litigation to preserve the City's water supply for in-city use. City Council goal of providing for economic development opportunities and preserving quality of life. (Goals #2 and #3)
- Assisted Prescott Regional Airport with major economic development initiatives: contracting with SkyWest, clearing clouded title on airport premises; working with staff and FAA on a viable process for dealing with revenue accounting; contracting for major upgrades of airport improvements. City Council goal of providing for economic development opportunities. (Goal #2)
- Provided legal advice and assistance for large-scale water audit and development of substantial water policy revisions. City Council goal of providing for economic development opportunities and preserving quality of life. (Goals #2 and #3)
- Prosecuted over 3,000 criminal charges brought against defendants. City Council goal of protecting quality of life. (Goal #3)
- As part of criminal case resolution, required 1284 community service hours, 464 of which served City parks and recreation needs, with the remainder used to assist community charitable organizations or remediate code violations on private property. City Council goals of protecting quality of life and stabilizing general fund. (Goals #1 and #3)
- Implemented, managed and administered the City on-line public records request system, which streamlines the response and organization for all public records requests. To date in FY19, the City has received 565 new requests (July 1, 2018 to February 8, 2019) has closed 541 requests with only 24 requests left pending. The average response time for public records requests is 10.7 days open to close. City Council's goal of providing a service oriented culture. (Goal #4)
- Negotiated with the developers of current case management system to begin the program build to interface directly with Prescott Police Department's records system which will enable automated data entry into our case management system. Thus eliminating time consuming data entry. City Council goal of providing a service-oriented culture. (Goal #4)
- Collaborated with Yavapai College to provide student internships with the City Attorney's Office. City Council goal of providing an environment to enable prosperity and job/career creation. (Goal #2).

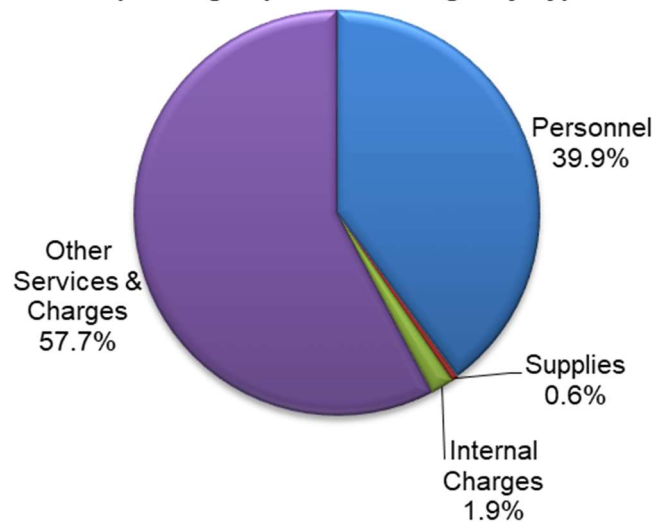
## Legal

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 829,971	\$ 873,556	\$ 876,981	\$ 869,957	0%
Supplies	6,782	9,600	12,157	12,600	31%
Internal Charges	37,108	36,586	36,764	40,453	11%
Other Services & Charges	774,797	1,248,565	1,255,013	1,259,487	1%
Subtotal	1,648,658	2,168,307	2,180,915	2,182,497	1%
Capital	-	13,000	13,000	-	
Total	\$ 1,648,658	\$ 2,181,307	\$ 2,193,915	\$ 2,182,497	0%

**Legal Department FY20  
Operating Expenditure Budget by Type**



**Budget Notes and Significant Changes:** No significant expenditure changes.

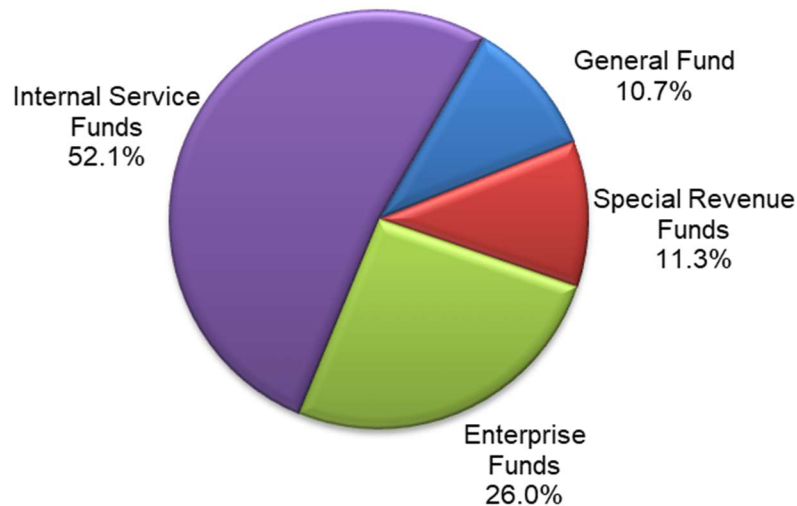


## Legal

### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund	224,780	268,451	281,059	232,557	-13%
Special Revenue Funds	257,789	219,588	219,588	245,639	12%
Enterprise Funds	422,377	555,502	555,502	567,133	2%
Internal Service Funds	743,712	1,137,766	1,137,766	1,137,168	0%
Total	\$ 1,648,658	\$ 2,181,307	\$ 2,193,915	\$ 2,182,497	0%

**Legal Department Operations Funding Sources  
FY20 Budget**



**Department Funding Sources:** The Legal Department is funded through multiple funds. Per budget policy and to present the full cost of providing services, General Fund internal support is allocated to Enterprise Funds, Internal Service Funds and Special Revenue Funds that benefit from the services being provided. The allocation for Legal Department costs is proportion of budget. In addition, the City's risk management liability insurance policy is funded through an Internal Service Fund. The Risk Management Internal Service Fund recovers policy expenditures through charges assigned to each City division and the charges are accounted for as revenues.

# Library

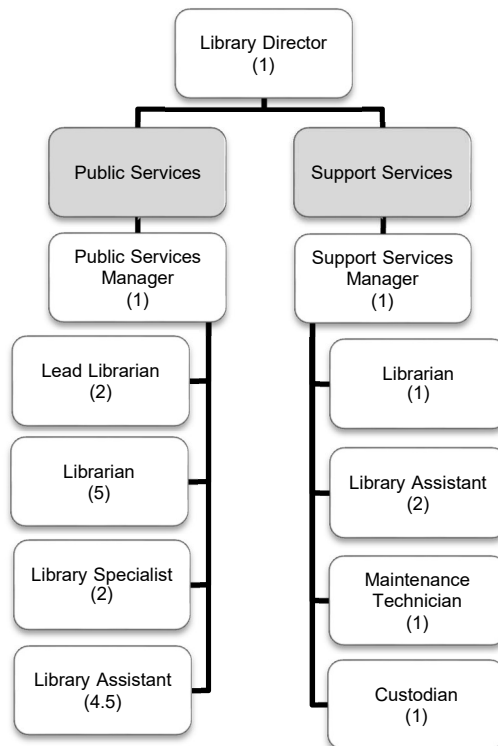
## Department Mission

To connect community members with innovative, value-added services to increase the quality of life and strengthen the fabric of our community.

## Services

The Library focuses on community driven needs by providing information in a variety of formats including print and non-print materials, providing access to and assistance with public computers and electronic information as well as providing answers to reference and reader's advisory questions by phone, email and in person. The Library promotes lifelong learning through library programs and outreach programs in the community. Also, the Library efficiently maintains the physical facilities of the library to provide an attractive gathering place and meeting facilities for the community and a safe environment for both public and staff.

The Library is fiscally responsible in ordering and preparing library materials for public use by utilizing volunteer workers in non-professional roles in order to more efficiently provide service to the community and leveraging membership in the Yavapai Library Network to provide more materials and services to our community than would be possible to provide as a single public library.



## Department Summary - Staffing by Division

	FY18	FY19	FY20
Public Services	15.50	15.50	15.50
Support Services	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Total Authorized Positions	21.50	21.50	21.50

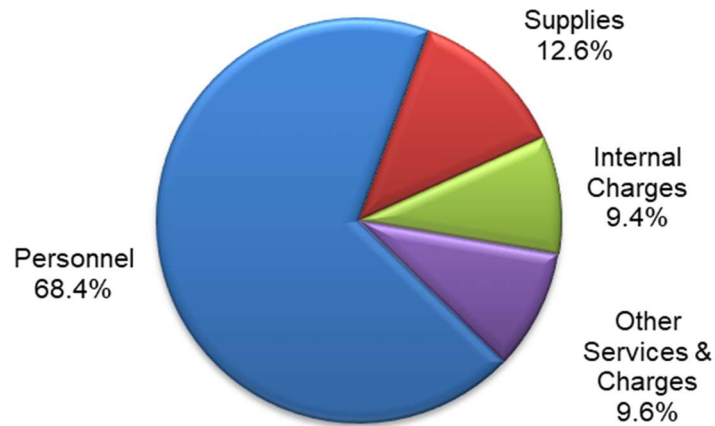
# Library

## Expenditure Budget

### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 1,492,009	\$ 1,623,828	\$ 1,582,750	\$ 1,661,062	2%
Supplies	279,355	294,724	236,694	305,560	4%
Internal Charges	197,730	212,412	212,012	228,340	7%
Other Services & Charges	208,859	277,038	213,212	232,238	-16%
Total, Operations	\$ 2,177,953	\$ 2,408,002	\$ 2,244,668	\$ 2,427,200	1%

Library FY20  
Operating Expenditure Budget by Type



### Department Summary - Expenditure by Division

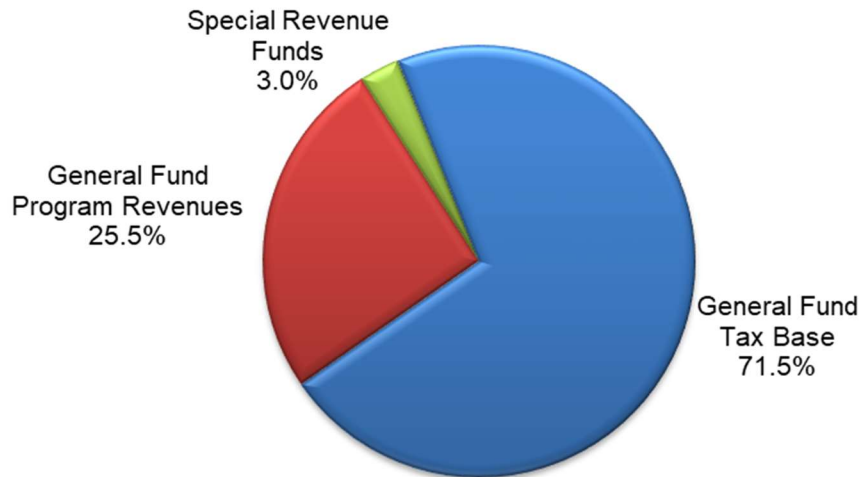
	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Public Services	\$ 1,203,442	\$ 1,302,336	\$ 1,275,221	\$ 1,334,755	2%
Support Services	974,511	1,105,666	969,447	1,092,445	-1%
Total, Operations	\$ 2,177,953	\$ 2,408,002	\$ 2,244,668	\$ 2,427,200	1%

## Library

### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund Funding Sources					
Tax Base	\$ 1,512,886	\$ 1,673,362	\$ 1,598,379	\$ 1,734,715	4%
Intergovernmental Revenues	563,780	567,108	566,206	565,000	0%
Charges for Services	22,809	19,000	16,500	16,500	-13%
Fines and Forfeitures	39,948	38,100	39,821	38,600	1%
General Fund Budget	2,139,423	2,297,570	2,220,906	2,354,815	2%
Special Revenue Funds	38,530	110,432	23,762	72,385	-34%
Total	\$ 2,177,953	\$ 2,408,002	\$ 2,244,668	\$ 2,427,200	1%

**Library Operations Funding Sources  
FY20 Budget**



**Department Funding Sources:** The Library receives significant funding from the Yavapai County Library District shown as intergovernmental revenues. Special Revenue funds account for grants and donations to support the library.

# Library

## Public Services

### Division Mission

To provide opportunities for work, learning and play through resources, expertise and programs delivered with exemplary customer service.

### Services

The Public Services Division provides materials in a variety of formats: print and electronic versions of books, magazines and reference sources, audio and visual media, and additional innovative materials such as early iPads for individuals who have vision or hearing loss. The Division provides expertise to assist library users with early literacy skills, knowledge of literature for youth and adults, knowledge of electronic and print resources and skills in assisting with and teaching technology and job-seeking skills. The Division staff provides a broad range of library programs and outreach to address the educational, cultural and recreational needs of community members.

### FY2020 Objectives

- To provide cost-effective, convenient, accessible resources to people in the community.
- Provide tools and training to access and use digital information
- Utilize Yavapai Library Network to access over 1.3 million items from over 40 libraries
- Select print and non-print materials to meet community needs
- To provide access to lifelong learning, recreational and cultural opportunities.
- Provide early childhood literacy skills training imbedded in programs and materials to increase awareness among parents and caregivers of best practices for preparing children for school
- Effectively communicate with community members about library programs and service
- Provide programs and outreach that offer adults and teens lifelong learning opportunities
- Provide a summer reading program that encourages children and teens to read throughout the summer months to maintain or improve their reading skills
- Provide library services to individuals who are unable to visit the library

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Workload	Number of registered borrowers *	26,782	28,300	25,488	26,000
Workload	Library card holders per capita	63.31%	60.58%	59.39%	60.59%
Workload	Customer Visits *	440,868	405,000	440,000	445,000
Workload	Visits per capita	10.42	9.44	10.25	10.37
Efficiency	Library expenditures per visitor *	\$4.85	\$5.60	\$5.60	\$5.60
Efficiency	Library expenditures per capita	\$56.92	\$49.77	\$49.77	\$50.00
Output	Digital access and use training: percentage of responders agreeing strongly with survey statements	96.75%	75%	98%	98%
Output	Items borrowed from network libraries	72,055	65,800	73,382	74,000
Output	As percentage of items checked out	10.46%	10.00%	10.52%	10.48%

## Library

Output	Items loaned to network libraries	66,018	60,700	66,600	67,000
Output	Wireless use w/in library	62,996	50,000	67,000	71,000
Output	Computer use w/in library	81,276	60,000	78,000	76,000
Output	Website pageviews	463,975	465,000	464,000	465,000
Output	Circulation of physical items *	688,753	660,000	697,200	706,000
Output	Circulation of electronic items *	71,597	70,000	87,200	100,000
Output	Total circulation	760,350	730,000	784,000	806,000
Output	Circulation per capita *	17.98	17.00	18.27	19.79
Output	Number of outreach events to communicate with library programs and services	94	95	130	140
Output	Attendance at outreach events	3,423	3,200	3,600	3,700
Outcome	Overall customer satisfaction: percent of responders agree/strongly agree with survey statements.	92.93%	90%	95.41%	95%
Outcome	Customer satisfaction with materials available: percent of responders that agree/strongly agree with statement	91.10	90%	91.52%	92%
Outcome	Impact of early child literacy programs: percent of responders that agree/strongly agree with statement	97.5%	75%	95.75%	96%
Outcome	Impact of programs and outreach by percent of responders agree/strongly agree that they benefitted from library programs or services	91.5%	75%	91.75%	92%
Outcome	Summer reading programs customer satisfaction: percent of responders agree/strongly agree with surveys to measure increase in time children and teen spend reading.	81.53%	75%	82%	83%

\* ICMA Open Access Benchmarking Indicator

### FY2019 Major Achievements

- Provided library services to 440,000 library users.
- Established a relationship with Prescott Unified School District to encourage children to take part in summer reading program.
- Took campaign to PUSD schools to encourage students to sign up for library cards.
- Collaborated with Yavapai College, Read On Prescott and Raising a Reader to implement Raising a Reader outreach to preschools and childcare centers in Prescott
- Provided library services to incarcerated youth at the Yavapai Juvenile Detention facility
- Provided library services through outreach to area assisted living and skilled nursing communities
- Provided technology and training to residents who have vision or hearing loss and supported the City of Prescott's efforts to provide accessible City Council meetings.
- Explored and implemented ways to provide patrons with shorter waits for popular materials.

## Library

- Explored and implemented services for video streaming to meet patron demand.
- Collaborated with area agencies that serve the homeless to provide a resource guide and map of area resources.
- Added eleven monthly programs for adults and youth to accommodate a wider audience and range of interests and educational needs.
- Added a "Book a Librarian" service to provide personalized assistance on reference and technology questions.
- Provided training on meeting room equipment and best practices for accessible meetings for meeting room users.

### Expenditure Budget

#### Public Services

##### Expenditure Summary

	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Estimate</b>	<b>FY20 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 1,097,085	\$ 1,187,802	\$ 1,160,687	\$ 1,209,913	2%
Internal Charges	106,357	114,534	114,534	124,842	9%
Total	\$ 1,203,442	\$ 1,302,336	\$ 1,275,221	\$ 1,334,755	2%

##### Authorized Staffing Summary

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Authorized Staffing Level	<u>15.50</u>	<u>15.50</u>	<u>15.50</u>
Library Director	1.00	1.00	1.00
Library Manager, Public Services	1.00	1.00	1.00
Lead Librarian	2.00	2.00	2.00
Librarian	4.00	5.00	5.00
Librarian - Trainee	1.00	0.00	-
Library Specialist	2.00	2.00	2.00
Library Assistant	4.50	4.50	4.50

**Budget Notes and Significant Changes:** No significant expenditure changes.

# Library

## Support Services

### Division Mission

To provide a safe, attractive, fiscally responsible, efficient and sustainable organization for Prescott residents, visitors and library staff

### Services

The Support Services Division maintains the facility and oversees processes that allow the public to utilize a safe and convenient location for gathering, exchanging ideas and meeting with one another. In addition, the Division ensures the efficient delivery of materials and services to Prescott residents by being fiscally prudent in the selection and preparation of items for the public. The Division is responsible for selecting, training and supervising volunteers in non-professional activities in order to operate as efficiently as possible. The Division provides the residents of Prescott with information and items from across the world by participating in an interlibrary loan system.

### FY2020 Objectives

- Provide cost-effective services to support library operations
- Supplement library personnel and services with appropriate use of volunteers
- Partner with Friends of the Prescott Public Library to deliver value-added services

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Customer satisfaction with meeting rooms: percent of responders agree/strongly agree with survey statements	63.58%	75%	79%	80%
Efficiency	Volunteer hours represented as an estimated number of full-time equivalents	7.0	7.0	7.1	7.1
Efficiency	Estimated personnel savings from volunteer hours	\$159,728	\$157,239	\$171,783	\$179,932
Input	Donations received from Friends of the Prescott Public Library for supplemental programming and library improvements	\$83,616	\$88,930	\$102,080	\$102,080

### FY2019 Major Achievements

- Ordered, processed and made ready for checkout over 16,000 items including many community donations.
- Used volunteers for various essential recurring tasks. 164 volunteers donated 14,797 hours (7.1 FTE) for an estimated cost savings of \$171,783.
- Implemented digital signage throughout library.



# Library

## Expenditure Budget

### Support Services

#### Expenditure Summary

	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Estimate</b>	<b>FY20 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 394,924	\$ 436,026	\$ 422,063	\$ 451,149	3%
Supplies	279,355	294,724	236,694	305,560	4%
Internal Charges	91,373	97,878	97,478	103,498	6%
Other Services & Charges	208,859	277,038	213,212	232,238	-16%
Total, Operations	974,511	1,105,666	969,447	1,092,445	-1%

#### Authorized Staffing Summary

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Authorized Staffing Level	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Library Manager, Support Services	1.00	1.00	1.00
Librarian	1.00	1.00	1.00
Library Assistant	2.00	2.00	2.00
Maintenance Technician	1.00	1.00	1.00
Custodian	1.00	1.00	1.00

**Budget Notes and Significant Changes:** No significant expenditure changes.

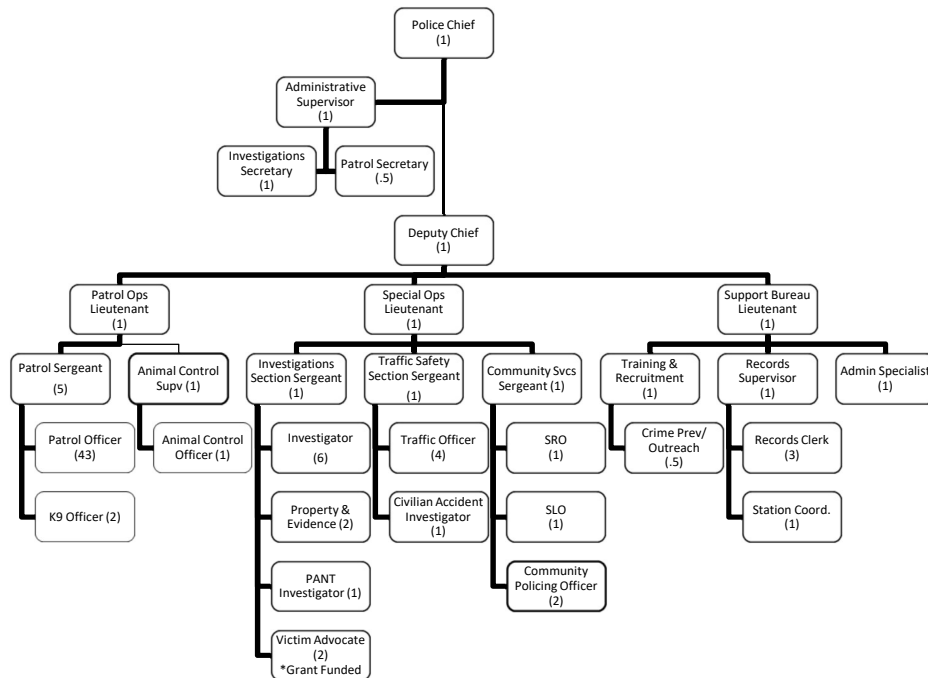
# Police

## Department Mission

To provide the highest level of service in a collaborative effort with our community to protect life, property, and the rights of citizens.

## Services

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 Summary - Staffing by Division

	FY18	FY19	FY20
Police Administration	4.00	5.00	5.00
Patrol Operations Bureau	47.50	50.50	53.50
Special Operations Bureau	25.00	25.00	25.00
Support Bureau	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>
Total Authorized Positions	83.00	87.00	90.00

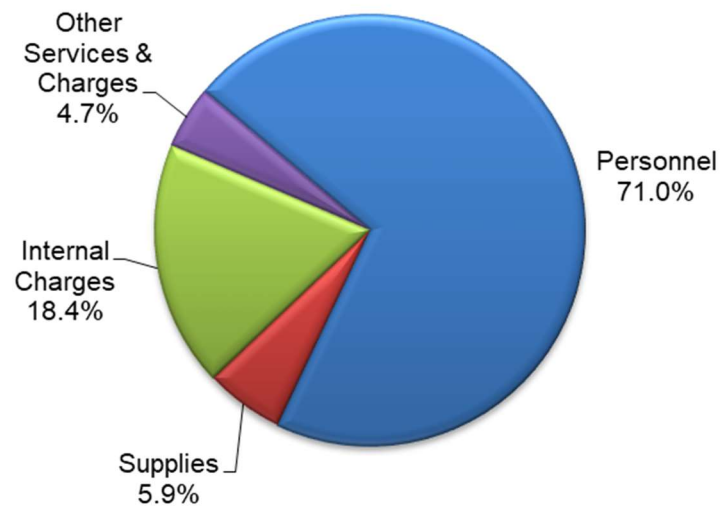
## Police

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 7,656,531	\$ 8,280,069	\$ 8,101,199	\$ 8,778,244	6%
Supplies	437,392	786,292	612,735	731,071	-7%
Internal Charges	1,891,341	2,007,716	2,031,529	2,280,400	14%
Other Services & Charges	345,080	520,244	445,462	579,066	11%
Subtotal Operations	10,330,343	11,594,321	11,190,925	12,368,781	7%
Capital	220,569	574,000	190,000	1,571,298	174%
Total	\$ 10,550,912	\$ 12,168,321	\$ 11,380,925	\$ 13,940,079	15%

**Police Department FY20  
Operating Expenditure Budget by Type**



## Police

### Department Summary - Operations Expenditure by Division and Capital

	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Estimate</b>	<b>FY20 Budget</b>	<b>% Change Budget</b>
Police Administration	\$ 882,495	\$ 1,196,623	\$ 1,005,297	\$ 1,209,581	1%
Patrol Operations Bureau	6,426,710	6,782,384	6,784,453	7,399,045	9%
Special Operations Bureau	2,571,422	3,076,332	2,957,208	3,140,187	2%
Support Bureau	449,717	538,982	443,967	619,968	15%
Subtotal Operations	10,330,343	11,594,321	11,190,925	12,368,781	7%
Capital	220,569	574,000	190,000	1,571,298	174%
Total	\$ 10,550,912	\$ 12,168,321	\$ 11,380,925	\$ 13,940,079	15%

### Department Summary - Funding Sources

	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Estimate</b>	<b>FY20 Budget</b>	<b>% Change Budget</b>
General Fund Source of Funds					
Tax Base	\$ 9,922,275	\$ 10,904,139	\$ 10,607,183	\$ 12,618,607	16%
Licenses and Permits	30,540	30,000	31,000	31,000	3%
Fines and Forfeitures	269,503	365,650	274,050	366,650	0%
General Fund Budget	10,222,318	11,299,789	10,912,233	13,016,257	15%
Special Revenue Funds	328,594	868,532	468,692	923,822	6%
Total	\$ 10,550,912	\$ 12,168,321	\$ 11,380,925	\$ 13,940,079	15%

## Police

---

**Police Department Operating Funding Sources  
FY20 Budget**



**Department Funding Sources:** The Police Department is primarily funded through the General Fund. Special Revenue Funds account for donations and grants.

## Police

### Police Administration

#### Division Mission

To manage and support the bureaus within the Prescott Police Department to ensure all sections are working toward the accomplishment of their goals and the Department's mission.

#### Services

The Police Administration Division is responsible for all management functions of the Bureaus within the department.

#### FY2020 Objectives

- Ensure customers receive an efficient and timely police response to address crime and calls for service.
- Maintain a fully staffed, professional, and well trained police force to respond to all calls for service, enhance the community's perception of safety, and provide a visual deterrent to crime and disorder.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Workload	Reduce Uniform Crime Reporting (UCR) Part 1 Crimes	1,081	1,000	1,006	990
Workload	Reduce Uniform Crime Reporting (UCR) Part II Property Crimes*	3,053	3,050	3,210	3,040
Workload	Reduce Uniform Crime Reporting (UCR) Part 1 Violent Crimes*	150	135	140	130
Output	Increase officer initiated contacts including traffic stops, business checks and other community related policing efforts*	52,905	52,900	52,096	53,000
Efficiency	Sworn police per 1,000 population*	1.6	1.69	1.69	1.69

#### FY2019 Major Achievements

- Maintained and oversaw policy revisions and outcomes of all citizen and supervisor initiated internal complaints and officer involved uses of force.
- Continued the implementation of the Lexipol departmental policy manual in compliance with state and federal law as well as industry best practices.
- With support of the Prescott Police Foundation, engaged the community through a national campaign called the Pink Patch Project with the goal of raising funds for the Yavapai Regional Medical Center Breast Care Center.
- Conducted two Police Citizen Academies to enhance community understanding of the role and function of the Police Department and hosted multiple outreach events such as Coffee with a Cop and a Senior Safety Fair.

## Police

### Expenditure Budget

#### Police Administration Expenditure Summary

	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Estimate</b>	<b>FY20 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 546,532	\$ 611,317	\$ 564,663	\$ 601,083	-2%
Supplies	77,311	258,770	133,796	205,633	-21%
Internal Charges	139,886	135,152	135,029	149,704	11%
Other Services & Charges	118,765	191,384	171,809	253,161	32%
Subtotal Operations	882,495	1,196,623	1,005,297	1,209,581	1%
Capital	14,550	-	-	176,548	
Total	\$ 897,045	\$ 1,196,623	\$ 1,005,297	\$ 1,386,129	16%

#### Authorized Staffing Summary

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Authorized Staffing Level	<u>4.00</u>	<u>5.00</u>	<u>5.00</u>
Police Chief	1.00	1.00	1.00
Deputy Police Chief	1.00	1.00	1.00
Administrative Supervisor	-	1.00	1.00
Business Manager	1.00	-	-
Senior Victim Advocate	-	1.00	1.00
Victim Advocate	1.00	1.00	1.00

**Budget Notes and Significant Changes:** An internal charge increase represents increased facilities maintenance. Other services and charges increase consists of a larger contribution to Yavapai Family Advocacy Center and an offset by the decrease in Supplies.

## Police

### Patrol Operations Bureau

#### Division Mission

To provide high quality police and animal control services to the people in our community through integrity, compassion, and commitment to innovation while enforcing the law and safeguarding constitutional rights.

#### Services

The Patrol Operation Bureau consists of 2 sections: Patrol Section and Animal Control Section.

The Patrol Section consists of uniformed patrol officers and sergeants staff, resulting in five 24/7 patrol teams with assistance from a dedicated K9 team. These patrol teams provide city-wide coverage, responding to calls for service from citizens and visitors.

The Animal Control Section provides services consisting of dog licensing, animal impounds, and bite investigations as well as educational classes to various groups.

#### FY2020 Objectives

- Respond to high priority calls for service with an average time of five (5) minutes (equivalent to industry standards.)
- Support the Sex Offender Accountability Program (SOAP) by conducting monthly checks on registered sex offenders in our community.
- Increase K9 Team by one officer and dog to provide a better resource to the community and the department.
- Focus workload to being proactive on calls for service, responding to high complaint areas and proactive policing/problem solving.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Input*	Increase K9 program with an additional officer and dog	N/A	N/A	N/A	1
Output	Priority calls: average time, dispatch to arrival on scene in minutes	N/A	5 MIN	5 MIN	5 MIN
Output*	Attempt contact with every sex offender each month as provided by the SOAP coordinator	N/A	N/A	N/A	100%
Output*	% of time on patrol dedicated to productive policing; calls, proactive, complaints, etc.	N/A	N/A	N/A	60%

\*New measure

#### Analysis of performance:

A reduction in staffing levels due to unforeseen circumstances within the traffic safety section resulted in significant decreases in the number of contacts, citations and warnings issued.



# Police

## FY2019 Major Achievements

### Patrol

- Five new and lateral police officers were successful in completing the field training program, achieving solo officer status, and three are still in the field training process.
- All sworn officers attended Rescue Task Force training in conjunction with Prescott Fire Department. This is a recent development in active shooter training that is gaining popularity nationwide.
- Provided off-duty officers for security at multiple churches throughout the city for the majority of the year due to events that have occurred to cause concern across the country.
- Staffed a sworn officer to serve as a School Liaison Officer who is responsible for working with school officials in the development and review of emergency response plans, training of school personnel, and creating partnerships with local area schools, staff and students.
- Staffed a fulltime sworn officer as the School Resource Officer for Prescott High School.

### Animal Control

- Processed 4,339 license renewals and 1,024 past due renewals
- Responded to 1,247+ animal related calls for service
- Both animal control personnel were issued 10-22 rifles and passed qualification.

## Expenditure Budget

### Patrol Operations Bureau

#### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 4,546,814	\$ 4,692,143	\$ 4,715,060	\$ 5,081,807	8%
Supplies	280,906	343,112	307,564	342,841	0%
Internal Charges	1,511,089	1,630,884	1,643,384	1,862,852	14%
Other Services & Charges	87,900	116,245	118,445	111,545	-4%
Subtotal Operations	6,426,710	6,782,384	6,784,453	7,399,045	9%
Capital	206,018	514,000	130,000	1,062,750	107%
Total	\$ 6,632,728	\$ 7,296,384	\$ 6,914,453	\$ 8,461,795	16%

#### Capital Detail

Vehicle Replacements - Police Department	\$ 562,000
Police Radio Replacement	392,000
Radio Infrastructure Repair Project	108,750
	<u>\$ 1,062,750</u>

## Police

### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>47.50</u>	<u>50.50</u>	<u>53.50</u>
Police Lieutenant	1.00	2.00	2.00
Police Sergeant	5.00	5.00	5.00
Police Officer	39.00	41.00	44.00
Animal Control Supervisor	1.00	1.00	1.00
Animal Control Officer	1.00	1.00	1.00
Secretary	0.50	0.50	0.50

**Budget Notes and Significant Changes:** Changes to personnel in FY20 include the addition of 2 new bicycle patrol officers and a K9 officer which half the funding is from PANT. Internal Charges increases with the cost recovery of FY20 Regional Communications budget. This cost recovery is adjusted yearly based on the number of service calls.

