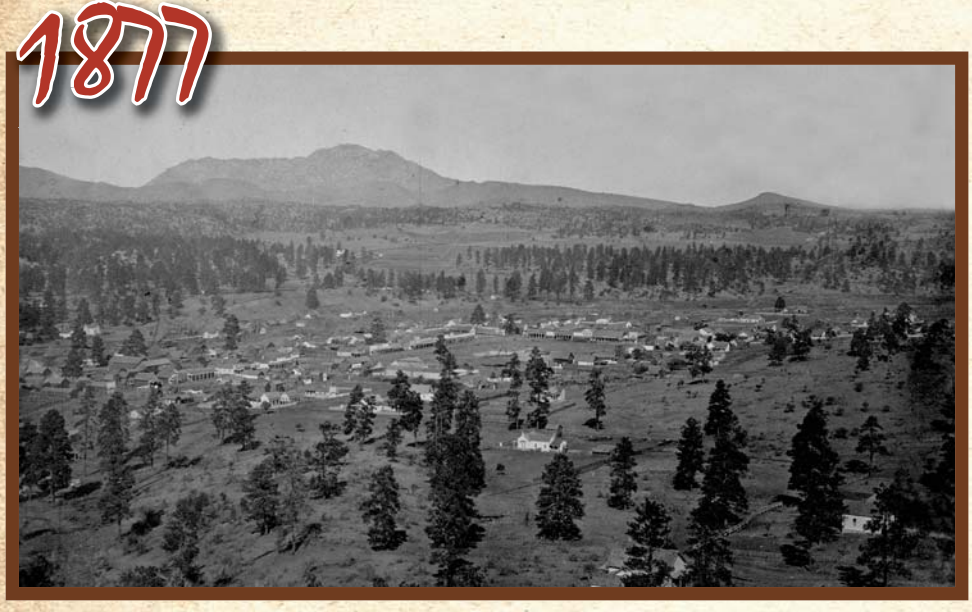
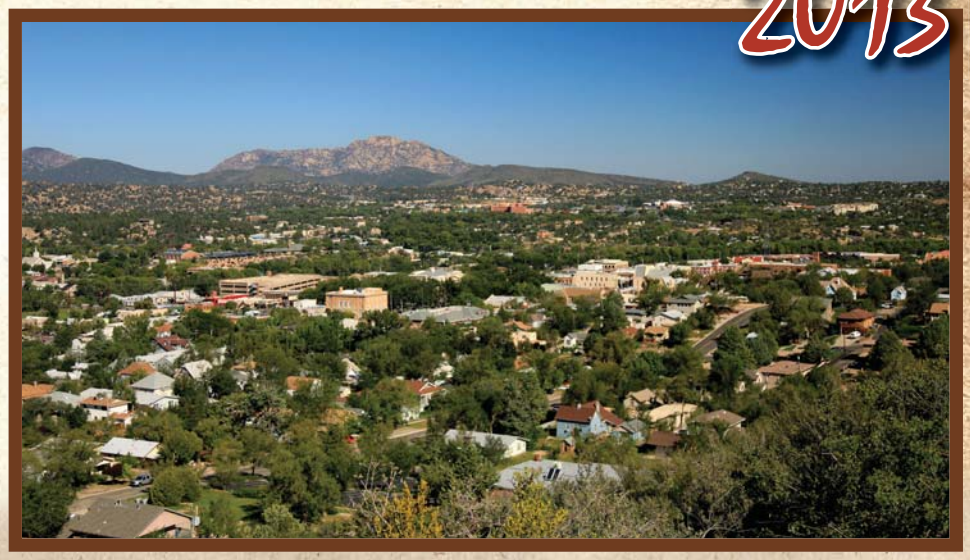
CITY OF PRESCOTT
ARIZONA
Everybody's Hometown

Annual Budget
Fiscal Year 2014



1864-2014
Prescott's
Sesquicentennial



150 Years of Arizona History

City of Prescott, Arizona
Annual Budget

for fiscal year
July 1, 2013 – June 30, 2014

City Council

Marlin Kuykendall, Mayor

Charlie Arnold

Steve Blair

Alan Carlow

Chris Kuknyo

Jim Lamerson

Len Scamardo

Administrative Staff

Craig McConnell
City Manager

Mark Woodfill
Finance Director

Jodi Fisher
Budget Manager

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PREFACE

BUDGET PROCESS OVERVIEW

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

Purpose of the Budget

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

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

Major City Goals

Linking important objectives with necessary resources requires a process that identifies key goals at the very beginning of the budget preparation. The City begins this process with the Mayor and City Council meeting and setting the goals that guide the departments in their budget preparation. City staff then prepares the proposed budget based on the Council's policy guidance.

Financial Plan Policies

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

Preparation and Review Process

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

The Budget and Finance Department provided department/division heads, supervisors, and budget coordinators with instructions and guidance in developing and entering their FY2014 budgets. Along with the FY2014 budget preparation detail, forms, instructions, and information regarding the preparation of the Five-Year Capital Improvement Plan (FY2015-FY2019) were provided to all department heads at this time.

Base budgets (the costs associated with providing current levels of service for the following year) were submitted by the departments electronically by March 1st to the Budget and Finance Department. The deadline for decision packages (requests for new positions, capital equipment or new programs not submitted in the Five-Year Capital Improvement Plan) was March 15th. Payroll forecasts were entered by the Human Resources Division. Input was provided by the departments concerning temporary/seasonal employment needs as well as overtime requirements. Lists of capital outlay and projects budgeted for in FY2013 but not expected to be received or completed by June 30, 2013, were needed to determine estimated

BUDGET PROCESS OVERVIEW

expenditures in FY2013 and the carry forward amounts for FY2014.

Meetings with each department, the City Manager, and the Budget and Finance Department for the purpose of internal review of bases, additional decision packages, and any issues that may affect the budget were held during the weeks of April 8 through May 3. During these meetings the Capital Improvement Plan issues were also discussed and any reductions or movement from year to year was determined.

After these meetings were completed, a proposed balanced budget was prepared for submittal to the full Council and public at workshops held on May 21 and June 4, 2013.

Expenditure Limit Hearing: The City currently operates under the Home Rule Option which as been approved by the voters. As part of that process, a public hearing is mandatory. At the Council Meeting of June 11, 2013, the hearing date was set for June 25, 2013.

Tentative Adoption: One June 11, 2013, Council adopted the tentative budget and set June 25, 2013, as the date for the public hearing on the final budget, expenditure limitation, and tax levy for Fiscal Year 2014. Upon tentative adoption, the budget becomes the City Council's program of services for the ensuing fiscal year. The Council may later reduce or adjust the budget; however, the total may not be increased.

Truth and Taxation: In compliance with section 42-17107, Arizona revised statutes; the City of Prescott is notifying its property taxpayers of the city of Prescott's intention to raise its primary property taxes over last year's level. The public hearing was scheduled for June 25, 2013.

Final Budget Adoption, Adoption of the Five-Year Capital Improvement Plan, Adoption of City Job Roster, Establishment of Expenditure Limitation, and Identification of Unfunded Capital: On June 25, 2013, the final budget, five-year capital improvement plan, city job roster were adopted, identification of unfunded capital was made, and the expenditure limitation was established.

Property Tax Levy: Adoption of the property tax levy ordinance follows fourteen days later, or July 9, 2013, in accordance with State law.

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

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

Administration

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

Budget Calendar

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

DETAIL BUDGET CALENDAR – FISCAL YEAR 2013-2014

Date	Description
January 31, 2013	Budget Action Plan session by Council
February 08, 2013	Budget "Kick-off" Meeting
February 15, 2013	Department Missions, Division Missions, Goals, Performance Measures, and Organizational Charts due
	FY2013 estimated endings for temp personnel and overtime, list of anticipated retirements due
March 1, 2013	FY2014 requests for temporary personnel, overtime, new personnel requests, position reclassifications and list of anticipated retirements due
March 15, 2013	Base budgets due – FY2013 estimated endings and FY2014 requests
	Capital requests for FY2014 through FY2019 to be submitted. This also includes a list of estimated endings and carryovers for any FY2013 projects.
	List of estimated endings for grants for FY2013 and anticipated grants for FY2014 along with the grant checklist is due.
April/May	City Manager meetings with departments for the review of base budgets, capital requests, new personnel request and other issues.
May 3, 2013	Submit list of changes to estimated endings and carryovers for capital outlay/project and grants.
May 21, 2013	Workshop with full Council (public invited) – Operating budget
June 4, 2013	Workshop with full Council (public invited) – Capital Budget
June 11, 2013	Set public hearing on expenditure limitation and tentative adoption
June 25, 2013	Official public hearing on budget and adoption of budget
July 5, 2013	List of Prior Year Results (FY2013) and Outcomes are due
July 9, 2013	Adoption of Tax Levy

INTRODUCTION

ORGANIZATIONAL VALUES

PRESCOTT VISION 2020

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

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

The Gem of Arizona

CITY OF PRESCOTT MISSION STATEMENT

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

CITY OF PRESCOTT CORE BELIEFS

We believe in:

