

# ANNUAL BUDGET

## FISCAL YEAR

# 2022



CITY OF **PRESCOTT**  
ARIZONA

# City of Prescott, Arizona Annual Budget

Fiscal Year 2022  
July 1, 2021 – June 30, 2022

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## City Council

Greg Mengarelli, Mayor

Clark Tenney

Alexa Scholl

Phil Goode

Cathey Rusing

Steve Sischka

Steve Blair

## Administrative Staff

Michael Lamar  
City Manager

Mark Woodfill  
Finance Director

Jodi Rhodes  
Budget Manager

Tyler Goodman  
Assistant to City  
Manager/Intergovernmental  
Coordinator

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## Budget Award

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Prescott, Arizona for its annual budget for the fiscal year beginning July 1, 2020 (FY2021). 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, 2020**

*Christopher P. Morill*

Executive Director

# City Manager Budget Message

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Dear Citizens and Council –

The City of Prescott budget affects every resident in our City. How we allocate your taxpayer dollars and monthly utility costs as customers determine the level of service you get in return, such as providing drinking water, wastewater collection, solid waste and recycling collection, resources to respond to emergencies, well-maintained streets, accessible trails, park amenities, municipal golf course, quality library services, and a growing regional airport.

When the Fiscal Year 2021 (FY21) Budget was adopted last year, the City of Prescott proposed a budget around extremely uncertain circumstances due to the pandemic that was facing the world. Limited revenues were projected and no additional employees or services were added to weather the economic storm. Even though we are still dealing with the impacts of the pandemic today, our economic future is more certain this budget season.

For the creation of the Fiscal Year 2022 (FY22) 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. Implement the market-based compensation plan the Council approved in FY21

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 \$14.7 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-FY22 we expect to send over \$105.9 million to PSPRS.

The FY22 budget includes an additional 10.25 employees were added to the roster. Even with these additional employees, there remains a reduction of 53 FTEs since FY09. Three of these positions are conversions of temporary employees to full-time regular employees so the cost is minimal to the City. The converted positions include one Human Resources Specialist, one Administrative Services Specialist (Police), and one GIS Technician. New positions that have been added include one Airport Operations Supervisor, increasing one half time Administrative Specialist in the City Manager's Office to three-quarter time, one IT Specialist, one Equipment Operator along with one Administrative Specialist in Public Works, and adding a low-acuity unit (one Firefighter, Engineer, and Captain) to the Fire Department.

Economic Development continues to be a big focus in FY22 as efforts of attracting a variety of businesses and industries, especially from technology and cyber security. This includes the plan to continue growing a "center for the future" in collaboration with local partners as well as completing an area plan for "Prescott North". 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.

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.

## City Manager Budget Message

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The table below shows the overall changes between the FY20 and FY21 budgets. The total adopted budget for FY22 is \$238.4 million. The operating component is \$102.4 million which is a 5.6% increase from last fiscal year. The increase in the operating budget reflects the new positions approved, an investment in our employees through the newly implemented Class and Comp Study, and cost increases necessary to continue to provide city services at equal or better levels.

The FY22 capital component of the budget is \$98.7 million, which is a 12.1% increase over FY21. The large increase is mostly due to the conservative approach that was used in FY21 for the capital budget.

The remaining components are the budgeted revenues of \$14.8 million from the PSPRS 0.75% sales tax and the contingency of \$22.5 million. The contingency includes the budget for potential grants that may arise along with any economic opportunities that might be presented to the City or capital projects that may arise.

	<b>FY21</b>	<b>FY22</b>	
	<b>Budget</b>	<b>Budget</b>	<b>% Change</b>
Operating Budget			
General Operations	\$ 96,966,164	\$ 102,416,801	5.6%
PSPRS 0.75% Tax	10,875,000	14,780,000	35.9%
Capital Budget	88,121,816	98,747,803	12.1%
Contingency	10,867,427	22,500,000	107.0%
Total	<u>\$ 206,830,407</u>	<u>\$ 238,444,604</u>	15.3%

The City of Prescott stands ready to meet the demand of our community thanks to smart fiscal stewardship and long term strategic planning efforts. This year's budget provides the people and programs necessary to keep us building towards the future.

Sincerely,

Michael Lamar  
City Manager

## **City Manager Budget Message**

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## City Leadership and Community Overview

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## **City Leadership and Community Overview**

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## Mayor and City Council Profiles

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**Greg Mengarelli, Mayor**

Term: November 2019 – November 2021

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 has worked as a Christian Camp Director for the past 30 years.

Greg served a four-year term on the Prescott Unified School District Board including as its president in 2017. In 2017, Greg was elected Mayor of the City of Prescott. He was re-elected in 2019.

Greg met his wife, Sheila, while attending Kansas State University and they were married in 1990 and moved to Prescott in 1995. Greg and Sheila have nine children, four of whom are adopted, and two grandchildren.

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

## Mayor and City Council Profiles

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**Clark Tenney, Council Member**

Term: February 2021 – November 2023

Clark Tenney moved to Prescott in 1983 at the age of 14 with his family. He attended Granite Mountain Junior High School and Prescott High School. At PHS Clark competed in cross country and track and field, played the tuba in the Pride of Prescott marching band, and was involved in musical theater. Growing up in Prescott, Clark played Prescott City League softball, volleyball, and basketball, and he loved to explore Granite Dells and run on the trails and streets of Prescott. He was active in the Boy Scouts of America, and earned his Eagle Scout award.

After a 2-year mission for the Church of Jesus Christ of Latter-day Saints in Japan, Clark attended Brigham Young University and married his high school sweetheart and long-time Prescott resident Sonya Hinton. Clark graduated with Sonya from BYU in 1991, with a Bachelor of Arts degree, *magna cum laude*, in Secondary Education and Japanese Teaching, with a minor in History.

Clark's teaching career soon took him and his young family to Tokyo, Japan to teach Japanese language at an international school, to children of English-speaking diplomats and business executives. Four of the Tenneys' five children were born in Tokyo. After having both grown up in Prescott, the Tenneys built their first home in Prescott in 1997 and have raised their children in their hometown. All of the Tenneys attended PUSD's terrific schools, and graduated from Prescott High School.

In addition to teaching United States History, United States Government, and Japanese language for a total of 22 years, Clark coached Cross Country and Track and Field at Prescott High School for many years. Tyler Goodman, Assistant to the Prescott City Manager, and Prescott Mayor Pro Tem Alexa Scholl are two of his hundreds of former students who have gone on to accomplish great things. Clark is also a long-time volunteer adult leader with the Boy Scouts of America, and he has served in many leadership positions in his local church congregation. Clark still runs frequently, and has completed 7 marathons.

Clark earned his Master's Degree in Educational Leadership from Northern Arizona University, with honors. After many years of teaching, Clark was selected as principal of Abia Judd Elementary School, where he helped his students and teachers achieve the highest test scores of any elementary school in northern Arizona. He currently enjoys serving as assistant principal of Prescott High School. He knows that strong community schools are the foundation of a thriving community. In 2019 Clark was selected

## **Mayor and City Council Profiles**

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as a Fulbright Scholar to visit and study successful schools in Finland, and he has worked with other PUSD leaders to implement best practices here in Prescott. Clark's post-graduate work has been through the University of Arizona, and he currently holds his Arizona Superintendent certificate.

Clark loves to spend time with family. You can often find him outdoors, and frequently right back in Granite Dells and on Prescott's incredible trails, birding, mountain biking, hiking, or running. He is proud to represent the citizens of his hometown.

## Mayor and City Council Profiles

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**Alexa Scholl, Council Member – Mayor Pro-Tem**

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 graduated with distinction from Prescott High School in 2015 where she was a varsity athlete. In May 2019, she graduated from ASU's Barrett, the Honors College, with a degree in Political Science and a minor in Spanish. She is currently pursuing a Master's Degree in Global Security from ASU.

In April 2018, Alexa was selected as a Truman Scholar. The Truman Scholarship is a prestigious national scholarship awarded to college students who are dedicated to a career in public service. She is also a Tillman Scholar at ASU which is a highly competitive leadership program that studies the servant leadership values influenced by Pat Tillman's life.

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 to 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. Additionally, Alexa works full-time for Yavapai Big Brothers Big Sisters.

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 with 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

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**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 29 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 Planning and Zoning Commission and was the Co-Chairman of the Mayor Oberg's Ad Hoc Committee on Sober Living Rehab Homes.

He serves on the board of directors of the Yavapai Republican Men's Forum and was recently 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 as a member of the Prescott BASIS School Advisory Council. Very interested in water resource management, he is a member of the Public Policy committee for the Citizens Water Advocacy Group.

## **Mayor and City Council Profiles**

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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

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**Cathey Rusing, Council Member**  
Term: November 2019 – November 2023

Cathey was born at Walter Reed Army Hospital in Washington, DC. Her father was a career Air Force Officer who served as a navigator Bombardier in WWII and later in NATO Intelligence. Her family has lived in Arizona since 1965. She excelled in the Arizona public school system and graduated from the University of Arizona with a Bachelor of Science in Nursing. She married Dr. Tom Rusing, a General Surgeon, in 1978 at Sacred Heart Church in Prescott. The Rusing family came to Prescott in 1961 and started Julie Ann's Bakery. Tom and Cathey volunteered for six months as Medical Volunteers at a small hospital in the highlands of Kenya in 1985, before returning to Prescott to open Prescott Surgical Clinic and to raise a family. They are the proud parents of three sons. There are now four generations of Rusings living in Prescott!

Cathey was sworn in Nov. 19, 2019 to a 4 year term. She was overwhelmingly elected in a nonpartisan election, running on the important issues of Growth and Development, Water, Traffic, and Preservation of our natural beauty and our wonderful quality life. She was the only Candidate that did not take campaign donations from developers. She also was the only Candidate to support the position of Save the Dells, a grassroots organization that is working hard to preserve the "Heart of the Dells."

Cathey is currently working with the City Council and Staff to complete annexation negotiations with Arizona Eco Development which will preserve approximately 475 acres of important Granite Dells property by implementing the City's open space policy. Also, she is working with Council, City Staff, Save the Dells, and our Representatives at the State Capitol to obtain State Funding, therefore bringing our sales tax dollars back to be reinvested in our community for the creation of a Regional Park. This Park will enhance Prescott's reputation as a destination for Eco Tourism.

Prior to her election, Cathey learned basic good business skills by spending almost 30 years helping to build and manage a busy surgical practice, and managed all aspects of personal commercial and residential rental properties. She was also involved in expanding the Downtown Business District. Cathey is a member of the Citizens Water Advocacy Group (CWAG), a science based "think tank" of local water experts who are dedicated to water conservation, protecting our aquifer, and the flow of the Verde River. She is also a member of the Citizens Tax Committee (CTC), a watchdog group of citizens and elected officials dedicated to keeping an eye on the spending of your tax dollars. She is also a volunteer for the Yavapai County Emergency Medical Reserve Corps.

Cathey is an advocate for Truth and Transparency in City government, and encourages citizen input and participation. Please feel free to call, Email, or make an appointment.

## **Mayor and City Council Profiles**

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Cathey enjoys hiking, biking, and kayaking the scenic trails, parks, and lakes that are in such close proximity in and around Prescott. Cathey and Tom can also be found Downtown, partaking in Prescott's vibrant Food, Music, Arts and Culture scene, and in the many Events and Festivals!

## Mayor and City Council Profiles

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**Steve Sischa**

Term: November 2019 – November 2023

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

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**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

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### History



Prescott was founded in 1863 and incorporated in 1883. During the late 1800s, Prescott twice served as the territorial capital, and the Governor's Mansion is now preserved at the Sharlot Hall Museum.

In 1864, the town site of Prescott was surveyed and laid out along Granite Creek where gold had been panned. The town was designated the capital of the new territory of Arizona after Arizona was separated from New Mexico. President Lincoln wanted the territorial capital in the northern part of the territory, far away from the Confederate sympathizing cities to the south.

Lincoln also decided to populate this new capital with Northerners and Mid-westerners and this decision resulted in Prescott being the most Mid-western looking city in Arizona. Victorian homes and peaked roof homes were built, a far cry from the adobe structures that were more common in the Southwest.

The early economy of the area centered on cattle ranching and mining. In July of 1900, a fire destroyed much of Prescott's commercial district. Within hours, make-shift shelters were erected on the Courthouse Plaza and business began rebuilding. Following the fire, most buildings in the downtown area were reconstructed of brick, providing today's rich architectural heritage.

Dubbed "Everybody's Hometown", Prescott is culturally diverse from its downtown Courthouse Plaza, famous Whiskey row, preservation emphasis with 809 buildings on the National Register of Historic Places, World's Oldest Rodeo, Prescott Fine Arts Association, Sharlot Hall Museum, Phippen Art Museum, Folk Arts Fair, Frontier Days, and Territorial Days to its official designation by the State of Arizona as "Arizona's Christmas City".



## Community Profile

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### Location

Located in the mountains of north central Arizona approximately 90 miles northwest of Phoenix and 90 miles southwest of Flagstaff, the City borders the Prescott National Forest to the south and west. The average elevation is 5,400 feet. The local climate is mild, with average high temperatures ranging from fifty degrees to ninety degrees F and the average precipitation recorded at 19.8 inches, most of which is rain. Prescott and the nearby towns of Chino Valley, Prescott Valley and the newly incorporated Dewey-Humboldt form what is known locally as the Quad-City area.



### City Government

The council-manager form of government was adopted in 1958. The Mayor is elected on a nonpartisan ballot to represent the entire City for a two-year term. The six members of Council are elected at large for four year terms on a nonpartisan ballot. Three of the six positions and the Mayor's position are up for reelection at the same time. Under the provisions of the City Charter, the Council appoints a City Manager who is responsible for carrying out its established policies and administering operations.





## Community Profile

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### 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 2020 property tax rate (primary and secondary) for residents in the City is 7.0679 per \$100 assessed value. The City of Prescott's 2020 rate is only 0.2484 per \$100 assessed value, or 3.5% of the total property tax for residents. The remaining property tax is levied by Yavapai County (33.6%), Prescott Unified School District (38.2%), Yavapai College (23.9%), State Legislature (6.3%), and Mountain Institute (.7%). The combined Privilege and Use Tax (sales tax) rate in the City of Prescott for most 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. The City's sales tax and property tax rates are the lowest in the Greater Prescott area.

## Community Profile

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### **Local Economy**

Although small in population, 44,299, 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  
Trader Joe's  
Wal-Mart  
Lowe's  
Fry's  
Safeway

#### **Tourism**

Ernest A. Love Field – Prescott Regional 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.



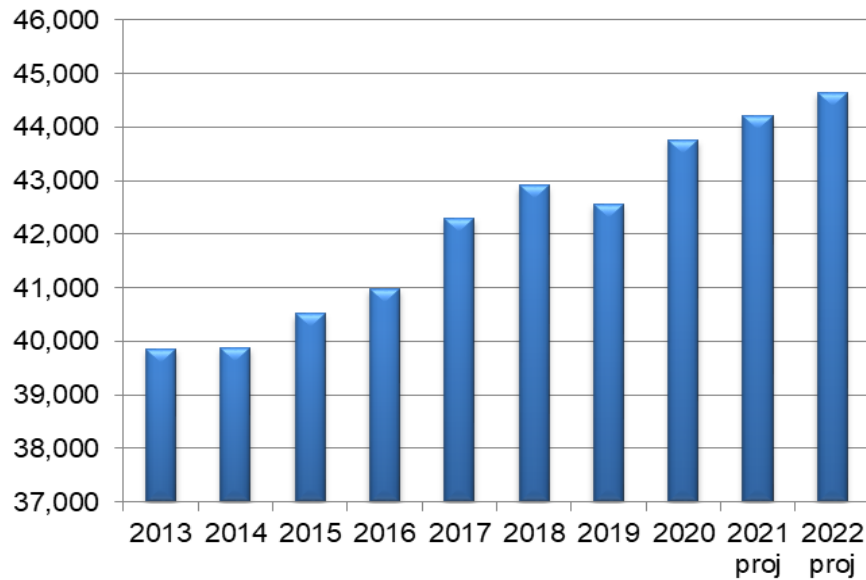
## City of Prescott Demographics

### City of Prescott Population Demographics

#### Population and Area

Year	Population	Yavapai County	Population as % of County	Land Area
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	42,566	232,386	18.3%	45.25 square miles
2020	43,772	236,426	18.5%	45.50 square miles
2021 proj	44,210	238,790	18.5%	45.60 square miles
2022 proj	44,652	241,178	18.5%	45.60 square miles

#### Population



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

## City of Prescott Demographics

<b>Population Statistics</b>	<b>2019</b>			
	<b>2010</b>	<b>2019</b>	<b>Yavapai</b>	<b>2019</b>
	<b>Prescott</b>	<b>Prescott</b>	<b>County</b>	<b>Arizona</b>
<i>Gender distribution</i>				
Percent Male	49.20%	48.82%	48.87%	49.71%
Percent Female	50.80%	51.18%	51.13%	50.29%
<i>Age distribution</i>				
24 and under	21.30%	20.46%	32.05%	32.87%
25 to 44	17.90%	15.67%	26.49%	25.98%
45 to 64	30.40%	26.54%	25.82%	24.03%
65 and over	30.80%	37.33%	15.64%	17.12%
Median Age (years)	53.4	58.3	53.4	37.7
<i>Income/employment</i>				
Household Median Income	\$44,278	\$55,734	\$52,451	\$58,945
Household Average Income	\$63,300	\$76,387	\$68,419	\$80,779
Unemployment	10.7%	5.9%	5.7%	6.0%

### **Households by Income, 2019**

\$200,000 or more	4.20%
150,000 to 199,999	5.90%
100,000 to 149,999	15.30%
75,000 to 99,999	10.80%
50,000 to 74,999	19.60%
35,000 to 49,999	14.20%
25,000 to 34,999	9.90%
15,000 to 24,999	9.50%
10,000 to 14,999	4.30%
under 10,000	6.20%

<b>Racial/Ethnic Composition</b>	<b>2019</b>
White, Non-Hispanic	88.30%
Hispanic	6.76%
Black	0.59%
Other	4.35%

Source: World Population Review; US Census 2019 ACS 5-Year Survey

## City of Prescott Demographics

### City of Prescott Financial Snapshot

	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Total Operating Budget (000s)	\$ 91,382	\$ 91,781	\$ 93,907	\$ 99,384	\$ 96,966	\$ 102,417
Total Regular Employees <sup>1</sup>	497.50	494.00	498.25	507.00	508.00	518.25
Total Employees per 1000 population	11.97	11.68	11.61	11.91	11.61	11.72
Primary Assessed Valuation <sup>2</sup> (000s)	\$ 570,573	\$ 606,159	\$ 647,649	\$ 691,000	\$ 735,510	\$ 788,147
City of Prescott Property Tax Rate	0.3025	0.2821	0.2699	0.2599	0.2484	0.2378
City Property Tax Paid per Capita	\$ 42.00	\$ 42.00	\$ 43.00	\$ 42.19	\$ 41.74	\$ 42.39
City Sales Tax Rate	2%	2%	2.75%	2.75%	2.75%	2.75%
City Sales Tax Revenue per Capita <sup>3</sup>	\$ 351.00	\$ 361.00	\$ 382.00	\$ 390.92	\$ 429.50	\$ 433.16

**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.

## City of Prescott Demographics

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### 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	560,630

#### **Public Safety**

Police Employees	92
Calls for Services	20,310
Fire Stations	5
Fire Employees	70
Calls for Services	8,723
Fire Inspections	1,747

#### **Building Inspections**

Number of Permits Issued	1,684
Value of Permits (in millions)	\$205

#### **Transportation**

Total of Miles of Streets (paved miles)	367
Cold Mix Repairs (lbs)	34,348
Hot Mix Repairs (tons)	103,616

#### **Refuse Collection**

Household Accounts	20,486
Commercial Accounts	1,379
Refuse Collected (tons)	33,466
Recycle Collected (tons)	5,975

#### **Airport**

Ranking for busiest airport in Arizona	5th
Ranking for busiest airport in US	25th
Passengers on Commercial Flights	20,070
FAA Traffic Count	209,123

#### **City of Prescott Water**

Miles of Water Mains	551
Number of Connections	25,198

#### **City of Prescott Wastewater**

Miles of Wastewater Lines	389
Number of Connections	20,497

# Organizational Structure, Goals, and Policies

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

## Organizational Values

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### 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.

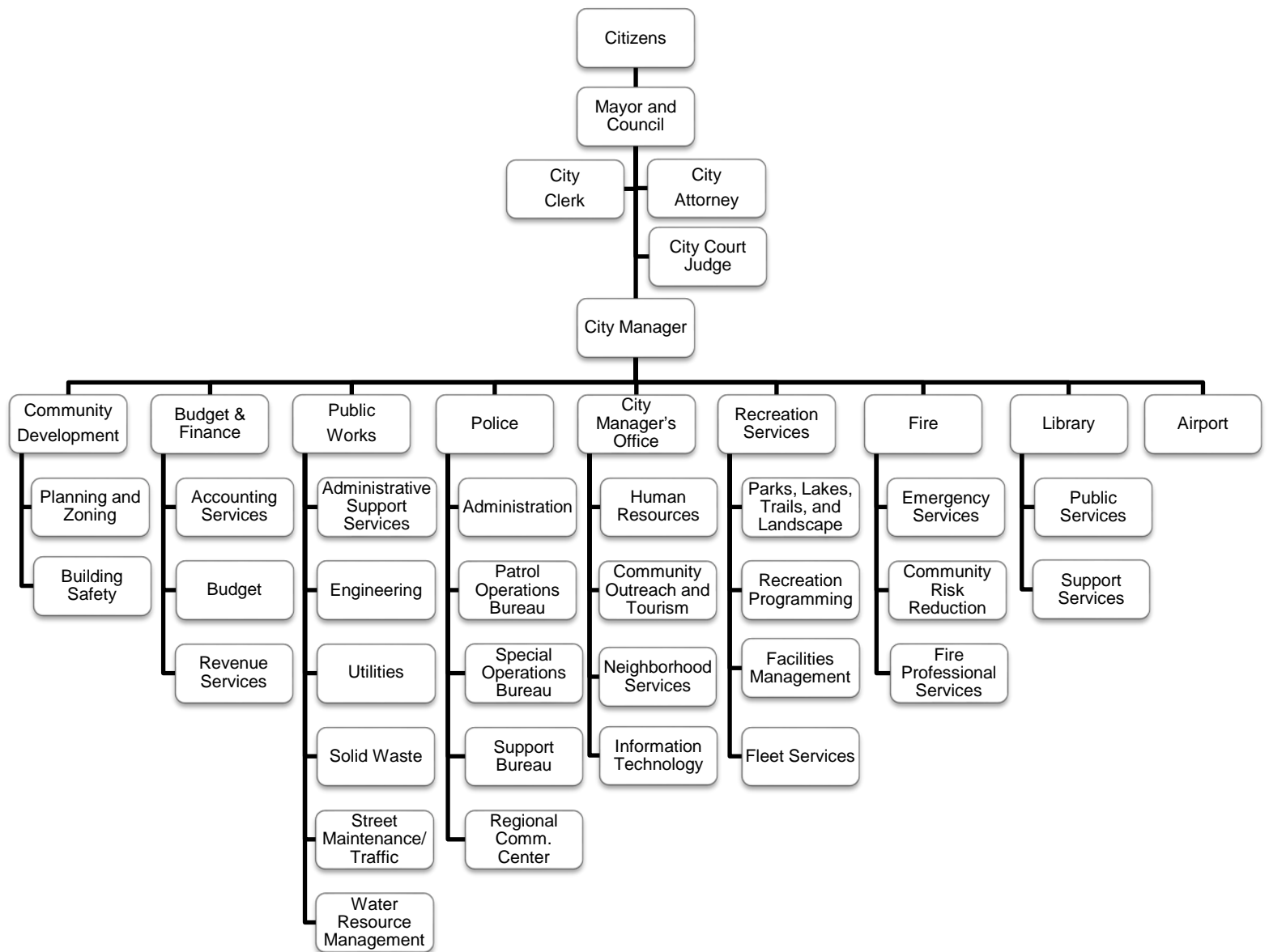
### CITY OF PRESCOTT CORE BELIEFS

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

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## City Organizational Chart

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

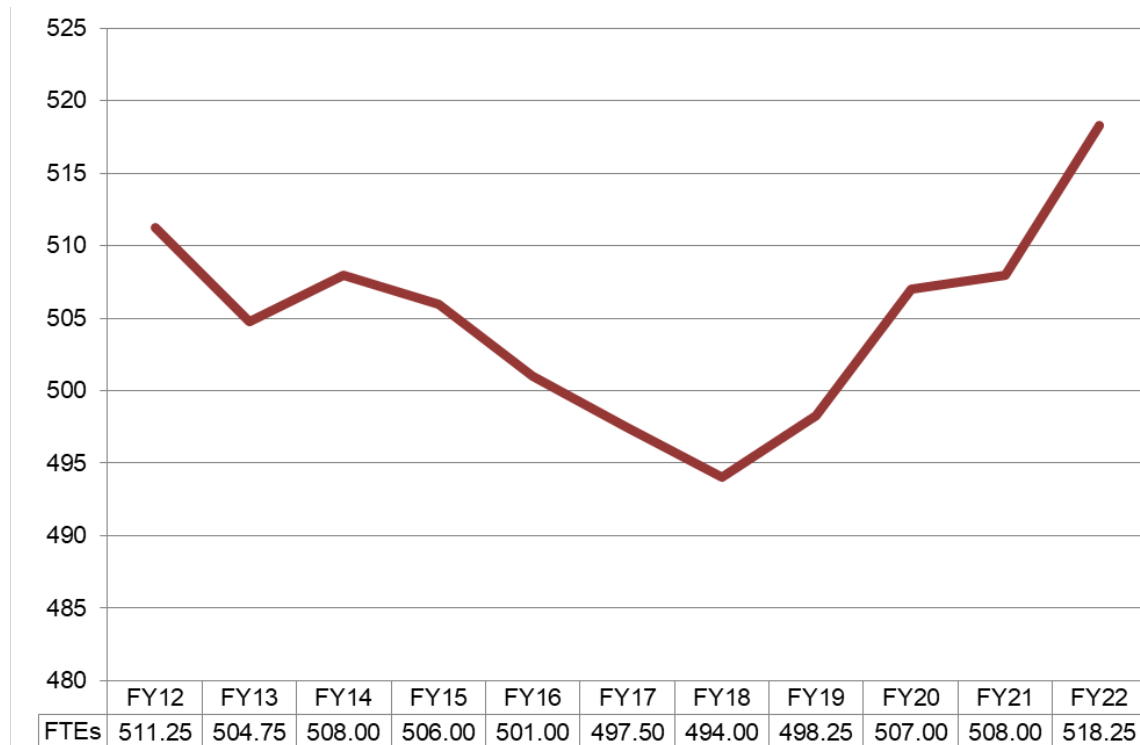
1. Board of Adjustment
2. Industrial Development Authority
3. Municipal Property Corporation
4. Planning & Zoning Commission
5. Prescott Preservation Commission
6. Acker Trust Board
7. Parks and Recreation Board
8. Library Advisory Board
9. Art in Public Places Committee
10. Public Safety Retirement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

## Employees by Department and Ten-Year Trend

Department	FTEs <sup>1</sup>		
	FY20	FY21	FY22
Airport	11.00	11.00	12.00
Budget & Finance	16.00	16.00	16.00
City Clerk	3.00	3.00	3.00
City Council	7.00	7.00	7.00
City Court	7.00	7.00	7.00
City Manager	28.00	28.00	31.25
Community Development	14.50	15.50	13.50
Fire	65.00	65.00	70.00
Legal	8.00	8.00	8.00
Library	21.50	21.50	21.50
Police	90.00	90.00	92.00
Public Works	158.00	158.00	160.00
Recreation Services	48.00	48.00	48.00
Regional Communications	30.00	30.00	29.00
City Total	<u>507.00</u>	<u>508.00</u>	<u>518.25</u>

<sup>1</sup>Full time equivalents (FTEs) include only permanent employees. In addition, the City employs temporary and seasonal employees estimated at 65.47 FTEs.

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



## **Budget Policy**

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### **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

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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

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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**

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### **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**

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### **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

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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**

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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**

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### **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

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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

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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

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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

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### City of Prescott Pension Funding Policy

(Council Adopted 06/13/2021 with Resolution 2021-1782)

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, 2020 actuarial valuation for Tier 1 and 2, which are detailed below:

Trust Fund	Assets	Accrued Liability	Unfunded Pension Liability (UPL)	Funding Ratio
Prescott Fire Dept. (023)	\$ 56,111,589	\$ 78,974,883	\$ 22,863,294	71.0%
Prescott Police Dept. (024)	41,681,899	61,969,746	20,287,847	67.3%
City of Prescott Total	<u>\$ 97,793,488</u>	<u>\$ 140,944,629</u>	<u>\$ 43,151,141</u>	69.4%

#### 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 16 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.
- 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**

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### 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**

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

## **Budget Preparation Process Overview**

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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**

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<b><u>Date</u></b>	<b><u>Description</u></b>
February 12, 2021	Department & division missions, next year objectives, performance measurements, and org charts
February 26, 2021	Base budgets due – next fiscal year requests, current fiscal year estimated endings
February 26, 2021	New personnel requests
March 12, 2021	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 9, 2021	City Manager strategic planning meetings, next year goals and objectives
April 12-23, 2021	City Manager meetings with departments to review budget, decision packages, and department operational plans.
May 18, 2021	Annual Council Workshop (public invited)
May 25, 2021	Annual Council Workshop #2 (public invited)
June 4, 2021	List of prior year key results and outcomes due
June 8, 2021	Set public hearing on expenditure limitation and tentative adoption
June 22, 2021	Official public hearing on budget and adoption of budget
July 13, 2021	Adoption of tax levy

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

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### **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

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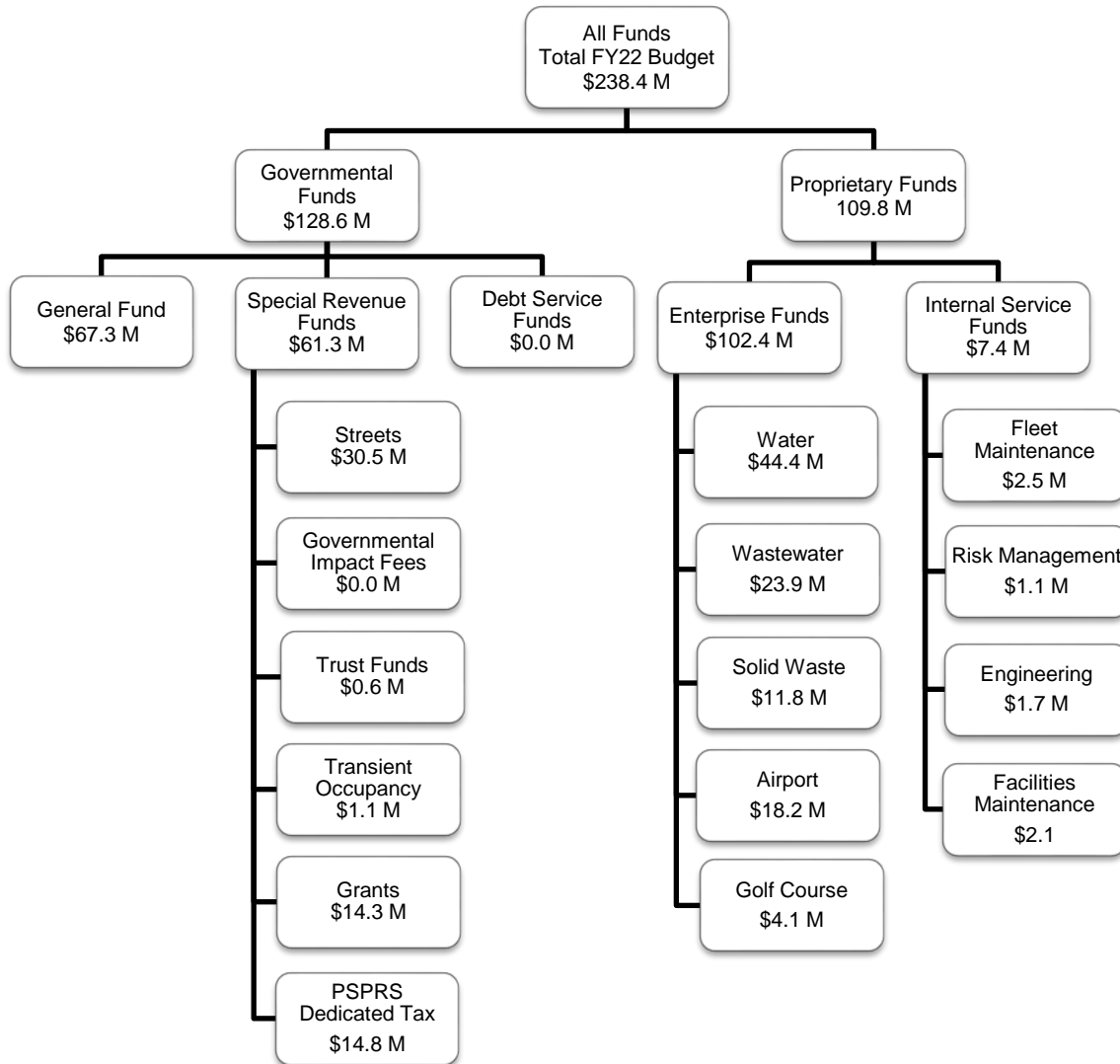


## Fund Summaries

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## 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

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**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. In August 2014, due to legislation, the Parks, Fire, Library, Police, and Streets impact fees were eliminated. Effective August 1, 2019, the Fire, Police and Streets impact fees were reinstated following the new legislative rules. The remaining impact fees collected by the City of Prescott are the Water and Wastewater Impact Fees which are accounted for in the Enterprise Funds.

**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 were paid in full in 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.

## Fund Structure

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**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.

**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.

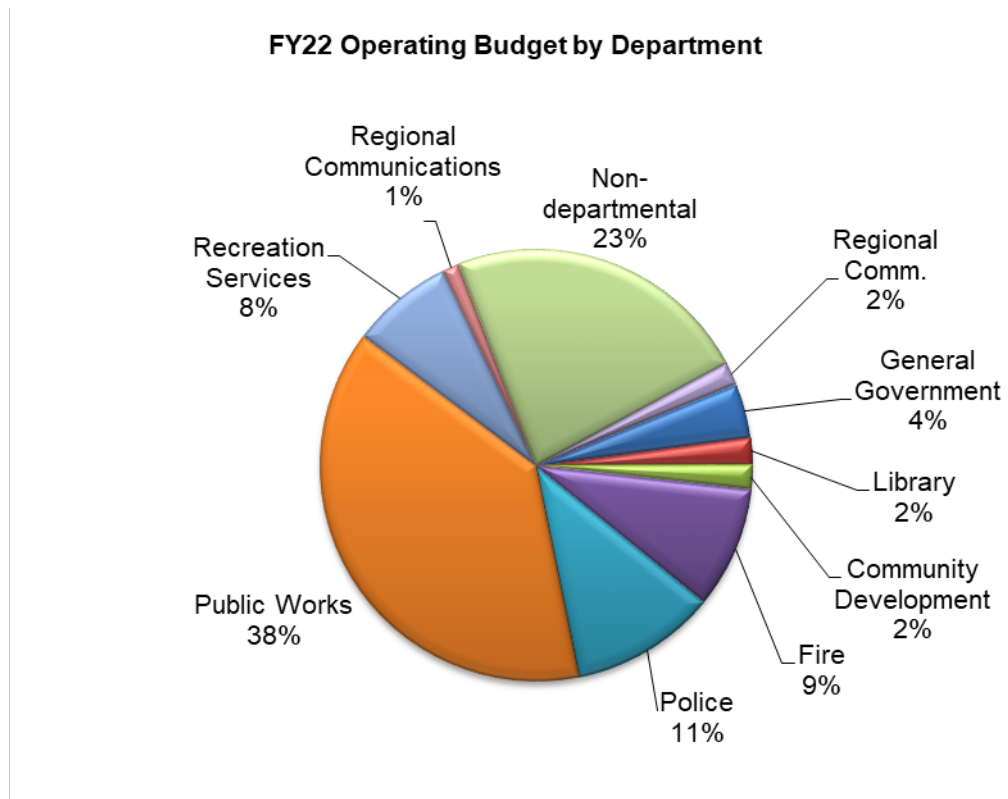
**Facilities Maintenance** – To provide maintenance and custodial service to all city owned facilities.

## Overall City Budget Summary

The Fiscal Year 2022 (FY2022) Budget consists of two components – operating budget and capital budget. PSPRS 0.75% Tax and Contingency is broken out from General Operations to show a better representation of the operating budget.

	<b>FY21 Budget</b>	<b>FY22 Budget</b>	<b>% Change</b>
Operating Budget			
General Operations	\$ 96,966,164	\$ 102,416,801	5.6%
PSPRS 0.75% Tax	10,875,000	14,780,000	35.9%
Capital Budget	88,121,816	98,747,803	12.1%
Contingency	10,867,427	22,500,000	107.0%
Total	<b>\$ 206,830,407</b>	<b>\$ 238,444,604</b>	<b>15.3%</b>

The General Operations portion of the operating budget is \$102,416,801 representing a 5.6% increase from FY2021. 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 reflects 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

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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. The FY2021 budget was very conservative due to the COVID-19 hit and this uncertainty is reflected in the contingency budget.

	<b>FY2021 Budget</b>	<b>FY2022 Budget</b>
<b>PSPRS Annual Required Contribution</b>		
Normal Pension Cost	\$ 1,081,903	1,285,382
Unfunded Liability	4,322,249	3,135,435
<b>Total ARC - from Operating Budgets</b>	<b>5,404,152</b>	<b>4,420,817</b>
<b>Additional Payments</b>		
3/4 cent PSPRS Tax	10,875,000	14,780,000
<b>Total Additional Payments</b>	<b>10,875,000</b>	<b>14,780,000</b>
<b>Total Contributions</b>	<b>\$ 16,279,152</b>	<b>\$ 19,200,817</b>

Contingency consists of a budget for potential grants that departments are pursuing along with a monies should the economy bounce back faster than expected. The grants that are likely to be awarded or are ongoing are budgeted in each department's budget. The large increase in the FY2022 contingency budget reflects a different approach to how Public Works projects are handled. A more conservative approach is being taken based on what projects realistically can be completed based on available resources. If those goals are exceeded, monies can be pulled from the contingency budget to complete other projects.

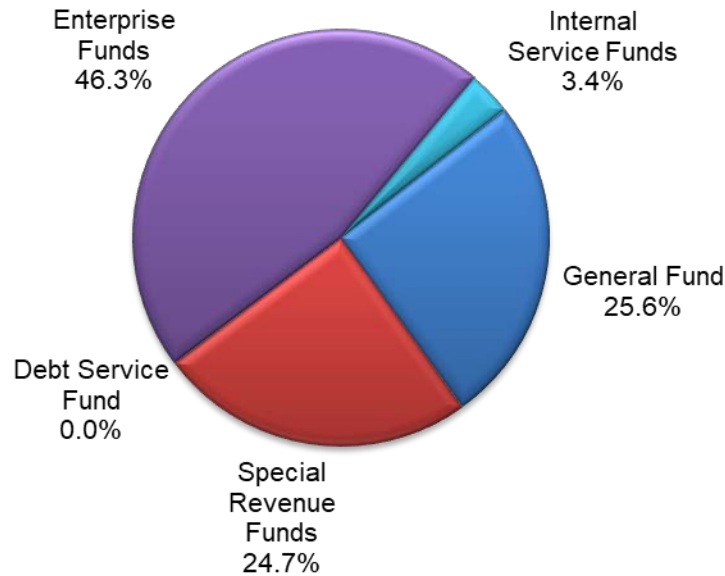
The second component, the capital budget, is \$98,747,803, a 12.1% increase from FY2021. Capital expenditures are non-routine, one time expenditures for purchase or projects with a value over \$5,000 and estimated useful life over one year, mainly infrastructure improvements for utility and streets projects 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 FY2022 is \$238,444,604, including all funds. The proportionate share of each fund type is displayed in the pie chart below:

## Overall City Budget Summary

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FY22 City Budget by Fund



The City of Prescott's budget is funded through multiple sources. The three main sources 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.

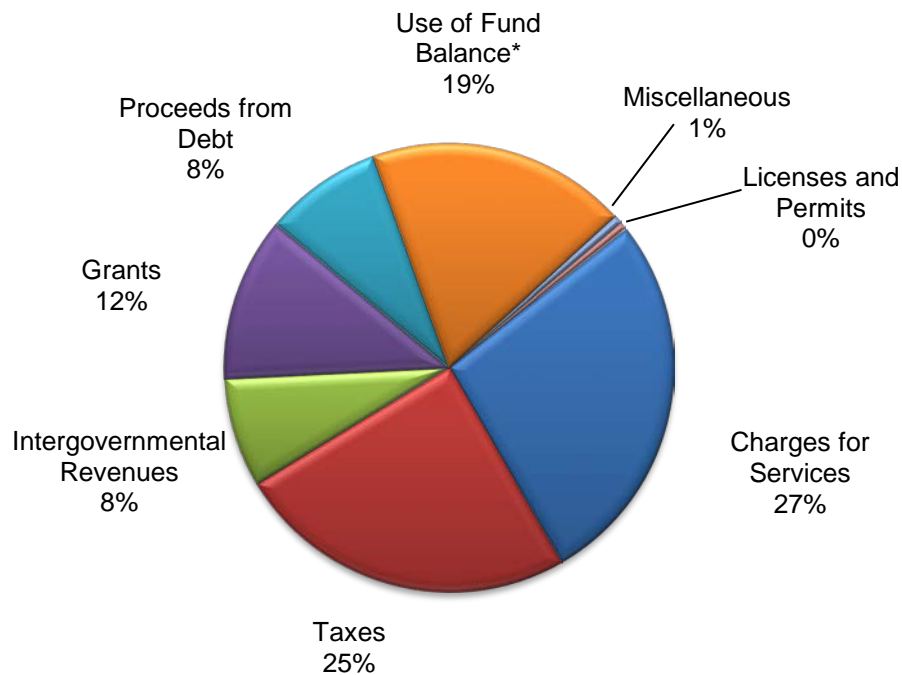
## Overall City Budget Summary

### 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>FY21 Budget</b>	<b>FY22 Budget</b>	<b>FY22 % of Total</b>
Charges for Services	61,840,758	64,886,070	27.2%
Taxes	44,231,758	58,884,715	24.7%
Intergovernmental Revenues	17,598,855	18,754,611	7.9%
Grants	26,589,981	28,130,171	11.8%
Proceeds from Debt	22,018,000	20,259,600	8.5%
Use of Fund Balance*	31,533,679	44,672,267	18.7%
Miscellaneous	1,400,776	1,429,040	0.6%
Licenses and Permits	1,154,200	1,104,030	0.5%
Fines and Forfeitures	462,400	324,100	0.1%
<b>Total Funding Sources</b>	<b>\$ 206,830,407</b>	<b>\$ 238,444,604</b>	

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



# Overall City Budget Summary

## Overall City Budget Summary

	Major Governmental Funds			Non-Major Governmental Funds		
	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
	Actual	Est End	Budget	Actual	Est End	Budget
<b>Revenues</b>						
Taxes	\$ 54,961,886	\$ 56,797,008	\$ 57,974,215	\$ 951,798	\$ 905,045	\$ 904,586
Intergovernmental revenues	18,640,953	17,841,221	19,579,611	6,389,742	1,557,955	12,965,854
Licenses and permits	1,123,537	1,032,918	1,042,830	399,156	960,000	960,000
Fines and forfeitures	268,284	223,849	301,100			
Gifts and donations	-	-	-	139,396	484,234	10,000
Charges for services	4,453,130	3,842,725	4,538,512			
Miscellaneous	1,915,367	758,541	355,933	184,077	95,288	96,373
<b>Total Revenues</b>	<b>81,363,157</b>	<b>80,496,262</b>	<b>83,792,201</b>	<b>8,064,169</b>	<b>4,002,522</b>	<b>14,936,813</b>
<b>Other Sources</b>						
Bond Proceeds	-	7,600,000	-	-	-	-
<b>Total Revenues and Other Sources</b>	<b>81,363,157</b>	<b>88,096,262</b>	<b>83,792,201</b>	<b>8,064,169</b>	<b>4,002,522</b>	<b>14,936,813</b>
<b>Expenditures</b>						
Operating						
General Government	3,816,674	4,044,813	4,336,505	566,532	274,798	996,410
Culture and Recreation	5,638,069	5,843,998	6,366,612	863,952	861,895	999,716
Public Safety	42,181,378	48,145,993	51,259,780	5,810,554	948,808	1,412,749
Public Works	-	-	-			
Airport	-	-	-			
Capital Outlay/Transfers	15,350,861	34,055,439	31,163,586	979,488	3,318,483	4,327,795
Debt Service	18,388,405	1,960,410	1,953,725	5,419		
Contingency	-	-	17,500,000			8,282,511
<b>Total Expenditures and Transfers</b>	<b>85,375,387</b>	<b>94,050,653</b>	<b>112,580,208</b>	<b>8,225,945</b>	<b>5,403,984</b>	<b>16,019,181</b>
<b>Other Financing Sources (Uses)</b>						
Transfers In	45,000	38,000	1,273,000	890,404	2,332,156	1,426,242
Transfers Out	(659,606)	(547,124)	(4,274,368)	(70,722)	(74,694)	(109,276)
<b>Total other financing sources (uses)</b>	<b>(614,606)</b>	<b>(509,124)</b>	<b>(3,001,368)</b>	<b>819,682</b>	<b>2,257,462</b>	<b>1,316,966</b>
Net change in fund balances	11,868,164	(6,463,515)	(21,789,375)	657,906	856,000	234,598
Fund Balance - Beginning July 1	38,332,748	50,200,912	43,737,397	4,202,264	4,860,170	5,716,170
Fund Balance - Ending June 30	<b>\$ 50,200,912</b>	<b>\$ 43,737,397</b>	<b>\$ 21,948,022</b>	<b>\$ 4,860,170</b>	<b>\$ 5,716,170</b>	<b>\$ 5,950,768</b>

## Overall City Budget Summary

	Proprietary Funds			Total All Funds		
	FY2020 Actual	FY2021 Est End	FY2022 Budget	FY2020 Actual	FY2021 Est End	FY2022 Budget
<b>Revenues</b>						
Taxes	\$ -	\$ -	\$ -	\$ 55,913,684	\$ 57,702,053	\$ 58,878,801
Intergovernmental revenues	6,750,346	11,360,156	14,164,117	31,781,041	30,759,332	46,709,582
Licenses and permits	3,440,488	4,475,178	4,568,870	4,963,181	6,468,096	6,571,700
Fines and forfeitures	-	-	-	268,284	223,849	301,100
Gifts and donations	-	-	-	139,396	484,234	10,000
Charges for services	50,541,405	53,320,507	55,093,258	54,994,535	57,163,232	59,631,770
Miscellaneous	2,840,905	1,013,973	1,022,180	4,940,349	1,867,802	1,474,486
<b>Total Revenues</b>	63,573,144	70,169,814	74,848,425	153,000,470	154,668,598	173,577,439
<b>Other Sources</b>						
Bond Proceeds	9,670,040	9,694,325	20,259,600	-	17,294,325	30,259,600
<b>Total Revenues and Other Sources</b>	73,243,184	79,864,139	95,108,025	153,000,470	171,962,923	203,837,039
<b>Expenditures</b>						
Operating						
General Government	4,828,609	5,206,413	5,561,932	9,211,815	9,526,024	10,894,847
Culture and Recreation	3,313,835	3,411,192	3,257,159	9,815,856	10,117,085	10,623,487
Public Safety	188,179	380,350	392,245	48,180,111	49,475,151	53,064,774
Public Works	25,852,906	26,573,825	29,175,621	25,852,906	26,573,825	29,175,621
Airport	1,557,851	1,769,985	2,137,205	1,557,851	1,769,985	2,137,205
Capital Outlay/Transfers	39,742,499	34,840,588	60,180,122	56,072,848	72,214,510	95,671,503
Debt Service	5,306,551	8,639,133	8,840,931	23,700,375	10,599,543	10,794,656
Contingency	-	-	300,000	-	-	26,082,511
<b>Total Expenditures and Transfers</b>	80,790,430	80,821,486	109,845,215	174,391,762	180,276,123	238,444,604
<b>Other Financing Sources (Uses)</b>						
Transfers In	406,962	4,855,033	2,644,402	1,342,366	7,225,189	5,343,644
Transfers Out	(114,706)	(658,129)	(960,000)	(845,034)	(1,279,947)	(5,343,644)
<b>Total other financing sources (uses)</b>	292,256	4,196,904	1,684,402	497,332.00	5,945,242	-
Net change in fund balances	(7,254,990)	3,239,557	(13,052,788)	5,271,080	(2,367,958)	(34,607,565)
Fund Balance - Beginning July 1	50,184,123	42,929,133	46,168,690	92,719,135	97,990,215	95,622,257
Fund Balance - Ending June 30	\$42,929,133	\$ 46,168,690	\$ 33,115,902	\$ 97,990,215	\$ 95,622,257	\$ 61,014,692

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 2022, the City's estimated fund balance at July 1, 2021 is \$95.6 million and is summarized below:

### City Estimated Fund Balance Summary

	General Fund	Streets Fund	Transient Lodging (Bed) Tax Fund	Water, Wastewater, & Solid Waste	Grants, Trust, Gov Impact Fees, and Internal Service
Beginning Fund Balance	\$ 30,100,822	\$ 13,122,204	\$ 540,884	\$ 42,562,410	\$ 9,317,939
FY22 Budget					
Operating Surplus (Deficit)	5,477,986	14,394,843	(298,992)	11,844,139	11,150,126
Capital Expenditures and Transfers	(14,007,704)	(20,154,500)	-	(44,406,641)	(6,431,124)
Contingency	(17,500,000)	-	-	-	(5,000,000)
Debt Issues	10,000,000	-	-	20,259,600	-
Ending Funding Balance	\$ 14,071,104	\$ 7,362,547	\$ 241,892	\$ 30,259,508	\$ 9,036,941
<b>Ending Fund Balance Detail</b>					
Operating (Policy)	\$ 8,809,521	\$ 2,401,960	\$ 241,892	\$ 6,129,863	\$ 656,604
Unassigned	2,261,583	-	-	-	-
Total Unassigned	11,071,104	2,401,960	241,892	6,129,863	656,604
Reserved					
Long-term Obligations	3,000,000	-	-	6,338,662	-
Capital Projects	-	4,960,587	-	17,790,983	3,839,802
Specific Programs	-	-	-	-	4,540,535
Ending Fund Balance	\$ 14,071,104	\$ 7,362,547	\$ 241,892	\$ 30,259,508	\$ 9,036,941

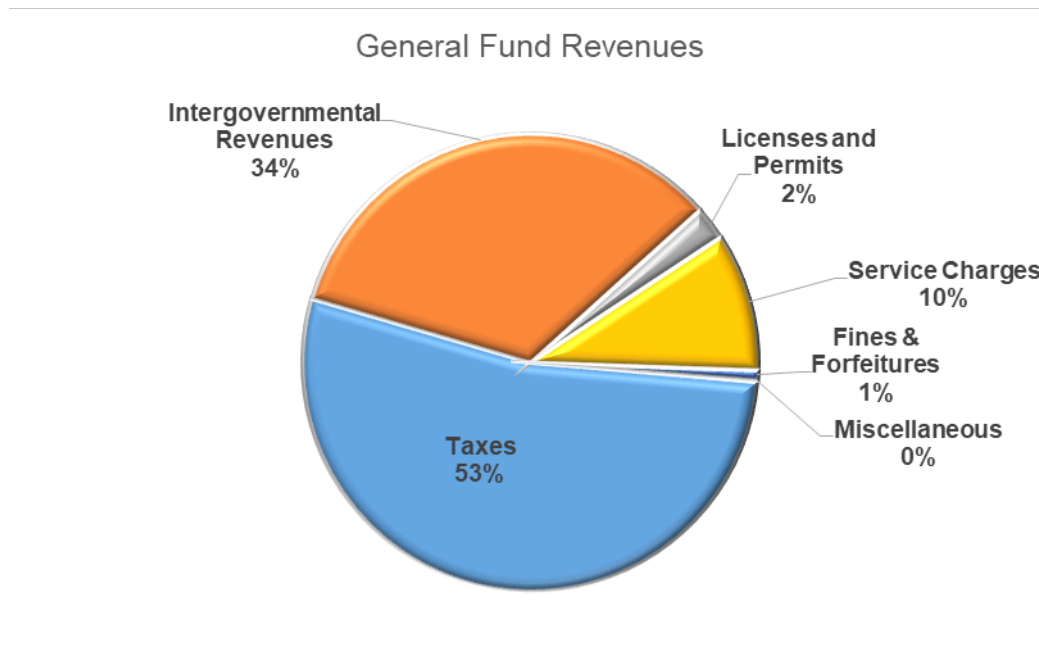
The FY2022 budget has identified the use of \$84.7 million from fund balance relating to a one time use for capital expenditures, retirement of unfunded pension liability, or specific projects. The fund balance levels are sufficient to maintain adequate cash flow and a reserve to cover unanticipated 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

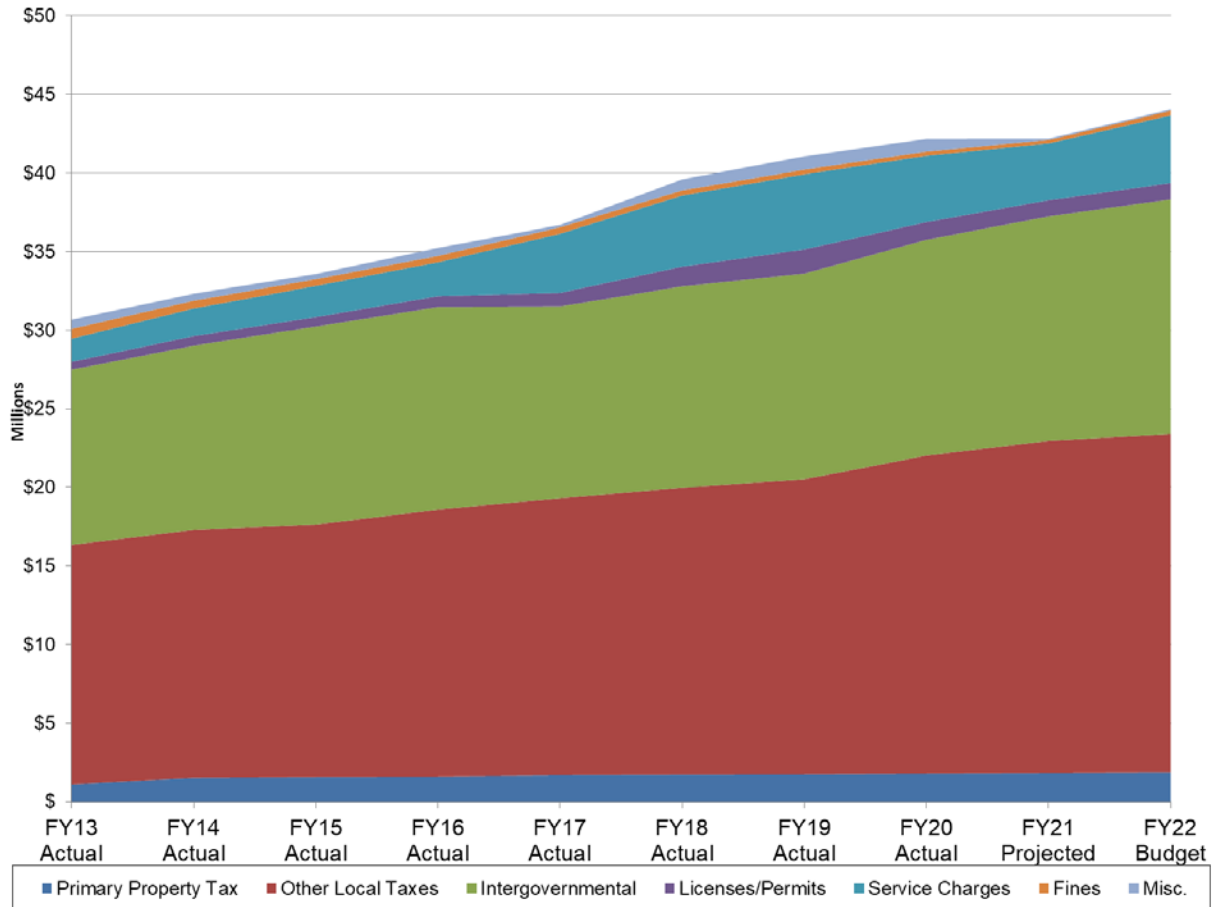
The General Fund source of revenues is primarily (87%) City and state-assessed taxes which have no correlation to service demand. These taxes include the local 1% transaction privilege tax, primary property tax, intergovernmental (state shared) revenues, and franchise taxes. Service charges, licenses and permits, fines, and miscellaneous revenues total 13% 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. When preparing the FY21 Budget, there were many unknowns regarding the pandemic. Revenues budgets were decreased in preparation of the potential downturn in the economy. While the pandemic continues, it has not resulted in as significant of an impact as anticipated. This is reflected in the FY22 budget projections.

**General Fund Revenue Trends**



### 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%.

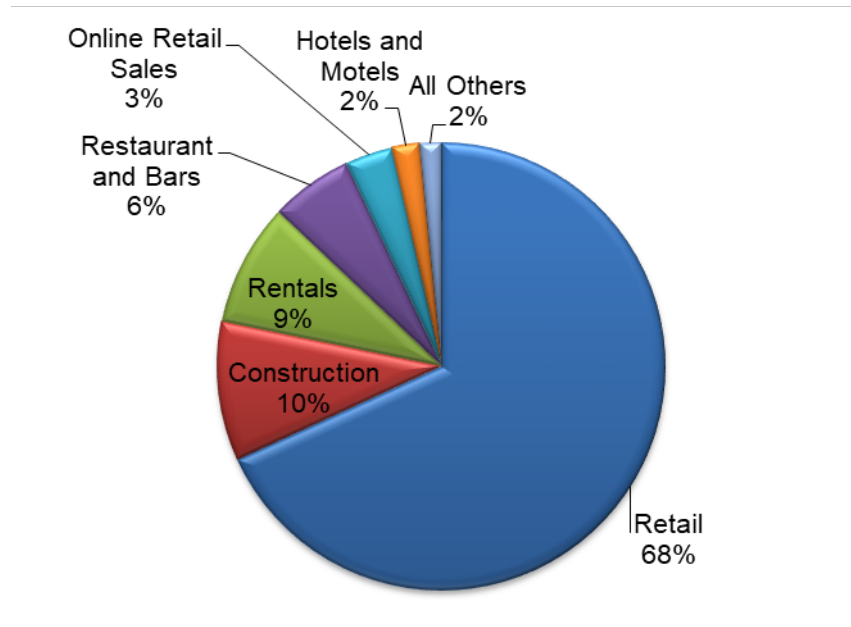
The combined sales tax rate in the City of Prescott for all taxable activities is 9.10%. The combined rate consists of 5.6% for the State of Arizona, 0.75% for Yavapai County and 2.75% for the City of Prescott. Of the City's 2.75% rate, 1% is dedicated for Streets, 1% is for the General Fund, and 0.75%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

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.