## Police

### Special Operations Bureau

#### Division Mission

To provide public safety services and support by investigating felony and high priority crime, securing and documenting property and evidence, responding to requests for traffic crash investigation, proactively enforcing traffic law to incentivize safe driving habits, resolving crime related community issues through personalized service, and ensuring public safety at City of Prescott special events.

#### Services

The Police Department Special Operations Bureau consists of three sections:

The Investigations Section investigates specifically assigned crimes against persons and property as well as financial crimes, while supporting other department sections and criminal justice practitioners in law enforcement duties; provide victim advocacy services to victims of crime and provide property and evidence storage and record keeping.

The Traffic Safety Section performs proactive enforcement of traffic laws, investigates death/serious injury crashes, and coordinates and participates in numerous special events within the city that showcase our community.

The Community Services Section solves crime-related community problems, ensures school security and safety, develops community relationships by participating in community outreach, and provides numerous training sessions throughout the community on subjects such as Alzheimer's Alert, active shooter survival, and Red Ribbon anti-drug training.

#### FY2020 Objectives

- Proactive enforcement of traffic laws by the use of speed enforcement, saturation patrols, etc.
- Reduce collisions through education, enforcement, and community outreach.
- Improve service to victims of crime by ensuring timely follow-up and quality communication.
- Develop and implement satisfaction survey of crime victims of cases assigned to investigations.
- Reduce crime in the business district through high visibility walking and bicycling patrols.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Output	Traffic contacts by the Traffic Safety Section	3,839	2,500	3,744	4,000
Output	Traffic crash investigations, non-injury, injury and fatality as a percentage of department total	N/A	53%	53%	65%
Output	DUI arrests per 1,000 population	5.06	5.25	5.25	5.35
Output	Number of bicycle and foot patrols in the downtown area and public spaces.	N/A	300	175	200
Outcome*	On a weekly basis, target enforcement efforts in high complaint areas to address specialized concerns	N/A	N/A	N/A	52

## Police

Outcome*	Detectives communicate with victims of assigned cases within three business days of case assignment	N/A	N/A	N/A	100%
Outcome	Achieve 90% customer satisfaction rate on all completed surveys administered through the office of the Victim Advocate	87%	90%	88%	90%

\*New measure

### Analysis of performance:

Increase percent (%) of traffic crashes investigated by the Traffic Safety Section is due to an anticipated addition of a civilian traffic crash investigator.

Increase in DUI arrests are due to an anticipated addition of a civilian traffic crash investigator allowing more proactive motor enforcement.

## FY2019 Major Achievements

### Investigations

- Assigned 301 cases to detectives resulting in 67 clearances.
- Conducted two (2) homicide investigations, one of which resulted in a 10-year plea agreement with the other pending trial.
- Conducted a fraud investigation resulting in conviction leading to a 30-year prison sentence.
- Obtained STOP grant funding and filled position for a Sexual Assault Response Team detective.
- Obtained an 88% satisfaction rate on victim advocate survey.

### Traffic Safety

- Investigated 588 traffic crashes and issued 3,640 traffic related citations and warnings.
- Conducted 12 DUI taskforce operations.
- Initiated a Civilian Traffic Investigator position.
- Assisted in traffic control of multiple special events including 4<sup>th</sup> of July Parade, Kiddie Parade, Burn Camp, Skull Valley Loop Challenge, Homecoming Parade, Halloween Detail, Veteran's Parade, Light Parade, Christmas Parade, MLK March, Shop With a Cop, Whiskey Off Road, Whiskey Row Marathon, and Walk Your Kids to School.

### Support Services

- Responded to 269 calls for service and made 150 patrols in the down town area resulting in 60 arrests.
- Re-implemented a fulltime School Resource Officer at Prescott High School.
- Implemented of fulltime School Liaison Officer for school safety programs.
- Cross trained with Prescott Fire Department for mass casualty rescue taskforce.
- Provided interior public safety services for multiple special events.

### SWAT

- Developed and implemented an explosive breaching program.
- Hosted and instructed a forty-hour basic SWAT school for the north region of Arizona Tactical Officers Association.
- Provided over watch and security for two large events in the downtown area along with security for Governor Ducey at a political rally.

## Police

### Expenditure Budget

#### Special Operations Bureau Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 2,252,581	\$ 2,614,949	\$ 2,526,006	\$ 2,721,835	4%
Supplies	61,527	143,200	140,900	104,600	-27%
Internal Charges	240,366	241,680	253,116	267,844	11%
Other Services & Charges	16,949	76,503	37,186	45,908	-40%
Subtotal Operations	2,571,422	3,076,332	2,957,208	3,140,187	2%
Capital	-	60,000	60,000	332,000	453%
Total	\$ 2,571,422	\$ 3,136,332	\$ 3,017,208	\$ 3,472,187	11%

#### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>25.00</u>	<u>25.00</u>	<u>25.00</u>
Police Lieutenant	1.00	1.00	1.00
Police Sergeant	3.00	3.00	3.00
Police Officer	15.00	15.00	15.00
Civilian Parking Accident Inv.	1.00	1.00	1.00
Property/Evidence Tech-CSI	1.00	1.00	1.00
Property/Evidence Tech	1.00	1.00	1.00
Station Coordinator	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Administrative Svcs Specialist	1.00	1.00	1.00

**Budget Notes and Significant Changes:** One time small tools and equipment was purchased in FY19. The decrease in Other Services & Charges is tied to grants.

## Police

### Support Bureau

#### Division Mission

To support and serve the community, the police department, and other criminal justice partners by maintaining a record management system, an enhanced training and recruitment section, and high professional standards through oversight for policy revision, accreditation, and all employee internal investigations.

#### Services

The Support Bureau provides internal and external customer service in the areas of records management, department training and recruiting of all sworn and civilian employees, professional standard complaints and investigations, policy and procedure updates and compliance, and crime prevention and community outreach programs.

The Records Section provides support services to the officers and staff of the police department and the City of Prescott. This Section also provides walk-in and telephone services to the citizens of Prescott needing report copies, local background checks, and general police information. The Records Section is responsible for fulfilling any routine request for public records from all external customers.

Additionally, the Support Bureau provides for scheduling, coordination, and posting of all department required and supplemental training, works to recruit and hire both sworn and civilian employees by conducting all background investigations and utilizing creative strategies such as the Recruitment Bonus Incentive Program, and provides public awareness of programs that focus on crime prevention and community outreach.

#### FY2020 Objectives

- Backfill vacant positions for all sworn and civilian position within 60 days of vacancy.
- Provide minimum 8 hours continuing training opportunities for all sworn staff per AZ POST requirements.
- Maintain 100% compliance with ACJIS rules and regulations regarding department personnel recertification.
- Create and implement an updated procedure manual for police department employees and begin the accreditation process.
- Ensure high level of customer service in the Records Section by fulfilling all record requests within a reasonable time period.
- Implement customer survey to citizens utilizing the on-line reporting system to enhance external customer service.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outputs*	Attend quarterly recruiting venues to attract quality applicants for testing.	N/A*	N/A*	N/A*	4
Outcome*	Fulfill 90% of records requests within two business days	N/A*	N/A*	N/A*	90%
Outcome*	Notify 100% of ACJIS users of recertification within 30 days of expiration	N/A*	N/A*	N/A*	100%

\*New measure

## Police

### FY2019 Major Achievements

#### Records

- Implemented and maintained electronic public records requests allowing external customers ease of access to records requests.
- Successfully implemented a new TriTech Records Management System (RMS) and successfully converted data from the previous RMS system in the crossover.
- Achieved compliance with A.R.S. 39-123.01 and A.R.S. 8-413 in regards to the new redaction laws pertaining to juveniles and witnesses of crimes.

#### Training and Recruiting

- Achieved 100% staffing levels for all sworn positions.
- Achieved 8 hours of defensive tactics training for all sworn personnel.
- Continued and expanded the department's community outreach programs through citizen's academies, coffee with a cop events, and increased social media presence.

### Expenditure Budget

#### Support Bureau

##### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 310,603	\$ 361,660	\$ 295,470	\$ 373,519	3%
Supplies	17,648	41,210	30,475	77,997	89%
Other Services & Charges	121,466	136,112	118,022	168,452	24%
Total	\$ 449,717	\$ 538,982	\$ 443,967	\$ 619,968	15%

##### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>
Police Officer	2.00	2.00	2.00
Police Records Supervisor	1.00	1.00	1.00
Police Records Clerk	3.00	3.00	3.00
Crime Prevention Specialist	0.50	0.50	0.50

**Budget Notes and Significant Changes:** Changes to supplies in FY20 is for uniforms and equipment for new police officers. Other Services & Charges is an increase in the training budget. This includes the cost of training two new SWAT medics and the training & recruitment officer.

# Public Works

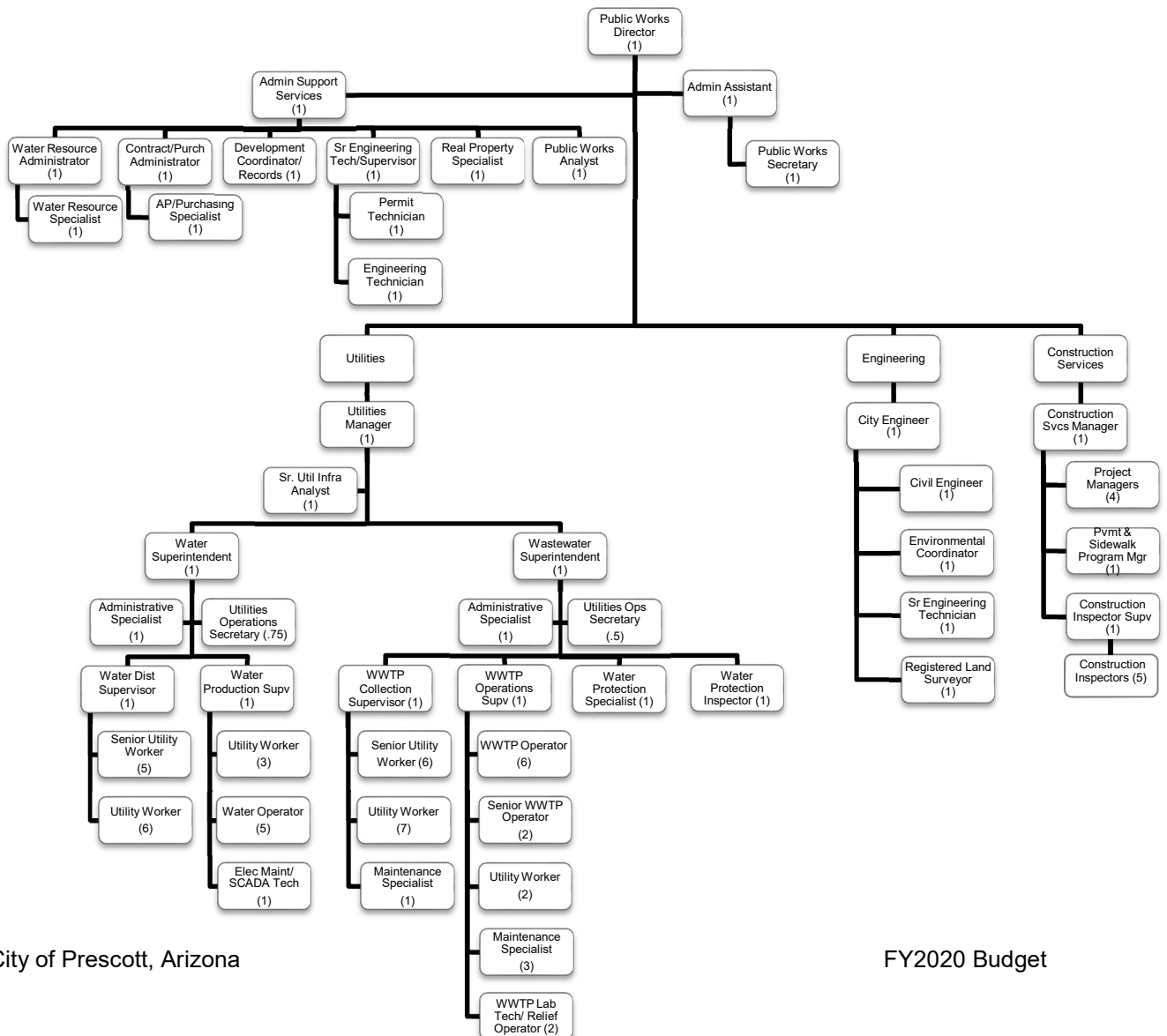
## Department Mission

To support the City of Prescott's quality of life and economic prosperity by effectively managing the infrastructure and natural and man-made resources and through timely, quality and cost effective services.

## Services

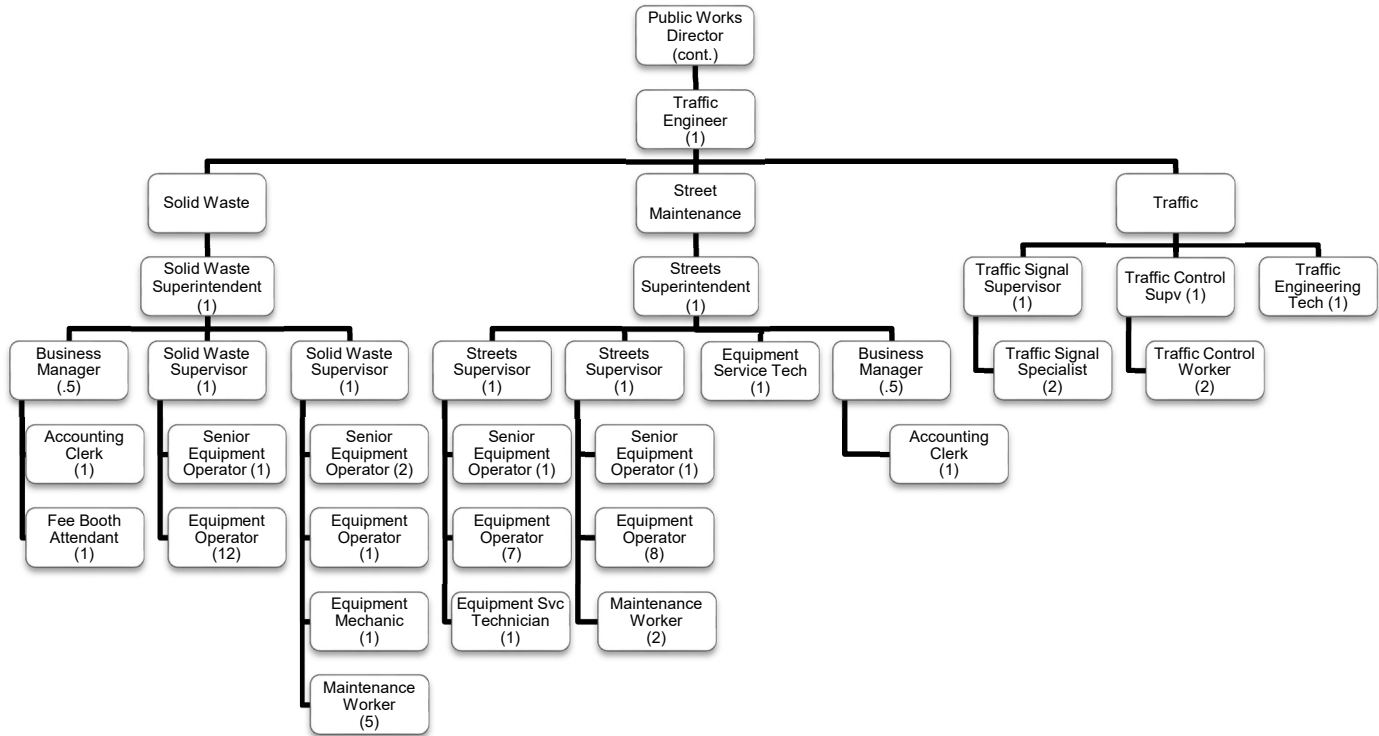
The Public Works Department is responsible for the planning, design, construction, maintenance, performance, function and efficiency of a variety of City infrastructure. This includes roads, traffic control devices and signs, sidewalks, water and wastewater utilities, drainage systems and real property. In addition to City infrastructure and assets, the Department supports private development efforts within the City and utility service areas by providing plan review, permitting, and inspection services. The Department operates and maintains a first class Water and Wastewater Utility system for over 24,000 customers. The Solid Waste Division provides trash and recycling services to over 24,000 residential and commercial. The transfer station operates 6 days a week for customers within the quad-city area. The Streets Division maintains over 765 miles of city paved streets, alleyways, signs, and related items in the public right of ways.

## Organization and Personnel





## Public Works



### Department Summary - Staffing by Division

	FY18	FY19	FY20
Engineering	23.20	19.74	20.74
Utilities	69.30	71.09	71.09
Solid Waste	28.70	29.75	30.75
Street Maintenance	<u>35.80</u>	<u>35.42</u>	<u>35.42</u>
Total Authorized Positions	157.00	156.00	158.00

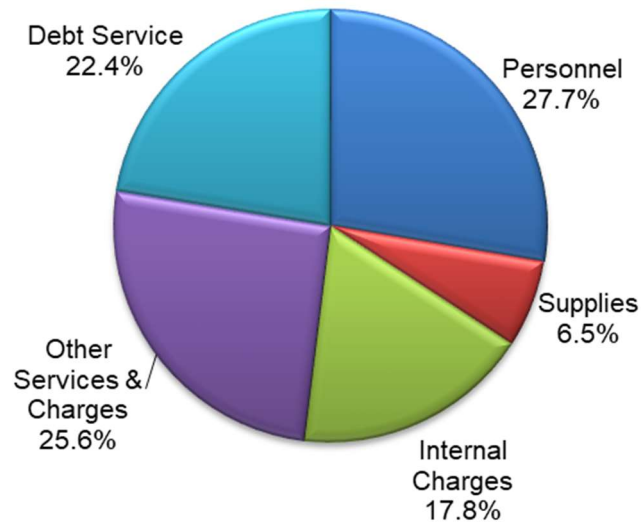
## Public Works

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 11,025,816	\$ 12,692,136	\$ 12,583,381	\$ 12,988,113	2%
Supplies	2,001,482	2,531,150	2,675,837	3,066,824	21%
Internal Charges	7,227,627	7,542,929	7,407,904	8,344,688	11%
Other Services & Charges	9,185,159	10,888,893	9,308,514	12,037,659	11%
Debt Service	4,497,986	9,584,537	9,383,069	10,519,709	10%
Subtotal Operations	33,938,070	43,239,645	41,358,705	46,956,993	9%
Capital	22,110,613	69,802,203	43,688,980	82,034,679	18%
Total	\$ 56,048,683	\$ 113,041,848	\$ 85,047,685	\$ 128,991,672	14%

**Public Works FY20  
Operating Expenditure Budget by Type**



## Public Works

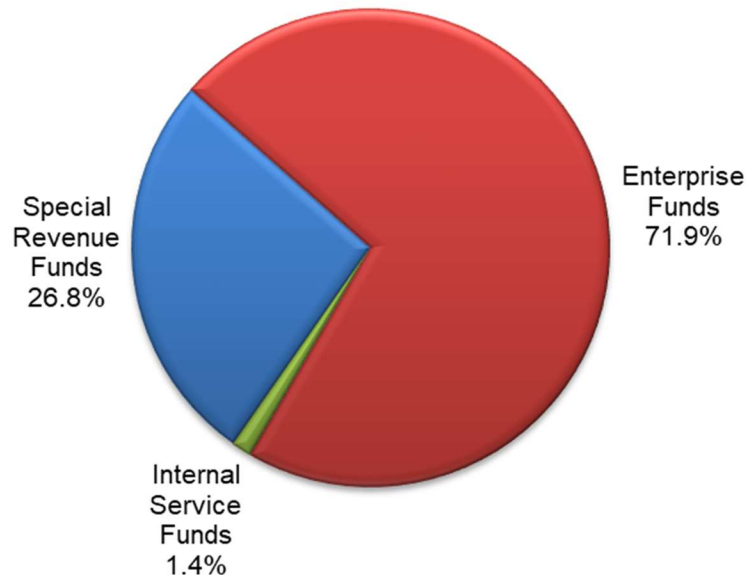
### Department Summary - Operating Expenditures by Division and Capital

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Engineering	\$ 2,332,018	\$ 4,412,699	\$ 3,999,856	\$ 4,833,352	10%
Utilities	16,581,897	23,712,673	22,382,058	25,958,478	9%
Solid Waste	7,016,718	7,692,612	7,336,890	8,279,427	8%
Street Maintenance	8,007,436	7,421,661	7,639,901	7,885,736	6%
Subtotal Operations	33,938,070	43,239,645	41,358,705	46,956,993	9%
Capital	22,110,613	69,802,203	43,688,980	82,034,679	18%
Total	\$ 56,048,683	\$ 113,041,848	\$ 85,047,685	\$ 128,991,672	14%

### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Special Revenue Funds	\$ 20,650,135	\$ 29,875,149	\$ 25,095,577	\$ 34,707,879	16%
Enterprise Funds	36,444,745	81,095,200	58,037,370	92,372,148	14%
Internal Service Funds	1,927,623	2,071,499	1,914,738	1,911,645	-8%
Total	\$ 59,022,503	\$ 113,041,848	\$ 85,047,685	\$ 128,991,672	14%

Public Works Operations Funding Sources  
FY20 Budget



## Public Works

---

**Department Funding Sources:** Public Works is funded mainly through Enterprise Funds, which primarily consist of user fees and development impact fees. Special Revenue Funds are the Streets 1% dedicated sales tax and Grants. Some of the staff in the Engineering Division operate in an Internal Service fund for charging out internal engineering services to capital projects.

## Public Works

---

### Administrative Support Services

#### Division Mission

As a team provide high level customer service by providing professional quality support and services to internal and external customers. Provide clear, consistent and responsible communication. Promote economic prosperity through timely and efficient plan review and permitting activities for private development and capital improvement projects. Improve the operation, longevity and reliability of public infrastructure to the users of these systems through project documentation.

#### Services

The Administrative Support Services Division is responsible for the development and management of the departmental budget, facilitates the procurement process, manages contracts and provides records management for the Department. The Division is also responsible for the acquisition and management of City owned property to meet infrastructure needs, providing professional real estate services to other departments, residents and tenants. Finally, the Water Resource staff provide technical support for the Big Chino Water Ranch, development of the water resources management model and implement an education outreach program.

The Division also staffs the permit center at City Hall in support of Public Works activities. Providing building permit plan review, engineering permit plan review/permits, right of way permit plan review/permits, and pre-application conference reviews of Public Works engineering elements.

#### FY2020 Objectives

- Effectively prepare and manage the fiscal year budget.
- Ensure compliance with all Federal, State and Local guidelines for procurement and ensure contracts remain in compliance throughout the process within specific guidelines.
- Provide timely and accurate processing of payment requests from vendors.
- Provide applicable responses to public records requests in a timely and professional manner.
- Maintain departmental records according to adopted records schedule.
- Ensure customers are satisfied with the professional services provided.
- Provide technical support to, and administer Comprehensive Agreement No. 1 and its subcontracts.
- Operation and ongoing maintenance of the Water Resources Management Model (WRMM).
- Deliver Calendar Year 2019 community water education program (Drop by Drop)
- Administer the Water Conservation Incentive Program.
- Provide accurate and timely permit processing and issuance.
- Ensure services are completed in the most effective, efficient and economical method for the customer and the division.
- Provide accurate and timely information to customers via the phone, web or in person

## Public Works

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Workload	Water rebate applications	N/A*	175	150	175
Workload	Customer satisfaction surveys/responses from attendees of Drop by Drop	N/A*	50	45	50
Efficiency	Percentage of spending within budgeted amount	N/A*	90%	100%	90%
Efficiency	Percentage of completed pay apps within established timeframes	N/A*	90%	95%	90%
Efficiency	Percentage of public records requests completed within 10 days	N/A*	90%	95%	90%
Outcome	Annual Records Destruction Complete	Yes	Yes		Yes
Outcome	Percentage of Permit Center plan reviews related to Engineering completed within established turn-around times	N/A*	90%	65%	90%
Outcome	Percentage of Engineering Permits processed and issued within 15 days	N/A*	90%	75%	90%

\*New measure

**Analysis of Performance:** The Administrative Support Services Division is relatively new, 1 year. Therefore, past performance measures data is limited. The permit center plan review staff was down 2 full-time staff members due to vacancy for 8 months of the fiscal year. In FY20, Water Resource Management was transferred into the Division from the City Manager's office.

### FY2019 Major Achievements

- Completed the Water and Wastewater rate study, the Solid Waste rate and fee study and the Development Impact Fee update.
- Facilitated the creation of eight Development Agreements.
- Completed the update of the Cities Water and Wastewater Models Masterplan.
- Converted Solid Waste and Transfer Station from the Solid Waste Database to Lucy software.
- Completed the CA1 monitor well drilling program.
- Completed first annual update of the Water Resource Management Model.
- Delivered monthly water education program, WaterSmart Drop by Drop.
- Received and processed 125 water conservation rebates.
- Published a comprehensive update of the City's Supplement to the Maricopa Association of Governments (MAG) Uniform Standard Specifications and Details for Public Works Construction.
- Implemented the use of co-operative use Job Order Contracts from the State and other municipalities in support of City capital improvement projects.
- Researched and acquired all private property holdings within the Prescott Airport Boundary.
- Negotiated and created several new long-term cell tower site leases to cell providers, at fair market value.
- Created a new records retention schedule that was accepted by the State of Arizona for Engineering Records.

## **Public Works**

---

- Researched and compiled 200+ records requests from the general public.
- Managed 204 active contracts totaling \$117,157,887.00.
- Managed 22 operating budgets and reviewed expenditures totaling \$39M

## Public Works

---

### Engineering

#### Division Mission

Support the City of Prescott's quality of life and economic prosperity by improving the operation, longevity and reliability of all public infrastructures. Provide timely and professional level engineering and customer service in support of the City's Capital Improvement Program and private development.

#### Services

Engineering Division provides plan review services in support of private development and the capital improvement program, develops in-house design projects, provides floodplain administration, computer aided design and drafting, professional survey services, and storm water management. This division is in charge of modeling updates to the water and wastewater models, design of pavement preservation, pavement rehabilitation, drainage system, sidewalk network, and other transportation system improvements.

The Construction Services Division is responsible for the design, construction and inspection of public infrastructure as well as inspection for private infrastructure that will be given to the City for long-term maintenance. These activities support two primary areas of work, utilities and streets operations within the City. This comprises of the implementation of the Capital Improvement Program including water and wastewater system upgrades, roadway pavement system preservation, rehabilitation and reconstruction, drainage system improvements, and transportation system enhancements and improvements.

#### FY2020 Objectives

- Streamline private plan review process to meet or exceed established plan review turnaround times.
- Provide professional engineering services through the design of in-house projects, including: pavement preservation, pavement rehabilitation, drainage, and sidewalk replacement/repairs.
- Successful completion of the annual Stormwater Management Plan as obligated by the City's MS4 annual report and permit.
- Development & implementation of a TMDL action plan (CIP program, organizational BMPs, etc.) to execute the recommendations of the Watershed Pollution Reduction Plan and the Lake Management Plan.
- Provide survey services to internal and external clients, as well as developing and maintaining tools which will enable the City to better serve the engineering and surveying community.
- Providing safe and reliable water, wastewater, drainage and transportation system by completing capital projects.
- Improve the quality of capital improvement projects and private development within the City by reviewing and implementing adopted construction and inspection standards, resulting in an efficient use of funds.
- Develop pavement and sidewalk preservation, rehabilitation and reconstruction programs to improve the quality of the City's roadways and sidewalks.
- Provide professional level inspection services.



## Public Works

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Percentage of implementation of Stormwater Management Plan	62%	90%	82%	95%
Outcome	Develop and Implement TMDL Action Plan	N/A	N/A	15%	35%
Outcome	Completed projects out of total projects	41/53	56/70	23/45	30/40
Outcome	Expended or Encumbered CIP Budget (dollars)	78%	80%	70%	75%
Outcome	Roadway System Pavement Quality Index (PQI) – Goal of 75 <u>100 to 70 – Good</u> Needs Preservation <u>40 to 70 – Fair</u> Needs Rehabilitation <u>40 and Below – Poor</u> Needs Reconstruction	62	68	60 <sup>1</sup>	60
Efficiency	Expenditures, paved road preservation per paved lane miles (765 lane miles)	\$5,532	\$4,804	\$5,795	\$11,111
Efficiency	Expenditures, paved road rehabilitation per paved lane miles (765 lane miles)	\$819	\$667	\$751	\$613
Workload	Completed in-house design project	6	8	9	8
Workload	Provided Survey Services	20	35	47	40
Workload	Number of Private Development inspections performed per year per inspector (7 inspectors)	5,200	5,300	5,900	5,900
Workload	Number of Public Capital Improvement Project inspections performed per year per inspector (5.5 inspectors)	3,400	3,200	2,700	2,600

\*New measure

**Analysis of performance:** The In-house design team has been proficient at supporting the needs of designing in-house projects, which represents approximately \$7M in CIP projects.

Early in FY 19 a temporary fulltime position for a Storm Water Technician was filled, which enabled our Storm Water program to excel in meeting ADEQ's Storm Water permit requirements. A preliminary list of TMDL action plan items have been developed and the implementation of these organizational BMP's has commenced.

<sup>1</sup>FY19 PQI estimate from IMS DRAFT Report submitted in February 2019, based on a preliminary analysis and the available funding for FY20, it is presumed that the PQI will not go higher in FY20. Inspection Staff have performed 66 full time PVC water line inspections for Private Development projects.

### FY2019 Major Achievements

Completed in-house projects:

- FY19 Pavement Rehabilitation Plans and Specifications
- Pavement Rehabilitation Plans for SR 89, Willow Lake Road to Phippen Trail
- FY19 Sidewalk Repair Plans and Specifications
- Solid Waste Transfer Station Pavement Rehabilitation Plans and Specifications
- Gurley and McCormick Water Main Replacement Plans and Specifications

## Public Works

- Pavement Condition review of all City pavement assets and implementation of this data in the Lucity Pavement Module
- Implemented drainage complaint tracking utilizing the Lucity Storm Water Module
- Community Rating System (CRS) review and accreditation updated
- Webpage for Standard Plat Language created
- New Watershed Layer created within the City mapping system

Completed the following Capital Improvement Projects:

- Willis & Cortez Intersection Repairs
- Bashford Court Alley Reconstruction
- Chino Production Well #5 Rehabilitation
- Hassayampa Village Lane Intersection Improvements
- Rosser Street Reconstruction
- N Washington/Churchill Reconstruction
- Dameron Drive and Home Street Improvements
- Sundog Wastewater Treatment Plant Lift Station
- Zone 56/76 Pump Station Upgrades
- Mingus-Douglas Lift Station Abandonments
- Leroux and Cortez Drainage - West Yavapai Guidance Clinic
- Citywide Drainage Improvements, Bid Packet #1 and #2
- Senator Highway Bank Stabilization
- Virginia Street Pavement Improvements
- FY19 Pavement Rehabilitation
- FY19 Pavement Preservation Program

## Expenditure Budget

### Engineering & Capital Improvements

#### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 1,443,032	\$ 2,227,958	\$ 2,060,316	\$ 2,255,956	1%
Supplies	51,336	40,300	39,856	39,350	-2%
Internal Charges	620,291	1,820,551	1,625,725	2,287,506	26%
Other Services & Charges	217,359	323,890	273,959	250,540	-23%
Subtotal Operations	2,332,018	4,412,699	3,999,856	4,833,352	10%
Capital	20,350,319	63,682,628	37,149,597	74,645,151	17%
Total	\$22,682,338	\$68,095,327	\$41,149,453	\$79,478,503	17%

## Public Works

### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>23.20</u>	<u>19.74</u>	<u>20.74</u>
Public Works Director	0.16	-	-
Public Works Analyst	0.20	-	-
Administrative Assistant	0.16	-	-
Secretary	0.16	-	-
Contract Specialist	0.32	-	-
City Engineer <sup>1</sup>	0.70	0.34	0.34
Development Services Facilitator <sup>2</sup>	-	0.40	0.40
Program Development Manager	0.40	-	-
Stormwater Specialist	-	-	1.00
Capital Project Manager	5.00	4.00	4.00
Develop. Coord./Records Control	0.10	-	-
Development Review Supervisor	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00
Permit Technician/Plans Examiner	1.00	1.00	1.00
Civil Drainage Engineer	1.00	1.00	1.00
Pavement & Sidewalk Prog. Manag	1.00	1.00	1.00
Construction Inspection Supv.	1.00	1.00	1.00
Building Inspector	-	1.00	1.00
Construction Lead Inspector	1.00	-	-
Construction Inspector	5.00	5.00	5.00
Environmental Coordinator	1.00	1.00	1.00
CADD Engineering Specialist	1.00	-	-
Real Property Specialist	1.00	-	-
Real Estate Administrator	-	1.00	1.00
Registered Land Surveyor	1.00	1.00	1.00

<sup>1</sup> City Engineer charged 66% to Utilities and 34% Engineering

<sup>2</sup> Development Services Facilitator charged 60% Utilities and 40% Engineering

**Budget Notes and Significant Changes:** Increased Internal Charges is the result of the methodology used to calculate the cost recoveries from other funds. This is based on the budget compared to the City as a whole so it can fluctuate yearly. Other Services and Charges decreased as the City Shop Underground Storage cleanup project is nearing completion.