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

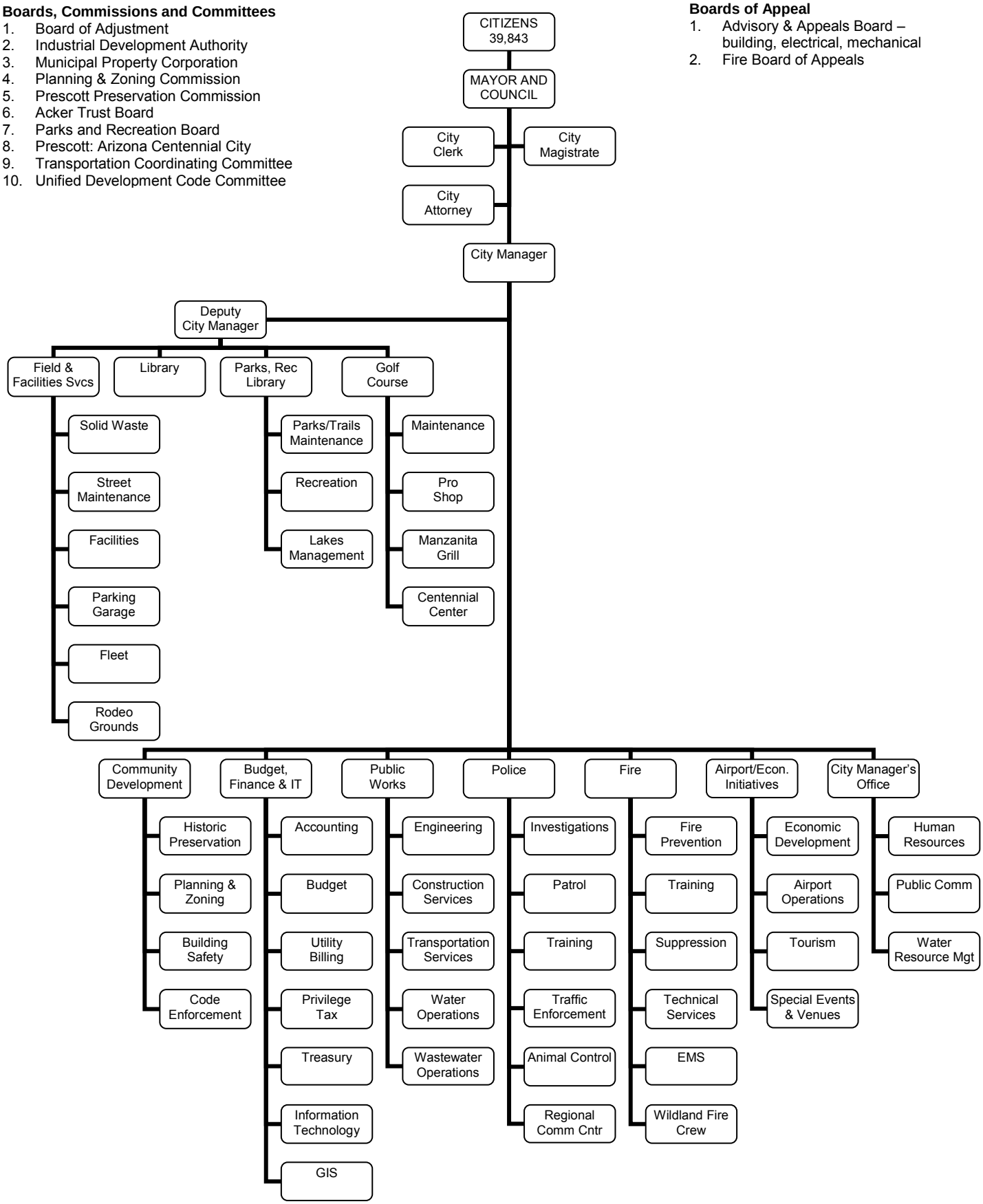
ORGANIZATIONAL CHART AND CITY OFFICIALS

Boards, Commissions and Committees

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

Boards of Appeal

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



ORGANIZATIONAL CHART AND CITY OFFICIALS

Marlin Kuykendall, Mayor

The Mayor services as the chair of the City Council and presides over Council meetings. He or she is recognized as the head of the city government for all ceremonial purposes and is responsible for governing the city during times of crisis, such as natural disasters. To reach the Mayor's office, call 777-1270.

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

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

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

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

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

Charlie Arnold, Councilman

Charlie Arnold has had a passion for community service since his days as an Eagle Scout at Prescott's St. Luke's Episcopal Church.

A fourth generation Prescottonian, Arnold's affinity for the area runs deep. Following his college years, he had numerous career opportunities in larger metropolitan areas, but he had a calling to return to Prescott and continue the family tradition of giving back to the community.

At the age of 25, Arnold became the youngest Chamber of Commerce president in the history of Arizona when he assumed that post in Chino Valley Area. He has also been an active participant and board member with organizations like the Central Arizona Partnership, Yavapai County Contractor's Association, Prescott Area Coalition for Tourism, Prescott Area Leadership, American Legion, and many others. In 2010, Arnold was honored by the Prescott Young Professionals with the coveted 2010 Visionary Award.

As a member of the Prescott city Council, Arnold's top priority is to ensure continued support for the police, fire, and public works departments. He believes these core services are fundamental to ensuring every citizen's basic right to health, safety, and quality of life.

Arnold graduated from Prescott High School in 2003 and continued his education at Yavapai College and the University of Arizona, developing a foundation for his specialties in regional planning and economic development.

In his professional life, Arnold owns Southwest Development Consultants and Northern Arizona Tree Service.

Steve Blair, Councilman

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

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

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

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

Alan Carlow, Councilman

Alan Carlow is first and foremost a business professional and public servant. Following Tammy Linn's resignation in July 2011, he was elected to fill the remaining two-years left on her council seat. He plans to draw upon his 30 years of diversified business expertise to meet his number one priority of enhancing Prescott's "Everybody's Hometown" values by striving to be an open, vibrant city.

Carlow hails from Michigan by way of California and Colorado and has lived in Prescott for four years. He's been actively involved with numerous community groups including the Prescott Chamber of Commerce as a member of the Economic Development and Government Affairs committees.

Older adult issues have been an area of focus for Carlow. He's served as Chairperson for the 2050 Committee's senior issues group and was an original member of Yavapai Elder Abuse Regional Task Force. Carlow ranks serving as President of Tender Hearts Elder Care Advisory Services among the highlights of his career.

Carlow is currently the CEO of a mortgage post-closing technology and services start-up company. He holds a Masters degree in Business Administration and is a Certified Senior Advisor with expertise in strategic planning, business development, and best practices implementation. As a Vice President at GE Capital (Mortgage Insurance & Residential Connections), Carlow was a Senior Operations Leader performing merger and acquisition activities as well as business integration.

As a Prescott city council member Carlow is dedicated to providing quality basic services and maintaining necessary infrastructure. He will support fiscal responsibility by spending conservatively, prioritizing projects, reducing costs and improving service levels. He will promote economic development by creating an environment for business growth and retention.

ORGANIZATIONAL CHART AND CITY OFFICIALS

Chris Kuknyo, Councilman

Chris Kuknyo is a longtime Prescott resident. He relocated from Chicago with his family in 1978 and immediately fell in love with the area's forests, lakes, and trails.

Kuknyo graduated from Prescott High School in 1984 and began pursuing a career in broadcasting. After marrying his wife May in 1990, Kuknyo set his radio-television aspirations aside in order to earn a living that would allow the newlyweds to raise a family. Over the next decade, he held a series of jobs, working as an underground miner, asphalt mover, and factory machine operator.

In the summer of 2000, Kuknyo's fortunes changed when a longtime friend asked him to partner in a start-up trash hauling venture. By 2011, "the little company that started with one truck and a dream" had over 30 employees providing service to homes from Chino Valley to Sedona.

Kuknyo spends his free time keeping up with the activities of his two teenage children. He also participates in various community programs having served on the boards of the Prescott Valley Chamber of Commerce and Economic Development Foundation. Kuknyo says he is also a passionate supporter of the Yavapai Food Bank.

As Chairman of the Governmental Affairs committee, Kuknyo has traveled to Washington, D.C. to testify before the congressional committee on small business. He believes that targeted regional economic development and cooperation will attract the base jobs needed to sustain essential services and infrastructure.

Kuknyo's primary goal as a Prescott City Councilman is to work towards increasing governmental transparency and responsiveness to all citizens.

Jim Lamerson, Councilman

With a well-worn copy of the Constitution of the United States in his shirt pocket and a personal commitment to the moral tenants of the Ten Commandments, Jim Lamerson is dedicated to his responsibility as a City Council member because, in his own words, "It's the right thing to do."

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

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

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

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

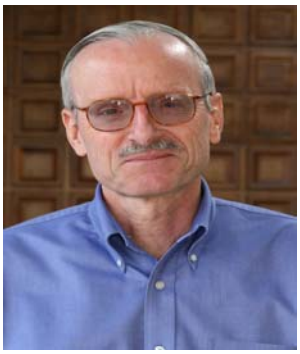
ORGANIZATIONAL CHART AND CITY OFFICIALS

Len Scamardo, Councilman

Len Scamardo has twice been unanimously appointed to the Prescott city council. In July, 2011 he did a four month stint for Tammy Linn following her resignation until a permanent replacement was found. In April, 2012 he was once again appointed to serve on council – this time for departing member John Hanna who resigned in order to run for District 1 Supervisor in Yavapai County.

Scamardo has nearly 20 years of experience on City of Prescott boards and commissions. He served two four-year terms on the Prescott Board of Adjustment followed by three terms on the Planning and Zoning Commission as commissioner. He has also served on the City's Unified Development Code Committee. Scamardo moved to Phoenix in 1979 to take a commercial real estate job with Lucky Stores. He retired in the late 1980s and opened a store in downtown Prescott with his daughter.

A native of upstate New York, Scamardo had a lengthy, successful career in commercial real estate and shopping center development. His present term will expire in November, 2012.



Craig McConnell, City Manager

Craig McConnell was appointed to the City Manager position in August of 2011, after serving as a temporary City Manager since May.

McConnell started with the City of Prescott in 2002 as the Public Works Director. Since 2008, he has served as Deputy City Manager and recently, Regional Programs Director. McConnell's focus in the past has been on major issues like infrastructure planning, annexations, water, and the Big Chino Water Ranch. Clearly, his greatest challenge will be to keep the general fund balanced.

McConnell began his career as a U.S. Navy Civil Engineer Corps Officer in 1971. He holds a Master's degree in civil geotechnical engineering and has over 30 years experience in varying levels of government and executive level management.

INTRODUCTION

AWARDS

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, 2012. 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, 2012

President

Executive Director

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

Budget Policy

Background

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

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

Standards

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

Fund Reserves

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

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

- Reserve of amounts for inventories, advances to other funds, or other amounts unavailable for appropriation.
- Designation of amounts re-appropriated from unencumbered balances for the completion of projects in subsequent periods.
- An unreserved and undesignated balance equal to 20% of the Fund's operating revenues: 10% to be used for the cash flow need due to timing differences between receipts and disbursements during the fiscal year and 10% that can only be used with approval of the City Council to cover unanticipated expenditure and revenue shortfalls.

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

Budget Objectives

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

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

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

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

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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

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

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

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

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

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

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

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

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

Five-Year Capital Improvement Program (CIP)

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

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

Financing of capital expenditures from available funds, pay-as-you-go-funding, is the least costly and most desirable method to cover capital expenditure. Every effort will be made in the CIP to accumulate funds to allow this method of funding.
Necessary capital expenditures, which are unable to be funded from available resources, will follow financing options and methods outlined in the Debt Management Policy.

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

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

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

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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

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

Budget Preparation

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

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

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

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

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

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

If the proposed primary tax levy, excluding amounts attributable to new construction, is greater than the amount levied by the City the previous year, notification of the public hearing will be published. The following requirements will be met:

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

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

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

Budget Adoption

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

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

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

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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

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

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

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

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

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

Budget Amendments

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

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

Budgetary Accounting

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

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

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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

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

General Obligation Bonds may be used for any lawful project approved by the voters.

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

Pursuant to Arizona Constitution, principal outstanding may not exceed:

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

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

Municipal Property Corporation Bonds – These non-voter approved bonds are for all city-approved projects. In essence, the City makes annual payments equal to debt service under a lease-purchase or loan agreement with the Municipal Property Corporation. City payments may be guaranteed by pledge of excise taxes, enterprise revenues or annual appropriations. After the debt is retired, the City receives ownership of the financed project. The Municipal Property Corporation bonds are appropriate to use for 91) mandated projects that the City has no choice, but to complete, (2) projects that are a matter of public safety and welfare which can be backed by a sufficient revenue stream to allow retirement of the debt, or (3) projects which meet a stated economic development goal of the City. Examples of mandates include a required upgrade of a wastewater treatment plant or a landfill closure. Current City of Prescott limitations on this financing technique is that the prior year's excise tax revenues must exceed maximum annual debt service by two times. Examples of public safety and welfare projects include water storage tanks, water transmission and distribution lines, sewer plan expansions and sewer collection system.