## General Fund

A 36.6% increase, or \$5,300,000, is budgeted for privilege tax revenue in the General Fund. This is largely due to the conservative budget due to the unknown pandemic implications in FY21. 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 4.3% 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, 3.5% 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 FY22 is 0.2378 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

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### 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 \$553,975 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, business license fees, dog license, blasting permits, and film permits. The City has experienced an increase in building activity. On September 24, 2019, Council voted to eliminate the business license fee that went into effect January 1, 2017.

**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

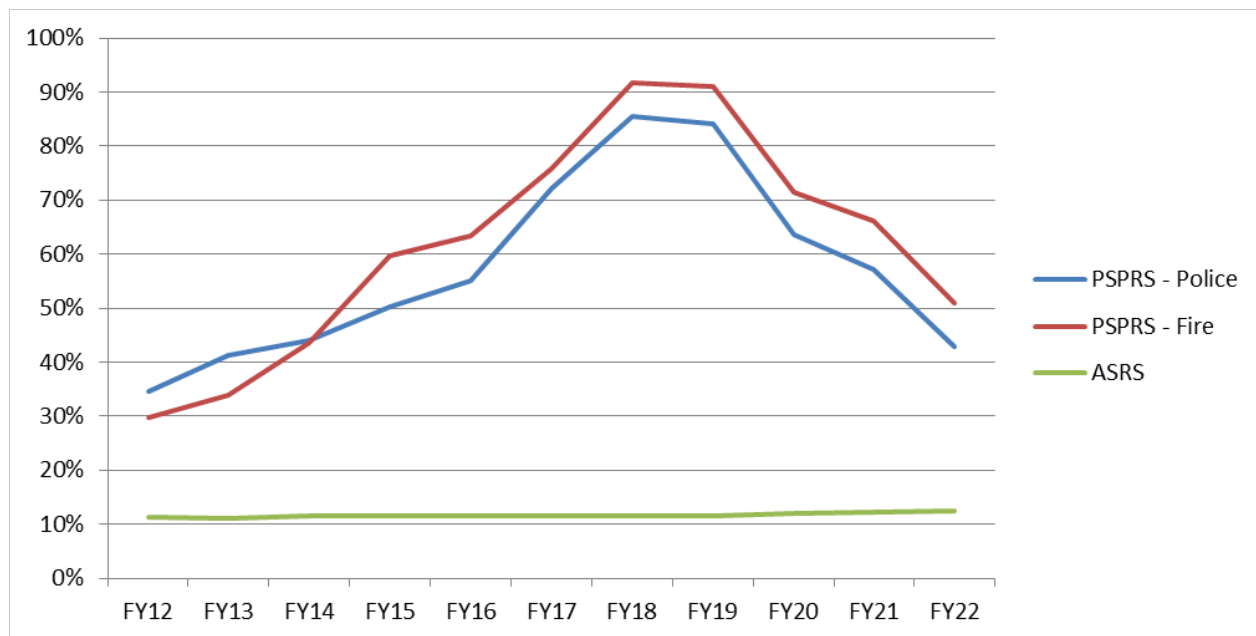
### Expenditures and Trends

In FY22, personnel costs make up 68.9% 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.

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 FY22 are 50.95% for Fire and 42.96% 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.

**State-Run Pension Systems – Employer Contribution Rates**



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, 2020 of approximately \$43.2 million and funding ratios of 67.3% for Police and 71.0% for Fire. The total PSPRS annual required contribution in FY22 is \$4.4 million dollars. About 29% of the total contribution costs relate to normal retirement costs (benefits earned by employees this current year) and the remaining 71% 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.

Major increases can be observed in personnel costs for the market compensation plan implemented starting in FY22 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.

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 FY22 General Fund revenues are budgeted to be up by \$5.9 million and operating expenditures are up \$8.5 million when compared to the FY21 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**

An authorized use of fund balance is budgeted at \$2.6 million in FY22 for one time capital expenditures. The budgetary reserve (unassigned fund balance plus the operating reserve) would be \$11.4 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**

##### **General Fund Balances**

	<b>FY20 Actual</b>	<b>FY21 Budget</b>	<b>FY21 Estimate</b>	<b>FY22 Budget</b>
<b>Net Change in Fund Balance</b>	\$ 8,724,146	\$ (9,973,067)	\$ (1,034,143)	\$ (16,029,718)
<b>Fund Balance - Beginning</b>	22,410,819	31,134,965	31,134,965	30,100,822
<b>Fund Balance - Ending</b>	\$ 31,134,965	\$ 21,161,898	\$ 30,100,822	\$ 14,071,104
<b>Ending Balance - Detail</b>				
Reserved for:				
Operations (Policy)	\$ 8,433,819	\$ 7,658,057	\$ 8,437,722	\$ 8,809,521
Long-term obligations	2,924,000	2,924,000	2,924,000	2,924,000
Unassigned	19,777,146	10,579,841	18,739,101	2,337,583
<b>Total Ending Fund Balance</b>	\$ 31,134,965	\$ 21,161,898	\$ 30,100,822	\$ 14,071,104

# General Fund

General Fund					
	FY20	FY21	FY21	FY22	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Taxes					
Privilege/Use Tax	\$ 18,558,077	\$ 14,500,000	\$ 19,400,000	\$ 19,800,000	36.6%
Franchise Taxes	1,676,450	1,720,000	1,720,000	1,720,000	0.0%
Primary Property Tax	1,786,174	1,827,008	1,827,008	1,874,215	2.6%
Total Local Taxes	22,020,702	18,047,008	22,947,008	23,394,215	29.6%
Intergovernmental Revenue					
State Sales Tax	4,482,485	4,147,790	4,147,790	5,201,382	25.4%
State Income Tax	5,601,127	6,290,965	6,290,965	5,779,955	-8.1%
State Vehicle License Tax	3,075,950	3,282,358	3,282,358	3,389,701	3.3%
Yavapai County Library District	573,473	564,150	566,516	553,975	-1.8%
Total Intergovernmental Revenues	13,733,035	14,285,263	14,287,629	14,925,013	4.5%
Licenses and Permits	1,123,537	1,093,000	1,032,918	1,042,830	-4.6%
Service Charges	4,211,858	4,066,169	3,612,725	4,308,512	6.0%
Fines & Forfeitures	268,284	439,400	223,849	301,100	-31.5%
Miscellaneous	811,682	209,400	84,480	75,933	-63.7%
<b>Total General Fund Revenue</b>	<b>42,169,097</b>	<b>38,140,240</b>	<b>42,188,609</b>	<b>44,047,603</b>	<b>15.5%</b>
<b>Other Sources</b>					
Lease Purchase Proceeds	-	-	7,600,000	10,000,000	
Transfers In	45,000	38,000	38,000	1,273,000	3250.0%
<b>Total Revenues and Other Sources</b>	<b>42,214,097</b>	<b>38,178,240</b>	<b>49,826,609</b>	<b>55,320,603</b>	<b>44.9%</b>
<b>Operating Expenditures by Departments</b>					
Budget & Finance	\$ 352,073	\$ 346,246	\$ 343,695	\$ 382,978	10.6%
City Clerk	129,646	123,744	88,408	145,717	17.8%
City Council	43,653	46,141	40,465	50,908	10.3%
City Court	569,414	619,560	601,879	671,312	8.4%
City Manager	512,528	618,721	505,259	494,334	-20.1%
Community Development	1,696,317	1,727,310	1,644,957	1,722,388	-0.3%
Rodeo, Parking Garage	98,585	106,505	81,950	93,937	-11.8%
Fire	6,661,528	9,139,556	9,128,359	10,559,466	15.5%
Legal	198,787	232,556	222,060	258,791	11.3%
Library	2,268,986	2,352,380	2,328,805	2,476,127	5.3%
Police	7,983,446	11,490,856	11,336,711	12,776,042	11.2%
Recreation Services	3,168,539	3,424,271	3,261,837	3,611,644	5.5%
Regional Communications	1,492,228	1,557,299	1,330,239	1,671,538	7.3%
Governmental Operating Grant Match	75,915	93,388	138,392	396,242	324.3%
Airport Operating Transfer	245,054	164,419	164,419	703,193	327.7%
Golf Course Operating Transfer	338,634	216,358	244,313	537,045	148.2%
Public Safety Unfunded Liability ARC	5,034,941	4,322,249	4,322,249	3,135,545	-27.5%
<b>Total Operating Expenditures</b>	<b>\$ 30,870,275</b>	<b>\$ 36,581,559</b>	<b>\$ 35,783,997</b>	<b>\$ 39,687,207</b>	<b>8.5%</b>
<b>Capital and Other</b>					
Capital Projects and Transfers	2,404,005	10,686,181	14,560,615	13,646,974	27.7%
Contingency	-	367,427	-	17,500,000	
Retirement Contributions Use of Fund	215,671	516,140	516,140	516,140	0.0%
<b>Total Expenditures and Transfers</b>	<b>\$ 33,489,951</b>	<b>\$ 48,151,307</b>	<b>\$ 50,860,752</b>	<b>\$ 71,350,321</b>	
<b>Ending Balance, 6/30</b>					
<b>Net Change in Fund Balance</b>	<b>\$ 8,724,146</b>	<b>\$ (9,973,067)</b>	<b>\$ (1,034,143)</b>	<b>\$ (16,029,718)</b>	
<b>Fund Balance - Beginning</b>	<b>22,410,819</b>	<b>31,134,965</b>	<b>31,134,965</b>	<b>30,100,822</b>	
<b>Fund Balance - Ending</b>	<b>31,134,965</b>	<b>21,161,898</b>	<b>30,100,822</b>	<b>14,071,104</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.

#### Streets Fund

	FY20	FY21	FY21	FY22	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Sales Tax	\$ 18,548,467	\$ 14,500,000	\$ 19,400,000	\$ 19,800,000	36.6%
Highway Users Revenue	4,207,918	3,313,592	3,313,592	3,829,598	15.6%
Partnering	700,000	700,000	240,000	825,000	17.9%
Street Light Fee	241,272	230,000	230,000	230,000	0.0%
Miscellaneous/Interest Earnings	1,075,797	370,000	674,061	280,000	-24.3%
Bond Refunding	16,495,000	-	-	-	
Total Revenues	\$ 41,268,454	\$ 19,113,592	\$ 23,857,653	\$ 24,964,598	30.6%
<b>Expenditures</b>					
Recreation Services	\$ 200,544	\$ 267,249	\$ 253,356	\$ 278,841	4.3%
Public Works	7,405,308	7,971,457	7,578,435	8,337,189	4.6%
Debt Service	18,388,405	1,960,410	1,960,410	1,953,725	-0.3%
Total Operations	25,994,256	10,199,116	9,792,201	10,569,755	3.6%
Recreation Services Capital Outlay	32,000	1,800,485	-	4,400,000	144.4%
Streets Capital Outlay	12,914,856	19,421,493	19,494,824	15,754,500	-18.9%
Total Expenditures	\$ 38,941,113	\$ 31,421,094	\$ 29,287,025	\$ 30,724,255	-2.2%
<b>Ending Balance, 6/30</b>					
Net Change in Fund Balance	\$ 2,327,341	\$ (12,307,502)	\$ (5,429,372)	\$ (5,759,657)	
Fund Balance - Beginning	16,224,235	18,551,576	18,551,576	13,122,204	
Fund Balance - Ending	18,551,576	6,244,074	13,122,204	7,362,547	

#### 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 ¾% tax expected to begin January 1, 2016 and replaced it with a 1% streets only tax.

Rate	Streets Tax Votes	Begins	Ends
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
¾%	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

## Special Revenue Funds

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The 36.6% decrease in revenues in the reflects the conservative approach that was used in FY21 due to the unknown impact of the COVID-19 pandemic. FY22 Budget is projected at pre-pandemic levels.

**Highways Users Revenue:** The revenue estimate of \$3,829,598 is provided by the State and is higher than the FY21 budget by 15.6%. Highway User Revenue was hit by the pandemic in FY21. 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 is projected to decrease in FY22 as a result of a more realistic approach for budgeting. Previously, Public Works budgeted a very aggressive plan that normally did not come to fruition. The capital plan includes some major reconstruction projects.

### Transfers Out

The transfers out in FY22 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. 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

	FY20	FY21	FY21	FY22	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Bed Tax Revenues (3% levy)	\$ 946,471	\$ 800,000	\$ 900,000	\$ 900,000	12.5%
Interest Earnings	14,082	5,000	-	-	-100.0%
Total Revenues	\$ 960,553	\$ 805,000	\$ 900,000	\$ 900,000	11.8%
<b>Expenditures</b>					
Tourism Office - Sales/Marketing/Admin	\$ 497,058	\$ 553,951	\$ 536,622	\$ 518,716	-6.4%
Tourism Grant Allocations	103,869	35,000	35,000	101,000	188.6%
Whiskey Row Alley	40,000	-	-	-	
Airport Service Media	11,383	10,000	10,000	10,000	0.0%
Courthouse Lighting	30,000	30,000	30,000	95,000	216.7%
Prescott Frontier Days Rodeo	30,000	35,000	35,000	40,000	14.3%
Prescott Downtown Partnership/SCS	20,000	45,000	65,000	65,000	44.4%
Parks Tourism and Open Space	50,572	40,000	40,000	50,000	25.0%
PAAHC - Arts and Cultural Grants	-	35,000	38,467	45,000	28.6%
Sister Cities	551	-	-	-	
Museum Support					
Sharlot Hall Utilities	10,000	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%
Indigenous People Marketing Support	15,000	15,000	15,000	15,000	0.0%
Contingency	-	-	-	100,000	
Total Operations	848,433	848,951	855,089	1,089,716	28.4%
Operating Transfer					
Events Overtime (transfer to General Fund)	25,000	18,000	18,000	18,000	0.0%
Parking Garage	20,000	20,000	20,000	55,000	175.0%
Airport Events	25,722	25,000	418	-	-100.0%
Downtown Courtesy Can		36,276	36,276	36,276	0.0%
Operating Transfer	70,722	99,276	74,694	109,276	10.1%
Total Operating Uses	\$ 919,155	\$ 948,227	\$ 929,783	\$ 1,198,992	26.4%
Recreation Development Capital	\$ 15,017	\$ -	\$ -	\$ -	
Total Expenditures	\$ 934,172	\$ 948,227	\$ 929,783	\$ 1,198,992	26.4%
<b>Ending Balance, 6/30</b>					
Net Change in Fund Balance	\$ 26,380	\$ (143,227)	\$ (29,783)	\$ (298,992)	
Fund Balance - Beginning	544,287	570,667	570,667	540,884	
Fund Balance - Ending	570,667	427,440	540,884	241,892	

#### 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 are project to have a 12.5%

## **Special Revenue Funds**

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increase expected from FY21 budget to FY22 budget. The fund is another area that was budgeted conservatively in FY21 because of the pandemic's unknown impact on the economy.

### **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					
	FY20	FY21	FY21	FY22	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Grant Revenues	\$ 6,389,742	\$ 7,434,700	\$ 1,557,955	\$ 12,965,854	74.4%
Miscellaneous/Interest Earning	29,233	67,250	65,945	65,700	-2.3%
Transfers In	890,404	2,668,388	2,332,156	1,426,242	-46.6%
Total Revenues	<u>\$ 7,309,379</u>	<u>\$ 10,170,338</u>	<u>\$ 3,956,056</u>	<u>\$ 14,457,796</u>	42.2%
<b>Expenditures</b>					
City Court	\$ 3,315	\$ 32,000	\$ 32,000	\$ 29,000	-9.4%
City Manager	53,492	877,572	77,532	3,552,634	0.0%
Community Development	421,214	607,533	115,001	887,753	46.1%
Recreation Services	-	81,000	-	81,000	0.0%
Library	15,519	10,993	6,806	-	0.0%
Police Department	3,296,256	637,755	579,670	936,401	46.8%
Regional Communications	271,818	-	-	-	
Fire Department	2,242,480	250,828	369,138	476,348	89.9%
Public Works	814,488	2,575,000	2,693,764	50,000	-98.1%
Non Departmental (Contingency)	88,511	5,100,000	45,000	8,257,511	61.9%
Total Expenditures	<u>\$ 7,207,094</u>	<u>\$ 10,172,681</u>	<u>\$ 3,918,911</u>	<u>\$ 14,270,647</u>	40.3%
<b>Ending Balance, 6/30</b>					
Net Change in Fund Balance	\$ 102,285	\$ (2,343)	\$ 37,145	\$ 187,149	
Fund Balance - Beginning	33,110	135,395	135,395	172,540	
Fund Balance - Ending	<u>135,395</u>	<u>133,052</u>	<u>172,540</u>	<u>359,689</u>	

## 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. In August 2014, due to new legislation, the Parks, Fire, Library, Police, and Streets impact fees were eliminated. Effective August 1, 2019, the Fire, Police and Streets impact fees were reinstated following the new legislative rules. The 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>FY22 Impact Fee Budget</b>	<b>Parks</b>	<b>Fire</b>	<b>Library</b>	<b>Police</b>	<b>Streets</b>
<b>Revenues</b>					
Impact Fees	\$ -	\$ 180,000	\$ -	\$ 180,000	\$ 600,000
Rent - Fire Station 75	-	19,102	-	-	-
Interest	-	500	500	500	-
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 199,602</b>	<b>\$ 500</b>	<b>\$ 180,500</b>	<b>\$ 600,000</b>
<b>Expenditures</b>					
Capital Outlay	\$ 15,000	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Balance, 6/30</b>					
<b>Net Change in Fund Balance</b>	<b>\$ (15,000)</b>	<b>\$ 199,602</b>	<b>\$ 500</b>	<b>\$ 180,500</b>	<b>\$ 600,000</b>
<b>Fund Balance - Beginning</b>	<b>172,407</b>	<b>1,149,493</b>	<b>487,501</b>	<b>1,176,494</b>	<b>852,501</b>
<b>Fund Balance - Ending</b>	<b>157,407</b>	<b>1,349,095</b>	<b>488,001</b>	<b>1,356,994</b>	<b>1,452,501</b>

Note: Parks and Library impact fees are no longer being collected.

## Special Revenue Funds

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### 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>FY22 Trust Funds Budget</b>	<b>Acker Trust</b>	<b>Gifts &amp; Donations</b>
<b>Revenues</b>		
Gifts/Donations	\$ -	\$ 10,000
Interest	10,000	-
<b>Total Revenues</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Expenditures</b>		
Scholarships	\$ 10,000	\$ -
Gift/Donation Expenditures	-	629,161
<b>Total Expenditures</b>	<b>\$ 10,000</b>	<b>\$ 629,161</b>
<b>Ending Balance, 6/30</b>		
<b>Net Change in Fund Balance</b>	<b>\$ -</b>	<b>\$ (619,161)</b>
<b>Fund Balance - Beginning</b>	<b>547,972</b>	<b>620,554</b>
<b>Fund Balance - Ending</b>	<b>547,972</b>	<b>1,393</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>FY20</b>	<b>FY21</b>	<b>FY21</b>	<b>FY22</b>	<b>%</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Budget Change</b>
<b>Revenues</b>					
Sales Tax Revenues (0.75%)	\$ 14,392,717	\$ 10,875,000	\$ 14,450,000	\$ 14,780,000	35.9%
Interest Earned	\$ 27,888	\$ -	\$ -	\$ -	
<b>Total Revenues</b>	<b>\$ 14,392,717</b>	<b>\$ 10,875,000</b>	<b>\$ 14,450,000</b>	<b>\$ 14,780,000</b>	<b>35.9%</b>
<b>Expenditures</b>					
Non Departmental - PSPRS contributions	\$ 13,603,928	\$ 14,475,000	\$ 14,450,000	\$ 14,780,000	2.1%
<b>Total Expenditures Budget</b>	<b>\$ 13,603,928</b>	<b>\$ 14,475,000</b>	<b>\$ 14,450,000</b>	<b>\$ 14,780,000</b>	<b>2.1%</b>
<b>Ending Balance, 6/30</b>					
<b>Net Change in Fund Balance</b>	\$ 788,789	\$ (3,600,000)	\$ -	\$ -	
<b>Fund Balance - Beginning</b>	(274,419)	514,370	514,370	514,370	0.0%
<b>Fund Balance - Ending</b>	<b>514,370</b>	<b>(3,085,630)</b>	<b>514,370</b>	<b>514,370</b>	<b>-116.7%</b>

The current PSPRS actuarial valuation shows unfunded liability as of June 30, 2020 of approximately \$43.2 million and funding ratios of 67.3% for Police and 71.0% for Fire. The total PSPRS annual required contribution in FY22 is \$4.4 million dollars and this will be funded out of the general fund. About 29% of the total contribution costs relate to normal retirement costs (benefits earned by employees this current year) and the remaining 71% 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

	FY20	FY21	FY21	FY22	%
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget Change</u>
<b>Revenues</b>					
Secondary Property Taxes	\$ 283	\$ -	\$ -	\$ -	0.0%
Special Assessments Billing	5,044	5,045	5,045	4,586	-9.1%
Interest	502	531	219	71	-86.6%
<b>Total Revenues</b>	<u>\$5,829</u>	<u>\$5,576</u>	<u>\$ 5,264</u>	<u>\$4,657</u>	-16.5%
<b>Expenditures</b>					
Special Assessment Bonds	\$5,419	\$5,265	\$ 5,265	\$4,657	-11.5%
<b>Total Expenditures Budget</b>	<u>\$5,419</u>	<u>\$5,265</u>	<u>\$ 5,265</u>	<u>\$4,657</u>	-11.5%
<b>Ending Balance, 6/30</b>					
<b>Net Change in Fund Balance</b>	\$ 410	\$ 311	\$ (1)	\$ -	
<b>Fund Balance - Beginning</b>	<u>4,008</u>	<u>4,418</u>	<u>4,418</u>	<u>4,417</u>	
<b>Fund Balance - Ending</b>	<u>4,418</u>	<u>4,729</u>	<u>4,417</u>	<u>4,417</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.

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Budget Change
<b>Revenues</b>					
Water Sales	\$ 16,878,665	\$ 18,356,606	\$ 18,500,000	\$ 19,104,601	4.1%
Water Connection Fees	222,680	205,000	275,000	175,000	-14.6%
Aquifer Protection Fee	269,107	275,000	275,000	275,000	0.0%
Water Resource Development Fee	531,502	700,000	600,000	680,657	-2.8%
Water System Impact Fee	1,564,107	1,284,443	2,450,000	2,504,873	95.0%
Miscellaneous/Interest Earnings	1,230,312	388,000	189,975	173,600	-55.3%
Total Revenues	\$ 20,696,372	\$ 21,209,049	\$ 22,289,975	\$ 22,913,731	8.0%
<b>Other Sources</b>					
Bond Proceeds - WIFA Draws	\$ -	\$ 15,000,000	\$ 6,651,000	\$ 17,033,702	13.6%
Water Resource Partnering	214,054	234,749	-	-	-100.0%
<b>Total Revenues and Other Sources</b>	<b>\$ 20,910,426</b>	<b>\$ 36,443,798</b>	<b>\$ 28,940,975</b>	<b>\$ 39,947,433</b>	<b>9.6%</b>
<b>Expenditures</b>					
Budget & Finance	\$ 258,483	\$ 264,808	\$ 253,442	\$ 279,314	5.5%
Public Works	8,397,527	10,474,714	9,509,426	10,548,536	0.7%
Debt Service	842,542	3,584,778	3,582,406	3,582,457	-0.1%
Subtotal Operations	9,498,551	14,324,300	13,345,274	14,410,307	0.6%
Water System Capital Projects	9,065,481	17,169,590	8,604,118	18,442,437	7.4%
Aquifer Protection Capital Projects	17,794	70,500	57,230	375,000	431.9%
Water System Impact Capital Projects	9,083,274	10,909,604	6,547,009	11,176,215	2.4%
<b>Total Expenditures Budget</b>	<b>\$ 27,665,100</b>	<b>\$ 42,473,994</b>	<b>\$ 28,553,631</b>	<b>\$ 44,403,959</b>	<b>4.5%</b>
<b>Transfers Out</b>	<b>\$ 114,706</b>	<b>\$ 772,500</b>	<b>\$ 658,129</b>	<b>\$ 480,000</b>	<b>-37.9%</b>
<b>Ending Balance, 6/30</b>					
Net Change in Fund Balance	\$ (6,869,380)	\$ (6,802,696)	\$ (270,785)	\$ (4,936,526)	
Fund Balance - Beginning	35,499,795	28,630,415	28,630,415	28,359,630	
Fund Balance - Ending	28,630,415	21,827,719	28,359,630	23,423,104	

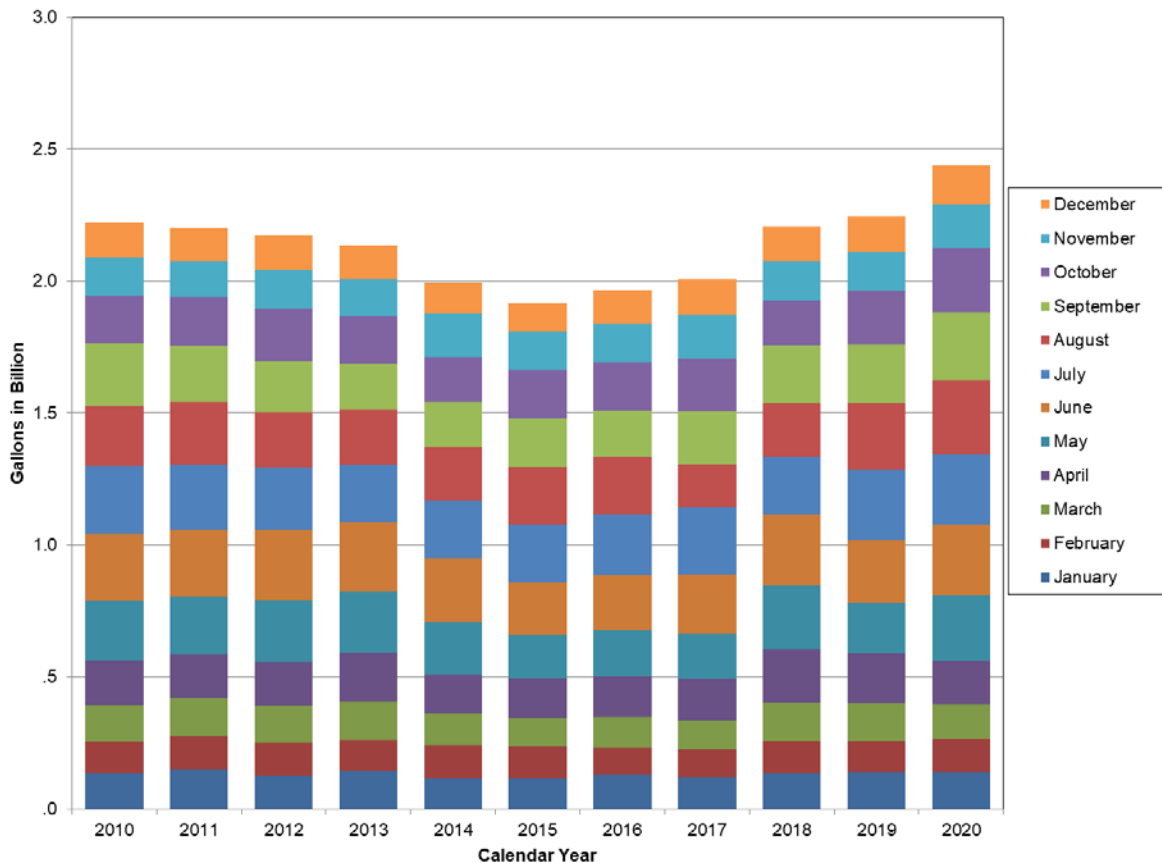
### Revenue and Trends

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 \$19,104,601 in FY2022 compared to an estimated \$18,356,606 for FY2021 representing a 4.1% increase. This revenue is very weather sensitive; although trends are indicating consumption per capita is decreasing. The total consumption per capita in 2020 (55,019.10)

## Enterprise Funds

is down from 2010 (55,862.20). 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 Raftelis Financial Consultants. This fee recovers costs associated with acquiring the Big Chino Water Ranch in 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.

## Enterprise Funds

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**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 546 miles of main line, 8,634 manholes and 61 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

	FY20	FY21	FY21	FY22	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Wastewater Service Fees	\$ 13,051,069	\$ 13,885,842	\$ 13,890,842	\$ 14,449,893	4.1%
Wastewater Impact Fees	1,075,772	1,150,178	1,150,178	1,108,340	-3.6%
Effluent Sales	766,529	530,000	624,200	550,000	3.8%
Miscellaneous/Interest Earnings	210,576	294,664	286,129	134,664	-54.3%
<b>Total Revenues</b>	<b>\$ 15,103,945</b>	<b>\$ 15,860,684</b>	<b>\$ 15,951,349</b>	<b>\$ 16,242,897</b>	<b>2.4%</b>
<b>Other Sources</b>					
Bond Proceeds - WIFA Draws	\$ 8,648,388	\$ 5,746,000	\$ 1,771,325	\$ 2,600,898	-54.7%
<b>Total Revenues and Other Sources</b>	<b>\$ 23,752,333</b>	<b>\$ 21,606,684</b>	<b>\$ 17,722,674</b>	<b>\$ 18,843,795</b>	<b>-12.8%</b>
<b>Expenditures</b>					
Public Works Operating	7,659,219	8,144,832	7,837,857	8,005,207	-1.7%
Debt Service	4,464,009	4,835,163	4,835,163	4,832,620	-0.1%
Subtotal Operations	12,123,228	12,979,995	12,673,020	12,837,827	-1.1%
Wastewater Systems Capital Projects	6,386,272	6,799,794	1,259,383	8,579,334	26.2%
Wastewater System Impact Capital Projects	6,577,439	2,989,205	416,464	2,814,814	-5.8%
<b>Total Expenditures Budget</b>	<b>\$ 25,086,940</b>	<b>\$ 22,768,994</b>	<b>\$ 14,348,867</b>	<b>\$ 24,231,975</b>	<b>6.4%</b>
<b>Ending Balance, 6/30</b>					
<b>Net Change in Fund Balance</b>	<b>\$ (1,334,606)</b>	<b>\$ (1,162,310)</b>	<b>\$ 3,373,807</b>	<b>\$ (5,388,180)</b>	
<b>Fund Balance - Beginning</b>	<b>9,548,089</b>	<b>8,213,483</b>	<b>8,213,483</b>	<b>11,587,290</b>	
<b>Fund Balance - Ending</b>	<b>8,213,483</b>	<b>7,051,173</b>	<b>11,587,290</b>	<b>6,199,110</b>	

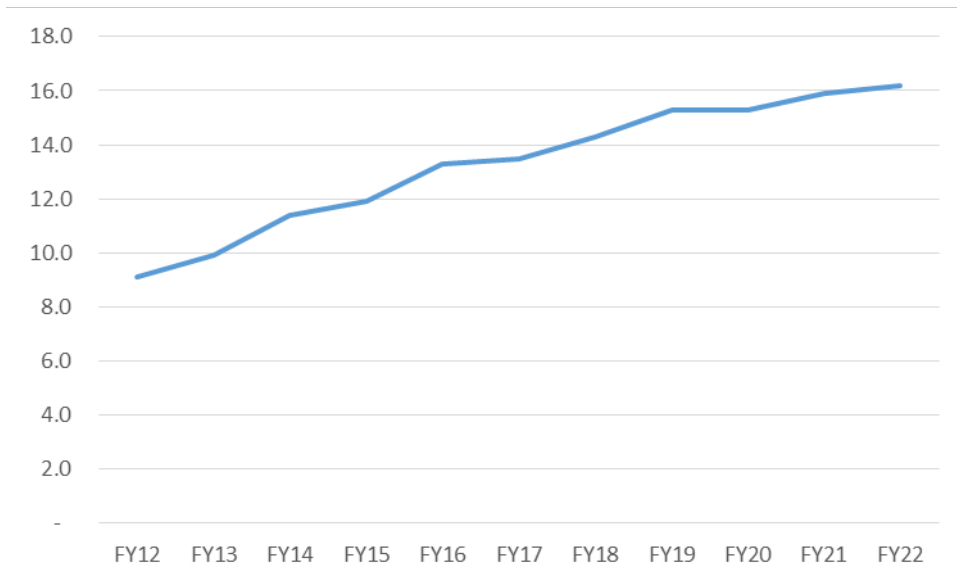
## Enterprise Funds

### Revenues

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

**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 City of Prescott, Arizona

## **Enterprise Funds**

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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.

### **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 FY20 Budget to FY21 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

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### 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

	FY20	FY21	FY21	FY22	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Refuse Collection Fees	\$ 5,842,790	\$ 6,500,000	\$ 6,485,000	\$ 6,785,000	4.4%
Transfer Station Fees	2,134,532	2,000,000	2,200,000	2,317,500	15.9%
Landfill Closure Surcharge	137,011	150,000	145,000	155,000	3.3%
Recycling Revenue	4,906	13,000	12,000	13,000	0.0%
Miscellaneous/Interest Earnings	394,067	84,372	80,367	82,372	-2.4%
Total Revenues	\$ 8,513,307	\$ 8,747,372	\$ 8,922,367	\$ 9,352,872	6.9%
<b>Other Sources</b>					
Lease/Purchase Proceeds	\$ 1,021,652	\$ 1,272,000	\$ 1,272,000	\$ 625,000	-50.9%
<b>Total Revenues and Other Sources</b>	<b>\$ 9,534,959</b>	<b>\$ 10,019,372</b>	<b>\$ 10,194,367</b>	<b>\$ 9,977,872</b>	<b>-0.4%</b>
<b>Expenditures</b>					
Public Works Operating	8,198,722	8,491,661	7,679,394	8,926,671	5.1%
Debt Service	-	144,548	221,564	425,854	194.6%
Subtotal Operations	8,198,722	8,636,209	7,900,958	9,352,525	8.3%
Capital	1,246,178	2,146,100	2,100,000	2,603,543	21.3%
<b>Total Expenditures Budget</b>	<b>\$ 9,444,901</b>	<b>\$ 10,782,309</b>	<b>\$ 10,000,958</b>	<b>\$ 11,956,068</b>	<b>10.9%</b>
<b>Ending Balance, 6/30</b>					
<b>Net Change in Fund Balance</b>	<b>\$ 90,058</b>	<b>\$ (762,937)</b>	<b>\$ 193,409</b>	<b>\$ (1,978,196)</b>	
<b>Fund Balance - Beginning</b>	<b>2,332,023</b>	<b>2,422,081</b>	<b>2,422,081</b>	<b>2,615,490</b>	
<b>Fund Balance - Ending</b>	<b>2,422,081</b>	<b>1,659,144</b>	<b>2,615,490</b>	<b>637,294</b>	

### 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 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.

## Enterprise Funds

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**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

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### 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

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Budget Change
<b>Revenues</b>					
Greens Fees	\$ 1,549,864	\$ 1,492,700	\$ 1,492,700	\$ 1,647,350	10.4%
Cart Rentals	559,456	558,100	558,100	568,100	1.8%
Pro Shop	133,626	111,300	111,300	112,728	1.3%
Food and Beverage	836,855	988,307	989,474	974,136	-1.4%
Miscellaneous/Contingency	(20,095)	302,400	15,305	309,800	2.4%
<b>Total Revenues</b>	<b>\$ 3,059,706</b>	<b>\$ 3,452,807</b>	<b>\$ 3,166,879</b>	<b>\$ 3,612,114</b>	<b>4.6%</b>
<b>Expenditures</b>					
Billy Casper Golf Operations	1,847,663	1,959,691	2,059,452	1,877,511	-4.2%
Recreation Services Operations	1,466,172	1,356,474	1,351,740	1,379,648	1.7%
Contingency	-	300,000	-	300,000	0.0%
Subtotal Operations	3,313,835	3,616,165	3,411,192	3,557,159	-1.6%
Capital	-	53,000	-	592,000	1017.0%
<b>Total Expenditures Budget</b>	<b>\$ 3,313,835</b>	<b>\$ 3,669,165</b>	<b>\$ 3,411,192</b>	<b>\$ 4,149,159</b>	<b>13.1%</b>
<b>Net Income/(Loss)</b>	<b>\$ (254,130)</b>	<b>\$ (216,358)</b>	<b>\$ (244,313)</b>	<b>\$ (537,045)</b>	

### Revenues

**Greens Fees:** These are projected to increase slightly. This revenue is extremely sensitive to weather and a construction project on Highway 89 had an impact these revenues in FY20.

**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 decrease by 1.4% in FY22 compared to FY21.

**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. In previous years, the General Fund providee an internal loan with interest to offset the negative balance. 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. The contract for operations is intended to improve the financial outlook of this fund.

## Enterprise Funds

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### Airport

The Airport is classified by the Federal Aviation Administration as a primary, non-hub commercial service airport (more than 10,000 passenger boardings per year but less than 0.05% of total passenger boardings within the United States) and is used for a wide range of activities to include scheduled airline service, recreational aviation, corporate aviation, aircraft maintenance, extensive flight training, aerial firefighting operations, military aviation, medical flights, and aviation educational 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					
	FY20	FY21	FY21	FY22	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Operating Revenues</b>					
Tie Down and Hangar Rentals	\$ 599,758	\$ 659,120	\$ 619,608	\$ 677,185	2.7%
Ground Rentals	507,502	507,625	523,961	566,783	11.7%
Facilities Rentals	222,005	226,045	223,158	226,045	0.0%
Fuel Flowage Fee	151,883	116,697	132,000	133,035	14.0%
Landing Fees	102,863	59,563	105,169	82,965	39.3%
Miscellaneous/Interest Earnings	832,219	234,319	431,947	310,644	32.6%
<b>Total Revenues</b>	<b>\$ 2,416,230</b>	<b>\$ 1,803,369</b>	<b>\$ 2,035,843</b>	<b>\$ 1,996,657</b>	<b>10.7%</b>
<b>Operating Expenditures</b>					
Fire Department - ARFF	188,179	370,085	380,350	392,245	6.0%
Airport Operations	1,557,851	1,854,402	1,769,985	2,137,205	15.3%
Total Operating Expenditures	\$ 1,746,030	\$ 2,224,487	\$ 2,150,335	\$ 2,529,450	13.7%
<b>Operating Profit (Loss)</b>	<b>\$ 670,200</b>	<b>\$ (421,118)</b>	<b>\$ (114,492)</b>	<b>\$ (532,793)</b>	
<b>Capital Outlay/Projects</b>					
FAA/ADOT Grant Revenue	\$ 6,536,292	\$ 18,341,705	\$ 11,360,156	\$ 14,164,117	-22.8%
Capital Outlay/Projects	7,359,323	21,146,773	15,856,384	15,673,979	-25.9%
<b>City Share of Projects</b>	<b>\$ (823,031)</b>	<b>\$ (2,805,068)</b>	<b>\$ (4,496,228)</b>	<b>\$ (1,509,862)</b>	<b>-46.2%</b>
<b>Total General Fund Transfer In</b>	<b>\$ (152,832)</b>	<b>\$ (3,226,186)</b>	<b>\$ (4,610,720)</b>	<b>\$ (2,042,655)</b>	<b>-36.7%</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 2.7% increase is anticipated in FY22.

**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 14.0% higher in FY22 in relation to the increased number of flights when compared to the previous fiscal year. FY21 was projected to be lower as a result of decreased travel due to COVID concerns.

**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. A higher number of flights should lead to an increase in landing fees received in FY22.

## Enterprise Funds

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**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 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. Beginning in FY21, personnel costs for three firefighters will be charged to the Airport Fund with a 50% cost recovery coming from the General Fund. Also, the PSPRS unfunded liability portion of personnel costs will be funded from the General Fund. Combined, this results in a 6.0% increase (before cost recovery) in ARFF expenditures in the Airport.

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					
	FY20	FY21	FY21	FY22	%
	Actual	Budget	Estimate	Budget	Budget Change
<b>Revenues</b>					
Engineering	\$ 1,644,329	\$ 1,615,466	\$ 1,400,100	\$ 1,500,500	-7.1%
Facilities Maintenance	1,776,321	1,788,995	1,788,095	1,860,437	4.0%
Fleet Maintenance	2,376,256	2,400,500	2,150,050	2,100,100	-12.5%
Risk Management	1,236,331	1,100,000	1,105,000	1,105,000	0.5%
<b>Total Revenues</b>	<b>\$ 7,033,237</b>	<b>\$ 6,904,961</b>	<b>\$ 6,443,245</b>	<b>\$ 6,566,037</b>	<b>-4.9%</b>
<b>Operating Expenditures</b>					
Engineering	1,597,438	1,730,251	1,547,148	1,695,207	-2.0%
Facilities Maintenance	1,738,311	1,611,143	1,539,388	1,780,090	10.5%
Fleet Maintenance	2,301,795	2,394,616	2,318,583	2,407,528	0.5%
Risk Management	530,020	1,095,000	1,095,000	1,095,000	0.0%
Total Operating Expenditures	\$ 6,167,565	\$ 6,831,010	\$ 6,500,119	\$ 6,977,825	2.1%
<b>Capital Expenditures</b>					
Engineering	\$ -	\$ -	\$ -	\$ 37,000	
Facilities Maintenance	6,738	-	-	365,800	
Total Capital	\$ 6,738	\$ -	\$ -	\$ 402,800	
<b>Total Expenditures</b>	<b>\$ 6,174,303</b>	<b>\$ 6,831,010</b>	<b>\$ 6,500,119</b>	<b>\$ 7,380,625</b>	<b>8.0%</b>
<b>Ending Fund Balance, 6/30</b>					
Engineering	\$ 823,562	\$ 708,777	\$ 676,514	\$ 444,807	
Facilities Maintenance	536,552	714,404	785,259	499,806	
Fleet Maintenance	751,874	757,758	583,341	275,913	
Risk Management	1,551,162	1,556,162	1,561,162	1,571,162	

### 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.

### Fund Balance

The fund balance for internal service funds is accumulated for capital items.



## City Debt Summary

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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.

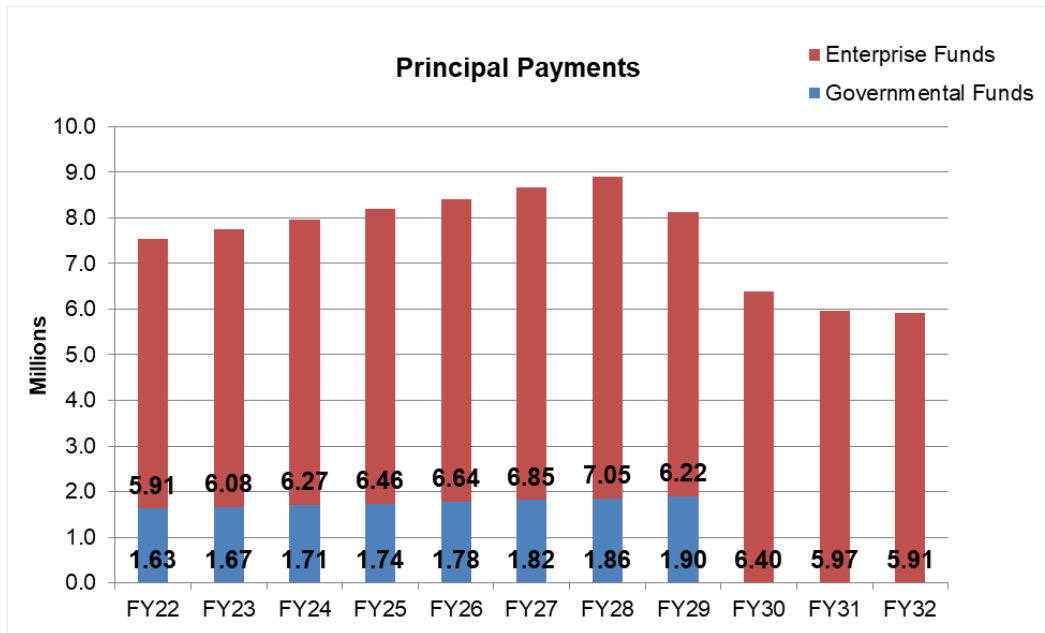
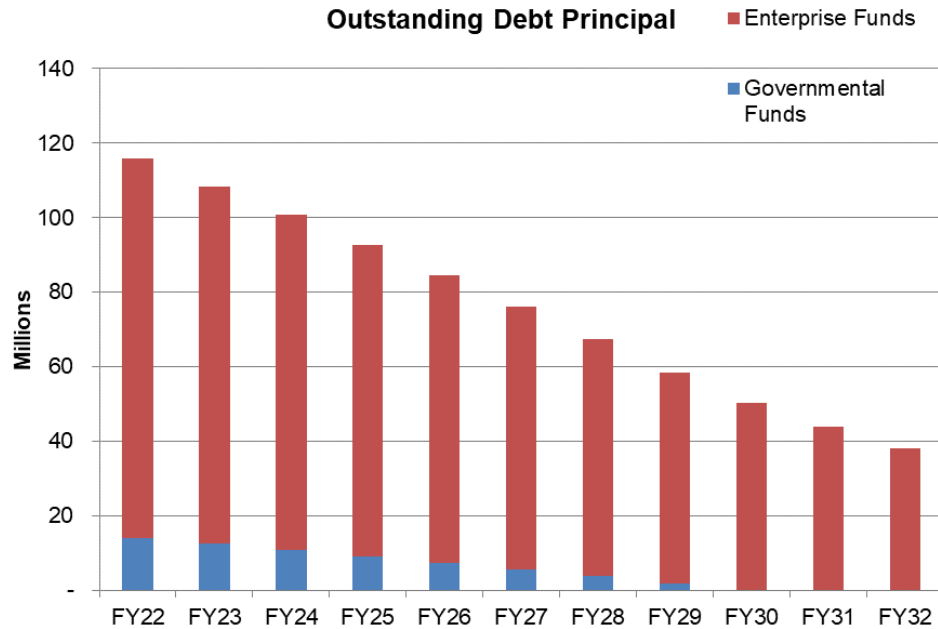
The issuance of general obligation bonds must be submitted to the voters for approval. The City currently has no outstanding general obligation bonds and the total bonding capacity is depicted below:

	<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 - \$768,443,668	\$ 46,106,620	\$ 153,688,734
<b><u>Outstanding Debt</u></b>		
No outstanding GO Bond Debt	-	-
Total outstanding debt	-	-
Total margin available	<u>\$ 46,106,620</u>	<u>\$ 153,688,734</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:

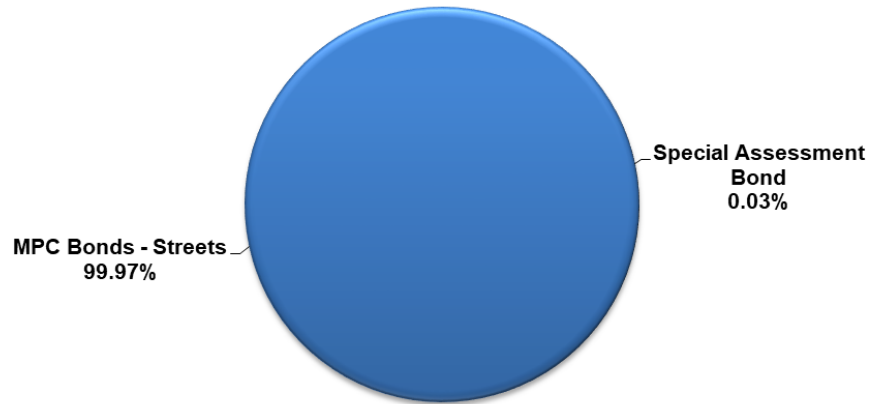


## City Debt Summary

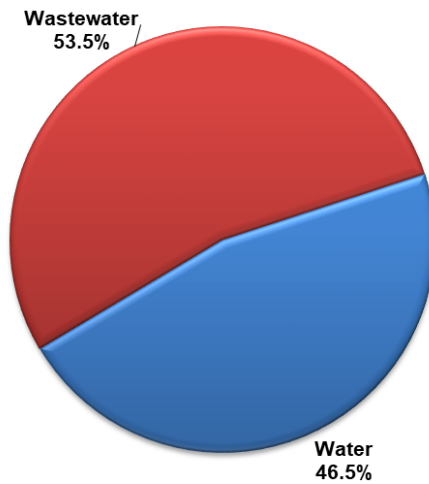
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Below are two charts that show the share of the proprietary and governmental funds debt into funds:

**Governmental Fund Debt**



**Proprietary Fund Debt**



## Department Operational Plans

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## **Department Operational Plans**

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## Department Operational Plans Overview

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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, State Executive, and other Political Subdivision Actions

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

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

**Objectives:**

1. Taking better advantage of community assets
  - i.
2. Utilize established regional commonalities to support necessary airport and airpark growth and development, and sewer, water, and other transportation infrastructure growth and development
3. Continue to monitor a moderate, healthy, and sustainable rate of growth to act as a renewal of the City and to support the local economy

**Goal #3 Quality of Life** – Create a community of well-being 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 compliance, 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.
4. Further promote well-being and enhance our vibrant community

## Department Operational Plans Overview

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**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.

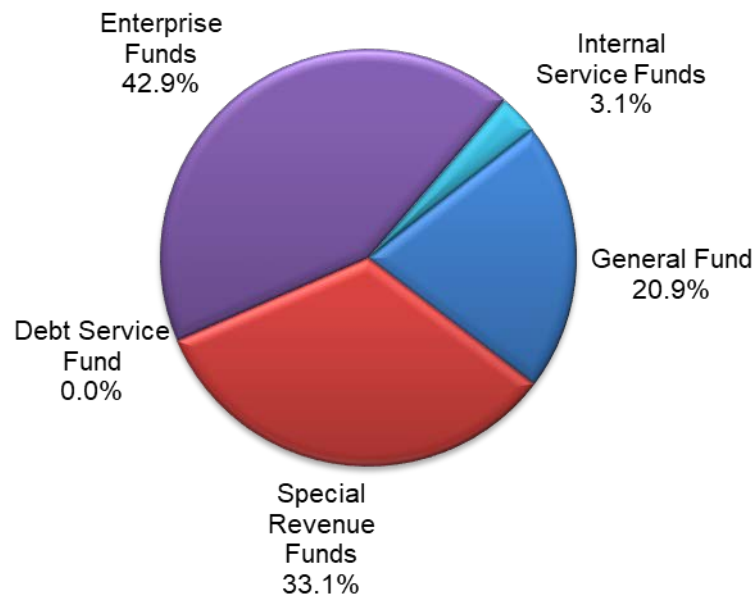
## City Expenditure Budget by Department and Fund

Department	General Fund Tax Base	General Fund Program Revenues	Special Revenue Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds	Total
Airport	\$ -	\$ -	\$ -	\$ -	\$ 17,776,184	\$ -	\$ 17,776,184
Budget & Finance	372,758	62,220	604,890	-	1,116,443	40,308	2,196,619
City Clerk	145,717	-	110,463	-	309,294	22,093	587,567
City Council	50,908	-	416,896	-	117,310	8,379	593,493
City Court	582,679	88,633	29,000	-	-	-	700,312
City Manager	3,641,993	-	5,286,641	-	2,001,622	197,606	11,127,862
Community Development	201,138	1,650,000	893,570	-	-	-	2,744,708
Fire	11,805,832	543,290	489,848	-	427,245	-	13,266,215
Legal	258,791	-	210,658	-	598,101	1,138,209	2,205,759
Library	1,947,252	563,875	75,046	-	-	-	2,586,173
Police	14,088,422	337,800	1,065,350	-	-	-	15,491,572
Public Works	-	-	25,823,914	-	79,832,688	1,732,207	107,388,809
Recreation Services	8,210,581	632,000	4,854,822	-	1,971,648	4,553,418	20,222,469
Regional Communications	1,921,486	1,969,802	-	-	-	-	3,891,288
Non-departmental <sup>1</sup>	3,651,685	-	40,537,511	4,657	2,177,975	-	46,371,828
Internal Cost Allocations <sup>2</sup>	(2,879,410)	-	(1,369,354)	-	(4,145,080)	(312,410)	(8,706,254)
City Total	<u>\$43,999,832</u>	<u>\$ 5,847,620</u>	<u>\$79,029,255</u>	<u>\$ 4,657</u>	<u>\$102,183,430</u>	<u>\$ 7,379,810</u>	<u>\$238,444,604</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 FY22 adopted budget this duplication is eliminated in the line titled "Internal Cost Allocations."

**FY22 City Budget by Fund**





## City Expenditure Budget by Department and Category

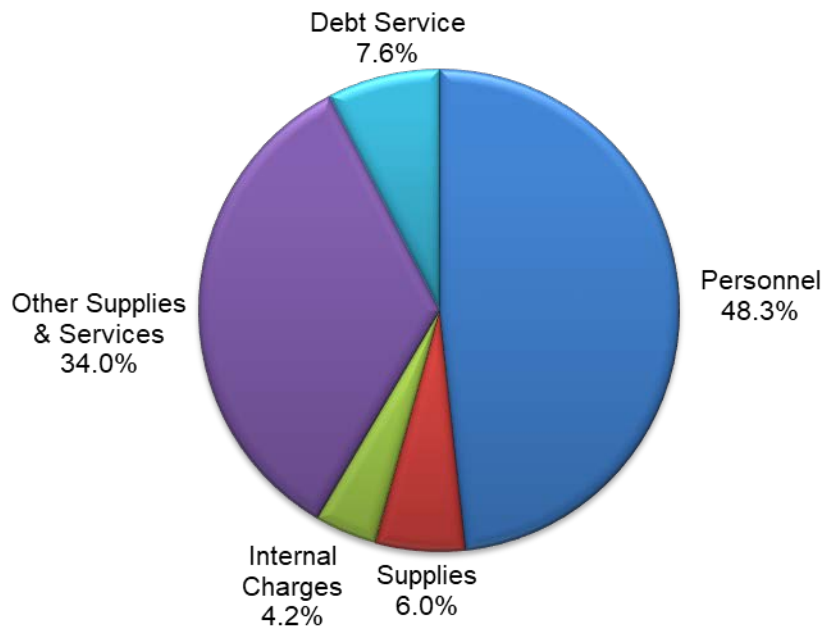
Department	FTEs	Personnel	Supplies	Internal Charges	Other Supplies & Services	Debt Service	Capital	Total
Airport	12.00	\$ 1,190,052	\$ 139,651	\$ 295,427	\$ 512,075	\$ -	\$ 15,638,979	\$ 17,776,184
Budget & Finance	16.00	1,398,147	17,200	77,419	703,853	-	-	2,196,619
City Clerk	3.00	289,604	7,000	47,835	243,128	-	-	587,567
City Council	7.00	49,283	14,000	39,652	115,558	-	375,000	593,493
City Court	7.00	489,820	7,000	16,724	186,768	-	-	700,312
City Manager	30.25	3,051,770	746,589	161,474	1,788,029	-	5,380,000	11,127,862
Community Development	13.50	1,334,062	26,950	121,999	834,642	-	427,055	2,744,708
Fire	70.00	8,638,476	598,064	1,524,551	680,468	-	1,824,656	13,266,215
Legal	8.00	893,879	9,800	42,269	1,259,811	-	-	2,205,759
Library	21.50	1,760,379	315,911	246,581	228,302	-	35,000	2,586,173
Police	92.00	9,731,342	739,084	2,330,928	909,038	-	1,781,180	15,491,572
Public Works	161.00	13,811,549	3,360,044	8,468,183	11,873,034	10,794,656	59,081,343	107,388,809
Recreation Services	48.00	4,278,502	1,861,276	1,010,621	2,481,270	-	10,590,800	20,222,469
Regional Communications	29.00	2,624,182	35,000	267,248	354,858	-	610,000	3,891,288
Non-Departmental <sup>1</sup>	-	19,330,411	715,407	44,188	26,277,165	4,657	-	46,371,828
Internal Cost Allocations <sup>2</sup>	-	-	-	(8,706,254)	-	-	-	(8,706,254)
City Total	<u>518.25<sup>3</sup></u>	<u>\$ 68,871,458</u>	<u>\$ 8,592,976</u>	<u>\$ 5,988,845</u>	<u>\$ 48,447,999</u>	<u>\$ 10,799,313</u>	<u>\$ 95,744,013</u>	<u>\$ 238,444,604</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 FY21 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 65.47 FTEs.

**FY22 City Operating Budget by Type**



## Airport

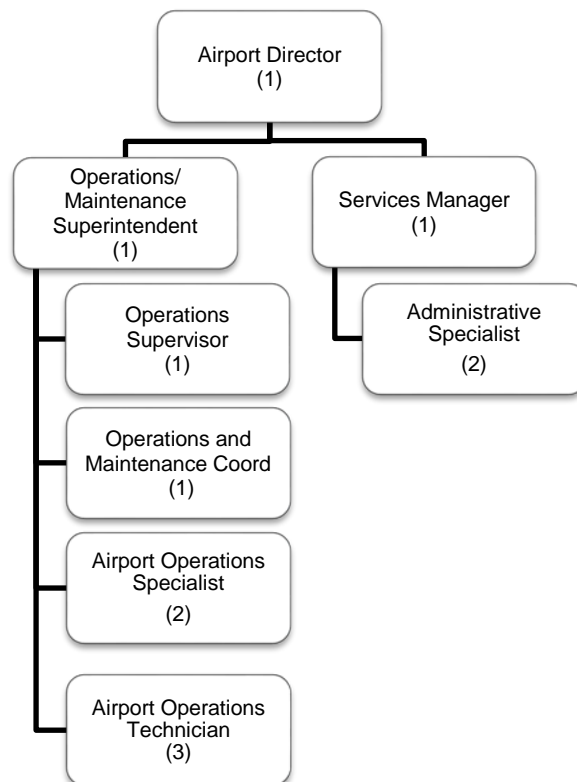
### Department Mission

To operate the airport facilities in a safe, efficient, and customer friendly manner by ensuring the effective and efficient use of City resources, and enabling optimal access to the National Air Transportation System; thus contributing to the economic growth of the community, while complying with all applicable laws, regulations, and compliance requirements.