## Public Works

### Capital Detail

Water Production and Intermediate Pump Station, Tanks and Pipeline	\$ 12,783,138
Airport Trunk Main	9,615,000
Pavement Preservation Program	8,500,000
S. Summit Avenue/S. McCormick Street/Beach Avenue Reconstruction	5,379,656
SR89 Lift Station	3,880,000
Zone 41 Mingus Pump Station, Tank and Pipeline	3,224,000
Penn Avenue and Eastwood Drive Reconstruction	2,996,000
Sundog Trunk Main, Phase B	2,866,000
Goodwin Street and S. Washington Avenue Reconstruction	2,725,000
Robinson Drive Reconstruction	2,697,000
Production Well No. 5 AP - New	2,372,590
Sundog Trunk Main, Phase C	2,169,571
Zone 16 Virginia Pump Station, Haisley Tank and Pipelines, and Haisley Rd Rec	2,075,000
Zone 56 Tank and Pipeline and Zone 7 Pump Station	2,000,000
Sundog Ranch Road Reconstruction and Water Line	1,703,890
Zone 24/27 Water Pipeline	1,482,407
Main Line Replacements	1,390,000
Corsair Avenue Extension	1,346,000
Miscellaneous Water and Wastewater Projects	710,000
Citywide Drainage Improvements Program	700,000
Hope Street Improvements	550,000
Miscellaneous Streets Projects	469,308
Production Well No. 4 CV - Rehabilitation	372,902
Watson and Willow Lakes Enhancement Program (TMDL)	338,239
Operations Building Expansion	332,000
Spreader Racks and Cinder Mix Station	300,000
Willow Creek Berm Improvement	250,000
Willow Creek Gravity Sewer	217,700
Citywide Floodplain Mapping	200,000
Overland Road Bridge Reconstruction - Government Canyon	200,000
Safe Routes to School Program - Coronado Sidewalk	200,000
Granite Creek & Willow Creek Dam	170,000
Goodwin Street (East and West) Reconstruction	157,000
CentralSquare Project	112,500
Aerial, Digital Elevation Model, Contours	80,000
Production Well No. 3 CV - Rehabilitation	75,000
Carleton and S Cortez	5,250
	<u>\$ 74,645,151</u>

## Public Works

### Utilities

#### Division Mission

To support the City of Prescott's quality of life and economic prosperity by providing high quality, cost effective management of the City's utility system. Provide utility related services that meet or exceed all State and Federal regulations through compliance, communication and outstanding customer service. Maintain the utility systems to protect the environment and assure that every resource is managed in a sustainable manner.

#### Services

The Utilities Division is responsible for providing water, wastewater, and surface water management services to City customers.

Potable water is produced from groundwater wells, treated as necessary to comply with all State and Federal Drinking Water Standards, pumped into the water distribution system, and delivered to residential, commercial and industrial customers throughout the City of Prescott water service area.

Wastewater is collected from City and County users utilizing a system of gravity main line, lift stations and force mains, treated at City facilities to State mandated standards, and delivered for reuse or recharge into the groundwater aquifer.

All water and wastewater infrastructure is operated and maintained in a manner to support the City's goals of having a fully functioning utility system. This involves routine maintenance, planning for system expansion, implementation of the capital improvement program, and replacement of infrastructure that has reached the end of its service life.

The Utilities division also supports other divisions, departments, entities and projects on an as-needed basis, to help maintain a positive image for the City of Prescott.

#### FY2020 Objectives

- Operate and maintain the Water, Wastewater and Surface Water systems in a safe manner to provide uninterrupted service and protect the health and safety of the general public.
- Continually inspect, evaluate and assess the Water, Wastewater and Surface Water systems to be proactive regarding repairs/replacements of system deficiencies and to protect the health and safety of the general public.
- Provide GUEST level service for each customer service request and customer interaction with the water and wastewater operations divisions.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Output	Percentage of water system valves exercised and maintained.	6.2%	N/A	4.3%	25%
Output	Percentage of wastewater collection system cleaned and maintained	52%	50%	29.8%	50%
Output	Percentage of fire hydrants inspected, evaluated, repaired or replaced.	19.8%	N/A	25.6%	50%
Output	Percentage of wastewater collection system CCTV inspected or evaluated.	26%	25%	23.1%	25%

## Public Works

Output	Percentage of surface water assets inspected and maintained.	100%	100%	100%	100%
Output	Percentage of meter sets completed within two working days of work-order generation.	92%	90%	82%	90%
Output	Percentage of emergencies responded to within 45 minutes during working hours.	100%	100%	100%	100%
Output	Percentage of wastewater, effluent, and surface water monitoring points sampled that meet permit compliance.	99.9%	100%	99.9%	100%
Output	Percentage of water quality samples of potable water that meet regulatory standards.	100%	100%	100%	100%

### FY2019 Major Achievements

- Water Operations brought the new 5 million gallon Chino Tank East online serving the system.
- Staff cleaned-up and repaired the Water Operations site after damage by a large storm event during monsoon season.
- Wastewater Collections Staff made a major repair on a pipe support for the Sundog Trunk Main at Kiji Dava, a situation created by a storm event during monsoon season.
- Airport Well #5 was drilled and tested. The testing determined that the production capacity of this new well would be set at 2,500gpm.
- Wastewater Operations staff supported the Pipe Bursting Project in several downtown alleys to replace 6-inch vitrified clay pipe (VCP) with new 8-inch high density polyethylene (HDPE) pipe, which increased capacity and will reduce future maintenance costs.
- The Mingus and Douglas Lift Stations Abandonment Project was completed. This project removed two aged wastewater lift stations from service, and will continually save operation and maintenance costs.
- The Airport Phase 2A project was completed and accepted by the City, which is now the largest diameter (48") sewer main that Wastewater Collections operates.
- Water Distribution Crews planned and completed a complex water main repair in Willow Creek Road that involved slipping a new water pipe through the existing 14-inch main and under an existing concrete box culvert without interrupting water service to the hospital or other nearby customers.
- Operations provided extensive support in completing Phase 3, the final phase, of the Granite Creek Dam Rehabilitation Project which will provide better operational control of the City's surface water assets in a much safer environment.

## Public Works

### Expenditure Budget

#### Utilities

#### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 4,839,347	\$ 5,438,197	\$ 5,347,475	\$ 5,479,887	1%
Supplies	1,057,349	1,250,225	1,361,090	1,671,275	34%
Internal Charges	3,005,594	3,424,013	3,425,213	3,737,268	9%
Other Services & Charges	5,442,102	6,218,300	5,067,810	6,883,646	11%
Debt Service	2,237,505	7,381,938	7,180,470	8,186,402	11%
Subtotal Operations	16,581,897	23,712,673	22,382,058	25,958,478	9%
Capital	1,516,490	4,513,725	5,029,665	4,457,158	-1%
Total	\$ 18,098,387	\$ 28,226,398	\$ 27,411,723	\$ 30,415,636	8%

#### Capital Detail

SCADA System Installation and Upgrade	\$ 2,583,000
Vehicle Replacements - Public Works	859,608
Radio Infrastructure	652,500
Water Resource Capital Projects	182,050
Central Square Project	180,000
	<u>\$ 4,457,158</u>

**Budget Notes and Significant Changes:** Supplies increased partially due to higher costs for chemical and laboratory supplies. Materials to maintain infrastructure is also more for the replacement of disk filter panels and a pump. The Big Chino Water Ranch Modeling is budgeted in Other Services and Charges which was not previously included. Debt Services is increasing with new wastewater infrastructure loans.

## Public Works

### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>69.30</u>	<u>71.09</u>	<u>71.09</u>
Public Works Director <sup>1</sup>	0.36	0.50	0.50
Regional Programs Director	1.00	-	-
Admin Support Services Manager <sup>1</sup>	-	0.50	0.50
Public Works Analyst <sup>1</sup>	0.40	0.50	0.50
Administrative Assistant <sup>1</sup>	0.36	0.50	0.50
Secretary <sup>1</sup>	1.36	1.50	1.50
Contract/Purchasing Admin <sup>1</sup>	-	0.50	0.50
Accts Payable/Purchasing Spec <sup>1</sup>	-	0.50	0.50
Contract Specialist <sup>1</sup>	0.72	-	-
City Engineer <sup>2</sup>	0.30	0.66	0.66
Civil Utility Engineer	1.00	-	-
Construction Services Manager <sup>3</sup>	-	0.66	0.66
Development Services Facilitator <sup>4</sup>	-	0.60	0.60
Program Development Manager	0.60	-	-
Utilities Manager	1.00	1.00	1.00
Water Resources Manager	1.00	-	-
Water Resources Administrator	-	1.00	1.00
Water Resources Coordinator	1.00	-	-
Water Resource Specialist	-	1.00	1.00
Sr. Infrastructure Analyst	1.00	1.00	1.00
<sup>5</sup> Develop. Coord./Records Control	0.20	0.67	0.67
Administrative Specialist	2.00	2.00	2.00
Water Superintendent	1.00	1.00	1.00
Water Operations Supervisor	-	2.00	2.00
Water Distribution Supervisor	1.00	-	-
Water Production Supervisor	1.00	-	-
Wastewater Superintendent	1.00	1.00	1.00
WW Collections Supervisor	2.00	2.00	2.00
WW Treatment Supervisor	1.00	1.00	1.00
Sr. WW Treatment Operator	2.00	2.00	2.00
Wastewater Treatment Operator	5.00	5.00	5.00
Lab Technician/Relief Operator	1.00	1.00	1.00
Senior Utility Worker	11.00	11.00	11.00



## Public Works

---

### Authorized Staffing Summary - continued

	FY18	FY19	FY20
Utility Worker	19.00	19.00	19.00
Water Operator	6.00	5.00	5.00
Elect Maint & SCADA Tech	-	1.00	1.00
Maintenance Specialist	4.00	5.00	5.00
Water Protection Specialist	1.00	1.00	1.00
Water Protection Inspector	1.00	1.00	1.00

<sup>1</sup> Public Works Admin personnel charged 25% Streets Maintenance, 25% Solid Waste, and 50% Utilities

<sup>2</sup> City Engineer charged 66% to Utilities and 34% Engineering

<sup>3</sup> Construction Services Manager charged 66% to Utilities and 34% Streets Maintenance

<sup>4</sup> Development Services Facilitator charged 60% Utilities and 40% Engineering

<sup>5</sup> Development Coord/Records Control charged 67% Utilities and 33% Streets Maintenance

---

## Public Works

### Solid Waste

#### Division Mission

Support the City of Prescott's quality of life and economic prosperity by providing solid waste services in an environmentally, fiscally responsible and customer service oriented manner. Educate and encourage waste reduction and recycling practices. Divert inert and organic materials from the landfill by processing them into valuable recycled commodities such as clean aggregate fill and wood chips.

#### Services

The Solid Waste Division manages municipal solid waste City-wide. The Division provides solid waste and recycling collection services to City residents and commercial customers; operates a 250 ton-per-day Transfer Station; and provides post closure care of the City's closed landfill.

#### FY2020 Objectives

- Provide quality, customer service oriented Solid Waste disposal services to protect the health and safety of the community.
- Increase the FY18 diversion rate from 29% to exceed the national average of 34.7% of material diverted from the landfill by proactively recovering recyclables in FY20.
- Improve public education to increase participation in the City's recycling program.
- Reach and exceed the 30.5% ICMA waste diversion metric, the Division will engage with schools, community organizations and local businesses with a "Recycle Right" education campaign to reduce contaminated loads and meet today's stricter materials processing standards.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Tons of Metal Diverted	217.69	230	150	200
Outcome	Tons of Inert Debris Diverted	4,441.62	9,000	4,500	5,000
Outcome	Tons of Wood Waste Diverted	4,250.03	4,200	4,400	5,000
Outcome	Tons of Co-mingled Recycle Diverted	5,908.94	5,400	5,900	6,200
Outcome	Percentage waste diverted from landfill for material collected	29.60%	31%	30%	31%
Outcome	Public Education and Outreach	N/A*	0	1	3
Workload	Customers using the Transfer Station	73,000	73,000	74,000	75,000

\*New Measure

#### FY2019 Major Achievements

- Implemented the Solid Waste Module in Lucity to better manage operations and work order tracking.
- Completed a comprehensive Rate and Fee Study.
- Provided solid waste services to thirty-eight (38) Special Events.
- Provided annual Household Hazardous Waste Collection to 613 Prescott residents.
- Completed Spring Bulk Item Pickup and removed over 248 tons of waste items and debris from Prescott neighborhoods.

## Public Works

### Expenditure Budget

#### Solid Waste

#### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 1,939,246	\$ 2,129,413	\$ 2,157,671	\$ 2,265,398	6%
Supplies	515,440	535,350	569,766	635,800	19%
Internal Charges	1,494,787	1,605,501	1,626,602	1,625,361	1%
Other Services & Charges	3,025,274	3,422,348	2,982,851	3,608,320	5%
Debt Service	41,971	-	-	144,548	
Subtotal Operations	7,016,718	7,692,612	7,336,890	8,279,427	8%
Capital	2,236	1,235,850	1,160,895	1,355,000	10%
Total	\$ 7,018,954	\$ 8,928,462	\$ 8,497,785	\$ 9,634,427	8%

#### Capital Detail

Vehicle Replacement - Solid Waste Division	\$ 1,130,000
Transfer Station/Street Maintenance Paving	225,000
	\$ 1,355,000

**Budget Notes and Significant Changes:** An Equipment Operator for an additional route was added in FY20 resulting in an increase in Personnel. Supplies increase in FY20 with the need for commercial dumpster replacements, service carts for garbage and recycling due to increasing population, and increasing fuel costs. Debt Service in FY20 is due to the financing of a new truck.

## Public Works

### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>28.70</u>	<u>29.75</u>	<u>30.75</u>
Public Works Director <sup>1</sup>	0.20	0.25	0.25
Traffic Engineer <sup>2</sup>	-	0.50	0.50
Admin Support Svcs Manager <sup>1</sup>	-	0.25	0.25
Public Works Analyst <sup>1</sup>	0.20	0.25	0.25
Administrative Assistant <sup>1</sup>	0.20	0.25	0.25
Secretary <sup>1</sup>	0.20	0.25	0.25
Contract/Purchasing Admin <sup>1</sup>	-	0.25	0.25
Accts Payable/Purchasing Spec	-	0.25	0.25
Contract Specialist	0.40	-	-
Solid Waste Superintendent	1.00	1.00	1.00
Solid Waste Supervisor	2.00	2.00	2.00
Senior Equipment Operator	3.00	3.00	3.00
Equipment Operator	13.00	13.00	14.00
Equipment Mechanic	-	1.00	1.00
Equipment Service Technician	1.00	-	-
Maintenance Worker	5.00	5.00	5.00
Business Manager <sup>3</sup>	0.50	0.50	0.50
Fee Booth Attendant	-	1.00	1.00
Accounting Clerk	2.00	1.00	1.00

<sup>1</sup> Public Works Admin personnel charged 25% Streets Maintenance, 25% Solid Waste, and 50% Utilities

<sup>2</sup> Traffic Engineer charged 50% Solid Waste and 50% Street Maintenance

<sup>3</sup> 50% of Business Manager charged to Street Maintenance

## Public Works

### Street Maintenance

#### Division Mission

Maintain serviceable, environmentally safe, accessible streets; an effective storm water drainage system; informative signage; and aesthetically pleasing rights-of-way for residents and visitors. 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.

#### Services

Street Maintenance performs pavement and concrete maintenance and repair, including preventive measures such as crack sealing, street sweeping and pothole repair. The division also maintains designated rights-of-way by removing weeds, brush and nuisance trees for aesthetic purposes, and for sight-distance issues City-wide. The City's drainage infrastructure, signage, traffic and pedestrian safety devices, such as hand rail and guard rail, are maintained by the Street Maintenance Division. The Division also responds year-round to rain and snow storms, including the ensuing clean-up requirements.

Traffic Engineering and Transportation Planning provides for the evaluation, design and maintenance of signals, signage, pavement markings, traffic calming and other measures to increase safety and minimize delays. The staff also review construction improvement plans and approve all construction and special event traffic control plans.

#### FY2020 Objectives

- Ensure city streets are well maintained through an effective maintenance plan.
- Implement preventative maintenance practices to include crack sealing operations, repair of utility asphalt cuts in the roadway and repair or replacement of mill paved roads.
- Proactively repair pot holes on all arterial, collector and residential streets.
- Proactively prepare for snow events by outfitting all snow response equipment prior to events.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Output	Weeks in average sweeping cycle for residential and collector streets	17	17	17	17
Outcome	Response time from Police Department activation of snow response until plows are deployed	2 hours	2 hours	1 hour	1 hour
Outcome	Prepare equipment for snow response prior to events	N/A	100%	66%	100%
Output	Inspect drainage ways and structures 2 times annually	100%	100%	100%	100%
Output	Inspect minor arterial streets and major collectors following storm events or bi-monthly for pothole repairs.	N/A*	N/A*	N/A*	100%

## Public Works

Outcome	Traffic signal and roundabout call-out maintenance/repairs made within 4 hours of notification. <sup>1</sup>	84%	85%	86%	85%
Outcome	Traffic request is resolved within 2 weeks of initial citizen contact.	91%	94%	90%	94%
Outcome	Percentage of high priority (intersection) regulatory signing replaced within 8 hours	100%	100%	100%	100%
Outcome	Inspect and replace 12.5% of over 10,000 signs per year	884	1250	1038	1250
Output	Number of times gateways and corridors are mowed/weeds trimmed annually	N/A*	4	4	4

\*New measure

### FY2019 Major Achievements

- Plowed during seven snow events for a total of 34,261+ linear miles City wide
- Repaired 90,000 square feet of asphalt including; Ewin Drive, Merritt Street, Gurley Place, W. Gurley Street, Lakeview Drive, Valor Drive and Willis Street at Pleasant Street
- Cleaned and maintained the downtown area for 1,700 hours
- Cleaned up the Dells corridor of State Route 89 to include the removal a 50+ foot dead Ponderosa Pine tree
- Reconstructed and increased the capacity of the drainage ditch on Campbell Street between Rosser Street and Flora Street
- Removed seven large nuisance trees on the east side of the Grace Sparks Activity Center on E. Gurley Street
- Trimmed 196 CY of trees and brush
- Filled 5,365 potholes
- Installed new solar powered changeable radar sign assemblies on Rosser Street near Luna Court to slow traffic through the area.
- Supported the Safe Routes to School Infrastructure Grant Projects at Mile High Middle School and Mountain Oak School.
- Completed the second in a series of Historic traffic signal cabinet wraps at the intersection of Gurley Street at Cortez Street.
- Fabricated and installed 7 homeless donation station meters in the downtown area.
- Fire Station #74 LED signing upgrade completed on Smoketree Lane.
- Completed the Williamson Valley Road striping modification improving operation and safety.
- Managed the Annual Pavement Marking Contract which painted 593,000 linear feet of long line.
- Maintained 400 antique globe street lights in the Central Business and Historic Districts.
- Maintained 51 traffic signals and 5 roundabouts.
- Provided traffic control plans and/or plan review for 62 special events.
- Provided traffic control barricade setup for 8 city sponsored events this year.
- Reviewed and approved 274 construction traffic control plans.
- Installed street light mounted Christmas decorations.

## Public Works

- Replaced and upgraded 638 signs and posts through ADOTs CYMPO sign grant.

### Expenditure Budget

#### Street Maintenance

#### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 2,804,191	\$ 2,896,568	\$ 3,017,919	\$ 2,986,872	3%
Supplies	377,356	705,275	705,125	720,399	2%
Internal Charges	2,106,956	692,864	730,364	694,553	0%
Other Services & Charges	500,424	924,355	983,894	1,295,153	40%
Debt Service	2,218,509	2,202,599	2,202,599	2,188,759	-1%
Subtotal Operations	8,007,436	7,421,661	7,639,901	7,885,736	6%
Capital	241,568	370,000	348,823	1,577,370	326%
Total	\$ 8,249,004	\$ 7,791,661	\$ 7,988,724	\$ 9,463,106	21%

#### Capital Detail

Vehicle Replacements -Street Maintenance	\$ 1,152,370
Transfer Station/Street Maintenance Paving	\$ 225,000
Intersection Signalization	200,000
	\$ 1,577,370

**Budget Notes and Significant Changes:** Other Services and Charges includes contracting out for tree trimming services which was currently being handled in-house.

## Public Works

### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>35.80</u>	<u>35.42</u>	<u>35.42</u>
Public Works Director <sup>1</sup>	0.28	0.25	0.25
Admin Support Svcs Manager <sup>1</sup>	-	0.25	0.25
Public Works Analyst <sup>1</sup>	0.20	0.25	0.25
Administrative Assistant <sup>1</sup>	0.28	0.25	0.25
Secretary <sup>1</sup>	0.28	0.25	0.25
Accts Payable/Purchasing Spec	-	0.25	0.25
Contract/Purchasing Admin <sup>1</sup>	-	0.25	0.25
Contract Specialist	0.56	-	-
Construction Services Manager <sup>2</sup>	-	0.34	0.34
Accounting Clerk	1.00	-	-
Business Manager <sup>3</sup>	0.50	0.50	0.50
Street Maintenance Supt.	1.00	1.00	1.00
Streets Maintenance Supv.	2.00	2.00	2.00
Equipment Service Technician	2.00	2.00	2.00
Sr. Equipment Operator	3.00	3.00	3.00
Equipment Operator	15.00	15.00	15.00
Traffic Control Supervisor	-	1.00	1.00
Traffic Control Worker	2.00	2.00	2.00
Maintenance Worker	2.00	2.00	2.00
Traffic Engineer <sup>5</sup>	1.00	0.50	0.50
Traffic Engineering Technician	1.00	1.00	1.00
Traffic Signal Supervisor	1.00	1.00	1.00
Traffic Signal Specialist	2.00	2.00	2.00
Dev Coord./Records Control <sup>4</sup>	0.70	0.33	0.33

<sup>1</sup> Public Works Admin personnel charged 25% Streets Maintenance, 25% Solid Waste, and 50% Utilities

<sup>2</sup> Construction Services Manager charged 66% to Utilities and 34% Streets Maintenance

<sup>3</sup> 50% of Business Manager charged to Solid Waste

<sup>4</sup> Development Coord/Records Control charged 67% Utilities and 33% Streets Maintenance

<sup>5</sup> Traffic Engineer charged 50% Solid Waste and 50% Street Maintenance



# Recreation Services

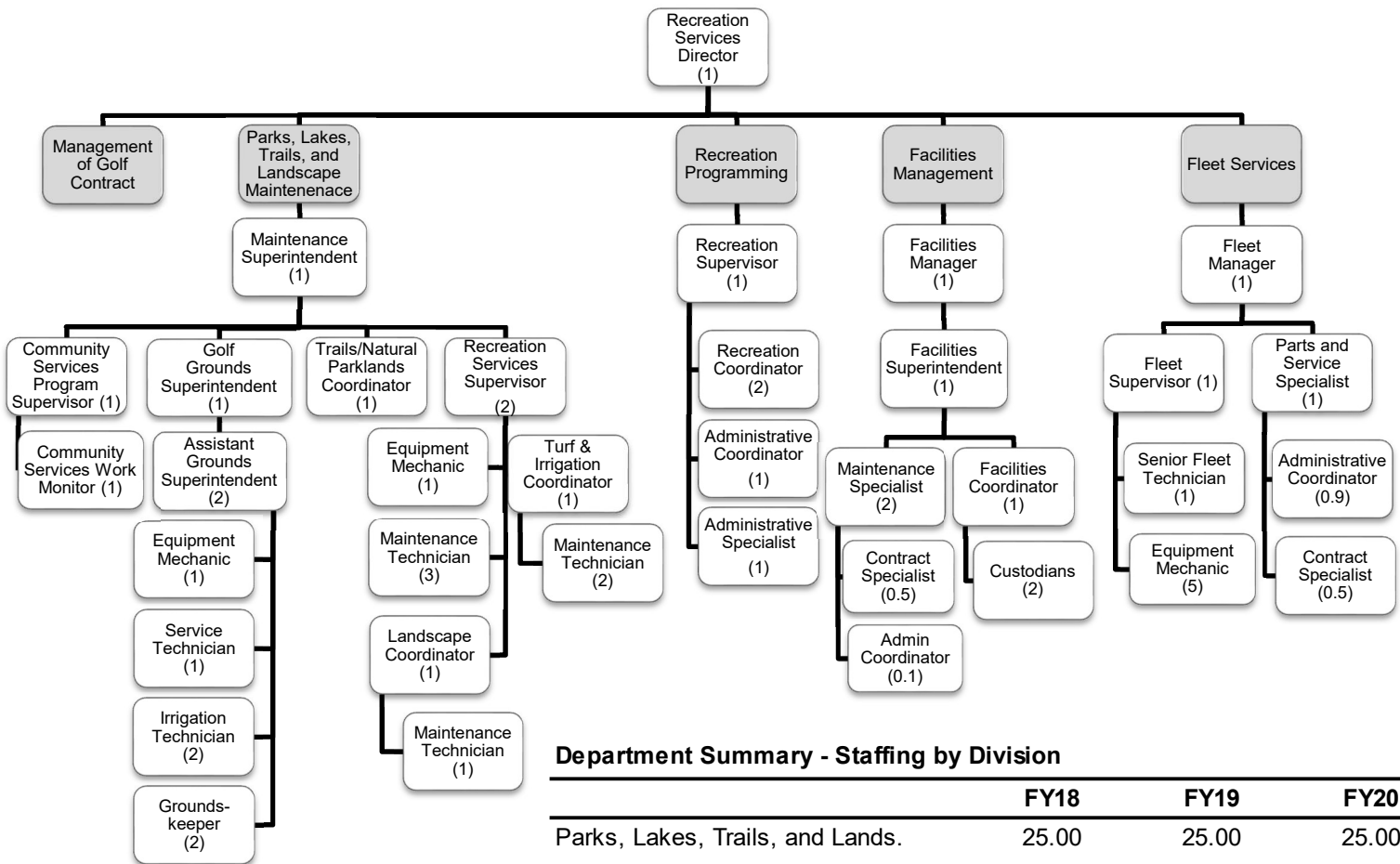
## Department Mission

To preserve, protect, and enhance the parklands, public open spaces, trails, lakes, and golf course for the benefit of City of Prescott Citizens and visitors. To maintain City owned vehicles and facilities in a safe, clean, and efficient manner. To promote tourism and its associated economic benefits through hosting and facilitating events.

## Services

The Recreation Services Department is responsible for the parks, lakes, trails, sports tournaments, Antelope Hills Golf Course, special events, city facilities and fleet. In addition to these responsibilities Recreation Services is responsible for all associated maintenance within these areas.

## Organization and Personnel



Department Summary - Staffing by Division

	FY18	FY19	FY20
Parks, Lakes, Trails, and Lands.	25.00	25.00	25.00
Recreation Programming	5.00	5.00	5.00
Facilities Management	7.60	7.60	7.60
Fleet Services	9.40	9.40	10.40
Total Authorized Positions	47.00	47.00	48.00

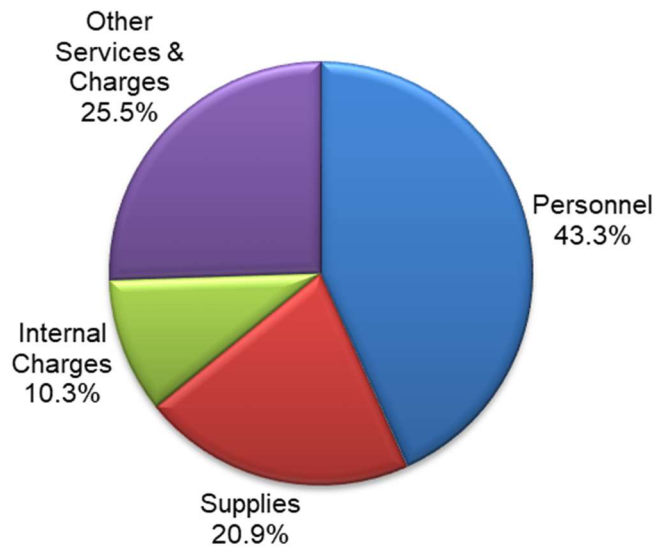
## Recreation Services

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 3,838,564	\$ 4,060,000	\$ 4,085,980	\$ 4,067,607	0%
Supplies	1,726,896	1,816,932	1,892,696	1,967,198	8%
Internal Charges	966,425	914,807	929,557	967,520	6%
Other Services & Charges	2,218,331	2,246,720	2,312,022	2,399,109	7%
Debt Service	202,681	-	-	-	
Subtotal Operations	8,952,897	9,038,459	9,220,255	9,401,434	4%
Capital	2,619,285	2,847,140	1,262,081	4,509,835	58%
Total	\$ 11,572,183	\$ 11,885,599	\$ 10,482,336	\$ 13,911,269	17%

#### Recreation Services FY20 Operating Expenditure Budget by Type



#### Department Summary - Operating Expenditures by Division and Capital

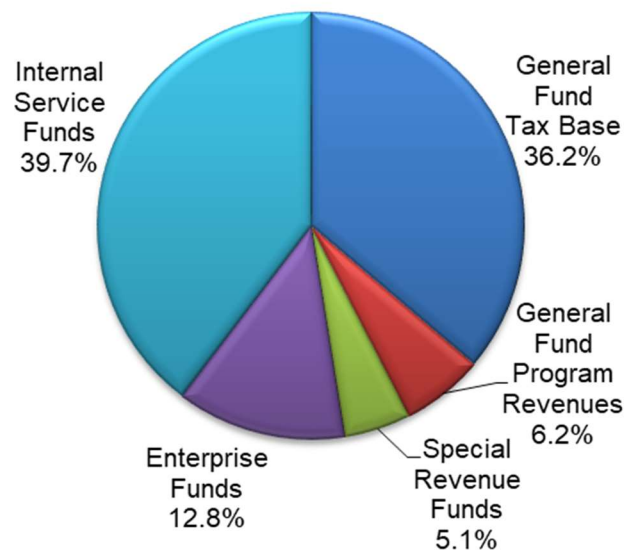
	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Parks, Lakes, Trails, and Lands.	\$ 4,112,382	\$ 4,056,705	\$ 4,137,548	\$ 4,236,270	4%
Recreation Programming	784,359	853,253	837,748	874,478	2%
Facilities Management	1,649,187	1,799,684	1,826,582	1,864,321	4%
Fleet Services	2,406,970	2,328,817	2,418,377	2,426,365	4%
Subtotal Operations	8,952,897	9,038,459	9,220,255	9,401,434	4%
Capital	2,619,285	2,847,140	1,262,081	4,509,835	58%
Total	\$ 11,572,183	\$ 11,885,599	\$ 10,482,336	\$ 13,911,269	17%

## Recreation Services

### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund Source of Funds					
Tax Base	\$ 2,919,468	\$ 3,211,553	\$ 3,233,356	\$ 4,519,374	41%
Licenses & Permits	590	690	500	500	-28%
Charges for Services	666,990.20	655,370	645,379	665,200	1%
Miscellaneous	20,053	20,000	20,000	25,000	25%
General Fund Budget	3,607,101	3,887,613	3,899,235	5,210,074	34%
Special Revenue Funds	2,399,561	2,415,942	805,099	2,726,150	13%
Enterprise Funds	1,645,763	1,608,010	1,670,042	1,584,112	-1%
Internal Service Funds	3,919,758	3,974,034	4,107,960	4,390,933	10%
Total	\$ 11,572,183	\$ 11,885,599	\$ 10,482,336	\$ 13,911,269	17%

**Recreation Services Operations Funding Sources  
FY20 Budget**



**Department Funding Sources:** The General Fund provides for most of the operational funding for the Parks, Lakes, Trails, and Landscape Maintenance as well as Recreation programming. Charges for services include parking fees, tournament fees, and facility rentals. Special Revenue Funds account for open space capital projects, grants, and donations. Golf course maintenance is sourced to the Golf Course Enterprise Fund. Facilities Management and Fleet Services operate as Internal Service Funds.

## Recreation Services

### Parks, Lakes, Trails, and Landscape Maintenance

#### Division Mission

To provide safe, enjoyable, attractive, parks, lakes, trails, golf facilities and programs with responsive service which enhance our quality of life and preserve the natural and recreational assets of the City of Prescott.