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

Improvement District Bonds are issued for numerous governmental purposes including financing streets, curbs, gutters, sidewalks, streetlights, wastewater systems, etc. Although the bonds are not subject to voter authorization, they may be rejected by a majority of property owners within the boundaries of the designated district. The debt repayment is through assessments levied against property located within the district and the debt is backed by a contingent liability of

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

the City's general fund. One restriction is that the improvements to be made cannot be of general benefit to the City as a whole. These bonds are recommended to be issued to bring unpaved streets to a paved status and installing wastewater systems within neighborhoods.

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

Investment of Municipal Funds
City of Prescott Investment Policy

I. SCOPE OF POLICY

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

A. FUND INCLUDED:

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

B. POOLING OF FUNDS:

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

II. PRUDENCE

Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probably safety of the capital as well as the probable income to be derived. The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio of funds, rather than a consideration as to the prudence of a single investment. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion to the City Manager and the City Council of the City of Prescott, and appropriate action is taken in accordance with the terms of this policy.

III. OBJECTIVES OF POLICY

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

A. SAFETY:

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

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

B. LIQUIDITY:

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

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

C. YIELD:

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

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

D. RISK OF LOSS:

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

IV. INVESTMENT STRATEGY

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

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

V. RESPONSIBILITY AND CONTROL

A. DELEGATION:

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

B. SUBORDINATES:

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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

C. CONFLICTS OF INTEREST:

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

D. DISCLOSURE:

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

E. INVESTMENT TRAINING:

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

VI. AUTHORIZED INVESTMENTS

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

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

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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

VII. INVESTMENT REPORTS

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

VIII. PORTFOLIO AND INVESTMENT ASSET PARAMETERS

A. BIDDING PROCESS FOR INVESTMENTS:

Investment officials for the City may accept bids for certificates of deposit and for all marketable securities either orally, in writing, electronically, or in any combination of these methods. The investment official will strive to receive two to three price quotes on marketable securities being sold, but may allow one broker/dealer to sell at a predetermined price under certain market conditions. Investments purchased shall be shopped competitively between approved financial institution and broker/dealers. Security swaps are allowed as long as maturity extensions, credit quality changes and profits or losses taken are within the other guidelines set forth in this policy.

B. MAXIMUM MATURITIES:

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

C. MAXIMUM DOLLAR-WEIGHTED AVERAGE MATURITY:

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

D. PRICING:

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

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

A. BIDDING PROCESS:

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

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

B. INSURABILITY:

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

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

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

1. Audited financial statements.
2. Proof of National Association of Security Dealers certification where applicable.
3. Proof of state registration where applicable.
4. Completed broker/dealer questionnaire.
5. Certification of having read the City of Prescott's investment policy.

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

X. COLLATERALIZATION OF CITY'S DEPOSITS

A. INSURANCE OR COLLATERAL PLEDGED:

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

B. COLLATERAL DEFINED:

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

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

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

C. COLLATERAL SAFEKEEPING AGREEMENT:

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

D. AUDIT OF PLEDGED COLLATERAL:

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

XI. SAFEKEEPING AND CUSTODY OF INVESTMENT ASSETS

All security transactions, including collateral for repurchase (reverse) agreements, entered into by the City shall be conducted using the delivery vs. payment (DVP) basis. That is, funds shall not be wired or paid until verification has been made that the correct security was received by the safekeeping bank. The safekeeping or custody bank is responsible for matching up instructions from the City's investment officials on an investment settlement with what is wired from the broker/dealer, prior to releasing the City's designated funds for a given purchase. The security shall be held in the name of the City or held on behalf of the City in a bank nominee name. Securities will be held by a third party custodian designated by the Chief financial Office and evidenced by safekeeping receipts. The safekeeping bank's records shall assure the notation of the City's ownership of or explicit claim on the securities. The original copy of all safekeeping receipts shall be delivered to the City. A safekeeping agreement must be in place which clearly defines the responsibilities of the safekeeping bank.

MAJOR CITY GOALS

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

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

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

In formulating the FY2013-14 Budget, recommendations were keyed on feedback from Mayor and Council through its goals, policies, and guidelines; input from various advisory committees; 2003 General Plan; community input (from individuals, neighborhood groups or service clubs): downtown groups; as well as corridor and area plans.

At the Council/staff retreat in January, City Council reaffirmed their vision, mission, core beliefs, and goals for the City thereby providing clear-cut guidance to staff in the formulation of the FY2014 Budget. The goals that were reaffirmed at this meeting are listed below:

Stronger Local Economy and Expanded Tax Base

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

Better Mobility through Improved Roads and Transportation System

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

Managed Growth for a Balanced Community

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

MAJOR CITY GOALS

Polished City – Beautiful and Clean

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

First Class Utility System

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

Alive Downtown

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

LINKING CITY GOALS TO BUDGET

CITY GOALS	**RELATED BUDGET ITEMS**
Stronger Local Economy and Expanded Tax Base	Economic Development Agreements/Incentives Kuebler Field and Parking Lot Goldwater Lake Day Use Expansion
Better Mobility through Improved Roads and Transportation System	Williamson Valley Road Pavement Preservation Senator Highway Reconstruction Park Avenue Reconstruction Mount Vernon Reconstruction Airport Runway Extension Ruger Road Realignment
Managed Growth for a Balanced Community	General Plan Update Water Model Update Wastewater Collection Model Update Impact Fee Ordinance Implemention Open Space
Polished City – Beautiful and Clean	Neighborhood Cleanup Household Hazardous Waste Day Automated Side Loader
First Class Utility System	Old North Tank Reservoir Replacement New Thumb Butte Reservoir Copper Basin Reservoir Small Water Main Upgrades Airport Phase 1 (3.75MG) Sundog Filter Replacement/Denitrification Cliff Rose Lift Station Upgrade Airport Zone 12 New Reservoir Recovery Wells at Airport
Alive Downtown	Bed Tax Projects

AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE

AMENDING THE BUDGET

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

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

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

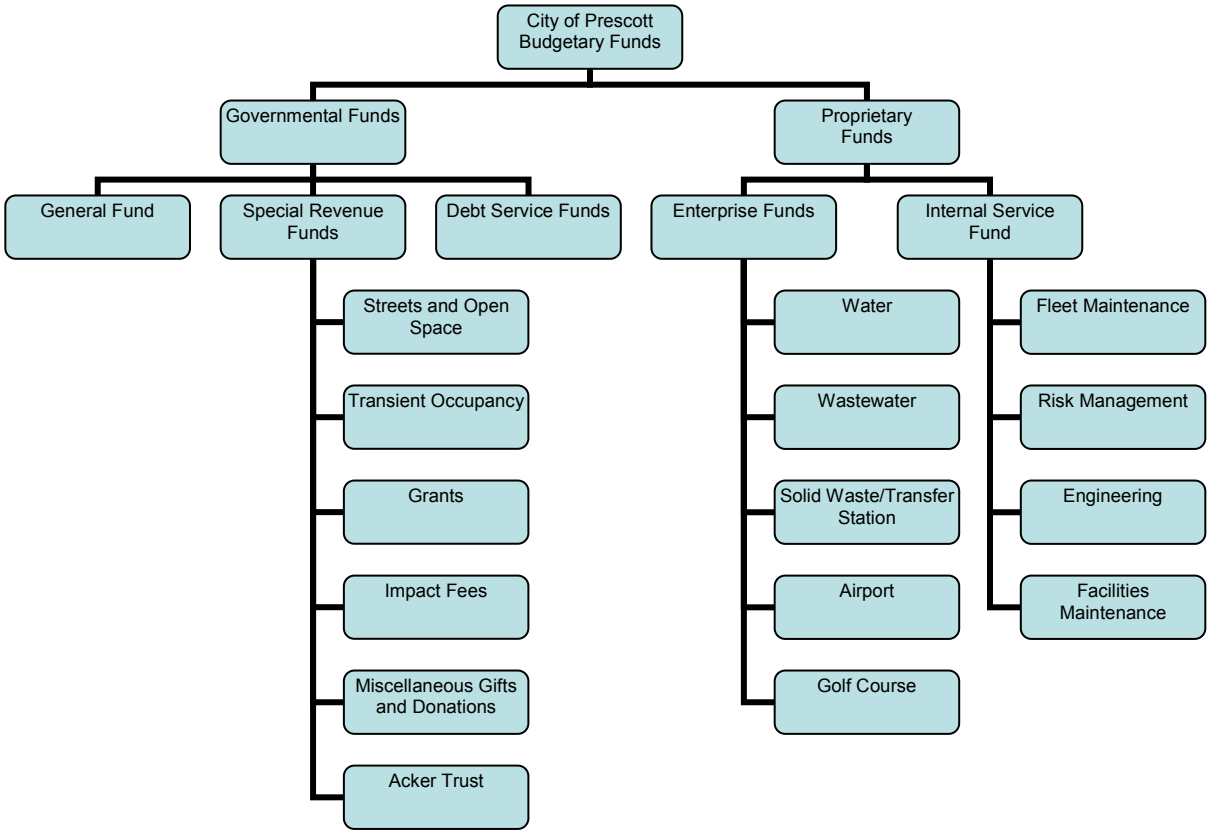
BUDGET BASIS

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

FUND STRUCTURE

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

AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE



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

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

AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE

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

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

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

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

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

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

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

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

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

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

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

Solid Waste/Transfer Station Fund – To account for 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.

AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE

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

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

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

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

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

FY2014 BUDGET TRANSMITTAL MESSAGE

This Fiscal Year 2014 (FY14) budget reflects many decisions made, and measures and actions taken, to address a local economy showing signs of a slow but as yet unassured recovery. The recessionary decline experienced from 2007 through 2010 dramatically impacted municipal and state governments throughout the country, including those in Arizona. The FY14 Budget continues the City's efforts to strategically approach and manage the challenges we face, particularly in the General Fund, incrementally allocating revenue to strengthen long term sustainability of services and organizational stability. The budget includes an increase in the primary property tax rate (for operations) and decrease in the secondary property tax rate (limited to bonding for specific projects) resulting in a substantial overall reduction in the total property tax rate. No change in the sales tax rate was recommended; the property tax adjustment continues the City of Prescott's distinction of having the lowest property tax and sales tax levies in the Quad City Area.