### Services

The Airport Department is responsible for the safety, security of the general aviation and commercial air service operations at Prescott Regional Airport – Ernest A. Love Field. The Department also manages all airport properties and facilities, provides tenant services and undertakes grant administration, contract negotiation and management, and airfield and landside management and maintenance functions.

### Organization and Personnel



## Airport

### Department Summary - Authorized Staffing

	FY20	FY21	FY22
Authorized Staffing Level	<u>11.00</u>	<u>11.00</u>	<u>12.00</u>
Airport Director	1.00	1.00	1.00
Operations & Maint. Supt	1.00	1.00	1.00
Airport Services Manager	0.00	0.00	1.00
Airport Operations Supv	0.00	0.00	1.00
Management Analyst	1.00	1.00	0.00
Operations & Maint. Coordinator	1.00	1.00	1.00
Maintenance Specialist	1.00	0.00	0.00
Airport Operations Specialist	1.00	2.00	2.00
Administrative Svcs Specialist	1.00	2.00	2.00
Airport Operations Technician	4.00	3.00	3.00

### FY22 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 planning documents and seeking maximum external (Federal and State) funding to support necessary capital improvements in accordance with the Airport Master Plan.
- Ensure safe and efficient airside and landside operations (including ensuring proper maintenance of facilities) in compliance with Federal, state, and local standards and grant assurances.
- Seek self-sustaining income levels and promote economic growth by enhancing facility capacity, collecting airport fees, and charging fair market values for land and facilities.
- Complete construction of a Taxiway relocation project, begin the Environmental Assessment for a Runway Extension, as well as other necessary infrastructure development.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Obtain a minimum of \$2Mil a year from capital funding from state and federal sources	\$5.6M	\$6M	\$8.2M	\$6M
Outcome	Maximize annual air carrier revenue passenger enplanement loads at/above the 73% EAS-reported load factor estimates by providing superior airport/city staff outreach and innovative marketing support.*	58.6%	75%	55%	60%
Outcome	Maintain or improve a minimum of 10% of taxiway linear feet per fiscal year in support of grant assurances	13%	10%	15%	10%

## Airport

Outcome	Achieve maximum occupancy (rental) of available City-owned facilities at the Airport (as of years end)	99%	99%	100%	100%
Outcome	Exceed the United Airlines (UA) system- wide annual average score by 10% at the PRC station location, based on UA's Customer Satisfaction (CSAT) survey.**	92.4% (UA avg. 82.4%)	85%	85%	85%

\* Achievement not met due to COVID pandemic. Targets based on anticipated recovery

\*\* The UA CSAT survey tool is administered to all United Airlines to its passengers; FY20 data reported above is based on CY20 CSAT responses.

### FY2021 Major Achievements

- Achieved 235,807 flight operations (total aircraft take-offs and landings) in CY2020.
- Ranked as the 25<sup>th</sup> busiest US airport and 5<sup>th</sup> busiest Arizona airport for flight operations in CY2020.
- Reached 13,026 commercial passenger enplanements with United Express operated by SkyWest Airlines in CY2020.
- Maintained Primary Commercial Service Non-Hub status, ensuring \$1M in Airport Improvement Program annual entitlements for PRC airport capital development.
- Solicited/received \$8,196,479 in Federal and state grants, including:
  - Taxiway-C Relocation and Hot Spot No. 3 & 4 Construction: \$5,578,947 (100% Federally funded with no local match due to CARES Act funding)
  - CARES Act: \$1,042,532
  - Perimeter Security Upgrades: \$1,575,000 (from the Arizona Department of Transportation)
- Commenced service with a second commercial air carrier, Boutique Air with twice-daily flights to Phoenix.
- Encouraged regional support of the airport and commercial air service with United Express (operated by SkyWest Airlines) and Boutique Air.
- Commenced a three-year Essential Air Service contract with SkyWest, through the US Department of Transportation to ensure air service at PRC through August 31, 2023.
- Completed construction on a new 18,000+ SF passenger terminal.
- Completed a Focused Runway Extension Planning Study and submitted it to the Federal Aviation Administration to receive approval to commence an Environmental Assessment.
- Completed Phase I of construction of a realignment of Taxiway C, to provide a 400-foot separation from Runway 3R/21L, to meet FAA safety separation requirements, and to mitigate two published "hotspots" (areas of higher potential for incursions).
- Received the 2020 Arizona Airport of the Year Award from the Arizona Department of Transportation.
- Worked with City legal and outside Aviation legal counsel on Airport compliance items.
- Assisted with the Development Agreement with Arizona Eco Development regarding Airport impacts.
- Updated and finalized numerous Airport policies and documents including Non-Commercial Hangar Waiting List, Non-Commercial Hangar/Storage Room, and Use Permits.
- Worked with several airport tenants on leasing/business efforts, including two major leasehold transfers, and assisted Embry Riddle with ramp expansion needs for growing flight program.

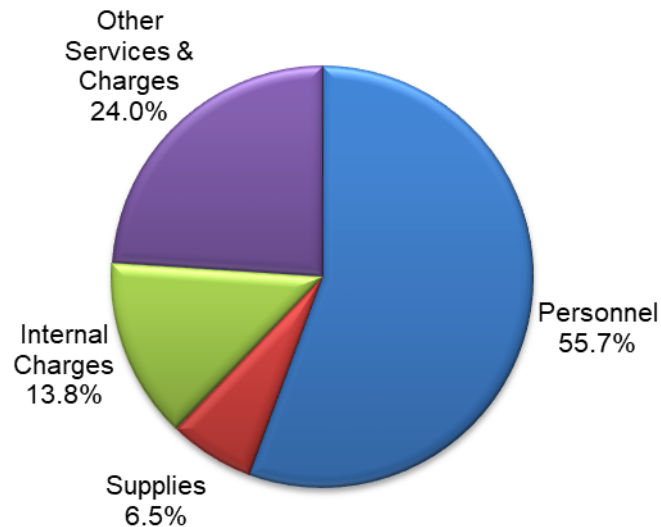
## Airport

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 963,306	\$ 1,024,663	\$ 868,780	\$ 1,190,052	16%
Supplies	94,326	137,901	109,550	139,651	1%
Internal Charges	258,868	268,112	265,612	295,427	10%
Other Services & Charges	351,072	423,726	526,043	512,075	21%
Subtotal Operations	1,667,573	1,854,402	1,769,985	2,137,205	15%
Capital	211,731	21,146,773	15,856,384	15,638,979	-26%
Total	\$ 1,879,304	\$ 23,001,175	\$ 17,626,369	\$ 17,776,184	-23%

**Airport  
FY22 Operating Expenditure Budget by Type**



**Budget Notes and Significant Changes:** Personnel increased 16% from FY21 to FY22. This is a result of the implementation of the Class and Comp Study along with the addition of an Airport Operations Supervisor. As the number of flights increase, more supervisory is needed to cover hours.

Internal Charges fluctuates yearly due to the calculation being based on the percentage of the Airport budget compared to the City wide budget. The Airport budget has been rising steadily each year leading to higher internal charges from Human Resources, City Administration, Accounting and Legal.

Other Services and Charges is higher when comparing FY22 to FY21. This is a result of the increased costs from running the new Airport Terminal which is considerably larger than the old terminal.

## Airport

**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 Capital Outlay/Projects Detail

Description	FY22 Budget	Federal Grant	State Grant	City Share
<u>Funded by City Only</u>				
Airport Pavement Preservation Program - City	\$ 598,449	\$ -	\$ -	\$ 598,449
Modular Building Relocation	200,000	-	-	200,000
New Vehicles and Equipment	85,400	-	-	85,400
Vehicle Replacements	60,000	-	-	60,000
Airport Master Lock and Badging System	50,000	-	-	50,000
<b>Subtotal, City Only</b>	<b>993,849</b>	<b>-</b>	<b>-</b>	<b>993,849</b>
<u>Grant Funded Projects</u>				
TWY C Realignment, RIM & Hotspot Mitigation	11,000,000	10,700,000	150,000	150,000
Perimeter Security Upgrades	1,670,130	-	1,503,117	167,013
Runway 3L/21R Lighting and Signage	950,000	-	855,000	95,000
Runway 3R/21L Extension	500,000	450,000	25,000	25,000
Runway 3L/21R PAPIs	195,000	-	175,500	19,500
Taxiway D Rehabilitation	160,000	-	144,000	16,000
Wildlife Hazard Assessment and Management Plan	85,000	85,000	-	-
West Ramp Rehabilitation	85,000	-	76,500	8,500
<b>Subtotal, Grant Projects</b>	<b>14,645,130</b>	<b>11,235,000</b>	<b>2,929,117</b>	<b>481,013</b>
<b>Total, All Projects</b>	<b>\$ 15,638,979</b>	<b>\$ 11,235,000</b>	<b>\$ 2,929,117</b>	<b>\$ 1,474,862</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

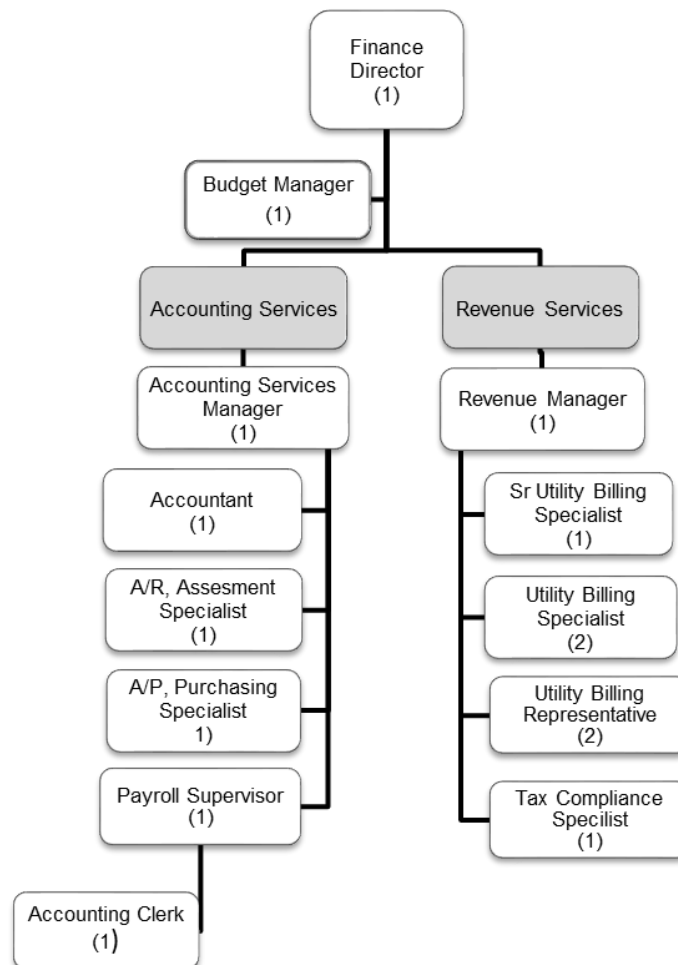
### Department Mission

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



## Budget and Finance

### Department Summary - Staffing by Division

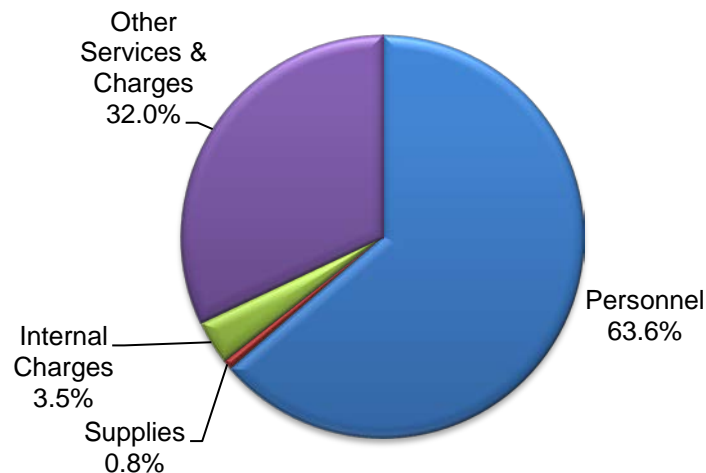
	FY20	FY21	FY22
Accounting Services	6.00	6.00	6.00
Budget & Finance	2.00	2.00	2.00
Revenue Services	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>
Total Authorized Positions	16.00	16.00	16.00

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 1,252,123	\$ 1,288,464	\$ 1,304,901	\$ 1,398,147	9%
Supplies	10,779	17,200	14,000	17,200	0%
Internal Charges	72,419	70,738	70,738	77,419	9%
Other Services & Charges	<u>628,386</u>	<u>690,405</u>	<u>641,451</u>	<u>703,853</u>	2%
Total Operations	1,963,707	2,066,807	2,031,090	2,196,619	6%

**Budget and Finance**  
**FY22 Operating Expenditure Budget by Type**



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

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Accounting Services	\$ 636,165	\$ 682,697	\$ 673,087	\$ 749,727	10%
Budget & Privilege Tax	303,954	314,460	315,471	340,960	8%
Utility Billing	<u>1,023,587</u>	<u>1,069,650</u>	<u>1,042,532</u>	<u>1,105,932</u>	3%
Total	\$ 1,963,707	\$ 2,066,807	\$ 2,031,090	\$ 2,196,619	6%

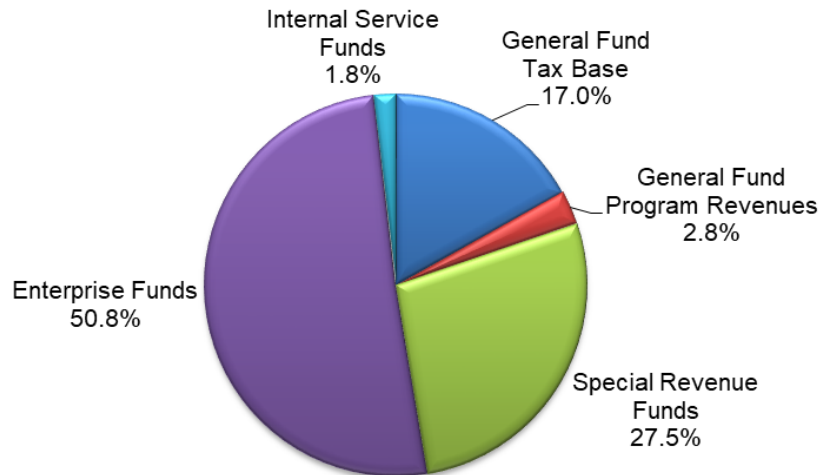


## Budget and Finance

### Department Summary - Funding Sources

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
General Fund Source of Funds					
Tax Base	\$ 326,965	\$ 331,746	\$ 359,517	\$ 372,758	12%
Licenses & Permits	11,003	-	-	-	
Charges for Services	52,808	67,500	38,686	62,220	-8%
General Fund Budget	390,775	399,246	398,203	434,978	9%
Special Revenue Funds	589,668	578,726	567,360	604,890	5%
Enterprise Funds	948,633	1,055,649	1,032,341	1,116,443	6%
Internal Service Funds	34,631	33,186	33,186	40,308	21%
Total	\$1,963,707	\$2,066,807	\$2,031,090	\$2,196,619	6%

**Budget & Finance Funding Sources  
FY22 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.

#### FY2022 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	FY20 Actual	FY21 Target	FY22 Estimate	FY23 Target
Outcome	Purchases paid by credit card with a corresponding decreasing use of check or wire payments.				
	• Volume	13,550	14,500	12,000	14,500
	• % of Volume Total	40.0%	43.5%	41.4%	40.5%
	• % of Dollar Total	3.4%	4.5%	3.5%	3.5%

#### FY2021 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 fortieth year in a row.

## Budget and Finance

### Expenditure Budget

#### Accounting Services

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 417,376	\$ 453,863	\$ 471,148	\$ 504,990	11%
Supplies	6,772	6,700	6,500	6,700	0%
Internal Charges	18,717	19,839	19,839	22,605	14%
Other Services & Charges	<u>193,300</u>	<u>202,295</u>	<u>175,600</u>	<u>215,432</u>	6%
Total, Operations	\$ 636,165	\$ 682,697	\$ 673,087	\$ 749,727	10%

#### Accounting Services

##### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Accounting Services Manager	1.00	1.00	1.00
Payroll Supervisor	1.00	1.00	1.00
Accountant	1.00	1.00	1.00
AP/Purchasing Specialist	1.00	1.00	1.00
AR/Assessment Specialist	1.00	1.00	1.00
Account Clerk	1.00	1.00	1.00

**Budget Notes and Significant Changes:** As will be seen throughout the budget, Personnel costs are higher in FY22 due to the implementation of the Class and Comp Study that was approved by Council in January of FY21.

Other Services & Charges has increased due to the cost of MUNIS Annual Support and the addition of the eProcurement and Bid Management modules. Budget was also added for the upgrade to Microsoft365.

## 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.

#### FY2022 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.
- Maintain solid obligation / excise tax bond rating:
  - Standard & Poor's: AA+
  - Moody's: Aa2/Aa3
  - Fitch: AA/AA

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Citywide earning Investment earnings rate	1.78%	2.00%	1.30%	1.00%
	3 mo. US Treasury rate (BM)	.62%	1.50%	.10%	.10%

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

#### FY2021 Major Achievements

- Received the Government Finance Officers Association (GFOA) of the United States and Canada Distinguished Budget Presentation Award for the 19<sup>th</sup> year in a row.

## Budget and Finance

### Expenditure Budget

#### Budget and Finance Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 293,945	\$ 300,043	\$ 300,614	\$ 323,087	8%
Supplies	45	1,500	1,500	4,000	167%
Internal Charges	5,698	6,917	6,917	7,873	14%
Other Services & Charges	4,267	6,000	6,440	6,000	0%
Total, Operations	\$ 303,954	\$ 314,460	\$ 315,471	\$ 340,960	8%

#### Budget Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Finance Director	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00

**Budget Notes and Significant Changes:** Implementation of the Class and Comp Study resulted in an 8% increase in Personnel from FY21 to FY22. Supplies has a larger budget (\$2500) in FY22 for potential one-time purchases in Small Tools and Equipment and Other Operating Supplies. The slight change in Internal Charges is due to the yearly fluctuation because of the way these charges are calculated based on budget.

## 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 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. Additional duties include the City-wide switchboard, and the centralized mail room.

#### FY2022 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.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Percentage of customers enrolled in auto pay	34%	36%	37%	38%
Outcome	Percentage using online bill pay	9%	12%	12%	13%
Outcome	Percentage of customers enrolled in email option	28%	32%	30%	33%

#### FY2021 Major Achievements

- Increased enrollment in auto pay by 6%. Currently 9,387 customers are utilizing the service which is 37% of our active customer base.
- Customer enrollment in email program is 32%.

## Budget and Finance

### Revenue Services

#### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 540,802	\$ 534,558	\$ 533,139	\$ 570,070	7%
Supplies	3,962	9,000	6,000	6,500	-28%
Internal Charges	48,004	43,982	43,982	46,941	7%
Other Services & Charges	430,819	482,110	459,411	482,421	0%
Total	\$ 1,023,587	\$ 1,069,650	\$ 1,042,532	\$ 1,105,932	3%

### Revenue Services

#### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>
Revenue Services Manager	1.00	1.00	1.00
Sr Utility Billing Specialist	1.00	1.00	1.00
Tax Compliance Specialist	1.00	1.00	1.00
Utility Billing Specialist	2.00	2.00	2.00
Utility Billing Representative	3.00	3.00	3.00

**Budget Notes and Significant Changes:** The 7% increase in Personnel is the result of the Class and Comp Study that was approved by Mayor and Council in FY21 that goes into effect at the beginning of FY22.

# City Clerk

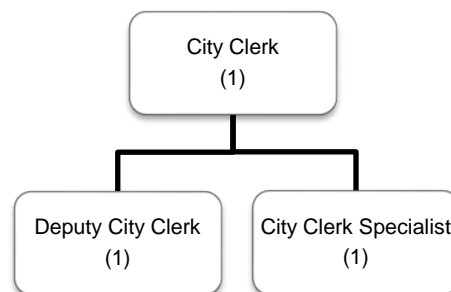
## Department Mission

The City Clerk's Office strives be accessible to the public and other city departments as well as to provide accurate information and services in a timely and professional manner to those parties and City Council. 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

	FY20	FY21	FY22
Authorized Staffing Level	<u>3.00</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
Contract Specialist	1.00	0.00	0.00
City Clerk Specialist	0.00	1.00	1.00

## FY2022 Objectives

- Continue to work through historic City Contracts that have been properly filed and saved electronically
- Onboarding of any newly appointed Councilmembers following November Election
- Join beta testing through Arizona Municipal Clerk Association (AMCA) for electronic filing of Election Documents in preparation for next election cycle (2023)
- Enhance virtual meeting options in Council Chambers and streamline process for meetings
- Selection of new Records Request Platform



## City Clerk

- Continue Cross Training with Department Staff

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Percent of records destroyed, by cubic feet per records retention schedules	400	400	1,000	500
Outcome	Percent of satisfaction questionnaires at Good or Above for Special Event Liquor License Process	98%	100%	N/A*	100%
Outcome	Percent of satisfaction questionnaires at Good or Above for Liquor License Application Process	100%	100%	98%	100%
Outcome	Percent of agendas and minutes (Council and BCC) posted per the Open Meeting Law	100%	100%	95%	100%
Outcome	Ongoing organization of contracts	N/A	N/A	N/A	50%

\*Special Event Licenses were not process as a result of the pandemic

### FY2021 Major Achievements

- Successful implementation of PEAK, new Agenda & Minutes Management Software. Department staff is fully on board and trained in the new system and all City Clerk staff is well versed and available to aid department staff in working through any issues.
- Destruction of records that had mistakenly been kept beyond retention
- Closure of long overdue/outstanding records requests related to the Granite Mountain Hotshots
- Streamline of BCC Recruitment Process
- Reorganization and reallocation of Department Responsibilities & Structure

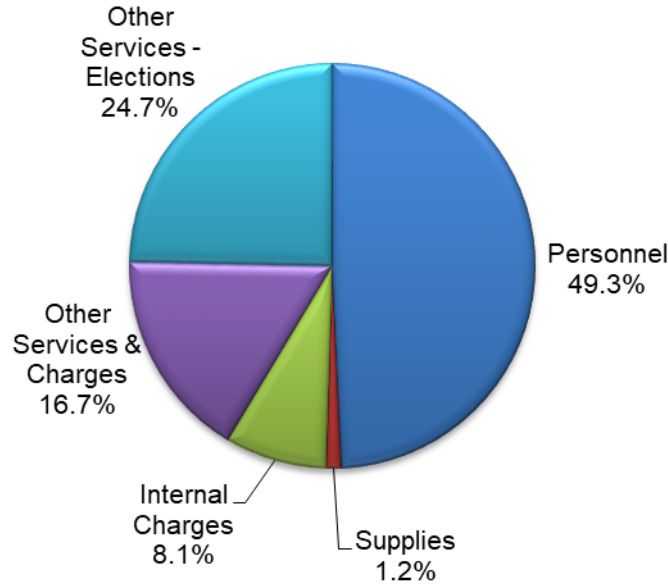
### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 295,424	\$ 262,827	\$ 265,802	\$ 289,604	10%
Supplies	5,358	7,000	7,213	7,000	0%
Internal Charges	44,460	45,032	45,032	47,835	6%
Other Services & Charges	80,995	86,050	68,350	98,128	14%
Other Services - Elections	136,656	140,000	-	145,000	4%
Total Operations	562,892	540,909	386,397	587,567	9%

## City Clerk

**City Clerk  
FY22 Operating Expenditure Budget by Type**

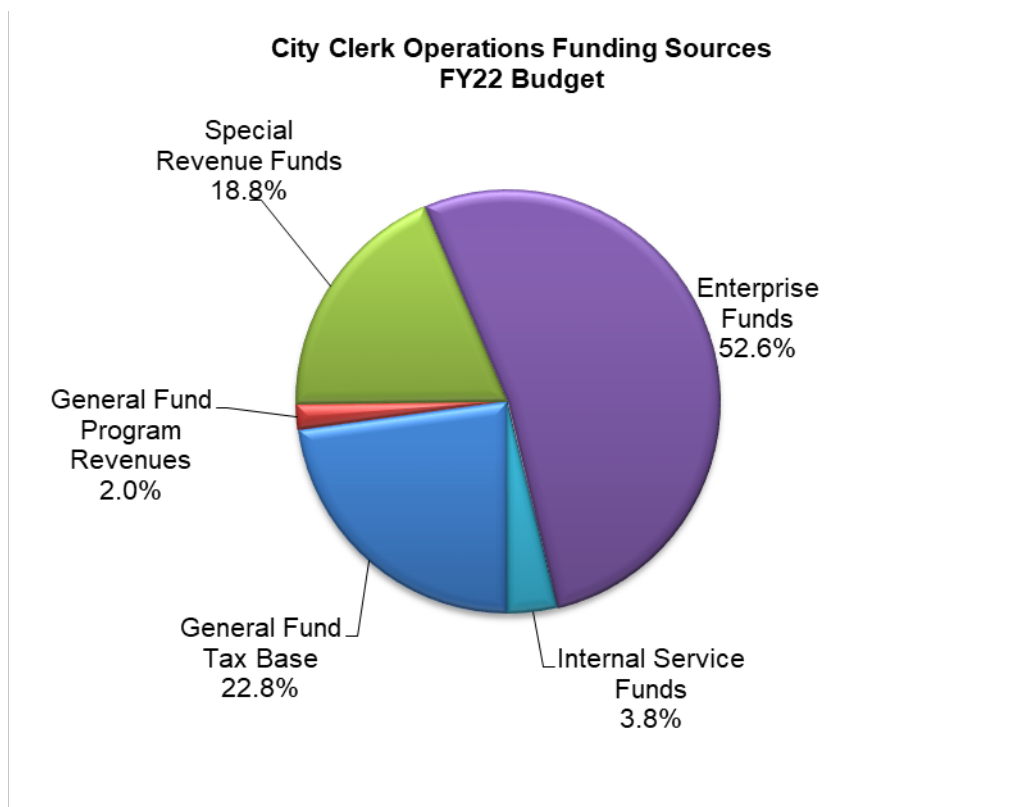


**Budget Notes and Significant Changes:** Personnel category reflects the implementation of the Class and Comp Study. Other Services & Charges is 14% higher when comparing FY22 to FY21. This comes from Council Streaming Services and Zoom Subscriptions.

### Department Summary - Funding Sources

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
General Fund Source of Funds					
Tax Base	\$ 120,282	\$ 112,244	\$ (37,868)	\$ 134,217	20%
Charges for Services	9,364	11,500	7,100	11,500	0%
General Fund Budget	129,646	123,744	(30,768)	145,717	18%
Special Revenue Funds	116,976	100,120	100,120	110,463	10%
Enterprise Funds	290,275	300,358	300,357	309,294	3%
Internal Service Funds	25,995	16,687	16,688	22,093	32%
Total	\$ 562,892	\$ 540,909	\$ 386,397	\$ 587,567	9%

## City Clerk



**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

	FY20	FY21	FY22
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

## FY2022 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 PSPRS unfunded liability of based on FY17/18 actuarial, administrative, and financial assumptions as soon as possible.
3. Monitor Legislative, State Executive, and other Political Subdivision 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 established regional commonalities to support necessary airport and airpark growth and development, and sewer, water, and other transportation infrastructure growth and development
3. Continue to monitor a moderate, healthy, and sustainable rate of growth to act as a renewal of the City and to support the local economy

## City Council

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Goal #3 Quality of Life – create a community of well-being, 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 compliance, 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.
4. Further promote well-being and enhance our vibrant community

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.

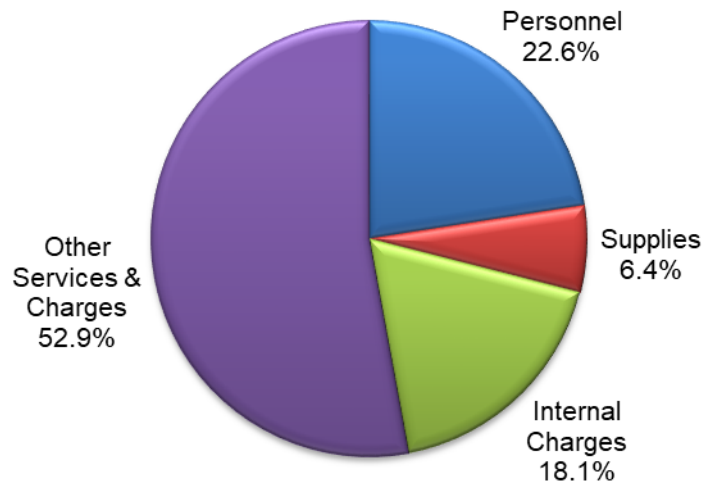
## City Council

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 50,418	\$ 49,418	\$ 47,914	\$ 49,283	0%
Supplies	13,438	16,500	7,500	14,000	-15%
Internal Charges	36,607	36,611	36,611	39,652	8%
Other Services & Charges	104,033	115,100	98,850	115,558	0%
Subtotal Operations	204,496	217,629	190,875	218,493	0%
Capital Outlay/Projects	-	-	-	375,000	
Total	\$ 204,496	\$ 217,629	\$ 190,875	\$ 593,493	173%

City Council FY22  
Expenditure Budget by Type



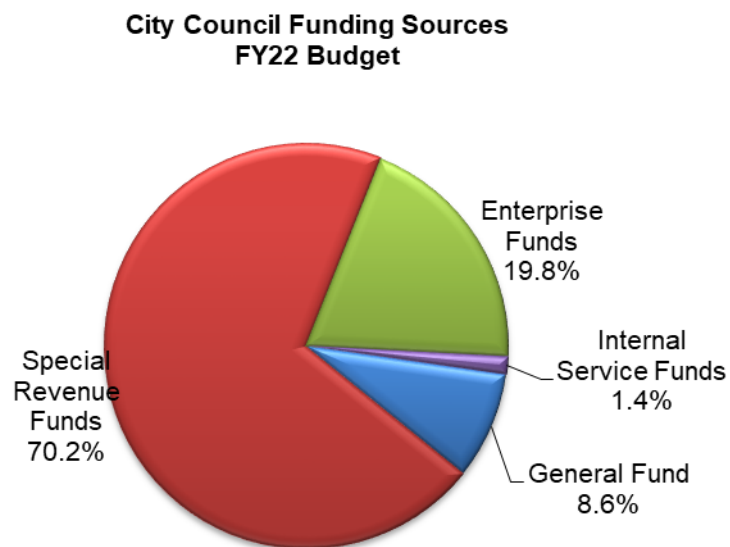
**Budget Notes and Significant Changes:** Supplies category shows a significant decrease as the result of the budget more in line with historical trends.

#### Department Summary - Funding Sources

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
General Fund	\$ 43,653	\$ 46,141	\$ 19,387	\$ 50,908	10%
Special Revenue Funds	46,644	41,157	49,732	416,896	913%
Enterprise Funds	106,157	121,757	113,182	117,310	-4%
Internal Service Funds	8,042	8,574	8,574	8,379	-2%
Total	\$ 204,496	\$ 217,629	\$ 190,875	\$ 593,493	173%

## City Council

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**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

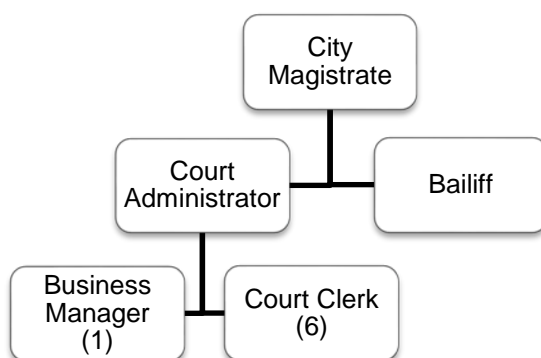
## Department Mission

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

	FY20	FY21	FY22
Authorized Staffing Level	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
Business Manager	1.00	1.00	1.00
Court Clerk	6.00	6.00	6.00

## FY2022 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.
- 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.
- 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.



## City Court

- Confirm and maintain the Courthouse/Courtroom safety and emergency standards with regard to the public and city employees assigned to the Prescott City Court.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Case Closure Rates (Cases both filed and paid in full during FY)	95%	90%	95%	90%
Output	Defendant's assigned community restitution	400	425		
	Restitution hours completed	4,640	4,930	N/A*	N/A*
	Minimum wage value	\$55,680	\$61,625		
	Incarceration savings at \$70 per day	\$46,400	\$49,300		

\*Data to be further determined based upon future COVID-19 restrictions

### FY2021 Major Achievements

- The Covid 19 pandemic has presented unique circumstances relating to the activities of the Prescott City Court. Issues dealing with personnel, economy interruptions, and inability to assign community service have presented some challenges to the Court. Throughout this pandemic the Prescott City Court has remained open to the public. Civil traffic hearings and all aspects of criminal court activity have continued when permitted. The hearings have been in-person in the courtroom or through a hearing officer. Since the beginning of the pandemic and the impact on the Court beginning in March 2020 as well as during the recent snowstorm that closed the City, I have been in the courtroom or chambers except for one day (birthday).
- The fact that the Court has been open and available to address concerns throughout the period has helped resolve older and current cases expeditiously. To this end, we have started in courtroom proceedings with the Judge on the bench right at 8:00 a.m. (rather than the cattle call at 9:30). This practice has helped resolve civil traffic cases as hearings right at the start of the day. Additionally, pre-trial conferences are addressed as they resolve to make sure that there are only a few cases being handled in the courtroom at any given time. We have also attempted to make sure the CDC requirements are being met regarding cleanliness and distance not just on regular court days but when conducting jury trials.
- In addition, to reduce the possibility of the Prescott Court personnel from having direct contact with the public, the City Courtroom is only being staffed by the Judge and the Bailiff. There have been other procedures put in place to have matters that do not require the attention of the Judge to be summarily handled by the staff with the correspondence mailed to the parties. The idea is to try to keep the courthouse and courtroom free of crowds and to safeguard to distancing requirements. This also generated confidence in the public that their safety needs are being taken into concern.
- We are beginning a new era in courtroom procedures focusing foremost on maintaining health and safety of patrons and employees, efficiency in the processing of cases, as well as engaging in fiscal responsibility all while upholding the highest principles of judicial integrity and fundamental fairness to all parties. The Prescott City Court emphasizes personal responsibility starting from the top. It is this reason why this Court promotes personal interaction with all that come before it. We have put in place significant protocols to permit safe interaction with all that come before it. We have put in place significant protocols to permit safe interaction between the Judge and those using the Court services to make sure that all needs are being addressed. It is that in person, one on one, contact

## City Court

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and attention that keeps the Court relevant and genuine to those who come before it that permits fair and efficient resolution of cases.

- Working with other outside agencies to streamline processes and procedures. Foster good relations with both the City and the County with the IGA.
- 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.
- Continue closing out the old CMS Cache' cases and continue 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 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.
- The court was able to successfully provide needed completion of back-log accounting work with the hiring of a grant-funded PT Court Accountant.
- 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 the court docket for a more efficient flow.
- The City Magistrate Court is to work daily regarding the implementation of new procedures to help ensure the integrity and compliance of documents generated through the court and implement an internal accounting procedure to better service the needs of both the Court and the Administration Offices of the Courts.

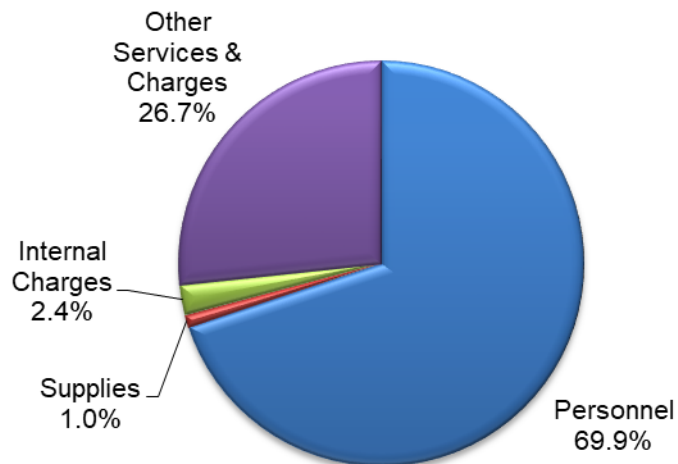
## City Court

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 414,533	\$ 440,302	\$ 422,621	\$ 489,820	11%
Supplies	3,714	7,000	7,000	7,000	0%
Internal Charges	15,348	14,490	14,490	16,724	15%
Other Services & Charges	139,135	189,768	189,768	186,768	-2%
Total	\$ 572,730	\$ 651,560	\$ 633,879	\$ 700,312	7%

**City Court FY22  
Operating Expenditure Budget by Type**

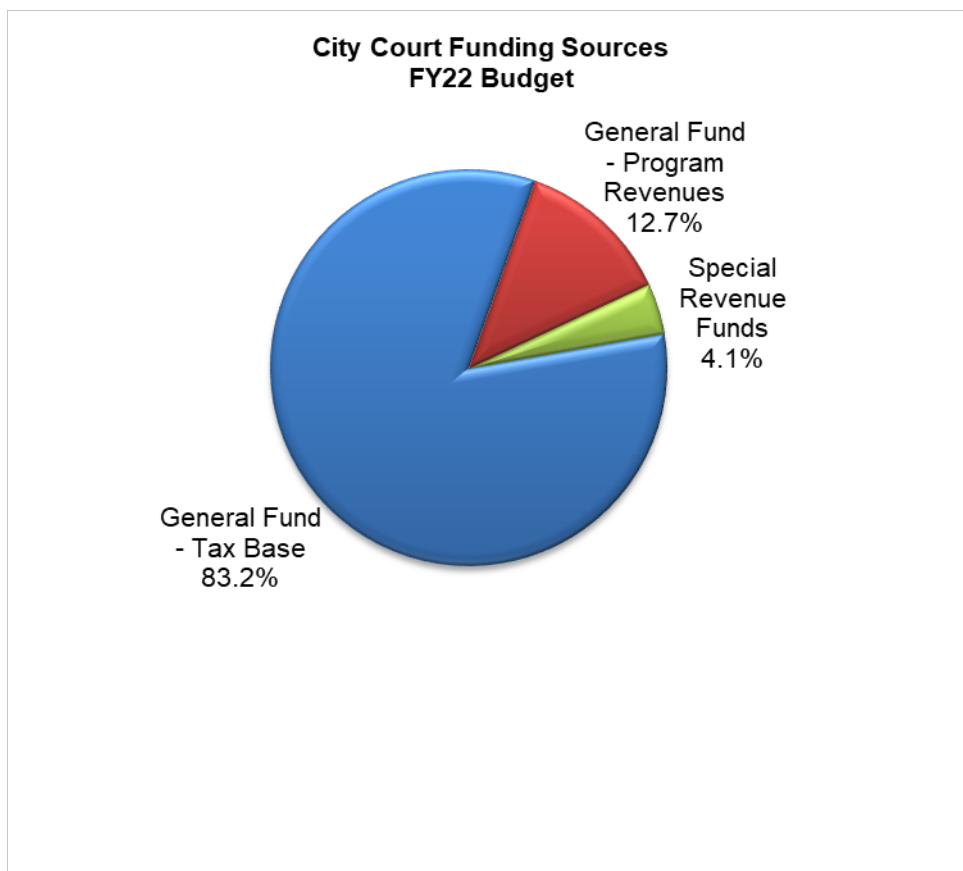


**Budget Notes and Significant Changes:** The City Court operates as a consolidated court with Yavapai County with operating costs shared through an Intergovernmental Agreement (IGA). The Court Administrator and Bailiff are Yavapai County employees with a portion of the personnel costs paid for by the 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

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
General Fund Sources of Funds					
Tax Base	\$ 456,660	\$ 528,560	\$ 513,243	\$ 582,679	10%
Charges for Services	101,985	80,000	80,003	80,000	0%
Fines and Forfeitures	10,770	11,000	8,633	8,633	-22%
General Fund Budget	569,415	619,560	601,879	671,312	8%
Special Revenue Funds	3,315	32,000	32,000	29,000	-9%
Total	\$ 572,730	\$ 651,560	\$ 633,879	\$ 700,312	7%



**Department Funding Sources:** The City Court Department is mainly funded through the General Fund, with 4.1% 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

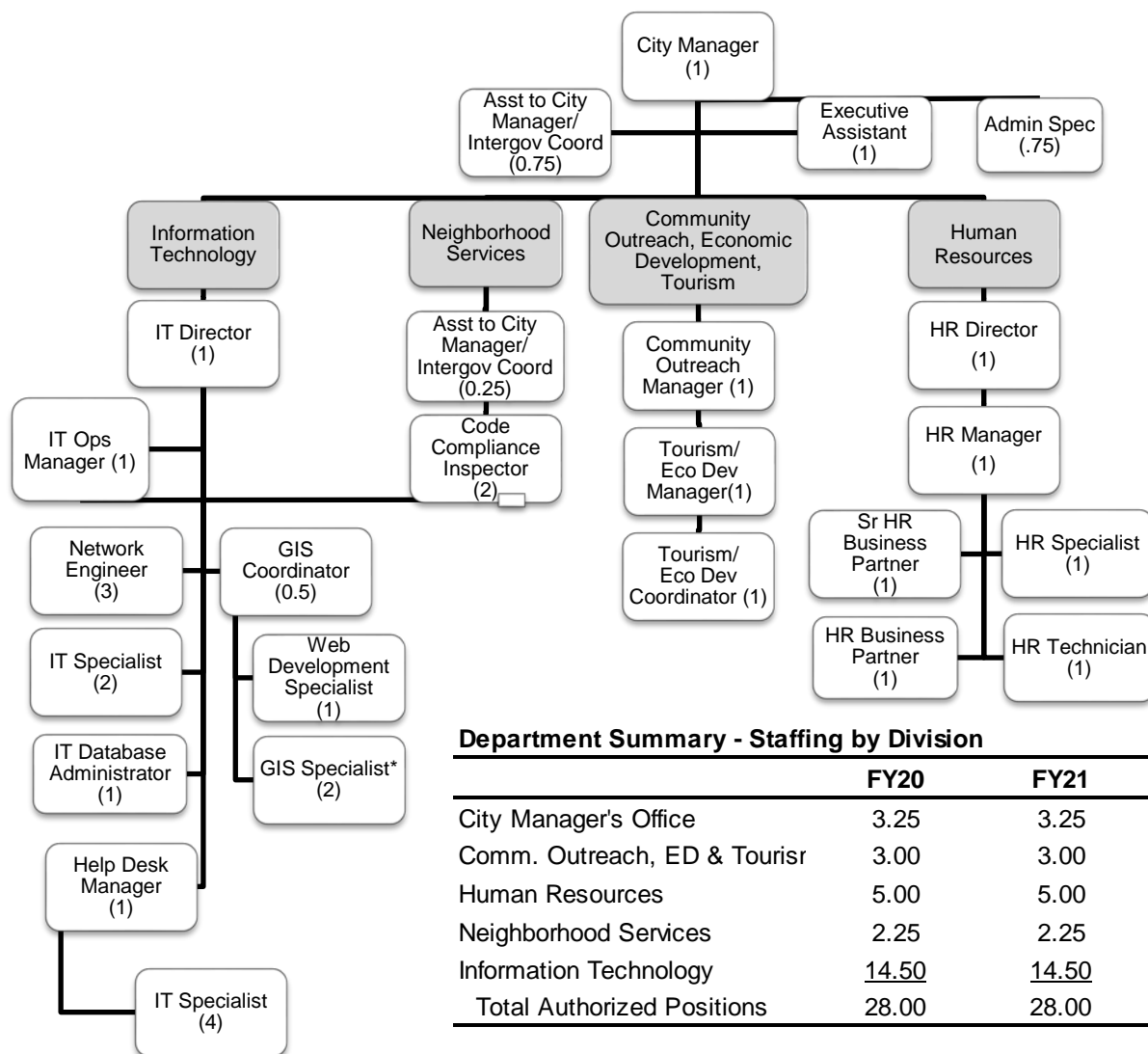
## Department Mission

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**

	FY20	FY21	FY22
City Manager's Office	3.25	3.25	3.25
Comm. Outreach, ED & Tourisr	3.00	3.00	3.25
Human Resources	5.00	5.00	6.00
Neighborhood Services	2.25	2.25	2.25
Information Technology	14.50	14.50	15.50
Total Authorized Positions	28.00	28.00	30.25

\*One GIS Specialist is funded in Engineering – Public Works

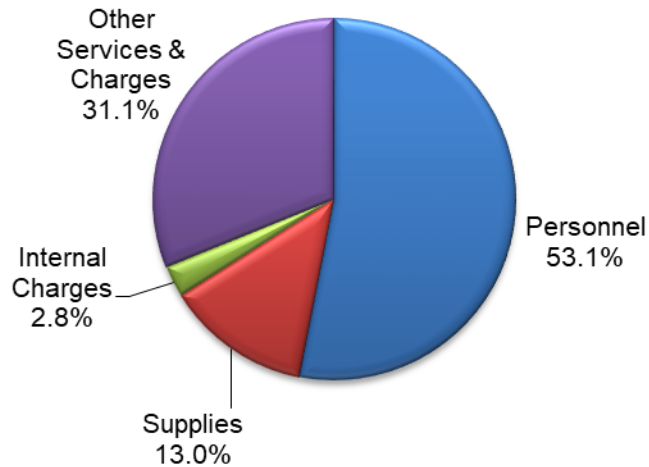
## City Manager

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 2,777,611	\$2,881,184	\$2,715,919	\$ 3,051,770	6%
Supplies	403,355	568,150	476,350	746,589	31%
Internal Charges	162,062	156,751	157,597	161,474	3%
Other Services & Charges	<u>1,498,903</u>	<u>1,337,088</u>	<u>1,592,855</u>	<u>1,788,029</u>	34%
Subtotal Operations	4,841,932	4,943,173	4,942,721	5,747,862	16%
Capital	<u>99,974</u>	<u>970,072</u>	<u>183,588</u>	<u>5,100,000</u>	
Total	\$ 4,941,906	\$5,913,245	\$5,126,309	\$10,847,862	83%

**City Manager Department FY22  
Operating Expenditure Budget by Type**

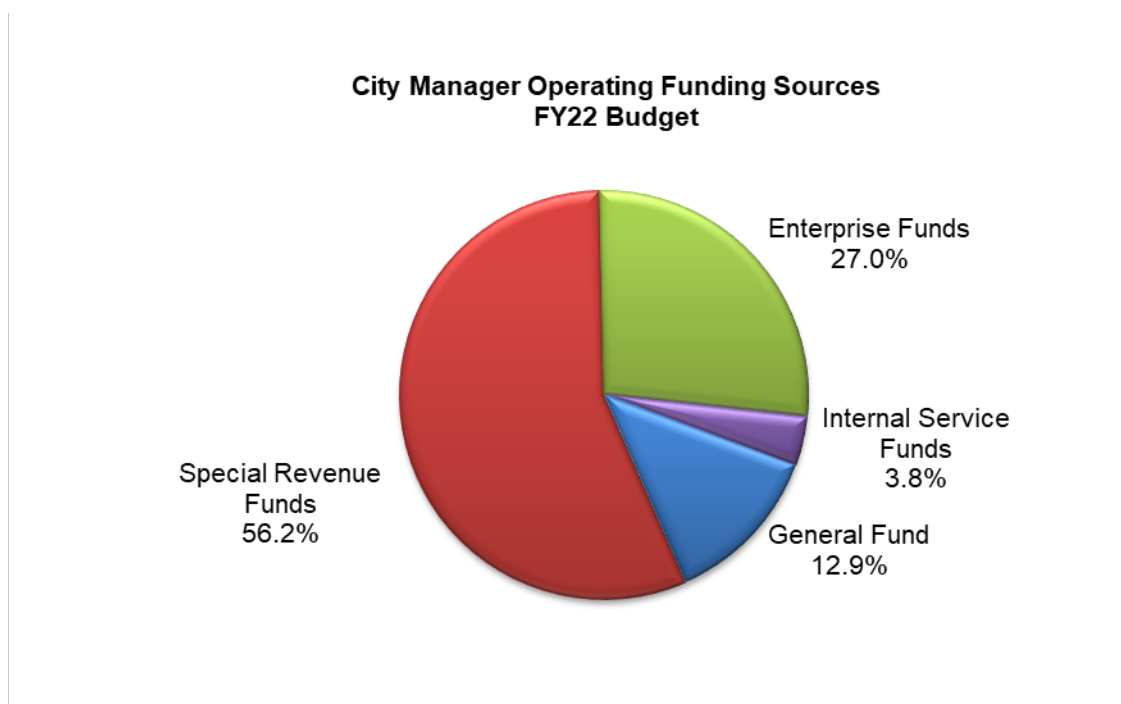


#### Department Summary - Funding Sources

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
General Fund	\$ 1,543,500	\$1,597,711	\$1,589,853	\$ 3,361,993	110%
Special Revenue Funds	1,546,308	2,292,144	1,513,066	5,286,641	131%
Enterprise Funds	1,674,677	1,860,459	1,860,459	2,001,622	8%
Internal Service Funds	<u>177,421</u>	<u>162,932</u>	<u>162,932</u>	<u>197,606</u>	21%
Total	\$ 4,941,906	\$5,913,245	\$5,126,309	\$10,847,862	83%

## City Manager

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**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.

### FY2022 Objectives

- Continue to respond to COVID-19 by enabling a healthy and safe city work environment
- Continuously improve customer service by enhancing department responsiveness and effectiveness in responding to 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
- Will ensure that the unique assets that make Prescott distinct are maximized for the benefit of the citizenry

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Fulfill 90% of Council requests for information within 3 business days	90%	90%	90%	90%
Output	Respond to 90% of citizen inquiries within 1 business day	95%	90%	90%	90%

### FY2021 Major Achievements

- Ensured a successful response to COVID-19 in maintaining a safe work environment while providing uninterrupted city services
- Assisted in the creation of the Center for the Future and facilitated its location in the city's annex building
- Managed the Prescott North and Granite Creek Area Plans
- Managed implementation of the Granite Creek Corridor Master Plan
- Assisted in the Arizona Eco Development pre-annexation development agreement
- Provided creative solutions to enhance the community by using federal monies received as part of COVID-19 relief



## City Manager

### Expenditure Budget

#### City Manager's Office Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 398,670	\$ 422,682	\$ 421,933	\$ 453,415	7%
Supplies	2,269	-	5,050	589	
Internal Charges	21,417	21,410	21,410	32,876	54%
Other Services & Charges	30,186	30,926	34,997	122,578	296%
Total, Operations	452,542	475,018	483,390	609,458	28%
Capital	53,492	877,572	141,050	1,050,000	20%
Total	\$ 506,034	\$ 1,352,590	\$ 624,440	\$ 1,659,458	23%

#### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>3.25</u>	<u>3.25</u>	<u>3.25</u>
City Manager	1.00	1.00	1.00
Asst to City Manager/Intergov Cc	0.75	0.75	0.75
Executive Assistant	1.00	1.00	1.00
Administrative Specialist <sup>2</sup>	0.50	0.50	0.50

<sup>1</sup> 25% of Asst to City Manager/Intergovernmental Coordinator charged to Neighborhood Services

<sup>2</sup> Administrative Specialist charged 25% to Bed Tax

#### Capital Detail

Granite Creek Corridor	\$ 1,050,000
Prescott North and Granite Creek Area Plans	280,000
	<u>\$ 1,050,000</u>

**Budget Notes and Significant Changes:** Personnel displays a 7% increase due to the implementation of the Class and Comp study. Internal Charges, as observed in other departments, fluctuates from year to year based on the methodology used to calculate the costs. Finally, there is a significant increase in Other Services & Charges. This relates to a potential Prescott Community Composting grant that has been applied for. With this grant the City will partner with Farmer's Market and restaurants.

## City Manager

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### 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.

#### FY2022 Objectives

##### Community Outreach

- Continue to inform citizens about the ongoing COVID-19 pandemic, with regular updates, and sharing of information from Federal, State and County resources.
- Host and manage City of Prescott Public Access television, including City Board and Commission meetings, calendar of events, and video content Share messages across multiple media to effectively reach citizens through several channels
- Create unique video content for the City representing individual departments, and the City as a whole
- Continue to Produce and update video, social media, print and radio content.
- 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

- Create a first-ever economic development and business travel tourism marketing campaign
- Engage in business retention efforts with existing businesses and prime/base industry employers
- Promote Prescott's assets and opportunities to new and expanding companies
- Increase Prescott's visibility to CEOs and decisions makers, especially in venture capital and high tech firms

## City Manager

- Lead sales missions for recruitment of business and workforce

### Tourism

- Refocus efforts to recovery planning for the entire hospitality sector in Prescott
- Work with Arizona of Tourism to encourage rebound of overnight stays, by promoting regional and domestic travel.
- Assist hospitality stakeholders with COVID-19 recovery and assistance programming
- Continue to support special events, and organizers during the uncertain year ahead.
- Capitalize on outdoor, natural and recreation assets for increased visitation.
- Implement efforts of Appreciate Arizona project to encourage responsible recreation.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Output	Number of media used to communicate with the public.	6	7	6	7
Output	Number of shows produced	23	23	23	23
Output	Number of releases	88	95	88	90
Output	Number of PSAs	25	30	25	30
Output	Number of companies/retailers/brokers/developers receiving Prescott marketing information	30	35	30	35
Output	Number of lead generated through participating in events and conferences	5	5	5	5
Output	Number of Business Retention/Expansion visits to Prescott businesses	10	35	12	35
Output	Number of CEO Roundtables hosted	3	4	3	4
Output	Number of companies receiving siting information	12	15	12	15
Output	Number of new multi-day events.	3	4	3	4
Output	# of website unique views	85,000	89,000	85,000	89,000
Output	# of social media impressions	1,250	1,475	1,400	1,475
Output	Fiscal Year Bed Tax revenue	\$885,000	\$1,050,000	\$1,039,000	\$1,050,000
Output	Number of group lead generation	2	6	4	6

## City Manager

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### FY2021 Major Achievements

#### Community Outreach:

- Began regular public communication about COVID-19 Pandemic, starting in March, 2020
  - Daily, then twice weekly Mayor Mengarelli Video Updates
  - Produced five Mayor Town Halls via Zoom
  - Monthly City Manager Facebook Live events featuring Yavapai Community Health Services
  - Daily, and multiple daily Facebook and Instagram Posts, managed by Craf2M Media
  - Developed City of Prescott COVID-19 Web Page with resources for citizens and businesses
  - Produced 35 Media Releases related to COVID-19
- Census 2020 Campaign
  - Census 2020 Web Page
  - Census 2020 Facebook posts
  - PSAs and Media Alerts
- Continue Diversity Outreach Initiatives, including sponsorship of Better Together program for youth.
- Negotiated dissolution of Prescott Media Center, bringing public access and video production in-house.
- Hired Arizona Communications Network to manage public access channel, and all video content for the City.
- Produced 120 press releases, 14 letters from the Mayor, and 25 Radio PSAs
- Presented a two Citizen's Academy classes

#### Economic Development:

- Went out for Request for Proposal to create a first-ever economic development and business travel tourism marketing campaign.
- Welcomed CP Tech
  - Worked directly with the employer to welcome employees to Prescott through a series of activities and events.
- Worked with County-wide group to provide information and resources to companies dealing with business closures, and limited capacity, due to COVID-19 pandemic.
- Assisted local business with CARES Act Information
- Represented Prescott on NACOG committees including Tourism, Economic Development, Workforce Development and Broadband.
- Continued CEO Roundtable partnership with the Prescott Chamber of Commerce.
- Assisted with redevelopment of major downtown buildings including A.J. Head Hotel and U.S. Post Office
- Researched, prepared and submitted proposals for 6 RFP/RFI to Arizona Commerce Authority
- Multiple radio appearances to promote opportunities in Prescott
- Assisted with Prescott Regional Airport Terminal Topping Off Ceremony and Boutique Air Inaugural Event.

#### Tourism:

- New York Times Travel Show
- Denver Travel and Adventure Show
- Launch of Visit Prescott Campaign
- TAC:
  - Committee Coordination and Planning, Grants, Grant Review/Update Subcommittee
- Staff support for Whiskey Row Alley Mural and clean up.