#### Services

The Parks, Lakes, Trails, and Landscape Maintenance Division is responsible for maintenance of the City's parks, lakes, trails, right of way landscape, and golf facilities.

#### FY2020 Objectives

- Increase revenue through user fees and creating spending in the community from visitation
- Increase outdoor recreation infrastructure
- Create additional camping and day use opportunities at the lakes

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Output	Revenue generated from parking fees	\$334,000	\$320,000	\$350,000	\$380,000
Output	Revenue generated from Ramada rentals	\$67,000	\$69,000	\$70,000	\$76,000
Output	Number of miles of trail in the City's Mile High trail system	97	108	108	115
Output	Total golf rounds played	79,969	73,000	73,500	75,600
Output	Total golf revenue	\$3,252,000	\$3,100,000	\$3,150,000	\$3,200,000

\*Due to effects of State route 89 construction

#### FY2019 Major Achievements

- Constructed new restrooms at Pioneer Park pickle ball courts
- Installed a second drive lane and pay kiosk at Watson Lake to ease congestion
- Constructed a "Ceremony pad" at the Watson Lake upper ramada
- Completed restoration of the historic Ken Lindley stadium
- Re-built a large section of the Peavine trail that was washed out during a heavy "monsoon" microburst
- Provided electric to the boat concessionaire at Watson Lake.

## Recreation Services

### Expenditure Budget

#### Parks, Lakes, Trails, and Landscape Maintenance

##### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 2,043,266	\$ 2,154,130	\$ 2,146,118	\$ 2,124,997	-1%
Supplies	494,779	498,752	504,388	556,148	12%
Internal Charges	297,963	292,298	298,798	321,341	10%
Other Services & Charges	1,214,049	1,111,525	1,188,244	1,233,784	11%
Debt Service	62,325	-	-	-	
Subtotal Operations	4,112,382	4,056,705	4,137,548	4,236,270	4%
Capital	2,165,992	2,407,140	481,671	4,259,835	77%
Total	\$ 6,278,374	\$ 6,463,845	\$ 4,619,219	\$ 8,496,105	31%

##### Capital Detail

Open Space Acquisitions	\$ 1,800,485
West Granite Creek Park Improvements	1,000,000
Goldwater Lake Expansion	800,000
Trail Fencing	180,000
Recreation Services Vehicle and Equipment Replacement	172,000
Peavine to Glassford Hill Trail Connection - State Parks Grant	81,000
Golf Course Equipment	69,000
Golf Course Irrigation System Consulting	50,000
Manzanita Grill Equipment	39,050
Golf Course Tee Renovations	25,500
Centennial Center Equipment	21,800
Golf Course Operations Equipment	10,500
Golf Course Cart Path Paving	10,500
	<u>\$ 4,259,835</u>

## Recreation Services

### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>25.00</u>	<u>25.00</u>	<u>25.00</u>
Recreation Services Director	1.00	1.00	1.00
Maintenance Superintendent	1.00	1.00	1.00
Recreation Services Supervisor	1.00	2.00	2.00
Maintenance Coordinator	1.00	-	-
Landscape Coordinator	1.00	1.00	1.00
Equipment Mechanic	2.00	2.00	2.00
Turf & Irrigation Specialist	1.00	1.00	1.00
Trails/Natural Parkland Coord.	1.00	1.00	1.00
Comm. Svcs. Progrm Supervisor	-	1.00	1.00
Comm. Svcs. Work Monitor	2.00	1.00	1.00
Maintenance Worker	3.00	-	-
Maintenance Technician	3.00	6.00	6.00
Golf Grounds Superintendent	1.00	1.00	1.00
Assistant Grounds Superintend.	2.00	2.00	2.00
Service Technician	1.00	1.00	1.00
Irrigation Technician	1.00	2.00	2.00
Groundskeeper	3.00	2.00	2.00

**Budget Notes and Significant Changes:** Supplies increased due to the CCJ program being moved to this division for FY20 and picnic table replacements. The increase in Other Services and Charges is for increased water charges for parks and golf course.

## Recreation Services

### Recreation Programming

#### Division Mission

To organize and provide recreational and leisure opportunities for citizens and visitors of all ages and abilities. Live, Work and Play in Prescott.

#### Services

The Recreation Programming Division provides a variety of recreational programming opportunities to our residents and surrounding communities. These include adult sports leagues in softball, basketball, volleyball and tennis, special needs programming and contract classes. The Recreation Programming Division is also the primary contact for all the Department's revenue securing and scheduling management that include the Grace Sparkes Memorial Activity Center, and rentals of fields, ramadas, camping, Trek about, and parking passes.

#### FY2020 Objectives

- Provide recreational program services to enhance quality of life to all who live, work and play in Prescott
- Offer quality adult sports leagues that maintain high participation and satisfied customers
- Provide higher attended programming activities to the Special needs community that increase participation and reduced staff time
- Maximize sports calendar with youth events that attract families during peak seasons increasing economic impact to the community
- Create good community relations with local businesses and community partners by establishing a diverse special events calendar that promotes the City and creates increased economic impact through tourism.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Average rating by league managers, achieve at least 4.0 out of 5.0	N/A*	4.0	4.41	4.70
Output	Total number of Special Needs events that attract at least 50 participants	16	24	18	24
Output	Increase the number of Shoulder season events (October-March)	3	4	4	5
Output	Total Tournaments attracted	34	37	37	37
Outcome	Direct Spending for tournament participation	\$2.5M	\$2.7M	\$2.6M	\$2.8M
Output	Number of Special events on City property	68	73	70	70

\*New measure

## Recreation Services

### FY2019 Major Achievements

- Completed a new ADA restroom at the Grace Sparks Activity Center through a CDBG grant
- Received a State Parks grant of \$81,000 to complete a trail connection to Glassford Hill
- Established a revised Economic Impact formula ,partnering with the National Association of Sports Commissioners and the Arizona office of Tourism

### Expenditure Budget

#### Recreation Programming Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 492,427	\$ 533,518	\$ 514,984	\$ 520,754	-2%
Supplies	50,216	54,350	53,746	74,355	37%
Internal Charges	186,392	184,835	184,835	197,819	7%
Other Services & Charges	55,323	80,550	84,183	81,550	1%
Total	\$ 784,359	\$ 853,253	\$ 837,748	\$ 874,478	2%

#### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Recreation Supervisor	1.00	1.00	1.00
Rec/Special Events Coordinator	-	1.00	1.00
Recreation Coordinator	2.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00

**Budget Notes and Significant Changes:** Supplies includes monies for repairs and remodeling areas of the Adult Center building.



## Recreation Services

### Facilities Management

#### Division Mission

Provide safe, well maintained, energy efficient, and clean buildings and facilities that serve the needs of the public and employees of the City.

#### Services

The Facilities Management Division maintains 56 buildings comprising more than 323,287 square feet of office space, warehouses, and equipment bays. The Division also maintains the 175,000 square foot/ 500 space Garage on Granite parking structure, and provides maintenance oversight of the Prescott Rodeo Grounds, a 34-acre facility under lease to the Prescott Frontier Days and several other leases.

#### FY2020 Objectives

- Provide superior service and support to City Departments and functions
- Provide well-maintained buildings that serve the needs of the citizens and users through preventive maintenance, maintenance scheduling, and by providing thorough and correct repairs.
- Improve energy efficiency by replacing inefficient lighting
- Perform annual certification inspections on 8 portable lifts, 2 surface mounted lifts, 2 overhead cranes, 1 hoist. Perform required inspections on 16 generators.
- Reduce maintenance costs.

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Average rating out of 100% satisfaction with facility services	N/A*	90%	95%	97%
Efficiency	Percentage of Facility Fund building fixtures converted to LED	64%	82%	85%	100%
Outcome	Percentage of Facility Fund toilets and urinals converted to low flow or waterless	92%	100%	100%	N/A
Efficiency	Maintenance cost per square foot	N/A*	\$3.03	\$2.99	\$2.95

\*New measure

#### FY2019 Major Achievements

- The Southeast Staircase of the parking garage with a budget of \$440,000.00 was completed on time and under budget by over 8% or \$36,234.00.
- The Grace Sparks Activity Center received Phase two of three phases of historic window replacement with the removal and restoration of the original cathedral-style windows in the gym. The gym also received air conditioning for the 1st time in its history, and the new heating system installed is 95% efficient, making it one of the best in the City.
- The City Hall fire and life safety system was brought up to code by installing a new fire panel and all new enunciators with smoke and heat detection devices.

## Recreation Services

- The Library received all new windows on the northeast side of the building that were original to the building, and had started to fail.
- The Rodeo Grandstands received stucco repair for the VIP box seats, and the entire box railing system and box seating areas were freshly painted. The Security/First-Aid deck was upgraded to concrete and new safety fencing was installed.
- The Wastewater Collections Maintenance shop received a complete remodel and upgrade of the staff facility.
- Fire Station 71 on White Spar received a remodel of the Forest Service office, which included new highly efficient HVAC mini split system and an energy efficient door and windows.
- Energy efficient LED lighting has now been installed on 86% of the buildings in the Facilities fund, with 100% of the buildings scheduled to be completed in FY 2020

### Expenditure Budget

#### Facilities Management

#### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 580,353	\$ 621,310	\$ 665,470	\$ 660,247	6%
Supplies	154,491	159,330	170,993	165,195	4%
Internal Charges	165,175	137,399	137,149	153,904	12%
Other Services & Charges	749,169	881,645	880,900	884,975	0%
Subtotal Operations	1,649,187	1,799,684	1,854,512	1,864,321	4%
Capital	399,878	440,000	550,330	250,000	-43%
Total	\$ 2,049,065	\$ 2,239,684	\$ 2,404,842	\$ 2,114,321	-6%

#### Capital Detail

City Hall Roofing	\$ 250,000
	\$ 250,000

	FY18	FY19	FY20
Authorized Staffing Level	<u>7.60</u>	<u>7.60</u>	<u>7.60</u>
Facilities Manager	1.00	1.00	1.00
Facilities Maintenance Super.	1.00	1.00	1.00
Maintenance Specialist	2.00	2.00	2.00
Facilities Coordinator	1.00	1.00	1.00
Custodian	2.00	2.00	2.00
Administrative Coordinator <sup>1</sup>	-	0.10	0.10
Secretary	0.10	-	-
Contract Specialist <sup>2</sup>	0.50	0.50	0.50

<sup>1</sup> 90% of Secretary/Administrative Coordinator charged to Fleet Services

<sup>2</sup> 50% of Contract Specialist charged to Fleet Service

## Recreation Services

---

**Budget Notes and Significant Changes:** Personnel increases in FY20 with additional temporary salaries for parking garage attendants and custodians to cover an increased workload. The increase in Internal Services is related to Facilities Maintenance Charges for the Adult Center.

## Recreation Services

### Fleet Services

#### Division Mission

Provide fleet management services that support City departments and functions by ensuring that City vehicles and equipment are available, dependable, and safe to operate.

#### Services

The Fleet Services Division strategically plans, maintains, acquires, and disposes of approximately 530 fleet vehicles and equipment through efficient fleet operations, ensuring transparency and accountability through a dedicated, highly trained, and certified fleet staff. The Division maintains a diversified shop that provides welding, machining, and metal fabrication services. To fulfill its mission, the Fleet Services Division manages the fleet in a manner that insures the lowest possible operating cost while maintaining consistently high mechanical reliability.

#### FY2020 Objectives

- Manage the fleet in a manner that insures vehicles and equipment are dependable and safe to operate.
- Maintain or increase mechanic productivity rate
- Provide monthly billing and work order information to each department.
- Perform proactive maintenance to reduce unscheduled down time repairs and costs.
- Reduce average cost per mile of all City fleet assets

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Average customer satisfaction rating out of 100%	100%	95%	95%	95%
Efficiency	Mechanic Productivity Rate	77%	78%	78%	78%
Efficiency	Average Cost Per Mile: Refuse Trucks	\$3.46	\$3.40	\$3.40	\$3.38
Efficiency	Average Cost Per Mile: Police Vehicles	\$0.37	\$0.25	\$0.36	\$0.27
Efficiency	Average Cost Per Mile: Pickup Trucks	\$0.36	\$0.35	\$0.35	\$0.33
Efficiency	Average Cost Per Mile: Fire Equipment	\$3.08	\$3.50	\$3.51	\$3.51

\*New Measures

#### Analysis of performance:

The cost per mile in FY19 is higher than the targeted national average of FY20 due to the age of the Fleet. Average age of the fleet is 2X higher than the national average. Several replacement vehicles and an additional refuse truck will be purchased in FY20 and should bring this cost down.

#### FY2019 Major Achievements

- Worked with Risk Management to have 24 vehicles repaired that were involved in an accident, and made sure the work was completed correctly.
- Completed all paper work for 22 newly purchased vehicles and equipment for City asset numbers and Arizona titles.
- Completed 2,749 total repair orders in FY19

## Recreation Services

### Expenditure Budget

#### Fleet Services

#### Expenditure Summary

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 722,517	\$ 751,042	\$ 759,408	\$ 761,609	1%
Supplies	1,027,411	1,104,500	1,163,569	1,171,500	6%
Internal Charges	316,895	300,275	308,775	294,456	-2%
Other Services & Charges	199,791	173,000	186,625	198,800	15%
Debt Service	140,356	-	-	-	
Subtotal Operations	2,406,970	2,328,817	2,418,377	2,426,365	4%
Capital	53,416	-	-	-	
Total	\$ 2,460,386	\$ 2,328,817	\$ 2,418,377	\$ 2,426,365	4%

#### Authorized Staffing Summary

	FY18	FY19	FY20
Authorized Staffing Level	<u>9.40</u>	<u>9.40</u>	<u>10.40</u>
Fleet Manager	1.00	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	1.00
Senior Fleet Technician	1.00	1.00	1.00
Equipment Mechanic	4.00	4.00	5.00
Parts and Service Specialist	1.00	1.00	1.00
Administrative Coordinator <sup>1</sup>	-	0.90	0.90
Secretary <sup>1</sup>	0.90	-	-
Contract Specialist <sup>2</sup>	0.50	0.50	0.50

<sup>1</sup> 10% of Secretary/Administrative Coordinator charged to Facilities Management.

<sup>2</sup> 50% of Contract Specialist charged to Facilities Management.

**Budget Notes and Significant Changes:** An Equipment Mechanic position has been added for FY20. The position is currently being filled by a temporary employee so the net effect is minimal. Supplies increases as a result of an anticipated cost increase for parts and gas, oil, and lubricants. Other services and charges reflects the higher cost of outsourcing some mechanical work.

## Regional Communications

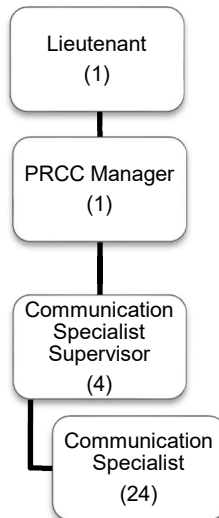
### Department Mission

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.

### Services

The Prescott Regional Communications Center (PRCC) is responsible for answering 911 lines as well as emergency and non-emergency telephone calls. We are a primary Public Safety Answering Point (PSAP) and dispatch for 10 Partnered agencies; 6 fire and 4 police departments. In addition to call taking and dispatching police and fire personnel, staff is responsible to guide callers through CPR and Emergency Medical Dispatch (EMD); they are also responsible for entering and updating warrants, performing records searches through ACJIS of people, plates and items, running criminal histories, executing in-house searches of people and addresses, pulling numerous recordings for County Attorneys, citizens, command staff, and fire and police personnel.

### Organization and Personnel



### Department Summary - Staffing

	FY18	FY19	FY20
Authorized Staffing Level	<u>30.00</u>	<u>30.00</u>	<u>30.00</u>
Police Lieutenant	1.00	1.00	1.00
PRCC Manager	1.00	1.00	1.00
Comm. Spec. Supervisor	4.00	4.00	4.00
Communications Specialist	24.00	24.00	24.00

### FY2020 Objectives

- Provide training, equipment and staffing to adequately comply with this national standard of one hundred percent (100%) of 911 calls arriving at the PRCC answered within ten (10) seconds.

## Regional Communications

Measure Type	Performance Measure	FY18 Actual	FY19 Target	FY19 Estimate	FY20 Target
Outcome	Answer 100% of 911 calls within ten seconds.	97.58%	98.50%	98.50%	99.00%
Outcome	Answer 100% of PRCC's seven 10-digit emergency lines within ten seconds.	97.11%	98.50%	98.50%	98.50%

### FY2019 Major Achievements

- PRCC handled 213,314 inbound /outbound calls which included 85,036 fire, police and EMS responses.
- Conducted two new hiring processes/panel interviews and six lateral panel interviews.
- Conducted two classroom training session which resulted in a 80% success rate.
- Hosted two, three-day Emergency Medical Dispatch (EMD) classes which were attended by dispatchers from various agencies/cities.
- Maintained active participation in Yavapai County Regional 9-1-1 committee whereby PRCC Supervisor is the Co-Chair.
- Participation in community events such as National Night Out and Shop with a Cop.
- Participation and support of airport mass casualty drill.
- Maintained certification with the National Center for Missing and Exploited Children.
- Coordinated week-long recognition activities during National Telecommunications Week.
- Conducted presentations at Prescott, Prescott Valley and Fire citizen academies.
- Assisted with training recruits at NARTA.
- Fulfilled 406 recording requests for partner agencies and prosecutor offices.
- Completed Vesta telephone upgrade.
- Completed platform build out for Next Generation 911 modalities.
- February 14<sup>th</sup> went live with Tritech CAD module.
- Replaced outdated recording system with new vendor.
- Trained three in-house Tritech support personnel.

### Expenditure Budget

#### Department Summary - Expenditure by Type

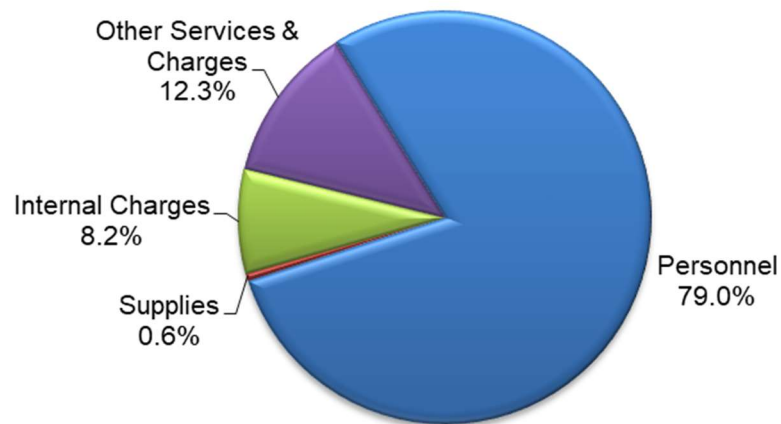
	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
Personnel	\$ 2,286,186	\$ 2,407,351	\$ 2,363,750	\$ 2,525,724	5%
Supplies	15,499	18,950	18,950	18,950	0%
Internal Charges	258,522	268,959	268,959	260,940	-3%
Other Services & Charges	160,813	298,900	389,300	393,300	32%
Subtotal Operations	2,721,019	2,994,160	3,040,959	3,198,914	7%
Capital	791,560	325,000	236,598	490,000	51%
Total	\$ 3,512,579	\$ 3,319,160	\$ 3,277,557	\$ 3,688,914	11%

## Regional Communications

### Capital Detail

Public Safety Software System Upgrade	\$ 200,000
Replacement Consoles for Dispatch	200,000
On-Line Emergency Medical Dispatching	90,000
	<u>\$ 490,000</u>

**Regional Communications  
FY20 Operating Expenditure Budget by Type**



### Department Summary - Funding Sources

	FY18 Actual	FY19 Budget	FY19 Estimate	FY20 Budget	% Change Budget
General Fund Sources of Funds					
Tax Base	\$ 1,663,970	\$ 1,665,405	\$ 1,623,802	\$ 1,840,883	11%
Charges for Services	1,848,609	1,653,755	1,653,755	1,848,031	12%
General Fund Budget	\$ 3,512,579	\$ 3,319,160	\$ 3,277,557	\$ 3,688,914	11%

**Budget Notes and Significant Changes:** The personnel increase in FY20 is for increased health insurance costs as well as match historical trends. Other Services & Charges increase with the newly upgraded Public Safety Software licensing fees.

Charges for services are charges to area partners who share the cost of the Regional Communications center. The General Fund Tax Base amount less the amount related to capital is charged to the Police and Fire Departments and is included in their budgets under internal charges.



## Capital Budget

---

Capital Budget Overview .....	235
Capital Budget Categories and Funding Sources .....	237
Capital Budget Listing .....	238
Capital Budget and Project Descriptions.....	242
Five-Year Capital Improvement Plan Summary.....	275



## **Capital Budget**

---

## Capital Budget Overview

---

The Capital Budget for the City of Prescott is significant and is presented in a separate section of this document to provide more detail. The Department Operational Plans included the total allocated for capital in each Department.

The City of Prescott plans for sustainable infrastructure improvements that keep pace with the growth of the community and meets the needs of the City's residents. The City has significant investments in its streets, water infrastructure, wastewater infrastructure, public facilities, parks and other city infrastructure. In addition, capital investment is necessary to keep operations running smoothly such as vehicles, equipment, information technology, and facility improvements.

Capital expenditures are purchases that meet the following requirements:

1. Estimated useful life over one year
2. Unit cost of \$5,000 or more
3. If considered an addition or improvement to an existing asset, expenditure significantly increases the capacity of an asset or extends the useful life.

Funding for the capital budget is appropriated annually, however, many of these projects span multiple years. In this case, the budgeted amount in each year is the estimate for expenditures for that particular year. Requirements for funding projects are addressed each year prior to projects moving forward. Also, organizational changes, funding uncertainties, unforeseen emergencies, project delays, or plans by other governmental units can cause changes to the capital plan.

Long-range planning requires estimating and projecting of revenues as well as expenditures. This is a dynamic process and is reviewed each year during the budgeting process. 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.

### **Capital Budget Categories**

The capital budget is separated into three categories, which are defined in the following table.

<b>Capital Budget Category</b>	<b>Definition</b>
Capital Improvement Plan (CIP)	A project that is more than \$100,000 for a <i>new</i> infrastructure asset or to increase the capacity, efficiency, or expected life span of an <i>existing</i> infrastructure asset. This consists of infrastructure projects such as streets, utilities, and airport projects as well as major renovations to or additional City buildings or facilities.
Vehicle Replacements and Additions	Requests regarding fleet additions or replacements.
Operating Capital	All other capital requests not in the above categories, such as information technology infrastructure, major tools, and equipment purchases of any unit cost over \$5,000. Projects otherwise matching the CIP definition but for which the cost is between \$5,000 and \$100,000 will be categorized as operating capital.

## Capital Budget Overview

Below is a summary of the budget in each category for FY20 as well as the projection for the next five fiscal years.

Capital Budget Category	FY20 Budget	5 Year Projection					Total
		FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	
Operating Capital	\$ 1,265,239	\$ 261,500	\$ 77,500	\$ -	\$ 80,000	\$ -	\$ 1,684,239
Vehicle Replacements	4,877,526	2,533,000	2,165,000	1,950,000	2,110,000	1,945,000	15,580,526
Capital Improvement Plan	97,706,686	71,878,800	42,581,900	47,172,300	52,195,200	53,645,900	365,180,786
<b>Total</b>	<b>\$ 103,849,451</b>	<b>\$ 74,673,300</b>	<b>\$ 44,824,400</b>	<b>\$ 49,122,300</b>	<b>\$ 54,385,200</b>	<b>\$ 55,590,900</b>	<b>\$ 382,445,551</b>

The Capital Improvement Plan (CIP) is the largest component of the capital budget. The CIP 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:

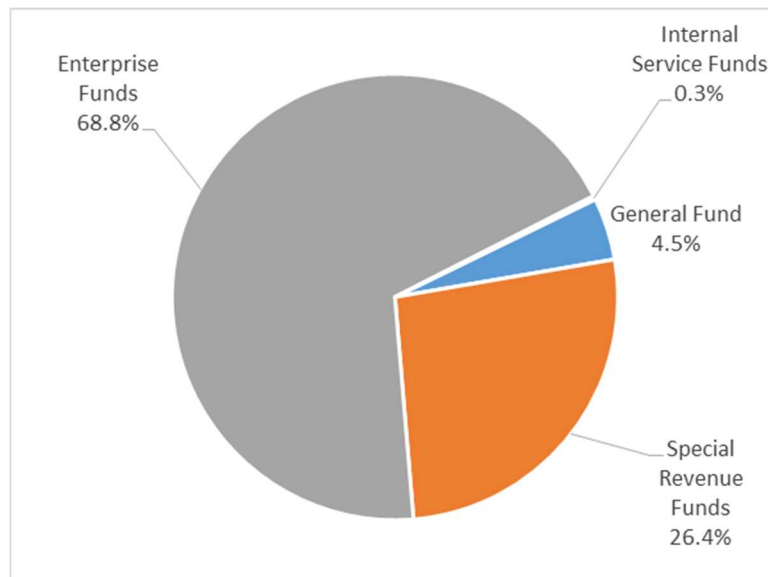
- Facilitates long-range financial planning, allowing us to look at not only what the community wants, but also what they can afford.
- Enhances coordination of capital improvements among City departments and other governmental agencies.
- Clearly identifies the Council's goals and their capital priorities to achieve those goals.

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.

## Capital Budget Categories and Funding Sources

Funding Source	Capital Budget Category			Total
	Capital Improvement Plan	Vehicle Replacements and Additions	Operating Capital	
<b>General Fund</b>	\$ 2,947,000	\$ 1,484,000	\$ 260,967	\$ 4,691,967
<b>Special Revenue</b>				
Streets	\$ 23,457,013	\$ 1,152,370	\$ 58,667	\$ 24,668,050
Bed Tax			36,000	36,000
Impact Fees	625,000			625,000
Trust Funds				-
Grants	1,346,000	51,548.00	665,922	2,063,470
<b>Total Special Revenue</b>	<b>\$ 25,428,013</b>	<b>\$ 1,203,918</b>	<b>\$ 760,589</b>	<b>\$ 27,392,520</b>
<b>Enterprise Funds</b>				
Water	\$ 32,717,648	\$ 132,000	\$ 26,667	\$ 32,876,315
Wastewater	22,845,025	727,608	26,666	23,599,299
Solid Waste	225,000	1,130,000	-	1,355,000
Golf Course	-	-	190,350	190,350
Airport	13,271,500	200,000		13,471,500
<b>Total Enterprise Funds</b>	<b>\$ 69,059,173</b>	<b>\$ 2,189,608</b>	<b>\$ 243,683</b>	<b>\$ 71,492,464</b>
<b>Internal Service Funds</b>				
Engineering	\$ 22,500			\$ 22,500
Facilities Maintenance	250,000			250,000
<b>Total Internal Service Funds</b>	<b>\$ 272,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 272,500</b>
<b>Total FY20 Budget</b>	<b>\$ 97,706,686</b>	<b>\$ 4,877,526</b>	<b>\$ 1,265,239</b>	<b>\$ 103,849,451</b>

**FY20 Capital Budget by Fund Type**



## FY20 Capital Budget Listing by Department

Page No.	Title	Funding	FY2020 Budget
<b>Recreation Services</b>			
240	Open Space Acquisitions	S	1,800,485
240	Goldwater Lake Expansion	G	800,000
240	West Granite Creek Park Improvements	GF,IMP	1,000,000
241	Trail Fencing	G	180,000
241	Recreation Services Vehicle and Equipment Replacement	G,S	137,000
241	Peavine to Glassford Summit Trail Connection	GR	81,000
242	Raco-Vac	G	35,000
	<b>Total Recreation Services</b>		<b>4,033,485</b>
<b>Recreation Services - Golf Course</b>			
242	Golf Course Irrigation System Consulting	GC	50,000
242	Golf Course Cart Path Paving	BT	10,500
243	Golf Course Equipment	GC	69,000
243	Golf Course Tee Renovations	BT	25,500
243	Golf Operations equipment	GC	10,500
244	Manzanita Grill Equipment	GC	39,050
244	Centennial Center Equipment	GC	21,800
	<b>Total Golf Course</b>		<b>226,350</b>
<b>Facilities Maintenance</b>			
244	City Hall Roof Replacement	FM	250,000
	<b>Total Facilities Maintenance</b>		<b>250,000</b>
<b>Community Development</b>			
245	Community Development Block Grants	GR	584,922
	<b>Total Community Development</b>		<b>584,922</b>
<b>Fire</b>			
245	Vehicle Replacement - Fire Department	G	625,000
246	Fire Drill Ground Improvements	G	160,000
246	Fire Mobile Data Computer Replacement	G	65,300
245	Fire Suppression Skid Unit - Vehicle #1312 Patrol 73	G	50,000
247	Fire Records Management	G	20,667
	<b>Total Fire</b>		<b>920,967</b>
<b>Police</b>			
247	Vehicle Replacements - Police	G	860,548
247	Police Radio Replacement	G	392,000
248	Police Facility Improvements	IMP	125,000
248	Laser Crime Scene Imager	G	85,000
	<b>Total Police Department</b>		<b>1,462,548</b>
<b>Regional Communications</b>			
249	Public Safety Software System Upgrade	G,P	200,000
249	Replacement Consoles for Dispatch	G,P	200,000
250	On-Line Emergency Medical Dispatching	G,P	90,000
	<b>Total Regional Communications</b>		<b>490,000</b>

## FY20 Capital Budget Listing by Department

Page No.	Title	Funding	FY2020 Budget
<b>Airport - City Funded Only</b>			
250	New Terminal - Baggage Handling System	G	500,000
250	New Terminal - Furniture, Fixtures, and Equip	G	150,000
251	Airport Replacement Equipment and Vehicle	G	200,000
251	Airport Pavement Preservation Program - City	G	140,000
251	Airport Master Lock System	G	25,000
252	Runway 12/30 Circuit Rejuvenation	G	6,500
	<b>Total Airport</b>		<b>1,021,500</b>
<b>Airport - Grants</b>			
252	Replacement Airline Terminal	G,GR	11,600,000
253	TWY C Realignment, RIM & Hotspot Mitigation	G,GR	850,000
	<b>Total Airport - Grants</b>		<b>12,450,000</b>
<b>Public Works</b>			
<u>Street Circulation</u>			
253	Corsair Avenue Extension	S,GR,W	1,346,000
254	Safe Routes to School Program - Coronado Sidewalk	S	200,000
254	Intersection Signalization Project	S	200,000
	<b>Total Street Circulation</b>		<b>1,746,000</b>
<u>Street Reconstruction</u>			
S. Summit Avenue/S. McCormick Street/Beach Avenue/Goodwin			
255	Street Reconstruction	S,W,WW	5,379,656
255	Penn Avenue and Eastwood Drive Reconstruction	S,W,WW	2,996,000
256	S. Washington Avenue/E. Goodwin Street Reconstruction	S,W,WW	2,725,000
256	Robinson Drive Reconstruction	S,W,WW	2,697,000
257	Sundog Ranch Road Reconstruction and Water Line	S,W	1,703,890
257	Hope Street Reconstruction	S,W	550,000
257	Overland Trail Bridge Reconstruction - Government Canyon	S	200,000
258	Goodwin Street (East and West) Reconstruction	S,W,WW	157,000
258	Carleton Street and S. Cortez Street Reconstruction	S,W,WW	5,250
	<b>Total Street Reconstruction</b>		<b>16,413,796</b>
<u>Street Preservation, Rehabilitation and Maintenance</u>			
259	Pavement Preservation Program	S	8,500,000
259	Miscellaneous Streets Projects	S	469,308
	<b>Total Street Preservation, Rehabilitation and Maintenance</b>		<b>8,969,308</b>
<u>Drainage</u>			
260	Citywide Drainage Improvements Program	CC	700,000
260	Willow Creek Berm Improvement	S	250,000
261	Citywide Floodplain Mapping	S	200,000
	<b>Total Drainage</b>		<b>1,150,000</b>
<u>Water Distribution</u>			
Zone 24/27 Water Pipeline Upsizing - Thumb Butte Road to			
261	Upper Thumb Butte Tank	S,W	1,482,407
262	Main Line Replacements	S,W,WW	1,390,000
	<b>Total Water Distribution</b>		<b>2,872,407</b>

## FY20 Capital Budget Listing by Department

Page No.	Title	Funding	FY2020 Budget
	<u>Water Production</u>		
	Water Production and Intermediate Pump Station, Tanks and		
262	Pipeline	W	12,783,138
263	Zone 41 Mingus Pump Station, Tank and Pipeline	W	3,224,000
263	SCADA System Installation	W,WW	2,583,000
264	Production Well No. 5 AP - New	W	2,372,590
	Zone 16 Virginia Pump Station, Haisley Tank and Pipelines, and		
264	Haisley Road Reconstruction	S,W	2,075,000
265	Zone 56 Tank and Pipeline and Zone 7 Pump Station	W	2,000,000
265	Production Well No. 4 CV - Rehabilitation	W	372,902
265	Production Well No. 3 CV - Rehabilitation	W	75,000
266	Granite Creek and Willow Creek Dam Repairs	W	170,000
	Total Water Production		25,655,630
	<u>Water Quality</u>		
266	Watson and Willow Lakes Enhancement Program (TMDL)	S,W,WW	338,239
	Total Water Quality		338,239
	<u>Wastewater Collections</u>		
267	Centralization - Airport Trunk Main	WW	9,615,000
267	Centralization - SR89 Lift Station	WW	3,880,000
267	Centralization - Sundog Trunk Main, Phase B	WW	2,866,000
268	Sundog Trunk Main, Phase C	WW	2,169,571
268	Willow Creek Gravity Sewer	WW	217,700
	Total Wastewater Collections		18,748,271
	<u>Facility, Vehicles, Other Capital</u>		
		S,W,WW,	
269	Vehicle Replacements - Public Works	SW,ENG	3,141,978
269	Miscellaneous Water and Wastewater Projects	W,WW	710,000
270	Radio Infrastructure Repair Project	G,W,WW	870,000
		G,S,W,W	
270	CentralSquare Project	W,ENG	450,000
271	Transfer Station/Street Maintenance Yard Paving	S,SW	450,000
271	Operations Building Expansion	WW	332,000
271	Spreader Racks and Cinder Mix Station	S	300,000
272	Water Resource Capital Projects	W	182,050
272	Aerial, Digital Elevation Model, Contours	S,W,WW	80,000
	Total Facility, Vehicles, Other Capital		6,516,028



## FY20 Capital Budget Listing by Department

Page No.	Title	Funding	FY2020 Budget
	<b>Funding Summary, all projects</b>		
	General Fund		4,446,477
	General Fund - PRCC partners		245,490
	General Fund - Airport		3,642,750
	General Fund - Golf Course		190,350
	Bed Tax		36,000
	Airport Grants		9,828,750
	Grants		2,063,470
	Streets		23,968,050
	Streets - County Contribution		700,000
	Parks Impact Fees		500,000
	Police Impact Fees		125,000
	Water		32,375,936
	Alt Water		500,379
	Wastewater		23,599,299
	Solid Waste		1,355,000
	Engineering		22,500
	Facilities Maintenance Fund		250,000
			<u>103,849,451</u>

## Capital Budget and Project Descriptions

### Recreation Services

#### Open Space Acquisitions

Dept/Division: Recreation Services

Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Streets Fund	1,800,485	-	-	-	-	-	1,800,485

Description: This project provides dedicated fund balance for future open space acquisition opportunities. This funding will carry forward until depleted.