Despite growth in the economic activity generating revenue to fund City operations, the limited tools available to Arizona municipalities unduly rely upon one source of revenue, local sales/use tax, to support the City's General Fund. This is the fund through which basic governmental services are provided including police, fire, parks and recreation, library, planning and zoning, and general city governmental functions. Action taken to address this ongoing structural funding challenge include continuing review and restructuring of departments, eliminating unnecessary positions, enhancing operating efficiencies, reducing costs and, where possible, augmenting revenues through new intiatives.

The need for a comprehensive, in-depth analysis of City revenues and expenditures must remain a part of the public dialogue to set the stage for formulation of future budgets. The nine-month review process for the prior year budget continued through FY 13 and a slightly modified version guided the preparation for the FY 14 budget. This resulted in an updated Budget Action Plan which identifies specific areas, summarized below, for further work to address short and longer term operations, services, and finances.

1. Balance the FY 14 budget without significant reductions in services/levels of services
2. Critically review and implement organizational alternatives for fulfilling departmental missions more effectively/efficiently
    - The FY 14 budget includes a net addition of 1.5 budgeted full time equivalent positions, after the elimination, reclassification, and addition of positions across service units
    - The City joined the Arizona Municipal Risk Retention Pool (AMRRP), resulting in a reduction in insurance premium and a change to the City's requirements for financial reserves
3. Anticipate formulation during FY 14 of an Airport area-focused economic development vision and strategies integrating the "inside the fence" Airport property and the facilities development Master Plan, proximate privately owned properties, and Embry-Riddle Aeronautical University
    - Economic Initiatives Director recruitment completed and divisions reorganized to establish a new, airport-oriented focus which recognizes economic vitality and further potential of this area
4. Identify and pursue entrepreneurial opportunities for net new revenue generation
    - Airport and Library rates and fees have been adjusted to better reflect the market and drive operational efficiencies

FY2014 BUDGET TRANSMITTAL MESSAGE

- A request for proposals to privately contract the entire business operation of the golf course is underway, with the maintenance function being reorganized within the Parks and Recreation Department

5. Update the City's tourism development approach; consider "next level" opportunities and investment funding mechanisms; transition from General Fund support
    - To better focus on the group and leisure services markets, a part-time marketing position has been reclassified to a full-time sales manager, with other public relations and advertising duties being privately contracted
6. Work closely with the Yavapai County Board of Supervisors on items of mutual interest
    - Initial dialogue regarding the downtown has taken place, with future discussions regarding partnerships expected during FY 14
7. Commence review of public safety response models, in particular fire suppression and EMS services, to identify opportunities for enhanced efficiency at equal or better quality of service.

The primary goal in creating the FY 14 budget was to maintain services and programs at prior levels or better. This budget contains funding of merit and longevity adjustments for the City's dedicated employees, which have not been funded since 2009. The salary adjustments are to maintain alignment with the employment market, retain and reward quality employees, and continue to attract a highly qualified, customer service-oriented workforce.

The Fiscal Year 2014 Budget totals $173,123,611, which represents an 8.2% increase over the prior year level, primarily attributable to funding of projects in the City's aggressive infrastructure rehabilitation and replacement programs. The $88,247,934 Operating Budget primarily supports delivery of day to day core services, and is an increase of 14.1% over last year, almost all of which is the result of an $11,000,000 budgeted expense that will provide capacity for the potential refunding of existing debt issuance, and reduce the cost of interest over time. Excluding the debt refunding, the Operating Budget increased 0.7% over the prior year. The five year Capital Improvement Program (CIP) totals $95,945,909 with the Capital Budget for FY14 totaling $84,875,677.

As evidenced by the following highlights, the City continues to provide high levels of service to Prescott residents, businesses, and visitors, and realize many successes in our competitive commercial environment despite the budget challenges arising from external economic factors and the revenue structure of the state and its municipalities.

Financial Sustainability and Economic Vitality

- Addition of new business: Natural Grocers, Games People Play, Massage Envy, Colt Cleaners, Mattress Firm, Fresh Vitamins, Beall's Outlet, Frozen Frannie's, Prescott Station, Prescott Area Pet Emergency Hospital
- Film Office Projects: Volkswagen Das Auto Magazine, Arizona Lottery, The Aviators, Yavapai Gaming, "The Dance", "A Person Known to Me", "10", Ron Gould for Congress, CFM Productions, "Wide Awake".
- Successful in receiving two Arizona Commerce Authority Rural Grants for job creation and business expansion for Cobham, PLC. To date, the Program Tracking and Lean Production projects have resulting in the creation of six new jobs and over half a million dollars in new payroll.
- The City Council and Management Team worked collaboratively to provide enhancements to downtown traffic flow, pedestrian safety, and parking management

FY2014 BUDGET TRANSMITTAL MESSAGE

- Collected $199,976 in fees due through field and desk audits (income which otherwise would be unrealized)

Public Safety (Police and Fire)

- Police Department volunteers contributed a total of 11,290 service hours, including 7,184 hours which were worked by Citizens on Patrol volunteers
- A total of $63,224 in GOHS Grant funds were received for seatbelt enforcement, acquisition of a new marked police motorcycle and to augment enforcement equipment and paid overtime costs allowing the Police Department to administer twelve (12) DUI Taskforce, two-week enforcement of "Click it or Ticket" National Campaign efforts, and eight (8) Speed and Aggressive driver enforcement details
- Patrol Officers responded to 42,341 incidents; 26,776 were initiated as calls for service, with the remaining 15,365 self-initiated responses by the officer
- The Police Department Community Services Section oversaw the 15th annual "Shop with a Cop" program, which hosted 98 participant children
- The Police Department assisted Granite Mountain Middle School administration and teachers with emergency preparedness, providing a review of safety practices and facilities to identify opportunities for improved fortification, preparation, and to identify hiding places in the event of a lock down situation
- The Fire Department treated 438 total acres within the Prescott Basin, completed 2,326 Red-Zone home assessments and obtained two additional fuels mitigation grants for the wildland program
- 2,192 students were trained in fire and life safety and the Juvenile Fire Setter program was reestablished via collaboration between the Fire Department and Yavapai County Juvenile Court
- The Fire Department applied for and received the FEMA 2012 Assistance to Firefighters Grant for $186,000 to purchase a mobile live fire multi-trainer system, audio-visual equipment for the classroom, and commercial grade treadmills

Major Capital Projects

- Zone 27 Water Reservoir Pump Station and Mains
- Zone 19 Water Reservoir, Piping and Pump Station (Copper Basin)
- Zone 12 Water Tank and Transmission Main
- Granite Creek And Willow Creek Dam Repairs
- Cliff Rose Wastewater Lift Station
- Sundog Wastewater Treatment Plant (WWTP) Nitrification/Denitrification Project
- Sundog WWTP Filter Repair and Replacement
- Airport Water Reclamation Facility Phase I Construction (3.75MG)
- City Shop Underground Storage Tank Cleanup
- S. Mount Vernon Avenue Street and Utilities Reconstruction
- Senator Highway Reconstruction
- FY13 Dexter Neighborhood Sidewalk Improvements
- 2013 Pavement Rehabilitation Project
- FY13 Chip Seal-Various Streets
- Williamson Valley Rd Widening

FY2014 BUDGET TRANSMITTAL MESSAGE

Streets/Traffic Engineering/Drainage

- Responded to 17 emergency storm events (2,808 man-hours)
- Maintained 576 lane-miles of paved streets
- Replaced and repaired 1,438 traffic control and street signs
- Maintained 400 antique globe street lights in Central Business and Historic Districts
- Maintained 50 traffic signals and 4 roundabouts
- Initiated Intergovernmental Agreements for 1.2 million in Safe Route Infrastructure grant improvements
- Reviewed and approved 142 construction traffic control plans
- Provided traffic control plans and/or plan review for 49 special events
- Secured $890,000 from the Yavapai County Flood Control District for engineering design and floodplain analysis for Cliff Rose Subdivision (as-builts), Yavapai Hills Drainage Improvement Plans, Blackhawk Drainage Improvement Plans, Willow Creek Levee Analysis, Willow Creek Tributary, Willow Creek Reservoir Tributary, Granite Creek (Watson Lake to City limits)

Administrative Process Improvements

- Upgraded online agenda search and code publication software to provide easier public access to information
- Implemented online bill-pay and account review for utility billing enabling customers to view 12 months of account history and pay their bill
- Contracted with Sterling Information Systems for electronic background checks on all new employees thereby reducing the response time to one day for background results as opposed to two weeks and reducing the charge per new employee from $140 to $35 each
- Processed over 500 more applications than in FY12, participated on most interview panels of over 80 managed recruitments including high level positions such as City Clerk, City Attorney and Police Chief to ensure legal compliance and fair hiring practices
- Initiated a “premium holiday” to employees for month of December and distributed the City’s portion of December’s health insurance premium to employees through a longevity based one-time payment as a thank you for four years of service without pay raises and for keeping premium increases to a minimum by being health conscious

Quality of Life

Elks Opera House

- Completed sale of Elks Opera House to Elks’ Theatre and Performing Arts Center, Inc., an Arizona Non-Profit Corporation, for a sale price that covered the City’s investment in the purchase and renovation of the facility. The Elks’ Center is actively booking performances as the new operator, and working toward significant renovation of the exterior, and additional performance space acquired in a separate transaction with private parties for the remainder of the Elks’ building

Parks & Recreation

- A nine-hole disc golf course was constructed at Watson Lake Park using matching funds and labor from the local disc golf club. Sign-in sheets at the first tee box show an average of 30 players per day

FY2014 BUDGET TRANSMITTAL MESSAGE

- The community restitution program was successfully reorganized within the Parks and Recreation Department in FY 13 saving $45,000 per year. This program is instrumental in keeping public areas clean and polished. In FY 13 there were 16,729 hrs worked with a value of $121,285
- The department partnered with the Dahlberg foundation, Highlands Center for Natural History, and local businesses to make improvements and open the center as a self guided interpretive nature center at no cost to the City. Improvements included a new roof for the cabin, 1.5 miles of new trail, installation of a native plant garden and installing a new liner in the pond. Volunteer groups perform ongoing maintenance
- Coordinated and hosted the first ever Prescott's Great Outdoors event, which was revenue neutral and attended by over 2200 people
- Completed a license agreement and construction of trail that completes the Watson loop and connects it to a new 5.7 mile Willow Lake Loop trail, constructed by the volunteer Over the Hill Gang

Library

- A Library Advisory Board, appointed by the City Council, met monthly beginning in January to review the operations and funding of the library, and a report from the Board was presented to Council as key information to FY 14 budget discussions
- Over 719,112 items were circulated--an average of 18 items per capita and a 7% increase over FY12
- The Rock Garden, an early literacy center serving the youngest patrons and their caregivers, was created on the lower level of the library with support of the Friends and State grant funding and averages 35 visitors daily
- Presentation of 489 programs for youth resulted in 16,507 attending, and 235 adult programs were presented, including the Job Help Hub, which served Prescott residents searching for employment by providing assistance with resume creation, basic computer skills and interviewing skills with 4,617 persons attending these programs
- The Library Teen Advisory Group (TAG) was chosen as one of sixteen groups nationwide to participate in the American Library Association's Teens' Top Ten with the teens responsible for recommending titles to a national nomination list of new titles that is voted on by teens across the country