## City Manager

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- Parklets - File and documents organization, Internal staff meetings, Design guidelines meetings
- Crisis communications to Tourism Stakeholders with information, news, resources, updates, state announcements, executive orders, re-opening guidances, etc.
- Airport new Terminal visitor information coordination phase 1 of 3
- Two leads sent for softball tournaments room nights.
- Communication and coordination of all event and tournament cancellations and reschedules
- City of Prescott COVID-19 webpage coordination, postings, etc.
  - Updates on Visit Prescott site
- Commission on Well Being survey creation and assistance, and press release.
- Shared and posted "Responsible Recreation across AZ" campaign, continue this messaging
- Coordination and outreach for Mayor's Re-Opening visits
- Marketing:
  - All campaigns were halted immediately as of COVID. Made changes accordingly to meet the new travel demands and social behaviors. Most travel for 2020 was regionally based, from drive markets. Denver campaign did move forward. Continued to adjust, alter and execute responsibly marketing efforts through all of 2020.
  - Digital campaign launched re: safe and responsible visitation.
  - Received a %100 match back of a local program, which increased our add value another \$3,000 and gave us exposure we wouldn't have otherwise had on cable and streaming services.
- Attended and participated in multiple webinars, research and insight meetings, state calls, industry webinars and meetings, etc.
- Active participant in the Yavapai County wide weekly calls and sub-committee meetings that included government staff, NACOG, business association, Chambers, etc. (Yavapai Country Emergency Business Assistance Group)
  - Two subcommittees – Business webinars and Yavapai Safe Logo
- Received and dispersed lead from a group and incentive product manager, upwards of 250+ room nights for 2021 & 2022.
- Continued CRM management - prospects, travel agents, product managers, event organizers, etc.
- Launched "Safe Visitation" messaging. Strong messaging placed on visit-prescott.com website as well as weekly and daily weekend social media posts encouraging/urging safe and responsible visitation.
- Restaurant A-Frames Communication
- Mayor's Town Hall Template creation
- Collaboration with Arizona Restaurant Association for AZ Takeout Weeks, was able to increase presence of their directory – we had over 25+ restaurants sign up for this
- Local shop here campaign FB posts an ad boosts on several occasions in 2020
  - Logo redone to Shop Prescott – Responsibly-Respectfully
- Sent Restaurant stakeholders opportunity from National Restaurant Association employee scholarships and relief fund.
- Worked with social media city contractor to send local opportunities for resident information and awareness

## City Manager

- Rodeo – video ad coordination
- Sparklight GEO Fencing and Re-Targeting campaign initial results shared – all results were strong, 56% completion rate on videos and 11 conversions from devices at South Rim to Prescott.
- Assisted with CP Tech CA visit – materials for employees
- Attended virtual Governors Conference on Tourism.
- Corragio Group Tourism Recover Marketing Program through Arizona Office of Tourism
- National Tour Association Travel Exchange (VTREX, this year since it was virtual) (mainly domestic buyers)
  - 10 appointments, had several new operators that request us for appointments, again travel behavior is changing.
- Christmas City events decision group and messaging
- CRM:
  - Contact clean up, and re-establishing communication timelines with new contacts for companies.
- Began work on new website questions and schedule
- Recovery Plan presentation
- Heritage Trail markers and signs
- Continue to serve on NACOG Tourism Committee

### Expenditure Budget

#### Community Outreach, Economic Development & Tourism

##### Expenditure Summary

	<b>FY20 Actual</b>	<b>FY21 Budget</b>	<b>FY21 Estimate</b>	<b>FY22 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 256,256	\$ 305,684	\$ 231,017	\$ 311,766	2%
Supplies	4,135	4,150	1,150	1,500	-64%
Internal Charges	20,488	21,080	21,080	25,710	22%
Other Services & Charges	<u>429,569</u>	<u>464,650</u>	<u>408,697</u>	<u>392,650</u>	-15%
Total, Operations	710,448	795,564	661,944	731,626	-8%
Capital	42,852	92,500	42,538	2,400,000	
Other, Bed Tax Allocations	442,052	316,775	534,635	580,406	83%
Other, Bed Tax Contingency	<u>-</u>	<u>-</u>	<u>-</u>	<u>100,000</u>	
Total	\$ 1,195,352	\$ 1,204,839	\$ 1,239,117	\$ 3,812,032	216%

## City Manager

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### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>3.00</u>	<u>3.00</u>	<u>2.25</u>
Community Outreach Manager	1.00	1.00	1.00
Tourism & Economic Dev Mgr	0.00	1.00	1.00
Sales & Marketing Coordinator	1.00	0.00	0.00
Economic Development Coord	1.00	0.00	0.00
Tourism & Economic Dev Coord			
Administrative Specialist*	0.00	1.00	0.25

\*.50 of Administrative Specialist is being charged to City Manager's Office

**Budget Notes and Significant Changes:** Other Services & Charges reflects a significant reduction due to the change in providers for the Live Streaming of City meetings and other contracts that have been eliminated.

## City Manager

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### Human Resources

#### Division Mission

Progressive leaders in Human Resources building a committed engaged workforce by creating exceptional employee experiences through quality HR programs and services.

#### Services

Human Resources aligns strategies and practices with City vision, mission, core beliefs and organizational goals to deliver HR services to the citizens of Prescott. We identify, model and implement best practices in the following areas: Talent Acquisition, Learning and Talent Development, Employee Relations & Performance Planning, Total Compensation, Rewards and Recognition, HR Technology & Process Improvement, HR Compliance, Employee Communications and HR Administration.

#### FY2022 Objectives

- Introduce a new well-being program to improve employee mind, body and purpose: physical, emotional, social, career, spiritual, intellectual, etc. and offer well-being incentives to employees to improve overall health of the organization.
- Implement Pay for Performance system including training workshops and development of 360 degree performance feedback for Leadership
- Strengthen citywide learning program, including conducting on-site "Management Academy" and supervisory training.
- Revamp new hire on-boarding processes through use of technology to simplify the employee experience.
- Enhance and enrich GUEST program to ensure continuous focus and improvements in Citywide Customer Service.
- Review and revise all safety policies for City, including redesign of safety portal.



## City Manager

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Workload	Number of recruitments	84	80	82	80
Outcome	All FTEs turnover rate	10%	9%	9%	9%
Outcome	Reduction in amount of benefit manual transactions*	N/A	85%	60%	85%
Outcomes	Percent of employees that received at least 3% merit increase*	85%	80%	85%	80%
Workload	Number of employee relations issues*	56	30	65	30
Outcome	Employee relations issues that do not result in legal action*	100%	100%	100%	100%
Workload	Number of job re-classes*	32	15	20	15
Outcome	Reduction in job re-classes*	N/A	50%	50%	75%
Workload	Number of trainings (online and classroom)	25	50	52	50
Outcome	Effectiveness of training as measured by survey.	N/A	4.5/5	4.6/5	4.5/5

\*New measure

### FY2021 Major Achievements

- Played a critical role over the last year in providing leadership surrounding people issues amidst COVID. Directed employee communications and coordinated COVID testing and vaccine efforts for City of Prescott employees. Implemented new telework policy and transitioned to Zoom trainings and interviews, in accordance with the new social distancing policies.
- Led the communication and classification study for the City. Market and COLA increases were recommended to ensure a sustainable Compensation Structure into the future. Communicated the classification and compensation study results to City of Prescott employees, implemented new pay plan, and revised all job descriptions.
- Designed new Pay for Performance System for City and developed appropriate training for leaders and employees.
- Developed and implemented enhanced Citywide Paid Time Off (PTO) accrual and other leave options, including Family Leave Donation Program for Maternity/Paternity purposes, a floating holiday, and increased the comp time accrual maximum amount to 80 hours per calendar year.
- In partnership with Yavapai Combined Trust (YCT), developed and enhanced Benefits plan design options and reviewed employer/employee contribution strategies for appropriate alignment.
- Delivered over 60 enhanced learning and training programs through Zoom and other online platforms for new employees, including New Employee Orientation and compliance trainings
- Hired and on-boarded over 90 full-time employees, as well as over 45 part-time and seasonal employees.
- Updated and revised all City of Prescott personnel policies, as well as the Human Resources portion of the City Code.

## City Manager

### Expenditure Budget

#### Human Resources Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$579,536	\$570,110	\$558,064	\$622,645	9%
Supplies	6,458	10,200	9,000	10,200	0%
Internal Charges	20,964	21,200	21,200	22,260	5%
Other Services & Charges	<u>164,046</u>	<u>154,775</u>	<u>155,675</u>	<u>216,002</u>	40%
Total	\$771,004	\$756,285	\$743,939	\$871,107	15%

#### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>5.00</u>	<u>5.00</u>	<u>6.00</u>
Human Resources Director	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00
Senior HR Business Partner	1.00	1.00	1.00
HR Business Partner	1.00	1.00	1.00
HRIS Technician	1.00	1.00	1.00
Human Resources Specialist	0.00	0.00	1.00

**Budget Notes and Significant Changes:** Personnel costs increased due to the implementation of the Class and Comp Study. Other Services & Charges is higher because of the additional funding added for citywide training, employee recognition program and professional development.

## 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.

#### FY2022 Objectives

- Balance the amount of cases opened with COVID-19 considerations to not overwhelm neighborhoods or individuals
- 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
- Provide proactive outreach to neighborhoods and businesses regarding relevant codes
- Address violations through a process of education, inspections, information, and enforcement
- Provide two neighborhood cleanups and resources to assist with compliance

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Workload	Code cases opened	641	800	300	500
Workload	Code cases closed	600	700	290	475
Outcome	Average calendar days, inspection to voluntary compliance	95%	95%	95%	95%
Outcome	Percentage of cases resolved through voluntary compliance	98%	99%	99%	99%

#### FY2021 Major Achievements

- Shared more than 200 postcards to businesses to raise awareness about weeds and sidewalk maintenance
- Assisted Community Development and City Manager's Office in responding to calls and concerns regarding COVID-19 and impacts to services
- Assisted Community Development and the Airport with compiling aviation easement information
- Completed two neighborhood cleanups that collected more than 15 tons of material

## City Manager

### Expenditure Budget

#### Neighborhood Services

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 153,106	\$ 159,219	\$ 161,388	\$ 169,449	6%
Supplies	2,934	3,300	3,348	3,300	0%
Internal Charges	18,584	15,363	14,363	16,832	10%
Other Services & Charges	<u>7,128</u>	<u>14,525</u>	<u>12,440</u>	<u>15,040</u>	4%
Total, Operations	\$ 181,752	\$ 192,407	\$ 191,539	\$ 204,621	6%

##### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>2.25</u>	<u>2.25</u>	<u>2.25</u>
Asst to City Manager/Intergov Coord <sup>1</sup>	0.25	0.25	0.25
Code Compliance Inspector	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

<sup>1</sup> 75% of Asst to City Manager/Intergovernmental Coordinator charged to City Manager's Office

**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.

Significant changes include the rise in the Personnel category resulting from the Class and Comp Study and Internal Charges which fluctuates yearly due to the methodology used when calculating charges for each department.

## 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.

#### FY2022 Objectives

- Explore and implement methods to improve customer service tools and practices
- Find ways to maintain and expand service delivery levels in the face of rising IT workload
- Expand focus on network design and security to meet service needs
- Continue to focus within IT on a collaborative driven IT working environment

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Network availability (uptime)	99.9%	99.9%	99.9%	99.9%
Workload	Number of work orders and tasks completed	10,000	14,000	15,000	15,000
Outcome	Percentage of help desk requests resolved within 4 work hours	TBD	TBD	TBD	TBD
Efficiency	IT expenditures per endpoint served	TBD	TBD	TBD	TBD
Efficiency	IT help desk requests per endpoint served	TBD	TBD	TBD	TBD
Outcome	Percentage of completed budgeted projects	92%	900%	100%	100%

#### FY2021 Major Achievements

- Successful navigation of COVID-19 remote work support and associated chaos
- Full rollout of Building Permits and mobile Inspections system
- Substantial infrastructure upgrades for faster, more reliable network service
- Movement of IT's physical location from City Hall to Radio Shop to Rodeo Grounds
- Architected layout for new phone system implementation

## City Manager

### Expenditure Budget

#### Information Technology Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 1,390,044	\$ 1,423,489	\$ 1,343,517	\$ 1,494,495	5%
Supplies	387,558	550,500	457,802	731,000	33%
Internal Charges	80,609	77,698	79,544	63,796	-18%
Other Services & Charges	425,922	355,437	446,411	361,353	2%
Subtotal Operations	2,284,133	2,407,124	2,327,274	2,650,644	10%
Capital	3,630	-	-	1,650,000	
Total	\$ 2,287,763	\$ 2,407,124	\$ 2,327,274	\$ 4,300,644	79%

#### Information Technology Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>14.50</u>	<u>14.50</u>	<u>15.50</u>
Director of IT	1.00	1.00	1.00
GIS Coord\Historic Pres. <sup>1</sup>	0.50	0.50	0.50
IT Operations Manager	0.00	0.00	1.00
Network Engineer	3.00	4.00	3.00
Help Desk Manager	1.00	1.00	1.00
IT Database Administrator	1.00	1.00	1.00
IT Specialist	6.00	5.00	6.00
GIS Specialist	1.00	1.00	1.00
Web Development Specialist	1.00	1.00	1.00

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

**Budget Notes and Significant Changes:** There is a 33% increase in Supplies as a result of the telephone system replacement project that is included in this year's budget. This is a one-time expenditure so the category should return to normal in FY23.

## Community Development

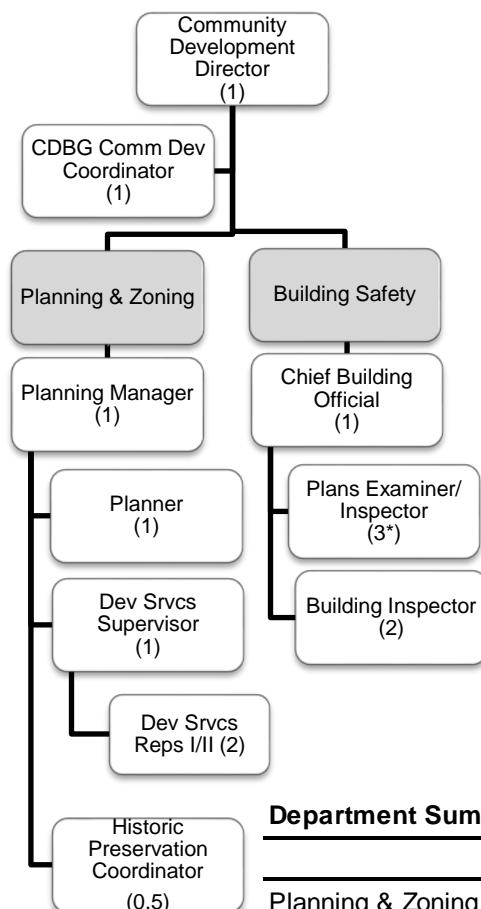
### Department Mission

To provide residents, builders and developers with friendly and efficient customer service, useful information, and expeditious processing of projects and permits, facilitating quality development in the City of Prescott.

### Service

Community Development provides project review, planning guidance, building permit processing, plan review, and field inspection services to the 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 permits, provides building and fire plan review, and conducts inspections of construction work in progress and life safety aspects to assure building code compliance. 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 through the thoughtful application of codes and ordinances.

### Organization and Personnel



**Department Summary - Staffing by Division**

	FY20	FY21	FY22
Planning & Zoning	4.50	6.50	6.50
Building Safety	<u>10.00</u>	<u>9.00</u>	<u>7.00</u>
<b>Total Authorized Positions</b>	<b>14.50</b>	<b>15.50</b>	<b>13.50</b>

\*One Plans Examiner/Inspector charged to Public Works

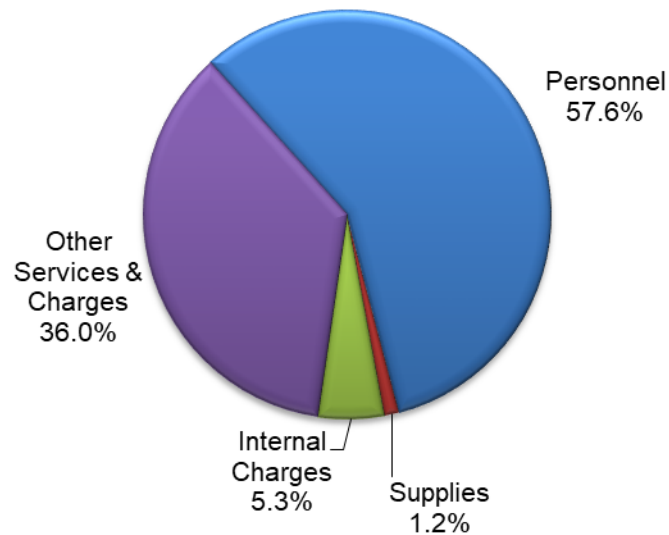
# Community Development

## Expenditure Budget

### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 1,332,692	\$ 1,352,420	\$ 1,303,727	\$ 1,334,062	-1%
Supplies	34,513	28,700	14,676	26,950	-6%
Internal Charges	118,771	116,040	114,040	121,999	5%
Other Services & Charges	309,718	499,217	266,166	834,642	67%
Subtotal Operations	1,795,693	1,996,377	1,698,609	2,317,653	16%
Capital	219,066	348,466	126,388	427,055	23%
Total	\$ 2,014,759	\$ 2,344,843	\$ 1,824,997	\$ 2,744,708	17%

**Community Development FY22  
Operating Expenditure Budget by Type**





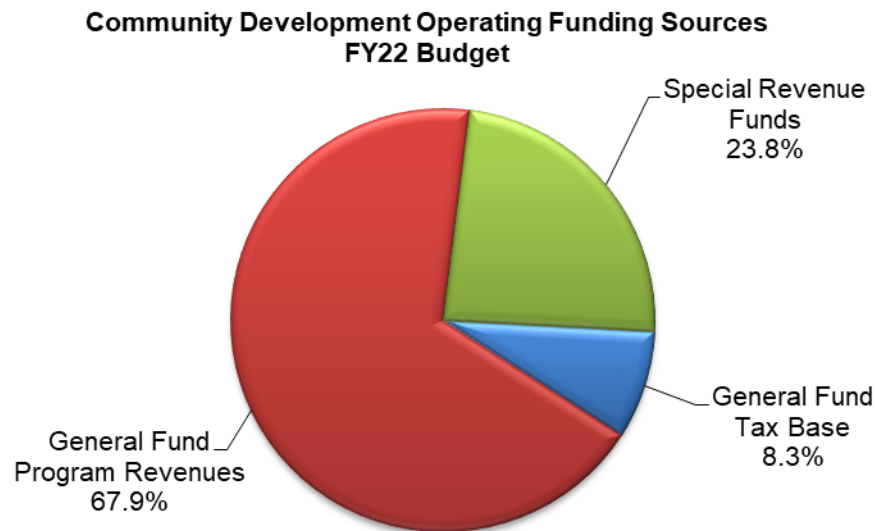
## Community Development

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

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Planning & Zoning	\$ 628,510	\$ 1,017,626	\$ 744,689	\$ 1,417,128	39%
Building Safety	1,167,184	978,751	953,920	900,525	-8%
Subtotal Operations	1,795,693	1,996,377	1,698,609	2,317,653	16%
Capital	219,066	348,466	126,388	427,055	23%
Total	\$ 2,014,759	\$ 2,344,843	\$ 1,824,997	\$ 2,744,708	17%

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**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 portions of 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.

#### FY2022 Objectives

- Provide comprehensive and efficient assistance to applicants during development project reviews and any related public meeting processes by applying effective communication, efficient time management and thorough knowledge of state and local regulations. This is an ongoing and important objective.
- Collaborate effectively with the development community to assist in meeting the objectives of the adopted General Plan.
- Provide professional and timely planning and zoning services to residents, developers, builders and the general public to further the City's objective of creating an accountable solution and service-oriented culture within the division.
- Provide professional, accurate and actionable data and recommendations to decision-making bodies of the City to further the goals of the General Plan and the City Council's adopted strategic goals.
- Adapt to ongoing challenges to assure the provision of a high level of customer service.
- Actively engage with Planning staff to offer educational opportunities that improve the function of the division and improve our ability to provide great customer service.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Percentage of projects meeting review turnaround times	70%	80%	75%	80%
Outcome	Percentage of PAC applications resulting in construction permits	55%	60%	55%	60%

## Community Development

### Analysis of performance:

Project review times were affected by both Covid-19 and the conversion to full online submittals in our new permitting and project software. With the conversion complete and times adjusted to realistically reflect staffing, we anticipate the times improving to, or above, the targeted 80%.

Percentage of PAC that result in permits or project is a measure subject to market forces. With the uncertainty that prevailed throughout 2020, we noted a slight reduction in the percentage of PAC submittals that later resulted in project or permit applications.

### FY2021 Major Achievements

- Adapted Planning Division functions to accommodate fully electronic project submittal and processing
- Adapted Planning Division functions to maintain the expected high level of customer service via remote access options during periods when City Hall was closed to the public due to the pandemic
- Modified staffing by creation of in-office rotation schedules to enhance protection for staff and workloads while maintaining customer service levels
- Completed the Planning Commission stage of the major AED annexation proposals

### Expenditure Budget

#### Planning & Zoning

#### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 450,494	\$ 605,137	\$ 562,045	\$ 667,787	10%
Supplies	9,737	10,700	6,650	10,950	2%
Internal Charges	51,931	52,722	52,722	60,091	14%
Other Services & Charges	116,348	349,067	123,272	678,300	94%
Subtotal Operations	628,510	1,017,626	744,689	1,417,128	39%
Capital	158,847	348,466	66,067	301,055	-14%
Total	\$ 787,357	\$ 1,366,092	\$ 810,756	\$ 1,718,183	26%

## Community Development

### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>4.50</u>	<u>6.50</u>	<u>6.50</u>
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
Development Services Supv	0.50	0.50	0.50
CDBG Com Dev Coord.	1.00	1.00	1.00
Development Services Rep II	0.00	1.00	1.00
Development Services Rep I	0.00	1.00	1.00

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

<sup>2</sup> 50% of Development Services Supv charged to Building Safety

**Budget Notes and Significant Changes:** The 10% increase in Personnel represents the implementation of the Class and Comp Study. Other Services & Charges is higher due to potential operating grants that are budgeted in FY2022. The Capital budget is for the management of the Community Development Block Grant Program (CDBG). 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.

#### FY2022 Objectives

- Provide staff training, including on-boarding of new plans examiner, on common review items and use of checklists to reduce plan review time frames.
- Provide assistance and proactive outreach to contractors, design professionals and other applicants on elements of a successful plan submittal and methods to reduce review time frames.
- Develop effective plan review and inspection checklists for internal and external customers to expedite accomplishing successful, safe and code-compliant plans and projects.
- Successfully impart the benefits of the remote virtual inspections, allowing for more inspections in less time, the ability of the customer to know the outcome of the inspection immediately and less COVID-19 exposure for the City staff and customers.
- Increase the number of self-certification inspection permitted for building components through manufacturer installer certification programs.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Output	Number of contractor outreach meetings	4	4	4	4
Workload	Plan reviews performed	3,034	4,580	3,940	4,000
Outcome	Reviews completed within stated 3-week time frame	75%	90%	80%	80%
Workload	New single family residence permits issued	458	400	425	425
Workload	Total number of field inspections	16,047	17,200	16,200	16,500
Outcome	Average calendar days from application to ready for issuance – residential permits	34	50	45	40
Outcome	Average calendar days from application to ready for issuance – commercial permits	60	40	55	50
Outcome	Percentage of re-inspections	18%	15%	18%	15%
Outcome	Percentage of projects meeting review turnaround times	80%	90%	80%	85%

## Community Development

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### Analysis of performance:

The Building Safety Division continued to address volumes that have not been experienced by Community Development for a number of years without an increase of full time staff. Routine metrics such as of number of plan reviews and inspections have remained steady over late FY20 and into FY21, even with the Covid-19 pandemic and the closure to the public of City Hall. Staff has worked in an unknown and changing environment, while maintaining customer contact by dealing with both a new permitting and project system, decreased office interface for interaction with customers, and all while experiencing no significant decrease in permit applications, plan reviews and inspection requests. With indications of some Covid-19 restrictions easing and economic stabilization compared to analysis performed during the FY21 budget process, the Building Division predicts a slight leveling off of the growth that was anticipated, and remained steady during the last budget year.

The Division continues to promote plan review and inspection strategies that compress permit issuance and total build timeframes, adapting processes and providing source documents to increase efficiencies across the construction disciplines. The contractor and professional outreach programs have continued through virtual meetings, open forums, e-mails and video phone chats. The Division looks forward to the opportunity to re-launch the contractor outreach meetings on an in-person basis in the coming fiscal year. Our connection with the builder community remains strong, and is strengthened by our efforts to build strong alliances across the industry.

### FY2021 Major Achievements

- Educated customers in the use of emergency permit applications, when essential services or equipment (water heaters, gas lines) are cut, damaged or affected during non-business hours, to allow those required permits to be submitted the first working day after the event that caused damage electrical service, heating, water heater or other life, safety and or health essential service or equipment.
- Worked with contractors, professional registrants and other customers to eliminate the amount of paperwork, documentation and time needed in the application for solar permits. Provided a method for solar applications to rely on the APS mandated engineer review, in lieu of two compliance reviews by APS and City plans examiners, when solar installations are performed by a properly licensed electrical/solar contractor.
- Established the requirement of only a manufacturer's material evaluation number from an authorized testing agency instead of the entire evaluation report, eliminating the amount of scanning and research by the applicant when using previously approved systems.
- Reduced the number of multi-reviews on a set of plans, by requiring contact between the applicant and reviewer, prior to a 3<sup>rd</sup> round or greater re-submittal. The contact is designed to verify that all the information and corrections have been or are addressed in re-submittals.
- Protected our customers and staff and avoided direct physical contact by using telephone, e-mails and zoom meetings due to Covid-19 pandemic social distancing requirements.
- Decreased the number of Stop Work Orders and Notices of Violation issued by providing the customer sufficient information prior to posting and initiating cases, bringing the customer into compliance through personal contact and to help prevent subsequent corrections, as well as establishing realistic expectations to avoid the next step of violating the project or property.
- Performed the Building Division's tasks through the expedited implementation of the department's new digital permitting and plan review systems, enhancing the service delivery model of Community Development even during the duration of the pandemic.

## Community Development

### Expenditure Budget

#### Building Safety

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 882,198	\$ 747,283	\$ 741,682	\$ 666,275	-11%
Supplies	24,776	18,000	8,026	16,000	-11%
Internal Charges	66,840	63,318	61,318	61,908	-2%
Other Services & Charges	<u>193,370</u>	<u>150,150</u>	<u>142,894</u>	<u>156,342</u>	4%
Subtotal Operations	1,167,184	978,751	953,920	900,525	-8%
Capital	<u>60,219</u>	<u>-</u>	<u>60,321</u>	<u>126,000</u>	
Total	\$ 1,227,402	\$ 978,751	\$ 1,014,241	\$ 1,026,525	5%

#### Building Safety

##### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>10.00</u>	<u>9.00</u>	<u>7.00</u>
Community Development Director	0.50	0.50	0.50
Chief Building Official	1.00	1.00	1.00
Development Services Supervisor	0.50	0.50	0.50
Plans Examiner/Building Inspector	2.00	3.00	3.00
Plans Examiner/Building Fire Insp.	2.00	2.00	0.00
Building Inspector	2.00	2.00	2.00
Development Services Rep II	1.00	0.00	0.00
Development Services Rep I	1.00	0.00	0.00

**Budget Notes and Significant Changes:** The decrease throughout several categories of Building Safety can be tied to the movement of two Fire Inspectors to the Community Risk Reduction Division in the Fire Department.

# Fire

## Department Mission

The Prescott Fire Department is dedicated to “compassionately serving the needs of our diverse community” 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.

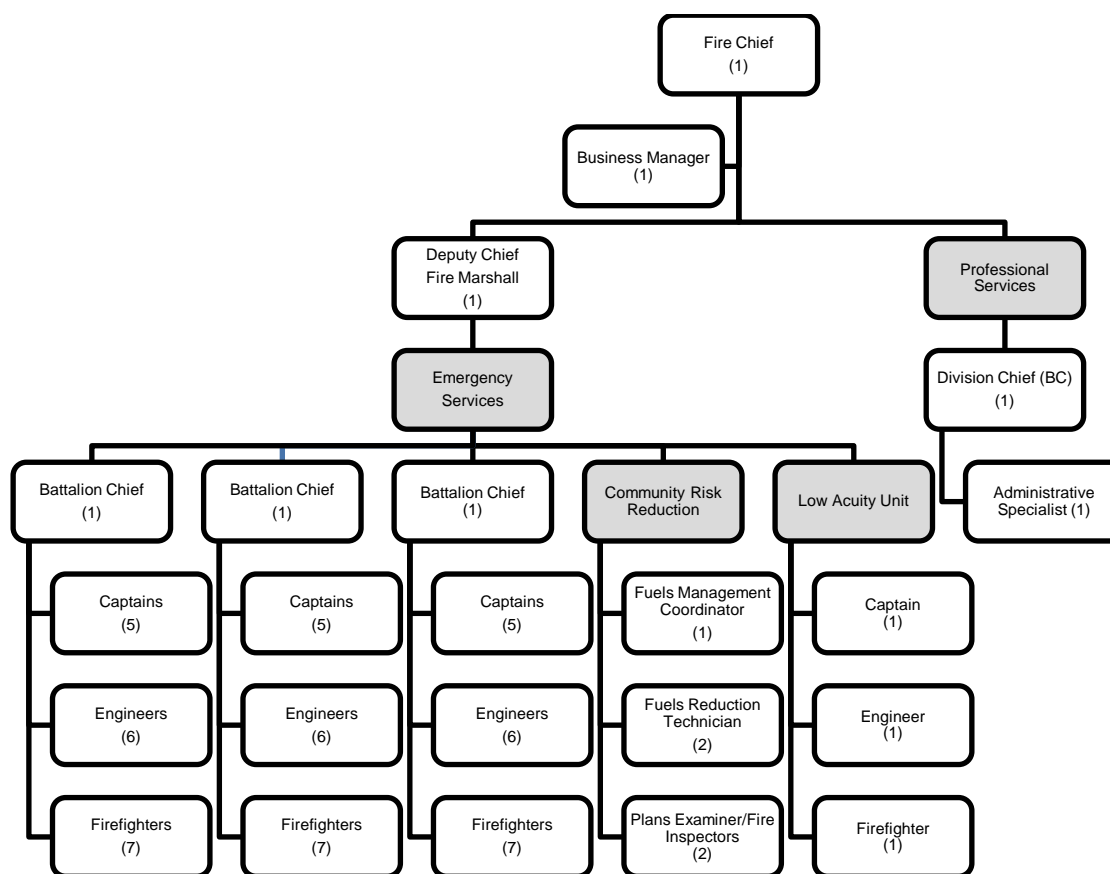
## Services

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





## Fire

### Department Summary - Staffing by Division

	FY20	FY21	FY22
Fire Department Administration	2.00	2.00	2.00
Emergency Services	58.00	58.00	61.00
Fire Professional Services	2.00	2.00	2.00
Community Risk Reduction	<u>3.00</u>	<u>3.00</u>	<u>5.00</u>
Total Authorized Positions	65.00	65.00	70.00

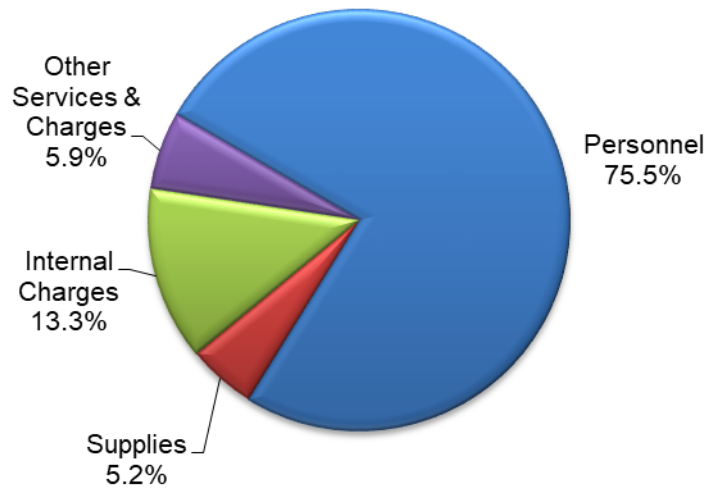
### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 7,092,080	\$ 7,089,947	\$ 7,466,568	\$ 8,638,476	22%
Supplies	526,706	568,885	516,864	598,064	5%
Internal Charges	1,081,502	1,353,184	1,228,553	1,524,551	13%
Other Services & Charges	<u>388,473</u>	<u>564,679</u>	<u>491,439</u>	<u>680,468</u>	21%
Subtotal Operations	9,088,761	9,576,695	9,703,424	11,441,559	19%
Capital	<u>755,703</u>	<u>979,296</u>	<u>950,933</u>	<u>1,824,656</u>	86%
Total	\$ 9,844,464	\$ 10,555,991	\$ 10,654,357	\$ 13,266,215	26%

## Fire

**Fire Department FY22  
Operating Expenditure Budget by Type**



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

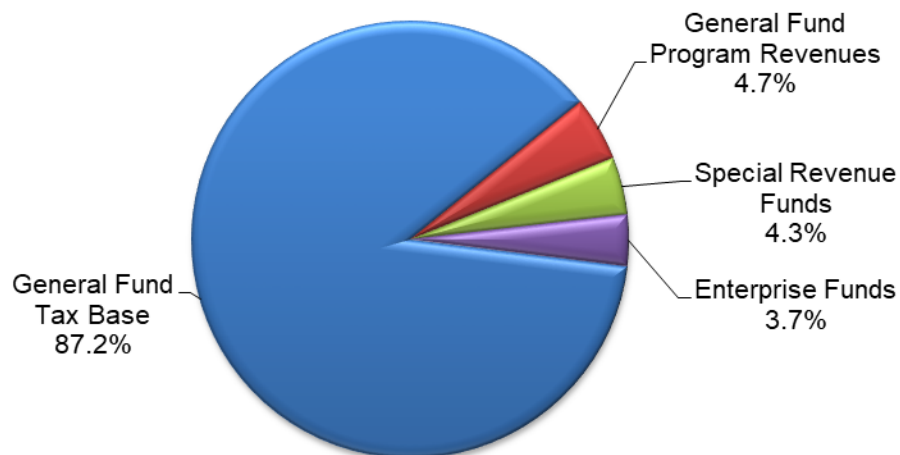
	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Fire Admin	\$ 298,476	\$ 462,280	\$ 441,327	\$ 570,102	23%
Emergency Services	7,948,309	8,059,754	8,261,245	9,168,711	14%
Fire Professional Services	263,194	335,856	312,671	353,832	5%
Community Risk Reduction	578,783	718,805	688,181	1,348,914	88%
Subtotal Operations	9,088,761	9,576,695	9,703,424	11,441,559	19%
Capital	755,703	979,296	950,933	1,824,656	86%
Total	\$ 9,844,464	\$ 10,555,991	\$ 10,654,357	\$ 13,266,215	26%

## Fire

### Department Summary - Funding Sources

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
General Fund Source of Funds					
Tax Base	\$ 6,868,492	\$ 9,181,261	\$ 9,372,864	\$ 11,805,832	29%
Licenses and Permits	450	500	550	500	0%
Charges for Services	548,289	555,000	528,000	542,790	-2%
General Fund Budget	7,417,231	9,736,761	9,901,414	12,349,122	27%
Special Revenue Funds	2,243,021	449,145	372,593	489,848	9%
Enterprise Funds	184,212	370,085	380,350	427,245	15%
Total	\$ 9,844,464	\$ 10,555,991	\$ 10,654,357	\$ 13,266,215	26%

**Fire Department Operations Funding Sources  
FY22 Budget**



**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. 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.

### FY2022 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	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Community survey results regarding service level and citizen satisfaction (5 is highest score)	5	5	5	5
Efficiency	Expenditures per capita Emergency Services	\$199	\$247	\$201	\$247
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.)	24	24	24	24

## Fire

### FY2021 Major Achievements

- Successfully completed our first annual compliance report as an accredited agency through the Commission on Fire Accreditation International.
- Provided for the safe and sound approach to help managing the on-going public health emergency related to the proliferation of COVID-19.
- Sponsored and supported the Arizona Wildfire and Incident Management Academy.
- Served as the point agency as it relates to the filings for request for public assistance as part of the roles associated to emergency management.

### Expenditure Budget

#### Fire Department Administration

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 154,955	\$ 264,027	\$ 268,587	\$ 298,757	13%
Supplies	7,021	29,725	9,307	30,950	4%
Internal Charges	14,178	16,222	13,072	18,667	15%
Other Services & Charges	<u>122,321</u>	<u>152,306</u>	<u>150,361</u>	<u>221,728</u>	46%
Total	\$ 298,476	\$ 462,280	\$ 441,327	\$ 570,102	23%

##### Authorized Staffing Summary

	FY20	FY21	FY22
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:** Personnel reflects a 13% increase when comparing FY22 to FY21. As seen throughout the departments, this is the result of the implementation of the Class and Comp Study approved by Mayor and Council. Internal Charges is up because of the fluctuation of the charges year to year based on the methodology used for calculations. A contract for an outside source for an Administrative Captain is included in the FY22 budget causing an increase. The use of a retired Deputy Chief provides a cost savings when compared to hiring an in-house Administrative Captain.

## 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.

#### FY2022 Objectives

- To provide a service level that meets or exceeds that which is outlined in our standards of cover (SOC) document
- Maintain the response times established via our benchmarks for fire and EMS emergency services 90% of time.
- To provide for measurement of our success rates in regards to the save ratio for cardiac arrest responses.
- To deploy the closest, most appropriate unit to emergent events and deliver the most effective mitigation efforts in line with national best practices
- Effectively integrate the use and staffing of a low-acuity, rescue unit and further other "system improvements" to better use our finite resources.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Response times under 8 minutes national standard	9:19	9:00	8:46	9:00
Outcome	Percentage of cardiac patients with pulsatile rhythms upon delivery to hospital	11%	9%	9.8%	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	72%	78%	70%	80%
	Station 72	68%	72%	68%	80%
	Station 73	83%	85%	87%	80%
	Station 74	78%	80%	80%	80%
	Station 75	75%	80%	82%	80%

**Analysis of performance:** Emergency services were successful towards the use of data to drive our decision making as it relates to apparatus deployment and dispatching. We've successfully been vetted by the Commission on Fire Accreditation and deemed credible against national benchmarks via our annual compliance report.

## Fire

### FY2021 Major Achievements

- Prepared necessary fleet asset justifications in order to replace vehicles in order to lower our overall fleet average age.
- Reviewed existing data relative to emergency services responses and qualified/justified needed additions of personnel.
- Sourced and implemented significantly improved firefighter physical processes for our members to include health monitoring, muscle-skeletal, and behavioral health services.
- Facilitated the citizen's academy on two instances for which the highest marks of satisfaction by the participants was indicated in their post academy survey.

### Expenditure Budget

#### Emergency Services

#### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 6,221,845	\$ 6,001,157	\$ 6,366,701	\$ 6,915,498	15%
Supplies	485,447	488,223	457,920	486,020	0%
Internal Charges	1,015,260	1,272,813	1,155,032	1,433,353	13%
Other Services & Charges	<u>225,758</u>	<u>297,561</u>	<u>281,592</u>	<u>333,840</u>	12%
Subtotal Operations	7,948,309	8,059,754	8,261,245	9,168,711	14%
Capital	<u>755,703</u>	<u>979,296</u>	<u>950,933</u>	<u>1,714,656</u>	75%
Total	\$ 8,704,012	\$ 9,039,050	\$ 9,212,178	\$ 10,883,367	20%

#### Capital Detail

Fire Training Center Improvements	\$ 928,140
Vehicle Replacements	609,206
Batter Operated PPV Fans	45,000
ARFF - Aqueous Film Forming Foam (AFFF) Testing Equip	35,000
Hydraulic Extrication Tool	26,000
Mobile Data Computer	23,200
SCBA Voice Amplification Devices	20,610
EMS Simulation Manikin	15,000
North Prescott Radio Repeater Site at Melville Airport WRF	<u>12,500</u>
	\$ 1,714,656

## Fire

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### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>58.00</u>	<u>58.00</u>	<u>61.00</u>
Deputy Fire Chief	1.00	1.00	1.00
Division/Battalion Chief	3.00	3.00	3.00
Fire Captain	15.00	15.00	16.00
Fire Engineer	18.00	18.00	19.00
Firefighter	21.00	21.00	22.00

**Budget Notes and Significant Changes:** The higher Personnel budget reflects the implementation of the Class and Comp Study and the addition of a Fire Captain, Engineer, and Firefighter to man a low-acuity unit during the peak hours. Internal Charges fluctuate yearly, but the main reason for the increase in FY2022 is due to several capital items budgeted in Prescott Regional Communications Center (PRCC). Police and Fire and charged internally for their share of the cost.



# 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.

### FY2022 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.
- 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.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Output	Training hours	15,899	16,000	20,000	16,000
Output	Multi-company drills	125*	165	165	165
Output	Day/night live fire training evolutions	17	17	17	17
Output	Hours of minimum company standards	126*	150	150	150
Output	Accidents investigated determined to have a human element as part of the cause	4	0	0	0
Output	Number of qualified entry level firefighters presented for Fire Chief's interview	7	0	6	12
Output	Number of qualified applicants which meet or exceed the requirements set forth in the promotional job announcement for:				
	Battalion Chief	2	2	3	3
	Captain	6	8	5	5
	Engineer	10	13	8	10

\*COVID cancelation resulting in few training drills

# Fire

## FY2021 Major Achievements

- Continued to rebrand the Professional Services Division. Division duties include recruitment, promotional testing, training planning and implementation, internal investigations, running the department's public information program, grant applications, and general planning within the department.
- Conducted new hire testing and on boarding process for three members and promotional testing for the positions of Engineer and Captain resulting in a total of nine members being certified ready for promotion.
- Developed a multiyear working plan for Drill Ground improvements in cooperation with the Public Works Department.
- Provided for necessary work around relative to required training in order to maintain our hours relative to Insurance Services Office, Inc. Fire Suppression Rating Schedule.

## Expenditure Budget

### Fire Professional Services

#### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 216,280	\$ 246,078	\$ 250,459	\$ 257,835	5%
Supplies	9,612	20,918	16,355	21,922	5%
Internal Charges	9,531	11,821	10,621	14,630	24%
Other Services & Charges	<u>27,771</u>	<u>57,039</u>	<u>35,236</u>	<u>59,445</u>	4%
Total	\$ 263,194	\$ 335,856	\$ 312,671	\$ 353,832	5%

#### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Division/Battalion Chief	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00

**Budget Notes and Significant Changes:** Internal Charges is higher in FY22 due to the methodology used in the calculation.

# 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.

### FY2022 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.
- 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.
- Provide for streamlined interactions between Community Development and the Fire Department through reassignment of Plans Examiner-Fire Inspectors as direct reports to the Fire Marshal.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Output	Published media releases Safety message embedded	48	36	40	36
Output	Property assessments	372	300	420	450
Output	Residences treated	986	700	1,000	1,000
Output	City property treated in acres for fuel reduction	65	197	139	191
Output	Total acres treated for fuel reduction	500	600	800	850

### FY2021 Major Achievements

- Worked with community stakeholders towards the eventual adoption of the International Fire Code and International Wildland Urban Interface Code.
- Continued intensified efforts towards minimizing/reducing fire risk associated with commercial kitchen operations.
- Removed 188 tons of debris from residences and project in and bordering the City of Prescott.
- The Fuels Management Division supplied "The Thunder Maker Cultural Recovery Group" with the Navajo Nation firewood to tribal members in need during the public health emergency.

## Fire

### Expenditure Budget

#### Community Risk Reduction

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$499,000	\$578,685	\$580,821	\$1,166,386	102%
Supplies	24,626	30,019	33,282	59,172	97%
Internal Charges	42,533	52,328	49,828	57,901	11%
Other Services & Charges	12,624	57,773	24,250	65,455	13%
Subtotal Operations	578,783	718,805	688,181	1,348,914	88%
Capital	-	-	-	110,000	
Total	\$578,783	\$718,805	\$688,181	\$1,458,914	103%

#### Capital Detail

Vehicle Replacements	110,000
	\$ 110,000

#### Community Risk Reduction

##### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	3.00	3.00	5.00
Plans Examiner/Building Fire Inspector	0.00	0.00	2.00
Fuels Management Coordinator	1.00	1.00	1.00
Fuels Reduction Technician	2.00	2.00	2.00

**Budget Notes and Significant Changes:** All categories of Community Risk Reduction have increased due to the shifting of two Plan Examiner/Building Fire Inspectors from Community Development back to the Fire Department. All duties related to fire related inspections are now housed in this division.

## Legal

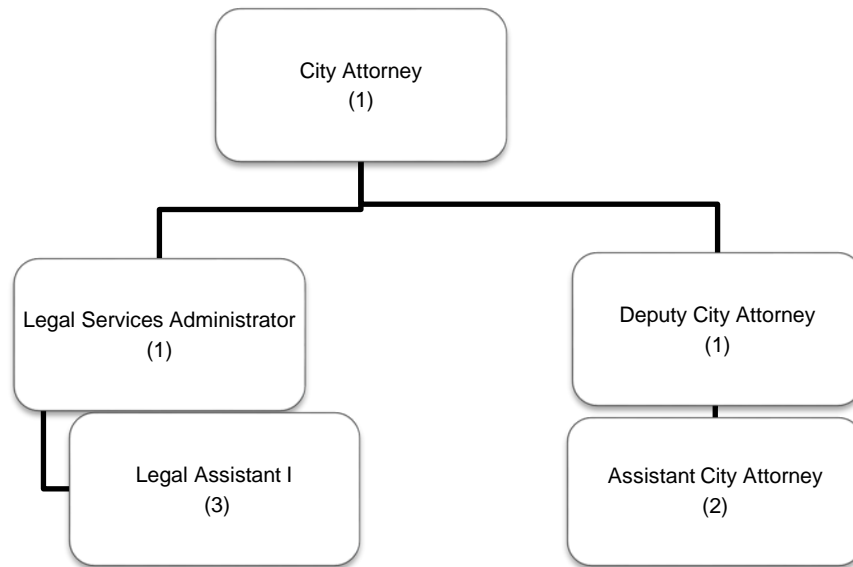
### Department Mission

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

	FY20	FY21	FY22
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
Assistant City Attorney	2.00	2.00	2.00
Legal Services Administrator	1.00	1.00	1.00
Legal Assistant I	0.00	0.00	3.00
Legal Secretary	3.00	3.00	0.00

## Legal

### FY2022 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)

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Internal customer satisfaction on survey, achieve an average rating of 4 out of 5 on:				
	Overall rating on services	4	4	4	4
	Timeliness	4	4	4	4
	Useful Legal Advice	4	4	4	4
	Communication	3	4	4	4
	Quality of Legal Services	4	4	4	4
	Accessibility and Approachability	4	4	3	4
Workload	Number of liability claims placed for the Fiscal Year	29	<25	20	<25
Outcome	Percentage reduction of the number of claims through mitigation, accountability, employee education and safety training	21%	10%	10%	10%
Workload	Number of property damage claims for City property placed in the Fiscal Year	42	<35	42	<35
Outcome	Percentage reduction of the number of property damage incidents through mitigation, accountability, employee education and safety training	0%	10%	10%	10%
Workload	Workers compensation claims per 100 FTEs*	1.15	1	1	6
Outcome	Percent reduction of work place accidents	28%	12%	12%	13%

\*This measure is per Calendar Year

**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. Claims and lawsuits are being prevented as much as possible and when filed are resolved in a manner generally beneficial to the City. Claims for liability and property damage are slightly down from FY18 to FY19 and FY20 to date, however, the data from FY21 could change before June, 2021.

## Legal

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### FY2021 Major Achievements

- Attended all City Council Meetings, Planning and Zoning Commission meetings, Board of Adjustment meetings, Water Issue Committee meetings, Council Appointments Committee meetings; and other Board and Commission meetings as requested. City Council goal of taking better advantage of community assets and promoting excellent service and problem solving. (Goals #2 and #4 )
- Provide Open Meeting Law, Conflict of Interest and Public Records Law training to all elected and appointed positions in the City. City Council goal of providing service-oriented culture. Also drafted all Council resolutions and ordinances. (Goal #4)
- Worked closely with outside legal counsel in pharmaceutical industry litigation seeking damages caused to the Prescott community by the over prescription of opioids. City Council goal of creating a community of well-being. (Goal #3)
- Provided legal advice in negotiations for major pre-annexation and other development agreements/significant zoning amendments to include Arizona Eco Development and Stringfield Ranch projects. Economic development deals like the Hilton Garden Inn and a Banner hospital in the Whispering Rock development are the product of the Legal Department's efforts. City Council goal of providing for economic development opportunities. (Goal #2)
- Provided over two dozen formal written legal opinions to City officials and staff. These opinions and memos are sent in an effort to keep the Council informed of important legal issues while achieving the Council's direction to reduce the number of executive sessions. The written memos and opinions are in addition to the daily issuance of verbal legal opinions, emails and counseling provided by the Legal Department. Also processed and completed approximately 371 projects at the request of other City Departments. City Council goal of providing a service oriented culture. (Goal #4)
- Reviewed and advised internal clients on all City contracts and successfully defended multiple bid disputes. City Council goals of stabilizing the general fund taking better advantage of community assets and promote excellent service. (Goals #1, #2, and #4)
- Review and advise our legislative liaison and lobbyists on relevant proposed legislation and its potential effects on Prescott. City Council goals of stabilizing the general fund taking better advantage of community assets and creating a community of well-being. (Goals #1, #2 and #3)
- Worked closely with outside legal counsel to successfully defend and settle significant lawsuits; including but not limited to personal injury claims, excessive use of force claims and employment-related claims. The City has received and responded to forty-three liability claims. City Council goal of stabilizing the general fund. (Goal #1)
- Assisted Prescott Regional Airport with contracting and economic development matters. Retained outside legal counsel for airport-specific issues. City Council goal of providing for economic development opportunities. Worked closely with the airport on complex aviation and FAA issues to help ensure continuation of FAA grants and the success of commercial and general aviation at the Prescott Regional Airport, culminating in the groundbreaking of the new terminal. (Goal #2)
- Drafted the Emergency Proclamation for the Mayor to address the COVID-19 pandemic. The City Attorney's Office was integral in establishing COVID emergency response protocols, interpreting new federal and state laws relating to COVID, and drafting policies and procedures for the local business community to deal with the financial strains caused by the disease. (Goal #3)
- Successfully led implementation of water policy. Retained outside legal counsel for water and environmental-specific law issues. Continued negotiations with regional water users for assured viability of water resources. City Council goal of providing for economic development opportunities and preserving quality of life. (Goals #2 and #3)

## Legal

- Passed the management of the online public records system to the City Clerk's office. Provide legal advice to Clerk's office for the fulfillment of sensitive requests. City Council's goal of providing a service-oriented culture. (Goal #4)
- Sought justice and appropriate outcomes including fines, restitution and jail time in all criminal law matters. City Council goals of protecting quality of life and stabilizing general fund. Prosecuted over 1755 new cases and 478 older misdemeanor cases. (Goals #1 and #3)
- Continue to move toward a more "paperless" law practice through the use and administration of computer software, e.g. Legal Edge for tracking all criminal, civil and liability matters. This fiscal year the Criminal Division converted all older paper file cases to our electronic case system and no longer utilizes paper case files. The Risk Division inputs all property damage and liability cases into the case management system and no longer uses paper files. City Council goal of promoting an accountable organizational culture by providing a tool that allows for better customer service and performance of staff duties. (Goal #4)

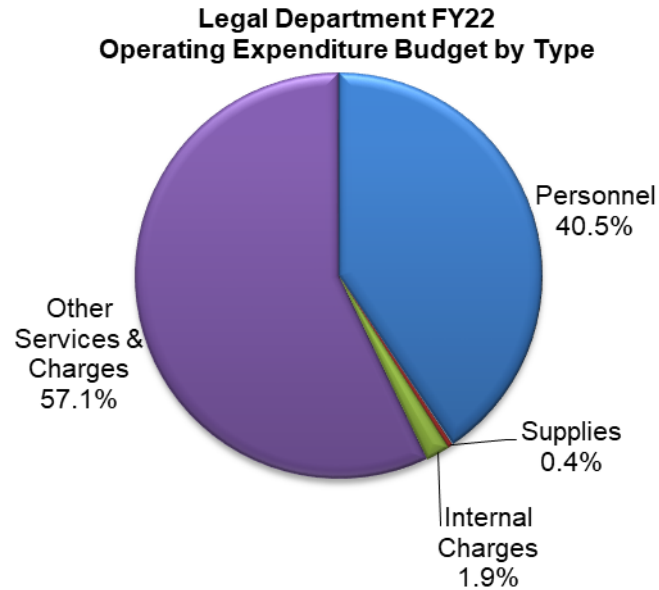
### Expenditure Budget

#### Department Summary - Expenditure by Type

	<b>FY20 Actual</b>	<b>FY21 Budget</b>	<b>FY21 Estimate</b>	<b>FY22 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 818,062	\$ 902,948	\$ 837,364	\$ 893,879	-1%
Supplies	3,369	12,600	21,443	9,800	-22%
Internal Charges	39,081	38,108	38,108	42,269	11%
Other Services & Charges	<u>592,800</u>	<u>1,254,977</u>	<u>1,245,537</u>	<u>1,259,811</u>	0%
Total	\$1,453,312	\$2,208,633	\$2,142,452	\$2,205,759	0%



## Legal



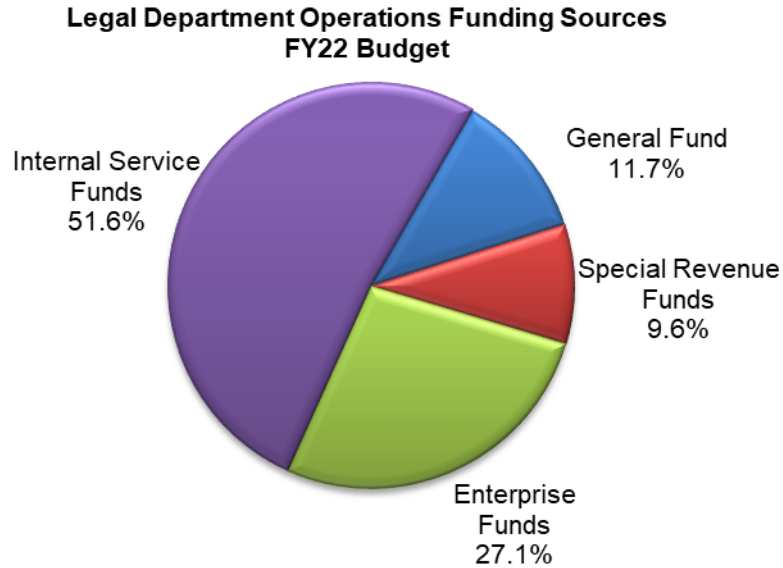
**Budget Notes and Significant Changes:** There are no significant expenditure changes in this department when comparing FY21 to FY22.

### Department Summary - Funding Sources

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
General Fund	198,787	232,556	166,375	258,791	11%
Special Revenue Funds	208,121	215,846	215,846	210,658	-2%
Enterprise Funds	480,657	625,742	625,742	598,101	-4%
Internal Service Funds	565,746	1,134,489	1,134,489	1,138,209	0%
Total	\$1,453,312	\$2,208,633	\$2,142,452	\$2,205,759	0%

## Legal

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**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

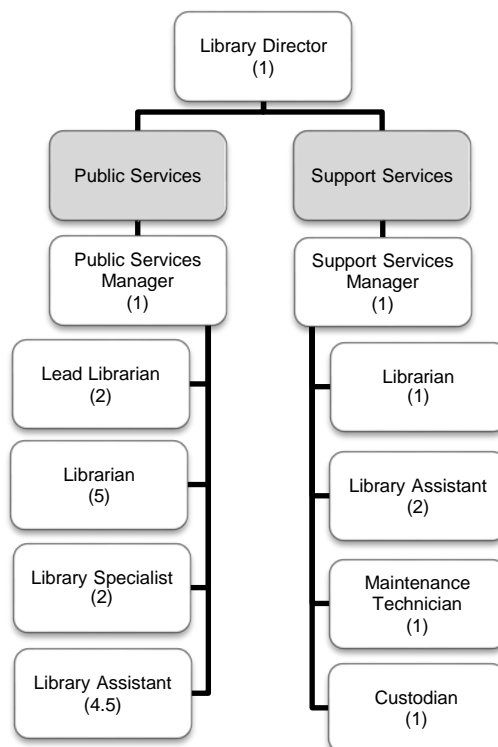
## Department Mission

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

	FY20	FY21	FY22
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

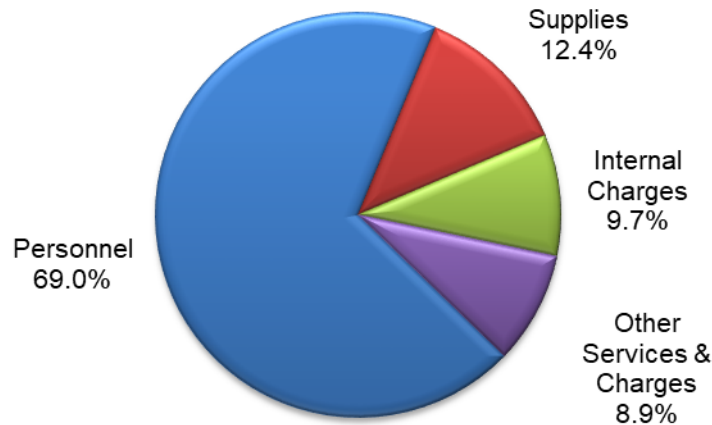
# Library

## Expenditure Budget

### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$1,598,642	\$1,665,117	\$1,659,351	\$1,760,379	6%
Supplies	273,871	303,120	251,459	315,911	4%
Internal Charges	217,882	221,813	221,813	246,581	11%
Other Services & Charges	200,588	239,038	212,322	228,302	-4%
Subtotal Operations	2,290,983	2,429,088	2,344,945	2,551,173	5%
Capital	7,513	-	-	35,000	
Total	\$2,298,496	\$2,429,088	\$2,344,945	\$2,586,173	6%

### Library FY22 Operating Expenditure Budget by Type



### Department Summary - Expenditure by Division

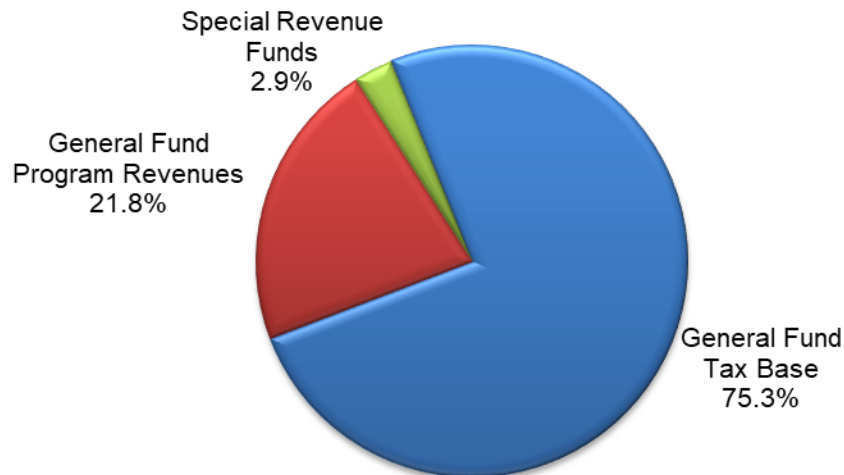
	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Public Services	\$1,331,336	\$1,431,756	\$1,354,191	\$1,508,193	5%
Support Services	967,160	997,332	990,754	1,077,980	8%
Total, Operations	\$2,298,496	\$2,429,088	\$2,344,945	\$2,586,173	6%

## Library

### Department Summary - Funding Sources

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
General Fund Funding Sources					
Tax Base	\$ 1,651,321	\$ 1,735,130	\$ 1,752,492	\$ 1,947,252	12%
Intergovernmental Revenues	573,473	564,150	566,516	553,975	-2%
Charges for Services	15,133	16,500	4,097	4,200	-75%
Fines and Forfeitures	26,924	36,600	5,700	5,700	-84%
General Fund Budget	2,266,851	2,352,380	2,328,805	2,511,127	7%
Special Revenue Funds	31,645	76,708	16,140	75,046	-2%
Total	\$ 2,298,496	\$ 2,429,088	\$ 2,344,945	\$ 2,586,173	6%

### Library Operations Funding Sources FY22 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.

### FY2022 Objectives

- 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
- 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 services
- 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
- Continue work with Friends of the Library, the Rotary Clubs of Prescott, Read on Prescott and other local literacy focused groups to establish a permanent presence of the Prescott Area Imagination Library

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Workload	Number of registered borrowers *	26,150	26,500	27,000	27,500
Workload	Library card holders per capita	61%	61.75%	62%	63%
Workload	Customer Visits *	316,331	417,000	108,530	145,000
Workload	Visits per capita	7.37	9.72	2.48	3.31
Efficiency	Library expenditures per visitor *	\$7.20	\$6.00	\$21.00	\$8.00
Efficiency	Library expenditures per capita	\$53.11	\$53.00	\$53.39	\$53.00

## Library

Output	Digital access and use training: percentage of responders agreeing strongly with survey statements	100%	98%	N/A restricted by COVID	98%
Output	Items borrowed from network libraries	67,460	71,000	76,013	70,000
Output	As percentage of items checked out	12.44%	11.00%	17.61%	15.00%
Output	Items loaned to network libraries	65,850	75,000	64,400	66,000
Output	Wireless use w/in library	74,748	100,000	43,000	80,000
Output	Computer use w/in library	46,649	65,000	12,000	18,000
Output	Website page views	782,493	930,000	368,500	600,000
Output	Circulation of physical items *	542,167	645,000	431,569	500,000
Output	Circulation of electronic items *	106,953	113,000	113,000	115,000
Output	Total circulation	649,615	760,000	560,630	615,000
Output	Circulation per capita *	15.14	17.71	13.06	14.05
Output	Number of outreach events to communicate with library programs and services	88	120	125	125
Output	Attendance at outreach events	2,086	2,500	2,000	2,000
Outcome	Overall customer satisfaction: percent of responders agree/strongly agree with survey statements.	98%	98%	95.5%	98%
Outcome	Customer satisfaction with materials available: percent of responders that agree/strongly agree with statement	92%	95%	90.58%	95%
Outcome	Impact of early child literacy programs: percent of responders that agree/strongly agree with statement	100%	96%	N/A restricted by COVID	96%
Outcome	Impact of programs and outreach by percent of responders agree/strongly agree that they benefitted from library programs or services	100%	95%	N/A restricted by COVID	95%
Outcome	Summer reading programs customer satisfaction: percent of responders agree/strongly agree with surveys to measure increase in time children and teen spend reading.	96%	75%	N/A restricted by COVID	75%

\* ICMA Open Access Benchmarking Indicator

### FY2021 Major Achievements

- Served over 140,000 persons through curbside service and limited in-library service during a year impacted by the COVID pandemic.
- Checked out more than 460,000 physical and 115,000 electronic items to library patrons
- Hosted 197 programs virtually and in-person with 5,579 attendance.
- Offered Smithsonian Institution's Voices and Votes exhibition and a local exhibition on Voices and Votes in Prescott in the library's Viewerie.