Operating Impact:

#### Goldwater Lake Expansion

Dept/Division: Recreation Services

Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	800,000	420,000	-	-	-	-	1,220,000

Description: This revenue producing project is to open the lower lake to create more capacity within the property. In 2013 the amenities were expanded to include 2 additional ramadas, restrooms, a ceremonial pad, a playground area, and an additional 104 parking spots. Even with this expansion, it immediately reached max capacity and continues to exceed current park infrastructure.

Operating Impact: Increased cost of maintenance will be offset by additional revenue produced.

#### West Granite Creek Park Improvements

Dept/Division: Recreation Services

Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	500,000	-	-	-	-	-	500,000
Park Impact	500,000	-	-	-	-	-	500,000

Description: Future expansion of West Granite Creek Park related to the new Hilton Garden Hotel.

Operating Impact: Future impact will be general maintenance and upkeep.

## Capital Budget and Project Descriptions

### Trail Fencing

Dept/Division: Recreation Services

Category: Capital Improvement Program

<b>Funding Plan</b>	<b>FY20 Budget</b>	<b>FY21 Projection</b>	<b>FY22 Projection</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>Total</b>
General Fund	180,000	-	-	-	-	-	180,000

Description: This item is for fencing related to trails and specifically the Peavine trail link to Chino Valley.

Operating Impact: Future impact will be general maintenance and upkeep.

### Recreation Services Vehicle and Equipment Replacement

Dept/Division: Recreation Services

Category: Vehicle Replacements and Additions

<b>Funding Plan</b>	<b>FY20 Budget</b>	<b>FY21 Projection</b>	<b>FY22 Projection</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>Total</b>
General Fund	105,000	39,000	-	25,000	-	-	169,000
Streets	32,000	-	-	-	-	-	32,000

Description: Vehicles and equipment used to maintain parks and right-of-ways.

Operating Impact:

### Peavine to Glassford Hill Trail Connection – State Parks Grant

Dept/Division: Recreation Services

Category: Operating Capital

<b>Funding Plan</b>	<b>FY20 Budget</b>	<b>FY21 Projection</b>	<b>FY22 Projection</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>Total</b>
Grant	81,000	-	-	-	-	-	81,000

Description: To construct a connector trail up Glassford Hill from Peavine to the Glassford Hill Summit Trail. The City anticipates a grant award from Arizona State Parks.

Operating Impact: This budget request could reduce rental costs incurred in the park operating budget.

## Capital Budget and Project Descriptions

### Raco-Vac

Dept/Division: Recreation Services  
Category: Vehicle Replacements and Additions

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	35,000	-	-	-	-	-	35,000

Description: This item is used to clean leaves from the parks and help with general turf maintenance.

Operating Impact: Time and money saved.

### Recreation Services – Golf Course

#### Golf Course Irrigation System Consulting

Dept/Division: Recreation Services – Golf Course  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Golf Course	50,000	-	-	-	-	-	50,000

Description: Hire a professional company to look into the aging irrigation system and provide recommendations of what actually needs to be replaced or upgraded. The current system is outdated and failing.

Operating Impact: Reduced cost of repairs to existing system.

#### Golf Course Cart Path Paving

Dept/Division: Recreation Services – Golf Course  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Bed Tax	10,500	10,500	-	-	-	-	21,000

Description: Mill pave from greens to following tee (lead-ins and lead-outs) and all par 3's

Operating Impact: Phase construction over 4 years. FY21 is final year of project.

## Capital Budget and Project Descriptions

### Golf Course Equipment

Dept/Division: Recreation Services – Golf Course  
Category: Vehicle Replacements and Additions

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Golf Course	69,000	76,000	40,000	-	-	-	185,000

Description: FY20: Rough mower (\$69,000)  
FY21: Golf course mower (\$53,000) and Utility Vehicle (\$23,000)  
FY22: Bunker Rake Equipment (\$40,000)

Operating Impact: Having operable and the right equipment for projects allows the maintenance crew to work more efficiently and reduce labor hours.

### Golf Course Tee Renovations

Dept/Division: Recreation Services – Golf Course  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Bed Tax	25,500	25,000	-	-	-	-	50,500

Description: Laser level and re-sod various North course tee surfaces

Operating Impact: Phase construction over 3 years, completing approximately 15,000 square feet/year.

### Golf Course Operations Equipment

Dept/Division: Recreation Services – Golf Course  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Golf Course	10,500	-	20,000	-	-	-	30,500

Description: FY20: Range ball dispenser \$8,000 and driving range dividers \$2,500  
FY22: Beverage cart \$20,000

Operating Impact: The impact to the operating budget will be positive as the newer equipment is more efficient and by adding certain equipment it will increase revenue.

## Capital Budget and Project Descriptions

### Manzanita Grill Equipment

Dept/Division: Recreation Services – Golf Course  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Golf Course	39,050	-	10,000	-	-	-	49,050

Description: FY20: Convection oven (\$9,000), counter top heated display (\$9,500), broiler grill (\$1,750), rolling buffet carts (\$8,500), and beer mixer (\$900)  
FY22: Walk in freezer (\$10,000)

Operating Impact: The impact to the operating budget will be positive as the newer equipment is more efficient and by adding certain equipment it will increase revenue.

### Centennial Center Equipment

Dept/Division: Recreation Services – Golf Course  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Golf Course	21,800	-	7,500	-	-	-	29,300

Description: FY20: Convection oven (\$9,000), hot food holding box (\$9,500), and broiler grill (\$1,700)  
FY22: Awnings (\$5,500) and Storage Shed (\$4,500)

Operating Impact: The impact to the operating budget will be positive as the newer equipment is more efficient and by adding certain equipment it will increase revenue.

### Facilities

### City Hall Roof Replacement

Dept/Division: Fleet and Facilities  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Facilities	250,000	-	-	-	-	-	250,000

Description: Re-roof City Hall

Operating Impact: The roof replacement will eliminate in the short run (10-years) the need for any re-coating at a cost of over \$42,000.00. A reapplication of elastomeric coating every ten years at an estimated cost of \$15,000.00 will be required to maintain the warranty on the new foam roof, and can be administered in conjunction with the other foam roofs employed by the City.

## Capital Budget and Project Descriptions

---

### Community Development

#### **CDBG Annual Entitlement Grant**

Dept/Division: Community Development

Category: Operating Capital

<b>Funding Plan</b>	<b>FY20 Budget</b>	<b>FY21 Projection</b>	<b>FY22 Projection</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>Total</b>
Grants	584,922	-	-	-	-	-	584,922

Description: This is the annual CDBG Entitlement Grant received from HUD. The grant funds may be spent on capital projects and grant administration. The grant is allocated through development and adoption of a budget and Annual Action Plan by the City Council.

Operating Impact: The grant is in a reimbursement format, with Prescott expending the funds and then drawing down the grant for the various projects.

### Fire

#### **Vehicle Replacements – Fire Department**

Dept/Division: Fire

Category: Vehicle Replacement and Additions

<b>Funding Plan</b>	<b>FY20 Budget</b>	<b>FY21 Projection</b>	<b>FY22 Projection</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>Total</b>
Facilities	675,000	-	-	-	-	-	675,000

Description: Carryover for remainder of Fire Truck (\$625,000) and Fire Suppression Skid Unit (\$50,000)

Operating Impact: Decrease costs for aging fleet

## Capital Budget and Project Descriptions

### Fire Drill Ground Improvements

Dept/Division: Fire  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	160,000	1,500,000	-	-	-	-	1,660,000

Description: The project will consist of three phases across FY19-21. Phase One (FY19) will consist of drill ground design/space needs analysis, followed by all work related to drainage, demolition of the condemned training tower, underground water, gas, and other sub-grade items as identified through the design process. Phase Two and three (FY20-21) will consist of all surface improvements such as paving, curbs, and concrete pads. Phase four (FY21) will consist of the construction of a new tower and purchase/placement of other props as identified through the design process.

Operating Impact: Routine maintenance for the property will need to be budgeted in future years to prevent deterioration of improvements (e.g. paving maintenance, etc). Equipment shelf life will be extended as hose, as well as personal protective equipment, and other items will not be subjected to use in austere conditions.

### Fire Mobile Data Computer Replacement

Dept/Division: Fire  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	65,300	-	-	-	-	-	65,300

Description: This project represents replacement of the Mobile Data Computers (MDC) in existing Fire vehicles. Fire has 11 units for replacement. The TriTech software system facilitates the ability to take a MDC from a vehicle and use it to gather information, enter information, take pictures, etc. There are two viable hardware choices that IT has identified through discussion and testing with Police and Fire.

Operating Impact: Necessary for the hardware to support new software.



## Capital Budget and Project Descriptions

### Fire Records Management System (RMS)

Dept/Division: Fire  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	20,667	-	-	-	-	-	20,667

Description: This project is for a records management system (RMS) to integrate with TriTech, carried over from FY18.

Operating Impact: Ongoing licensing fees

### Police

### Vehicle Replacements – Police Department

Dept/Division: Police  
Category: Vehicle Replacements and Additions

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund Grant Fund	809,000	225,000	230,000	235,000	240,000	245,000	1,984,000

Description: Vehicle replacements allow for a modern, efficient, and well maintained fleet, crucial to the continued provision of services to the public.

Operating Impact: No additional increase over existing.

### Radio Replacements

Dept/Division: Police/Fire  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	392,000	249,000	-	-	-	-	641,000

Description: Motorola has phased out the mobile (in-vehicle) and handheld radios used by Police and Fire currently. What this means is that the purchase of new radios of this same model is not possible currently and after 2018 sales of accessories and factory repair will no longer be possible. Motorola has a migration plan and on behalf of Fire and Police we are investigating options for replacement.

Operating Impact: No additional increase over existing.

## Capital Budget and Project Descriptions

### Police Facility Improvements

Dept/Division: Police  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	-	1,126,250	132,500	1,590,000	-	-	2,848,750
Impact Fee	125,000	998,750	117,500	1,410,000	-	-	2,526,250

Description: An additional police facility building to accommodate future needs based on growth of the city and increased housing on the north side of the city. This building would include a police substation, adequate space for the Prescott Regional Communications Center, and space for property and evidence storage in a secure and modern facility that is easily accessible for employees and citizens. The project would be completed in two separate phases; property and evidence and communications in phase one followed by a police facility substation in phase two.

Operating Impact: Ongoing operating budget support for maintenance and utilities in future budget years.

### Laser Crime Scene Imager

Dept/Division: Police  
Category: Vehicle Replacements and Additions

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	85,000	-	-	-	-	-	85,000

Description: Purchase of a FARO laser crime scene imager. The laser crime scene imager creates a 3D digital image of a crime scene or accident scene. The use of laser imaging to accurately document a crime scene assists the investigator in reducing the amount of manpower and time needed to process a scene; provides a more detailed and accurate record of the scene over traditional methods; provides prosecutors with a virtual scene to present in court; gives the jury a better understanding of criminal events which will lead to higher conviction rates and a more professional, complete service to our victims.

Operating Impact: Crime scene processing/diagramming will reduce the amount of personnel time at the scene reducing personnel costs.

## Capital Budget and Project Descriptions

### Regional Communications

#### Public Safety Software System Upgrade

Dept/Division: Information Technology/Regional Communications

Category: Vehicle Replacements and Additions

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	200,000	-	-	-	-	-	200,000

Description: This item represents a carryover of the FY17 public safety dollar amount combined with an additional amount to complete the project. This project is in conjunction with partner agencies with City of Prescott costs (\$881,578) and non-City of Prescott PRCC partner costs (\$932,024). The PRCC partner costs incurred by the City of Prescott during FY17 and FY18 during project implementation will be recovered from each partner agency on either a single year or three year repayment system as agreed to by the chief of each PRCC partner agency.

Operating Impact: The yearly support and maintenance costs for TriTech began in FY19.

#### Replacement Consoles for Dispatch

Dept/Division: Regional Communications

Category: Vehicle Replacements and Additions

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	200,000	100,000	100,000	-	-	-	400,000

Description: Two replacement emergency dispatch consoles at the Prescott Regional Communications Center. The emergency dispatching consoles located at PRCC are an essential piece of equipment for not only PRCC staff, but for many first responders in many jurisdictions. The furniture is breaking as are the motors required for raising and lowering the consoles to create a safer working environment and conditions for staff.

Operating Impact: No additional increase over existing.

## Capital Budget and Project Descriptions

### On-Line Emergency Medical Dispatching

Dept/Division: Regional Communications  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	90,000	-	-	-	-	-	90,000

Description: The purchase and installation of software that will allow Prescott Regional Communications Center personnel to electronically intake and dispatch medical calls for service.

Operating Impact: No additional increase over existing.

### Airport – City Only Funded Projects

#### New Terminal – Baggage Handling System

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	500,000	-	-	-	-	-	500,000

Description: In conjunction with the new passenger terminal, this is for the procurement of the inbound and outbound baggage handling system for the terminal.

Operating Impact: Ongoing maintenance as needed as well as additional electricity when it is being operated.

#### New Terminal – Furniture, Fixtures, and Equipment

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	150,000	-	-	-	-	-	150,000

Description: Procurement of furniture, fixtures, and equipment for the new airport terminal.

Operating Impact: The furniture, fixtures, and equipment may need to be periodically repaired or replaced as it ages, but do not expect any ongoing impact to operating budget and will be one time procurement.

## Capital Budget and Project Descriptions

### Airport Replacement Equipment and Vehicle

Dept/Division: Airport  
Category: Vehicle Replacements and Additions

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	200,000	150,000	150,000	-	150,000	-	650,000

Description: FY20 – snow blower attachment, box snow pusher attachment, flail mower attachment for John Deere  
FY21 – purchase of loader  
FY22 – replace truck #1215, replace truck #1216, and replace truck #1290 with snowplow

Operating Impact: Reduction in annual vehicle or equipment maintenance costs incurred by aging fleet.  
Purchase more efficient vehicles resulting in lower fuel and maintenance costs.

### Airport Pavement Preservation Program

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	140,000	140,000	120,000	120,000	120,000	120,000	760,000

Description: FY20 – Crack seal and seal coat Taxiway A and Taxiway E; additional striping and marking to meet FAA Part 139 compliance  
FY21 – Crack seal and seal coat Runway 12-30; additional striping and marking to meet FAA Part 139 compliance  
FY22 – Crack seal and seal coat Runway 3R/21L

Operating Impact: Proper pavement maintenance to include crack seal and seal coating on a regularly scheduled basis will allow the City to maximize the useful life cycle of airport pavements and reduce the needs for more costly pavement overlays and/or reconstruction.

### Airport Master Lock System

Dept/Division: Police  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	25,000	150,000	-	-	-	-	175,000

Description: Design and construct upgrade airport master lock and key system for all airport facilities. This will be coordinated with the new Commercial Service Terminal and in preparation for the ARFF and Operations Building and the Security Upgrades.

Operating Impact: No additional increase over existing is expected.

## Capital Budget and Project Descriptions

### Runway 12/30 Circuit Rejuvenation

Dept/Division: Airport  
Category: Operating Capital

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
General Fund	6,500	-	-	-	-	-	6,500

Description: This project involves an electrical improvement to the light circuit on Runway 12-30.

Operating Impact: By upgrading this circuit we will actually decrease the electrical usage of this circuit by using more efficient components.

### Airport – Grant Funded

### Replacement Airline Terminal

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Airport Fund/ Grant Match	11,600,000	3,500,000	-	-	-	-	15,100,000

Description: FY17 – CATEX for new terminal site  
FY19 – Design relocation of facilities, as required for new terminal location, design terminal building  
FY22 – Crack seal and seal coat Runway 3R/21L

Operating Impact: A larger terminal will increase electrical, water and wastewater costs. Additional janitorial costs are expected to maintain the facility. Additional personnel will be needed to handle landside operations (terminal and parking lot). Airport security personnel to oversee the Airport Security Program, to include background checks, fingerprinting and issuance of airport identification media.

## Capital Budget and Project Descriptions

### Taxiway C Realignment, RIM & Hotspot Mitigation

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Airport Fund/ Grant Match	850,000	12,150,000	-	-	-	-	13,000,000

Description: FY20 – CATEX and Design realignment/relocation of Taxiway C, parallel to Runway 3R-21L (primary runway) offset to the north to provide 400 feet between runway and taxiway centerlines per FAA separation requirements and Hotspot mitigation.  
FY21 – Construct realignment/relocation of Taxiway C, parallel to Runway 3R-21L (primary runway) offset to the north to provide 400 feet between runway and taxiway centerline per FAA separation requirements.

Operating Impact: No additional increase over existing is expected.

### Public Works – Streets Circulation

#### Corsair Avenue Extension

Dept/Division: Public Works  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Streets Fund	546,000	-	-	-	-	-	546,000
Water Fund	250,000	-	-	-	-	-	250,000
Grant	500,000	-	-	-	-	-	500,000

Description: The project extends Corsair Avenue from its current terminus near Avenger southwesterly to Wilkinson Drive, approximately 0.5 miles. The City has submitted a grant request in 2018 through the ACA/ADOT Economic Strength Project Program to off-set a portion of the cost, in the amount of \$500,000. The grant request was to construct a 2,500 LF road segment identified as the "Corsair Connector". If the city is successful in this competitive grant process and the ADOT Transportation Board gave final approval to the grant proposal, the City will initiate the project. In addition to the Grant funding, the remainder cost of the project will be shared by the City and private development partner(s) for the project.

Operating Impact: This new street will be given to the City upon completion of the project. Long-term maintenance costs will be required for the life of the infrastructure.

## Capital Budget and Project Descriptions

### Safe Routes to School Program – Coronado Sidewalk

Dept/Division: Public Works  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Streets Fund	200,000	-	-	-	-	-	200,000

Description: This project provides roadway improvements on Coronado Avenue between Park Avenue and Country Club Drive that will result in enhanced pedestrian access between the neighborhood and Lincoln Elementary School through the installation of new sidewalk, ADA complaint ramps, striping, signing, crosswalks and other improvements. The majority of the project is funded through a federal SRTS Grant. The City is contributing a portion of the project amount and any project costs that exceed the grant total.

Operating Impact: None

### Intersection Signalization Project

Dept/Division: Public Works  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	Total
Streets Fund	200,000	20,000	200,000	20,000	200,000	20,000	660,000

Description: Design and install complete signal system at one (1) intersection as warranted. Currently, the City is monitoring the intersections of Prescott Lakes Parkway at Sundog Ranch Road, Willow Creek Road at Pleasant Valley Drive, and Gail Gardner Way at Westridge for potentially meeting signal warrants.

Operating Impact: None



## Capital Budget and Project Descriptions

### Public Works – Street Reconstruction

#### S. Summit Avenue/S. McCormick Street/Beach

Dept/Division: Public Works  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets Fund	2,958,811	-	-	-	-	-	2,958,811
Water	1,398,710	-	-	-	-	-	1,398,710
Wastewater	1,022,135	-	-	-	-	-	1,022,135

Description: This project is for the reconstruction of S. Summit Avenue from W. Gurley Street to W. Goodwin Street AND the reconstruction of Beach Avenue from S. Summit Avenue to McCormick Street AND McCormick Street from W. Gurley Street to W. Goodwin Street. Improvements needed include roadway, drainage, pedestrian and minor landscaping improvements. Subsurface water, sewer and improvements are included with the project, as necessary.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the roadway, drainage, water and sewer system. Long-term maintenance costs will be required for the life of the infrastructure.

#### Penn Avenue and Eastwood Drive Reconstruction

Dept/Division: Public Works  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets Fund	1,677,760	1,211,840	-	-	-	-	2,889,600
Water	659,120	476,080	-	-	-	-	1,135,200
Wastewater	659,120	476,080	-	-	-	-	1,135,200

Description: This project is for the reconstruction of Penn Avenue from Gurley Street to Eastwood Drive AND the reconstruction of Eastwood Drive from Penn Avenue to Deveroux Drive. Improvements needed include roadway and drainage. Sidewalk will be added on Penn Avenue. Subsurface water, sewer and improvements are included with the project, as necessary.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the roadway, drainage, water and sewer system. Long-term maintenance costs will be required for the life of the infrastructure.

## Capital Budget and Project Descriptions

### S. Washington Ave/E. Goodwin Street Reconstruction

Dept/Division: Public Works  
Category: Capital Improvement Plan

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets Fund	2,588,750	-	-	-	-	-	2,588,750
Water	81,750	-	-	-	-	-	81,750
Wastewater	54,500	-	-	-	-	-	54,500

Description: This project is for the reconstruction of E. Goodwin Street from S. Mount Vernon Avenue to S. Penn Avenue and includes the reconstruction of S. Washington Street from Acker Park to E. Gurley Street. Improvements needed include roadway, sidewalk/curb, drainage, water and sewer improvements.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the roadway, drainage, water and sewer system. Long-term maintenance costs will be required for the life of the infrastructure.

### Robinson Drive Reconstruction

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets Fund	2,069,590	-	-	-	-	-	2,069,590
Water	425,720	-	-	-	-	-	425,720
Wastewater	201,690	-	-	-	-	-	201,690

Description: This project is for the reconstruction of Robinson Drive from Gurley Street to the City Limits. Improvements needed include roadway, sidewalk (on one-side of the street), drainage, water and sewer.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the roadway, drainage, water and sewer system. Long-term maintenance costs will be required for the life of the infrastructure.

## Capital Budget and Project Descriptions

### Sundog Ranch Road Reconstruction and Water Line

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	1,703,890	-	-	-	-	-	1,703,890

Description: This project is for the reconstruction of Sundog Ranch Road from Prescott Lakes Parkway to Yavpe Connector. Improvements needed include roadway, drainage and water improvements.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the roadway, drainage, water and sewer system. Long-term maintenance costs will be required for the life of the infrastructure.

### Hope Street Reconstruction

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	335,500	-	-	-	-	-	335,500
Water	214,500	-	-	-	-	-	214,500

Description: The project is for the paving of Hope Street, which is currently an unpaved street. The project also includes drainage, water and sewer improvements. Additionally, the project includes replacement of the water main in Wane Street.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the roadway, drainage, water and sewer system. Long-term maintenance costs will be required for the life of the infrastructure.

### Overland Trail Bridge Reconstruction – Government Canyon

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	200,000	-	-	-	-	-	200,000

Description: ADOT is designing a replacement bridge on Overland Road, east of Gurley Street. Project design and construction to be administered by ADOT Bridge Group. ADOT has an agreement with City to partner with a portion of the design and construction costs of the project.

Operating Impact: No on-going maintenance and operations budget impacts.

## Capital Budget and Project Descriptions

### Goodwin Street (East and West) Reconstruction

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	135,020	-	-	-	-	-	135,020
Water	12,560	-	-	-	-	-	12,560
Wastewater	9,420	-	-	-	-	-	9,420

Description: This project is for the reconstruction of E Goodwin Street from Marina Street to Granite Creek AND W Goodwin Street from Summit Avenue to Granite Creek. Improvements will include construction of an underground storm drain system, pedestrian safety and minor aesthetic improvements. Subsurface water, sewer and dry utility relocations are included with the project, as necessary.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the drainage system. Long-term maintenance costs will be required for the life of the infrastructure.

### Carleton Street and S Cortez Street Reconstruction

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	4,358	-	-	-	-	-	4,358
Water	630	-	-	-	-	-	630
Wastewater	262	-	-	-	-	-	262

Description: This project is for the reconstruction of Carleton Street between Cortez Street and Granite Creek AND S Cortez Street between Goodwin Street and Carleton Street. Improvements needed include, roadway, sidewalk/curb.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the roadway, drainage, water and sewer system. Long-term maintenance costs will be required for the life of the infrastructure.

## Capital Budget and Project Descriptions

### Public Works – Street Preservation, Rehabilitation and Maintenance

#### Pavement Preservation Program

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	51,000,000

**Description:** This is an annual program that includes pavement maintenance, preservation and rehabilitation on various streets. Maintenance and preservation activities include various seal coatings, and micro-surfacing projects. Pavement rehabilitation typically includes milling and overlay of various streets. Pavement reconstruction typically includes the complete reconstruction of the paved surface that has failed to a point beyond rehabilitation. The list of streets to be maintained, rehabilitated or reconstructed is evaluated on an annual basis using the Pavement Maintenance Program and is subject to change based on the actual performance of the pavement from year to year. As part of this program, alley, curb, gutter and minor sidewalk repairs are made concurrently with the pavement preservation program.

**Operating Impact:** Continued maintenance of the city's pavement asset will result in a reduction in overall maintenance and operational expenses, due to improved condition of the pavement system, as well as the elimination or reduction of on-going pavement maintenance.

#### Miscellaneous Streets Projects

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	469,308	350,000	350,000	350,000	350,000	350,000	2,219,308

**Description:** Funding source for roadway projects that become a priority that may not have been specifically budgeted for in the Pavement Preservation, Rehabilitation and Reconstruction Programs.

**Operating Impact:** Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the roadway. Long-term maintenance costs will be required for the life of the infrastructure.

## Capital Budget and Project Descriptions

### Public Works - Drainage

#### Citywide Drainage Improvements Program

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	469,308	350,000	350,000	350,000	350,000	350,000	2,219,308

Description: This program addresses street drainage issues that result in drainage impacts to City infrastructure and neighboring properties. Some of the issues can be addressed through minor maintenance, others are not substantial enough to require complete street reconstruction. These projects are of a size and complexity that an engineering solution is required. The program will address various locations annually that are not a part of other CIP projects.

Operating Impact: Reduced maintenance costs

#### Willow Creek Berm Improvement

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	250,000	1,500,000	-	-	-	-	1,750,000

Description: The project will design and construct improvements to the existing Willow Creek Berm and/or the channel of Willow Creek to reduce the number of properties that would be within the FEMA designated floodplain on the landward side of the levee. The first step of this project will be to identify options and feasibility. Once the options have been identified, FEMA funding will be considered.

Operating Impact: None

## Capital Budget and Project Descriptions

### Citywide Floodplain Mapping

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	200,000	200,000	200,000	-	-	-	600,000

Description: This project includes correcting FEMA Floodplain Mapping in various places throughout the city. These mapping revisions include a restudy of the following areas: Virginia Street Wash Floodplain, Willow Creek levee Floodplain, and Granite Creek Floodplain.

Operating Impact: None

### Public Works – Water Distribution

#### Zone 24/27 Water Pipeline Upsizing – Thumb Butte Road to Upper Thumb Butte Tank

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	1,482,407	250,000	2,300,000	-	-	-	4,032,407
Wastewater	-	-	300,000	-	-	-	300,000

Description: This project is to upsize the existing 6" water line that currently supplies water to the Lower and Upper Thumb Butte Tanks to a new 12" water line. This line will connect to the 12" water line in Thumb Butte Road, proceed up to the existing Lower Thumb Butte Water Tank and continue to the Upper Thumb Butte Water Tank.

Operating Impact: This project will reduce maintenance costs due to elimination of aged infrastructure.

## Capital Budget and Project Descriptions

### Main Line Replacements

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	1,139,800	1,742,500	1,200,000	1,200,000	1,200,000	1,200,000	7,682,300
Wastewater	208,500	318,750	250,000	250,000	250,000	250,000	1,527,250
Streets	41,700	63,750	50,000	50,000	50,000	50,000	305,450

Description: This project will replace existing deficient (age, condition, capacity) mains with new water mains to meet current system requirements and operational needs. Minor sewer main replacements are also considered in areas where the water mains are replaced.

Operating Impact: Reduction in continuous high maintenance costs and extensive repairs associated with old and inefficient water mains.

### Public Works – Water Production

### Water Production and Intermediate Pump Station, Tanks and Pipeline

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	12,783,138	4,704,000	-	-	-	-	22,191,138

Description: This project consists of two major components: Water Production Booster Facility and Intermediate Pump Station. The new intermediate pump station, tanks and pipeline facility will reduce the pipeline pressure and provide additional tank storage closer to Prescott. The site is located about 1 mile north of Pioneer Parkway and 1 mile west of Willow Creek Road on City owned property within the currently undeveloped Deep Well Ranch and the site will be accessed by a new road from Willow Creek Road. The project will coordinate with replacement of the Chino Valley pumping facility to adjust for lower operating pressures at the Chino Valley Facility. This portion of the project will consist of replacing the City of Prescott water production booster facility (buildings, boosters, electrical, controls) in the Town of Chino Valley. Portions of the existing facility date back to the original 1947 pump station.

Operating Impact: The Operating budget will increase with the addition of the new intermediate booster pump station. However, no significant impact to the operating budget associated with the Booster Facility upgrades are expected because the facilities are already operational. A decrease in operational costs may be experienced with modernized facilities and more efficient motors, pumps and buildings.



## Capital Budget and Project Descriptions

### Zone 41 Mingus Pump Station, Tank and Pipeline

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	3,224,000	1,550,000	-	-	-	-	4,774,000

Description: This project is to replace two existing 200,000 gallon water storage tanks northwest of the corner of Mingus Avenue and Northside Drive currently known as Mingus Tanks #1 and #2 with a single 1.50 million gallon (MG) storage tank. The project will also replace the existing Mingus Pump Station to meet demands and upsize the pipeline between the pump station and the tank.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the pump stations, tank and water mains. Long-term maintenance costs will be required for the life of the infrastructure.

### SCADA System Installation

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	1,627,290	-	-	-	-	-	1,627,290
Wastewater	955,710	-	-	-	-	-	955,710

Description: The installation/upgrades of the Supervisory Control and Data Acquisition (SCADA) System will allow for automatic control and monitoring associated with the City's water production facilities and wastewater facilities. This program will be implemented over a period of years.

Operating Impact: Reduced labor and transportation costs due to ability to monitor the systems remotely. Reduced system failure-related costs due to ability to respond to emergency situations more promptly.

## Capital Budget and Project Descriptions

### Production Well No. 5 AP - New

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	2,372,590	-	-	-	-	-	2,372,590

Description: The City's water system utilizes a number of production wells that have been in service for up to 40 years. Many of these wells need rehabilitation due to age, condition and technological efficiency advances. The well houses, electrical controls, pump systems, HVAC and other well components are failing and/or need significant service repair. Projects in subsequent years will redrill or re-equip production wells to meet regulatory standards.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the well. Long-term maintenance costs will be required for the life of the infrastructure.