Community Development/Code Enforcement

- Implemented seven neighborhood enhancement projects resulting in the removal of 45.5 tons of waste
- Processed an annual caseload of 938 open cases, resulting in the successful closure of 926 cases and referral of four (4) cases to hearing officer for disposition
- The owners of six properties were recognized by the City Council with Historic Preservation Restoration and/or Stewardship Awards

Utility Systems (Water and Wastewater)

- Responded to and performed 3,254 Blue Stakes (marking water and sewer facilities)
- Leak Detection was performed on approximately 80,000 lineal feet of water main, ensuring water resource accountability and equitable billing for customers
- Replaced or repaired 62 fire hydrants to provide efficient fire protection

FY2014 BUDGET TRANSMITTAL MESSAGE

- Collected and submitted 910 water quality samples to monitor for constituents for state conformance
- Treated 72,944 feet of sewer main for root control as part of the Preventive Maintenance Program and cleaned 752,970 feet (142+ miles) of sewer main as part of the Structured Preventive Maintenance Cleaning Program
- The Camera Crew performed 168,393 feet (31+ miles) of CCTV inspection in sewer mains as part of condition assessment, preventive maintenance, and follow-up inspections
- The Department developed a regulatory compliant Wastewater Pre-treatment Program and obtained analytic and flow data from specific points within the wastewater collection system to assist preparation of technical program documents.
- Public outreach with the community was completed in conjunction with an Industrial Waste Survey to encourage participation and build community awareness of the Pre-treatment Program

Tourism

- Transient Occupancy (Bed) Tax revenue collection increased 2.92% despite occupancy being down a slight 0.9%
- Revenue per Available Room (RevPAR) increased 1.9%
- Average Daily Rate (ADR) also increased, up 2.8%
- The Tourism website was overhauled to enhance full screen graphics promoting the City's scenic beauty
- $6.4 million in media coverage was achieved, up from $4.9 million in FY 12. This represents a 24% increase in non-paid promotion.
- Representation was provided at six major trade/consumer/media shows

Challenges Going Forward

Despite our concerted efforts to address funding of the City's short and long-term operational and capital needs, significant challenges remain which will not be overcome in their entirety by turnarounds in the national and state economies:

- Census driven impacts to revenues collected and shared by the State
- Adequacy of funding sources to support both public safety and quality of life services
    - Dependence on local sales tax and constraints to property taxes
    - Reduction and elimination of grants providing important supplemental funding of public safety programs
- Local economic development and competition
- Shifting of financial costs from the State to municipalities
- Increases in employee insurance and retirement costs
- Increases in utility and fuel costs
- Compliance with more extensive, costly federal and state regulations
- Funding deferred replacement of vehicles and equipment, adequate maintenance of facilities, and necessary training

These items will require in-depth scrutiny and new approaches to assure that mandated responsibilities are successfully met.

FY2014 BUDGET TRANSMITTAL MESSAGE

In summary, this Fiscal Year 2014 Budget is focused on providing services and programs to our City's residents, retaining employees, and preserving amenities central to assuring a high quality of life in Prescott. These will continue to keep our community safe and clean, implement and complement strategic economic development, encourage tourism, and assure smooth traffic flow. In order to do so, tradeoffs were necessary including maintaining current levels and not adding substantially to the number of full time equivalent positions, measured review of requests for new operational funding and capital expenditures, and providing capacity for merit and longevity adjustments, as well as funding for reclassifications of position types that are not currently market competitive. The end result of the annual budget process responsibly balances income and expenditures to effectively and efficiently deliver the services our citizens need and expect.

I wish to thank the City Council for their guidance and support in this process, the invaluable input from residents, and the employees of Prescott for their contributions in keeping Prescott a city renowned for its welcoming, picturesque ambiance.

Respectfully submitted,

Craig McConnell
City Manager

FY2014 BUDGET SUMMARY

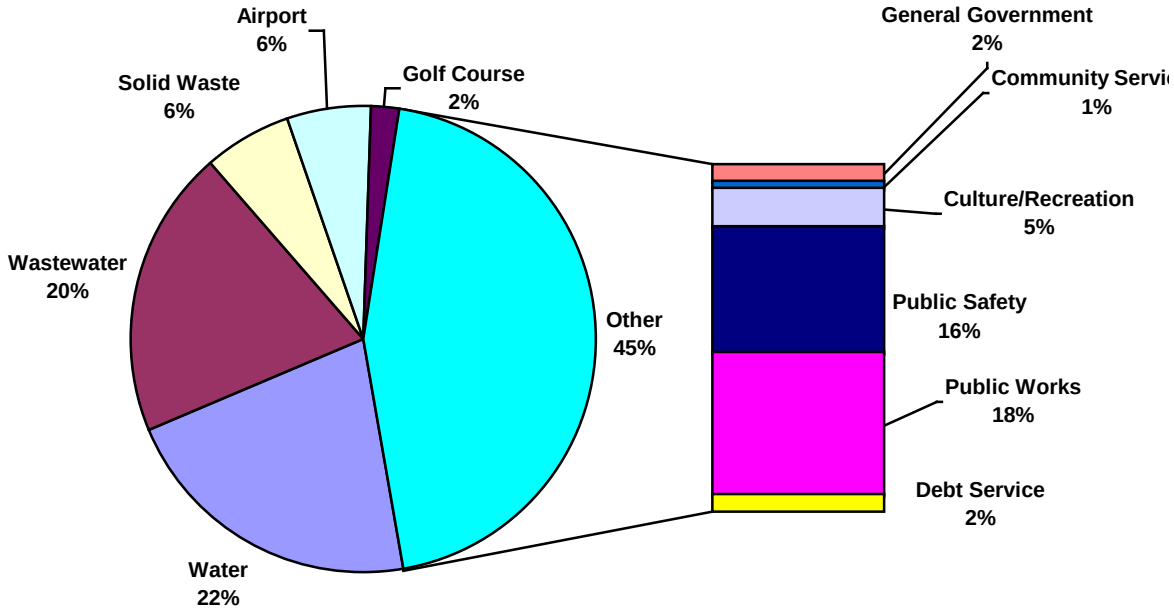
The FY2013-14 Budget consists of two different components – the operating budget and the capital budget. The operating budget is $88,247,934 representing a 14.1% increase from FY2012-13. The operating budget is comprised of the costs to continue operations from year to year without any capital expenditures. It encompasses all the basic services provided to Prescott's residents: police and fire protection; parks and recreation; library services; water; wastewater; solid waste collection including recycling; streets maintenance; planning and zoning; building inspection; economic development; and administrative services. The operating budget has been prepared without an increase in taxes.

The second component, the capital budget, is set at $84,875,677, a 2.6% increase from FY2013-14. It includes projects and new programs that are included in the five-year plan and considered affordable within current revenue sources or planned debt issuance. Capital budgets tend to rise and fall each year depending on the timing of projects – especially if a city, such as Prescott, is primarily on a "pay-as-you-go" program.

The operational and capital components bring the total budget for FY2013-14 to $173,123,611

The following pie chart shows how the FY2013-14 expenditures of $173,123,611 are spread percentage wise among the various Enterprise Funds and Governmental Funds.

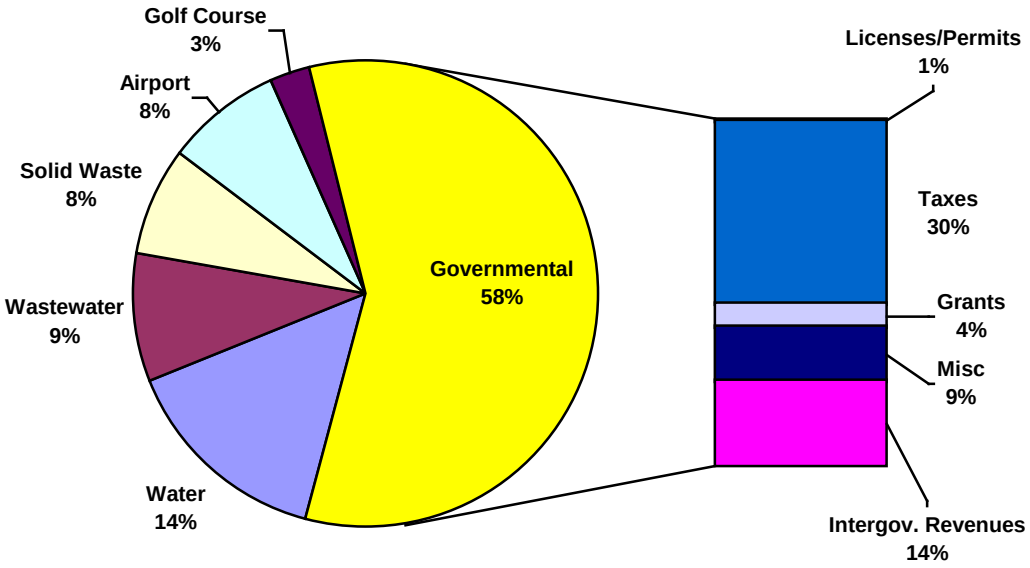
City of Prescott Expenditures



FY2014 BUDGET SUMMARY

FY2013-14 revenues of $103,720,962 are shown below in the same format for your easy comparison.