## Library

- Worked with Prescott Rotary Clubs and the Friends of the Prescott Public Library to create a 501(c)3 organization to continue the Dolly Parton Imagination Library in an expanded area of the Quad Cities.
- Collaborated with Prescott Farmers Market and Prescott Gardener to repurpose the former coffee bar space to a seed library that allows library card holders to “check out” six packets of seeds per month. 3,000 seed packets were checked out from inception in March 2021.
- Formed partnership with Embry Riddle Aeronautical University's STEM Education Center to create monthly book displays and distribute STEM kits to grade school children.
- Received LSTA grants administered by the Arizona State Library for:
- Wi-Fi hotspots for check-out.
- Crafts to Go kits for adults.
- Acquisition of equipment to create Podcasts about the library and literacy for youth.
- Received Cares Express Awards administered by the Arizona State Library consisting of equipment to produce virtual programming
- Added access to electronic items and databases, including Newspapers.com and Washington Post, to assist with information needs of patrons caused by COVID-19 restrictions.
- Began monthly “Library Corner” column in Daily Courier.
- Offered support for Zoom meetings for other City departments.
- Acquired Chromebooks for public check out.
- Reviewed and selected for purchase 12,100 items.
- Four changes of service models between curbside delivery and limited in-library service. Each change required physical rearranging of certain parts of the collection.
- Circulation Group awarded the City of Prescott Teamwork recognition award.

### Expenditure Budget

#### Public Services

##### Expenditure Summary

	<b>FY20 Actual</b>	<b>FY21 Budget</b>	<b>FY21 Estimate</b>	<b>FY22 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 1,182,851	\$ 1,234,365	\$ 1,226,702	\$ 1,297,600	5%
Operating Supplies	21,998	55,320	3,859	66,311	20%
Internal Charges	118,974	120,683	120,683	135,547	12%
Other Services and Charges	-	21,388	2,947	8,735	-59%
Total, Operations	1,323,823	1,431,756	1,354,191	1,508,193	5%
Capital	7,513	-	-	-	
Total	\$ 1,331,336	\$ 1,431,756	\$ 1,354,191	\$ 1,508,193	5%



## Library

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<b>Authorized Staffing Summary</b>			
	<b>FY20</b>	<b>FY21</b>	<b>FY22</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	4.00	4.00
Librarian - Trainee	1.00	1.00	1.00
Library Specialist	2.00	2.00	2.00
Library Assistant	4.50	4.50	4.50

**Budget Notes and Significant Changes:** Personnel increased 5% in FY22 when compared to FY21. This reflects the implementation of the Class and Comp Study approved by Mayor and Council in that goes into effect at the beginning of the fiscal year. Changes shown in Supplies and Other Services and Charges is due to potential gift fund expenditures and grants. Internal Services Charges, as stated earlier in the book, fluctuate yearly due to the methodology used for the calculation.

# 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.

### FY2022 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
- Provide access to large print library materials for those unable to visit the library
- Provide meetings via Zoom for community groups and organizations

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Customer satisfaction with meeting rooms: percent of responders agree/strongly agree with survey statements	N/A restricted by COVID	75%	N/A restricted by COVID	N/A restricted by COVID
Efficiency	Volunteer hours represented as an estimated number of full-time equivalents	5.3	7.2	1.5	3.5
Efficiency	Estimated personnel savings from volunteer hours	\$143,210	\$194,389	\$41,461	\$95,406
Input	Donations received from Friends of the Prescott Public Library for supplemental programming and library improvements	\$85,221	\$102,707	\$67,812	\$102,000
Input	Number of community meetings hosted over Zoon	N/A*	N/A*	200	150
Input	Number of meeting participants	N/A*	N/A*	1,000	800

\*New measure

## Library

### FY2021 Major Achievements

- Received Cares Grant for Zoom Business account. This account allowed support services staff to facilitate 212 meetings for community groups with 982 Participants between November 2020 and April 2021.
- Received Cares Express Awards administered by the Arizona State Library for Germ Buster kits to allow for cleaning, disinfecting and transmission prevention of COVID-19.
- Ordered, processed, and cataloged 12,100 new items.
- Increased COVID-19 associated daily cleaning and sanitation of heavily used surfaces. Located and acquired cleaning and safety materials and equipment.

### Expenditure Budget

#### Support Services

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 415,791	\$ 430,752	\$ 432,649	\$ 462,779	7%
Supplies	251,872	247,800	247,600	249,600	1%
Internal Charges	98,909	101,130	101,130	111,034	10%
Other Services & Charges	<u>200,588</u>	<u>217,650</u>	<u>209,375</u>	<u>219,567</u>	1%
Total, Operations	967,160	997,332	990,754	1,042,980	5%
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>35,000</u>	
Total	967,160	997,332	990,754	1,077,980	8%

#### Capital Detail

Library Camera Upgrade	35,000
	<u>\$ 35,000</u>

#### Authorized Staffing Summary

	FY20	FY21	FY22
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
Maintenance Technician	1.00	1.00	1.00
Library Assistant	2.00	2.00	2.00
Custodian	1.00	1.00	1.00

**Budget Notes and Significant Changes:** As observed throughout the city, Personnel is up due to the newly implemented Class and Comp Study. Internal Charges are up because of the methodology used when calculating these charges. Fluctuations are seen from year to year in this category.

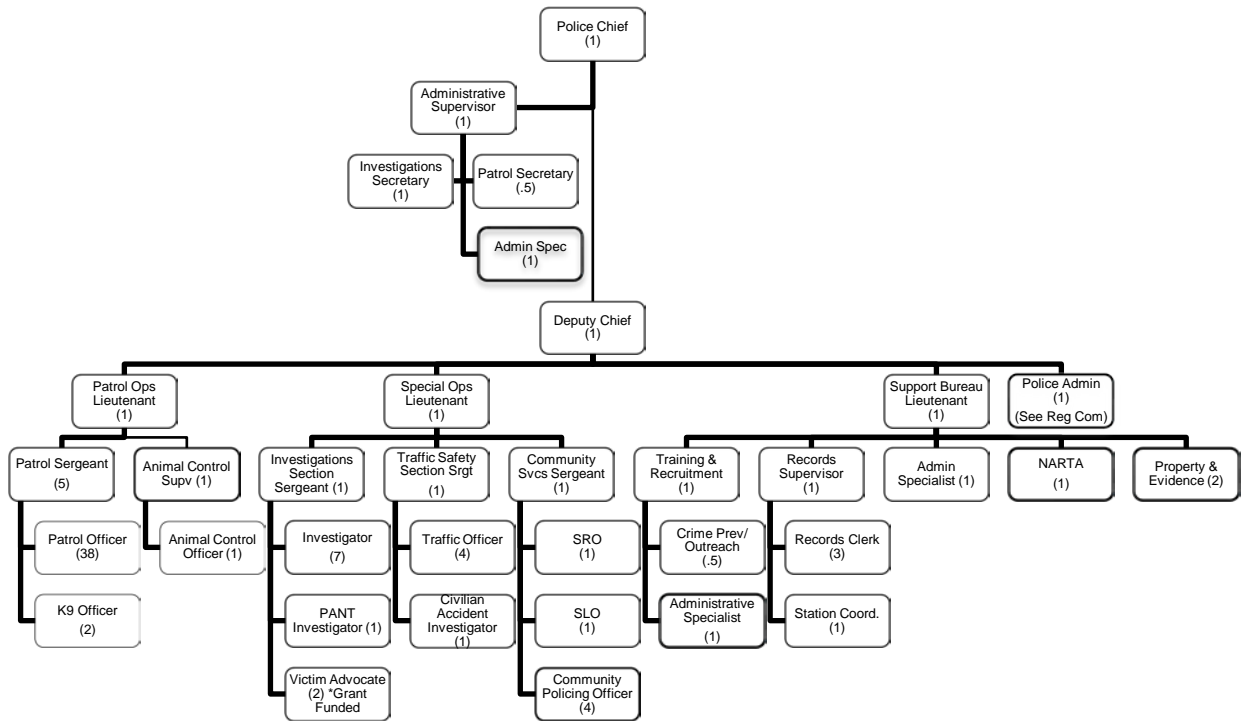
# Police

## 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

	FY20	FY21	FY22
Police Administration	5.00	5.00	7.00
Patrol Operations Bureau	51.50	51.50	51.50
Special Operations Bureau	28.00	28.00	28.00
Support Bureau	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>
Total Authorized Positions	90.00	90.00	92.00

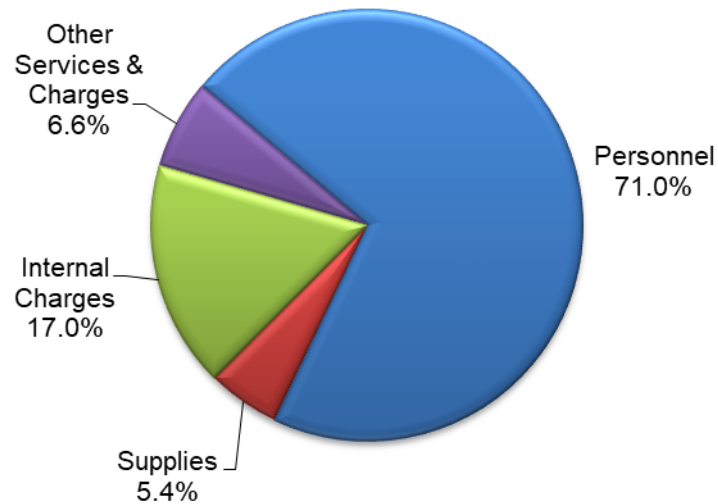
## Police

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 8,292,648	\$ 8,751,070	\$ 8,632,232	\$ 9,731,342	11%
Supplies	594,277	745,222	614,033	739,084	-1%
Internal Charges	1,766,626	2,159,855	1,925,949	2,330,928	8%
Other Services & Charges	449,356	618,930	788,421	909,038	47%
Subtotal Operations	11,102,908	12,275,077	11,960,635	13,710,392	12%
Capital	908,990	971,661	670,762	1,781,180	83%
Total	\$ 12,011,897	\$ 13,246,738	\$ 12,631,397	\$ 15,491,572	17%

**Police Department FY22  
Operating Expenditure Budget by Type**



## Police

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

	<b>FY20 Actual</b>	<b>FY21 Budget</b>	<b>FY21 Estimate</b>	<b>FY22 Budget</b>	<b>% Change Budget</b>
Police Administration	\$ 938,097	\$ 1,308,488	\$ 1,214,144	\$ 1,600,546	22%
Patrol Operations Bureau	6,663,437	7,137,289	6,959,530	7,758,441	9%
Special Operations Bureau	2,998,460	3,212,386	3,148,811	3,689,011	15%
Support Bureau	<u>502,914</u>	<u>616,914</u>	<u>638,150</u>	<u>662,394</u>	7%
Subtotal Operations	11,102,908	12,275,077	11,960,635	13,710,392	12%
Capital	<u>908,990</u>	<u>971,661</u>	<u>670,762</u>	<u>1,781,180</u>	83%
Total	\$ 12,011,897	\$ 13,246,738	\$ 12,631,397	\$ 15,491,572	17%

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

	<b>FY20 Actual</b>	<b>FY21 Budget</b>	<b>FY21 Estimate</b>	<b>FY22 Budget</b>	<b>% Change Budget</b>
Police Administration	\$ 938,097	\$ 1,308,488	\$ 1,214,144	\$ 1,600,546	22%
Patrol Operations Bureau	6,663,437	7,137,289	6,959,530	7,758,441	9%
Special Operations Bureau	2,998,460	3,212,386	3,148,811	3,689,011	15%
Support Bureau	<u>502,914</u>	<u>616,914</u>	<u>638,150</u>	<u>662,394</u>	7%
Subtotal Operations	11,102,908	12,275,077	11,960,635	13,710,392	12%
Capital	<u>908,990</u>	<u>971,661</u>	<u>670,762</u>	<u>1,781,180</u>	83%
Total	\$ 12,011,897	\$ 13,246,738	\$ 12,631,397	\$ 15,491,572	17%

## Police

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**Police Department Operating Funding Sources  
FY22 Budget**



**Department Funding Sources:** The Police Department is primarily funded through the General Fund. Special Revenue Funds account for donations and grants. FY20 shows a larger Special Revenue Funds funding source than usual. This is the result of the state program called the AZCares Fund that will provide monies for coronavirus relief and recovery money to local governments and non profits.

# 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.

### FY2022 Objectives

- Successfully complete ALEAP accreditation process and obtain first year accreditation status.
- Implement a body-worn camera program with well-designed policies, practices, and training of officers.
- Enhance and utilize technology to enrich engagement with our community and improve performance.
- Resume positive police-community relations critical for active crime prevention, officer safety, and successful police-citizen relationships.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Workload	Reduce Uniform Crime Reporting (UCR) Part 1 Crimes	1,504	1,250	1,708	1,450
Workload	Reduce Uniform Crime Reporting (UCR) Part II Property Crimes	2,821	2,450	2,580	2,450
Workload	Reduce Uniform Crime Reporting (UCR) Part 1 Violent Crimes	178	200	188	170
Output	Increase officer initiated contacts including traffic stops, business checks and other community related policing efforts	40,855	44,000	40,600	41,000
Efficiency	Sworn police per 1,000 population	1.71	1.81	1.71	1.77

### FY2021 Major Achievements

- Acquired and implemented appropriate personal protective equipment (PPE) and equipment to protect officers and staff during the COVID pandemic.
- Continued to maintain positive police-community relations despite political and racial unrest occurring throughout the nation.
- Researched, procured, and implemented body worn camera program for all uniformed personnel. Along with the body worn cameras, completed a major upgrade to our facility surveillance program to create a seamless transition between body cameras and interview/interrogation room evidence. Fleet cameras will be upgraded through this program as well in FY22.



## Police

- Applied for accreditation status through the Arizona Association of Chiefs of Police (AACOP), Arizona Law Enforcement Accreditation Program (ALEAP). The self-assessment period began in July 2020 and we anticipate earning our full accreditation within the first few weeks of FY22.
- Researched and procured a fully funded grant opportunity through the International Association of Chiefs of Police (IACP), Collaborative Reform Initiative Technical Assistance Center (CRITAC), to conduct an extensive independent audit and evaluation of all practices, policies, and procedures at the Prescott Regional Communications Center (PRCC). This unique opportunity will allow for us to create a long-term plan for PRCC that is sustainable and flexible as we work to recruit, retain and continue to build capacity within PRCC. The final report will be available in early FY22.

### Expenditure Budget

#### Police Administration Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 454,966	\$ 631,028	\$ 667,639	\$ 887,082	41%
Supplies	117,629	239,834	147,204	181,288	-24%
Internal Charges	140,358	149,601	144,463	162,467	9%
Other Services & Charges	225,144	288,025	254,838	369,709	28%
Subtotal Operations	938,097	1,308,488	1,214,144	1,600,546	22%
Capital	20,700	-	-	376,680	
Total	\$ 958,797	\$ 1,308,488	\$ 1,214,144	\$ 1,977,226	51%

#### Capital Detail

Police Facility Enhancements/Renovations	\$ 210,000
Vehicle Replacements	140,000
Police Office Workstation and Furniture	26,680
	\$ 376,680

#### Police Admin Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>5.00</u>	<u>5.00</u>	<u>7.00</u>
Police Chief	1.00	1.00	1.00
Deputy Police Chief	1.00	1.00	1.00
Police Administrator	0.00	0.00	1.00
Administrative Supervisor	1.00	1.00	1.00
Administrative Svcs Specialist	0.00	0.00	1.00
Senior Victim Advocate	1.00	1.00	1.00
Victim Advocate	1.00	1.00	1.00

**Budget Notes and Significant Changes:** Two factors contribute to the 41% increase in Personnel when comparing FY22 to FY21. The Class and Compensation Study that has been implemented in FY22 and secondly, the addition of two new positions. The Police Administrator is a reclassification of

## **Police**

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a position that was previously housed in Prescott Regional Communications Center and the addition of an Administrative Services Specialist.

Supplies (decrease) and Other Services & Charges (increase) is tied to Grants. Several grants are applied for each year and they may vary from tangible and intangible items.

Finally, Internal Charges changes are tied to the methodology used to calculate internal services which cause them to fluctuate from year to year.

## 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.

#### FY2022 Objectives

- Maintain response to priority 1 calls for service at an average time of five minutes equivalent to industry standards.
- Implement customer survey system for citizens in order to increase external customer satisfaction.
- Maintain accountability of the Sex Offender Accountability Program through monthly checks on registered sex offenders in our community.
- Provide ongoing education to improve communication skills, promote independent decision making and problem solving, and develop overall leadership abilities necessary to continue to provide a high level of service to our community.
- Provide community outreach education and bite prevention to both internal and external customers
- Focus weekly Animal Control proactive patrols to include education and enforcement at City of Prescott Trails and Parks.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Output	Priority calls: average time, dispatch to arrival on scene in minutes	5 MIN	5 MIN	5 MIN	5 MIN
Output	Attempt contact with every sex offender each month as provided by the SOAP coordinator	95%	100%	100%	100%
Output	Provide quarterly in-house training	4	4	6	6
Output	Provide two community education events*	N/A	N/A	2	2
Output	Provide a minimum of 16 weekly proactive parks and trail checks by Animal Control*	N/A	N/A	832	832
Outcome	# of on-line customer satisfaction survey received	0	1,000	0	1,000

\*New measure

## Police

### FY2021 Major Achievements

#### Patrol

- Implemented a new six (6) squad patrol schedule allowing officers to attend in-service and advanced officer trainings each month as well as additional manpower on the overlap days for increased enforcement efforts and targeted patrols.
- Researched, purchased, and implemented body worn cameras for all sworn officers.
- Promoted one (1) officer to the rank of sergeant.
- All patrol officers attended monthly firearms training opportunities through the Department's contract with the indoor shooting facility at Prescott Gun Club.
- Provided off-duty officers for many special details to include security details at local establishments, protests and rallies as well as functions at church services.
- Through community donations, purchased a new single purpose drug detection dog after the retirement of K9 Blue due to the State's passing of recreational marijuana. K9 Cooper and new handler Officer Alltop attended training and passed the national certification process.
- Maintained a high level of accountability through monthly checks by patrol officers on registered sex offenders.
- Increased our less-than-lethal program with the implementation of rubber impact projectiles as well as pepper ball munitions allowing officers increased distance and more effective options for the use of less-than-lethal force when needed.

#### Animal Control

- Processed 4,029 dog license renewals, 1,535 past due notices, and sold 4,003 new licenses.
- Responded to 1,194 calls for service.
- Maintained a high level of citizen and animal safety by providing 1,551 extra patrols in city parks and trailheads.
- Participated in community outreach programs, to include speaking to the local Kiwanis Club.

### Expenditure Budget

#### Patrol Operations Bureau

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 4,905,923	\$ 4,953,066	\$ 4,840,043	\$ 5,194,782	5%
Supplies	297,681	328,391	293,405	362,792	10%
Internal Charges	1,364,252	1,744,887	1,513,119	1,877,311	8%
Other Services & Charges	95,581	110,945	312,963	323,556	192%
Subtotal Operations	6,663,437	7,137,289	6,959,530	7,758,441	9%
Capital	740,658	577,327	372,490	819,500	42%
Total	\$ 7,404,095	\$ 7,714,616	\$ 7,332,020	\$ 8,577,941	11%

## Police

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### Capital Detail

Vehicle Replacements - Police Department	\$ 592,000
Ballistic Vests and Helmets for SWAT Members	166,000
Optical Sights and Handgun Upgrade	35,000
High Resolution Night Vision Weapon Sight	14,000
North Prescott Radio Repeater Site at Melville Airport WRF	12,500
	<u>\$ 819,500</u>

### Patrol Operations Bureau Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>52.50</u>	<u>52.50</u>	<u>50.50</u>
Police Lieutenant	2.00	2.00	2.00
Police Sergeant	5.00	5.00	6.00
Police Officer	43.00	43.00	40.00
Animal Control Supervisor	1.00	1.00	1.00
Animal Control Officer	1.00	1.00	1.00
Office Assistant	0.00	0.00	0.50
Secretary	0.50	0.50	0.00

**Budget Notes and Significant Changes:** Implementation of the Class and Comp Study approved by Mayor and Council offset by the movement of two officers to the Special Operations Bureau led to a 5% increase in Personnel. A higher gas, oil, and lubricant budget pushes up the Supplies category by 10%. Finally, the significant increase in Other Services & Charges ties to how the acquisition of body cameras and tasers are handled. The vendor does a lease on the equipment for 5 years then the equipment is returned to them since at that point they are obsolete based on advancing technology.

## 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.

#### FY2022 Objectives

- Proactive enforcement of traffic laws by the use of speed enforcement, saturation patrols, etc.
- Reduce patrol response to traffic crashes through the use of civilian traffic investigators.
- 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	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Output	Traffic contacts by the Traffic Safety Section	5,737	7,500	6,861	7,500
Output	Traffic crash investigations, non-injury, injury and fatality as a percentage of department total	55%	65%	61%	65%
Output	DUI arrests per 1,000 population	2.14	6.75	4.31	6.75
Output	Number of bicycle and foot patrols in the downtown area and public spaces.	600	600	640	650
Outcome	On a weekly basis, target enforcement efforts in high complaint areas to address specialized concerns	80	100	160	180

## Police

Outcome*	Detectives communicate with victims of assigned cases within three business days of case assignment	N/A	100%	94%	100%
Outcome	Achieve 90% customer satisfaction rate on all completed surveys administered through the office of the Victim Advocate	93.75%	95%	96%	95%

\*New measure

### FY2021 Major Achievements

#### Community Services Section

- Assisted with the investigation of several major cases, including a spree of graffiti cases that lead to a felony conviction and a drive by shooting investigation that lead to several arrests.
- Provided bicycle teams for security at the President Trump rally.
- Provided police presence at numerous public political rallies throughout the election process.
- Helped organize and teach two Crisis Intervention Team classes.
- Successfully organized the annual Shop with a Cop event with some modifications during the COVID-19 pandemic.

#### Investigations

- Awarded a renewal and increase of the STOP grant that added a second sexual assault detective to the section.
- Awarded a renewal of the VOCA grant that funds two fulltime civilian victim advocates.
- Certified the section's one (1) computer forensic examiner to an advanced level.
- Added the cellular phone analysis software Cellebrite and certification training.
- Investigated a stabbing, aggravated robbery (x2), and shooting spanning over multiple dates within a 10-day period of time. Four male juveniles were arrested and are currently awaiting trial.
- Investigated the initial report of a \$60,000 fraud being committed by a 31-year-old male. Through the investigation, child pornography was located in the suspect's possession. The suspect entered a plea and received 13 years in prison.
- Investigated a sexual assault committed by a 36-year-old male. Through the investigation, the suspect was found operating a local business under the false pretenses of being a veteran. The suspect was arrested and is currently awaiting trial on the charges of fraud schemes, forgery, and sexual assault.

#### Special Weapons and Tactics (SWAT)

- Three (3) master breachers attained advanced explosive breacher certification.
- Successfully completed a 4.5 mile track on an aggravated assault suspect.
- Integrated a drone program and deployed them on several call outs.
- Initiated two (2) call outs, conducted one (1) tracking and one (1) drive by shooter call, and provided coverage for two (2) special events.
- Completed 190 hours of training.
- Leadership schools and conferences attended by members of SWAT leadership.
- 96 hours of specialty training completed by specialty positions, such as snipers, breachers, etc.

## Police

### Traffic Safety

- Three (3) members became certified traffic crash reconstructionists.
- Conducted 12 DUI taskforce operations.
- Conducted 8 Speed and Aggressive Driving details.
- Averaged two (2) special enforcement complaint areas a week for a total of 104 enforcement areas in 2020.
- Investigated 493 crashes, including three (3) fatal crashes.
- Assisted in traffic control of multiple special events, including the 4<sup>th</sup> of July Watson Lake event, Halloween detail, Veteran's Day parade, MLK March, Salute to 1<sup>st</sup> Responders event, Fireman Ty Seets procession, Ride of Silence, Bike with the Mayor, and city building relocation.

### Expenditure Budget

#### Special Operations Bureau Expenditure Summary

	<b>FY20 Actual</b>	<b>FY21 Budget</b>	<b>FY21 Estimate</b>	<b>FY22 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 2,611,614	\$ 2,796,511	\$ 2,738,774	\$ 3,239,337	16%
Supplies	98,769	104,600	103,700	118,050	13%
Internal Charges	262,016	265,367	268,367	291,150	10%
Other Services & Charges	26,060	45,908	37,970	40,474	-12%
Subtotal Operations	2,998,460	3,212,386	3,148,811	3,689,011	15%
Capital	147,631	394,334	298,272	585,000	48%
Total	\$ 3,146,091	\$ 3,606,720	\$ 3,447,083	\$ 4,274,011	19%

#### Capital Detail

Vehicle Replacements - Police Department	454,000
GOHS Prop 207 Funding - Vehicles	131,000
	<u>\$ 585,000</u>

#### Special Operations Bureau Authorized Staffing Summary

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>
Authorized Staffing Level	<u>27.00</u>	<u>27.00</u>	<u>29.00</u>
Police Lieutenant	1.00	1.00	1.00
Police Sergeant	3.00	3.00	3.00
Police Officer	17.00	17.00	19.00
Property/Evidence Tech-CSI	1.00	1.00	1.00
Property/Evidence Tech	1.00	1.00	1.00
Administrative Svcs Specialist	1.00	1.00	1.00
Station Coordinator	1.00	1.00	1.00
Civilian Parking Accident Inv.	1.00	1.00	1.00
Office Assistant	0.00	0.00	1.00
Secretary	1.00	1.00	0.00



## Police

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**Budget Notes and Significant Changes:** The shifting of two officers from the Patrol Operations Bureau and the implementation of the Class and Compensation study results in a 16% increase in Personnel. The increasing cost of gas forces an increase in the Supplies category. As observed in other departments, the methodology used for calculating Internal Charges causes fluctuations from year to year.

# 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.

### FY2022 Objectives

- Attract the best employees for all areas of the police department through active recruiting and detailed background investigations
- Provide service to our internal and external customers regarding requests for any records maintained by the Records Section
- Maintain ACJIS certification for all users within the police department

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outputs	Attend quarterly recruiting venues to attract quality applicants for testing.	2	4	2	2
Outcome	Fulfill 90% of records requests within two business days	90%	90%	90%	90%
Outcome	Notify 100% of ACJIS users of recertification within 30 days of expiration	100%	100%	100%	100%

## Police

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### FY2021 Major Achievements

#### Support Operations Bureau Administrative Support

- Due to COVID restrictions and the concern for the safety of community members and police personnel, we hosted only one Coffee with a Cop event at Las Fuentes and one Teen Coffee with a Cop at Cuppers.
- Organized and facilitated the annual Shop with a Cop event with COVID restrictions. Provided funding for over 80 at-risk youth in our community.
- Hosted two fraud/scam presentations within the community.
- Organized a downsized Pink Patch Project fundraising campaign in cooperation with the Prescott Police Foundation, raising over \$2,000, which was donated to YRMC Breast Care Center.
- Continued social media posts on fraud prevention/awareness.
- Managed ten (10) grants totaling \$535,099. Two of the grants provide funding for the costs associated with four (4) fulltime employees; two (2) in our Victim Services Unit and two (2) sexual assault investigators.

#### Property and Evidence Section

- Conducted an independent audit of property and evidence to include all high risk items, which include weapons, drugs and cash, as well as 150 other items with 100% compliance.
- In collaboration with the Prescott Valley Police Department, purchased a new drug incinerator to allow us to destroy over one thousand (1,000) pounds of illegal and prescriptions drugs in a safe manner.

#### Records

- Completed final stages of data conversion from the old records management system (RMS) that included modules and attachments.
- Began the process of housing all juvenile-related records in a separate location as well as different color file folder from that of adult records.
- Continued implementation of NIBRS reporting while continuing to adjust the incident template to satisfy validations as well as the removal of old state reporting fields to simplify reporting.

#### Training and Recruiting

- Successfully recruited and hired four (4) police officers (2 lateral and 2 recruit.) Our lateral officers completed field training and are solo and the new recruit officers graduated from the academy on May 27, 2021, and began field training on June 2.
- Successfully recruited and hired four (4) Communications Specialists for the Prescott Regional Communication Center.
- Reclassified an existing position in April 2021 to Police Administrator designed to manage and oversee the daily operations of the Prescott Regional Communications Center. The candidate selected for the position successfully completed the interview and background process.
- Processed 23 applicants through our in-house background investigation software system. Ten (10) were completed, six (6) were disqualified, and seven (7) withdrew from the process.
- Implemented a new patrol schedule that allowed for an internal training day every other Wednesday in conjunction with SWAT training. Training completed first half of the calendar year included firearms, building clearing, defensive tactics, and mobile field force/baton.

## Police

- Contracted with Sparklight to plan, develop, and implement a recruitment video for the police department and Prescott Regional Communications Center. The project is ongoing and should be complete by the end of the summer.
- Worked collaboratively with the City's Information Technology and Facilities Departments to update the audio/visual components of the multi-purpose training room. The previous system was significantly dated and was in need of replacement with newer, more user friendly technology.

### Expenditure Budget

#### Support Bureau

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 320,145	\$ 370,465	\$ 385,776	\$ 410,141	11%
Supplies	80,198	72,397	69,724	76,954	6%
Other Services & Charges	102,571	174,052	182,650	175,299	1%
Total	\$ 502,914	\$ 616,914	\$ 638,150	\$ 662,394	7%

#### Support Bureau

##### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>
Police Records Supervisor	1.00	1.00	1.00
Police Officer	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:** Personnel exhibits an 11% increase when comparing FY2022 to FY2021. This is a combination of the implementation of the Class and Comp Study and health insurance costs. Employees have the option to select their health insurance plan yearly with some plans costing more for the City than others. The increase in Supplies is tied to potential grants that have been included in FY2022.

# Public Works

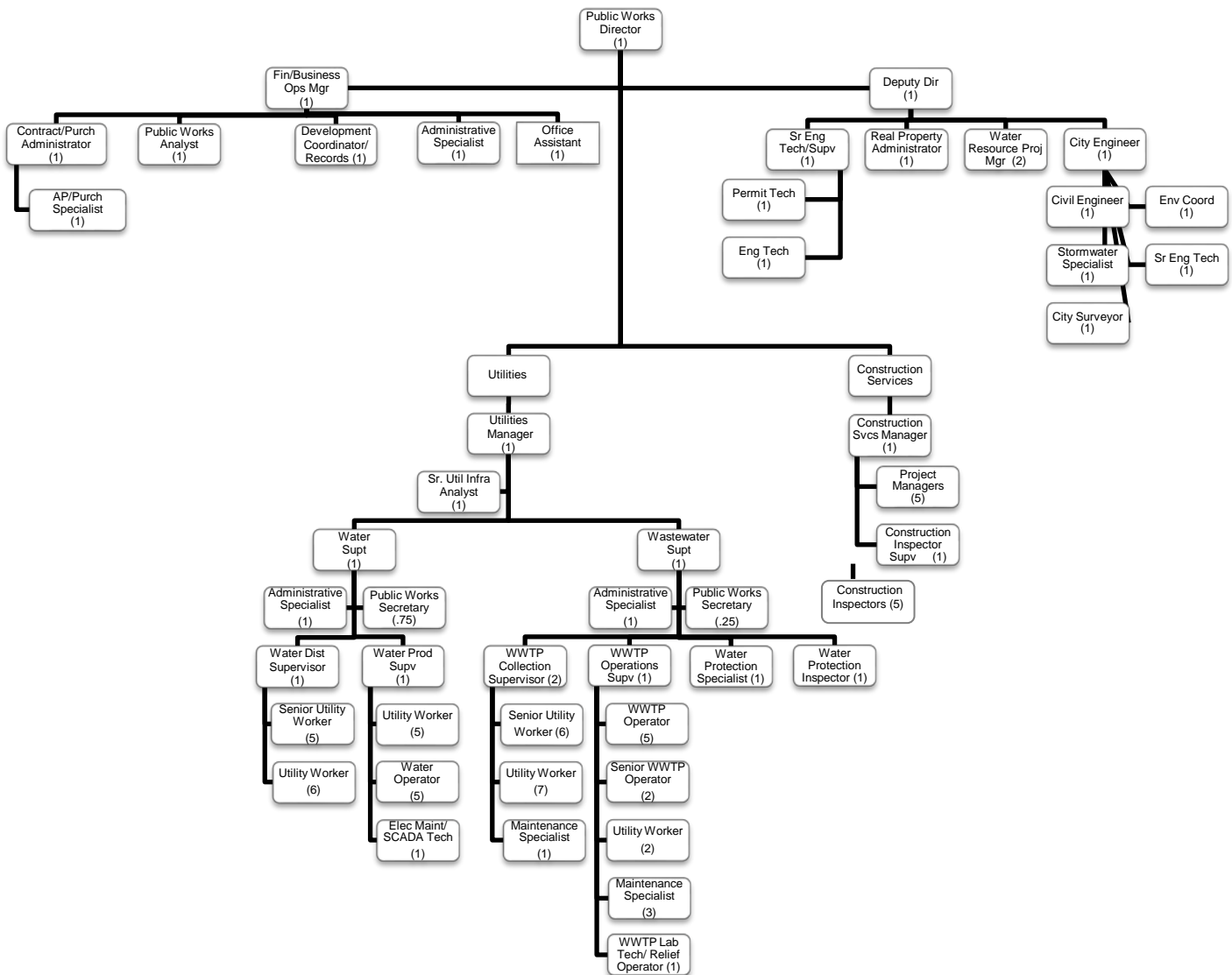
## Department Mission

To support the City of Prescott's quality of life and economic prosperity by effectively managing the infrastructure and natural and man-made resources 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 customers. 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. [Updated GR 2-7-20]

## Organization and Personnel



## Public Works

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### Department Summary - Staffing by Division

	FY20	FY21	FY22
Engineering	18.17	18.17	19.17
Utilities	73.66	73.66	74.26
Solid Waste	30.75	30.75	30.85
Street Maintenance	<u>35.42</u>	<u>35.42</u>	<u>36.72</u>
Total Authorized Positions	158.00	158.00	161.00

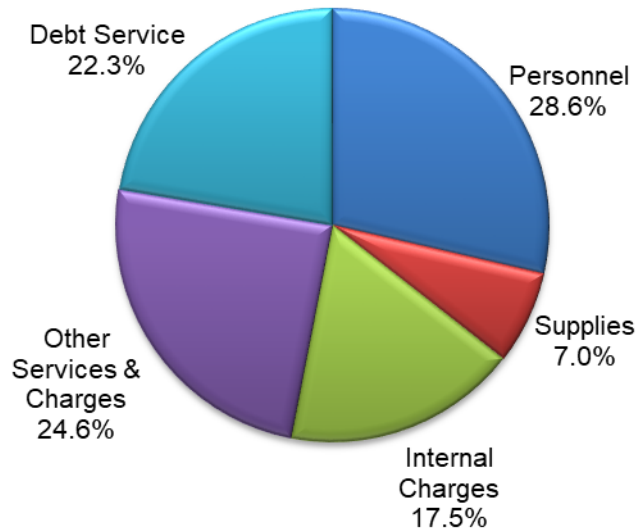
## Public Works

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 13,000,848	\$ 13,112,022	\$ 12,809,432	\$ 13,811,549	5%
Supplies	2,809,471	3,219,350	2,963,622	3,360,044	4%
Internal Charges	8,017,222	8,488,195	8,065,809	8,468,183	0%
Other Services & Charges	9,832,753	11,993,348	10,305,147	11,873,034	-1%
Debt Service	<u>20,467,084</u>	<u>10,524,899</u>	<u>10,599,543</u>	<u>10,794,656</u>	3%
Subtotal Operations	54,127,379	47,337,814	44,743,553	48,307,466	2%
Capital	<u>36,692,916</u>	<u>60,278,786</u>	<u>39,642,657</u>	<u>59,081,343</u>	-2%
Total	\$ 90,820,295	\$ 107,616,600	\$ 84,386,210	\$ 107,388,809	0%

**Public Works FY22  
Operating Expenditure Budget by Type**



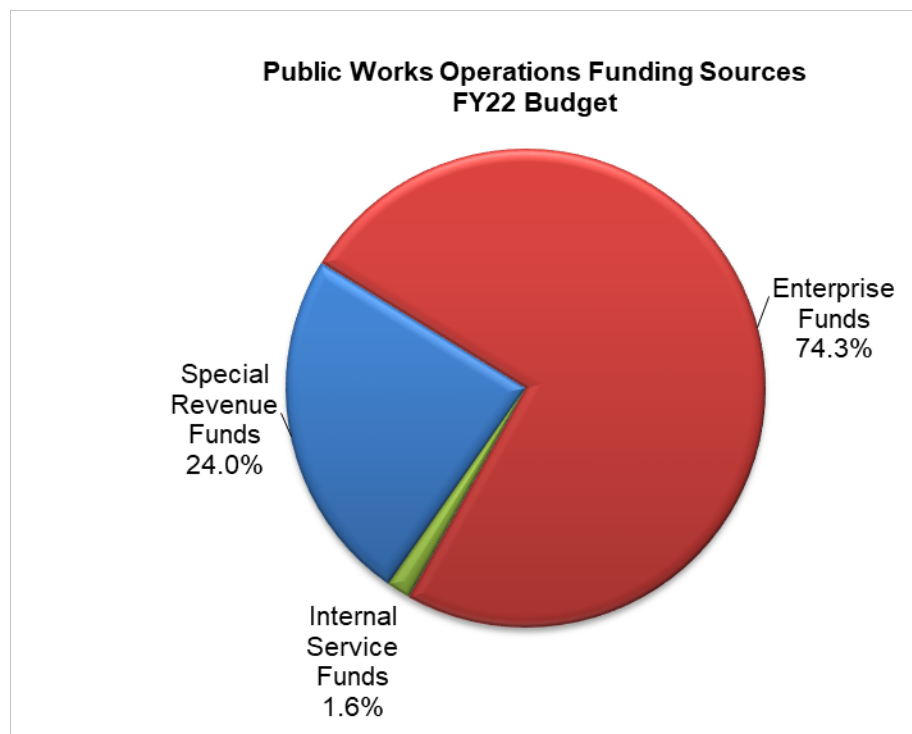
## Public Works

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

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Engineering	\$ 4,453,823	\$ 4,629,024	\$ 4,409,428	\$ 4,631,226	0%
Utilities	17,743,611	26,511,079	25,153,368	26,386,978	0%
Solid Waste	8,424,118	8,636,209	7,900,958	9,352,525	8%
Street Maintenance	23,505,828	7,561,502	7,279,799	7,936,737	5%
Subtotal Operations	54,127,379	47,337,814	44,743,553	48,307,466	2%
Capital	36,692,916	60,278,786	39,642,657	59,081,343	-2%
Total	\$ 90,820,295	\$ 107,616,600	\$ 84,386,210	\$ 107,388,809	0%

### Department Summary - Funding Sources

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Special Revenue Funds	\$ 38,713,226	\$ 30,125,860	\$ 30,191,798	\$ 25,823,914	-14%
Enterprise Funds	50,503,817	75,760,489	52,647,264	79,832,688	5%
Internal Service Funds	1,603,251	1,730,251	1,547,148	1,732,207	0%
Total	\$ 90,820,295	\$ 107,616,600	\$ 84,386,210	\$ 107,388,809	0%



**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

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### 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.

#### FY2022 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).
- Support the Water Issues Committee and the Mayors Committee for Water and Sewer Connections
- Deliver community water education program.
- 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	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Workload	Water rebate applications	111	125	75	150
Efficiency	Percentage of spending within budgeted amount	90%	100%	90%	90%
Efficiency	Percentage of completed pay apps within established timeframes	90%	98%	95%	95%
Efficiency	Percentage of public records requests completed within 10 days	90%	95%	90%	90%
Outcome	Annual Records Destruction Complete	Yes	Yes	Yes	Yes
Outcome	Percentage of Permit Center plan reviews related to Engineering completed within established turn-around times	90%	80%	80%	90%
Outcome	Percentage of Engineering Permits processed and issued within 15 days	90%	75%	90%	90%

### Analysis of Performance:

The Division met most of the primary goals set for FY21, including budgeting and procurement targets due to quarterly oversight and training for supervisors. The Department records retention schedules were followed for hardcopy records, which allowed cataloging and destruction work to be accomplished. The Public Works report library, will be completed in FY21 providing another source for permanent records to the public as well as the implementation of an on-line flood elevation self-help tool. The implementation of on-line permitting has improved the turn-around times for permitting activities at the permit center and created a more seamless interface with customers. The internal review and update to the General Engineering Standards is on-going and will be complete in FY21, with public outreach and participation starting toward the beginning of FY22.

Water Resource Management remains a major focus in FY21. The City is participating in the Governor's Water Augmentation, Innovation and Conservation Council, which includes several Committees. The City's modification to its Decision and Order is underway, while efforts continue on Comprehensive Agreement No. 1. Conservation education and outreach took a different path due to the pandemic, and instead focus was directed to water customers on septic systems. The financial partnership continues with the Highland Center for Natural History as part of their virtual outreach program. The Mayor's Commission for Water and Sewer Connections has developed a draft policy to address current and future connections to City sewer in order to further increase recharge into the PrAMA, and improve the environmental impacts of septic systems on the natural streams and lakes in the Prescott area.

### FY2021 Major Achievements

- Completed the annual update of the Water Resource Management Model (WRMM)
- Water Resources Decision and Order Update in Progress – to be completed by December 2021
- Awarded 150 water conservation rebates, totaling \$39,370, with an estimated water savings of 1,734,025 gallons.
- The Water Conservation Incentive Program (PCC 3-10) was revised by City Council to include a \$75 rebate for 1.28 single flush toilets.
- During April's Water Awareness Month, the Library viewerie featured a display on the Urban Water Cycle. In May, Water Resource Management had a booth at the Farmers Market, distributing literature, leak-detection kits, and household water saving devices.

## **Public Works**

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- Completed the acquisition of the Larson parcel for installation of a new monitoring well.
- Completed easement and real property acquisitions for the Intermediate Pump Station, Corsair Avenue extension, realignment of Willow Creek Road, Embry Riddle water main and Sundog Ranch Road Lift Station.
- Completed access easement from Bureau of Land Management for Commerce Drive extension and an access easement from Arizona State Land Department for Stringfield Ranch.
- Converted Public Works, Fire and Community Development permit submittals to online, using Central Square's eTRAKIT platform.
- Over 400 Public Works permits were applied for and over 300 Public Works permits were issued.
- Completed the staff updates to the Quad City General Engineering Standards and Details.
- Manage 130 active contracts that support Public Works Capital and Operating budget, Airport, City Manager and Other Departments.
- Researched and completed 230+ records requests from the general public.
- Worked with GIS and IT to publish 450+ Elevation Certificates on the City website previously released through the public records request process.

## Public Works

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### 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

The Engineering Division is responsible for the design of public infrastructure and plan review for privately installed infrastructure that will ultimately become the City's responsibility for operation and maintenance. These activities support the water and wastewater utilities, streets and solid waste operations within the City.

The Division provides plan review services in support of private development and the capital improvement program, develops in-house design projects for public infrastructure, provides FEMA floodplain administration, computer aided design and drafting services for internal customers, professional survey services, and the storm water management program.

It designs pavement preservation, pavement rehabilitation, drainage system, sidewalks and other public infrastructure.

Construction Services 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.

It is responsible for 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.

Construction Inspection provides inspections for all public works and private development projects to assure quality assurance, adherence to construction practices and technical specifications.

#### FY2022 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.
- Implementation of the Watson Lake TMDL Action Plan.
- Implementation of The Watershed Pollution Reduction Plan to address TMDL requirements and document pollution reductions through Stormwater (NPDES) programmatic efforts.
- 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.

## Public Works

- Providing safe and reliable water, wastewater, drainage and transportation systems 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.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Percentage of implementation of Stormwater Management Plan	95%	100%	100%	100%
Outcome	Develop and Implement TMDL Action Plan	50%	65%	65%	100%
Outcome	Completed projects out of total projects	31/56	30/40	28/46	35/50
Outcome	Expended or Encumbered CIP Budget (dollars)	80%	80%	80%	80%
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	60	62	62	63
Workload	Completed in-house projects	6	9	6	9
Outcome	Provided Survey Services	100%	100%	95%	100%
Workload	Number of Private Development inspections performed per year per inspector (1 Inspection Supervisor, 5 full-time and 3 full-time temporary inspectors)	5,900	5,900	5,900	5,900
Workload	Number of Public Capital Improvement Project inspections performed per year per inspector (5.5 inspectors)	2,700	2,600	2,700	2,800

### Analysis of performance:

The In-house design team has developed in-house projects, which represents approximately \$4.6M in CIP projects.

The Watershed Pollution Reduction Plan (TMDL) was completed. Implementation of the plan will commence in FY22.

Even with the effects of COVID in FY21, work has not slowed significantly. With the departure of two of the Temp/Full Time Inspectors, the crew has been able to maintain the workload on both Private and CIP projects. With additional funding for the pavement improvement program, there is an incremental increase in the City's overall PQI.

## Public Works

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### FY2021 Major Achievements

- Completed the Granite Creek Watershed Pollution Reduction Plan and Watson Lake Management Plan after years of comprehensive study and review. These guiding documents and their recommendations have been integrated into the Stormwater Program.
- Completed 364 Stormwater inspections or investigations. This included 259 stormwater inspections, 32 pollution investigations and 73 drainage complaint investigations. Additionally, over 50 surface water samples have been collected and analyzed to meet regulatory requirements and to identify pollution sources within our watershed that contribute to the impairment of 14 local water bodies.
- Completed Engineering designs:
  - 6th Street Granite Creek Bridge Deck Rehabilitation
  - Smoke Tree Lane Mill & Fill, Reconstruction
  - FY 20 Pavement Preservation
  - FY 20 Concrete Repairs and Replacement
  - FY 20 Citywide Area Master Drainage Study
  - 601 Flora Street Drainage Improvements
  - Dexter Bridge No-Rise Analysis
  - Granite Creek Splash-pad Park No-Rise Analysis
- Completed the following Capital Improvement Projects:
  - Robinson Drive Improvements (Streets Reconstruction/Circulation)
  - Wilkinson Drive Pavement Improvement Project (Streets Reconstruction/Circulation)
  - Small Water Mains – Cliff Rose (Water Distribution)
  - Willow Creek Road Curve Realignment (Streets Reconstruction/Circulation)
  - Airport Trunk Main Phase 2B (Wastewater Collections)
  - FY21 Annual Chip Seal (Streets Reconstruction/Circulation)
  - 6th Street Bridge Deck Repair (Streets Reconstruction/Circulation)
  - Summit Avenue/McCormick Street Pavement and Utility Improvements Project (Streets Reconstruction/Circulation)
  - Sundog Ranch Road Water Line Upsizing and Roadway Reconstruction (Water Distribution)
  - Corsair Avenue Extension (Streets Reconstruction/Circulation)
  - Small Water Mains – Mile High Park (Water Distribution)
  - Small Water Mains – Wildwood and Haisley (Water Distribution)
  - Zone 16 Tank, Water Main and Pump Station (Water Distribution)
  - Airport Well #5 (Water Production)
  - Equestrian Way Water Main Replacement (Water Distribution)
  - FY21 Pavement Preservation (Streets Reconstruction/Circulation)
  - Cliff Rose Pavement Replacement (Streets Reconstruction/Circulation)
  - FY21 Pavement Rehabilitation (Streets Reconstruction/Circulation)
  - FY21 Pavement Reconstruction (Streets Reconstruction/Circulation)
  - FY21 Crack Seal (Streets Reconstruction/Circulation)
  - Miscellaneous Concrete Repairs Project (Streets Reconstruction/Circulation)
  - FY21 Sidewalk Trip Hazard Elimination (Streets Reconstruction/Circulation)

## Public Works

### Expenditure Budget

#### Engineering & Capital Improvements Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 2,302,984	\$ 2,431,888	\$ 2,244,295	\$ 2,417,915	-1%
Supplies	36,974	45,950	41,950	45,800	0%
Internal Charges	1,993,099	1,760,731	1,763,881	1,769,496	0%
Other Services & Charges	120,765	390,455	364,802	398,015	2%
Subtotal Operations	4,453,823	4,629,024	4,414,928	4,631,226	0%
Capital	33,457,849	56,682,416	36,000,715	54,728,800	-3%
Total	\$ 37,911,673	\$ 61,311,440	\$ 40,415,643	\$ 59,360,026	-3%

#### Capital Detail

Water Production and Intermediate Pump Station, Tanks and Pipeline	\$ 19,989,000
Pavement Preservation Program	8,500,000
Penn Avenue and Eastwood Drive Reconstruction	4,300,000
Sundog Trunk Main, Phase C	3,024,300
Zone 41 Mingus Pump Station, Tank and Pipeline	2,263,500
Zone 56 Tank and Pipeline and Zone 7 Pump Station	2,112,000
Willow Creek Trunk Main	1,950,000
Main Line Replacements	1,945,000
Ruger Road Trunk Main	1,500,000
Citywide Drainage Improvements	1,000,000
Snow Equipment Facility	1,000,000
Downtown Water Main Replacement	800,000
Zone 24/27 Water Pipeline	675,000
Cent- Effluent Tank, Pipeline	675,000
Unsewered Areas	650,000
Miscellaneous Water and Wastewater Projects	600,000
Granite Creek Corridor Improvements	520,000
Mullen Way	500,000
Watson Lake Improvements	375,000
Library Sidewalk	365,000
Montezuma Trunk Main	268,000
Production Well No. 3	250,000
Yavapai Hills #1 Lift Station	200,000
Miscellaneous Streets Projects	200,000
Zone 30 Pump Station	200,000
Zone 52 Water Main	200,000
Sidewalk Replacement	200,000
Prescott Lakes Parkway	150,000
Green Lane/Yakashba Water	100,000
Citywide Floodplain Mapping	130,000
Willow Creek Berm Improvements	50,000
Vehicle Replacement	37,000
	<u>\$ 54,728,800</u>

## Public Works

<b>Engineering Authorized Staffing Summary</b>			
	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>
Authorized Staffing Level	<u>18.17</u>	<u>18.17</u>	<u>19.17</u>
City Engineer <sup>1</sup>	0.34	0.34	0.34
Civil Engineer <sup>1</sup>	0.33	0.33	0.33
Capital Project Manager	4.00	5.00	5.00
Real Estate Administrator	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00
Development Services Facilitator <sup>1</sup>	0.40	0.40	0.40
Pavement & Sidewalk Prog. Manager	1.00	0.00	0.00
Construction Inspection Supv.	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00
Environmental Coordinator <sup>1</sup>	0.80	0.80	0.80
Stormwater Specialist	1.00	1.00	1.00
Construction Inspector	5.00	5.00	5.00
Building Inspector <sup>1</sup>	0.50	0.50	0.50
GIS Specialist	0.00	0.00	1.00
Engineering Technician <sup>1</sup>	0.40	0.40	0.40
Permit Technician/Plans Examiner <sup>1</sup>	0.40	0.40	0.40
<sup>1</sup> Also charged to Utilities			

**Budget Notes and Significant Changes:** There are no significant expenditure changes.



## 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.

#### FY2022 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	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Output	Percentage of water system valves exercised and maintained.	2.4%	10%	4.1%	10%
Output	Percentage of wastewater collection system cleaned and maintained	36.6%	35%	46.8%	35%
Output	Percentage of fire hydrants inspected, evaluated, repaired or replaced.	53.7%	50%	63.1%	50%
Output	Percentage of wastewater collection system CCTV inspected or evaluated.	15.9%	20%	14.5%	20%

## 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.	90.4%	85%	90.2%	85%
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%	100%	99%	100%
Output	Percentage of water quality samples of potable water that meet regulatory standards.	100%	100%	100%	100%

### Analysis of performance:

The Utilities Division is continuing a high level of productivity through FY21. The utilities division has absorbed the increased development activity; increased capital improvement activity and increased special assignments, without increasing budget or personnel.

### FY2021 Major Achievements

- The City recharged 3,031 AC-Feet of Surface Water. This is approximately 78.5% of the City's maximum allowable recharge volume and a significant contribution to the City's water portfolio.
- Wastewater Treatment staff completed a project to replace the flights on the primary clarifier at the Sundog Wastewater Treatment Plant to continue treatment operations.
- Wastewater Treatment staff performed a hydraulic evaluation and selected a new AWRP effluent pump to help meet the high effluent demands that have been experienced over the last couple dry summers.
- Wastewater Collections crews worked with SAK Construction to complete installation of 10,829 feet of Cured in Place Pipe (CIPP) in various locations throughout the City Wastewater Collection System, reducing the chance for infiltration of groundwater and roots entering the pipes.
- Wastewater Collection crews coordinated with Dukes Root Control to complete the annual root control project, targeting Willow Lake Estates, Prescott Height and the Haisley area.
- Wastewater Collections assumed Operation and Maintenance responsibilities of the Iron Springs Sanitary Sewer District and began the process of incorporating assets into the City system for long term maintenance.
- Water Production staff coated three aluminum hatches at the lower thumb butte tank and self-performed work to stain the top of the tank 'forest green'.
- Water Production brought the new production well, Airport Well No. 5 on-line, which pumps directly to Zone 12 to provide production redundancy.
- Water Production staff coordinated the change out of the arsenic treatment media at Airport well #3 and put the well back online after being off-line for several months.

## Public Works

- Water Distribution staff provides assistance to the GIS staff to correct and update the City's water system GIS data.
- Water Distribution and Production staff put forth a significant effort to clean up and secure existing well sites on the City's Big Chino Water Ranch property near Paulden.
- Water Operations provided input and support to begin construction on the new Water Production Facility and associated Intermediate Pump Station project.
- Water Operations brought the new Haisley Tank and Virginia Street BPS on-line, which has improved water storage and delivery to Prescott's south side Urban/Wildland interface.
- Utilities staff developed support documents and provided council with a recommendation to eliminate PVC as an allowable water main material. This code change will have a positive economic affect for the City for decades to come.