### Zone 16 Virginia Pump Station, Haisley Tank and Pipelines, and Haisley Road Reconstruction

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	1,577,000	1,009,000	-	-	-	-	2,586,000
Streets	498,000	216,000	-	-	-	-	714,400

Description: This project is to replace and upsize the Haisley Tank, the Virginia Street Pump Station and the distribution pipeline from the south end of Virginia Street to Valley Ranch Circle. This project will increase the capacity to the areas served by Zone 16. As part of this project, Haisley Road between Senator Highway and Valley Ranch Circle will be reconstructed concurrently with the water line improvements.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the well. Long-term maintenance costs will be required for the life of the infrastructure.

## Capital Budget and Project Descriptions

### Zone 56 Tank and Pipeline and Zone 7 Pump Station

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	2,000,000	1,350,000	1,950,000	-	-	-	5,300,000

Description: This project will consist of a new 1.5 million gallon tank and piping from the new tank westward to U-Haul along SR69 for Zone 56.

Operating Impact: Additional long-term tank maintenance including cleaning and painting.

### Production Well No. 4 CV - Rehabilitation

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	372,902	-	-	-	-	-	372,902

Description: This well is a City drinking water production well that produces approximately 3,330 gallons per minute (gpm). The equipment is aging and is nearing the end of its useful life. This project will provide new well equipment to ensure water supply to the City.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the well. Long-term maintenance costs will be required for the life of the infrastructure.

### Production Well No. 3 CV - Rehabilitation

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	75,000	2,500,000	-	-	-	-	2,575,000

Description: This well is a City drinking water production well that produces approximately 1,850 gallons per minute (gpm). The equipment is aging and is nearing the end of its useful life. This project will provide new well equipment to ensure water supply to the City.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the well. Long-term maintenance costs will be required for the life of the infrastructure.

## Capital Budget and Project Descriptions

### Granite Creek and Willow Creek Dam Repairs

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	170,000	100,000	-	-	-	-	270,000

Description: This project will be to design and complete repairs and remediation measures identified by the Arizona Department of Water Resources (ADWR) Dam Safety Division. This phase will correct deficiencies for two large diameter valves at Granite Creek Dam and also provide required access at Granite Creek dam. Future phases will address maintenance needs identified by City personnel and/or ADWR Dam Safety Inspectors.

Operating Impact: Long-term maintenance costs will be required for the life of the infrastructure.

### Public Works – Water Quality

### Watson and Willow Lakes Enhancement Program (TMDL)

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	322,191	261,000	261,000	261,000	261,000	261,000	1,627,191
Wastewater	3,317	-	-	-	-	-	3,317
Streets	12,731	-	-	-	-	-	12,731

Description: This project provides for water and sediment sampling, testing and data analysis at Willow and Watson Lakes to meet regulatory requirements. It also provides for public involvement and dissemination of information gathered to identify potential future water quality improvement projects. Funding will be required for on-going data collection and analysis of the City's lakes and watershed and to identify TMDL reduction projects that can be implemented to meet required EPA and ADEQ pollutant load reductions.

Operating Impact: No impact to operating budget.

## Capital Budget and Project Descriptions

### Public Works – Wastewater Collection

#### Centralization – Airport Trunk Main

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Wastewater	9,615,000	-	-	-	-	-	9,615,000

Description: This project is to complete the upsizing of the airport trunk main sewer main from the Granite Dells area to the Airport Water Reclamation Facility. The capacity of this new trunk main will convey flows from the upstream centralization projects and new development within the City.

Operating Impact: This project will reduce longer term operations and maintenance costs through a centralized wastewater system.

#### Centralization – SR89 Lift Station

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Wastewater	3,880,000	-	-	-	-	-	3,880,000

Description: This project is to construct a wastewater lift station at the SR89 near the Veteran's Administration (VA) hospital to move flows from the Sundog Trunk Main to the Airport Water Reclamation Facility (AWRF). This project will assist in removing flows from the Sundog Wastewater Treatment Plant as the City approaches centralization.

Operating Impact: This project will reduce longer term operations and maintenance costs through a centralized wastewater system.

#### Centralization – Sundog Trunk Main, Phase B

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Wastewater	2,866,000	-	-	-	-	-	2,866,000

Description: This project will build approximately 8,600 linear feet of force main that will convey wastewater flows from the SR89 Lift Station, along SR89 to the Sundog Phase A Trunk main at Prescott Lakes Parkway. This project will assist in removing flows from the Sundog Wastewater Treatment Plant as the City approaches centralization.

Operating Impact: This project will reduce longer term operations and maintenance costs through a centralized wastewater system.

## Capital Budget and Project Descriptions

### Sundog Trunk Main, Phase C

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Wastewater	2,169,571	4,400,000	-	-	-	-	6,569,571
Water	-	300,000	-	-	-	-	300,000

Description: This project is to replace approximately 10,300 linear feet of existing undersized sewer main from Miller Valley Road to the Veterans Administration (VA). This upsizing project will provide the required sewer capacity for the trunk main and reduce sanitary sewer overflows.

Operating Impact: This project will reduce longer term operations and maintenance costs through a centralized wastewater system.

### Willow Creek Gravity Sewer

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Wastewater	2,169,571	4,400,000	-	-	-	-	6,569,571
Water	-	300,000	-	-	-	-	300,000

Description: This project will replace the existing Willow Lake Regional Lift Station and the existing Willow Lake Estates Lift Station with a gravity sewer main to the Prescott Lake Regional Lift Station.

Operating Impact: This project will eliminate the need to upgrade the aged Willow Lake Regional lift station and will also eliminate future operation and maintenance costs for both lift stations being removed from the system.

## Capital Budget and Project Descriptions

### Public Works – Facility, Vehicles, Other Capital

#### Vehicle Replacement – Public Works

Dept/Division: Public Works  
Category: Vehicle Replacements and Additions

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	1,152,370	464,000	350,000	325,000	325,000	325,000	2,941,370
Water	132,000	225,000	100,000	100,000	100,000	100,000	757,000
Wastewater	727,608	245,000	150,000	100,000	100,000	100,000	1,422,608
Solid Waste	1,130,000	1,150,000	1,160,000	1,165,000	1,170,000	1,165,000	6,950,000
Engineering	-	35,000	25,000	-	25,000	-	85,000

Description: This capital request is for replacement of aging Public Works vehicles and equipment. This equipment is used on a daily basis to perform routine maintenance and emergency repairs to utility infrastructure, traffic control devices, and perform daily inspections of capital and private development projects.

Operating Impact: Reduced maintenance costs due to elimination of high mileage/hour vehicles. A reduction to the operating budget is expected because these are replacements for existing units that have developed extensive repair needs and result in higher gas consumption than newer technology vehicles.

#### Miscellaneous Water and Wastewater Projects

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	1,152,370	464,000	350,000	325,000	325,000	325,000	2,941,370
Water	132,000	225,000	100,000	100,000	100,000	100,000	757,000
Wastewater	727,608	245,000	150,000	100,000	100,000	100,000	1,422,608
Solid Waste	1,130,000	1,150,000	1,160,000	1,165,000	1,170,000	1,165,000	6,950,000
Engineering	-	35,000	25,000	-	25,000	-	85,000

Description: Unforeseen and unexpected water system failures happen from time to time due to the City's aging infrastructure. Repairs to water pipe failures and/or valve or other system components are sometimes beyond normal maintenance repairs. This item is to provide for unanticipated design and construction necessary when a capital project has not been identified.

Operating Impact: Completion of this project will result in an initial reduction in overall maintenance and operational expenses due to the improved condition of the water and wastewater system. Long-term maintenance costs will be required for the life of the infrastructure.

## Capital Budget and Project Descriptions

### Radio Infrastructure Repair Project

Dept/Division: Public Works/Information Technology  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
General Fund	217,500	-	-	-	-	-	217,500
Water	348,000	-	-	-	-	-	348,000
Wastewater	304,500	-	-	-	-	-	304,500

Description: The City of Prescott will be upgrading its radio infrastructure from an analog based system to a digital system. Doing this will greatly simplify the radio system as well as providing proactive management for the components of that system and improve the audio quality delivered by the radio system. This project will be completed in phases and when completed will provide the City of Prescott with a radio system that is equipped to deal with present and future needs.

Operating Impact: None

### CentralSquare Project

Dept/Division: Public Works/Information Technology  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
General Fund	157,500	-	-	-	-	-	157,500
Streets	90,000	-	-	-	-	-	90,000
Water	90,000	-	-	-	-	-	90,000
Wastewater	90,000	-	-	-	-	-	90,000
Engineering	22,500	-	-	-	-	-	22,500

Description: It is expected that services including government service are provided electronically and this project will overhaul our permit, inspection, code enforcement, and planning software to do exactly that. The end result of this project, which will be completed by early January 2020, will be examine every facet of these items and match them with software that will make it easier and quicker for our customers to do business with the City of Prescott.

Operating Impact: Annual software maintenance contract should offset current software maintenance contract.



## Capital Budget and Project Descriptions

### Transfer Station/Street Maintenance Yard Paving

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	225,000	75,000	-	-	-	-	300,000
Solid Waste	225,000	75,000	-	-	-	-	300,000

Description: This project consists of repaving portions of the pavement surface at the Sundog Transfer Station facility.

Operating Impact: Reduced maintenance.

### Operations Building Expansion

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Wastewater	332,000	-	-	-	-	-	332,000

Description: This project is for the expansion of the existing building at the wastewater collection facility on Sundog Ranch Road. This expansion will be used to house operations staff, vehicles, equipment and materials used in the daily operation of the facility.

Operating Impact: Minor increase in operating budget due to expanded building footprint and a decrease of maintenance and replacement costs for machinery and equipment due to long term impact of exposure to the elements.

### Spreader Racks and Cinder Mix Station

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	300,000	-	-	-	-	-	300,000

Description: Installation of a new snowplow spreader rack in the Streets Maintenance Yard to replace the current rack which is outdated and unsafe.

Operating Impact: None

## Capital Budget and Project Descriptions

### Water Resource Capital Projects

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Water	182,050	-	-	-	-	-	182,050

Description: This work is a prerequisite for the Big Chino Water Importation Project, which is not presently programmed for construction. City Contract No. 2013-058, commits the City, in partnership with the Town of Prescott Valley and Salt River Project, to monitoring and modeling the Big Chino Sub-basin. City Contract No. 2017-246 describes the scope, cost and schedule for the Big Chino Sub-Basin Groundwater Flow Model.

Operating Impact: Unknown at this time

### Aerial, Digital Elevation Model, Contours

Dept/Division: Public Works/Information Technology  
Category: Capital Improvement Program

Funding Plan	FY20 Budget	FY21 Proj	FY22 Proj	FY23 Proj	FY24 Proj	FY25 Proj	Total
Streets	26,667	-	-	-	26,667	-	53,334
Water	26,667	-	-	-	26,667	-	53,334
Wastewater	26,666	-	-	-	26,666	-	53,332

Description: This project is a refresh of our high resolution aerial imagery. The scope of this imagery is Prescott city limits and the immediate surrounding area. The data acquired from this process is used to produce two foot contour information for the same areas. This data is used extensively by various City departments – Community Development, Economic Development, Fire, Police, Public Works, and Recreation Services – as well as outside consultants that the City of Prescott engages with.

Operating Impact: None

# Five-Year Capital Improvement Plan Summary

Description	Funding	FY2020	5 Year Projection					Total
			FY2021	FY2022	FY2023	FY2024	FY2025	
<b>Recreation Services</b>								
Open Space Acquisitions	S	1,800,485						1,800,485
Goldwater Lake Expansion	G	800,000	420,000	-	-	-	-	1,220,000
West Granite Creek Park improvements	G,IMP	1,000,000	-	-	-	-	-	1,000,000
Trail Fencing	G	180,000	-	-	-	-	-	180,000
Recreation Services Vehicle and Equipment Replacement	G,S	137,000	39,000	-	25,000	-	-	201,000
Peavine to Glassford Summit Trail Connection	GR	81,000						81,000
Raco-Vac	G	35,000	-	-	-	-	-	35,000
Camping- Willow Lake	G	-	200,000	-	-	-	-	200,000
Watson Lake Ramada Roof Replacement	G	-	40,000	-	-	-	-	40,000
Work cart- Parks	G	-	30,000	-	-	-	-	30,000
Pavement repair and chip seal- Pioneer Park	G	-	-	600,000	-	-	-	600,000
Concrete Cap	G	-	-	80,000	-	-	-	80,000
Willow Creek Park Improvements	G	-	-	-	50,000	500,000	-	550,000
Inline Hockey Partership	BT	-	-	-	50,000	-	-	50,000
Willow Lake Southshore Parking	G	-	-	-	-	200,000	-	200,000
Mountain Bike Competitive Track - Pioneer Park	BT	-	-	-	-	40,000	-	40,000
<b>Total</b>		<b>4,033,485</b>	<b>729,000</b>	<b>680,000</b>	<b>125,000</b>	<b>740,000</b>	<b>-</b>	<b>6,307,485</b>
<b>Recreation Services - Golf Course</b>								
Golf Course Irrigation System Consulting	GC	50,000	-	-	-	-	-	50,000
Golf Course Cart Path Paving	BT	10,500	10,500	-	-	-	-	21,000
Golf Course Equipment	GC	69,000	76,000	40,000	-	-	-	185,000
Golf Course Tee Renovations	BT	25,500	25,000	-	-	-	-	50,500
Golf Course Bunkers Improvements	GC	-	45,500	45,500	-	-	-	91,000
Irrigation Improvements - South Golf Course	GC	-	125,000	125,000	-	-	-	250,000
Golf Cart Barn Surfacing	GC	-	35,000	-	-	-	-	35,000
Golf Operations equipment	GC	10,500	-	20,000	-	-	-	30,500
Manzanita Grill Equipment	GC	39,050	-	10,000	-	-	-	49,050
Centennial Center Equipment	GC	21,800	-	7,500	-	-	-	29,300
<b>Total</b>		<b>226,350</b>	<b>317,000</b>	<b>248,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>791,350</b>
<b>Facilities Maintenance</b>								
City Hall Roof Replacement	FM	250,000	-	-	-	-	-	250,000
Replacement of the North East Stairs	G	-	410,000	-	-	-	-	410,000
<b>Total</b>		<b>250,000</b>	<b>410,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>660,000</b>
<b>Community Development</b>								
CDBG Annual Entitlement Grant	G	584,922	-	-	-	-	-	584,922
<b>Fire</b>								
Vehicle Replacement - Fire Department	G	625,000	515,000	650,000	650,000	515,000	200,000	3,155,000
Fire Drill Ground Improvements	G	160,000	1,500,000	-	-	-	-	1,660,000
Fire Mobile Data Computer Replacement	G	65,300						65,300
Fire Suppression Skid Unit - Vehicle #1312 Patrol 73	G	50,000	-	-	-	-	-	50,000
Fire Records Management	G	20,667						20,667
Fire Station 73 Relocation	G,IMP	-	340,000	3,000,000	-	-	-	3,340,000
Fire Department Radio Replacement	G	-	249,000	-	-	-	-	249,000
Breathing Air Compressor	G	-	70,000	-	-	-	-	70,000
Apparatus Bay Floor Refurbishment Station 71	G	-	13,200	-	-	-	-	13,200
Extractor Washing Machine	G	-	9,200	-	-	-	-	9,200
<b>Total</b>		<b>920,967</b>	<b>2,696,400</b>	<b>3,650,000</b>	<b>650,000</b>	<b>515,000</b>	<b>200,000</b>	<b>8,632,367</b>
<b>Police</b>								
Vehicle Replacements - Police	G	809,000	225,000	230,000	235,000	240,000	245,000	1,984,000
Police Radio Replacement	G	392,000	-	-	-	-	-	392,000
Police Facility Improvements	G,IMP	125,000	2,125,000	250,000	3,000,000	-	-	5,500,000
Laser Crime Scene Imager	G	85,000	-	-	-	-	-	85,000
Mobile Emergency Command Center Vehicle	G	-	-	500,000	-	-	-	500,000
Ballistic Vests and Helmets for SWAT members	G	-	-	130,000	-	-	-	130,000
<b>Total</b>		<b>1,411,000</b>	<b>2,350,000</b>	<b>1,110,000</b>	<b>3,235,000</b>	<b>240,000</b>	<b>245,000</b>	<b>8,591,000</b>
<b>Regional Communications</b>								
Public Safety Software System Upgrade	G	200,000	-	-	-	-	-	200,000
Replacement Consoles for Dispatch	G	200,000	100,000	100,000	-	-	-	400,000
On-Line Emergency Medical Dispatching	G	90,000	-	-	-	-	-	90,000
<b>Total</b>		<b>490,000</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>690,000</b>

# Five-Year Capital Improvement Plan Summary

		5 Year Projection						
Description	Funding	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total
<b><u>Airport - City Funded Only</u></b>								
New Terminal - Baggage Handling System	G	500,000						500,000
New Terminal - Furniture, Fixtures, and Equipment	G	150,000						150,000
Airport Replacement Equipment and Vehicle	G	200,000	150,000	150,000	-	150,000	-	650,000
Airport Pavement Preservation Program - City	G	140,000	140,000	120,000	120,000	120,000	120,000	760,000
Airport Master Lock System	G	25,000	150,000	-	-	-	-	175,000
Runway 12/30 Circuit Rejuvenation	G	6,500	-	-	-	-	-	6,500
Hangar/Shade Relocation in Preparation for Terminal	G		1,000,000	-	-	-	-	1,000,000
<b>Total</b>		<b>1,021,500</b>	<b>1,440,000</b>	<b>270,000</b>	<b>120,000</b>	<b>270,000</b>	<b>120,000</b>	<b>3,241,500</b>
<b><u>Public Works</u></b>								
<b><u>Street Circulation</u></b>								
Corsair Avenue Extension	S,W,GR	1,346,000	-	-	-	-	-	1,346,000
Safe Routes to School Program - Coronado Sidewalk	S	200,000	-	-	-	-	-	200,000
Intersection Signalization Project	S	200,000	20,000	200,000	20,000	200,000	20,000	660,000
<b>Total</b>		<b>1,746,000</b>	<b>20,000</b>	<b>200,000</b>	<b>20,000</b>	<b>200,000</b>	<b>20,000</b>	<b>2,206,000</b>
<b><u>Street Reconstruction</u></b>								
S. Summit Avenue/S. McCormick Street/Beach								
Avenue/Goodwin Street Reconstruction	S,W,WW	5,379,656	-	-	-	-	-	5,379,656
Penn Avenue and Eastwood Drive Reconstruction	S,W,WW	2,996,000	2,164,000	-	-	-	-	5,160,000
S. Washington Avenue/E. Goodwin Street								
Reconstruction	S,W,WW	2,725,000	-	-	-	-	-	2,725,000
Robinson Drive Reconstruction	S,W,WW	2,697,000	-	-	-	-	-	2,697,000
Sundog Ranch Road Reconstruction and Water Line	W	1,703,890	-	-	-	-	-	1,703,890
Hope Street Reconstruction	S,W	550,000	-	-	-	-	-	550,000
Overland Trail Bridge Reconstruction - Government								
Canyon	S	200,000	-	-	-	-	-	200,000
Goodwin Street (East and West) Reconstruction	S,W,WW	157,000	-	-	-	-	-	157,000
Carleton Street and S. Cortez Street Reconstruction	S,W,WW	5,250	-	-	-	-	-	5,250
W. Haisley Road Reconstruction	S	-	-	175,000	2,670,000	-	-	2,845,000
Washington Street Reconstruction - Sheldon Street to								
Gurley Street	S,W,WW	-	-	50,000	1,600,000	-	-	1,650,000
W. Merritt Avenue Reconstruction	S,W,WW	-	-	50,000	250,000	2,275,000	-	2,575,000
McCormick Street Reconstruction - Gurley Street to								
Grove Avenue	S,W,WW	-	-	-	200,000	2,000,000	-	2,200,000
E. Willis Street Reconstruction	S,W,WW	-	-	-	-	450,000	-	450,000
Carleton Street and Alarcon Street Reconstruction and								
Drainage Improvements	S	-	-	-	-	250,000	2,250,000	2,500,000
Smoke Tree Lane (East) Reconstruction	S	-	-	-	-	200,000	4,100,000	4,300,000
<b>Total</b>		<b>16,413,796</b>	<b>2,164,000</b>	<b>275,000</b>	<b>4,720,000</b>	<b>5,175,000</b>	<b>6,350,000</b>	<b>35,097,796</b>
<b><u>Street Preservation, Rehabilitation and Maintenance</u></b>								
Pavement Preservation Program	S	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	51,000,000
Miscellaneous Streets Projects	S	469,308	350,000	350,000	350,000	350,000	350,000	2,219,308
Sidewalk Repair and Replacement Program	S	-	310,000	310,000	310,000	310,000	310,000	1,550,000
Gail Gardner Way Improvements	S	-	-	-	-	130,000	1,500,000	1,630,000
<b>Total</b>		<b>8,969,308</b>	<b>9,160,000</b>	<b>9,160,000</b>	<b>9,160,000</b>	<b>9,290,000</b>	<b>10,660,000</b>	<b>56,399,308</b>
<b><u>Drainage</u></b>								
Citywide Drainage Improvements Program	S,CC	700,000	650,000	650,000	650,000	650,000	650,000	3,950,000
Willow Creek Berm Improvement	S,GR	250,000	1,500,000	-	-	-	-	1,750,000
Citywide Floodplain Mapping	S	200,000	200,000	200,000	-	-	-	600,000
Stormwater Master Plan Update	S	-	750,000	-	-	-	-	750,000
North Fork Miller Creek Channel Improvements	S,GR	-	-	100,000	1,000,000	-	-	1,100,000
Sheldon Street Drainage Improvements	S	-	-	-	-	100,000	-	100,000
<b>Total</b>		<b>1,150,000</b>	<b>3,100,000</b>	<b>950,000</b>	<b>1,650,000</b>	<b>750,000</b>	<b>650,000</b>	<b>8,250,000</b>
<b><u>Water Distribution</u></b>								
Zone 24/27 Water Pipeline Upsizing - Thumb Butte								
Road to Upper Thumb Butte Tank	W,WW	1,482,407	250,000	2,600,000	-	-	-	4,332,407
Main Line Replacements	S,W,WW	1,390,000	2,125,000	1,500,000	1,500,000	1,500,000	1,500,000	9,515,000
Zone 51 Water Main Connect to Northwest Regional								
Tank	W	-	1,477,000	-	-	-	-	1,477,000
Downtown Water Main Replacement Program		-	150,000	1,650,000	1,500,000	-	-	3,300,000
Zone 61/Zone 41/Zone 40/Zone 0 Water Main Upgrades	W	-	-	-	2,243,300	1,156,700	-	3,400,000
Larry Caldwell Drive Water Main	W	-	-	-	1,301,000	-	-	1,301,000
SR69 Corridor Water Main	W	-	-	-	470,000	200,000	1,330,000	2,000,000
Zone 42 Pipeline Upgrade	S,W,WW	-	-	-	175,000	-	-	175,000
Heckthorn Road Water Main (DA)	W	-	-	-	-	-	678,000	678,000
<b>Total</b>		<b>2,872,407</b>	<b>4,002,000</b>	<b>5,750,000</b>	<b>7,189,300</b>	<b>2,856,700</b>	<b>3,508,000</b>	<b>26,178,407</b>

# Capital Budget

## Five-Year Capital Improvement Plan Summary

Description	Funding	FY2020	5 Year Projection					Total
			FY2021	FY2022	FY2023	FY2024	FY2025	
<u>Water Production</u>								
Water Production and Intermediate Pump Station, Tanks and Pipeline	W	12,783,138	9,408,000	-	-	-	-	22,191,138
Zone 41 Mingus Pump Station, Tank and Pipeline	W	3,224,000	1,550,000	-	-	-	-	4,774,000
SCADA System Installation	W,WW	2,583,000	-	-	-	-	-	2,583,000
Production Well No. 5 AP - New	W	2,372,590	-	-	-	-	-	2,372,590
Zone 16 Virginia Pump Station, Haisley Tank and Pipelines, and Haisley Road Reconstruction	S,W	2,075,000	1,225,000	-	-	-	-	3,300,000
Zone 56 Tank and Pipeline and Zone 7 Pump Station	W	2,000,000	1,350,000	1,950,000	-	-	-	5,300,000
Production Well No. 4 CV - Rehabilitation	W	372,902	-	-	-	-	-	372,902
Granite Creek and Willow Creek Dam Repairs	W	170,000	100,000	-	-	-	-	270,000
Production Well No. 3 CV - Rehabilitation	W	75,000	2,500,000	-	-	-	-	2,575,000
Production Well No. 2 CV - Rehabilitation	W	-	3,000,000	-	-	-	-	3,000,000
Production Well No. 6 AP - New	W	-	450,000	2,050,000	-	-	-	2,500,000
Zone 40 Cedarwood Tank Upsizing	W	-	225,000	750,000	-	-	-	975,000
Zone 31 Pump Station	W	-	220,000	1,280,000	-	-	-	1,500,000
Production Well No. 1 CV - Rehabilitation	W	-	-	2,500,000	-	-	-	2,500,000
Upper Rancho Vista Pump Station Upgrade	W	-	-	755,000	-	-	-	755,000
	Total	25,655,630	20,028,000	9,285,000	-	-	-	54,968,630
<u>Water Quality</u>								
Watson and Willow Lakes Enhancement Program (TMDL)	S,W,WW	338,239	261,000	261,000	261,000	261,000	261,000	1,866,000
	Total	338,239	261,000	261,000	261,000	261,000	261,000	1,866,000
<u>Wastewater Collections</u>								
Centralization - Airport Trunk Main	WW	9,615,000	-	-	-	-	-	9,615,000
Centralization - SR89 Lift Station	WW	3,880,000	-	-	-	-	-	3,880,000
Centralization - Sundog Trunk Main, Phase B	WW	2,866,000	-	-	-	-	-	2,866,000
Sundog Trunk Main, Phase C	W,WW	2,169,571	4,700,000	-	-	-	-	6,869,571
Willow Creek Gravity Sewer	WW	217,700	1,959,300	-	-	-	-	2,177,000
Willow Creek Trunk Main	WW	-	317,600	2,858,400	-	-	-	3,176,000
Hassayampa Sewer Trunk Main Upsizing	WW	-	-	3,087,000	-	-	-	3,087,000
Montezuma Trunk Main Upsizing	S,W,WW	-	-	1,695,000	-	-	-	1,695,000
City Lights Sewer Main Replacement	W	-	-	-	277,000	-	-	277,000
Willow Creek Road, Rosser Street and Demerse Street Area Sewer Main Upsize	S,W,WW	-	-	-	-	250,000	2,568,400	2,818,400
5th Street, 6th Street and Hillside Sewer Main Upsize	S,W,WW	-	-	-	-	-	821,000	821,000
	Total	18,748,271	6,976,900	7,640,400	277,000	250,000	3,389,400	37,281,971
<u>Wastewater Treatment</u>								
Centralization - Airport WRF Expansion, Phase 2	WW	-	-	-	1,875,000	8,437,500	8,437,500	18,750,000
Centralization - Sundog Equalization Basin and Plant Decommissioning	WW	-	-	-	1,825,000	-	1,500,000	3,325,000
Centralization - Effluent Tank, Pipeline and Conversion	WW	-	-	-	350,000	3,150,000	-	3,500,000
	Total	-	-	-	4,050,000	11,587,500	9,937,500	25,575,000
<u>Facility, Vehicles, Other Capital</u>								
	S,W,WW							
Vehicle Replacements - Public Works	,SW	3,141,978	2,119,000	1,785,000	1,690,000	1,720,000	1,700,000	12,155,978
Miscellaneous Water and Wastewater Projects	W,WW	710,000	500,000	505,000	525,000	550,000	550,000	3,340,000
Radio Infrastructure Repair Project	G,W,WW	870,000						870,000
	G,SW,W							
CentralSquare Project	W,ENG	450,000						450,000
Transfer Station/Street Maintenance Yard Paving	S,SW	450,000	-	-	-	-	-	450,000
Operations Building Expansion	WW	332,000	-	-	-	-	-	332,000
Spreader Racks and Cinder Mix Station	S	300,000	-	-	-	-	-	300,000
Aerial, Digital Elevation Model, Contours	S,W,WW	80,000	-	-	-	80,000	-	160,000
	Total	6,333,978	2,619,000	2,290,000	2,215,000	2,350,000	2,250,000	18,057,978
Water Resource Capital Projects	W	182,050						

# Five-Year Capital Improvement Plan Summary

Description	Funding	FY2020	5 Year Projection					Total
			FY2021	FY2022	FY2023	FY2024	FY2025	
Funding Summary, all projects								
General Fund	(G)	8,334,717	7,192,500	4,641,750	3,666,750	2,260,000	1,015,000	27,110,717
Streets Fund	(S)	24,564,050	13,087,750	11,075,000	14,613,750	15,031,667	18,907,430	97,279,647
Water Fund	(W)	33,126,315	24,537,500	15,186,000	7,702,050	3,131,367	4,501,450	88,184,682
Wastewater Fund	(WW)	23,599,299	7,420,650	7,765,400	5,211,500	12,762,166	11,842,020	68,601,035
Solid Waste Fund	(SW)	1,355,000	1,150,000	1,160,000	1,165,000	1,170,000	1,175,000	7,175,000
Golf Course Fund	(GC)	190,350	281,500	248,000	-	-	-	719,850
Impact Fees	(IMP)	625,000	1,189,150	1,437,500	1,410,000	-	-	4,661,650
Facilities Maintenance	(FM)	250,000	-	-	-	-	-	250,000
Engineering Fund	(ENG)	22,500	35,000	25,000	-	25,000	-	107,500
Bed Tax	(BT)	36,000	35,500	-	50,000	40,000	-	161,500
Grants	(GR)	11,046,220	19,143,750	2,685,750	14,703,250	19,365,000	17,550,000	84,493,970
Streets - County Contribution	(CC)	700,000	600,000	600,000	600,000	600,000	600,000	3,700,000
Total		103,849,451	74,673,300	44,824,400	49,122,300	54,385,200	55,590,900	382,445,551
Funding Summary by Fund Type								
General Fund		8,525,067	7,474,000	4,889,750	3,666,750	2,260,000	1,015,000	27,830,567
Special Revenue Fund		36,971,270	34,056,150	15,798,250	31,377,000	35,036,667	37,057,430	190,296,767
Enterprise Funds		58,080,614	33,108,150	24,111,400	14,078,550	17,063,533	17,518,470	163,960,717
Internal Service Funds		272,500	35,000	25,000	-	25,000	-	357,500
Total		103,849,451	74,673,300	44,824,400	49,122,300	54,385,200	55,590,900	382,445,551

## Appendix

---

Budget Resolutions .....	281
Auditor General Schedules .....	285
Authorized Position Listing .....	297
Authorized Pay Ranges.....	306
Glossary of Terms .....	307



## Appendix

---



# Budget Resolutions

9.E.a

## RESOLUTION NO. 2019-1708

**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 2020, 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 2020. 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 schedule A 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 25th day of June, 2019, 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 2020 for the City of Prescott. The proposed budget may be examined weekdays at 201 South Cortez Street, Prescott, Arizona, between 8:00 A.M. and 5:00 P.M or by accessing the budget documents on the City's website [www.prescott-az.gov](http://www.prescott-az.gov).
- B. That the City Council will further meet at a Regular Meeting on the 9th day of July, 2019, 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 2020 for the City of Prescott.

Attachment: Resolution No. 2019-1708 (2517 : FY20 Tentative Budget Adoption)

Packet Pg. 127



# Budget Resolutions

10.F.a

## RESOLUTION NO. 2019-1709

**A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF PRESCOTT, YAVAPAI COUNTY, ARIZONA, DETERMINING AND ADOPTING FINAL ESTIMATES OF PROPOSED EXPENDITURES FOR FISCAL YEAR 2020, DECLARING THAT THE SAME SHALL CONSTITUTE THE BUDGET FOR THE CITY OF PRESCOTT FOR SAID FISCAL YEAR, ESTABLISHING THE EXPENDITURE LIMITATION, AND APPROVING AND UPDATING THE JOB ROSTER FOR THE CITY OF PRESCOTT.**

### RECITALS:

WHEREAS, in accordance with the Provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes, the City Council did, on June 11<sup>th</sup>, 2019, 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 25, 2019, 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, publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on July 9, 2019, in Prescott City Council Chambers at 201 South Cortez Street, Prescott, Arizona, for the purpose of making tax levies as set forth in said estimates; and

WHEREAS, the sums to be raised by primary taxation, as specified 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 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 are hereby adopted as the budget of the City of Prescott for the Fiscal Year 2020.