City of Prescott Revenues



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

FY2014 BUDGET SUMMARY

CITY OF PRESCOTT
ALL FUNDS SUMMARY

	Actual FY2010	Actual FY2011	Actual FY2012	Budget FY2013	Est End FY2013	Budget FY2014
Source of Funds:						
Beginning Fund Balance						
General Fund	11,904,768	19,580,170	16,432,568	14,954,937	14,954,937	17,976,466
Special Revenue Funds	14,856,515	18,175,581	31,510,163	18,035,174	18,035,174	18,963,512
Other Funds	8,701,833	9,459,014	8,645,243	8,344,775	8,344,775	7,665,445
Enterprise Funds	32,236,971	33,888,868	38,479,063	27,209,564	27,209,564	49,900,964
Total Beginning Fund Balance	67,700,086	81,103,634	95,067,038	68,544,450	68,544,450	94,506,388
Revenues						
General Fund	31,436,877	29,184,635	28,759,449	29,691,997	31,017,240	31,152,384
Special Revenue Funds	19,958,337	20,370,285	19,336,367	21,757,113	19,308,850	24,834,777
Other Funds	2,269,048	2,315,316	2,526,740	3,146,610	2,273,874	582,734
Enterprise Funds	33,696,461	35,787,151	39,652,728	46,061,391	45,874,503	40,987,154
Subtotal	87,360,722	87,657,387	90,275,284	100,657,111	98,474,467	97,557,049
Other Funding Sources						
Bond Proceeds	38,515,381	15,138,969	5,844,307	30,369,451	35,906,121	35,151,180
Costs Recovered From Other Funds	8,512,311	6,169,169	6,804,927	6,776,661	6,704,091	6,163,913
Transfers In	12,482,955	475,155	617,913	590,182	500,115	845,766
Subtotal	59,510,647	21,783,293	13,267,147	37,736,294	43,110,327	42,160,859
Total Revenues and Other Funding Sources	146,871,369	109,440,680	103,542,431	138,393,405	141,584,794	139,717,908
Use of Funds:						
Operating Budget						
General Fund	29,243,278	29,045,393	29,460,332	29,121,839	29,025,778	30,726,547
Special Revenue Funds	5,134,814	6,972,890	7,967,558	7,663,086	7,714,284	7,526,265
Other Funds	8,626,542	8,586,032	8,749,801	10,190,841	8,998,966	7,139,917
Enterprise Funds	36,397,468	27,824,698	29,880,477	29,755,573	24,614,377	42,855,205
Subtotal	79,402,102	72,429,012	76,058,168	76,731,339	70,353,405	88,247,934
Capital Budget						
General Fund	547,413	3,079,464	610,439	861,961	551,106	1,070,201
Special Revenue Funds	24,763,534	16,770,647	25,346,173	26,457,656	15,399,485	24,330,812
Other Funds	1,437,636	712,224	695,270	2,381,797	658,329	2,491,251
Enterprise Funds	17,340,732	9,888,356	26,898,997	53,626,542	34,715,261	56,983,413
Subtotal	44,089,316	30,450,691	53,550,879	83,327,956	51,324,181	84,875,677
Transfers Out	11,724,526	657,264	268,906	666,663	500,115	845,766
Total Expenditures and Transfers Out	135,215,943	103,536,968	129,877,953	160,725,958	122,177,701	173,969,377
Ending Fund Balance						
General Fund	19,580,170	16,432,568	14,954,937	14,072,950	17,976,466	16,585,219
Special Revenue Funds	18,175,581	23,450,474	18,035,174	5,949,371	18,963,512	12,297,647
Other Funds	9,459,014	8,645,243	8,344,775	5,698,158	7,665,445	4,780,924
Enterprise Funds	33,888,868	38,479,063	27,209,564	20,494,711	49,900,964	30,640,463
Total Ending Fund Balance	81,103,634	87,007,348	68,544,450	46,215,191	94,506,388	64,304,253

FY2014 BUDGET SUMMARY

CITY OF PRESCOTT
GENERAL FUND
FUND SUMMARY

	Actual FY2010	Actual FY2011	Actual FY2012	Budget FY2013	Est End FY2013	Budget FY2014
Source of Funds:						
Beginning Fund Balance						
General Fund Reserve	6,480,160	6,287,375	5,836,927	5,751,890	5,751,890	6,203,448
Capital Reserve		4,674,618	1,673,324	1,796,589	1,796,589	5,916,780
Long-Term Commitments	3,220,065	3,348,959	2,837,301	2,400,000	2,400,000	2,768,678
Interfund Loans	-	3,452,886	3,964,030	3,503,248	3,503,248	3,513,506
Unreserved Fund Balance	2,204,543	1,816,332	2,120,986	1,503,210	1,503,210	(425,946)
Total Beginning Fund Balance	11,904,768	19,580,170	16,432,568	14,954,937	14,954,937	17,976,466
Revenues						
Taxes						
Sales/Use Tax	13,646,121	12,144,489	12,593,700	12,625,000	13,190,000	13,520,000
Primary Property Tax	1,235,701	1,257,419	1,252,755	1,095,856	1,095,856	1,518,465
Franchise Taxes	1,673,000	1,637,128	1,624,459	1,719,092	1,641,156	1,658,979
Intergovernmental Revenues						
State Sales Tax	3,134,416	3,112,851	3,113,344	3,331,681	3,331,681	3,442,737
State Income Tax	5,263,678	3,968,257	3,362,779	4,069,508	4,069,508	4,445,081
State Vehicle License	2,341,887	2,273,532	2,129,852	2,070,382	2,070,382	2,073,120
Joint Dispatch	1,036,886	1,099,845	1,143,827	1,226,681	1,212,586	1,215,787
Library	749,770	919,721	591,924	582,123	550,931	550,931
Other	315,000	330,565	333,388	380,816	333,002	333,076
Licenses and Permits	304,243	388,083	455,250	332,600	400,853	444,800
Service Charges	918,739	1,155,854	1,277,465	1,399,458	1,379,345	1,226,058
Fines & Forfeitures	468,842	525,898	527,988	504,800	492,415	476,350
Miscellaneous	348,594	370,992	352,719	354,000	1,249,525	247,000
Subtotal	31,436,877	29,184,635	28,759,449	29,691,997	31,017,240	31,152,384
Other Funding Sources						
Lease Purchase Proceeds	-	-	-	-		
Transfers In	7,665,540	-	-	-	20,000	20,000
Subtotal	7,665,540	-	-	-	20,000	20,000
Total Revenues & Other Funding Sources	39,102,417	29,184,635	28,759,449	29,691,997	31,037,240	31,172,384
Use of Funds:						
Departments						
General Government						
Mayor and City Council	10,495	17,502	16,056	39,104	31,037	47,508
City Clerk	(91)	53,858	81,817	78,451	59,384	109,317
City Court	517,297	481,028	478,005	549,961	527,030	558,207
City Manager	143,050	179,125	8,872	112,250	113,803	124,602
Public Communications	54,833	52,814	(24,713)	(27,909)	(15,854)	40,586
Special Events	147,358	121,671	109,340	-	-	-
Prescott Community Access Channel	87,144	87,144	94,194	87,247	87,247	87,066
Legal	260,445	295,727	283,201	246,865	331,899	373,999
Economic Development	225,389	2,203,159	1,641,933	-	-	(10,000)
Human Resources	244,667	(71,836)	(14,480)	702	(32,055)	(16,000)
Insurance and Retirements	199,654	473,493	601,375	524,885	542,683	429,045
General Government Total	1,890,240	3,893,685	3,275,598	1,611,556	1,645,174	1,744,330

FY2014 BUDGET SUMMARY

CITY OF PRESCOTT
GENERAL FUND
FUND SUMMARY

	Actual FY2010	Actual FY2011	Actual FY2012	Budget FY2013	Est End FY2013	Budget FY2014
Budget and Finance	1,245,223	394,298	315,820	415,008	407,981	407,690
Field and Facilities				103,381	104,298	104,338
Administrative Services	233,795	330,593	277,790	-	-	-
Community Development	1,490,241	1,396,011	2,794,866	1,288,728	1,239,020	1,289,307
Parks and Recreation	5,239,869	2,537,552	2,447,938	2,896,449	2,898,693	2,896,679
Library		2,332,200	2,133,674	2,248,752	2,191,013	2,260,241
Police	9,505,904	9,075,056	9,053,830	12,122,646	12,079,152	12,944,215
Fire	7,184,086	6,699,849	6,828,192	7,045,229	7,070,371	7,745,125
Regional Communications	2,291,907	2,305,141	2,332,623	-	-	-
Economic Enterprises	-	-	-	1,390,090	1,390,076	1,334,622
Debt Service	162,014	81,007	-	-	-	-
Total Operating Budget	29,243,278	29,045,393	29,460,332	29,121,839	29,025,778	30,726,547
Capital Outlay/Projects						
General Government						
City Council	15,000	38,728	-	-	5,636	5,000
City Clerk	115,015	-	-	-	-	-
City Manager	-	-	-	-	-	-
Economic Development	-	2,142,742	39,470	-	-	10,000
Human Resources	-	-	-	-	-	16,000
Budget and Finance	188,585	22,488	15,915	146,940	94,019	-
Field & Facilities				35,000	1,459	83,541
Administrative Services	-	329,735	77,274	-	-	-
Community Development	14,514	3,066	4,788	19,500	12,500	19,500
Parks and Recreation	226,049	17,939	41,928	160,000	141,600	130,000
Police	-	-	144,998	323,145	152,379	274,448
Fire	-	274,064	-	177,376	143,513	531,712
Regional Communications	(11,750)	250,701	286,066	-	-	-
Total Capital Outlay/Projects	547,413	3,079,464	610,439	861,961	551,106	1,070,201
Transfers Out						
Economic Incentives	1,300,000	-	-	-	-	-
Grant Matches	317,579	207,381	166,309	590,183	358,795	766,883
Parking Garage	18,744	-	-	-	-	-
Total Transfers Out	1,636,323	207,381	166,309	590,183	358,795	766,883
Total Expenditures & Transfers Out	31,427,014	32,332,237	30,237,080	30,573,983	29,935,679	32,563,631
Ending Fund Balance						
General Fund Reserve	6,287,375	5,836,927	5,751,890	5,938,399	6,203,448	6,230,477
Capital Reserve	4,674,618	1,673,324	1,796,589	1,103,453	5,916,780	1,003,883
Long-Term Commitments	3,348,959	2,837,301	2,400,000	3,005,544	2,768,678	2,543,768
Interfund Loans	3,452,886	3,964,030	3,503,248	3,448,898	3,513,506	4,049,333
Unreserved Fund Balance	1,816,332	2,120,986	1,503,210	576,656	(425,946)	2,757,758
Total Ending Fund Balance	19,580,170	16,432,568	14,954,937	14,072,950	17,976,466	16,585,219