### Expenditure Budget

#### Utilities

#### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 5,417,170	\$ 5,539,071	\$ 5,510,577	\$ 5,892,539	6%
Supplies	1,719,031	1,694,075	1,587,139	1,680,219	-1%
Internal Charges	3,610,143	4,084,593	4,015,793	4,023,439	-1%
Other Services & Charges	4,918,587	6,773,399	5,622,290	6,375,704	-6%
Debt Service	<u>2,078,679</u>	<u>8,419,941</u>	<u>8,417,569</u>	<u>8,415,077</u>	0%
Subtotal Operations	17,743,611	26,511,079	25,153,368	26,386,978	0%
Capital	<u>1,770,589</u>	<u>132,027</u>	<u>132,027</u>	<u>709,000</u>	437%
Total	\$ 19,514,199	\$ 26,643,106	\$ 25,285,395	\$ 27,095,978	2%

#### Capital Detail

Vehicle Replacements - Public Works	\$ 684,000
North Prescott Radio Repeater Site at Melville Airport WRF	<u>25,000</u>
	\$ 709,000

## Public Works

### Utilities

#### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>73.66</u>	<u>73.66</u>	<u>74.26</u>
Public Works Director <sup>1</sup>	0.50	0.50	0.50
Public Works Deputy Director <sup>1</sup>	0.00	0.00	0.50
City Engineer <sup>2</sup>	0.66	0.66	0.66
Utilities Manager	1.00	1.00	1.00
Financial & Business Ops Mgr <sup>1</sup>	0.00	0.00	0.50
Admin Support Services Manager <sup>1</sup>	0.50	0.50	0.00
Construction Services Manager <sup>3</sup>	0.66	0.66	0.66
Senior Infrastructure Analyst	1.00	1.00	1.00
Civil Engineer <sup>4</sup>	0.67	0.67	0.67
Water Resource Project Mgr	0.00	2.00	2.00
Water Resource Administrator	1.00	0.00	0.00
Water Superintendent	1.00	1.00	1.00
Wastewater Superintendent	1.00	1.00	1.00
Development Services Facilitator <sup>4</sup>	0.60	0.60	0.60
Water Operations Supervisor	2.00	2.00	2.00
Wastewater Collection Supervisor	2.00	2.00	2.00
WW Treatment Plant Ops Supv	1.00	1.00	1.00
Public Works Analyst <sup>1</sup>	0.50	0.50	0.50
Environmental Coordinator <sup>4</sup>	0.20	0.20	0.20
Water Resource Specialist	1.00	0.00	0.00
Senior Engineering Technician	1.00	1.00	1.00
Contract/Purchasing Administrator <sup>1</sup>	0.50	0.50	0.50
Senior WWTP Operator	2.00	2.00	2.00
WWTP Operator	5.00	5.00	5.00
WWTP Lab Tech/Relief Operator	1.00	1.00	1.00
Engineering Technician <sup>4</sup>	0.60	0.60	0.60
Building Inspector <sup>4</sup>	0.50	0.50	0.50
Elect Maint & SCADA Tech	1.00	1.00	1.00
Maintenance Specialist	4.00	4.00	4.00
Water Protection Specialist	1.00	1.00	1.00
Water Operator	5.00	5.00	3.00
Business Manager <sup>3</sup>	0.50	0.50	0.00
Water Protection Inspector	1.00	1.00	1.00
Senior Utility Worker	11.00	11.00	11.00
Permit Technician/Plans Examiner <sup>4</sup>	0.60	0.60	0.60

## Public Works

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### Utilities

#### Authorized Staffing Summary - Continued

	FY20	FY21	FY22
Dev Coord/Records Control <sup>3</sup>	0.67	0.67	0.67
Accounts Payable/Purch Spec <sup>1</sup>	0.50	0.50	0.50
Utility Worker	19.00	19.00	21.00
Administrative Specialist <sup>1</sup>	2.00	2.00	2.60
Secretary <sup>1</sup>	1.50	1.50	1.50
<sup>1</sup> Also charged to Street Maintenance and Solid Waste			
<sup>2</sup> Remainder charged to Utilities			
<sup>3</sup> Charged to Street Maintenance also			
<sup>4</sup> Partially charged to Engineering			

**Budget Notes and Significant Changes:** There are no significant expenditure changes.

## 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.

#### FY2022 Objectives

- Provide quality, customer service oriented Solid Waste recycling and disposal services to protect the health and safety of the community.
- In collaboration with IT Department, create a geographic information system designed to calculate more efficient routes for the solid waste collection and transport to Transfer Station. Develop a web-based platform for use by staff.
- Future development isolated in one area of the City with a large numbers of homes will require the development of a metric system, when adding or changing collection routes, in order to be proactive as it relates to new vehicles and additional staffing, when needed.
- Increase public education and outreach to decrease contamination of City's comingled recycle stream, as measured by quarterly audits of transfer trailers at the Phoenix Northgate Transfer Station and Materials Recovery Facility.
- Reach and exceed the 30% 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	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Tons of Metal Diverted	176	205	150	200
Outcome	Tons of Inert Debris Diverted	4,880	5,200	5,200	5,300
Outcome	Tons of Wood Waste Diverted	5,156	5,000	5,025	5,100
Outcome	Tons of Co-mingled Recycle Diverted	5,732	5,900	5,975	6,000
Outcome	Percentage waste diverted from landfill for material collected	29.20%	30.5%	25%	28%
Outcome	Public Education and Outreach	0	8	0	8

## Public Works

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### Analysis of performance:

Consistent diversion of scrap metals due to improved separation at Transfer Station's service bays, relatively strong metals markets over time, and an improved reimbursement system due to Department-wide contract with metal recycling vendor.

Both inert debris and wood waste continue to grow in volume and customer participation due to strong economy (home improvement projects, growing residential and commercial development), and citizen awareness to maintain quality of living in the Prescott area by reducing threat of wildfire in the wildland/urban interface. To incentive the latter, the Solid Waste Division offers free brush debris drop off in the month of June. Materials are chipped and given back to community for free.

Co-mingle recycling tonnage is projected to be slightly over the target, which shows a growing interest in the community to keep these items out of the landfill.

The Diversion rate dropped slightly but is still within industry standards.

Public Education and Outreach Events are provided upon request. No events were planned or scheduled this fiscal year due to COVID restrictions, regulations and guidelines. However, the "Recycle Right Widget" was installed on the City's website to help customers identify where items should be discarded or recycled.

### FY2021 Major Achievements

- IT is supporting efforts to build electronic routes to be used by collection operators which will improve efficiencies. On-going efforts to train new operators and plan for future routes and route modifications due to new developments.
- Completed testing for pre and post inspection forms within the Lucity system on tablets for route drivers and the equipment mechanic. Implementation for all residential and commercial drivers is in progress.
- Provided solid waste services for three (3) special events throughout the fiscal year, which is significantly lower than previous years due to COVID.
- Provided curbside collection household hazardous waste (HHW) collection to 611 Prescott residents in March of 2021 diverting 18 tons of hazardous materials from being put in the sewer system, storm drains or illegally dumped.
- Annual spring bulk item collection collected 430 tons of bulky items and debris from Prescott neighborhoods.
- Awarded a 5 year contract with the Prescott Unified School District for solid waste services.

## Public Works

### Expenditure Budget

#### Solid Waste

#### Expenditure Summary

	<b>FY20 Actual</b>	<b>FY21 Budget</b>	<b>FY21 Estimate</b>	<b>FY22 Budget</b>	<b>% Change Budget</b>
Personnel	\$ 2,399,879	\$ 2,233,495	\$ 2,314,065	\$ 2,443,183	9%
Supplies	576,690	721,500	599,674	721,800	0%
Internal Charges	1,713,543	1,916,206	1,587,470	1,889,676	-1%
Other Services & Charges	3,734,006	3,620,460	3,178,185	3,872,012	7%
Debt Service	-	144,548	221,564	425,854	
Subtotal Operations	8,424,118	8,636,209	7,900,958	9,352,525	8%
Capital	248,289	2,146,100	2,100,000	2,483,543	16%
Total	\$ 8,672,407	\$ 10,782,309	\$ 10,000,958	\$ 11,836,068	10%

#### Capital Detail

Vehicle Replacement - Solid Waste Division	\$ 2,283,543
Solid Waste Maintenance Building	200,000
	<u>\$ 2,483,543</u>



## Public Works

### Solid Waste

#### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>30.75</u>	<u>29.75</u>	<u>30.85</u>
Public Works Director <sup>1</sup>	0.25	0.25	0.25
Public Works Deputy Director <sup>1</sup>	0.00	0.00	0.25
Traffic Engineer <sup>2</sup>	0.50	0.50	0.50
Admin Support Services Mgr <sup>1</sup>	0.25	0.25	0.00
Financial & Business Ops Mgr <sup>1</sup>	0.00	0.00	0.25
Solid Waste Superintendent	1.00	1.00	1.00
Public Works Analyst <sup>1</sup>	0.25	0.25	0.25
Solid Waste Supervisor	2.00	2.00	2.00
Contract/Purch Administrator <sup>1</sup>	0.25	0.25	0.25
Senior Equipment Operator	3.00	3.00	4.00
Business Manager <sup>2</sup>	0.75	0.75	0.00
Equipment Mechanic	1.00	1.00	1.00
Equipment Operator	14.00	14.00	14.00
Accounts Payable/Purch Spec <sup>1</sup>	0.25	0.25	0.25
Accounting Clerk	1.00	0.00	0.00
Administrative Specialist <sup>1</sup>	0.00	0.00	1.10
Secretary <sup>1</sup>	0.25	0.25	0.00
Office Assistant	0.00	0.00	0.75
Fee Booth Attendant	1.00	1.00	1.00
Maintenance Worker	5.00	5.00	4.00
<sup>1</sup> Also charged to Street Maintenance and Utilities			
<sup>2</sup> Remainder charged to Street Maintenance			

**Budget Notes and Significant Changes:** The 9% increase in Personnel when comparing the FY2022 budget to FY2021 can be linked to the implementation of the Class and Comp Study. Other Services & Charges is higher in FY2022 due to the increase in tipping fees and Gray Wolf Landfill.

## Public Works

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### Street Maintenance

#### 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 roadway system through quality maintenance, environmentally safe, accessible streets.

Communication and outstanding customer service. Maintain drainage system to protect the environment and assure that every resource is managed in a sustainable manner.

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

Maintain a serviceable, safe, accessible street signage, striping, traffic control and signalization system that meets regulatory requirements and supports the City of Prescott's quality of life and economic prosperity by providing high mobility and efficient transport of people, goods and services throughout the City.

#### Services

Street Operations performs maintenance of pavement, curb & gutter, street sweeping, pothole repair, crack sealing, right-of-way, including weeds, brush, trees and sight-distance issues City-wide. The City's drainage infrastructure, pedestrian safety devices, hand rail, and guard rail are also part of the services provided by this division. The Division also responds year-round to rain and snow storms, including the ensuing clean-up requirements.

Traffic Engineering and Transportation planning includes, the evaluation, design and maintenance of signals, signage and pavement markings, traffic calming and other measures to increase safety and minimize delays. The Division also provides review of construction and special event traffic control plans, and barricade setup for city sponsored events.

#### FY2022 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.
- Improve traffic safety, minimize delay and reduce City liability through a modern well maintained traffic control system and high quality pavement markings.
- Improve the quality of private development and capital improvement projects within the City by reviewing and implementing traffic standards and overseeing the traffic impact analysis (TIA) process.

## Public Works

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Output	Weeks in average sweeping cycle for residential and collector streets	17	17	17	17
Outcome	Activate snow response prior to accumulation of snow on the street network	100%	100%	100%	100%
Outcome	Prepare equipment for snow response prior to events	100%	100%	100%	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.	100%	100%	100%	100%
Output	Number of times gateways and corridors are mowed/weeds trimmed annually	4	4	3	4
Outcome	Traffic signal and roundabout call-out maintenance/repairs made within 4 hours of notification. <sup>1</sup>	90%	85%	88%	85%
Outcome	Traffic request is resolved within 2 weeks of initial citizen contact.	90%	94%	89%	94%
Outcome	Percentage of regulatory signing replaced in priority intersections within 8 hours	100%	100%	100%	100%
Outcome	Inspect and replace 10% of 10,000+ signs per year. Target reduced from 12.5% to 10% annually. <sup>2</sup>	900	1,250	1,000	1,000

### Analysis of performance:

The Division met the primary goals set for FY21, including activation of its snow response to meet the FY21 target of 100%. It also met the 100% target of equipment preparedness. Inspection of drainage structures was completed meeting the goal of twice annually, as well as the inspection of arterial and major collector streets after storm events for pothole repair needs.

The Division was also able to repave two previously mill paved residential streets with conventional asphalt making a positive impact for the residents living on those streets with the added benefit of reducing the amount of time and materials required to maintain those streets.

<sup>1</sup>Some traffic signal maintenance requires traffic control or repair parts that may not be available the same day. The 85% target allows for 15% of the requests to be of this type.

<sup>2</sup>Traffic Control group added emergency response activities, increased involvement in temporary construction traffic control and layout of striping modifications and improvements which reduced routine district sign inspections. Based on this new work load the FY21 and FY22 targets have been reduced from 12.5% to 10%.

### FY2021 Major Achievements

- Poured 848 square feet of flat concrete work throughout the City to include sidewalk repairs on Forest Hills Rd and Dougherty St.
- Replaced 1,292 feet of curb and gutter to include curb and gutter repair on Garden St, Tamarack Ln. and Thunderbird Dr.
- Utilizing the new asphalt patch truck, permanently repaired 572 potholes throughout the city, thereby reducing on-going maintenance in those areas.

## Public Works

- Repaired 62,500 square feet of asphalt, including Alta Vista Pl. San Carlos rd. and Copper Basin Rd.
- Swept 1,635 lane miles of city streets.
- Cleaned and maintained the downtown area for 1,120 hours.
- Removed 168 nuisance trees and trimmed 162 cubic yards of brush and trees,
- Travelled over 22,157 miles while performing snow removal operations.
- Installation of two (2) new solar powered radar speed feedback signs on Rosser Street in the Eagle Ridge Subdivision.
- Completed the Granite at Willis Street striping modification adding a dedicated turn pocket and improving operation and safety.
- Assisted with development of the traffic design elements on the Downtown Parklets implemented due to COVID-19 restrictions.
- Managed the Annual Pavement Marking Contract, painting 602,000 linear feet of long line.
- Installed new antique globe street light systems on Summit Avenue, Beach Street and S. McCormick Street within the Central Business near Sharlot Hall Museum.
- Maintained 55 traffic signals and 5 roundabouts
- Responded to 122 traffic requests
- Reviewed and approved 220 construction traffic control plans
- Installed street light mounted Christmas decorations
- Implemented pedestrian, lighting and traffic safety improvements at the 4-points intersection to improve service to YRMC.
- Upgraded the Sheldon Street @ Montezuma Street signalized intersection for the Hilton Hotel and improved and reconfigured the striping on Montezuma Street to improve traffic operations.
- Served as the Staff Liaison on CYMPO's Technical Advisory Committee which is responsible for implementation of the Willow Creek Road Adaptive Signal Study.

### Expenditure Budget

#### Street Maintenance

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 2,880,814	\$ 2,907,568	\$ 2,740,495	\$ 3,057,912	5%
Supplies	476,776	757,825	734,859	912,225	20%
Internal Charges	700,437	726,665	698,665	785,572	8%
Other Services & Charges	1,059,396	1,209,034	1,145,370	1,227,303	2%
Debt Service	<u>18,388,405</u>	<u>1,960,410</u>	<u>1,960,410</u>	<u>1,953,725</u>	0%
Subtotal Operations	23,505,828	7,561,502	7,279,799	7,936,737	5%
Capital	<u>1,216,188</u>	<u>1,318,243</u>	<u>1,409,915</u>	<u>1,160,000</u>	-12%
Total	\$24,722,016	\$ 8,879,745	\$ 8,689,714	\$ 9,096,737	2%

#### Capital Detail

Vehicle Replacements -Street Maintenance	\$ 940,000
Intersection Signalization	200,000
Whiskey Row Alley	<u>20,000</u>
	<u>\$ 1,160,000</u>

## Public Works

### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>35.42</u>	<u>35.42</u>	<u>36.72</u>
Public Works Director <sup>1</sup>	0.25	0.25	0.25
Public Works Deputy Director <sup>1</sup>	0.00	0.00	0.25
Traffic Engineer <sup>2</sup>	0.50	0.50	0.50
Financial & Business Ops Mgr <sup>1</sup>	0.00	0.00	0.25
Admin Support Services Mgr <sup>1</sup>	0.25	0.25	0.00
Construction Services Mgr <sup>3</sup>	0.34	0.34	0.34
Street Maintenance Supt	1.00	1.00	1.00
Traffic Signal Supervisor	1.00	1.00	1.00
Public Works Analyst <sup>1</sup>	0.25	0.25	0.25
Street Maintenance Supervisor	2.00	2.00	2.00
Traffic Control Supervisor	1.00	1.00	1.00
Contract/Purch Administrator <sup>1</sup>	0.25	0.25	0.25
Traffic Signal Specialist	2.00	2.00	2.00
Traffic Engineering Technician	1.00	1.00	1.00
Business Manager <sup>1</sup>	0.75	0.75	0.00
Senior Equipment Operator	2.00	2.00	4.00
Equipment Service Technician	2.00	2.00	0.00
Dev Coord/Records Control <sup>3</sup>	0.33	0.33	0.33
Equipment Operator	15.00	15.00	16.00
Traffic Control Worker	2.00	2.00	2.00
Accts Payable/Purch Spec <sup>1</sup>	0.25	0.25	0.25
Administrative Specialist <sup>1</sup>	0.00	0.00	1.30
Accounting Clerk	1.00	1.00	0.00
Office Assistant	0.00	0.00	0.75
Secretary <sup>1</sup>	0.25	0.25	0.00
Maintenance Worker	2.00	2.00	2.00
<sup>1</sup> Also Charged to Solid Waste and Utilities			
<sup>2</sup> Remainder charged to Solid Waste			
<sup>3</sup> Charged to Utilities also			

**Budget Notes and Significant Changes:** The increase in Personnel reflects the addition of an Equipment Operator in FY2022 and the partial cost of a new Administrative Specialist. Supplies reflects additional funding for signal replacement equipment. Internal Charges fluctuates from year to year due to the methodology used when calculating these costs across the City departments.

# Recreation Services

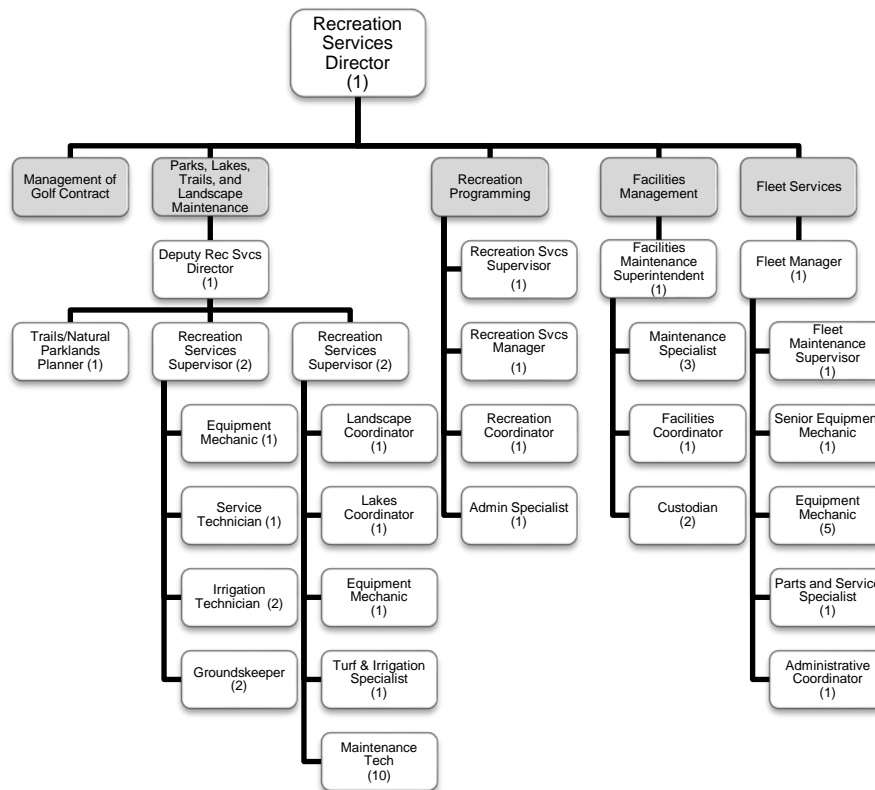
## Department Mission

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

	FY20	FY21	FY22
Parks, Lakes, Trails, and Lands.	27.00	27.00	27.00
Recreation Programming	4.00	4.00	4.00
Facilities Management	7.00	7.00	7.00
Fleet Services	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>
Total Authorized Positions	48.00	48.00	48.00

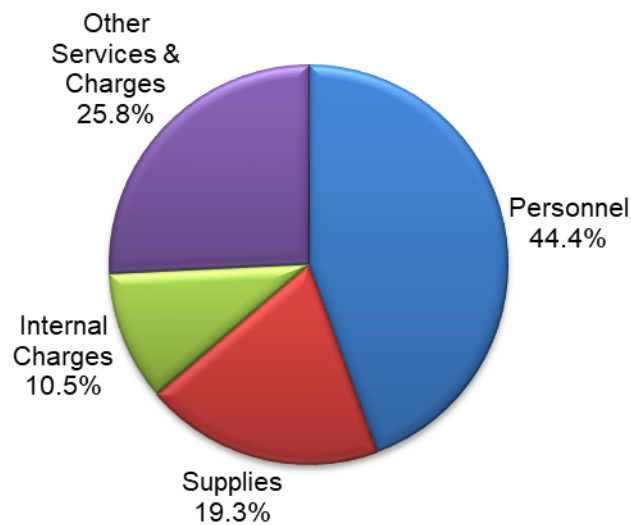
## Recreation Services

### Expenditure Budget

#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$3,467,600	\$ 4,015,911	\$ 3,799,275	\$ 4,278,502	7%
Supplies	1,877,859	1,941,661	1,851,263	1,861,276	-4%
Internal Charges	911,121	944,452	939,975	1,010,621	7%
Other Services & Charges	<u>2,463,127</u>	<u>2,336,807</u>	<u>2,302,047</u>	<u>2,481,270</u>	6%
Subtotal Operations	8,719,707	9,238,831	8,892,560	9,631,669	4%
Capital	<u>373,200</u>	<u>2,941,640</u>	<u>8,650,117</u>	<u>10,590,800</u>	260%
Total	\$9,092,907	\$12,180,471	\$17,542,677	\$ 20,222,469	66%

**Recreation Services FY22  
Operating Expenditure Budget by Type**



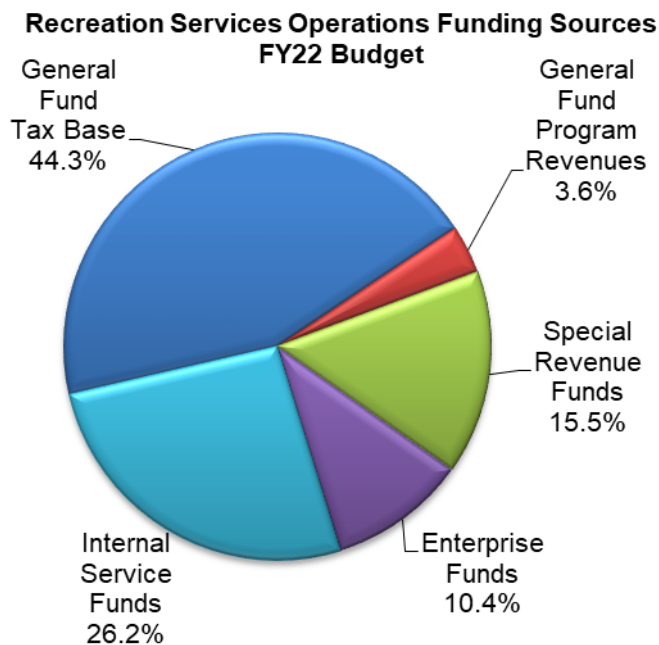
#### Department Summary - Operating Expenditures by Division and Capital

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Parks, Lakes, Trails, and Lands.	\$4,020,942	\$ 4,337,376	\$ 4,252,158	\$ 4,540,144	5%
Recreation Programming	755,266	789,191	700,481	1,009,970	28%
Facilities Management	1,669,786	1,717,648	1,621,338	1,874,027	9%
Fleet Services	<u>2,273,714</u>	<u>2,394,616</u>	<u>2,318,583</u>	<u>2,407,528</u>	1%
Subtotal Operations	8,719,707	9,238,831	8,892,560	9,831,669	6%
Capital	<u>373,200</u>	<u>2,941,640</u>	<u>8,650,117</u>	<u>10,390,800</u>	253%
Total	\$9,092,907	\$12,180,471	\$17,542,677	\$ 20,222,469	66%

## Recreation Services

### Department Summary - Funding Sources

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
General Fund Source of Funds					
Tax Base	\$ 2,882,683	\$ 3,381,376	\$ 10,886,754	\$ 8,210,581	143%
Licenses & Permits	470	500	250	500	0%
Charges for Services	629,604	643,900	569,400	606,500	-6%
Miscellaneous	26,537	25,000	25,000	25,000	0%
General Fund Budget	3,539,293	4,050,776	11,481,404	8,842,581	118%
Special Revenue Funds	365,129	2,742,462	849,612	4,854,822	77%
Enterprise Funds	1,343,571	1,381,474	1,353,690	1,971,648	43%
Internal Service Funds	3,844,914	4,005,759	3,857,971	4,553,418	14%
Total	\$ 9,092,907	\$12,180,471	\$ 17,542,677	\$ 20,222,469	66%



**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.

#### FY2022 Objectives

- Complete construction of West Granite Creek Park
- Complete construction of Lower Goldwater Lake improvements
- Close sale of 324+/- acres in Granite Dells
- Successfully make application for and receive grant funding from Arizona State Parks for implementation of the Granite Creek corridor master plan
- Complete Peavine Trail connection to Chino Valley
- Increase revenue generated from user fees
- Connect Heritage Park field lighting to remote lighting management control
- Close Antelope Hills North course for one week in order to complete a 600 work hour makeover

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Output	Revenue generated from parking fees	\$317,000	\$300,000	\$330,000	\$300,000
Output	Revenue generated from Ramada rentals	\$48,000	\$76,000	\$20,000	\$50,000
Output	Number of miles of trail in the City's Mile High trail system	100	120	112	122
Output	Total golf rounds played	78,002	78,500	78,000	78,500
Output	Total golf revenue	\$3,124,850	\$3,350,000	\$3,400,000	\$3,500,000

#### FY2021 Major Achievements

- Installed new court lights at Pickleball Courts 9-12.
- Installed new lighting management controllers for Pioneer, Kuebler/ Ziegler.
- Successfully built platform for Fourth of July Fireworks.
- Stocked White Amur (Grass Carp) in ponds at golf course.
- Replacement of all picnic tables at Goldwater Lake.
- Completed major harness repairs on 90ft poles for field lighting system.
- Complete construction of playground and splash pad near Hilton Garden Inn.
- Successfully collaborated with PUSD to use the Community Nature Center as an outdoor classroom we are averaging 31 students per day

## Recreation Services

### Expenditure Budget

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

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 1,926,894	\$ 2,260,033	\$ 2,188,552	\$ 2,391,962	6%
Supplies	610,815	602,561	590,862	605,968	1%
Internal Charges	299,833	322,175	322,948	342,618	6%
Other Services & Charges	<u>1,183,401</u>	<u>1,152,607</u>	<u>1,149,796</u>	<u>1,199,596</u>	4%
Subtotal Operations	4,020,942	4,337,376	4,252,158	4,540,144	5%
Capital	<u>373,200</u>	<u>2,941,640</u>	<u>1,050,117</u>	<u>7,069,000</u>	140%
Total	\$ 4,394,142	\$ 7,279,016	\$ 5,302,275	\$ 11,609,144	59%

##### Capital Detail

Open Space Acquisitions	\$ 4,400,000
Goldwater Lake Expansion	1,420,000
Irrigation Improvements - North and South Course	425,000
Trail Fencing	180,000
Vehicle Replacement	110,000
Pavement Preservation - Recreation Services	100,000
Peavine to Glassford Hill Trail Connection - State Parks Grant	81,000
Antelope Hills New Parking Area	70,000
Golf Course Equipment	67,000
Equipment Replacement - Rec Services	42,000
Roof Renovations on Park Facilities	38,000
Pickleball Court Surfacing	35,000
Watson Lake Ramada Roof Replacement	21,000
Goldwater Lake Ramada Refurbishment	20,000
Playground Component Replacement	20,000
Park Amenities Replacement Program	15,000
Pioneer Park Landscaping and Erosion Control	15,000
Camp Ground Upgrades and Replacements	<u>10,000</u>
	\$ 7,069,000

## Recreation Services

### Parks, Lakes, Trails and Landscape Maintenance

#### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>27.00</u>	<u>27.00</u>	<u>27.00</u>
Recreation Services Director	1.00	1.00	1.00
Deputy Rec Svcs Director	0.00	1.00	1.00
Maintenance Superintendent	1.00	0.00	0.00
Trails/Natural Parkland Coord.	1.00	1.00	1.00
Recreation Services Supervisor	4.00	4.00	4.00
Landscape Coordinator	1.00	1.00	1.00
Lakes Coordinator	1.00	1.00	1.00
Equipment Mechanic	2.00	2.00	2.00
Turf & Irrigation Specialist	1.00	1.00	1.00
Maintenance Technician	10.00	10.00	10.00
Irrigation Technician	2.00	2.00	2.00
Service Technician	1.00	1.00	1.00
Groundskeeper	2.00	2.00	2.00

**Budget Notes and Significant Changes:** Personnel increased due to the implementation of the Class and Comp Study approved by Mayor and Council during FY2021. Methodology used for calculating Internal Charges causes fluctuation from year to year.

## Recreation Services

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### 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.

#### FY2022 Objectives

- Return to completing our Calendar of Sporting events without cancellations due to Covid-19
- Return to Indoor Sports Leagues, Special Needs Programs, Contract classes and special events in the Grace Sparkes Activity Center.
- Increase the amount of youth related tournaments to our Calendar of sporting events to increase economic impact for our City.
- Develop the Teen Task Force through the MYAC to provide opportunities for our youth through events, programs and projects to serve our community.
- Provide support to assist Mayor's Commission (ECHO) to provide a successful Great Outdoors event in October
- Convert all adult sports leagues registrations, online payments, roster submissions and waiver forms to new RecDesk program
- Work close with partnerships for contracted concessionaire to provide service for youth leagues and tournaments at Pioneer Park/Heritage Park and improve processes
- Seek out new relationship with community partners through IGA's and joint use agreements to provide and support quality youth and adult sports leagues and tournaments
- Work with local recreational leagues such as Prescott Little League, Prescott Girls Softball, Prescott Senior Softball, AYSO soccer, Prescott Youth Football, and YMCA to host their leagues on our facilities following COVID-19 protocols.
- Move forward with a special events season using approved COVID-19 protocols and guidelines that will bring much needed economic impact to the City
- Include all services, programs and registrations on RecDesk to increase revenue and decrease office foot traffic while maintaining exemplary customer service.

## Recreation Services

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Average rating by league managers, achieve at least 4.0 out of 5.0	4.5	4.75	4.6	4.75
Output	Total number of Special Needs events that attract at least 50 participants	18	24	7*	24
Output	Increase the number of Shoulder season events (October-March)	4*	7	4*	7
Output	Total Tournaments attracted	36	43	21*	43
Outcome	Direct Spending for tournament participation	\$2.78M	\$3.0M	\$1.7M	\$3.0M
Output	Number of Special events on City property	60	75	20	75

\*Numbers reflected due to Covid-19.

### FY2021 Major Achievements

- Completed Summer Softball and Kickball Adult Sports Leagues during the Covid-19 restrictions without any incidents or issues.
- Successfully hosted 10 tournaments/Races during the Covid-19 restrictions working with outside tournament directors to ensure all Covid safety requirements were met.
- Transitioned a new Prescott Pickleball Association Board to increase partnership opportunities and programming for City of Prescott Pickleball complex.
- Transitioned the Recreation Department's online registration system to an improved Rec-desk program to better serve our customers.
- Offered optional outdoor activities for our Special Needs program to continue relationship with participants, caregivers and community partners during Covid-19 indoor program shutdown.
- Successfully hosted outdoor movie nights at Ken Lindley Field while following CDC guidelines due to COVID -19
- Worked with Facilities division to complete GSAC kitchen remodel and Flagstone room upgrades.
- Worked with Communications Department to bring Media Center operations back to the GSAC
- Partnered with the YMCA youth basketball league through our IGA to assist them with giving our communities youth an opportunity to play Indoor Basketball during the Covid-19 at our GSAC Facility following all Covid-19 requirements.
- Hosted multiple Covid 19 testing dates at the GSAC as a site for our city employees through the Human Resources Dept and Spectrum Healthcare.
- Successfully hosted the 2020 Veteran's Day Parade, one of only three in the State.

## Recreation Services

- Worked with Prescott Youth Football and AYSO Region 172 to formulate a return to play guideline for their respective leagues.
- Successfully collaborated with PUSD to use the Community Nature Center as an outdoor classroom

### Expenditure Budget

#### Recreation Programming Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$454,675	\$483,468	\$385,402	\$479,980	-1%
Supplies	39,748	45,100	37,375	39,600	-12%
Internal Charges	190,833	196,073	196,073	208,422	6%
Other Services & Charges	<u>70,009</u>	<u>64,550</u>	<u>81,631</u>	<u>81,968</u>	27%
Capital	-	-	-	<u>200,000</u>	
Total	\$755,266	\$789,191	\$700,481	\$809,970	3%

#### Capital Detail

Adult Center Ramada	<u>200,000</u>
	<u>\$200,000</u>

#### Recreation Services

##### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
Recreation Supervisor	1.00	1.00	1.00
Recreation Services Manager	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00

**Budget Notes and Significant Changes:** Other Services & Charges is 27% higher in FY2022 when compared to FY2021. This is due to the increased costs with accepting credit card payments and maintenance of computer software.

## 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 59 buildings comprising more than 340,287 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.

#### FY2022 Objectives

- Complete the last stairwell at the garage on Granite
- Relocate the Goldwater modular home to the rodeo grounds for IT
- Replace the septic system for the Fire department at station 73
- Replace the backup generator at the Regional Communications building
- HVAC replacement at Public Works

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Average rating out of 100% satisfaction with facility services	97%	97%	97%	99%
Efficiency	Percentage of Facility Fund building fixtures converted to LED	100%	100%	99%	100%
Outcome	Percentage of Facility Fund toilets and urinals converted to low flow or waterless	N/A%	100%	90%	95%
Efficiency	Maintenance cost per square foot	\$2.95	\$2.95	\$3.05	\$3.05

#### FY2021 Major Achievements

- Completed all of the renovations related to the “Center for the Future”
- Completed a “top to bottom” cleaning to the parking garage
- Completed a major renovation of the Q- hanger to allow for a new tenant Eviation
- Completed renovations at the Grace Sparks Activity Center including the painting of the gym, remodel of the kitchen and finishing the historic window refurbishment

## Recreation Services

### Expenditure Budget

#### Facilities Management

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 362,286	\$ 528,126	\$ 500,620	\$ 627,635	19%
Supplies	226,680	158,500	166,726	160,208	1%
Internal Charges	143,195	146,122	143,372	148,864	2%
Other Services & Charges	<u>937,624</u>	<u>884,900</u>	<u>810,620</u>	<u>937,320</u>	6%
Subtotal Operations	1,669,786	1,717,648	1,621,338	1,874,027	9%
Capital	<u>-</u>	<u>-</u>	<u>7,600,000</u>	<u>3,321,800</u>	
Total	\$1,669,786	\$1,717,648	\$9,221,338	\$5,195,827	202%

#### Facilities Management

##### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
Facilities Manager	1.00	0.00	0.00
Facilities Maintenance Super.	1.00	1.00	1.00
Maintenance Specialist	2.00	3.00	3.00
Facilities Coordinator	1.00	1.00	1.00
Custodian	2.00	2.00	2.00

**Budget Notes and Significant Changes:** Personnel has increased due to the implementation of the Class and Comp Study and an increase in temp salaries to be used for janitorial staff. During FY2022 Facilities Maintenance is responsible for maintaining two City Halls. The increase in Other Services & Charges is also a result of maintaining the utilities in two City Halls.



## 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.

#### FY2022 Objectives

- Manage the fleet in a manner that insures vehicles and equipment are dependable and safe to operate.
- Ensure that the type and number of vehicles necessary and appropriate to meet the needs of the City are available to departments and functions.
- Provide monthly billing and work order information to each department.
- Perform proactive maintenance to reduce unscheduled down time repairs and costs.
- Reduce unscheduled repairs and maximize equipment availability to user departments.
- Warehouse, inventory, and issue parts to meet the need of the City fleet.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Efficiency	Mechanic Productivity Rate	75%	80%	78%	80%
Efficiency	Average Cost Per Mile: Refuse Trucks	\$3.40	\$3.38	\$3.58	\$3.50
Efficiency	Average Cost Per Mile: Police Vehicles	\$0.32	\$0.27	\$0.55	\$0.25
Efficiency	Average Cost Per Mile: Pickup Trucks	\$0.36	\$0.33	\$0.45	\$0.30
Efficiency	Average Cost Per Mile: Fire Equipment	\$3.51	\$3.50	\$3.25	\$3.15

#### FY2021 Major Achievements

- Purchased parts room scanner to help stream line parts inventory.
- Upgraded fleet management system (RTA) to allow better tracking of Fleet assets and allow the end user the ability to track information.
- Upgrade mechanics computers from work station to laptops.

## Recreation Services

### Expenditure Budget

#### Fleet Services

##### Expenditure Summary

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$ 723,744	\$ 744,284	\$ 724,701	\$ 778,925	5%
Supplies	1,000,616	1,135,500	1,056,300	1,055,500	-7%
Internal Charges	277,260	280,082	277,582	310,717	11%
Other Services & Charges	<u>272,093</u>	<u>234,750</u>	<u>260,000</u>	<u>262,386</u>	12%
Total	\$2,273,714	\$2,394,616	\$2,318,583	\$2,407,528	1%

#### Fleet Services

##### Authorized Staffing Summary

	FY20	FY21	FY22
Authorized Staffing Level	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>
Fleet Manager	1.00	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	1.00
Senior Equipment Mechanic	1.00	1.00	1.00
Equipment Mechanic	5.00	5.00	5.00
Parts and Service Specialist	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00

**Budget Notes and Significant Changes:** Internal Charges fluctuates each fiscal year based on the methodology used to calculate internal cost recovery charges. Increased costs of maintaining an aging fleet results in a 12% higher budget for FY2022 in Other Services & Charges. Many factors have contributed to replacement vehicle purchases being placed on hold. In the upcoming fiscal year it is anticipated several vehicles will be replaced leading to lower maintenance costs in future fiscal years.

## Regional Communications

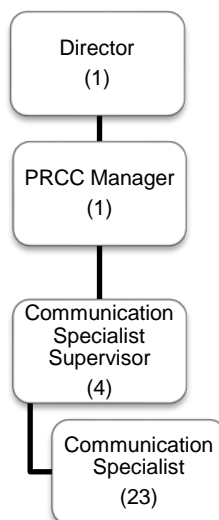
### Department Mission

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 8 Partnered agencies; 4 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



### Regional Communications

#### Department Summary - Staffing

	FY20	FY21	FY22
Authorized Staffing Level	<u>30.00</u>	<u>30.00</u>	<u>29.00</u>
Police Administrator	0.00	1.00	0.00
PRCC Director	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	23.00	23.00

## Regional Communications

### FY2022 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.

Measure Type	Performance Measure	FY20 Actual	FY21 Target	FY21 Estimate	FY22 Target
Outcome	Answer 100% of 911 calls within ten seconds.	98.73%	99.00%	99.25%	99.35%
Outcome	Answer 100% of PRCC's seven 10-digit emergency lines within ten seconds.	98.98%	99.00%	99.25%	99.30%

### FY2021 Major Achievements

- PRCC handled 199,149 inbound /outbound calls which included 82,361 fire, police and EMS responses.
- Conducted one new hiring process/panel interview and four lateral panel interviews.
- Conducted one classroom training session which resulted in a 100% success rate times three people.
- Maintained active participation in Yavapai County Regional 9-1-1 committee whereby PRCC Manager 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 during National Telecommunications Week.
- Conducted presentations at Prescott, Prescott Valley and Fire citizen academies.
- Fulfilled 528 recording requests for partner agencies and prosecutor offices.
- Revised/rewrote the PRCC Procedural Manual and transferred the document to Lexipol.
- Continuous, in-house Trittech (CentralSquare) training of PRCC support personnel.
- Participated in the APCO visit funded by CRITAC through IACP.
- Coordinated TriTech's CAD and Mobile upgrade to latest version.
- Assisted the Fire Departments in executing a successful "Duty Medic" program.

## Regional Communications

### Expenditure Budget

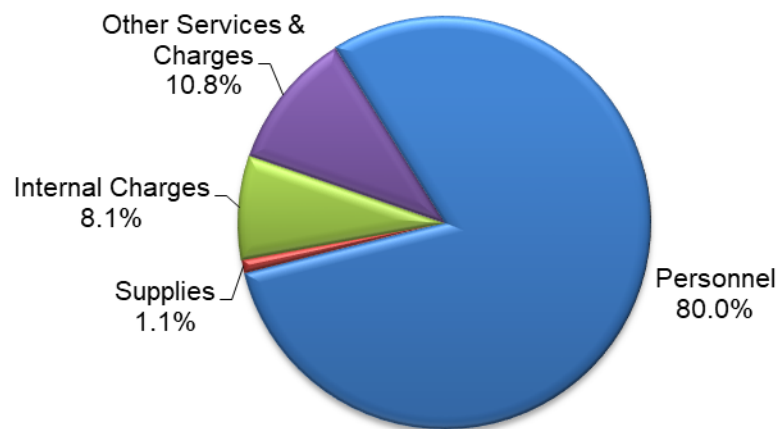
#### Department Summary - Expenditure by Type

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
Personnel	\$2,034,307	\$2,558,442	\$2,341,147	\$2,624,182	3%
Supplies	20,609	20,000	16,500	35,000	75%
Internal Charges	260,769	252,650	252,650	267,248	6%
Other Services & Charges	370,241	392,250	143,251	354,858	-10%
Subtotal Operations	2,685,926	3,223,342	2,753,548	3,281,288	2%
Capital	92,307	150,000	-	610,000	307%
Total	\$2,778,233	\$3,373,342	\$2,753,548	\$3,891,288	15%

#### Capital Detail

Replacement Consoles for Dispatch	\$ 300,000
PRCC Zetron System Upgrade and CAD Integration	260,000
Generator/Cement Pad Replacement	50,000
	<u>\$ 610,000</u>

**Regional Communications  
FY22 Operating Expenditure Budget by Type**



## Regional Communications

### Department Summary - Funding Sources

	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Budget	% Change Budget
General Fund Sources of Funds					
Tax Base	\$1,070,866	\$1,743,573	\$1,423,309	\$1,921,486	10%
Charges for Services	<u>1,707,367</u>	<u>1,629,769</u>	<u>1,330,239</u>	<u>1,969,802</u>	21%
General Fund Budget	\$2,778,233	\$3,373,342	\$2,753,548	\$3,891,288	15%

**Budget Notes and Significant Changes:** The significant increase in Supplies is due to the budgeting of monies for a battery replacement for the Regional Communications Center. Internal Charges, as shown in other departments, fluctuates from year to year based on the methodology used for the calculation. The budget for Maintenance Computer Software was reduced in FY2022 to bring it more in line with historical spending. This results in a 10% decrease in Other Services & Charges.

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

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## **Capital Budget**

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## Capital Budget Overview

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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.

Capital Budget Category	Definition
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 FY22 as well as the projection for the next five fiscal years.

Capital Budget Category	5 Year Projection					
	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection
Operating Capital	\$ 1,879,545	\$ 754,205	\$ 32,500	\$ 118,000	\$ 32,500	\$ 83,000
Vehicle Replacements	5,525,606	6,400,618	4,328,000	4,787,000	6,191,000	2,902,000
Capital Improvement Plan	\$87,832,862	84,735,307	79,334,229	81,170,114	70,042,666	31,123,500
<b>Total</b>	<b>\$95,238,013</b>	<b>\$91,890,130</b>	<b>\$83,694,729</b>	<b>\$86,075,114</b>	<b>\$76,266,166</b>	<b>\$34,108,500</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:

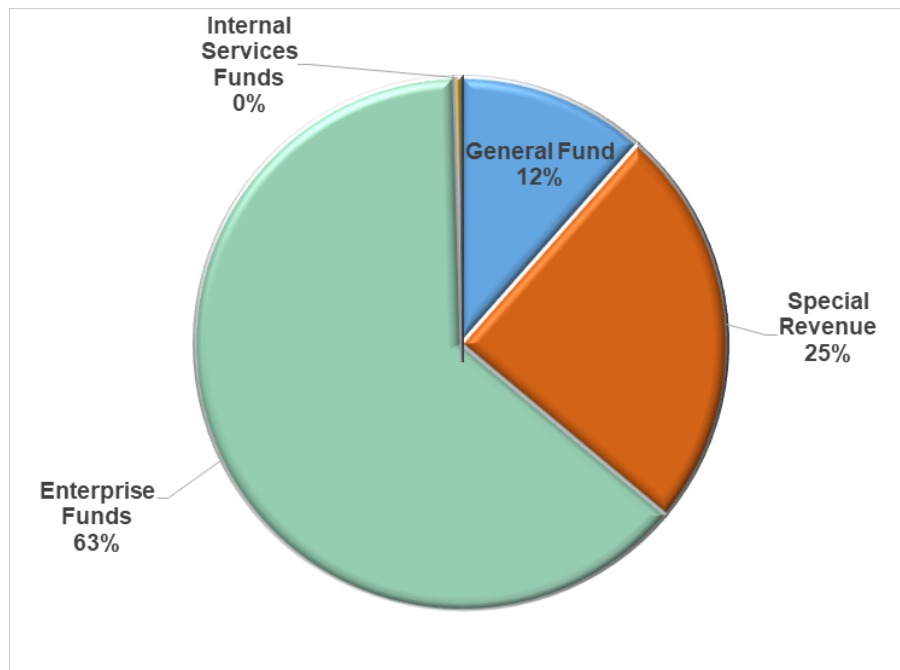
- Facilitates long-range financial planning, allowing us to look at not only what the community wants, but also what they can afford.
- Enhances coordination of capital improvements among City departments and other governmental agencies.
- Clearly identifies the Council's goals and their capital priorities 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>	\$ 7,644,140	\$ 2,101,206	\$ 1,277,490	\$ 11,022,836
<b>Special Revenue</b>				
Streets	\$ 18,194,500	\$ 1,940,000	\$ 70,000	\$ 20,204,500
Impact Fees			15,000	15,000
Grants	2,826,300		432,055	3,258,355
<b>Total Special Revenue</b>	\$ 21,020,800	\$ 1,940,000	\$ 517,055	\$ 23,477,855
<b>Enterprise Funds</b>				
Water	\$ 30,209,652	\$ 264,000		\$ 30,473,652
Wastewater	10,974,148	420,000		11,394,148
Solid Waste	1,978,543	625,000		2,603,543
Golf Course	562,000	30,000		592,000
Airport	15,443,579	145,400	85,000	15,673,979
<b>Total Enterprise Funds</b>	\$ 59,167,922	\$ 1,484,400	\$ 85,000	\$ 60,737,322
<b>Internal Service Funds</b>				
Engineering		\$ 37,000		\$ 37,000
Facilities Maintenance	260,800	105,000		365,800
<b>Total Internal Service Funds</b>	\$ 260,800	\$ 142,000	\$ -	\$ 402,800
<b>Total FY22 Budget</b>	\$ 87,832,862	\$ 5,525,606	\$ 1,879,545	\$ 95,238,013

FY22 Capital Budget by Fund Type



# FY21 Capital Budget Listing by Department

Page No.	Title	Funding	FY2022 Budget
	<b><u>Airport - City Only Funded Projects</u></b>		
252	Airport Pavement Preservation Program - City	AP	598,449
252	Modular Building Relocation	AP	200,000
253	New Vehicles and Equipment	AP	85,400
253	Vehicle Replacements	AP	60,000
253	Airport Master Lock and Badging System	AP	50,000
	<b>Total Airport</b>		<b>993,849</b>
	<b><u>Airport - Grant Funded Projects</u></b>		
254	TWY C Realignment, RIM & Hotspot Mitigation	AP,GR	11,000,000
254	Perimeter Security Upgrades	AP,GR	1,670,130
255	Runway 3L/21R Lighting, Signage	AP,GR	950,000
255	Runway 3R/21L Extension	AP,GR	500,000
256	Runway 3L/21R PAPIs	AP,GR	195,000
256	Taxiway D Rehabilitation	AP,GR	160,000
256	Wildlife Hazard Assessment and Management Plan	AP,GR	85,000
257	West Ramp Rehabilitation	AP,GR	85,000
	<b>Total Airport - Grants</b>		<b>14,645,130</b>
	<b><u>City Manager</u></b>		
257	Center for the Future	G,GR	2,400,000
258	Granite Creek Corridor Master Plan Implementation	G,S,GR	1,570,000
258	Prescott North and Granite Creek Area Plans	G	280,000
	<b>Total City Manager</b>		<b>4,250,000</b>
	<b><u>Community Development</u></b>		
259	CDBG Grants	GR	301,055
259	Vehicle Replacements	G	66,000
259	Scanning Project for Commercial Building Permit Records	G	60,000
	<b>Total Community Development</b>		<b>427,055</b>
	<b><u>Facilities Maintenance</u></b>		
260	New City Hall	G,S,W,WW,SW	2,400,000
260	Parking Lots - Replacement/Refurbished	FM	210,000
260	Vehicle Replacements	FM	105,000
261	Fire Station Restroom Remodel	FM	35,000
261	Apparatus Bay Floor Refurbishment Station 71	FM	15,800
	<b>Total Facilities Maintenance</b>		<b>2,765,800</b>
	<b><u>Fire Department</u></b>		
262	Fire Drill Ground Improvements	G	928,140
262	Vehicle Replacements	G	719,206
263	Battery Operated PPV Fans	G	45,000
263	ARFF - Aqueous Film Forming Foam (AFFF) Testing Equip	AP	35,000
263	Hydraulic Extrication Tool	G	26,000
264	Mobile Data Computer	G	23,200
264	SCBA Voice Amplification Devices	G	20,610
264	EMS Simulation Manikin	G	15,000
	<b>Total Fire Department</b>		<b>1,812,156</b>

# FY21 Capital Budget Listing by Department

Page No.	Title	Funding	FY2022 Budget
<b><u>Information Technology</u></b>			
265	IT Server Farm Consolidation	G	1,600,000
265	Vehicle Replacements	G	50,000
265	North Prescott Radio Repeater Site at Melville Airport WRF	G,W,WW	50,000
266	Prescott Public Library Camera Upgrade Project	G	35,000
<b>Total Information Technology</b>			<b>1,735,000</b>
<b><u>Parking Garage</u></b>			
266	Parking Garage NE Stair Replacement	G	436,000
266	Parking Garage Security Camera Replacement	G	120,000
<b>Total Parking Garage</b>			<b>556,000</b>
<b><u>Police Department</u></b>			
267	Vehicle Replacements	G	1,186,000
267	Police Facility Enhancements and Renovations	G,IMP	210,000
267	Ballistic Vests and Helmets for SWAT Members	G	166,000
268	Optical Sights and Handgun Upgrade	G	35,000
268	Police Office Workstations and Furniture	G	26,680
268	High Resolution Night Vision Weapon Sight	G	14,000
<b>Total Police Department</b>			<b>1,637,680</b>
<b><u>Recreation Services</u></b>			
269	Open Space	S	4,400,000
269	Goldwater Lake Expansion	G	1,420,000
269	Adult Center Ramada	G	200,000
270	Trail Fencing	G	180,000
270	Pavement Preservation - Recreation Services	G	100,000
270	Peavine to Glassford Hill Trail Connection Grant	GR	81,000
271	Vehicle Replacements	G	80,000
271	Equipment Replacement - Recreation Services	G	42,000
271	Roof Renovations on Park Facilities	G	38,000
272	Pickleball Court Surfacing	G	35,000
272	Watson Lake Ramada Roof Replacement	G	21,000
272	Playground Component Replacement	G	20,000
273	Goldwater Lake Ramada Refurbish	G	20,000
273	Pioneer Park Landscaping and Erosion Control	G	15,000
273	Park Amenities Replacement Program	IMP	15,000
274	Camp Ground Upgrades and Replacements	G	10,000
<b>Total Recreation Services</b>			<b>6,677,000</b>
<b><u>Recreation Services - Golf Course</u></b>			
274	Irrigation Improvements - North and South Golf Course	GC	425,000
274	Antelope Hills New Parking Area	GC	70,000
275	Golf Course Equipment	GC	67,000
275	Vehicle Replacement	GC	30,000
<b>Total Recreation Services - Golf Course</b>			<b>592,000</b>

## FY21 Capital Budget Listing by Department

Page No.	Title	Funding	FY2022 Budget
	<b><u>Regional Communications</u></b>		
275	Replacement Consoles for Dispatch	G,PART	300,000
276	PRCC Zetron System Upgrade and CAD Integration	G,PART	260,000
276	Generator/Cement Pad Replacement	G,PART	50,000
	<b>Total Regional Communications</b>		<b>610,000</b>
	<b><u>Public Works</u></b>		
	<b><u>Street Circulation</u></b>		
277	Intersection Signalization Project	S	200,000
277	Sidewalk Repair and Replacement Program	S	200,000
277	Prescott Library Sidewalk Improvements	S	365,000
278	Willow Creek Berm Improvement	S,GR	50,000
	<b>Total Street Circulation</b>		<b>815,000</b>
	<b><u>Street Reconstruction</u></b>		
278	Penn Avenue and Eastwood Drive Reconstruction	S	4,300,000
279	Miscellaneous Streets Projects	S,W,WW	200,000
	<b>Total Street Reconstruction</b>		<b>4,500,000</b>
	<b><u>Street Preservation, Rehabilitation and Maintenance</u></b>		
279	Pavement Preservation Program	S	8,500,000
	<b>Total Street Preservation, Rehabilitation and Maintenance</b>		<b>8,500,000</b>
	<b><u>Drainage</u></b>		
280	Citywide Drainage Improvements Program	S,CC	1,000,000
280	Citywide Floodplain Mapping	S	130,000
	<b>Total Drainage</b>		<b>1,130,000</b>
	<b><u>Water Distribution</u></b>		
280	Main Line Replacements	W,WW	1,945,000
281	Zone 24/27 Water Pipeline Upsizing - Thumb Butte Road to	W	675,000
281	Downtown Water Main Replacement Program	W	800,000
281	Mullen Way Water Main Extension	W,WW	500,000
282	Green Lane and Yakashba Water Main Upsizing	W	100,000
	<b>Total Water Distribution</b>		<b>4,020,000</b>
	<b><u>Water Production</u></b>		
282	Water Production and Intermediate Pump Station, Tanks and	W	19,989,000
283	Zone 41 Mingus Pump Station, Tank and Pipeline	W	2,263,500
283	Zone 56 Tank and Pipeline and Zone 7 Pump Station	W	2,112,000
283	Production Well No. 3 CV-Rehabilitation	W	250,000
284	Zone 52 Water Main Connect to Northwest Regional Tank	W	200,000
284	Zone 30 Pump Station	W	200,000
	<b>Total Water Production</b>		<b>25,014,500</b>
	<b><u>Water Quality</u></b>		
284	Watson Lake Improvements	S,W,WW	375,000
	<b>Total Water Quality</b>		<b>375,000</b>

## FY21 Capital Budget Listing by Department

Page No.	Title	Funding	FY2022 Budget
	<u>Wastewater Collections</u>		
285	Sundog Trunk Main, Phase C	W,WW	3,024,300
285	Willow Creek Trunk Main Extension	WW	1,950,000
285	Ruger Road Sewer Main Extension	WW	1,500,000
286	Unsewered Areas - System Expansion	WW	650,000
286	Montezuma Trunk Main Upsizing	WW	268,000
286	Yavapai Hills #1 Lift Station Rehabilitation	WW	200,000
287	Prescott Lakes Parkway Lift Station	WW	150,000
	Total Wastewater Collections		<u>7,742,300</u>
	<u>Wastewater Treatment</u>		
287	Centralization - Effluent Tank, Pipeline and SR89 Widening (	WW	675,000
	Total Wastewater Treatment		<u>675,000</u>
	<u>Facility, Vehicles, Other Capital</u>		
288	Vehicle Replacements	S,W,WW,SW,E	3,944,543
288	Streets Division Snow Equipment Facility	S	1,000,000
288	Miscellaneous Water and Wastewater Projects	W,WW	600,000
289	Solid Waste Maintenance Building	SW	200,000
289	Whiskey Row Alley	S	20,000
	Total Facility, Vehicles, Other Capital		<u>5,764,543</u>
	<b>Funding Summary, all projects</b>		
	General Fund		10,748,139
	General Fund - PRCC Partners		309,697
	General Fund - Airport		1,509,862
	General Fund - Golf Course		592,000
	Facilities Fund		365,800
	Grants Fund		16,984,672
	Streets Fund		19,379,500
	Streets - County Contribution		825,000
	Parks Impact Fee Fund		15,000
	Water Fund		19,297,437
	Water Impact Fee Fund		11,176,215
	Wastewater Fund		8,582,358
	Wastewater Impact Fee Fund		2,811,790
	Solid Waste Fund		2,603,543
	Engineering Fund		37,000
			<u>95,238,013</u>

## Capital Budget and Project Descriptions

### Airport – City Only Funded Projects

#### Airport Pavement Preservation Program

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Airport Fund	598,449	204,807	178,529	248,514	199,966		1,430,265

Description: FY22 – RW 3R/21L Crack Seal, Seal Coat & Re-Mark, TW-E1/E2 Rehab, TW-E&F Seal Coat, South Hangars - Section 20  
FY23 - USFS Ramp, TW-H & Fuel Farm Access Road, North Ramp crack seal and seal coat, South Hangars B/C/D crack seal and seal coat, Admin parking lots  
FY24 - South Hangars, Terminal Parking Lots, Terminal Ramp  
FY25 – RW 3L/21R crack seal and seal coating, TW-A crack seal and seal coating, South Ramp and Loop Roads, West Ramp  
FY26 – TW-C Seal Coat

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.

#### Modular Building Relocation

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Airport Fund	200,000	-	-	-	-	-	200,000

Description: This project is for final site preparations from a relocation of the Modular building that was utilized for Gates at the old terminal. Due to Airfield safety requirements related to the Taxiway-C Relocation, the modular building had to be relocated. A final site for the relocation was selected to re-utilize the building for Commercial Businesses at the Airport, in which additional revenue will now be able to be received through a contracted agreement.

Operating Impact: No additional increase over existing is expected.