Attachment: Resolution No. 2019-1709 - FY20 Final Budget (2518 : Final Budget Adoption FY20)

Packet Pg. 211

# Budget Resolutions

10.F.a

RESOLUTION NO. 2019-1709

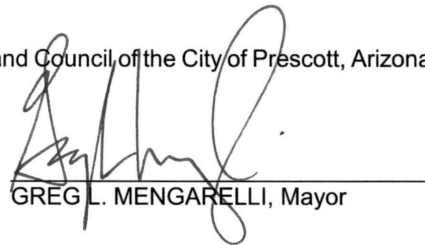
PAGE 2

SECTION 2. THAT, all sums contained in said estimated expenditures shall be considered as specific appropriation and authority for the expenditure thereof, as provided for and in said budget, the laws of the United States, the State of Arizona, and the Charter and Code of the City of Prescott.

SECTION 3. THAT, the expenditure limitation for the City of Prescott for Fiscal Year 2020 be established at \$220,068,922.00.

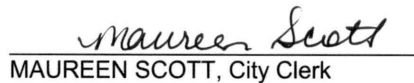
SECTION 4. THAT, the Roster of Jobs shown in the attached accompanying exhibit be adopted and approved by the City of Prescott and in accordance with Article IV of the Prescott City Charter.

PASSED and ADOPTED by the Mayor and Council of the City of Prescott, Arizona, on this 25 day of June 2019.

  
 GREG L. MENGARELLI, Mayor

ATTEST:

APPROVED AS TO FORM:

  
 MAUREEN SCOTT, City Clerk


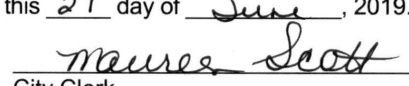
  
 JON M. PALADINI, City Attorney

## CERTIFICATION OF RECORDING OFFICER

STATE OF ARIZONA )  
 County of Yavapai ) ss.

I, the undersigned Maureen Scott, being the duly appointed, qualified City Clerk of the City of Prescott, Yavapai County, Arizona, certify that the foregoing Resolution No. 2019-1709 is a true, correct and accurate copy of Resolution No. 2019-1709, passed and adopted at a Voting Meeting of the Council of the City of Prescott, Yavapai County, Arizona, held on the 25<sup>th</sup> day of June 2019, at which a quorum was present and, by a 4-1 vote, 4 voted in favor of said resolution.

Given under my hand and sealed this 27<sup>th</sup> day of June, 2019.

Seal:    
 City Clerk

Attachment: Resolution No. 2019-1709 - FY20 Final Budget (2518 : Final Budget Adoption FY20)

Packet Pg. 212

## **Auditor General Schedules**

---

### **OFFICIAL BUDGET FORMS**

#### **CITY OF PRESCOTT**

**Fiscal Year 2020**

## Auditor General Schedules

---

### CITY OF PRESCOTT

#### TABLE OF CONTENTS

Fiscal Year 2020

Schedule A—Summary Schedule of Estimated Revenues and Expenditures/Expense

Schedule B—Tax Levy and Tax Rate Information

Schedule C—Revenues Other Than Property Taxes

Schedule D—Other Financing Sources/(Uses) and Interfund Transfers

Schedule E—Expenditures/Expenses by Fund

Schedule F—Expenditures/Expenses by Department (as applicable)

Schedule G—Full-Time Employees and Personnel Compensation

# Auditor General Schedules

CITY OF PRESCOTT  
Summary Schedule of Estimated Revenues and Expenditures/Expenses  
Fiscal Year 2020

Fiscal Year	S c h	FUNDS							
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
2019 Adopted/Adjusted Budgeted Expenditures/Expenses*	E 1	40,101,056	54,800,045	5,576	145,000	0	89,093,409	7,125,679	191,270,765
2019 Actual Expenditures/Expenses**	E 2	39,000,331	41,924,579	5,576	139,061	0	68,891,979	6,839,479	156,801,005
2020 Fund Balance/Net Position at July 1***	3	18,027,252	15,080,917	3,360	2,687,780	0	42,426,882	2,434,774	80,660,965
2020 Primary Property Tax Levy	B 4	1,795,908							1,795,908
2020 Secondary Property Tax Levy	B 5								0
2020 Estimated Revenues Other than Property Taxes	C 6	39,104,302	42,510,246	5,576	12,000		59,357,493	7,278,492	148,268,109
2020 Other Financing Sources	D 7	0	0	0	0	0	32,373,709	0	32,373,709
2020 Other Financing (Uses)	D 8	0	0	0	0	0	0	0	0
2020 Interfund Transfers In	D 9	45,000	938,252	0	0	0	4,112,132	0	5,095,384
2020 Interfund Transfers (Out)	D 10	4,138,108	707,276	0	0	0	250,000	0	5,095,384
2020 Reduction for Amounts Not Available:	11								
LESS: Amounts for Future Debt Retirement:									0
Future Capital Projects									0
Maintained Fund Balance for Financial Stability									0
									0
									0
2020 Total Financial Resources Available	12	54,834,354	57,822,139	8,936	2,699,780	0	138,020,216	9,713,266	263,098,691
2020 Budgeted Expenditures/Expenses	E 13	43,366,674	56,782,087	5,420	625,000	0	112,050,822	7,238,919	220,068,922

**EXPENDITURE LIMITATION COMPARISON**

1 Budgeted expenditures/expenses	
2 Add/subtract: estimated net reconciling items	
3 Budgeted expenditures/expenses adjusted for reconciling items	
4 Less: estimated exclusions	
5 Amount subject to the expenditure limitation	
6 EEC expenditure limitation	

2019	2020
\$ 191,270,765	\$ 220,068,922
191,270,765	220,068,922
\$ 191,270,765	\$ 220,068,922
\$ 191,270,765	\$ 220,068,922

\* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

# Auditor General Schedules

## CITY OF PRESCOTT Tax Levy and Tax Rate Information Fiscal Year 2020

	2019	2020
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 1,817,951	\$ 1,905,086
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	\$ 1,748,005	\$ 1,795,908
B. Secondary property taxes		
C. Total property tax levy amounts	\$ 1,748,005	\$ 1,795,908
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ 1,737,243	
(2) Prior years' levies	10,762	
(3) Total primary property taxes	\$ 1,748,005	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$	
(2) Prior years' levies	45	
(3) Total secondary property taxes	\$ 45	
C. Total property taxes collected	\$ 1,748,050	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.2699	0.2599
(2) Secondary property tax rate		
(3) Total city/town tax rate	0.2699	0.2599
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>0</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.



# Auditor General Schedules

## CITY OF PRESCOTT Revenues Other Than Property Taxes Fiscal Year 2020

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Privilege and Use Tax	\$ 16,000,000	\$ 16,950,000	\$ 17,140,000
Franchise Taxes	1,660,000	1,660,000	1,690,000
<b>Intergovernmental</b>			
State	9,434,777	9,434,777	10,146,291
County	3,514,769	3,513,346	3,725,451
Local Jurisdictions	2,009,378	2,009,378	2,218,821
<b>Charges for services</b>			
Licenses and permits	1,021,890	1,208,470	1,312,700
Charges for services	1,968,370	2,495,793	2,257,389
Fines and forfeits	417,250	329,793	416,250
Interest on investments	100,000	100,000	150,000
Miscellaneous	42,400	50,348	47,400
<b>Total General Fund</b>	<b>\$ 36,168,834</b>	<b>\$ 37,751,905</b>	<b>\$ 39,104,302</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Streets and Open Space Fund</b>			
Streets Privilege and Use Tax	\$ 16,000,000	\$ 16,950,000	\$ 17,140,000
Intergovernmental - State (Highway Users Rev)	3,702,094	3,702,094	3,685,989
Intergovernmental - County	650,000	1,180,000	700,000
Charges for services	260,000	643,050	440,000
Interest Earned	20,000	300,000	100,000
Miscellaneous	265,000	273,150	226,000
<b>Total Streets and Open Space Fund</b>	<b>\$ 20,897,094</b>	<b>\$ 23,048,294</b>	<b>\$ 22,291,989</b>
<b>PSPRS Dedicated Tax</b>			
PSPRS Privilege and Use Tax	\$ 12,000,000	\$ 12,723,890	\$ 12,853,928
<b>Total PSPRS Dedicated Tax</b>	<b>\$ 12,000,000</b>	<b>\$ 12,723,890</b>	<b>\$ 12,853,928</b>
<b>Transient Occupancy Tax</b>			
Transient Occupancy Tax	\$ 1,050,000	\$ 1,050,000	\$ 1,100,000
Miscellaneous	1,000	5,000	5,000
<b>Total Transient Occupancy Tax</b>	<b>\$ 1,051,000</b>	<b>\$ 1,055,000</b>	<b>\$ 1,105,000</b>
<b>Grant Funds</b>			
Miscellaneous Grants	\$ 5,038,661	\$ 1,810,413	\$ 6,193,304
<b>Total Grant Funds</b>	<b>\$ 5,038,661</b>	<b>\$ 1,810,413</b>	<b>\$ 6,193,304</b>
<b>Trust Funds</b>			
Gifts and Donations	\$ 89,595	\$ 117,467	\$ 61,025
Interest Earned	5,000	5,000	5,000
<b>Total Trust Funds</b>	<b>\$ 94,595</b>	<b>\$ 122,467</b>	<b>\$ 66,025</b>
<b>Total Special Revenue Funds</b>	<b>\$ 39,081,350</b>	<b>\$ 38,760,064</b>	<b>\$ 42,510,246</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.

# Auditor General Schedules

## CITY OF PRESCOTT Revenues Other Than Property Taxes Fiscal Year 2020

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Impact Fee Funds</b>			
Charges for Services	\$ 25,000	\$ 25,000	\$
Interest	8,000	8,000	12,000
<b>Total Impact Fee Funds</b>	\$ 33,000	\$ 33,000	\$ 12,000
<b>Total Capital Projects Funds</b>	\$ 33,000	\$ 33,000	\$ 12,000
<b>DEBT SERVICE FUNDS</b>			
Special Assessments	\$ 5,045	\$ 5,045	\$ 5,045
Interest Earned	531	531	531
<b>Total Debt Service Funds</b>	\$ 5,576	\$ 5,576	\$ 5,576
<b>ENTERPRISE FUNDS</b>			
<b>Water</b>			
Intergovernmental	\$ 203,174	\$ 203,174	\$ 451,440
Charges for services	17,330,000	17,393,000	18,794,387
Impact Fees	1,143,000	1,143,000	1,218,000
Interest	158,000	158,000	260,000
Miscellaneous	39,500	39,500	40,000
<b>Total Water Funds</b>	\$ 18,873,674	\$ 18,936,674	\$ 20,763,827
<b>Wastewater</b>			
Charges for services	\$ 13,311,000	\$ 13,331,000	\$ 13,856,000
Impact fees	987,500	987,500	1,060,500
Interest	100,000	100,000	200,000
<b>Total Wastewater Funds</b>	\$ 14,398,500	\$ 14,418,500	\$ 15,116,500
<b>Solid Waste</b>			
Charges for services	\$ 7,505,000	\$ 7,399,361	\$ 8,392,000
Interest	10,000	6,060	10,000
Miscellaneous	23,020	15,278	4,470
<b>Total Solid Waste Fund</b>	\$ 7,538,020	\$ 7,420,699	\$ 8,406,470
<b>Golf Course</b>			
Charges for services	\$ 3,088,937	\$ 3,088,937	\$ 3,145,250
Miscellaneous	300,000	300,000	300,000
<b>Total Golf Course Fund</b>	\$ 3,388,937	\$ 3,388,937	\$ 3,445,250
<b>Airport</b>			
Intergovernmental - grants	\$ 5,390,809	\$ 5,383,716	\$ 9,828,750
Charges for services	1,551,524	1,742,817	1,787,896
Miscellaneous	5,700	10,702	8,800
<b>Total Airport Fund</b>	\$ 6,948,033	\$ 7,137,235	\$ 11,625,446
<b>Total Enterprise Funds</b>	\$ 51,147,164	\$ 51,302,045	\$ 59,357,493
<b>INTERNAL SERVICE FUNDS</b>			
Fleet Maintenance	\$ 2,330,606	\$ 2,658,877	\$ 2,665,500
Risk Management	1,030,000	1,030,000	1,095,000
Engineering	1,912,889	1,641,183	1,730,671
Facilities Maintenance	1,691,269	1,691,269	1,787,321
<b>Total Internal Service Funds</b>	\$ 6,964,764	\$ 7,021,329	\$ 7,278,492
<b>TOTAL ALL FUNDS</b>	\$ 133,400,688	\$ 134,873,919	\$ 148,268,109

\* 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.

# Auditor General Schedules

## CITY OF PRESCOTT Other Financing Sources/(Uses) and Interfund Transfers Fiscal Year 2020

FUND	OTHER FINANCING 2020		INTERFUND TRANSFERS 2020	
	SOURCES	(USES)	IN	(OUT)
<b>GENERAL FUND</b>				
General Fund	\$	\$	45,000	\$
Airport				3,608,903
Golf Course				408,527
Solid Waste				28,426
Grants				92,252
<b>Total General Fund</b>	\$	\$	45,000	\$ 4,138,108
<b>SPECIAL REVENUE FUNDS</b>				
Transient Lodging Tax	\$	\$		111,276
Streets				596,000
Grants			938,252	
<b>Total Special Revenue Funds</b>	\$	\$	938,252	\$ 707,276
<b>ENTERPRISE FUNDS</b>				
Water	\$ 12,783,138	\$	\$	250,000
Wastewater	18,530,571			
Airport			3,638,903	
Golf Course			408,527	
Solid Waste	1,060,000		64,702	
<b>Total Enterprise Funds</b>	\$ 32,373,709	\$	\$ 4,112,132	\$ 250,000
<b>INTERNAL SERVICE FUNDS</b>				
	\$	\$	\$	\$
<b>Total Internal Service Funds</b>	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	\$ 32,373,709	\$	\$ 5,095,384	\$ 5,095,384

# Auditor General Schedules

## CITY OF PRESCOTT Expenditures/Expenses by Fund Fiscal Year 2020

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
<b>GENERAL FUND</b>				
City Council	\$ 46,895	\$ 80,000	\$ 117,806	\$ 49,529
City Clerk	126,263		115,453	146,443
City Court	614,149		566,737	629,985
City Manager	581,295		564,866	629,627
Legal	268,451		267,059	232,557
Budget & Finance	538,672		479,299	523,117
Community Development	1,680,334		1,548,188	2,093,886
Recreation Services	3,887,613		3,863,064	5,210,074
Library	2,297,570		2,220,906	2,354,052
Police Department	11,299,789		10,780,233	13,016,257
Fire Department	9,331,614		9,269,120	10,150,060
Regional Communications	1,864,005		1,792,366	1,848,031
Non-departmental	7,484,406		7,415,234	6,483,056
<b>Total General Fund</b>	<b>\$ 40,021,056</b>	<b>\$ 80,000</b>	<b>\$ 39,000,331</b>	<b>\$ 43,366,674</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>Streets</b>				
Public Works	\$ 33,978,135	\$	\$ 26,131,138	\$ 33,198,653
Recreation Services	1,978,310		194,772	2,036,145
<b>Total Streets</b>	<b>\$ 35,956,445</b>	<b>\$</b>	<b>\$ 26,325,910</b>	<b>\$ 35,234,798</b>
<b>Transient Occupancy Tax</b>				
City Manager	\$ 912,267	\$ 130,000	\$ 1,035,559	\$ 1,270,128
Recreation Services	295,000		289,677	76,000
<b>Total Transient Occupancy Tax</b>	<b>\$ 1,207,267</b>	<b>\$ 130,000</b>	<b>\$ 1,325,236</b>	<b>\$ 1,346,128</b>
<b>Grants</b>				
City Court	\$ 26,000	\$	\$ 24,805	\$ 25,000
City Manager		16,000	15,500	63,901
Community Development	579,882		271,088	587,922
Recreation Services	81,000			81,000
Library	10,136			
Police Department	811,542		447,842	732,216
Fire Department	470,991		444,876	194,517
Public Works	750,000		150,323	1,346,000
Non-departmental	3,027,708	(1,326,000)	78,883	4,100,000
<b>Total Grants</b>	<b>\$ 5,757,259</b>	<b>\$ (1,310,000)</b>	<b>\$ 1,433,317</b>	<b>\$ 7,130,556</b>
<b>Trust Funds</b>				
City Manager	\$ 5,000	\$	\$ 3,250	\$ 10,000
Community Development	4,528	5,000	7,913	10,000
Recreation Services	69,792		58,174	40,817
Library	100,296		23,762	73,148
Police Department	56,990		20,850	66,606
Fire Department	17,368		2,177	16,106
Public Works	100		100	
<b>Total Trust Funds</b>	<b>\$ 254,074</b>	<b>\$ 5,000</b>	<b>\$ 116,226</b>	<b>\$ 216,677</b>
<b>PSPRS Dedicated Tax</b>				
Non-departmental	\$ 12,000,000	\$ 800,000	\$ 12,723,890	\$ 12,853,928
<b>Total PSPRS Dedicated Tax</b>	<b>\$ 12,000,000</b>	<b>\$ 800,000</b>	<b>\$ 12,723,890</b>	<b>\$ 12,853,928</b>
<b>Total Special Revenue Funds</b>	<b>\$ 55,175,045</b>	<b>\$ (375,000)</b>	<b>\$ 41,924,579</b>	<b>\$ 56,782,087</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.

# Auditor General Schedules

CITY OF PRESCOTT Expenditures/Expenses by Fund Fiscal Year 2020				
FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
<b>CAPITAL PROJECTS FUNDS</b>				
Impact Fees				
Police Department	\$	\$	\$	\$ 125,000
Recreation Services		145,000	139,061	500,000
Total Impact Fees	\$	\$ 145,000	\$ 139,061	\$ 625,000
Total Capital Projects Funds	\$	\$ 145,000	\$ 139,061	\$ 625,000
<b>DEBT SERVICE FUNDS</b>				
Non-departmental	\$ 5,576	\$	\$ 5,576	\$ 5,420
Total Debt Service Funds	\$ 5,576	\$	\$ 5,576	\$ 5,420
<b>ENTERPRISE FUNDS</b>				
Water				
Budget & Finance	\$ 226,603	\$	\$ 221,917	\$ 238,663
Public Works	39,707,305		28,632,365	46,720,513
Total Water	\$ 39,933,908	\$	\$ 28,854,282	\$ 46,959,176
Wastewater				
Public Works	\$ 27,766,201	\$	\$ 19,981,336	\$ 36,339,093
Total Wastewater	\$ 27,766,201	\$	\$ 19,981,336	\$ 36,339,093
Solid Waste				
Public Works	\$ 8,928,462	\$	\$ 8,496,779	\$ 9,634,427
Total Solid Waste	\$ 8,928,462	\$	\$ 8,496,779	\$ 9,634,427
Golf Course				
Recreation Services	\$ 1,608,010	\$	\$ 1,570,042	\$ 1,512,762
Non-departmental	2,108,932		1,878,254	2,341,015
Total Golf Course	\$ 3,716,942	\$	\$ 3,448,296	\$ 3,853,777
Airport				
Fire Department	\$ 227,141	\$	\$ 221,346	\$ 223,022
Airport	8,520,755		7,889,940	15,041,327
Total Airport	\$ 8,747,896	\$	\$ 8,111,286	\$ 15,264,349
Total Enterprise Funds	\$ 89,093,409	\$	\$ 68,891,979	\$ 112,050,822
<b>INTERNAL SERVICE FUNDS</b>				
Fleet Maintenance				
Recreation Services	\$ 2,328,817	\$ 100,000	\$ 2,418,377	\$ 2,426,365
Risk Management				
Legal	\$ 1,090,000	\$	\$ 1,090,000	\$ 1,095,000
Engineering				
Public Works	\$ 1,911,645	\$	\$ 1,639,184	\$ 1,752,986
Facilities Maintenance				
Recreation Services	1,645,217	50,000	1,691,918	1,964,568
Total Internal Service Funds	\$ 6,975,679	\$ 150,000	\$ 6,839,479	\$ 7,238,919
TOTAL ALL FUNDS	\$ 191,270,765	\$	\$ 156,801,005	\$ 220,068,922

\* 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.

# Auditor General Schedules

## CITY OF PRESCOTT Expenditures/Expenses by Department Fiscal Year 2020

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
<b>Airport</b>				
Airport	\$ 8,520,755	\$	\$ 7,889,940	\$ 15,041,327
<b>Airport Total</b>	<u>\$ 8,520,755</u>	<u>\$</u>	<u>\$ 7,889,940</u>	<u>\$ 15,041,327</u>
<b>Budget &amp; Finance</b>				
General Fund	\$ 538,672	\$	\$ 479,299	\$ 523,117
Water Fund	226,603		221,917	238,663
<b>Budget &amp; Finance Total</b>	<u>\$ 765,275</u>	<u>\$</u>	<u>\$ 701,216</u>	<u>\$ 761,780</u>
<b>City Clerk</b>				
General Fund	\$ 126,263	\$	\$ 115,453	\$ 146,443
<b>City Clerk Total</b>	<u>\$ 126,263</u>	<u>\$</u>	<u>\$ 115,453</u>	<u>\$ 146,443</u>
<b>City Council</b>				
General Fund	\$ 46,895	\$ 80,000	\$ 117,806	\$ 49,529
<b>City Council Total</b>	<u>\$ 46,895</u>	<u>\$ 80,000</u>	<u>\$ 117,806</u>	<u>\$ 49,529</u>
<b>City Court</b>				
General Fund	\$ 614,149	\$	\$ 566,737	\$ 629,985
Grant Funds	26,000		24,805	25,000
<b>City Court Total</b>	<u>\$ 640,149</u>	<u>\$</u>	<u>\$ 591,542</u>	<u>\$ 654,985</u>
<b>City Manager</b>				
General Fund	\$ 581,295	\$	\$ 564,866	\$ 629,627
Grant Funds		16,000	15,500	63,901
Trust Funds	5,000		3,250	10,000
Transient Occupancy Tax	912,267	120,000	1,025,559	1,270,128
<b>City Manager Total</b>	<u>\$ 1,498,562</u>	<u>\$ 136,000</u>	<u>\$ 1,609,175</u>	<u>\$ 1,973,656</u>
<b>Community Development</b>				
General Fund	\$ 1,680,334	\$	\$ 1,548,188	\$ 2,093,886
Grant Funds	579,882		271,088	587,922
Trust Funds	4,528	5,000	7,913	10,000
<b>Community Development Total</b>	<u>\$ 2,264,744</u>	<u>\$ 5,000</u>	<u>\$ 1,827,189</u>	<u>\$ 2,691,808</u>
<b>Fire Department</b>				
General Fund	\$ 9,331,614	\$	\$ 9,269,120	\$ 10,150,060
Grants	470,991		444,876	194,517
Trust Funds	17,368		2,177	16,106
Airport	227,141		221,346	223,022
<b>Fire Total</b>	<u>\$ 10,047,114</u>	<u>\$</u>	<u>\$ 9,937,519</u>	<u>\$ 10,583,705</u>
<b>Legal</b>				
General Fund	\$ 268,451	\$	\$ 267,059	\$ 232,557
Risk Management	1,090,000		1,090,000	1,095,000
<b>Legal Total</b>	<u>\$ 1,358,451</u>	<u>\$</u>	<u>\$ 1,357,059</u>	<u>\$ 1,327,557</u>
<b>Library</b>				
General Fund	\$ 2,297,570	\$	\$ 2,220,906	\$ 2,354,052
Grants	10,136			
Trust Funds	100,296		23,762	73,148
<b>Library Total</b>	<u>\$ 2,408,002</u>	<u>\$</u>	<u>\$ 2,244,668</u>	<u>\$ 2,427,200</u>

\* 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.

# Auditor General Schedules

## CITY OF PRESCOTT Expenditures/Expenses by Department Fiscal Year 2020

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
<b>Police Department</b>				
General Fund	\$ 11,299,789	\$	\$ 10,780,233	\$ 13,016,257
Impact Fees				125,000
Grants	811,542		447,842	732,216
Trust Funds	56,990		20,850	66,606
<b>Police Total</b>	<b>\$ 12,168,321</b>	<b>\$</b>	<b>\$ 11,248,925</b>	<b>\$ 13,940,079</b>
<b>Public Works</b>				
Streets	\$ 33,978,135	\$	\$ 26,131,138	\$ 33,198,653
Grant Funds	750,000		150,323	1,346,000
Trust Funds	100		100	
Water	39,707,305		28,632,365	46,720,513
Wastewater	27,766,201		19,981,336	36,339,093
Solid Waste	8,928,462		8,496,779	9,634,427
Engineering	1,911,645		1,639,184	1,752,986
<b>Public Works Total</b>	<b>\$ 113,041,848</b>	<b>\$</b>	<b>\$ 85,031,225</b>	<b>\$ 128,991,672</b>
<b>Recreation Services</b>				
General Fund	\$ 3,887,613	\$	\$ 3,863,064	\$ 5,210,074
Streets	1,978,310		194,772	2,036,145
Transient Occupancy Tax	295,000		289,677	76,000
Impact Fee		145,000	139,061	500,000
Grant Funds	81,000			81,000
Trust Funds	69,792		58,174	40,817
Golf Course	1,608,010		1,570,042	1,584,112
Fleet Services	2,328,817	100,000	2,418,377	2,426,365
Facilities Maintenance	1,645,217	50,000	1,691,918	1,964,568
<b>Recreation Services Total</b>	<b>\$ 11,893,759</b>	<b>\$ 295,000</b>	<b>\$ 10,225,085</b>	<b>\$ 13,919,081</b>
<b>Regional Communications</b>				
General Fund	\$ 1,864,005	\$	\$ 1,792,366	\$ 1,848,031
<b>Reg Communications Total</b>	<b>\$ 1,864,005</b>	<b>\$</b>	<b>\$ 1,792,366</b>	<b>\$ 1,848,031</b>
<b>Non-departmental</b>				
General Fund	\$ 7,484,406	\$	\$ 7,415,234	\$ 6,483,056
Debt Service	5,576		5,576	5,420
Golf (Outsourced Operations)	2,108,932		1,878,254	2,269,665
Grants	3,027,708	(1,316,000)	78,883	4,100,000
PSPRS Dedicated Tax	12,000,000	800,000	12,723,890	12,853,928
<b>Non-departmental Total</b>	<b>\$ 24,626,622</b>	<b>\$ (516,000)</b>	<b>\$ 22,101,837</b>	<b>\$ 25,712,069</b>
<b>Total All Departments</b>	<b>\$ 191,270,765</b>	<b>\$</b>	<b>\$ 156,791,005</b>	<b>\$ 220,068,922</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.

# Auditor General Schedules

CITY OF PRESCOTT Full-Time Employees and Personnel Compensation Fiscal Year 2020						
FUND	Full-Time Equivalent (FTE) 2020	Employee Salaries and Hourly Costs 2020	Retirement Costs 2020	Healthcare Costs 2020	Other Benefit Costs 2020	Total Estimated Personnel Compensation 2020
<b>GENERAL FUND</b>	333.20	\$ 20,793,743	\$ 8,418,762	\$ 3,266,146	\$ 1,838,301	\$ 34,316,952
<b>SPECIAL REVENUE FUNDS</b>						
Streets and Open Space	43.36	\$ 2,445,991	\$ 269,248	\$ 500,511	\$ 324,876	\$ 3,540,626
PSPRS Dedicated Tax			12,853,928			12,853,928
Transient Occupancy Tax	1.50	98,776	11,962	16,030	8,629	135,397
Grants	10.35	417,721	23,746	46,282	21,404	509,153
Trust	0.37	11,600			2,000	13,600
<b>Total Special Revenue Funds</b>	55.58	\$ 2,974,088	\$ 13,158,884	\$ 562,823	\$ 356,909	\$ 17,052,704
<b>ENTERPRISE FUNDS</b>						
Water	42.56	\$ 2,222,574	\$ 254,774	\$ 474,426	\$ 227,460	\$ 3,179,234
Wastewater	35.43	2,194,206	249,165	422,165	239,670	3,105,206
Solid Waste	31.39	1,569,317	178,718	331,085	186,278	2,265,398
Golf Course	12.85	485,289	43,873	93,621	35,201	657,984
Airport	12.22	792,187	75,823	115,920	77,029	1,060,959
<b>Total Enterprise Funds</b>	134.45	\$ 7,263,573	\$ 802,353	\$ 1,437,217	\$ 765,638	\$ 10,268,781
<b>INTERNAL SERVICE FUND</b>						
Fleet Maintenance	11.67	\$ 539,378	\$ 59,646	\$ 103,306	\$ 59,279	\$ 761,609
Engineering	16.24	1,064,641	115,786	170,804	96,894	1,448,125
Facilities Maintenance	8.60	424,502	47,319	91,357	45,557	608,735
<b>Total Internal Service Fund</b>	36.51	\$ 2,028,521	\$ 222,751	\$ 365,467	\$ 201,730	\$ 2,818,469
<b>TOTAL ALL FUNDS</b>	559.74	\$ 33,059,925	\$ 22,602,750	\$ 5,631,653	\$ 3,162,578	\$ 64,456,906

**Note:**

Full-Time Equivalent (FTE) includes 507 FTE permanent employees and estimated 52.74 FTE temporary employees.