FY2014 BUDGET SUMMARY

CITY OF PRESCOTT
OTHER FUNDS
FUND SUMMARY

	Actual FY2010	Actual FY2011	Actual FY2012	Budget FY2013	Est End FY2013	Budget FY2014
Source of Funds:						
Beginning Fund Balance						
Expendable Trust Funds						
Acker Trust Fund	574,994	583,335	584,873	584,585	584,585	580,835
Miscellaneous Gifts & Donations	218,158	212,983	208,883	411,330	411,330	285,783
Internal Service Funds						
General Self-Insurance Fund	1,659,838	1,673,903	1,121,493	1,156,450	1,156,450	1,326,450
Central Garage Fund	5,751,504	6,348,574	5,610,030	4,817,978	4,817,978	4,032,001
Engineering Services Fund	32,581	196,765	683,394	942,417	942,417	984,661
Facilities Maintenance Fund	240,647	219,343	207,479	278,421	278,421	289,122
Debt Service Fund	224,111	224,111	229,091	153,594	153,594	166,593
Total Beginning Fund Balance	8,701,833	9,459,014	8,645,243	8,344,775	8,344,775	7,665,445
Revenues						
Taxes	1,622,151	1,914,717	1,914,717	2,925,019	1,925,019	537,244
Gifts and Donations	65,518	142,016	297,616	-	-	-
Interest	487,552	258,583	314,407	171,591	161,596	45,490
Miscellaneous	93,827	-	-	50,000	187,259	-
Subtotal	2,269,048	2,315,316	2,526,740	3,146,610	2,273,874	582,734
Other Funding Sources						
Lease/Purchase Proceeds	-	-				
Cost Recovery from Other Funds	8,512,311	6,169,169	6,804,927	6,776,661	6,704,091	6,163,913
Subtotal	8,512,311	6,169,169	6,804,927	6,776,661	6,704,091	6,163,913
Total Revenues & Other Funding Sources	10,781,359	8,484,485	9,331,667	9,923,271	8,977,965	6,746,647
Use of Funds:						
Departments						
Internal Service Funds						
General Self-Insurance Fund	1,961,382	2,364,014	2,102,961	2,243,329	2,026,850	1,375,414
Central Garage Fund	1,883,398	1,930,585	2,106,659	2,257,453	2,288,870	2,326,693
Engineering Services Fund	1,780,009	1,325,418	1,600,862	1,618,817	1,617,920	1,687,960
Facilities Maintenance Fund	1,015,974	981,044	967,058	1,101,632	1,096,715	1,184,116
Debt Service Fund	1,985,779	1,984,971	1,972,261	2,969,610	1,968,611	565,734
Total Operating Budget	8,626,542	8,586,032	8,749,801	10,190,841	8,998,966	7,139,917
Capital Outlay/Projects						
Expendable Trust Funds						
Acker Trust Fund	9,365	8,800	9,500	9,750	9,750	10,000
Miscellaneous Gifts & Donations	70,693	146,116	95,169	205,547	125,547	285,783
Internal Service Funds						
Central Garage Fund	1,357,578	557,308	576,350	2,010,500	510,500	2,052,000
Facilities Maintenance Fund	-	-	14,251	156,000	12,532	143,468
Total Capital Outlay/Projects	1,437,636	712,224	695,270	2,381,797	658,329	2,491,251
Total Expenditures & Transfers Out	10,064,178	9,298,256	9,445,071	12,572,638	9,657,295	9,631,168
Ending Fund Balance						
Expendable Trust Funds						
Acker Trust Fund	583,335	584,873	584,585	584,585	580,835	576,835
Miscellaneous Gifts & Donations	212,983	208,883	411,330	205,783	285,783	-
Internal Service Funds						
General Self-Insurance Fund	1,673,903	1,121,493	1,156,450	1,171,099	1,326,450	1,346,450
Central Garage Fund	6,348,574	5,610,030	4,817,978	2,491,025	4,032,001	1,599,308
Engineering Services Fund	196,765	683,394	942,417	943,335	984,661	933,116
Facilities Maintenance Fund	219,343	207,479	278,421	140,737	289,122	147,622
Debt Service Fund	224,111	229,091	153,594	161,594	166,593	177,593
Total Ending Fund Balance	9,459,014	8,645,243	8,344,775	5,698,158	7,665,445	4,780,924

FY2014 BUDGET SUMMARY

CITY OF PRESCOTT
ENTERPRISE FUNDS
FUND SUMMARY

	Actual FY2010	Actual FY2011	Budget FY2012	Actual FY2012	Budget FY2013	Est End FY2013	Budget FY2014
Source of Funds:							
Beginning Fund Balance							
Water Fund	25,217,774	20,643,834	21,079,505	21,079,505	16,801,043	16,801,043	31,073,916
Wastewater Fund	(5,086,516)	1,982,554	4,870,937	4,870,937	6,429,165	6,429,165	14,248,819
Solid Waste Fund	6,881,778	7,036,817	7,513,091	7,513,091	7,020,140	7,020,140	8,299,840
Airport Fund	7,808,057	7,567,327	8,472,614	8,472,614	593,656	593,656	119,895
Golf Course Fund	(2,590,735)	(3,335,800)	(3,425,578)	(3,425,578)	(3,663,907)	(3,663,907)	(3,870,973)
Parking Garage	6,613	(5,864)	(31,506)	(31,506)	29,467	29,467	29,467
Total Beginning Fund Balance	32,236,971	33,888,868	38,479,063	38,479,063	27,209,564	27,209,564	49,900,964
Revenues							
Water	13,304,266	14,164,473	16,246,099	15,836,394	16,093,795	16,984,753	18,155,875
Wastewater	7,317,907	8,095,303	8,979,404	9,356,058	9,840,700	9,918,256	10,598,000
Solid Waste	8,784,924	8,257,228	8,186,900	8,142,382	8,294,520	6,559,290	6,361,520
Airport							
Operations	1,353,485	1,597,234	1,459,875	1,371,835	1,458,170	1,303,151	1,360,658
Grants	208,617	796,330	9,114,944	2,291,595	7,478,466	8,534,535	1,801,601
Golf Course	2,674,145	2,837,254	2,824,478	2,611,491	2,895,740	2,574,518	2,709,500
Parking Garage	53,117	39,329	40,540	42,973	-	-	-
Subtotal	33,696,461	35,787,151	46,852,240	39,652,728	46,061,391	45,874,503	40,987,154
Other Funding Sources							
Bond Proceeds	20,265,381	6,723,969	10,100,000	5,844,307	30,369,451	35,906,121	35,151,180
Transfers In	1,693,449	34,930	301,408	97,537	236,422	240,416	390,452
Subtotal	21,958,830	6,758,899	10,401,408	5,941,844	30,605,873	36,146,537	35,541,632
Total Revenues & Other Funding Sources	55,655,291	42,546,050	57,253,648	45,594,572	76,667,264	82,021,040	76,528,786
Use of Funds:							
Departments							
Water Fund	17,204,531	10,452,937	9,400,485	9,898,214	9,513,146	8,556,827	22,446,328
Wastewater Fund	5,847,431	5,524,108	7,525,034	7,831,480	7,748,390	6,852,137	9,814,083
Solid Waste Fund	8,329,204	7,538,153	8,110,134	8,076,395	8,256,620	5,039,532	6,343,388
Airport Fund	1,521,376	1,294,316	1,345,233	1,226,568	1,396,028	1,384,299	1,363,546
Golf Course Fund	3,419,210	2,932,602	2,821,974	2,847,820	2,841,391	2,781,584	2,887,860
Parking Garage	75,716	82,582	77,185		-	-	-
Total Operating Budget	36,397,468	27,824,698	29,280,045	29,880,477	29,755,575	24,614,379	42,855,205
Capital Outlay/Projects							
Water Fund	14,520,494	8,449,644	24,854,731	11,393,827	22,842,728	10,687,320	25,231,902
Wastewater Fund	2,177,863	738,002	11,747,127	4,633,472	22,371,400	14,620,319	27,379,143
Solid Waste Fund	35,487	-	580,000	474,341	687,526	240,058	2,185,270
Airport Fund	606,888	211,280	9,380,045	10,395,357	7,724,888	9,167,564	2,187,100
Golf Course Fund	-	489,430	-	2,000	-	-	-
Total Capital Outlay/Projects	17,340,732	9,888,356	46,561,903	26,898,997	53,626,542	34,715,261	56,983,415
Transfers Out							
Solid Waste Fund	265,194	242,801	247,350	84,597	-	-	-
Total Transfers Out	265,194	242,801	247,350	84,597	-	-	-
Total Expenditures & Transfers Out	54,003,394	37,955,855	76,089,298	56,864,071	83,382,117	59,329,640	99,838,620
Ending Fund Balance							
Water Fund	20,643,834	21,079,505	3,070,388	16,801,043	12,158,415	31,073,916	12,551,561
Wastewater Fund	1,982,554	4,870,937	4,678,180	6,429,165	4,900,075	14,248,819	11,804,773
Solid Waste Fund	7,036,817	7,513,091	6,762,507	7,020,140	6,370,514	8,299,840	6,132,702
Airport Fund	7,567,327	8,472,614	8,556,208	593,656	645,798	119,895	121,960
Golf Course Fund	(3,335,800)	(3,425,578)	(3,423,074)	(3,663,907)	(3,609,558)	(3,870,973)	-
Parking Garage	(5,864)	(31,506)	(796)	29,467	29,467	29,467	29,467
Total Ending Fund Balance	33,888,868	38,479,063	19,643,413	27,209,564	20,494,711	49,900,964	30,640,463

FY2014 BUDGET SUMMARY

Financial Issues:

Many financial issues are being faced by the City of Prescott in Fiscal Year 2013-2014. The economic downturn that is being felt in many communities has affected many revenue sources that contribute to the operations of the City of Prescott. The impact of these revenues is reflected below.

The City's share of the State Income Tax is up 9.2% over FY2013 estimated endings. State Income Tax is based on tax collections that were received by the State of Arizona two years ago. This significant increase reflects the beginning of the slow recovery in the economic climate. This, along with a 3.3% increase projected in the City's share of the State Sales Tax and a 0.1% higher State Vehicle License Tax contribution, will effect how the City will maintain basic service levels in the general fund service areas.

Sales tax revenues are estimated to increase 2.5% in FY2014 when compared to FY2013 revised estimates. The Prescott economy has been showing signs of recovery in fiscal 2013. Housing inventory has been dropping and values have shown some signs of stabilizing. Permits for single-family homes increased 111.1% in FY13 compared with 2012. New commercial permits are also up, the value of those permits increased over 2012 and 2013. Overall, new commercial permits gained from 9 in FY12 to 12 in FY13.

The highly anticipated Trader Joe's opened on the 7.5 acre site at the Shops at Gateway, along with Five Guys Burgers, House of Bread and Fresh Vitamins. New retailer Natural Grocers by Vitamin Shoppe broke ground at The Shops at the Boulders and Manzanita Outdoors located in the Depot Marketplace. New Prescott restaurants include Arturo's Mexican Restaurant and Prescott Station. Prescott Lakes Golf Course opened their new dining room and clubhouse. There has also been growth in the manufacturing/industrial sector. Davidson's, a gun wholesaler, has grown their operations in Prescott by expanding into a larger building near the airport. Cobham, PLC, an international aerospace manufacturer, relocated its slip ring manufacturing division to Prescott from France adding 8 new jobs.

Our property tax revenue is $1,705,665 (Primary $1,518,465, Secondary $187,200). Prescott's net assessed value for 2013 of $510,234,917 represents 22.4% of Yavapai County's net assessed values.

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

Employee Compensation and Related Issues:

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

Health insurance for employees (paid by the City) and for dependents (paid by the employee) remained the same.

The City's share of Public Safety Personnel Retirement costs increased. Police went from 41.18% to 43.98% of gross pay for FY2014. Fire went from 33.92% to 43.47% of gross pay in FY2014.

The Arizona State Retirement costs increased by 3.8% going from 11.14% to 11.54%. As the result of State Legislation, the City's share and Employee's share amount is a 50/50 split.

FY2014 BUDGET SUMMARY

The Tuition Assistance program and Pay-for-Performance continues to be placed on hold in FY2014.

There were no salary adjustments, merit increases, and pay-for-performance awards budgeted for in FY2014; however, funding of the 20.0% subsidy for employees' dependent insurance coverage remains in place. As in years past, funding has been allocated for an employee picnic as well as service awards dinner.