#### New Vehicles and Equipment



## Capital Budget and Project Descriptions

Dept/Division: Airport  
Category: Vehicle Replacements and Additions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Airport Fund	85,400	-	-	-	1,000,000	-	1,085,400

Description: FY22 – Acquisition of two Ice Melt Spreaders for the existing and new Bobcats, two plows for vehicles being relocated by Fleet to the Airport.  
FY26 – Snow equipment

Operating Impact: Increase in maintenance costs due to additional fleet to maintain.

### Vehicle Replacements

Dept/Division: Airport  
Category: Vehicle Replacements and Additions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Airport Fund	60,000	-	175,000	400,000	-	-	635,000

Description: FY22 – Replace 2008 Explorer (\$60K)  
FY24 - Truck #3 (fleet ID#1278) Replacement; Truck #5 (fleet ID#1215) Replacement; Truck #6 (fleet ID#1216) Replacement  
FY25 - Truck #1 (fleet ID#1279) Replacement; Sweeper (fleet ID#1361) Replacement

Operating Impact: Decrease in maintenance costs.

### Airport Master Lock System

Dept/Division: Airport  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Airport Fund	50,000	75,000	-	-	-	-	125,000

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.

### Airport – Grant Funded

## Capital Budget and Project Descriptions

### Taxiway C Realignment, RIM & Hotspot Mitigation

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Airport Fund/ Grant Match	11,000,000	-	-	-	-	-	11,000,000

Description: 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: The positive impact to the operating budget is the potential to charge up to 5% of the grant amount towards staff reimbursements. This project could reduce the amount of staff salaries paid by the airport fund in the amount of approximately \$500,000 during the course of design and construction.

### Perimeter Security Upgrades

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Airport Fund/ Grant Match	1,670,130	-	-	-	-	-	1,670,130

Description: Revalidate design and construct upgrades to include approximately 29,000 linear feet of fencing, with cameras, access control devices to meet FAA Runway Safety Action Team Report Item PRC-2006-006.

Operating Impact: This project will include replacing the current access control system and motorized gates which will reduce the time airport maintenance and operations staff spend continually repairing the existing gates and access control system. In addition, it will ultimately require the creation of an Airport Security Coordinator position to oversee the operation and administration of the access control system, airport badging system, and act as the primary airport security employee if the aircraft capacity exceeds 60 passengers. This position will include salary and benefits and regular training costs.

## Capital Budget and Project Descriptions

### Runway 3R/21L Lighting, Signage

Dept/Division: Airport  
Category: Capital Improvement Plan

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
Airport Fund/ Grant Match	950,000	-	-	-	-	-	950,000

Description: Construct the replacement of existing lighting and signage on Runway 3L/21R

Operating Impact: Upon completion of this project, the operating budget will see a positive impact by reduction in electricity by utilizing LED lighting.

### Runway 3R/21L Extension

Dept/Division: Airport  
Category: Capital Improvement Plan

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
Airport Fund/ Grant Match	500,000	2,000,000	6,000,000	31,650,000	32,150,000	-	72,300,000

Description: FY22: Environmental Analysis for the proposed Runway Extension  
FY23: Land Acquisition required for Runway Extension  
FY24 - Design of the Runway Extension to take the Runway to approximately 10,000 ft in length.  
FY25/26 - Construction of the Runway Extension to approximately 10,000 ft in length.

Operating Impact: By extending the runway length there will be additional budget impact of pavement preservation, additional lighting, and signage required.

## Capital Budget and Project Descriptions

### Runway 3L/21R PAPIs

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Airport Fund/ Grant Match	195,000	-	-	-	-	-	195,000

Description: Design and Construct - Runway 3L and 21R Precision Approach Path Indicators (PAPI) Replacements.

Operating Impact: The various lighting, signage and navigational aid systems for the airport's runways and taxiways have exceeded their useful life cycles and are in need of replacement to ensure the systems function properly. Due to their advanced age (25-plus years), the systems are experiencing frequent outages and equipment is in need of replacement before they suffer complete failure. Some system components are no longer supported by the manufacturer and replacement parts must be specially-made. Upgrading the systems will ensure the systems operate properly, reduce maintenance costs, reduce replacement part costs and reduce electrical costs by upgrading to new LED lights, signs and navigational aids.

### Taxiway D Rehabilitation

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Airport Fund/ Grant Match	160,000	1,560,000	-	-	-	-	1,720,000

Description: FY22 - Design for Taxiway-D Rehabilitation for 77,010 sq. yds.  
FY23 - Construction of Rehabilitation of Taxiway-D between the D1 and D7 connectors

Operating Impact: By completing this grant eligible project, the airport will ultimately save money by not having to utilize city funds under the Airport Pavement Preservation Program.

### Wildlife Hazard Assessment and Management Plan

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Airport Fund/ Grant Match	85,000	-	-	-	-	-	85,000

Description: Conduct a Wildlife Hazard Assessment and mitigation plan

Operating Impact: No change in operating costs is expected.

## Capital Budget and Project Descriptions

### West Ramp Rehabilitation

Dept/Division: Airport  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Airport Fund/ Grant Match	85,000	565,000	-	-	-	-	650,000

Description: FY22 - Design mill and overlay (rehabilitation) of the West Ramp  
FY23 - Construction of mill and overlay (rehabilitation) of the West Ramp

Operating Impact: By completing this grant eligible project, the airport will ultimately save money by not having to utilize city funds under the Airport Pavement Preservation Program.

### City Manager

### Center for the Future

Dept/Division: City Manager  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund/Grant Match	2,400,000	-	-	-	-	-	2,400,000

Description The Center for the Future is providing business acceleration and incubation space for companies that otherwise would not have the option to locate to Prescott. The demand for the space has already been proven with the relocation of 4 companies. This creates a more robust economy, helps the local job market, and expand opportunities for local graduates to stay in Prescott after graduation.

Operating Impact: Ongoing maintenance

## Capital Budget and Project Descriptions

### Granite Creek Corridor Master Plan Implementation

Dept/Division: City Manager  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund/Grant Match	1,570,000	-	-	-	-	-	1,570,000

Description: This project includes implementing the Granite Creek Corridor Master Plan. It includes riparian area improvements (cross vein weirs, split & narrowed channels, and more), stormwater outfall improvements, trail improvements (trail surface, constructing or improving access points, retaining walls), and amenity additions (lighting, signage, and more).

Operating Impact: Ongoing maintenance

### Prescott North and Granite Creek Area Plans

Dept/Division: City Manager  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund/ Grant Match	280,000	-	-	-	-	-	280,000

Description: As the northern portion of Prescott continues to grow, it is vital to work with stakeholders, city staff and elected officials, including the airport, and others on a comprehensive vision of what this area can be. This will include the airport and surrounding land, traffic, infrastructure, land use, and other planning considerations. The Granite Creek Corridor is a vital area of downtown. Assuming a successful grant application, the previously completed master plan will be implemented starting in the first quarter of 2021. With those improvements, it is vital to engage with nearby business owners, residents, and other stakeholders to plan for how to take advantage of that asset through land use, traffic (especially pedestrian), way finding, and other considerations. This planning process will create plans to do that.

Operating Impact: None

## Capital Budget and Project Descriptions

### Community Development

#### CDBG Annual Entitlement Grant

Dept/Division: Community Development

Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Grants	301,055	-	-	-	-	-	301,055

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.

#### Vehicle Replacements – Community Development

Dept/Division: Community Development

Category: Vehicle Replacement and Additions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	66,000	99,000	66,000	33,000	-	-	264,000

Description: This capital request is for replacement of aging Community Development fleet vehicles and equipment. This equipment is used on a daily basis to perform site inspections.

Operating Impact: Decrease costs for aging fleet

#### Scanning Project for Commercial Building Permits

Dept/Division: Community Development

Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	60,000	-	-	-	-	-	60,000

Description: A scanning project for the residential building permit records was initiated in FY19; the department requires electronic access to these documents for the course of daily business. This request will fund the continuation of digitalization of Community Development's permanent building permit records database by completing the digitization of the commercial building permit records so they may be readily accessed by Community Development staff in the conduct of daily business.

Operating Impact: None

## Capital Budget and Project Descriptions

### Facilities Maintenance

#### New City Hall

Dept/Division: Facilities Maintenance  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Various Funds	2,400,000	-	-	-	-	-	2,400,000

Description: A new City Hall was purchased in FY2021. These funds are to remodel and furnish the new offices.

Operating Impact: Increased utility and maintenance costs until the old City Hall is sold.

#### Parking Lots – Replacement/Refurbished

Dept/Division: Facilities Maintenance  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Facilities Fund	210,000	-	-	-	-	-	210,000

Description: Multiple parking lots in the City need to have the asphalt replaced or refurbished. Sites include; FS71/\$75,000. Fire Stations 74 & 75/\$35K, Chamber of Commerce/\$30K, PRCC/\$20K and \$50k Rodeo Grounds.

Operating Impact: None

#### Vehicle Replacements – Facilities Maintenance

Dept/Division: Facilities Maintenance  
Category: Vehicle Replacement and Additions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	105,000	105,000	105,000	105,000	105,000	105,000	630,000

Description: This capital request is for replacement of aging Facilities Maintenance fleet vehicles and equipment.

Operating Impact: Decrease costs for aging fleet



## Capital Budget and Project Descriptions

### Fire Station Restroom Remodel

Dept/Division: Facilities Maintenance  
Category: Capital Improvement Plan

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
Facilities Fund	35,000	-	-	-	-	-	35,000

Description: The crew restroom facilities at 1700 Iron Springs Road has reached its end of its serviceable life. There are multiple broken / missing tile issues, no ADA compliant stalls and the shower is in need of replacement. Facilities recommends a total demo and rebuild to extend the usefulness of this structure.

Operating Impact: None

### Apparatus Bay Floor Refurbishment Station 71

Dept/Division: Facilities Maintenance  
Category: Capital Improvement Plan

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
Facilities Fund	15,800	-	-	-	-	-	15,800

Description: Refurbishment of the apparatus bay floor is necessary as in the present condition it is cracked, chipped, and an eyesore to the visiting public.

Operating Impact: None

## Capital Budget and Project Descriptions

### Fire

#### Fire Drill Ground Improvements

Dept/Division: Fire  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	928,140	1,947,000	163,100	-	-	-	3,038,240

Description: The project will consist of multiple year systematic approach. Initially efforts will target 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. This subsequently will be followed by all surface improvements such as paving, curbs, and concrete pads. Finally efforts will be targeted towards construction of a new tower and purchase and 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.

#### Vehicle Replacements – Fire Department

Dept/Division: Fire  
Category: Vehicle Replacement and Additions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	719,206	2,717,618	1,365,000	1,810,000	1,633,000	350,000	8,594,824

Description: This capital request is for replacement of aging Fire Department fleet vehicles and equipment.

Operating Impact: Decrease costs for aging fleet

## Capital Budget and Project Descriptions

### Battery Operated PPV Fans

Dept/Division: Fire  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	45,000	-	-	-	-	-	45,000

Description: Battery operated positive pressure ventilation (PPV) fans are the industry standard for ensuring the absence of Carbon Monoxide post fire.

Operating Impact: Minimal operating impact

### ARFF – Aqueous Film Forming Foam (AFFF) Testing Equipment

Dept/Division: Fire  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Airport Fund	35,000	-	-	-	-	-	35,000

Description: The equipment will need to be used twice per year to conduct the required AFFF inspections for Foam 73 and Foam 731.

Operating Impact: Minimal operating impact

### Hydraulic Extrication Tool

Dept/Division: Fire  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	26,000	26,000	-	-	-	-	52,000

Description: Hydraulic extrication tools used to force entry by cutting, shredding, prying, and stretching are used to gain access to entrapped patients/victims at auto accidents and other technical rescue locations.

Operating Impact: Annual tool inspection performed by manufacturer on site at the individual fire stations.

## Capital Budget and Project Descriptions

### Mobile Data Computer

Dept/Division: Fire  
Category: Operating Impact

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	23,200	-	-	-	-	-	23,200

Description: The project represents purchase and installation of the Mobile Data Computers (MDC) in the vehicles for the Division Chief overseeing Professional Services and the Deputy Fire Chief/Fire Marshal. Installations will be outfitted with the hardware outlined in this project while the scope of this project is existing MDC units.

Operating Impact: Minimal operating impact

### SCBA Voice Amplification Devices

Dept/Division: Fire  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	20,610	-	-	-	-	-	20,610

Description: The purchase of the devices is to provide each member a personalized voice amplifier to be integrated into their self-contained breathing apparatus (SCBA).

Operating Impact: Minimal operating impact

### EMS Simulation Manikin

Dept/Division: Fire  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	15,000	-	-	-	-	-	15,000

Description: Purchase of a simulation manikin for use during regular schedule and refresher training.

Operating Impact: Minimal operating impact

## Capital Budget and Project Descriptions

### Information Technology

#### IT Server Farm Consolidation

Dept/Division: Information Technology  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	1,600,000	-	-	-	-	-	1,600,000

Description: Project will consolidate IT server and related network equipment to a centralized facility.

Operating Impact: Reduced operating impact by consolidating seven Server Farm locations into one site.

#### Vehicle Replacements – Information Technology

Dept/Division: Information Technology  
Category: Vehicle Replacement and Additions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	50,000	-	50,000	-	50,000	-	150,000

Description: This capital request is for replacement of aging Information Technology fleet vehicles and equipment.

Operating Impact: Decrease costs for aging fleet

#### North Prescott Radio Repeater Site at Melville Airport WRF

Dept/Division: Information Technology  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund/Water Fund/WW Fund	50,000	-	-	-	-	-	50,000

Description: The expansion of Prescott to the north and east around Deep Well and the air park area necessitates the need to add a radio repeater site at the Airport WRF at Melville Road.

Operating Impact: Minimal operating impact as the new radio system architecture uses digital components that are common to all of our radio sites.

## Capital Budget and Project Descriptions

### Prescott Public Library Camera Upgrade Project

Dept/Division: Information Technology  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	35,000	-	-	-	-	-	35,000
Description:	Replace the digital camera system at the Prescott Public Library with a City standard camera system including DVR storage.						
Operating Impact:	No anticipated operating impact since this is a replacement of the current system.						

### Parking Garage

#### Parking Garage NE Stair Replacement

Dept/Division: Parking Garage  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	436,000	-	-	-	-	-	436,000
Description:	Replacement of North-East stairs of Parking Garage, located at 135 S Granite Street, due to deterioration of existing Stair system. The existing stair system has rusting metal and crumbling concrete caused by water and snow seeping into cracks and voids over the lifetime of the stairs. With falling temperatures the moisture froze and expanded causing the concrete to crumble and the metal to expand / distort and develop rust over time.						
Operating Impact:	None						

#### Parking Garage Security Camera Replacement

Dept/Division: Parking Garage  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	120,000	-	-	-	-	-	120,000
Description:	Installation of a full Panasonic Camera Surveillance System for the parking garage.						
Operating Impact:	None due to the fact this is a replacement system.						

## Capital Budget and Project Descriptions

### Police

#### Vehicle Replacements – Police Department

Dept/Division: Police  
Category: Vehicle Replacements and Additions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	1,186,000	1,019,000	757,000	629,000	593,000	637,000	4,821,000

Description: Vehicle replacements allow for a modern, efficient, and well maintained fleet, crucial to the continued provision of services to the public.

Operating Impact: Reduced maintenance costs from an aging fleet.

#### Police Facility Enhancements and Renovations

Dept/Division: Police  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	210,000	590,000	-	-	-	-	800,000

Description: This project entails improvements to the police facility located at 222 S. Marina Street and addresses needs and deficiencies identified through a threat and vulnerability assessment conducted in 2017. Renovation includes existing offices and spaces to increase capacity and allow expansion for a larger report writing area for police officers and modification to the Animal Control office.

Operating Impact: None

#### Ballistic Vests and Helmets for SWAT Members

Dept/Division: Police  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	166,000	-	-	-	-	-	166,000

Description: Replacement of 21 ballistic vests, 21 plate carriers and 21 ballistic helmets for SWAT members.

Operating Impact: None

## Capital Budget and Project Descriptions

### Optical Sights and Handgun Upgrade

Dept/Division: Police  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	35,000	35,000	-	-	-	-	70,000

Description: Acquisition of new department handguns along with optical sights and adapted holsters for all sworn personnel over the course of a 2-year period.

Operating Impact: None

### Police Office Workstations and Furniture

Dept/Division: Police  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	26,680	43,155	-	-	-	-	69,835

Description: Reconfigure and update various existing work spaces and training/conference room facilities with well-designed and flexible work stations, tables, and seating that maximize our current space and promotes productivity and creativity, providing comfort and functionality to our workforce and guests.

Operating Impact: None

### High Resolution Night Vision Weapon Sight

Dept/Division: Police  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	14,000	-	-	-	-	-	14,000

Description: Purchase of a high-resolution clip-on night vision weapon sight (AN/PVS-27) for SWAT precision rifle operations.

Operating Impact: None



## Capital Budget and Project Descriptions

### Recreation Services

#### Open Space Acquisitions

Dept/Division: Recreation Services

Category: Capital Improvement Program

Funding Plan	FY21 Budget	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	Total
Streets Fund	4,400,000	-	-	-	-	-	4,400,000

Description: This project provides dedicated fund balance for future open space acquisition opportunities. This funding will carry forward until depleted.

Operating Impact: Unknown until property is identified

#### Goldwater Lake Expansion

Dept/Division: Recreation Services

Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	1,420,000	-	-	-	-	-	1,420,000

Description: This is to expand the lower lake to open it to the public. This will generate additional revenue to the general fund from parking revenue and sales tax from visitation to Prescott.

Operating Impact: Future impact will be general maintenance and upkeep.

#### Adult Center Ramada

Dept/Division: Recreation Services

Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	200,000	-	-	-	-	-	200,000

Description: Construction of an outdoor programming space at the Rowle P Simmons Adult Center

Operating Impact: This will be maintained by the Adult Center

#### Trail Fencing

## Capital Budget and Project Descriptions

Dept/Division: Recreation Services

Category: Capital Improvement Program

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
General Fund	180,000	-	-	-	-	-	180,000

Description: Fencing related to trails and specifically the Peavine trail link to Chino Valley

Operating Impact: Minimal impact to operating budget in future years.

### Pavement Preservation – Recreations Services

Dept/Division: Recreation Services

Category: Capital Improvement Program

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
General Fund	100,000	-	100,000	-	100,000	-	300,000

Description: Pavement Preservation in all of the parks with pavement surfaces. This will be done in conjunction with the public works pavement preservation program.

Operating Impact: Reduced maintenance costs with new pavement.

### Peavine to Glassford Hill Trail Connection – State Parks Grant

Dept/Division: Recreation Services

Category: Operating Capital

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 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.

### Vehicle Replacements – Recreation Services

Dept/Division: Recreation Services

Category: Vehicle Replacements and Additions

## Capital Budget and Project Descriptions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Description:	Vehicle replacements allow for a modern, efficient, and well maintained fleet, crucial to the continued provision of services to the public.						
Operating Impact:	Reduced maintenance costs from an aging fleet.						

### Equipment Replacement – Recreation Services

Dept/Division: Recreation Services  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	42,000	35,000	-	-	-	-	77,000
Description:	FY22: Verti Cutter \$16,000, Maintenance Utility Carts \$26,000 (Total \$42,000) FY23: Maintenance Utility Carts \$35,000						
Operating Impact:	Reduced maintenance costs from an aging equipment.						

### Roof Renovations on Park Facilities

Dept/Division: Recreation Services  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	38,000	-	-	-	-	-	38,000
Description:	Replacing current shingled roof with metal roofing in parks system.						
Operating Impact:	Overall this will reduce the cost of replacing a shingled roof every 5 to 10 years.						

### Pickleball Court Surfacing

Dept/Division: Recreation Services  
Category: Operating Capital

## Capital Budget and Project Descriptions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	35,000	-	-	-	-	-	35,000
Description:	Resurface of all Pickleball Courts						
Operating Impact:	General maintenance and upkeep						

### Watson Lake Ramada Roof Replacement

Dept/Division: Recreation Services  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	35,000	-	-	-	-	-	35,000
Description:	This item is to replace the roofs on 2 ramada's at Watson Lake that are aging. We will replace them with metal roofing to extend the life of the overall ramada.						
Operating Impact:	The impact will be positive as we will preserve the asset and will not have to use operating money to repair the ramada.						

### Playground Component Replacement

Dept/Division: Recreation Services  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	20,000	20,000	20,000	20,000	20,000	-	100,000
Description:	Most of the playgrounds are 15-20 years old. This will be used to replace the un-safe and non-compliant parts.						
Operating Impact:	Minimal Impact						

### Goldwater Lake Ramada Refurbishment

Dept/Division: Recreation Services  
Category: Operating Capital

## Capital Budget and Project Descriptions

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
General Fund	20,000	-	-	-	-	-	20,000
Description:	Replace the current wooden structure ramada at Goldwater Lake						
Operating Impact:	Minimal impact						

### Pioneer Park Landscaping and Erosion Control

Dept/Division: Recreation Services

Category: Operating Capital

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
General Fund	15,000	-	-	-	-	-	15,000
Description:	Pioneer Park landscaping and erosion control						
Operating Impact:	General maintenance and upkeep						

### Park Amenities Expansion Program

Dept/Division: Recreation Services

Category: Operating Capital

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
Impact Fee	15,000	15,000	-	15,000	-	-	45,000
Description:	This item addresses meeting future demand for picnic area expansion to include adding tables, grills, pads, garbage receptacles, and parking.						
Operating Impact:	Future impact will be general maintenance and upkeep.						

### Camp Ground Upgrades and Replacements

Dept/Division: Recreation Services

Category: Operating Capital

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
City of Prescott, Arizona			272				FY2022 Budget

## Capital Budget and Project Descriptions

Impact Fee      10,000      -      -      -      -      -      10,000

Description:      Camp ground upgrades and replacements of existing components.

Operating      Future impact will be general maintenance and upkeep.  
Impact:

### Recreation Services – Golf Course

#### Irrigation Improvements – North and South Golf Course

Dept/Division:      Recreation Services – Golf Course

Category:      Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Golf Course	425,000	540,000	620,000	440,000	-	-	2,025,000

Description      FY22: \$425,000- Upgrade irrigation controllers on both North and South Courses. It is not feasible to do one course at a time as one system needs to run all irrigation.  
FY23: \$540,000- South Course, replacement of existing sprinkler heads and swing joints that are currently 29 yrs of age and at end of life.  
FY24: \$620,000- North Course, Replacement of sprinkler heads and swing joints that are at end of life.  
FY25: \$440,000- Pump Station Replacement. Current pump station is beyond its useful life.

Operating      Reduced cost of repairs to existing system.  
Impact:

#### Antelope Hills New Parking Area

Dept/Division:      Recreation Services

Category:      Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Impact Fee	70,000	-	-	-	-	-	70,000

Description:      Addition of 25 off street parking spaces.

Operating      This will impact general maintenance, but will be offset by increased revenue.  
Impact:

#### Golf Course Equipment

Dept/Division:      Recreation Services – Golf Course

Category:      Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Golf Course	67,000	92,000	92,000	92,000	-	-	343,000

## Capital Budget and Project Descriptions

Description: FY22: Surround Mower \$45,000; Sandpro \$22,000  
 FY23: Fairway Mower \$70,000; Workman carts (2) \$22,000  
 FY24: Reel Grinder \$12,000  
 FY24: Rough Mower \$80,000

Operating Impact: Having operable and the right equipment for projects allows the maintenance crew to work more efficiently and reduce labor hours.

### Vehicle Replacements – Recreation Services/Golf Course

Dept/Division: Recreation Services – Golf Course  
 Category: Vehicle Replacements and Additions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund	30,000	30,000	30,000	30,000	30,000	30,000	180,000

Description: Vehicle replacements allow for a modern, efficient, and well maintained fleet, crucial to the continued provision of services to the public.

Operating Impact: Reduced maintenance costs from an aging fleet.

### Regional Communications

#### Replacement Consoles for Dispatch

Dept/Division: Regional Communications  
 Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund/PRCC Partners	300,000	-	-	-	-	-	300,000

Description: 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: Reduced maintenance due to newer equipment.

#### PRCC Zetron System Upgrade and CAD Integration

Dept/Division: Regional Communications  
 Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
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## Capital Budget and Project Descriptions

General Fund/PRCC Partners	260,000	-	-	-	-	-	260,000
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Description: The project scope is replacement/upgrade of the Zetron system, consoles, and integration with CentralSquare CAD which has several direct benefits:  
 More accurate data acquisition which is important operationally at PRCC as well necessary for professional certifications - Prescott Fire (certified), Prescott Police (seeking certification), CAFMA (seeking certification)  
 Automation of voice announcements for Fire/EMS calls

Operating Impact: No change operationally as the yearly support and maintenance to Zetron do not change,

### Generator/Cement Pad Replacement

Dept/Division: Regional Communications  
 Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
General Fund/PRCC Partners	50,000	-	-	-	-	-	50,000

Description: Replacement of the Generator and Cement Pad due to a fire which occurred on Thursday, January 7, 2021. The loss occurred when a fire started at the solenoid of the gas engine of the Generac Generator; the main fire damage was to the wiring harness which runs from the solenoid to the starter. The Cement Pad will also have to be removed and new cement re-poured. The cost of the project will be shared by the Partners of the Center.

Operating Impact: No change operationally as the yearly support and maintenance to Zetron do not change,

### Public Works – Streets Circulation

#### Intersection Signalization Project

Dept/Division: Public Works  
 Category: Capital Improvement Plan



## Capital Budget and Project Descriptions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 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. The City routinely monitors various intersections to determine those that potentially meet signal warrants.						
Operating Impact:	None						

### Sidewalk Repair and Replacement Program

Dept/Division: Public Works  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Streets Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Description:	This is an annual project to improve pedestrian safety, circulation and connectivity within the City.						
Operating Impact:	Long-term maintenance costs will be required for the life of the infrastructure.						

### Prescott Library Sidewalk Improvements

Dept/Division: Public Works  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Streets Fund	365,000	-	-	-	-	-	365,000
Description:	This project will consist of new sidewalk and parking configuration on the south side of E. Goodwin Street, east of Marina Street adjacent to the Prescott Public Library.						
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 sidewalks. Long-term maintenance costs will be required for the life of the infrastructure.						

### Willow Creek Berm Improvement

Dept/Division: Public Works  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
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## Capital Budget and Project Descriptions

Streets Fund	50,000	350,000	-	-	-	-	400,000
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Description: This project is for the design and construction of 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: No operating impact

### Public Works – Street Reconstruction

#### Penn Avenue and Eastwood Drive Reconstruction

Dept/Division: Public Works  
Category: Capital Improvement Plan

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Streets Fund	2,408,000	980,000	560,000	-	-	-	3,948,000
Water	946,000	385,000	220,000	-	-	-	1,551,000
Wastewater	946,000	385,000	220,000	-	-	-	1,551,000

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.

#### Miscellaneous Streets Projects

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
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## Capital Budget and Project Descriptions

Streets	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
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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.

### Public Works – Street Preservation, Rehabilitation and Maintenance

#### Pavement Preservation Program

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 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.

### Public Works – Drainage

#### Citywide Drainage Improvements Program

Dept/Division: Public Works  
Category: Capital Improvement Program

## Capital Budget and Project Descriptions

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Streets	1,000,000	600,000	600,000	600,000	600,000	600,000	4,000,000
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.						

### Citywide Floodplain Mapping

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Streets	130,000	-	-	-	-	-	130,000
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:	There are no impacts to the operating budget.						

### Public Works – Water Distribution

#### Main Line Replacements

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Water	1,528,250	1,700,000	1,275,000	1,275,000	1,275,000	1,275,000	8,328,250
Wastewater	416,750	300,000	225,000	225,000	225,000	225,000	1,616,750
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.						

#### Zone 24/27 Water Pipeline Upsizing – Thumb Butte Road to Upper Thumb Butte Tank

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
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## Capital Budget and Project Descriptions

Water	175,000	2,200,000	-	-	-	-	2,375,000
Wastewater	500,000	-	-	-	-	-	500,000

**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.

### Downtown Water Main Replacement

**Dept/Division:** Public Works  
**Category:** Capital Improvement Program

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Proj</b>	<b>FY24 Proj</b>	<b>FY25 Proj</b>	<b>FY26 Proj</b>	<b>FY27 Proj</b>	<b>Total</b>
Water	800,000	2,500,000	-	-	-	-	3,300,000

**Description:** This project will rehabilitate or replace several water mains in the downtown area on Gurley, Montezuma and Cortez that are aged and past their useful lifespan.

**Operating Impact:** Rehabilitation or replacement of the water mains will prevent water main breaks, expensive repairs and financial impacts to downtown businesses.

### Mullen Way Water Main Extension

**Dept/Division:** Public Works  
**Category:** Capital Improvement Program

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Projection</b>	<b>FY24 Projection</b>	<b>FY25 Projection</b>	<b>FY26 Projection</b>	<b>FY27 Projection</b>	<b>Total</b>
Water	225,000	-	-	-	-	-	225,000
Wastewater	275,000	-	-	-	-	-	275,000

**Description:** This project is to construct approximately 1,100LF water main extension from Copper Basin Road, south on Mullen Way, to provide domestic water service.

**Operating Impact:** Long-term maintenance costs will be required for the life of the infrastructure.

### Green Lane and Yakashba Water Main Upsizing

**Dept/Division:** Public Works  
**Category:** Capital Improvement Program

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Proj</b>	<b>FY24 Proj</b>	<b>FY25 Proj</b>	<b>FY26 Proj</b>	<b>FY27 Proj</b>	<b>Total</b>
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## Capital Budget and Project Descriptions

Water	100,000	-	-	750,000	-	-	750,000
Streets	-	-	500,000	4,500,000	-	-	5,100,000

**Description:** This project is to construct a new booster pump station at the intersection of Meadowridge Drive and Green Lane, and to install 2,020 lineal feet of new twelve (12") inch water main connected to thirty (30") inch water main in Willow Creek Road at Green Lane extending west, to near Green Lane and Meadow Ridge Drive. The project includes upsizing of 3,970 lineal feet of existing water main to new twelve (12") inch water main along Yakashba (west extension of Green Lane) to Peaceful Mesa Drive.

**Operating Impact:** Long-term maintenance costs will be required for the life of the infrastructure.

### Public Works – Water Production

#### Water Production and Intermediate Pump Station, Tanks and Pipeline

**Dept/Division:** Public Works  
**Category:** Capital Improvement Program

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Proj</b>	<b>FY24 Proj</b>	<b>FY25 Proj</b>	<b>FY26 Proj</b>	<b>FY27 Proj</b>	<b>Total</b>
Water	19,989,000	16,200,000	5,000,000	-	-	-	41,189,000

**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.

#### Zone 41 Mingus Pump Station, Tank and Pipeline

**Dept/Division:** Public Works  
**Category:** Capital Improvement Program

<b>Funding Plan</b>	<b>FY22 Budget</b>	<b>FY23 Proj</b>	<b>FY24 Proj</b>	<b>FY25 Proj</b>	<b>FY26 Proj</b>	<b>FY27 Proj</b>	<b>Total</b>
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## Capital Budget and Project Descriptions

Water	2,263,500	4,000,000	2,500,000	-	-	-	8,763,500
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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.

### Zone 56 Tank and Pipeline and Zone 7 Pump Station

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Water	2,112,000	1,518,000	500,000	-	-	-	4,130,000

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. 3 CV - Rehabilitation

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Water	250,000	2,500,000	-	-	-	-	2,750,000

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 52 Water Main Connect to Northwest Regional Tank

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
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## Capital Budget and Project Descriptions

Water	200,000	1,400,000	-	-	-	-	1,600,000
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Description: This project is to construct 4,587 lineal feet of twelve (12") inch water main to connect Zone 51 to Northwest Regional Tank.

Operating Impact: Long-term maintenance costs will be required for the life of the infrastructure.

### Zone 30 Pump Station

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Water	200,000	2,181,000	-	-	-	-	2,381,000

Description: This project is to construct a new booster pump station at Hidden Valley and Valley Ranch to convey water from Zone 16 to Zone 30.

Operating Impact: Long-term maintenance costs will be required for the life of the infrastructure.

### Public Works – Water Quality

#### Watson Lake Improvements

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	Total
Water	375,000	-	-	-	-	-	375,000

Description: This project has two distinct components, aeration and fish barrier. A fish barrier will be installed across the Watson Lake dam and spillway to prevent herbivorous fish from migrating downstream. A rope log feature will also be installed to reduce the amount of woody debris that could reach and compromise the barrier structure. Bottom diffuse aerators will also be installed at various points within the lake, which may require power to some of the sites. The initial stocking of fish in Watson Lake will also be included upon successful completion of the work.

Operating Impact: Ongoing maintenance of the fish barrier will be performed by the Recreation Services lake staff as part of their regular duties. Maintenance of the bottom diffuse aerators will be done by Public Works utilities staff.

### Public Works – Wastewater Collection

#### Sundog Trunk Main, Phase C

Dept/Division: Public Works  
Category: Capital Improvement Program



## Capital Budget and Project Descriptions

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Wastewater	2,600,898	5,160,000	3,440,000	1,720,000	-	-	12,920,898
Water	423,402	840,000	560,000	280,000	-	-	2,103,402
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 Trunk Main Extension

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Wastewater	1,950,000	2,450,000	1,000,000	-	-	-	5,400,000
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.						

### Ruger Road Sewer Main Extension

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Wastewater	1,500,000	1,500,000	-	-	-	-	3,000,000
Description:	This project is to upsize the existing Ruger Road Trunk Main to create sewer collection system capacity for proposed development in the Deep Well Ranch area.						
Operating Impact:	Long-term maintenance costs will be required for the life of the infrastructure.						

### Unsewered Areas

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
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## Capital Budget and Project Descriptions

Wastewater	650,000	1,200,000	2,000,000	200,000	2,000,000	200,000	6,250,000
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Description: This project is to explore options for addressing unsewered areas within the city.

Operating Impact: Expanding the City's service area will result in an increase of overall maintenance and operational expenses. Long-term maintenance costs will also be required for the life of the infrastructure.

### Montezuma Trunk Main Upsizing

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Wastewater	268,000	1,427,000	-	-	-	-	1,695,000

Description: This project is for the upsizing of the Montezuma sewer trunk main on Granite Street from north of Aubrey to Sheldon Street to eighteen (18") inch main, for approximately 3,000 lineal feet.

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 sewer system. Long-term maintenance costs will be required for the life of the infrastructure.

### Yavapai Hills #1 Lift Station Rehabilitation

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Wastewater	200,000	2,000,000	-	-	-	-	2,200,000

Description: This project is to rehabilitate the existing Yavapai Hills No. 1 Lift Station, which will include new pumps, wetwells and control, removal of hazardous infrastructure and miscellaneous site improvements.

Operating Impact: Completion of this project will result in a long term reduction in overall operational and maintenance expenses due to the improved infrastructure.

### Prescott Lakes Parkway Lift Station

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
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## Capital Budget and Project Descriptions

Wastewater	150,000	850,000	-	-	-	-	1,000,000
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Description: This project is for the construction of a lift station located near SR89 on Prescott Lakes Parkway to provide sewer service to parcels in the surrounding area.

Operating Impact: Long-term maintenance costs will be required for the life of the infrastructure.

### Wastewater Treatment

#### Centralization – Effluent Tank, Pipeline and SR89 Widening (Dells)

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Wastewater	675,000	4,675,000	8,150,000	2,000,000	-	-	15,500,000
Streets Fund			8,800,000				8,800,000
Impact Fees			2,200,000				2,200,000

Description: This project is for the installation of a new effluent line in SR89 through the Granite Dells, and an additional effluent storage tank near Watson Lake Park. This project will also include the conversion of the existing effluent line to use for sewage conveyance to the Airport Water Reclamation Facility (AWRF) which will allow continued effluent delivery after the completion of the centralization projects.

Operating Impact: This project will reduce long-term maintenance costs through a centralized wastewater system.

### Public Works – Facility, Vehicles, Other Capital

#### Vehicle Replacement – Public Works

Dept/Division: Public Works  
Category: Vehicle Replacements and Additions

## Capital Budget and Project Descriptions

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Streets	1,380,301	325,000	325,000	325,000	325,000	325,000	3,005,301
Water	290,391	100,000	100,000	100,000	100,000	100,000	790,391
Wastewater	470,027	100,000	100,000	100,000	100,000	100,000	970,027
Solid Waste	2,201,074	1,175,000	1,175,000	1,175,000	1,175,000	1,175,000	8,076,074
Engineering	37,000						37,000
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.						

### Streets Division Snow Equipment Facility

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Streets	1,000,000	-	-	-	-	-	1,000,000
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:	Impacts to the operating budget would include building maintenance and electric						

### Miscellaneous Water and Wastewater Projects

Dept/Division: Public Works  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Water	130,000	336,000	352,000	352,000	352,000	352,000	1,874,000
Wastewater	470,000	189,000	198,000	198,000	198,000	198,000	1,451,000
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

### Solid Waste Maintenance Building

Dept/Division: Public Works/Information Technology  
Category: Capital Improvement Program

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Solid Waste	200,000	-	-	-	-	-	200,000

Description: As identified in the Solid Waste Rate Study (2019), this project is to identify a suitable location and construct a maintenance building for the Solid Waste Equipment Mechanic to house equipment, tools and supplies.

Operating Impact: Routine maintenance and upkeep will be required.

### Whiskey Row Alley

Dept/Division: Public Works  
Category: Operating Capital

Funding Plan	FY22 Budget	FY23 Proj	FY24 Proj	FY25 Proj	FY26 Proj	FY27 Proj	Total
Streets	20,000	-	-	-	-	-	20,000

Description: In May 2019, the City began working on efforts to enhance, clean-up and revitalize Whiskey Row Alley for potential use with special events. There were three focus areas identified for the project: 1) clean-up; 2) access, lighting and signage; and, 3) art/mural. Improvements to date include the clean-up of grease stains and the placement of two trash compactors and one recycling compactor, installation of light posts and string lights, completion of a mural depicting Prescott life, and two archways placed at the north and south ends of the alley.

Operating Impact: Long-term maintenance costs will be required for the life of any improvements, as well as continual efforts for clean-up.

# Five-Year Capital Improvement Plan

		5 Year Projection						
Description	Funding	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total
<b><u>Airport - City Only Funded Projects</u></b>								
Airport Pavement Preservation Program - City	AP	598,449	204,807	178,529	248,514	199,966		1,430,265
Modular Building Relocation	AP	200,000						200,000
New Vehicles and Equipment	AP	85,400				1,000,000		1,085,400
Vehicle Replacements	AP	60,000		175,000	400,000			635,000
Airport Master Lock and Badging System	AP	50,000	75,000					125,000
T-Shade/Hangar Acquisition or Construction	AP		1,000,000					1,000,000
Bottleneck Hangar Complex Improvements	AP		175,000					175,000
Fuel System	AP		100,000					100,000
Perimeter Vehicle Service Roadway Completion	AP			1,000,000				1,000,000
Landside Expansion - Parking	AP			300,000				300,000
T-Hangar Taxilanes and Ramp Expansion	AP						1,700,000	1,700,000
Clubhouse Drive Extension Study	AP						100,000	100,000
<b>Total</b>		993,849	1,554,807	1,653,529	648,514	1,199,966	1,800,000	7,850,665
<b><u>Airport - Grant Funded Projects</u></b>								
TWY C Realignment, RIM & Hotspot Mitigation	AP,GR	11,000,000						11,000,000
Perimeter Security Upgrades	AP,GR	1,670,130						1,670,130
Runway 3L/21R Lighting, Signage	AP,GR	950,000						950,000
Runway 3R/21L Extension	AP,GR	500,000	2,000,000	6,000,000	31,650,000	32,150,000		72,300,000
Runway 3L/21R PAPIs	AP,GR	195,000						195,000
Taxiway D Rehabilitation	AP,GR	160,000	1,560,000					1,720,000
Wildlife Hazard Assessment and Management Plan	AP,GR	85,000						85,000
West Ramp Rehabilitation	AP,GR	85,000	565,000					650,000
South Ramp and Perimeter Road Rehabilitation	AP,GR		1,000,000					1,000,000
ARFF, Airport Ops & Maintenance and Snow Removal Equip Storage Facility	AP,GR		800,000	8,000,000				8,800,000
North Ramp Rehabilitation	AP,GR		140,000	1,400,000				1,540,000
Airport Pavement Maintenance System - ADOT	AP,GR			140,000				140,000
ARFF - Index B Truck	AP,GR				1,200,000			1,200,000
Airline Terminal Expansion	AP,GR				100,000	1,000,000		1,100,000
New Vehicles and Equipment	AP					1,000,000		1,000,000
Runway 12-30 Lighting and Signage Improvements	AP,GR					275,000	950,000	1,225,000
Taxiway E & F Rehabilitation	AP,GR					450,000		450,000
<b>Total</b>		14,645,130	6,065,000	15,540,000	32,950,000	34,875,000	950,000	105,025,130
<b><u>City Manager</u></b>								
Center for the Future	G,GR	2,400,000						2,400,000
Granite Creek Corridor Master Plan Implementation	G,S,GR	1,570,000						1,570,000
Prescott North and Granite Creek Area Plans	G	280,000						280,000
<b>Total</b>		4,250,000						4,250,000
<b><u>Community Development</u></b>								
CDBG Grants	GR	301,055						301,055
Vehicle Replacements	G	66,000	99,000	66,000	33,000			264,000
Scanning Project for Commercial Building Permit Records	G	60,000						60,000
<b>Total</b>		427,055	99,000	66,000	33,000			625,055
<b><u>Facilities Maintenance</u></b>								
New City Hall	G,S,W,WW,SW	2,400,000						2,400,000
Parking Lots - Replacement/Refurbished	FM	210,000						210,000
Vehicle Replacements	FM	105,000	105,000	105,000	105,000	105,000	105,000	630,000
Fire Station Restroom Remodel	FM	35,000						35,000
Apparatus Bay Floor Refurbishment Station 71	FM	15,800						15,800
<b>Total</b>		2,765,800	105,000	105,000	105,000	105,000	105,000	3,290,800
<b><u>Fire Department</u></b>								
Fire Drill Ground Improvements	G	928,140	1,947,000	163,100				3,038,240
Vehicle Replacements	G	719,206	2,717,618	1,365,000	1,810,000	1,633,000	350,000	8,594,824
Battery Operated PPV Fans	G	45,000						45,000
ARFF - Aqueous Film Forming Foam (AFFF) Testing Equipment	AP	35,000						35,000
Hydraulic Extrication Tool	G	26,000	26,000					52,000
Mobile Data Computer	G	23,200						23,200
SCBA Voice Amplification Devices	G	20,610						20,610
EMS Simulation Manikin	G	15,000						15,000
Fire Station 73 Structural Station Relocation	G,IMP		340,000	3,000,000				3,340,000
Breathing Air Compressor	G		85,000					85,000
ImageTrend Software Package	G		67,600					67,600
BullEx Laser Fire Extinguishing Training Simulator	G,GFT		30,300					30,300
Extractor Washing Machine	G		11,000					11,000
Storage Container	G		8,000					8,000
Fire Station 76 (Vicinity of Watson Lake/Willow Creek Roundabout)	G			705,000	3,725,000			4,430,000
Thermal Imaging Cameras	G					174,000		174,000
Fire Station 77 (Vicinity of Prescott North)	G						730,000	730,000
Fire Safety Training House Prop	G						40,000	40,000
<b>Total</b>		1,812,156	5,232,518	5,233,100	5,535,000	1,807,000	1,120,000	20,739,774

# Five-Year Capital Improvement Plan

		5 Year Projection						
Description	Funding	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total
<b>Information Technology</b>								
IT Server Farm Consolidation	G	1,600,000						1,600,000
Vehicle Replacements	G	50,000		50,000		50,000		150,000
North Prescott Radio Repeater Site at Melville Airport WRF	G,W,WW	50,000						50,000
Prescott Public Library Camera Upgrade Project	G	35,000						35,000
Mingus Tank Antenna Decommission and Construction	G		100,000					100,000
Radio System GPS Upgrade and PL Code Transition	G		45,000					45,000
Total		1,735,000	145,000	50,000	-	50,000	-	1,980,000
<b>Parking Garage</b>								
Parking Garage NE Stair Replacement	G	436,000						436,000
Parking Garage Security Camera Replacement	G	120,000						120,000
Total		556,000						556,000
<b>Police Department</b>								
Vehicle Replacements	G	1,186,000	1,019,000	757,000	629,000	593,000	637,000	4,821,000
Police Facility Enhancements and Renovations	G,IMP	210,000	590,000					800,000
Ballistic Vests and Helmets for SWAT Members	G	166,000						166,000
Optical Sights and Handgun Upgrade	G	35,000	35,000					70,000
Police Office Workstations and Furniture	G	26,680	43,155					69,835
High Resolution Night Vision Weapon Sight	G	14,000						14,000
Police Facility Improvements	G,IMP			250,000	2,000,000	250,000	3,000,000	5,500,000
Total		1,637,680	1,687,155	1,007,000	2,629,000	843,000	3,637,000	11,440,835
<b>Recreation Services</b>								
Open Space	S	4,400,000						4,400,000
Goldwater Lake Expansion	G	1,420,000						1,420,000
Adult Center Ramada	G	200,000						200,000
Trail Fencing	G	180,000						180,000
Pavement Preservation - Recreation Services	G	100,000		100,000		100,000		300,000
Peavine to Glassford Hill Trail Connection Grant	GR	81,000						81,000
Vehicle Replacements	G	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Equipment Replacement - Recreation Services	G	42,000	35,000					77,000
Roof Renovations on Park Facilities	G	38,000						38,000
Pickleball Court Surfacing	G	35,000						35,000
Watson Lake Ramada Roof Replacement	G	21,000						21,000
Playground Component Replacement	G	20,000	20,000	20,000	20,000	20,000		100,000
Goldwater Lake Ramada Refurbish	G	20,000						20,000
Pioneer Park Landscaping and Erosion Control	G	15,000						15,000
Park Amenities Replacement Program	IMP	15,000	15,000		15,000			45,000
Camp Ground Upgrades and Replacements	G	10,000						10,000
Basketball Courts (Outdoor)	G		233,000					233,000
Portable Stage	G		200,000					200,000
Camping - Willow Lake	G		200,000					200,000
Parks Maintenance Shop	G,S		150,000					150,000
Mountain Bike Competitive Track - Pioneer Park	BT			150,000				150,000
Willow Lake Southshore Parking	G				200,000			200,000
Roughrider Park - Lower Field Stadium - Seating								
Concrete Cap	G				80,000			80,000
Total		6,677,000	933,000	350,000	395,000	200,000	80,000	8,635,000
<b>Recreation Services - Golf Course</b>								
Irrigation Improvements - North and South Golf Course	GC	425,000	540,000	620,000	440,000			2,025,000
Antelope Hills New Parking Area	GC	70,000						70,000
Golf Course Equipment	GC	67,000	92,000	92,000	92,000			343,000
Vehicle Replacement	GC	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Centennial Center Equipment	GC		20,000					20,000
Manzanita Grill Equipment	GC		16,000	8,000	8,000	8,000		40,000
Golf Course Bunker Improvements	GC		45,500		45,500		45,500	136,500
Golf Operations Equipment	GC		30,000					30,000
Golf Course Tee Renovations	BT		25,000		25,000		25,000	75,000
Golf Course Cart Path Paving	BT		12,500	12,500	12,500	12,500	12,500	62,500
Golf Cart Replacement	GC		650,000					650,000
Golf Cart Barn Resurfacing	GC		35,000					35,000
Total		592,000	1,496,000	762,500	653,000	50,500	113,000	3,667,000
<b>Regional Communications</b>								
Replacement Consoles for Dispatch	G,PART	300,000						300,000
PRCC Zetron System Upgrade and CAD Integration	G,PART	260,000						260,000
Generator/Cement Pad Replacement	G,PART	50,000						50,000
Total		610,000	-	-	-	-	-	610,000

## Capital Budget

# Five-Year Capital Improvement Plan

		5 Year Projection						
Description	Funding	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total
<b>Public Works</b>								
<u>Street Circulation</u>								
Intersection Signalization Project	S	200,000	20,000	200,000	20,000	200,000	20,000	660,000
Sidewalk Repair and Replacement Program	S	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Prescott Library Sidewalk Improvements	S	365,000						365,000
Willow Creek Berm Improvement	S,GR	50,000	350,000					400,000
Total		815,000	570,000	400,000	220,000	400,000	220,000	2,625,000
<u>Street Reconstruction</u>								
Penn Avenue and Eastwood Drive Reconstruction	S	4,300,000	1,750,000	1,000,000				7,050,000
Miscellaneous Streets Projects	S,W,WW	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
McCormick/Sheldon Street Reconstruction - Gurley to Grove	S,W,WW		150,000	1,500,000				1,650,000
W. Merritt Avenue Reconstruction	S,W,WW		50,000	250,000	2,275,000			2,575,000
E. Willis Street Reconstruction	S,W,WW				450,000	2,500,000	2,500,000	5,450,000
Gail Gardner Way Improvements	S				130,000	1,500,000		1,630,000
Total		4,500,000	2,150,000	2,950,000	3,055,000	4,200,000	2,700,000	19,555,000
<u>Street Preservation, Rehabilitation and Maintenance</u>								
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
Total		8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	51,000,000
<u>Drainage</u>								
Citywide Drainage Improvements Program	S,CC	1,000,000	600,000	600,000	600,000	600,000	600,000	4,000,000
Citywide Floodplain Mapping	S	130,000						130,000
Carleton St Neighborhood Reconstruction and Drainage Imp	S				250,000	2,250,000		2,500,000
Sheldon Street Drainage Improvements	S					100,000	1,000,000	1,100,000
Total		1,130,000	600,000	600,000	850,000	2,950,000	1,600,000	7,730,000
<u>Water Distribution</u>								
Main Line Replacements	W,WW	1,945,000	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	9,945,000
Zone 24/27 Water Pipeline Upsizing - Thumb Butte Road to Upper Thumb Butte Tank	W	675,000	2,200,000					2,875,000
Downtown Water Main Replacement Program	W	800,000	2,500,000					3,300,000
Mullen Way Water Main Extension	W,WW	500,000						500,000
Green Lane and Yakashba Water Main Upsizing	W	100,000		500,000	5,250,000			5,850,000
Quaka Crossing - YPIT Water Main Upgrade	W		1,242,000					1,242,000
Arrowhead Distribution System Loop	W		865,000					865,000
SR69 Corridor Water Main	W		470,000	200,000	1,330,000			2,000,000
Buttermilk Drive Distribution System Loop	W		259,000					259,000
Zone 61 Water Main Upgrade	S,W,WW				2,243,300	1,156,700		3,400,000
Zone 40 and Zone 41 Water Main Upgrades	S,W,WW				1,450,000			1,450,000
North Airport Distribution System Loop	W				1,071,000			1,071,000
Wilkinson/Larry Caldwell Drive Water Main Upsizing	W					650,000		650,000
Zone 42 Pipeline Upgrade	S,W,WW					175,000		175,000
Zone 48 Distribution System Loop	W						500,000	500,000
Total		4,020,000	9,536,000	2,200,000	12,844,300	3,481,700	2,000,000	34,082,000
<u>Water Production</u>								
Water Production and Intermediate Pump Station, Tanks and Pipeline	W	19,989,000	16,200,000	5,000,000				41,189,000
Zone 41 Mingo Pump Station, Tank and Pipeline	W	2,263,500	4,000,000	2,500,000				8,763,500
Zone 56 Tank and Pipeline and Zone 7 Pump Station	W	2,112,000	1,518,000	500,000				4,130,000
Production Well No. 3 CV-Rehabilitation	W	250,000	2,500,000					2,750,000
Zone 52 Water Main Connect to Northwest Regional Tank	W	200,000	1,400,000					1,600,000
Zone 30 Pump Station	W	200,000	2,181,000					2,381,000
Upper Rancho Vista Pump Station Upgrade	W		925,000					925,000
Production Well No. 6 AP - New	W		300,000	3,000,000				3,300,000
Zone 40 Cedarwood Tank Upsizing	W		225,000	750,000				975,000
Production Well No. 2 CV-Rehabilitation	W		200,000	3,000,000				3,200,000
Granite Creek and Willow Creek Dam Repairs	W		100,000					100,000
Production Well No. 1 CV-Rehabilitation	W			200,000	3,000,000			3,200,000
Total		25,014,500	29,549,000	14,950,000	3,000,000			72,513,500
<u>Water Quality</u>								
Watson Lake Improvements	W	375,000						375,000
Total		375,000	-	-	-	-	-	375,000



# Capital Budget

## Five-Year Capital Improvement Plan

		5 Year Projection						
Description	Funding	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total
<u>Wastewater Collections</u>								
Sundog Trunk Main, Phase C	W,WW	3,024,300	6,000,000	4,000,000	2,000,000			15,024,300
Willow Creek Trunk Main Extension	WW	1,950,000	2,450,000	1,000,000				5,400,000
Ruger Road Sewer Main Extension	WW	1,500,000	1,500,000					3,000,000
Unsewered Areas - System Expansion	WW	650,000	1,200,000	2,000,000	200,000	2,000,000	200,000	6,250,000
Montezuma Trunk Main Upsizing	WW	268,000	1,427,000					1,695,000
Yavapai Hills #1 Lift Station Rehabilitation	WW	200,000	2,000,000					2,200,000
Prescott Lakes Parkway Lift Station	WW	150,000	850,000					1,000,000
Willow Creek Trunk Main Upsize	WW			317,600	2,858,400			3,176,000
Willow Creek Road, Rosser St and Demerse St Area								
Sewer Main Upsize	WW			250,000	2,568,400			2,818,400
Hassayampa Sewer Trunk Main Upsizing	WW				275,000	2,812,000		3,087,000
Gurley, Sheldon, EZ Street and Roughrider								
Improvements	WW					542,000		542,000
5th Street, 6th Street and Hillside Sewer Main Upsize	WW						821,000	821,000
Montezuma and Gurley Street Improvements	WW						215,000	215,000
Shadow Valley Drive and Archers Path	WW						42,000	42,000
Total		7,742,300	15,427,000	7,567,600	7,901,800	5,354,000	1,278,000	45,270,700
<u>Wastewater Treatment</u>								
Centralization - Effluent Tank, Pipeline and SR89								
Widening (Dells)	WW	675,000	4,675,000	19,150,000	2,000,000			26,500,000
Centralizaton - Sundog Equalization Basin and Plant								
Decommissioning	WW		800,000		1,500,000			2,300,000
Centralization - Airport WRF Expansion, Phase 2	WW				1,000,000	10,000,000	7,750,000	18,750,000
Total		675,000	5,475,000	19,150,000	4,500,000	10,000,000	7,750,000	47,550,000
<u>Facility, Vehicles, Other Capital</u>								
Vehicle Replacements	S,W,WW,SW,E	3,944,543	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	12,444,543
Streets Division Snow Equipment Facility	S	1,000,000						1,000,000
Miscellaneous Water and Wastewater Projects	W,WW	600,000	525,000	550,000	550,000	550,000	550,000	3,325,000
Solid Waste Maintenance Building	SW	200,000						200,000
Whiskey Row Alley	S	20,000						20,000
Impact Fee Ordinance Project	W,WW		230,500		5,500		5,500	241,500
Transfer Station Master Plan	SW		200,000					200,000
Water and Wastewater Models Update	W,WW		110,150					110,150
Transfer Station/Street Maintenance Yard Paving	S,SW			250,000				250,000
Aerial, Digital Elevation Model, Contour	S,W,WW			110,000				110,000
Total		5,764,543	2,765,650	2,610,000	2,255,500	2,250,000	2,255,500	17,901,193
Funding Sources, all projects								
General Fund	G	10,748,139	7,563,573	4,758,600	7,637,000	2,782,500	3,427,000	36,916,812
Streets Fund	S	19,379,500	10,670,500	20,446,667	14,457,000	15,748,750	12,470,000	93,172,417
Water Fund	W	19,297,437	30,500,077	15,568,667	13,831,375	2,737,775	2,438,250	84,373,581
Water Impact Fee Fund	W	11,176,215	10,125,827	2,875,000	2,086,825	814,175		27,078,042
Wastewater Fund	WW	8,582,358	16,728,248	14,407,866	8,065,300	5,357,000	1,870,250	55,011,022
Wastewater Impact Fee Fund	WW	2,811,790	4,493,498	1,529,400	2,911,100	10,703,000	7,750,000	30,198,788
Solid Waste Fund	SW	2,603,543	1,375,000	1,300,000	1,175,000	1,175,000	1,175,000	8,803,543
Golf Course Fund	GC	592,000	1,458,500	750,000	615,500	38,000	75,500	3,529,500
Airport Fund	AP	1,509,862	1,851,932	2,052,529	1,082,264	2,126,216	1,895,000	10,517,803
PRCC Partnering	PART	309,697						309,697
County Contribution	CC	825,000	600,000	600,000	600,000	600,000	600,000	3,825,000
Fire Impact Fees Fund	IMP		190,400	1,680,000				1,870,400
Parks Impact Fees Fund	IMP	15,000	15,000		15,000			45,000
Police Impact Fees Fund	IMP		277,300	117,500	940,000	117,500	1,410,000	2,862,300
Street Impact Fees Fund	IMP			2,200,000				2,200,000
Facilities Maintenance	FM	365,800	105,000	105,000	105,000	105,000	105,000	890,800
Bed Tax	BT		37,500	162,500	37,500	12,500	37,500	287,500
Grants Fund	GR	16,984,672	5,897,375	15,141,000	32,516,250	33,948,750	855,000	105,343,047
Gifts/Donations	GFT		400					400
Engineering Fund	E							
Total		95,238,013	91,890,130	83,694,729	86,075,114	76,266,166	34,108,500	467,272,652

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## Appendix

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## Budget Resolutions

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### RESOLUTION NO. 2021-1778

**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 2022, 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 2022. 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 22nd day of June, 2021, 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 2022 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 13th day of July, 2021, 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 2021 for the City of Prescott.

SECTION 3. THAT money from any fund may be used for any of these appropriations

## Budget Resolutions


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RESOLUTION NO. 2021-1778

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except money specifically restricted by State Law, City Charter, codes, ordinance, or resolution.

PASSED and ADOPTED by the Mayor and Council of the City of Prescott, Arizona, on this 8th day of June, 2021.

  
\_\_\_\_\_  
GREG L. MENGARELLI, Mayor

ATTEST:

  
\_\_\_\_\_  
SARAH M. SIEP, City Clerk

APPROVED AS TO FORM:

  
\_\_\_\_\_  
JON M. PALADINI, City Attorney

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STATE OF ARIZONA )  
County of Yavapai ) ss.