# Authorized Position Listing

## FY2020 Budget - Authorized Positions Roster

Positions by Department and Division	FTEs			Pay Range			Pay
	FY2018	FY2019	FY2020	Min	Mid	Max	Grade
<b>Airport</b>							
Airport Director	-	1.00	1.00	Unclassified			
Airport Manager	1.00	-	-	72,384	86,882	101,358	84
Assistant Airport Manager	1.00	-	-	56,555	67,870	79,186	74
Operations & Maintenance Supervisor	1.00	1.00	1.00	51,230	61,485	71,739	70
Management Analyst	-	1.00	1.00	48,776	58,510	68,266	68
Airport Operations and Maint. Coordinator	-	1.00	1.00	43,098	51,730	60,341	63
Maintenance Specialist	2.00	1.00	1.00	41,018	49,234	57,429	61
Airport Operations Technician	3.00	3.00	5.00	35,381	42,453	49,525	55
Administrative Specialist	-	1.00	1.00	33,675	40,414	47,133	53
Secretary	1.00	-	-	29,765	35,714	41,662	48
<b>Total Airport</b>	<b>9.00</b>	<b>9.00</b>	<b>11.00</b>				
<b>Budget and Finance</b>							
<u>Budget and Finance</u>							
Finance Director	1.00	1.00	1.00	Unclassified			
Budget Manager	-	1.00	1.00	51,230	61,485	71,739	70
Total Budget and Finance	1.00	2.00	2.00				
<u>Accounting Services</u>							
Account Services Manager	1.00	1.00	1.00	65,582	78,707	91,811	80
Payroll Coordinator	-	1.00	1.00	51,230	61,485	71,739	70
Accountant	1.00	1.00	1.00	48,776	58,510	68,266	68
Payroll Analyst	1.00	-	-	48,776	58,510	68,266	68
Accounts Payable & Purchasing Specialist	1.00	1.00	1.00	36,254	43,514	50,773	56
Accounts Rec. & Assessments Specialist	1.00	1.00	1.00	36,254	43,514	50,773	56
Total Accounting Services	5.00	5.00	5.00				
<u>Revenue Services</u>							
Revenue Manager	-	1.00	1.00	65,582	78,707	91,811	80
Budget & Privilege Tax Manager	1.00	-	-	65,582	78,707	91,811	80
Utility Billing Manager	1.00	-	-	59,426	71,302	83,179	76
Privilege Tax Auditor	1.00	-	-	48,776	58,510	68,266	68
Business License Specialist	-	1.00	1.00	36,254	43,514	50,773	56
Tax Compliance Specialist	-	1.00	1.00	-	-	-	-
Tax & Licensing Representative	1.00	-	-	33,675	40,414	47,133	53
Utility Billing Specialist	1.75	2.75	3.00	36,254	43,514	50,773	56
Utility Billing Representative	3.00	3.00	3.00	33,675	40,414	47,133	53
Accounting Clerk-Tax	1.00	-	-	32,843	39,416	45,989	52
Total Revenue Services	9.75	8.75	9.00				
<b>Total Revenue Services</b>	<b>15.75</b>	<b>15.75</b>	<b>16.00</b>				
<b>City Clerk</b>							
City Clerk	1.00	1.00	1.00	Unclassified			
Deputy City Clerk	1.00	1.00	1.00	49,982	59,987	69,971	69
City Clerk Specialist	-	1.00	1.00	40,019	48,027	56,035	60
Administrative Specialist	0.75	-	-	33,675	40,414	47,133	53
<b>Total City Clerk</b>	<b>2.75</b>	<b>3.00</b>	<b>3.00</b>				
<b>City Council</b>							
Mayor	1.00	1.00	1.00	9,000	9,000	9,000	
Councilmembers	6.00	6.00	6.00	6,000	6,000	6,000	
<b>Total City Council</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>				

# Authorized Position Listing

## FY2020 Budget - Authorized Positions Roster

Positions by Department and Division	FTEs			Pay Range			Pay
	FY2018	FY2019	FY2020	Min	Mid	Max	Grade
<b>City Court</b>							
Business Manager	1.00	1.00	1.00	40,019	48,027	56,035	60
Court Clerk	5.00	6.00	6.00	31,262	37,523	43,784	50
<b>Total City Court</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>				
<b>City Manager</b>							
<u>City Manager's Office</u>							
City Manager	1.00	1.00	1.00	Unclassified			
Assistant to City Manager	-	0.75	0.75	53,830	64,605	75,358	72
Special Projects Coordinator	1.00	-	-	49,982	59,987	69,971	69
Executive Assistant	1.00	1.00	1.00	38,106	45,718	53,331	58
Secretary	-	-	0.50	29,765	35,714	41,662	48
Total City Manager's Office	3.00	2.75	3.25				
<u>Community Outreach &amp; Tourism</u>							
Community Outreach Manager	1.00	1.00	1.00	63,981	76,794	89,586	79
Economic Development Coordinator	1.00	1.00	1.00	41,018	49,234	57,429	61
Sales & Marketing Coordinator	1.00	1.00	1.00	41,018	49,234	57,429	61
Total Community Outreach & Tourism	3.00	3.00	3.00				
<u>Human Resources</u>							
Human Resources Director	1.00	1.00	1.00	Unclassified			
Human Resources Analyst	1.00	1.00	1.00	59,426	71,302	83,179	76
Senior Human Resource Specialist	1.00	1.00	1.00	45,282	54,350	63,398	65
Human Resources Specialist	1.00	1.00	1.00	39,042	46,862	54,662	59
Human Resources Technician	-	1.00	1.00	37,170	44,595	52,042	57
Human Resources Assistant	1.00	-	-	35,381	42,453	49,525	55
Total Human Resources	5.00	5.00	5.00				
<u>Information Technology</u>							
Director of Information Technology	1.00	1.00	1.00	Unclassified			
GIS Coord/Historic Preservation	0.50	0.50	0.50	60,902	73,091	85,259	77
Network Engineer	3.00	3.00	3.00	56,555	67,870	79,186	74
Help Desk Manager	1.00	1.00	1.00	56,555	67,870	79,186	74
Wireless Communication Technician	1.00	1.00	1.00	56,555	67,870	79,186	74
Web Development Specialist	1.00	1.00	1.00	46,426	55,702	64,979	66
IT Database Administrator	-	1.00	1.00	55,182	66,206	77,251	73
IT Specialist	2.00	1.00	1.00	48,776	58,510	68,266	68
IT Technician	1.00	1.00	1.00	46,426	55,702	64,979	66
GIS Specialist	1.00	1.00	1.00	48,776	58,510	68,266	68
Help Desk Technician	3.00	3.00	3.00	42,058	50,461	58,864	62
Total Information Technology	14.50	14.50	14.50				
<u>Neighborhood Services</u>							
Assistant to City Manager	-	0.25	0.25	53,830	64,605	75,358	72
Chief Code Compliance Officer	1.00	-	-	52,520	63,024	73,528	71
Code Compliance Inspector	-	2.00	2.00	43,098	51,730	60,341	63
Secretary	1.00	-	-	29,765	35,714	41,662	48
Total Code Compliance	2.00	2.25	2.25				
<b>Total City Manager</b>	<b>27.50</b>	<b>27.50</b>	<b>28.00</b>				

# Authorized Position Listing

## FY2020 Budget - Authorized Positions Roster

Positions by Department and Division	FTEs			Pay Range			Pay
	FY2018	FY2019	FY2020	Min	Mid	Max	Grade
<b>Community Development</b>							
<u>Administration/Planning and Zoning</u>							
Community Development Director	0.50	0.50	0.50	Unclassified			
Planning Manager	1.00	1.00	1.00	68,910	82,680	96,470	82
Planner	1.00	1.00	1.00	51,230	61,485	71,739	70
GIS Coord/Historic Preservation	0.50	0.50	0.50	60,902	73,091	85,259	77
CDBG Admin/Com Dev Coordinator	-	1.00	1.00	46,426	55,702	64,979	66
Administrative Specialist	1.00	-	-	33,675	40,414	47,133	53
Total Administration/Planning and Zoning	4.00	4.00	4.00				
<u>Building Safety</u>							
Community Development Director	0.50	0.50	0.50	Unclassified			
Chief Building Official	1.00	1.00	1.00	63,981	76,794	89,586	79
Plans Examiner/Building Inspector	3.00	3.00	3.00	45,282	54,350	63,398	65
Plans Examiner/Building Fire Inspector	1.00	2.00	2.00	45,282	54,350	63,398	65
Building Inspector	3.00	2.00	2.00	43,098	51,730	60,341	63
Permit Technician	2.00	2.00	2.00	31,262	37,523	43,784	50
Total Building Safety	10.50	10.50	10.50				
<b>Total Community Development</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>				
<b>Fire Department</b>							
<u>Administration</u>							
Fire Chief	1.00	1.00	1.00	Unclassified			
Business Manager	1.00	1.00	1.00	40,019	48,027	56,035	60
Total Administration	2.00	2.00	2.00				
<u>Community Risk Reduction</u>							
Division Chief/Battalion Chief	1.00	1.00	1.00	76,066	91,270	106,475	86
Fuels Management Coordinator	1.00	1.00	1.00	36,254	43,514	50,773	56
Fuel Reduction Technician	2.00	2.00	2.00	34,507	41,413	48,318	54
Total Community Risk Reduction	4.00	4.00	4.00				
<u>Emergency Services</u>							
Division Chief/Battalion Chief	3.00	3.00	3.00	79,200	95,032	110,863	86F
Fire Captain	15.00	15.00	15.00	67,565	81,096	94,605	78F
Fire Engineer	18.00	18.00	18.00	56,849	68,218	79,588	71F
Firefighter	21.00	21.00	21.00	47,820	57,389	66,957	64F
Total Suppression	57.00	57.00	57.00				
<u>Fire Professional Services</u>							
Division Chief/Battalion Chief	1.00	1.00	1.00	76,066	91,270	106,475	86
Administrative Specialist	1.00	1.00	1.00	33,675	40,414	47,133	53
Total Fire Professional Services	2.00	2.00	2.00				
<b>Total Fire Department</b>	<b>65.00</b>	<b>65.00</b>	<b>65.00</b>				
<b>Legal</b>							
City Attorney	1.00	1.00	1.00	Unclassified			
Deputy City Attorney	1.00	1.00	1.00	86,050	103,272	120,474	91
Senior Assistant City Attorney	1.00	1.00	1.00	79,914	95,888	111,883	88
Assistant City Attorney	1.00	1.00	1.00	72,384	86,882	101,358	84
Paralegal	1.00	1.00	1.00	39,042	46,862	54,662	59
Risk Management Technician	1.00	1.00	1.00	34,507	41,413	48,318	54
Legal Secretary	2.00	2.00	2.00	33,675	40,414	47,133	53
<b>Total Legal</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>				

# Authorized Position Listing

## FY2020 Budget - Authorized Positions Roster

Positions by Department and Division	FTEs			Pay Range			Pay
	FY2018	FY2019	FY2020	Min	Mid	Max	Grade
<b>Library</b>							
<u>Public Services</u>							
Library Director	1.00	1.00	1.00	Unclassified			
Library Manager, Public Services	1.00	1.00	1.00	63,981	76,794	89,586	79
Lead Librarian	2.00	2.00	2.00	51,230	61,485	71,739	70
Librarian	4.00	5.00	5.00	46,426	55,702	64,979	66
Librarian Trainee	1.00	-	-	46,426	55,702	64,979	66
Library Specialist	2.00	2.00	2.00	33,675	40,414	47,133	53
Library Assistant	4.50	4.50	4.50	29,037	34,840	40,643	47
Total Public Services	15.50	15.50	15.50				
<u>Support Services</u>							
Library Manager, Support Services	1.00	1.00	1.00	57,970	69,555	81,162	75
Librarian	1.00	1.00	1.00	46,426	55,702	64,979	66
Maintenance Technician	1.00	1.00	1.00	35,381	42,453	49,525	55
Library Assistant	2.00	2.00	2.00	29,037	34,840	40,643	47
Custodian	1.00	1.00	1.00	25,043	30,035	35,048	41
Total Support Services	6.00	6.00	6.00				
<b>Total Library</b>	<b>21.50</b>	<b>21.50</b>	<b>21.50</b>				
<b>Police Department</b>							
<u>Administration</u>							
Police Chief	1.00	1.00	1.00	Unclassified			
Deputy Police Chief	1.00	1.00	1.00	Unclassified			
Administrative Supervisor	-	1.00	1.00				
Business Manager	1.00	-	-	40,019	48,027	56,035	60
Senior Victim Advocate	-	1.00	1.00	39,042	46,862	54,662	59
Victim Advocate	1.00	1.00	1.00	35,381	42,453	49,525	55
Total Administration	4.00	5.00	5.00				
<u>Patrol Operations Bureau</u>							
Police Lieutenant	1.00	2.00	2.00	76,066	91,270	106,475	86
Police Sergeant	5.00	5.00	5.00	62,421	74,922	87,402	78
Police Officer	39.00	41.00	44.00	47,570	57,096	66,602	67
Animal Control Supervisor	1.00	1.00	1.00	36,254	43,514	50,773	56
Animal Control Officer	1.00	1.00	1.00	32,843	39,416	45,989	52
Secretary	0.50	0.50	0.50	29,765	35,714	41,662	48
Total Patrol Operations Bureau	47.50	50.50	53.50				
<u>Special Operations Bureau</u>							
Police Lieutenant	1.00	1.00	1.00	76,066	91,270	106,475	86
Police Sergeant	3.00	3.00	3.00	62,421	74,922	87,402	78
Police Officer	15.00	15.00	15.00	47,570	57,096	66,602	67
Property & Evidence Technician-CSI	1.00	1.00	1.00	42,058	50,461	58,864	62
Property & Evidence Technician	1.00	1.00	1.00	39,042	46,862	54,662	59
Administrative Services Specialist	1.00	1.00	1.00	38,106	45,718	53,331	58
Civilian Parking Accident Investigator	1.00	1.00	1.00	32,843	39,416	45,989	52
Station Coordinator	1.00	1.00	1.00	33,675	40,414	47,133	53
Secretary	1.00	1.00	1.00	29,765	35,714	41,662	48
Total Special Operations Bureau	25.00	25.00	25.00				
<u>Support Bureau</u>							
Police Officer	2.00	2.00	2.00	47,570	57,096	66,602	67
Police Records Supervisor	1.00	1.00	1.00	51,230	61,485	71,739	70
Police Records Clerk	3.00	3.00	3.00	33,675	40,414	47,133	53
Crime Prevention Specialist	0.50	0.50	0.50	33,675	40,414	47,133	53
Total Support Bureau	6.50	6.50	6.50				
<b>Total Police Department</b>	<b>83.00</b>	<b>87.00</b>	<b>90.00</b>				

# Authorized Position Listing

## FY2020 Budget - Authorized Positions Roster

Positions by Department and Division	FTEs			Pay Range			Pay
	FY2018	FY2019	FY2020	Min	Mid	Max	Grade
<b>Public Works</b>							
<u>Engineering</u>							
Public Works Director	0.16	-	-	Unclassified			
City Engineer	0.70	0.34	0.34	79,914	95,888	111,883	88
Program Development Manager	0.40	-	-	79,914	95,888	111,883	88
Civil Drainage Engineer	1.00	1.00	1.00	68,910	82,680	96,470	82
Capital Project Manager	5.00	4.00	4.00	67,226	80,662	94,120	81
Real Estate Administrator	-	1.00	1.00	67,226	80,662	94,120	81
Development Services Facilitator	-	0.40	0.40	57,970	69,555	81,162	75
Pavement & Sidewalk Program Manager	1.00	1.00	1.00	56,555	67,870	79,186	74
Real Property Specialist	1.00	-	-	56,555	67,870	79,186	74
Public Works Analyst	0.20	-	-	55,182	66,206	77,251	73
Development Review Supervisor	1.00	1.00	1.00	51,230	61,485	71,739	70
Construction Inspection Supervisor	1.00	1.00	1.00	51,230	61,485	71,739	70
Environmental Coordinator	1.00	1.00	1.00	51,230	61,485	71,739	70
Registered Land Surveyor	1.00	1.00	1.00	51,230	61,485	71,739	70
Construction Lead Inspector	1.00	-	-	46,426	55,702	64,979	66
CADD Engineering Specialist	1.00	-	-	46,426	55,702	64,979	66
Stormwater Specialist	-	-	1.00	45,282	54,350	63,398	65
Construction Inspector	5.00	5.00	5.00	43,098	51,730	60,341	63
Building Inspector	-	1.00	1.00	43,098	51,730	60,341	63
Engineering Technician	1.00	1.00	1.00	43,098	51,730	60,341	63
Contract Specialist	0.32	-	-	41,018	49,234	57,429	61
Development Coordinator/Records Control	0.10	-	-	37,170	44,595	52,042	57
Permit Technician/Plans Examiner	1.00	1.00	1.00	37,170	44,595	52,042	57
Administrative Assistant	0.16	-	-	35,381	42,453	49,525	55
Secretary	0.16	-	-	29,765	35,714	41,662	48
Total Engineering	23.20	19.74	20.74				

# Authorized Position Listing

## FY2020 Budget - Authorized Positions Roster

Positions by Department and Division	FTEs			Pay Range			Pay
	FY2018	FY2019	FY2020	Min	Mid	Max	Grade
<u>Utilities</u>							
Public Works Director	0.36	0.50	0.50		Unclassified		
Regional Programs Director	1.00	-	-		Unclassified		
Program Development Manager	0.60	-	-	79,914	95,888	111,883	88
City Engineer	0.30	0.66	0.66	79,914	95,888	111,883	88
Utilities Manager	1.00	1.00	1.00	79,914	95,888	111,883	88
Admin Support Services Manager	-	0.50	0.50	72,384	86,882	101,358	84
Construction Services Manager	-	0.66	0.66	72,384	86,882	101,358	84
Senior Infrastructure Analyst	1.00	1.00	1.00	70,637	84,760	98,883	83
Civil Utility Engineer	1.00	-	-	68,910	82,680	96,470	82
Water Resource Manager	1.00	-	-	67,226	80,662	94,120	81
Water Resource Administrator	-	1.00	1.00	67,226	80,662	94,120	81
Water Superintendent	1.00	1.00	1.00	60,902	73,091	85,259	77
Wastewater Superintendent	1.00	1.00	1.00	60,902	73,091	85,259	77
Development Services Facilitator	-	0.60	0.60	57,970	69,555	81,162	75
Public Works Analyst	0.40	0.50	0.50	55,182	66,206	77,251	73
Water Operations Supervisor	-	2.00	2.00	52,520	63,024	73,528	71
Water Distribution Supervisor	1.00	-	-	52,520	63,024	73,528	71
Water Production Supervisor	1.00	-	-	52,520	63,024	73,528	71
Wastewater Collection Supervisor	1.00	1.00	1.00	52,520	63,024	73,528	71
WW Treatment Plant Operations Supv.	2.00	2.00	2.00	52,520	63,024	73,528	71
Water Resource Specialist	-	1.00	1.00	51,230	61,485	71,739	70
Contract/Purchasing Administrator	-	0.50	0.50	48,776	58,510	68,266	68
Senior WW Treatment Plant Operator	2.00	2.00	2.00	45,282	54,350	63,398	65
Water Resource Coordinator	1.00	-	-	45,282	54,350	63,398	65
Wastewater Treatment Plant Operator	5.00	5.00	5.00	43,098	51,730	60,341	63
WWTP Lab Tech/Relief Operator	1.00	1.00	1.00	43,098	51,730	60,341	63
Elect Maint & SCADA Tech	-	1.00	1.00	42,058	50,461	58,864	62
Contract Specialist	0.72	-	-	41,018	49,234	57,429	61
Maintenance Specialist	4.00	5.00	5.00	41,018	49,234	57,429	61
Water Protection Specialist	1.00	1.00	1.00	41,018	49,234	57,429	61
Water Operator	6.00	5.00	5.00	40,019	48,027	56,035	60
Water Protection Inspector	1.00	1.00	1.00	39,042	46,862	54,662	59
Senior Utility Worker	11.00	11.00	11.00	38,106	45,718	53,331	58
Development Coordinator/Records Control	0.20	0.67	0.67	37,170	44,595	52,042	57
Accts Payable/Purchasing Specialist	-	0.50	0.50	36,254	43,514	50,773	56
Administrative Assistant	0.36	0.50	0.50	35,381	42,453	49,525	55
Utility Worker	19.00	19.00	19.00	34,507	41,413	48,318	54
Administrative Specialist	2.00	2.00	2.00	33,675	40,414	47,133	53
Secretary	1.36	1.50	1.50	29,765	35,714	41,662	48
Total Utilities	69.30	71.09	71.09				

# Authorized Position Listing

## FY2020 Budget - Authorized Positions Roster

Positions by Department and Division	FTEs			Pay Range			Pay
	FY2018	FY2019	FY2020	Min	Mid	Max	Grade
<u>Solid Waste</u>							
Public Works Director	0.20	0.25	0.25	Unclassified			
Traffic Engineer	-	0.50	0.50	79,914	95,888	111,883	88
Admin Support Services Manager	-	0.25	0.25	72,384	86,882	101,358	84
Solid Waste Superintendent	1.00	1.00	1.00	59,426	71,302	83,179	76
Public Works Analyst	0.20	0.25	0.25	55,182	66,206	77,251	73
Solid Waste Supervisor	2.00	2.00	2.00	51,230	61,485	71,739	70
Contract/Purchasing Administrator	-	0.25	0.25	48,776	58,510	68,266	68
Contract Specialist	0.40	-	-	41,018	49,234	57,429	61
Senior Equipment Operator	3.00	3.00	3.00	40,019	48,027	56,035	60
Business Manager	0.50	0.50	0.50	40,019	48,027	56,035	60
Equipment Mechanic	-	1.00	1.00	39,042	46,862	54,662	59
Equipment Operator	13.00	13.00	14.00	37,170	44,595	52,042	57
Accts Payable/Purchasing Specialist	-	0.25	0.25	36,254	43,514	50,773	56
Equipment Service Technician	1.00	-	-	36,254	43,514	50,773	56
Administrative Assistant	0.20	0.25	0.25	35,381	42,453	49,525	55
Secretary	0.20	0.25	0.25	29,765	35,714	41,662	48
Fee Booth Attendant	-	1.00	1.00	29,765	35,714	41,662	48
Accounting Clerk	2.00	1.00	1.00	29,765	35,714	41,662	48
Maintenance Worker	5.00	5.00	5.00	29,037	34,840	40,643	47
Total Solid Waste	28.70	29.75	30.75				
<u>Street Maintenance</u>							
Public Works Director	0.28	0.25	0.25	Unclassified			
Traffic Engineer	1.00	0.50	0.50	79,914	95,888	111,883	88
Admin Support Services Manager	-	0.25	0.25	72,384	86,882	101,358	84
Construction Services Manager	-	0.34	0.34	72,384	86,882	101,358	84
Streets Maintenance Superintendent	1.00	1.00	1.00	59,426	71,302	83,179	76
Public Works Analyst	0.20	0.25	0.25	55,182	66,206	77,251	73
Traffic Signal Supervisor	1.00	1.00	1.00	55,182	66,206	77,251	73
Streets Maintenance Supervisor	2.00	2.00	2.00	51,230	61,485	71,739	70
Traffic Control Supervisor	-	1.00	1.00	51,230	61,485	71,739	70
Contract/Purchasing Administrator	-	0.25	0.25	48,776	58,510	68,266	68
Traffic Signal Specialist	2.00	2.00	2.00	44,179	53,019	61,859	64
Traffic Engineering Technician	1.00	1.00	1.00	43,098	51,730	60,341	63
Contract Specialist	0.56	-	-	41,018	49,234	57,429	61
Business Manager	0.50	0.50	0.50	40,019	48,027	56,035	60
Senior Equipment Operator	3.00	3.00	3.00	40,019	48,027	56,035	60
Equipment Service Technician	2.00	2.00	2.00	38,106	45,718	53,331	58
Development Coordinator/Records Control	0.70	0.33	0.33	37,170	44,595	52,042	57
Equipment Operator	15.00	15.00	15.00	37,170	44,595	52,042	57
Traffic Control Worker	2.00	2.00	2.00	37,170	44,595	52,042	57
Accts Payable/Purchasing Specialist	-	0.25	0.25	36,254	43,514	50,773	56
Administrative Assistant	0.28	0.25	0.25	35,381	42,453	49,525	55
Secretary	0.28	0.25	0.25	29,765	35,714	41,662	48
Accounting Clerk	1.00	-	-	29,765	35,714	41,662	48
Maintenance Worker	2.00	2.00	2.00	29,037	34,840	40,643	47
Total Street Maintenance	35.80	35.42	35.42				
<b>Total Public Works</b>	<b>157.00</b>	<b>156.00</b>	<b>158.00</b>				

# Authorized Position Listing

## FY2020 Budget - Authorized Positions Roster

Positions by Department and Division	FTEs			Pay Range			Pay
	FY2018	FY2019	FY2020	Min	Mid	Max	Grade
<b>Recreation Services</b>							
<u>Parks, Lakes, Trails, and Landscape Maintenance</u>							
Recreation Director	1.00	1.00	1.00	Unclassified			
Maintenance Superintendent	1.00	1.00	1.00	59,426	71,302	83,179	76
Grounds Superintendent	1.00	1.00	1.00	56,555	67,870	79,186	74
Recreation Services Supervisor	1.00	2.00	2.00	48,776	58,510	68,266	68
Assistant Grounds Superintendent	2.00	2.00	2.00	46,426	55,702	64,979	66
Maintenance Coordinator	1.00	-	-	40,019	48,027	56,035	60
Landscape Coordinator	1.00	1.00	1.00	40,019	48,027	56,035	60
Trails/Natural Parklands Coordinator	1.00	1.00	1.00	40,019	48,027	56,035	60
Equipment Mechanic	2.00	2.00	2.00	39,042	46,862	54,662	59
Turf & Irrigation Specialist	1.00	1.00	1.00	37,170	44,595	52,042	57
Community Services Program Supv	-	1.00	1.00	36,254	43,514	50,773	56
Maintenance Technician	3.00	6.00	6.00	35,381	42,453	49,525	55
Irrigation Technician	1.00	2.00	2.00	35,381	42,453	49,525	55
Service Technician	1.00	1.00	1.00	32,843	39,416	45,989	52
Community Services Work Monitor	2.00	1.00	1.00	30,514	36,608	42,702	49
Maintenance Worker	3.00	-	-	29,037	34,840	40,643	47
Groundskeeper	3.00	2.00	2.00	29,037	34,840	40,643	47
Total Parks, Lakes, Trails, and Landscape	25.00	25.00	25.00				
<u>Recreation Programming</u>							
Recreation Supervisor	1.00	1.00	1.00	56,555	67,870	79,186	74
Recreation/Special Events Coordinator	-	1.00	1.00	42,058	50,461	58,864	62
Recreation Coordinator	2.00	1.00	1.00	40,019	48,027	56,035	60
Administrative Coordinator	1.00	1.00	1.00	37,170	44,595	52,042	57
Administrative Specialist	1.00	1.00	1.00	33,675	40,414	47,133	53
Total Recreation Programming	5.00	5.00	5.00				
<u>Facilities Management</u>							
Facilities Manager	1.00	1.00	1.00	59,426	71,302	83,179	76
Facilities Maintenance Superintendent	1.00	1.00	1.00	59,426	71,302	83,179	76
Maintenance Specialist	2.00	2.00	2.00	41,018	49,234	57,429	61
Contract Specialist	0.50	0.50	0.50	41,018	49,234	57,429	61
Facilities Coordinator	1.00	1.00	1.00	40,019	48,027	56,035	60
Administrative Coordinator	-	0.10	0.10	37,170	44,595	52,042	57
Secretary	0.10	-	-	29,765	35,714	41,662	48
Custodian	2.00	2.00	2.00	25,043	30,035	35,048	41
Total Facilities Management	7.60	7.60	7.60				
<u>Fleet Services</u>							
Fleet Manager	1.00	1.00	1.00	59,426	71,302	83,179	76
Fleet Maintenance Supervisor	1.00	1.00	1.00	51,230	61,485	71,739	70
Senior Fleet Technician	1.00	1.00	1.00	42,058	50,461	58,864	62
Contract Specialist	0.50	0.50	0.50	41,018	49,234	57,429	61
Equipment Mechanic	4.00	4.00	5.00	39,042	46,862	54,662	59
Parts and Service Specialist	1.00	1.00	1.00	39,042	46,862	54,662	59
Administrative Coordinator	-	0.90	0.90	37,170	44,595	52,042	57
Secretary	0.90	-	-	29,765	35,714	41,662	48
Total Fleet Services	9.40	9.40	10.40				
<b>Total Recreation Services</b>	<b>47.00</b>	<b>47.00</b>	<b>48.00</b>				



## Authorized Position Listing

---

### FY2020 Budget - Authorized Positions Roster

Positions by Department and Division	FTEs			Pay Range			Pay
	FY2018	FY2019	FY2020	Min	Mid	Max	Grade
<b>Regional Communications</b>							
Police Lieutenant	1.00	1.00	1.00	76,066	91,270	106,475	86
PRCC Manager	1.00	1.00	1.00	59,426	71,302	83,179	76
Communications Specialist Supervisor	4.00	4.00	4.00	45,282	54,350	63,398	65
Communications Specialist	24.00	24.00	24.00	39,042	46,862	54,662	59
<b>Total Regional Communications</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>				
<b>Total City-wide Authorized</b>	<b>494.00</b>	<b>498.25</b>	<b>507.00</b>				

## Authorized Pay Grade Ranges

Pay Grade	Annual Minimum	Annual Midpoint	Annual Maximum	Pay Grade	Annual Minimum	Annual Midpoint	Annual Maximum
20	14,913.60	17,888.00	20,862.40	68	48,776.00	58,510.40	68,265.60
21	15,288.00	18,324.80	21,382.40	69	49,982.40	59,987.20	69,971.20
22	15,662.40	18,803.20	21,923.20	70	51,230.40	61,484.80	71,739.20
23	16,057.60	19,260.80	22,464.00	71	52,520.00	63,024.00	73,528.00
24	16,452.80	19,739.20	23,025.60	72	53,830.40	64,604.80	75,358.40
25	16,868.80	20,238.40	23,608.00	73	55,182.40	66,206.40	77,251.20
26	17,284.80	20,758.40	24,211.20	74	56,555.20	67,870.40	79,185.60
27	17,721.60	21,257.60	24,814.40	75	57,969.60	69,555.20	81,161.60
28	18,158.40	21,798.40	25,417.60	76	59,425.60	71,302.40	83,179.20
29	18,616.00	22,339.20	26,062.40	77	60,902.40	73,091.20	85,259.20
30	19,073.60	22,900.80	26,707.20	78	62,420.80	74,921.60	87,401.60
31	19,552.00	23,462.40	27,372.80	79	63,980.80	76,793.60	89,585.60
32	20,051.20	24,065.60	28,059.20	80	65,582.40	78,707.20	91,811.20
33	20,550.40	24,668.80	28,766.40	81	67,225.60	80,662.40	94,120.00
34	21,070.40	25,272.00	29,494.40	82	68,910.40	82,680.00	96,470.40
35	21,590.40	25,916.80	30,222.40	83	70,636.80	84,760.00	98,883.20
36	22,131.20	26,561.60	30,971.20	84	72,384.00	86,881.60	101,358.40
37	22,672.00	27,227.20	31,761.60	85	74,193.60	89,044.80	103,875.20
38	23,254.40	27,892.80	32,552.00	86	76,065.60	91,270.40	106,475.20
39	23,836.80	28,600.00	33,363.20	87	77,958.40	93,558.40	109,137.60
40	24,419.20	29,307.20	34,195.20	88	79,913.60	95,888.00	111,883.20
41	25,043.20	30,035.20	35,048.00	89	81,910.40	98,280.00	114,670.40
42	25,667.20	30,804.80	35,921.60	90	83,948.80	100,755.20	117,540.80
43	26,312.00	31,574.40	36,816.00	91	86,049.60	103,272.00	120,473.60
44	26,956.80	32,364.80	37,752.00	92	88,212.80	105,851.20	123,489.60
45	27,643.20	33,155.20	38,688.00	93	90,417.60	108,492.80	126,568.00
46	28,329.60	33,987.20	39,665.60	94	92,664.00	111,196.80	129,729.60
47	29,036.80	34,840.00	40,643.20	95	94,993.60	113,984.00	132,974.40
48	29,764.80	35,713.60	41,662.40	96	97,364.80	116,833.60	136,302.40
49	30,513.60	36,608.00	42,702.40	97	99,798.40	119,745.60	139,713.60
50	31,262.40	37,523.20	43,784.00	98	102,294.40	122,740.80	143,208.00
51	32,052.80	38,459.20	44,865.60	99	104,852.80	125,819.20	146,785.60
52	32,843.20	39,416.00	45,988.80	100	107,473.60	128,960.00	150,467.20
53	33,675.20	40,414.40	47,132.80	101	110,156.80	132,184.00	154,211.20
54	34,507.20	41,412.80	48,318.40	102	112,902.40	135,491.20	158,080.00
55	35,380.80	42,452.80	49,524.80	103	115,731.20	138,881.60	162,032.00
56	36,254.40	43,513.60	50,772.80	104	118,622.40	142,355.20	166,067.20
57	37,169.60	44,595.20	52,041.60	105	121,596.80	145,912.00	170,227.20
58	38,105.60	45,718.40	53,331.20	106	124,633.60	149,552.00	174,491.20
59	39,041.60	46,862.40	54,662.40	107	127,753.60	153,296.00	178,838.40
60	40,019.20	48,027.20	56,035.20	108	130,936.00	157,123.20	183,310.40
61	41,017.60	49,233.60	57,428.80	109	134,222.40	161,054.40	187,907.20
62	42,057.60	50,460.80	58,864.00	110	137,571.20	165,089.60	192,608.00
63	43,097.60	51,729.60	60,340.80				
64	44,179.20	53,019.20	61,859.20	64F	47,820.34	57,388.91	66,957.49
65	45,281.60	54,350.40	63,398.40	71F	56,848.57	68,218.29	79,588.00
66	46,425.60	55,702.40	64,979.20	78F	67,565.37	81,096.46	94,605.03
67	47,569.60	57,096.00	66,601.60	86F	79,200.17	95,031.54	110,862.91

## Glossary of Terms

---

**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 has monetary value.

**ASRS** – Arizona State Retirement System – all civilian employees in the City of Prescott contribute to this statewide retirement system.

**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.

**Budget Calendar** - The schedule of key dates which a government follows in the preparation and adoption of the budget.

## Glossary of Terms

---

**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

**CAFR** – Comprehensive Annual Financial Report – the audited financial statement for the City.

**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 principles 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).

**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.

## Glossary of Terms

---

**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.

**Depreciation** - An accrual accounting method of allocation a capital asset cost over multiple years.

**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 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.

## Glossary of Terms

---

**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.

**Governmental Fund:** Includes the general fund, special revenue funds and debt service funds. Governmental funds account for all services provided which do not have revenues generated directly by providing services. Rather, revenues are more indirect in forms of taxes or fees.

**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.

**GFOA** – The Government Finance Officers Association is a professional association of approximately 18,500 state, provincial, and local government finance officers in the United States and Canada. GFOA is headquartered in downtown Chicago.

**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.

**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.

## Glossary of Terms

---

**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 Charges** - The charges to user departments for intercity services provided by another City departments.

**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.

**Other Services and Charges:** Expenditures for service performed by firms or individuals outside of the City. These include contracted services, insurance, cleaning services, professional services, advertising, postage and freight, telecommunications, travel/training, printing and binding, utilities, rental equipment, and maintenance/repair.

**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.

## Glossary of Terms

---

**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.

**PSPRS** – Public Safety Personnel Retirement System – sworn police and fire personnel in the City of Prescott participate in this retirement system.

**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.

**Supplies:** Includes purchases of tangible personal property for operations. Operating supplies include articles, materials, and commodities which are consumed or generally altered when used. These items are necessary for the basic operation of the program or activity.

**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.

**Special Revenue Fund** - to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

**State-Shared Revenues** - Revenues levied and collected by the State but shared on a predetermined basis with local governments.

**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.



## Glossary of Terms

---

**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).