I, the undersigned Sarah Siep, being the duly appointed, qualified City Clerk of the City of Prescott, Yavapai County, Arizona, certify that the foregoing Resolution No. 2021-1778 is a true, correct and accurate copy of Resolution No. 2021-1778, passed and adopted at a Voting Meeting of the Council of the City of Prescott, Yavapai County, Arizona, held on the 8 day of June 2021, at which a quorum was present and, by a 6-0 vote, all voted in favor of said resolution.

Given under my hand and sealed this 10 day of June, 2021.



Swam Singh  
City Clerk

## Budget Resolutions

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### RESOLUTION NO. 2021-1779

**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 2022, 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 (A.R.S.), the City Council did, on June 8<sup>th</sup>, 2021, 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 chapter of said title, and following due public notice, the Council met on June 22, 2021, at which meetings any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses, 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 13, 2021, 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, it appears that the sums to be raised by primary taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S §42-17051(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 exhibit as now increased, reduced or changed are hereby adopted as the budget of the City of Prescott for the Fiscal Year 2022.

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



## Budget Resolutions

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RESOLUTION NO. 2021-1779

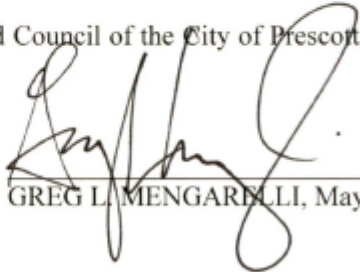
PAGE 2

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 2022 be established at \$238,444,604.

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 22<sup>nd</sup> day of June, 2021.

  
\_\_\_\_\_  
GREG L. MENGARILLI, Mayor

ATTEST:

APPROVED AS TO FORM:

  
\_\_\_\_\_  
SARAH M. SIEP, City Clerk  
\_\_\_\_\_  
JON M. PALADINI, City Attorney



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STATE OF ARIZONA )  
County of Yavapai ) ss.

Given under my hand and sealed this 25 day of June, 2021.

Saturn Ship

## **Auditor General Schedules**

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### **City of Prescott**

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**Fiscal year 2022**

Resolution for the Adoption of the Budget

Schedule A—Summary Schedule of Estimated Revenues and Expenditures/Expenses

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 2022

Fiscal year	S c h	Funds							Enterprise Funds Available	Internal Service Funds	Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund					
2021	Adopted/Adjusted Budgeted Expenditures/Expenses*	E 1	47,621,315	51,061,113	5,265	535,000	0	100,776,704	6,831,010	206,830,407	
2021	Actual Expenditures/Expenses**	E 2	45,768,974	47,069,544	5,265	527,500	0	74,318,617	6,500,119	174,190,019	
2022	Fund Balance/Net Position at July 1***									0	
2022	Primary Property Tax Levy	B 4	1,874,215							1,874,215	
2022	Secondary Property Tax Levy	B 5								0	
2022	Estimated Revenues Other than Property Taxes	C 6	42,173,388	53,696,152	4,657	980,602		68,217,686	6,566,037	171,638,522	
2022	Other Financing Sources	D 7	10,000,000	0				20,259,600		30,259,600	
2022	Other Financing (Uses)	D 8	0	0	0			0		0	
2022	Interfund Transfers In	D 9	1,273,000	1,426,242				2,644,402		5,343,644	
2022	Interfund Transfers (Out)	D 10	(4,002,868)	(380,776)				(960,000)		(5,343,644)	
2022	Line 11: Reduction for Fund Balance Reserved for Future Budget Year Expenditures										
	Maintained for Future Debt Retirement									0	
	Maintained for Future Capital Projects									0	
	Maintained for Future Financial Stability	11								0	
										0	
2022	Total Financial Resources Available	12	59,323,471	55,503,170	4,657	980,602	0	92,061,688	6,566,037	214,459,625	
2022	Budgeted Expenditures/Expenses	E 13	67,347,453	61,232,279	4,657	15,000		102,464,590	7,380,625	238,444,604	

Expenditure Limitation Comparison

2021

2022

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 SEC expenditure limitation

\$ 206,830,407

\$ 238,444,604

\$ 206,830,407

\$ 238,444,604

\$ 206,830,407

\$ 238,444,604

## Expenditure Limitation Comparison

2021	2022
\$ 206,830,407	\$ 238,444,604
206,830,407	238,444,604
\$ 206,830,407	\$ 238,444,604
\$	\$

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	

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

\* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

## Auditor General Schedules

### City of Prescott Tax Levy and Tax Rate Information Fiscal year 2022

	2021	2022
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 1,977,052	\$ 2,016,593
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	\$ 1,827,008	\$ 1,874,215
Property tax judgment		
B. Secondary property taxes		
Property tax judgment		
C. Total property tax levy amounts	\$ 1,827,008	\$ 1,874,215
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ 1,798,980	
(2) Prior years' levies	27,983	
(3) Total primary property taxes	\$ 1,826,963	
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	\$ 1,827,008	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.2484	0.2378
Property tax judgment		
(2) Secondary property tax rate		
Property tax judgment		
(3) Total city/town tax rate	0.2484	0.2378
B. Special assessment district tax rates		
Secondary property tax rates—As of the date the proposed budget was prepared, the city/town was not operating any 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 2022

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
<b>GENERAL FUND</b>			
Local taxes			
Privilege and Use Tax	\$ 14,500,000	\$ 19,400,000	\$ 19,800,000
Franchise Taxes	1,720,000	1,720,000	1,720,000
Intergovernmental			
State	10,438,755	10,438,755	10,981,337
County	3,858,508	3,860,874	3,955,676
Local Jurisdictions	2,022,769	1,723,239	2,374,592
Licenses and Permits	1,093,000	1,032,918	1,042,830
Charges for services	2,043,400	1,889,486	1,933,920
Fines and forfeits	439,400	223,849	301,100
Interest Earned	150,000	11,605	16,500
Miscellaneous	47,400	60,875	47,433
Total General Fund	\$ 36,313,232	\$ 40,361,601	\$ 42,173,388
<b>SPECIAL REVENUE FUNDS</b>			
Streets Fund			
Streets Privilege and Use Tax	\$ 14,500,000	\$ 19,400,000	\$ 19,800,000
Intergovernmental - State (HURF)	3,313,592	3,313,592	3,829,598
Intergovernmental - County	700,000	330,000	945,000
Charges for Services	440,000	355,000	355,000
Interest Earned	125,000	1,000	5,000
Licenses and Permits	30,000	140,000	30,000
Miscellaneous	5,000	318,061	
Total Streets Fund	\$ 19,113,592	\$ 23,857,653	\$ 24,964,598
PSPRS			
PSPRS Privilege and Use Tax	\$ 10,875,000	\$ 14,450,000	\$ 14,780,000
Total PSPRS Dedicated Tax Fund	\$ 10,875,000	\$ 14,450,000	\$ 14,780,000
Transient Occupancy Tax			
Transient Occupancy Tax	\$ 800,000	\$ 900,000	\$ 900,000
Miscellaneous	5,000		
Total Transient Occupancy Tax Fund	\$ 805,000	\$ 900,000	\$ 900,000
Grant Funds			
Miscellaneous Grants	\$ 7,501,950	\$ 1,623,900	\$ 13,031,554
Total Grant Funds	\$ 7,501,950	\$ 1,623,900	\$ 13,031,554
Trust Funds			
Gifts and Donations	\$ 68,376	\$ 484,234	\$ 10,000
Interest Earned	5,000	10,000	10,000
Total Trust Funds	\$ 73,376	\$ 494,234	\$ 20,000
Total Special Revenue Funds	\$ 38,368,918	\$ 41,325,787	\$ 53,696,152
<b>DEBT SERVICE FUNDS</b>			
Special Assessments	\$ 5,045	\$ 5,045	\$ 4,586
Interest Earned	531	219	71
Total Debt Service Funds	\$ 5,576	\$ 5,264	\$ 4,657
<b>CAPITAL PROJECTS FUNDS</b>			

# Auditor General Schedules

## City of Prescott Revenues Other than Property Taxes Fiscal Year 2022

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
<b>Impact Fees</b>			
Charges for Services	\$ 262,000	\$ 978,824	\$ 979,102
Interest Earned	12,000	300	1,500
<b>Total Impact Fee Funds</b>	<b>\$ 274,000</b>	<b>\$ 979,124</b>	<b>\$ 980,602</b>
<b>Total Capital Projects Funds</b>	<b>\$ 274,000</b>	<b>\$ 979,124</b>	<b>\$ 980,602</b>
<b>ENTERPRISE FUNDS</b>			
<b>Water</b>			
Intergovernmental	\$ 234,749	\$	\$
Charges for Services	19,649,606	19,819,000	20,358,258
Impact Fees	1,284,443	2,450,000	2,504,873
Interest Earned	235,000	5,550	10,600
Miscellaneous	40,000	15,425	40,000
<b>Total Water Fund</b>	<b>\$ 21,443,798</b>	<b>\$ 22,289,975</b>	<b>\$ 22,913,731</b>
<b>Wastewater</b>			
Charges for Services	\$ 14,510,506	\$ 14,764,127	\$ 15,124,557
Impact Fees	1,150,178	1,171,411	1,108,340
Interest Earned	200,000	5,000	10,000
Miscellaneous		10,811	
<b>Total Wastewater Fund</b>	<b>\$ 15,860,684</b>	<b>\$ 15,951,349</b>	<b>\$ 16,242,897</b>
<b>Solid Waste</b>			
Charges for Services	\$ 8,663,000	\$ 8,847,000	\$ 9,278,500
Interest Earned	15,000	1,000	5,000
Miscellaneous	4,670	9,665	4,670
<b>Total Solid Waste Fund</b>	<b>\$ 8,682,670</b>	<b>\$ 8,857,665</b>	<b>\$ 9,288,170</b>
<b>Golf Course</b>			
Charges for Services	\$ 3,150,407	\$ 3,151,574	\$ 3,302,314
Miscellaneous	302,400	15,305	309,800
<b>Total Golf Course Fund</b>	<b>\$ 3,452,807</b>	<b>\$ 3,166,879</b>	<b>\$ 3,612,114</b>
<b>Airport</b>			
Intergovernmental - Grants	\$ 18,341,705	\$ 11,360,156	\$ 14,164,117
Charges for Services	1,791,919	2,012,821	1,984,357
Miscellaneous	11,450	23,022	12,300
<b>Total Airport Fund</b>	<b>\$ 20,145,074</b>	<b>\$ 13,395,999</b>	<b>\$ 16,160,774</b>
<b>Total Enterprise Funds</b>	<b>\$ 69,585,033</b>	<b>\$ 63,661,867</b>	<b>\$ 68,217,686</b>
<b>INTERNAL SERVICE FUNDS</b>			
Fleet Maintenance	\$ 2,400,500	\$ 2,150,050	\$ 2,100,100
Risk Management	1,100,000	1,105,000	1,105,000
Engineering	1,615,466	1,400,100	1,500,500
Facilities Maintenance	1,788,995	1,788,095	1,860,437
<b>Total Internal Service Funds</b>	<b>\$ 6,904,961</b>	<b>\$ 6,443,245</b>	<b>\$ 6,566,037</b>
<b>Total all Funds</b>	<b>\$ 151,451,720</b>	<b>\$ 152,776,888</b>	<b>\$ 171,638,522</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  
Other Financing Sources/(Uses) and Interfund Transfers  
Fiscal year 2022

Fund	Other financing 2022		Interfund transfers 2022	
	Sources	(Uses)	In	(Out)
<b>General Fund</b>				
Non-departmental	\$ 10,000,000	\$	\$	\$
Bed Tax			73,000	
Streets Fund			240,000	
Grant Funds				(1,394,742)
Water Fund			480,000	
Wastewater Fund			360,000	
Solid Waste Fund			120,000	(28,426)
Airport Fund				(2,042,655)
Golf Course Fund				(537,045)
<b>Total General Fund</b>	<b>\$ 10,000,000</b>	<b>\$</b>	<b>\$ 1,273,000</b>	<b>\$ (4,002,868)</b>
<b>Special Revenue Funds</b>				
Streets Fund	\$	\$	\$	\$ (271,500)
Bed Tax				(109,276)
Grant Funds			1,426,242	
<b>Total Special Revenue Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$ 1,426,242</b>	<b>\$ (380,776)</b>
<b>Enterprise Funds</b>				
Water Fund	\$ 17,033,702	\$	\$	\$ (480,000)
Wastewater Fund	2,600,898			(360,000)
Solid Waste Fund	625,000		64,702	(120,000)
Golf Course Fund			537,045	
Airport Fund			2,042,655	
<b>Total Enterprise Funds</b>	<b>\$ 20,259,600</b>	<b>\$</b>	<b>\$ 2,644,402</b>	<b>\$ (960,000)</b>
<b>Total all Funds</b>	<b>\$ 30,259,600</b>	<b>\$</b>	<b>\$ 5,343,644</b>	<b>\$ (5,343,644)</b>

# Auditor General Schedules

## City of Prescott Expenditures/Expenses by Fund Fiscal year 2022

Fund/Department	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
<b>GENERAL FUND</b>				
City Council	\$ 46,141	\$ 200,000	\$ 240,465	\$ 50,908
City Clerk	123,744		88,408	145,717
City Court	619,560		601,879	671,312
City Manager	558,721	529,018	679,465	2,424,334
Legal	232,556		222,060	258,791
Budget & Finance	346,246		343,695	382,978
Community Development	1,727,310		1,705,278	1,851,138
Recreation Services	4,050,778	7,600,000	11,481,404	8,842,581
Library	2,352,380		2,328,805	2,511,127
Police Department	12,462,517		12,007,473	14,426,222
Fire Department	9,738,761	200,000	9,901,414	12,349,122
Regional Communications	1,629,789		1,330,239	2,281,538
Non-Departmental	10,705,816	(5,500,000)	4,838,389	21,151,685
<b>Total General Fund</b>	<b>\$ 44,592,297</b>	<b>\$ 3,029,018</b>	<b>\$ 45,768,974</b>	<b>\$ 67,347,453</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>Streets</b>				
Public Works	\$ 27,550,860	\$	\$ 27,498,034	\$ 25,773,914
Recreation Services	2,067,734		253,356	4,678,841
<b>Total Streets Fund</b>	<b>\$ 29,618,594</b>	<b>\$</b>	<b>\$ 27,751,390</b>	<b>\$ 30,452,755</b>
<b>Transient Occupancy Tax</b>				
City Manager	\$ 808,951	\$ 20,000	\$ 815,089	\$ 1,039,716
Recreation Services	40,000		40,000	50,000
<b>Total Transient Occupancy Tax</b>	<b>\$ 848,951</b>	<b>\$ 20,000</b>	<b>\$ 855,089</b>	<b>\$ 1,089,716</b>
<b>Grants</b>				
City Court	\$ 32,000	\$	\$ 32,000	\$ 29,000
City Manager	877,572		77,532	3,552,634
Community Development	607,533		115,001	887,753
Recreation Services	81,000			81,000
Library	10,993		6,808	
Police Department	637,755		579,670	936,401
Fire Department	432,905	182,078	369,138	476,348
Public Works	2,575,000	120,000	2,693,764	50,000
Non-Departmental	4,917,923	(4,682,078)	45,000	8,257,511
<b>Total Grants Fund</b>	<b>\$ 10,172,681</b>	<b>\$ (4,380,000)</b>	<b>\$ 3,918,911</b>	<b>\$ 14,270,647</b>
<b>Trust Funds</b>				
City Council	\$	\$	\$	\$ 375,000
City Manager	20,926		1,750	10,404
Community Development	10,000		4,718	5,817
Recreation Services	46,540		30,643	30,445
Library	65,715		9,334	75,046
Police Department	146,466		44,254	128,949
Fire Department	16,240		3,455	13,500
<b>Total Trust Funds</b>	<b>\$ 305,887</b>	<b>\$</b>	<b>\$ 94,154</b>	<b>\$ 639,161</b>
<b>PSPRS Dedicated Tax</b>				
Non-Departmental	\$ 10,875,000	\$ 3,600,000	\$ 14,450,000	\$ 14,780,000
<b>Total PSPRS Dedicated Tax</b>	<b>\$ 10,875,000</b>	<b>\$ 3,600,000</b>	<b>\$ 14,450,000</b>	<b>\$ 14,780,000</b>
<b>Total Special Revenue Funds</b>	<b>\$ 51,821,113</b>	<b>\$ (760,000)</b>	<b>\$ 47,069,544</b>	<b>\$ 61,232,279</b>
<b>DEBT SERVICE FUNDS</b>				
Non-Departmental	\$ 5,265	\$	\$ 5,265	\$ 4,657
<b>Total Debt Service Funds</b>	<b>\$ 5,265</b>	<b>\$</b>	<b>\$ 5,265</b>	<b>\$ 4,657</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

### CAPITAL PROJECTS FUNDS

#### Impact Fees

Recreation Services	\$ 515,000	\$ 20,000	\$ 527,500	\$ 15,000
<b>Total Impact Fee Funds</b>	<b>\$ 515,000</b>	<b>\$ 20,000</b>	<b>\$ 527,500</b>	<b>\$ 15,000</b>

<b>Total Capital Projects Funds</b>	<b>\$ 515,000</b>	<b>\$ 20,000</b>	<b>\$ 527,500</b>	<b>\$ 15,000</b>
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### ENTERPRISE FUNDS

#### Water

Budget & Finance	\$ 264,808	\$	\$ 253,442	\$ 279,314
Public Works	42,209,186	(2,304,018)	28,297,439	44,124,645
<b>Total Water Fund</b>	<b>\$ 42,473,994</b>	<b>\$ (2,304,018)</b>	<b>\$ 28,550,881</b>	<b>\$ 44,403,959</b>

#### Wastewater

Public Works	\$ 22,768,994	\$	\$ 14,348,867	\$ 23,871,975
<b>Total Wastewater Fund</b>	<b>\$ 22,768,994</b>	<b>\$</b>	<b>\$ 14,348,867</b>	<b>\$ 23,871,975</b>

#### Solid Waste

Public Works	\$ 10,782,309	\$	\$ 10,000,958	\$ 11,836,068
<b>Total Solid Waste Fund</b>	<b>\$ 10,782,309</b>	<b>\$</b>	<b>\$ 10,000,958</b>	<b>\$ 11,836,068</b>

#### Golf Course

Recreation Services	\$ 1,381,474	\$	\$ 1,351,740	\$ 1,971,648
Non-Departmental	2,287,691		2,059,452	2,177,511
<b>Total Golf Course Fund</b>	<b>\$ 3,669,165</b>	<b>\$</b>	<b>\$ 3,411,192</b>	<b>\$ 4,149,159</b>

#### Airport

Fire Department	\$ 370,085	\$ 15,000	\$ 380,350	\$ 427,245
Airport	23,001,175		17,626,369	17,776,184
<b>Total Airport Fund</b>	<b>\$ 23,371,260</b>	<b>\$ 15,000</b>	<b>\$ 18,006,719</b>	<b>\$ 18,203,429</b>

<b>Total Enterprise Funds</b>	<b>\$ 103,065,722</b>	<b>\$ (2,289,018)</b>	<b>\$ 74,318,617</b>	<b>\$ 102,464,590</b>
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### INTERNAL SERVICE FUNDS

#### Fleet Maintenance

Recreation Services	\$ 2,394,616	\$	\$ 2,318,583	\$ 2,407,528
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#### Risk Management

Legal	\$ 1,095,000	\$	\$ 1,095,000	\$ 1,095,000
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#### Engineering

Public Works	\$ 1,730,251	\$	\$ 1,547,148	\$ 1,732,207
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#### Facilities Maintenance

Recreation Services	\$ 1,611,143	\$	\$ 1,539,388	\$ 2,145,890
<b>Total Internal Service Funds</b>	<b>\$ 6,831,010</b>	<b>\$</b>	<b>\$ 6,500,119</b>	<b>\$ 7,380,625</b>

<b>Total all Funds</b>	<b>\$ 206,830,407</b>	<b>\$</b>	<b>\$ 174,190,019</b>	<b>\$ 238,444,604</b>
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\* 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 2022

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
<b>Airport</b>				
Airport Fund	\$ 23,001,175	\$	\$ 17,626,369	\$ 17,776,184
<b>Airport Total</b>	<b>\$ 23,001,175</b>	<b>\$</b>	<b>\$ 17,626,369</b>	<b>\$ 17,776,184</b>
<b>Budget &amp; Finance</b>				
General Fund	\$ 346,246	\$	\$ 343,695	\$ 382,978
Water Fund	264,808		253,442	279,314
<b>Budget &amp; Finance Total</b>	<b>\$ 611,054</b>	<b>\$</b>	<b>\$ 597,137</b>	<b>\$ 662,292</b>
<b>City Clerk</b>				
General Fund	\$ 123,744	\$	\$ 88,408	\$ 145,717
<b>City Clerk Total</b>	<b>\$ 123,744</b>	<b>\$</b>	<b>\$ 88,408</b>	<b>\$ 145,717</b>
<b>City Council</b>				
General Fund	\$ 46,141	\$ 200,000	\$ 240,465	\$ 50,908
Trust Funds				375,000
<b>City Council Total</b>	<b>\$ 46,141</b>	<b>\$ 200,000</b>	<b>\$ 240,465</b>	<b>\$ 425,908</b>
<b>City Court</b>				
General Fund	\$ 619,560	\$	\$ 601,879	\$ 671,312
Grant Funds	32,000		32,000	29,000
<b>City Court Total</b>	<b>\$ 651,560</b>	<b>\$</b>	<b>\$ 633,879</b>	<b>\$ 700,312</b>
<b>City Manager</b>				
General Fund	\$ 558,721	\$ 529,018	\$ 679,465	\$ 2,424,334
Grant Funds	877,572		77,532	3,552,634
Trust Funds	20,926		1,750	10,404
Transient Occupancy Tax	808,951	20,000	815,089	1,039,716
<b>City Manager Total</b>	<b>\$ 2,266,170</b>	<b>\$ 549,018</b>	<b>\$ 1,573,836</b>	<b>\$ 7,027,088</b>
<b>Community Development</b>				
General Fund	\$ 1,727,310	\$	\$ 1,705,278	\$ 1,851,138
Grant Funds	607,533		115,001	887,753
Trust Funds	10,000		4,718	5,817
<b>Community Development Total</b>	<b>\$ 2,344,843</b>	<b>\$</b>	<b>\$ 1,824,997</b>	<b>\$ 2,744,708</b>
<b>Fire Department</b>				
General Fund	\$ 9,736,761	\$ 200,000	\$ 9,901,414	\$ 12,349,122
Grant Funds	432,905		369,138	476,348
Trust Funds	16,240		3,455	13,500
Airport	370,085	15,000	380,350	427,245
<b>Fire Department Total</b>	<b>\$ 10,555,991</b>	<b>\$ 215,000</b>	<b>\$ 10,654,357</b>	<b>\$ 13,266,215</b>
<b>Legal</b>				
General Fund	\$ 232,556	\$	\$ 222,060	\$ 258,791
Risk Management	1,095,000		1,095,000	1,095,000
<b>Legal Total</b>	<b>\$ 1,327,556</b>	<b>\$</b>	<b>\$ 1,317,060</b>	<b>\$ 1,353,791</b>
<b>Library</b>				
General Fund	\$ 2,352,380	\$	\$ 2,328,805	\$ 2,511,127
Grant Funds	10,993		6,806	
Trust Funds	65,715		9,334	75,046

# Auditor General Schedules

## City of Prescott Full-Time Employees and Personnel Compensation Fiscal year 2022

Fund	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2022	2022	2022	2022	2022	2022
<b>General Fund</b>	339.00	\$ 23,031,894	\$ 5,766,369	\$ 3,260,923	\$ 2,077,078	\$ 34,136,264
<b>Special Revenue Funds</b>						
Streets Fund	40.70	\$ 2,664,295	\$ 327,393	\$ 510,140	\$ 350,712	\$ 3,852,540
PSPRS Dedicated Tax			14,780,000			14,780,000
Transient Occupancy Tax	1.75	112,863	14,108	6,573	8,917	142,461
Grants	16.07	980,053	26,238	30,814	26,251	1,063,356
<b>Total Special Revenue Funds</b>	58.52	\$ 3,757,211	\$ 15,147,739	\$ 547,527	\$ 385,880	\$ 19,838,357
<b>Enterprise Funds</b>						
Water	42.58	\$ 2,446,067	\$ 302,325	\$ 454,368	\$ 241,640	\$ 3,444,400
Wastewater	39.38	2,369,881	285,927	441,719	244,520	3,342,047
Solid Waste	31.75	1,701,437	204,967	318,663	218,116	2,443,183
Golf Course	11.85	487,185	50,386	70,935	37,011	645,517
Airport	18.70	1,152,466	137,083	144,760	103,614	1,537,923
<b>Total Enterprise Funds</b>	144.26	\$ 8,157,036	\$ 980,688	\$ 1,430,445	\$ 844,901	\$ 11,413,070
<b>Internal Service Funds</b>						
Fleet Maintenance	10.65	\$ 546,682	\$ 68,154	\$ 105,476	\$ 58,613	\$ 778,925
Engineering	21.27	1,029,950	128,547	155,043	94,241	1,407,781
Facilities Maintenance	10.02	433,847	49,877	70,935	48,815	603,474
<b>Total Internal Service Fund</b>	41.94	\$ 2,010,479	\$ 246,578	\$ 331,454	\$ 201,669	\$ 2,790,180
<b>Total all Funds</b>	583.72	\$ 36,956,620	\$ 22,141,374	\$ 5,570,349	\$ 3,509,528	\$ 68,177,871

Note: Full-Time Equivalent (FTE) includes 518.25 FTE permanent employees and an estimated 65.47 FTE temporary employees

# Authorized Position Listing

## FY2022 Budget - Authorized Position Roster

Positions by Department and Division	FTE's			Pay Range			Pay
	FY2020	FY2021	FY2022	Min	Mid	Max	Grade
Airport							
Airport Director	1.00	1.00	1.00		Unclassified		Open
Operations & Maintenance Superintendent	1.00	1.00	1.00		Unclassified		Open
Airport Services Manager	0.00	0.00	1.00		Unclassified		Open
Airport Operations Supervisor	0.00	0.00	1.00	52,658	65,823	78,987	113
Management Analyst	1.00	1.00	0.00	52,658	65,823	78,987	113
Airport Operations and Maintenance Coordinator	1.00	1.00	1.00	44,213	55,266	66,319	110
Maintenance Specialist	1.00	0.00	0.00	42,107	52,634	63,161	109
Airport Operations Specialist	1.00	2.00	2.00	42,107	52,634	63,161	109
Administrative Services Specialist	1.00	2.00	2.00	38,193	47,741	57,289	107
Airport Operations Technician	4.00	3.00	3.00	38,193	47,741	57,289	107
Total Airport	11.00	11.00	12.00				
Budget and Finance							
Budget and Treasury							
Finance Director	1.00	1.00	1.00		Unclassified		Open
Budget Manager	1.00	1.00	1.00	55,818	69,772	83,727	114
Total Budget and Finance	2.00	2.00	2.00				
Accounting Services							
Accounting Services Manager	1.00	1.00	1.00		Unclassified		Open
Payroll Supervisor	0.00	1.00	1.00	55,818	69,772	83,727	114
Payroll Coordinator	1.00	0.00	0.00	55,818	69,772	83,727	114
Accountant	1.00	1.00	1.00	49,678	62,097	74,516	112
Accounts Payable & Purchasing Specialist	1.00	1.00	1.00	36,374	45,468	54,561	106
Accounts Receivable & Assessments Specialist	1.00	1.00	1.00	36,374	45,468	54,561	106
Accounting Clerk	1.00	1.00	1.00	34,642	43,302	51,963	105
Total Accounting Services	6.00	6.00	6.00				
Revenue Services							
Revenue Manager	1.00	1.00	1.00		Unclassified		Open
Senior Utility Billing Specialist	0.00	0.00	1.00	40,102	50,128	60,154	108
Tax Compliance Specialist	1.00	1.00	1.00	36,374	45,468	54,561	106
Utility Billing Specialist	3.00	3.00	2.00	36,374	45,468	54,561	106
Utility Billing Representative	3.00	3.00	3.00	34,642	43,302	51,963	105
Total Revenue Services	8.00	8.00	8.00				
Total Budget and Finance	16.00	16.00	16.00				
City Clerk							
City Clerk	1.00	1.00	1.00		Unclassified		Open
Deputy City Clerk	1.00	1.00	1.00		Unclassified		Open
City Clerk Specialist	0.00	1.00	1.00	38,193	47,741	57,289	107
Contracts Coordinator	1.00	0.00	0.00	38,193	47,741	57,289	107
Total City Clerk	3.00	3.00	3.00				
City Council							
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	
Total City Council	7.00	7.00	7.00				
City Court							
Business Manager	1.00	1.00	1.00	44,213	55,266	66,319	110
Court Clerk	6.00	6.00	6.00	34,642	43,302	51,963	105
Total City Court	7.00	7.00	7.00				

# Authorized Position Listing

## FY2022 Budget - Authorized Position Roster

Positions by Department and Division	FTE's			Pay Range			Pay
	FY2020	FY2021	FY2022	Min	Mid	Max	Grade
<b>City Manager</b>							
<u>City Manager's Office</u>							
City Manager	1.00	1.00	1.00		Unclassified		Open
Assistant to City Manager/Intergov. Coordinator	0.75	0.75	0.75		Unclassified		Open
Executive Assistant	1.00	1.00	1.00	44,213	55,266	66,319	110
Administrative Specialist	0.50	0.50	0.75	34,642	43,302	51,963	105
Total City Manager's Office	3.25	3.25	3.50				
<u>Community Outreach &amp; Tourism</u>							
Community Outreach Manager	1.00	1.00	1.00		Unclassified		Open
Tourism and Economic Initiatives Manager	0.00	1.00	1.00		Unclassified		Open
Economic Development Project Manager	1.00	0.00	0.00	62,717	78,396	94,075	116
Tourism and Economic Initiatives Coordinator	0.00	1.00	1.00	49,678	62,097	74,516	112
Sales & Marketing Coordinator	1.00	0.00	0.00	49,678	62,097	74,516	112
Total Community Outreach & Tourism	3.00	3.00	3.00				
<u>Human Resources</u>							
Human Resources Director	1.00	1.00	1.00		Unclassified		Open
Human Resources Manager	1.00	1.00	1.00		Unclassified		Open
Senior Human Resources Business Partner	1.00	1.00	1.00	55,818	69,772	83,727	114
Human Resources Business Partner	1.00	1.00	1.00	44,213	55,266	66,319	110
HRIS Technician	1.00	1.00	1.00	38,193	47,741	57,289	107
Human Resources Support Specialist	0.00	0.00	1.00	34,642	43,302	51,963	105
Total Human Resources	5.00	5.00	6.00				
<u>Information Technology</u>							
Director of Information Technology	1.00	1.00	1.00		Unclassified		Open
IT Operations Manager	0.00	0.00	1.00		Unclassified		Open
GIS Coord/Historic Preservation	0.50	0.50	0.50	62,717	78,396	94,075	116
Network Engineer	3.00	4.00	3.00	59,167	73,958	88,750	115
Help Desk Manager	1.00	1.00	1.00	59,167	73,958	88,750	115
IT Database Administrator	1.00	1.00	1.00	59,167	73,958	88,750	115
IT Specialist	6.00	5.00	6.00	49,678	62,097	74,516	112
GIS Specialist	1.00	1.00	2.00	49,678	62,097	74,516	112
Web Development Specialist	1.00	1.00	1.00	46,866	58,582	70,298	111
Total Information Technology	14.50	14.50	16.50				
<u>Neighborhood Services</u>							
Assistant to City Manager/Intergov. Coordinator	0.25	0.25	0.25		Unclassified		Open
Code Compliance Inspector	2.00	2.00	2.00	44,213	55,266	66,319	110
Total Neighborhood Services	2.25	2.25	2.25				
<b>Total City Manager</b>	<b>28.00</b>	<b>28.00</b>	<b>31.25</b>				
<b>Community Development</b>							
<u>Administration/Planning and Zoning</u>							
Community Development Director	0.50	0.50	0.50		Unclassified		Open
Planning Manager	1.00	1.00	1.00	70,469	88,086	105,703	118
GIS Coord/Historic Preservation	0.50	0.50	0.50	62,717	78,396	94,075	116
Planner	1.00	1.00	1.00	55,818	69,772	83,727	114
Development Services Supervisor	0.50	0.50	0.50	49,678	62,097	74,516	112
CDBG Admin/Com Dev Coordinator	1.00	1.00	1.00	46,866	58,582	70,298	111
Development Services Representative II	0.00	1.00	1.00	36,374	45,468	54,561	106
Development Services Representative I	0.00	1.00	1.00	34,642	43,302	51,963	105
Total Administration/Planning and Zoning	4.50	6.50	6.50				

# Authorized Position Listing

## FY2022 Budget - Authorized Position Roster

Positions by Department and Division	FTE's			Pay Range			Pay
	FY2020	FY2021	FY2022	Min	Mid	Max	Grade
<u>Building Safety</u>							
Community Development Director	0.50	0.50	0.50		Unclassified		Open
Chief Building Official	1.00	1.00	1.00		Unclassified		Open
Senior Plans Examiner/Building Inspector	0.00	0.00	1.00	52,658	65,823	78,987	113
Development Services Supervisor	0.50	0.50	0.50	49,678	62,097	74,516	112
Plans Examiner/Building Inspector	2.00	2.00	1.00	49,678	62,097	74,516	112
Plans Examiner/Building Fire Inspector	2.00	2.00	0.00	49,678	62,097	74,516	112
Building Inspector	2.00	2.00	2.00	44,213	55,266	66,319	110
Permit Technician/Plans Examiner	0.00	1.00	1.00	38,193	47,741	57,289	107
Development Services Representative II	1.00	0.00	0.00	36,374	45,468	54,561	106
Development Services Representative I	1.00	0.00	0.00	34,642	43,302	51,963	105
Total Building Safety	10.00	9.00	7.00				
<b>Total Community Development</b>	<b>14.50</b>	<b>15.50</b>	<b>13.50</b>				
<u>Fire Department</u>							
<u>Administration</u>							
Fire Chief	1.00	1.00	1.00		Unclassified		Open
Business Manager	1.00	1.00	1.00	44,213	55,266	66,319	110
Total Administration	2.00	2.00	2.00				
<u>Community Risk Reduction</u>							
Plans Examiner/Building Fire Inspector	0.00	0.00	2.00	49,678	62,097	74,516	112
Fuels Management Coordinator	1.00	1.00	1.00	42,107	52,634	63,161	109
Fuel Reduction Technician	2.00	2.00	2.00	38,193	47,741	57,289	107
Total Community Risk Reduction	3.00	3.00	5.00				
<u>Emergency Services</u>							
Deputy Fire Chief	1.00	1.00	1.00		Unclassified		Open
Division Chief/Battalion Chief	3.00	3.00	3.00		Unclassified		Open
Fire Captain	15.00	15.00	16.00	66,480	83,100	99,720	117
Fire Engineer	18.00	18.00	19.00	55,818	69,772	83,727	114
Firefighter	21.00	21.00	22.00	44,213	55,266	66,319	110
Total Emergency Services	58.00	58.00	61.00				
<u>Fire Professional Services</u>							
Division Chief/Battalion Chief	1.00	1.00	1.00		Unclassified		Open
Administrative Specialist	1.00	1.00	1.00	34,642	43,302	51,963	105
Total Fire Professional Services	2.00	2.00	2.00				
<b>Total Fire Department</b>	<b>65.00</b>	<b>65.00</b>	<b>70.00</b>				
<u>Legal</u>							
City Attorney	1.00	1.00	1.00		Unclassified		Open
Deputy City Attorney	1.00	1.00	1.00		Unclassified		Open
Assistant City Attorney	2.00	2.00	2.00	79,178	98,973	118,768	120
Legal Services Administrator	1.00	1.00	1.00	44,213	55,266	66,319	110
Legal Assistant I	0.00	0.00	3.00	36,374	45,468	54,561	106
Legal Secretary	3.00	3.00	0.00	36,374	45,468	54,561	106
<b>Total Legal Department</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>				

# Authorized Position Listing

## FY2022 Budget - Authorized Position Roster

Positions by Department and Division	FTE's			Pay Range			Pay
	FY2020	FY2021	FY2022	Min	Mid	Max	Grade
<b>Library</b>							
<u>Public Services</u>							
Library Director	1.00	1.00	1.00		Unclassified		Open
Library Manager, Public Services	1.00	1.00	1.00		Unclassified		Open
Lead Librarian	2.00	2.00	2.00	52,658	65,823	78,987	113
Librarian	4.00	4.00	4.00	46,866	58,582	70,298	111
Librarian Trainee	1.00	1.00	1.00	46,866	58,582	70,298	111
Library Specialist	2.00	2.00	2.00	36,374	45,468	54,561	106
Library Assistant	4.50	4.50	4.50	31,421	39,277	47,132	103
Total Public Services	15.50	15.50	15.50				
<u>Support Services</u>							
Library Manager, Support Services	1.00	1.00	1.00		Unclassified		Open
Librarian	1.00	1.00	1.00	46,866	58,582	70,298	111
Maintenance Technician	1.00	1.00	1.00	36,374	45,468	54,561	106
Library Assistant	2.00	2.00	2.00	31,421	39,277	47,132	103
Custodian	1.00	1.00	1.00	28,500	35,625	42,750	101
Total Support Services	6.00	6.00	6.00				
<b>Total Library</b>	21.50	21.50	21.50				
<b>Police Department</b>							
<u>Administration</u>							
Police Chief	1.00	1.00	1.00		Unclassified		Open
Deputy Police Chief	1.00	1.00	1.00		Unclassified		Open
Police Administrator	0.00	0.00	1.00	88,965	111,206	133,447	122
Administrative Supervisor	1.00	1.00	1.00	52,658	65,823	78,987	113
Senior Victim Advocate	1.00	1.00	1.00	40,102	50,128	60,154	108
Victim Advocate	1.00	1.00	1.00	36,374	45,468	54,561	106
Administrative Support Specialist	0.00	0.00	1.00	38,193	47,741	57,289	107
Total Administration	5.00	5.00	7.00				
<u>Patrol Operations Bureau</u>							
Police Lieutenant	2.00	2.00	2.00	88,965	111,206	133,447	122
Police Sergeant	5.00	5.00	6.00	70,469	88,086	105,703	118
Police Officer	43.00	43.00	40.00	52,658	65,823	78,987	113
Animal Control Supervisor	1.00	1.00	1.00	40,102	50,128	60,154	108
Animal Control Officer	1.00	1.00	1.00	36,374	45,468	54,561	106
Office Assistant	0.00	0.00	0.50	29,925	37,406	44,888	102
Secretary	0.50	0.50	0.00	29,925	37,406	44,888	102
Total Patrol Operations Bureau	52.50	52.50	50.50				
<u>Special Operations Bureau</u>							
Police Lieutenant	1.00	1.00	1.00	88,965	111,206	133,447	122
Police Sergeant	3.00	3.00	3.00	70,469	88,086	105,703	118
Police Officer	17.00	17.00	19.00	52,658	65,823	78,987	113
Property & Evidence Technician - CSI	1.00	1.00	1.00	42,107	52,634	63,161	109
Property & Evidence Technician	1.00	1.00	1.00	40,102	50,128	60,154	108
Administrative Services Specialist	1.00	1.00	1.00	38,193	47,741	57,289	107
Station Coordinator	1.00	1.00	1.00	34,642	43,302	51,963	105
Civilian Parking Accident Investigator	1.00	1.00	1.00	38,193	47,741	57,289	107
Office Assistant	0.00	0.00	1.00	29,925	37,406	44,888	102
Secretary	1.00	1.00	0.00	29,925	37,406	44,888	102
Total Special Operations Bureau	27.00	27.00	29.00				

# Authorized Position Listing

## FY2022 Budget - Authorized Position Roster

Positions by Department and Division	FTE's			Pay Range			Pay
	FY2020	FY2021	FY2022	Min	Mid	Max	Grade
<u>Support Bureau</u>							
Police Officer	1.00	1.00	1.00	52,658	65,823	78,987	113
Police Records Supervisor	1.00	1.00	1.00	49,678	62,097	74,516	112
Police Records Clerk	3.00	3.00	3.00	34,642	43,302	51,963	105
Crime Prevention Specialist	0.50	0.50	0.50	34,642	43,302	51,963	105
Total Support Bureau	5.50	5.50	5.50				
Total Police Department	90.00	90.00	92.00				
<u>Public Works</u>							
<u>Engineering</u>							
City Engineer	0.34	0.34	0.34		Unclassified		Open
Quality Assurance Manager	0.00	0.00	0.40		Unclassified		Open
Civil Engineer	0.33	0.33	0.33	70,469	88,086	105,703	118
Capital Project Manager	5.00	5.00	5.00	70,469	88,086	105,703	118
Real Estate Administrator	1.00	1.00	1.00	70,469	88,086	105,703	118
City Surveyor	1.00	1.00	1.00	66,480	83,100	99,720	117
Development Services Facilitator	0.40	0.40	0.00	59,167	73,958	88,750	115
Construction Inspection Supervisor	1.00	1.00	1.00	52,658	65,823	78,987	113
Senior Engineering Technician	1.00	1.00	1.00	52,658	65,823	78,987	113
Environmental Coordinator	0.80	0.80	0.80	52,658	65,823	78,987	113
Stormwater Specialist	1.00	1.00	1.00	46,866	58,582	70,298	111
Construction Inspector	5.00	5.00	5.00	46,866	58,582	70,298	111
Building Inspector	0.50	0.50	0.50	44,213	55,266	66,319	110
Engineering Technician	0.40	0.40	0.40	44,213	55,266	66,319	110
Permit Technician/Plans Examiner	0.40	0.40	0.40	38,193	47,741	57,289	107
Total Engineering	18.17	18.17	18.17				
<u>Utilities</u>							
Public Works Director	0.50	0.50	0.50		Unclassified		Open
Deputy Public Works Director	0.00	0.00	0.50		Unclassified		Open
City Engineer	0.66	0.66	0.66		Unclassified		Open
Utilities Manager	1.00	1.00	1.00		Unclassified		Open
Construction Services Manager	0.66	0.66	0.66		Unclassified		Open
Financial & Business Operations Manager	0.00	0.50	0.50		Unclassified		Open
Admin Support Services Manager	0.50	0.00	0.00		Unclassified		Open
Quality Assurance Manager	0.00	0.00	0.60		Unclassified		Open
Senior Infrastructure Analyst	1.00	1.00	1.00	74,697	93,371	112,045	119
Civil Engineer	0.67	0.67	0.67	70,469	88,086	105,703	118
Water Resource Project Manager	2.00	2.00	2.00	66,480	83,100	99,720	117
Water Superintendent	1.00	1.00	1.00	66,480	83,100	99,720	117
Wastewater Superintendent	1.00	1.00	1.00	66,480	83,100	99,720	117
Development Services Facilitator	0.60	0.60	0.00	59,167	73,958	88,750	115
Water Operations Supervisor	2.00	2.00	2.00	52,658	65,823	78,987	113
Wastewater Collection Supervisor	2.00	2.00	2.00	52,658	65,823	78,987	113
WW Treatment Plant Operations Supervisor	1.00	1.00	1.00	52,658	65,823	78,987	113
Management Analyst	0.00	0.00	0.50	52,658	65,823	78,987	113
Public Works Analyst	0.50	0.50	0.00	52,658	65,823	78,987	113
Environmental Coordinator	0.20	0.20	0.20	52,658	65,823	78,987	113
Senior Engineering Technician/Plans Examiner	0.50	0.50	0.50	52,658	65,823	78,987	113
Senior Engineering Technician	0.50	0.50	0.50	52,658	65,823	78,987	113
Contract/Purchasing Administrator	0.50	0.50	0.50	49,678	62,097	74,516	112
Senior WW Treatment Plant Operator	2.00	2.00	2.00	46,866	58,582	70,298	111
Wastewater Treatment Plant Operator	5.00	5.00	5.00	44,213	55,266	66,319	110
WWTP Lab Tech/Relief Operator	1.00	1.00	1.00	44,213	55,266	66,319	110



## Authorized Position Listing

### FY2022 Budget - Authorized Position Roster

Positions by Department and Division	FTE's			Pay Range			Pay Grade
	FY2020	FY2021	FY2022	Min	Mid	Max	
Engineering Technician	0.60	0.60	0.60	44,213	55,266	66,319	110
Building Inspector	0.50	0.50	0.50	44,213	55,266	66,319	110
Business Manager	0.50	0.50	0.00	44,213	55,266	66,319	110
Elect Maint & SCADA Tech	1.00	1.00	1.00	42,107	52,634	63,161	109
Maintenance Specialist	4.00	4.00	4.00	42,107	52,634	63,161	109
Water Protection Specialist	1.00	1.00	2.00	42,107	52,634	63,161	109
Water Operator	5.00	5.00	5.00	42,107	52,634	63,161	109
Water Protection Inspector	1.00	1.00	0.00	42,107	52,634	63,161	109
Senior Utility Worker	11.00	11.00	11.00	40,102	50,128	60,154	108
Permit Technician/Plans Examiner	0.60	0.60	0.60	38,193	47,741	57,289	107
Development Coordinator/Records Control	0.67	0.67	0.67	38,193	47,741	57,289	107
Accounts Payable/Purchasing Specialist	0.50	0.50	0.50	36,374	45,468	54,561	106
Utility Worker	19.00	19.00	19.00	36,374	45,468	54,561	106
Administrative Specialist	2.00	2.00	2.60	34,642	43,302	51,963	105
Office Assistant	0.00	0.00	1.50	29,925	37,406	44,888	102
Secretary	1.50	1.50	0.00	29,925	37,406	44,888	102
Total Utilities	73.66	73.66	74.26				
<u>Solid Waste</u>							
Public Works Director	0.25	0.25	0.25		Unclassified		Open
Deputy Public Works Director	0.00	0.00	0.25		Unclassified		Open
Traffic Engineer	0.50	0.50	0.50		Unclassified		Open
Financial & Business Operations Manager	0.00	0.25	0.25		Unclassified		Open
Admin Support Services Manager	0.25	0.00	0.00		Unclassified		Open
Solid Waste Superintendent	1.00	1.00	1.00	66,480	83,100	99,720	117
Management Analyst	0.00	0.00	0.25	52,658	65,823	78,987	113
Public Works Analyst	0.25	0.25	0.00	52,658	65,823	78,987	113
Solid Waste Supervisor	2.00	2.00	2.00	52,658	65,823	78,987	113
Contract/Purchasing Administrator	0.25	0.25	0.25	49,678	62,097	74,516	112
Business Manager	0.25	0.25	0.00	44,213	55,266	66,319	110
Senior Equipment Operator	3.00	3.00	4.00	42,107	52,634	63,161	109
Equipment Mechanic	1.00	1.00	1.00	40,102	50,128	60,154	108
Equipment Operator	14.00	14.00	14.00	38,193	47,741	57,289	107
Accounts Payable/Purchasing Specialist	0.25	0.25	0.25	36,374	45,468	54,561	106
Administrative Specialist	0.50	0.50	0.60	34,642	43,302	51,963	105
Office Assistant	0.00	0.00	1.25	29,925	37,406	44,888	102
Secretary	1.25	1.25	0.00	29,925	37,406	44,888	102
Fee Booth Attendant	1.00	1.00	1.00	29,925	37,406	44,888	102
Maintenance Worker	5.00	5.00	4.00	29,925	37,406	44,888	102
Total Solid Waste	30.75	30.75	30.85				

# Authorized Position Listing

## FY2022 Budget - Authorized Position Roster

Positions by Department and Division	FTE's			Pay Range			Pay
	FY2020	FY2021	FY2022	Min	Mid	Max	Grade
<u>Street Maintenance</u>							
Public Works Director	0.25	0.25	0.25		Unclassified		Open
Deputy Public Works Director	0.00	0.00	0.25		Unclassified		Open
Traffic Engineer	0.50	0.50	0.50		Unclassified		Open
Financial & Business Operations Manager	0.00	0.25	0.25		Unclassified		Open
Admin Support Services Manager	0.25	0.00	0.00		Unclassified		Open
Construction Services Manager	0.34	0.34	0.34		Unclassified		Open
Street Maintenance Superintendent	1.00	1.00	1.00	62,717	78,396	94,075	116
Traffic Signal Supervisor	1.00	1.00	1.00	55,818	69,772	83,727	114
Management Analyst	0.00	0.00	0.25	52,658	65,823	78,987	113
Public Works Analyst	0.25	0.25	0.00	52,658	65,823	78,987	113
Street Maintenance Supervisor	2.00	2.00	2.00	52,658	65,823	78,987	113
Traffic Control Supervisor	1.00	1.00	1.00	52,658	65,823	78,987	113
Contract/Purchasing Administrator	0.25	0.25	0.25	49,678	62,097	74,516	112
Traffic Signal Specialist	2.00	2.00	2.00	44,213	55,266	66,319	110
Traffic Engineering Technician	1.00	1.00	1.00	44,213	55,266	66,319	110
Business Manager	0.25	0.25	0.00	44,213	55,266	66,319	110
Senior Equipment Operator	4.00	4.00	4.00	42,107	52,634	63,161	109
Development Coordinator/Records Control	0.33	0.33	0.33	38,193	47,741	57,289	107
Equipment Operator	15.00	16.00	17.00	38,193	47,741	57,289	107
Traffic Control Worker	2.00	2.00	2.00	38,193	47,741	57,289	107
Accounts Payable/Purchasing Specialist	0.25	0.25	0.25	36,374	45,468	54,561	106
Administrative Specialist	1.50	1.50	1.80	34,642	43,302	51,963	105
Office Assistant	0.00	0.00	0.25	29,925	37,406	44,888	102
Secretary	0.25	0.25	0.00	29,925	37,406	44,888	102
Maintenance Worker	2.00	1.00	1.00	29,925	37,406	44,888	102
Total Street Maintenance	35.42	35.42	36.72				
Total Public Works	158.00	158.00	160.00				
<u>Recreation Services</u>							
<u>Parks, Lakes, Trails and Landscape Maintenance</u>							
Recreation Director	1.00	1.00	1.00		Unclassified		Open
Deputy Recreation Services Director	0.00	1.00	1.00		Unclassified		Open
Trails/Natural Parklands Planner	0.00	0.00	1.00		Unclassified		Open
Maintenance Superintendent	1.00	0.00	0.00	66,480	83,100	99,720	117
Trails/Natural Parklands Coordinator	1.00	1.00	0.00	52,658	65,823	78,987	113
Recreation Services Supervisor	4.00	4.00	4.00	52,658	65,823	78,987	113
Parks Maintenance Coordinator	0.00	0.00	1.00	42,107	52,634	63,161	109
Landscape Coordinator	1.00	1.00	1.00	42,107	52,634	63,161	109
Lakes Coordinator	1.00	1.00	1.00	42,107	52,634	63,161	109
Equipment Mechanic	2.00	3.00	3.00	40,102	50,128	60,154	108
Turf & Irrigation Specialist	1.00	1.00	1.00	38,193	47,741	57,289	107
Maintenance Technician	10.00	10.00	9.00	36,374	45,468	54,561	106
Irrigation Technician	2.00	2.00	2.00	36,374	45,468	54,561	106
Service Technician	1.00	1.00	1.00	34,642	43,302	51,963	105
Groundskeeper	2.00	1.00	1.00	29,925	37,406	44,888	102
Total Parks, Lakes, Trails, and Landscape	27.00	27.00	27.00				
<u>Recreation Programming</u>							
Recreation Supervisor	1.00	1.00	1.00		Unclassified		Open
Recreation Services Manager	1.00	1.00	1.00	44,213	55,266	66,319	110
Recreation Coordinator	1.00	1.00	1.00	42,107	52,634	63,161	109
Administrative Specialist	1.00	1.00	1.00	34,642	43,302	51,963	105
Total Recreation Programming	4.00	4.00	4.00				

# Authorized Position Listing

## FY2022 Budget - Authorized Position Roster

Positions by Department and Division	FTE's			Pay Range			Pay
	FY2020	FY2021	FY2022	Min	Mid	Max	Grade
<u>Facilities Management</u>							
Facilities Superintendent	1.00	1.00	1.00		Unclassified		Open
Maintenance Specialist	3.00	3.00	3.00	42,107	52,634	63,161	109
Facilities Coordinator	1.00	1.00	1.00	42,107	52,634	63,161	109
Custodian	2.00	2.00	2.00	28,500	35,625	42,750	101
Total Facilities Management	7.00	7.00	7.00				
<u>Fleet Services</u>							
Fleet Manager	1.00	1.00	1.00		Unclassified		Open
Fleet Maintenance Supervisor	1.00	1.00	1.00	52,658	65,823	78,987	113
Senior Equipment Mechanic	1.00	1.00	1.00	42,107	52,634	63,161	109
Parts and Service Specialist	1.00	1.00	1.00	42,107	52,634	63,161	109
Equipment Mechanic	5.00	5.00	5.00	40,102	50,128	60,154	108
Administrative Coordinator	1.00	1.00	1.00	38,193	47,741	57,289	107
Total Fleet Services	10.00	10.00	10.00				
<b>Total Recreation Services</b>	<b>48.00</b>	<b>48.00</b>	<b>48.00</b>				
<u>Regional Communications</u>							
Police Administrator	0.00	1.00	0.00	88,965	111,206	133,447	122
PRCC Manager	1.00	1.00	1.00	70,469	88,086	105,703	118
PRCC Assistant Manager	1.00	1.00	1.00	59,167	73,958	88,750	115
Public Safety Dispatch Supervisor	4.00	4.00	4.00	52,658	65,823	78,987	113
Public Safety Dispatcher	24.00	23.00	23.00	42,107	52,634	63,161	109
<b>Total Regional Communications</b>	<b>30.00</b>	<b>30.00</b>	<b>29.00</b>				
<b>Total City-wide Authorized</b>	<b>507.00</b>	<b>508.00</b>	<b>518.25</b>				

## Authorized Pay Grade Ranges

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Pay Grade	Annual Minimum	Annual Midpoint	Annual Maximum
101	28,500.00	35,625.00	42,750.00
102	29,925.00	37,406.25	44,887.50
103	31,421.25	39,276.56	47,131.88
104	32,992.31	41,240.39	49,488.47
105	34,641.93	43,302.41	51,962.89
106	36,374.02	45,467.53	54,561.04
107	38,192.73	47,740.91	57,289.09
108	40,102.36	50,127.95	60,153.54
109	42,107.48	52,634.35	63,161.22
110	44,212.85	55,266.07	66,319.28
111	46,865.63	58,582.03	70,298.44
112	49,677.56	62,096.95	74,516.34
113	52,658.22	65,822.77	78,987.33
114	55,817.71	69,772.14	83,726.56
115	59,166.77	73,958.47	88,750.16
116	62,716.78	78,395.97	94,075.17
117	66,479.79	83,099.73	99,719.68
118	70,468.57	88,085.72	105,702.86
119	74,696.69	93,370.86	112,045.03
120	79,178.49	98,973.11	118,767.73
121	83,929.20	104,911.50	125,893.80
122	88,964.95	111,206.19	133,447.42
Open Range	-	-	-

## Glossary of Terms

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**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Actual** - Actual, as used in the fund summaries and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a GAAP basis, with the exception that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expenses.

**Adopted Budget** - Formal action made by City Council which sets the spending limits for the fiscal year.

**Appropriation** - An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

**ARFF** – Airport Rescue Fire Fighting

**Arbitrage** – the difference between the interest expense paid by the bond debt issuer and the earning from the invested proceeds.

**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.

**Audit** – Means through which public management is verified and controlled.

**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.

## Glossary of Terms

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**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.

**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.

## Glossary of Terms

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**Contractual Services** - Contractual Services are services provided to the City by firms, individuals, or other City departments.

**Cost Center** - An organizational budget/operating unit within each City division or department.

**Cost-of-living Adjustment (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**D.A.R.E.** - Drug Abuse Resistance Education

**Debt Service** - Payment of interest and principal on an obligation resulting from the issuance of bonds and/or lease purchase contracts.

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** - A major administrative division of the City which indicates overall management responsibility for an operation or group of related operations within a functional area.

**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.

## Glossary of Terms

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**Expenditure Limitation** - The Arizona State Legislature imposed constitutional amendment which limits the annual expenditures of all municipalities. This limit is set by the Economic Estimates Commission based on population growth and inflation.

**Fiscal Year** - The time period designated by the City satisfying the beginning and ending period for recording financial transactions. The City of Prescott has specified July 1 to June 30 as its fiscal year.

**Fixed Assets** - Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**Full-Time Equivalent Position** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to .5 of a full-time position.

**Fund** - An independent governmental accounting entity with a self-balancing group of accounts including assets, liabilities and fund balance.

**Fund Balance** - The excess of the assets of a fund over its liabilities, reserves, and carryover.

**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.

**Governmental Fund** – Refers to the General Fund, all Special Revenue Funds and Debt Service Funds.

**Grant** - A grant is a contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function, i.e., library materials, drug enforcement, but it is sometimes for general purposes.

**Highway User Revenue Fund (HURF)** - Highway user revenues are a gasoline tax collected by the state and distributed to counties and cities based on the county of origin and population. These revenues are to be used for highways and streets maintenance and construction.

**Impact Fees** - Fees charged to developers or individuals to cover, in whole or in part, the anticipated costs of improvements that will be necessary as a result of the development.



## Glossary of Terms

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**Improvement Districts** - Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property. Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Interfund Transfers** - Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Internal 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.

## Glossary of Terms

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**Performance Indicators** - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure** - Data collected to determine how effective or efficient a program is in achieving its objectives.

**Personnel** - All employer's costs related to compensating employees of the City of Prescott, including employee fringe benefit costs such as City portion of retirement, social security, and health and industrial insurance.

**Primary Property Tax** - A limited tax levy used to support general government operations. The total levy for primary property taxes is restricted to a 2% annual increase, plus allowances for previously unassessed property (primarily new construction).

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible.

**Property Tax** - A levy upon each \$100 of assessed valuation of property within the City of Prescott. Arizona has two types of property taxes. Primary property taxes support the City of Prescott's general fund, and secondary property taxes pay general obligation debt.

**Proprietary Fund** – Funds included are Enterprise Funds and Internal Services Funds. These fund are entirely or predominately self-supported through user charges to the customers both internal and external.

**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.

## Glossary of Terms

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**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.

**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).