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

A net of 2.25 positions were added in FY2014.

For an easy reference to determine which departments had changes in funded positions, please see 5the following chart:

	FY2012	FY2013	FY2014
General Government + Grant	33.000	33.250	33.750
Budget/Finance	22.500	22.000	21.500
Field and Facilities	0.250	0.250	0.250
Community Development	15.750	13.150	12.650
Parks and Recreation	16.600	18.600	18.600
Library	25.000	23.000	23.000
Police	122.000	122.500	124.750
Fire	75.000	73.000	73.000
Economic Enterprises	5.050	5.500	4.750
Total General Fund + Grants	315.150	311.250	312.250
Fleet Maintenance	9.400	9.100	9.100
Self-Insurance	2.950	2.000	-
Facilities Maintenance	5.500	5.850	6.050
Engineering	17.800	17.300	17.300
Total Internal Service Funds	35.650	34.250	32.450
Water Department	41.300	40.900	41.650
Wastewater Department	34.600	34.600	35.100
Solid Waste Department	26.900	26.900	25.900
Airport Operations	7.000	7.250	8.250
Golf Course	17.050	16.000	16.000
Total Enterprise Funds	126.850	125.650	126.900
Streets and Open Space	34.600	34.600	36.400
CYMPO	2.500	-	-
Total Special Revenue Funds	37.100	34.600	36.400
Total Positions	514.750	505.750	508.000

FY2014 BUDGET SUMMARY

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

Capital Investments to Maintain Quality Basic Services:

With a few modifications, the capital investments included in the FY2013-2014 budget are part of the Five-Year Capital Improvement Plan adopted during the FY2012-2013 budget process.

Water Fund

The major funding allocation in the Water Fund is $2,500,000 for the design and construction of a new 3,250,000 million gallon reservoir to replace the existing tank in the same location. The water storage capacity this reservoir will provide is critical to meet growing peak demands in both this and adjacent pressure zones.

Other notable projects in the Water Fund include:

- $2,383,000 for the completion of the second production/recovery well within the Airport area and follow with sighting and developing of additional wells.
- Prescott Canyon Reservoir/Piping is budgeted at $2,273,814.
- Funding for New Thumb Butte Reservoir in the amount of $1,915,259. This project is to locate and purchase land and install a new 1.25 million gallon water reservoir located near the Thumb Butte Road area.

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

Wastewater Fund

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

- Airport Phase 1 ($124,151,180) is part of a multi-phased construction project for new improvements to upgrade the Airport Wastewater Treatment Plant to 3.75MG capacity.

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

Solid Waste/Transfer Station Fund

Several capital expenditures are planned in this fund for FY2013-2014. The following is a list of the equipment/capital projects that will be funded:
Landfill Cap Repair
Replacement Vehicles
Paving at the Transfer Station

FY2014 BUDGET SUMMARY

Repair Transfer Station Floor
Inert Debris Recycling
Household Hazardous Waste Day
Transfer Station Stand Alone Scale
Transfer Station Scale Replacement
Compactor Replacement
Rolloff Compactor
Security Camera Replacement
Welding Shop at Transfer Station
Big Belly Solar Compactors
Recycle Education & Outreach (REO)
Assembly and Training Room Modification
Work Lights at the Transfer Station

Airport Fund

Infrastructure projects totaling nearly $2.1 million are grant funded for FY2013-2014 with the City's share of these grants being $390,452.

Golf Course

There are no capital items budgeted in the Golf Course Fund in FY2013-2014.

Streets and Open Space Fund

Street maintenance operations continue to be funded at a level of $7.7 million. Maintenance operations include snow removal, striping (in-house and contractual), signage, signal maintenance, installation of new street lights including maintenance through Arizona Public Service, drainage improvements, trash and weed removal, crack sealing, pothole patching, unpaved road grading, and electricity for the street light system and traffic signals.

Included in the FY2013-2014 budget is $500,000 for potential open space purchases. Also in this fund is nearly $16.1 million in street projects; the largest of which is the Park Avenue Reconstruction project with $3.6 million budgeted. Other notable projects are the Walker Road Rehabilitation project ($705,000) and an amped up Pavement Maintenance and Rehabilitation Program budget at $4,503,809.

General Fund

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

Notable capital outlay in the General Fund for FY2013-2014 includes: Remodel at 215 N McCormick for the Fire Administration offices ($437,277), and the planned pavement preservation project in the parking lot at Roughrider Park in the amount of $80,000.

FY2014 BUDGET

GENERAL FUND

REVENUE SUMMARY

GENERAL GOVERNMENT

BUDGET & FINANCE

FIELD AND FACILITIES

ADMINISTRATIVE SERVICES

COMMUNITY DEVELOPMENT

PARKS AND RECREATION

LIBRARY

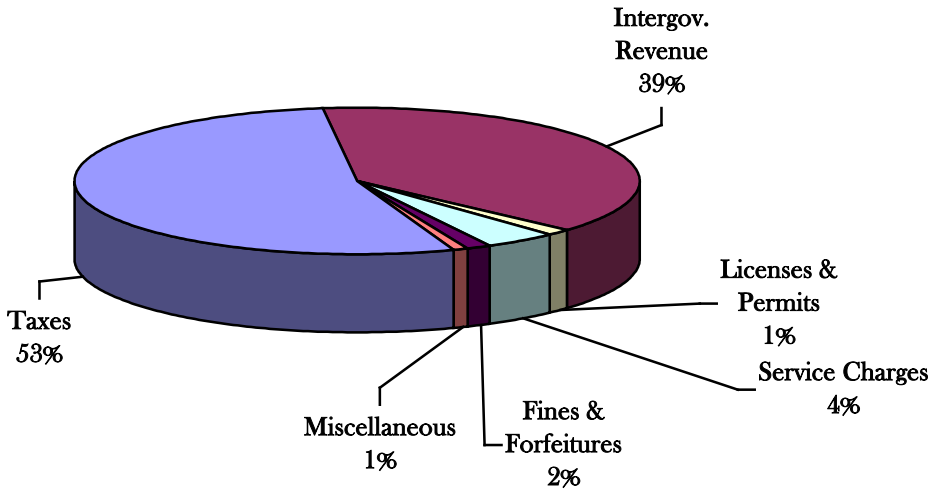
POLICE DEPARTMENT

FIRE DEPARTMENT

ECONOMIC ENTERPRISES

GENERAL FUND SUMMARY

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



The General Fund budget for FY2014 totals $31,796,748. Current year projected revenues total $31,152,384, which is a .4% increase from the revised estimates for FY2013 projected at $31,017,240.

Cash available as of July 1, 2013 is estimated at $17,976,466. As per the Budget Policy, $6,203,448, or 20% of operating revenues, of the available cash will continue to be held as a reserve. An additional $2,768,678 is reserved to meet long-term commitments. Also, effective the end of FY2010, the Capital Improvement Fund is combined with the General Fund. The $5,916,780 Capital Reserve and the Interfund Loans to the Golf Course ($3,513,506) originate from these funds.

Total General Fund revenue and expenditure activity for the past four years and projections for FY2014 are as follows:

GENERAL FUND SUMMARY

CITY OF PRESCOTT
GENERAL FUND
FUND SUMMARY

	Actual FY2010	Actual FY2011	Actual FY2012	Budget FY2013	Est End FY2013	Budget FY2014
Source of Funds:						
Beginning Fund Balance						
General Fund Reserve	6,480,160	6,287,375	5,836,927	5,751,890	5,751,890	6,203,448
Capital Reserve		4,674,618	1,673,324	1,796,589	1,796,589	5,916,780
Long-Term Commitments	3,220,065	3,348,959	2,837,301	2,400,000	2,400,000	2,768,678
Interfund Loans	-	3,452,886	3,964,030	3,503,248	3,503,248	3,513,506
Unreserved Fund Balance	2,204,543	1,816,332	2,120,986	1,503,210	1,503,210	(425,946)
Total Beginning Fund Balance	11,904,768	19,580,170	16,432,568	14,954,937	14,954,937	17,976,466
Revenues						
Taxes						
Sales/Use Tax	13,646,121	12,144,489	12,593,700	12,625,000	13,190,000	13,520,000
Primary Property Tax	1,235,701	1,257,419	1,252,755	1,095,856	1,095,856	1,518,465
Franchise Taxes	1,673,000	1,637,128	1,624,459	1,719,092	1,641,156	1,658,979
Intergovernmental Revenues						
State Sales Tax	3,134,416	3,112,851	3,113,344	3,331,681	3,331,681	3,442,737
State Income Tax	5,263,678	3,968,257	3,362,779	4,069,508	4,069,508	4,445,081
State Vehicle License	2,341,887	2,273,532	2,129,852	2,070,382	2,070,382	2,073,120
Joint Dispatch	1,036,886	1,099,845	1,143,827	1,226,681	1,212,586	1,215,787
Library	749,770	919,721	591,924	582,123	550,931	550,931
Other	315,000	330,565	333,388	380,816	333,002	333,076
Licenses and Permits	304,243	388,083	455,250	332,600	400,853	444,800
Service Charges	918,739	1,155,854	1,277,465	1,399,458	1,379,345	1,226,058
Fines & Forfeitures	468,842	525,898	527,988	504,800	492,415	476,350
Miscellaneous	348,594	370,992	352,719	354,000	1,249,525	247,000
Subtotal	31,436,877	29,184,635	28,759,449	29,691,997	31,017,240	31,152,384
Other Funding Sources						
Lease Purchase Proceeds	-	-	-	-		
Transfers In	7,665,540	-	-	-	20,000	20,000
Subtotal	7,665,540	-	-	-	20,000	20,000
Total Revenues & Other Funding Sources	39,102,417	29,184,635	28,759,449	29,691,997	31,037,240	31,172,384
Use of Funds:						
Departments						
General Government						
Mayor and City Council	10,495	17,502	16,056	39,104	31,037	47,508
City Clerk	(91)	53,858	81,817	78,451	59,384	109,317
City Court	517,297	481,028	478,005	549,961	527,030	558,207
City Manager	143,050	179,125	8,872	112,250	113,803	124,602
Public Communications	54,833	52,814	(24,713)	(27,909)	(15,854)	40,586
Special Events	147,358	121,671	109,340	-	-	-
Prescott Community Access Channel	87,144	87,144	94,194	87,247	87,247	87,066
Legal	260,445	295,727	283,201	246,865	331,899	373,999
Economic Development	225,389	2,203,159	1,641,933	-	-	(10,000)
Human Resources	244,667	(71,836)	(14,480)	702	(32,055)	(16,000)
Insurance and Retirements	199,654	473,493	601,375	524,885	542,683	429,045
General Government Total	1,890,240	3,893,685	3,275,598	1,611,556	1,645,174	1,744,330

GENERAL FUND SUMMARY

CITY OF PRESCOTT
GENERAL FUND
FUND SUMMARY

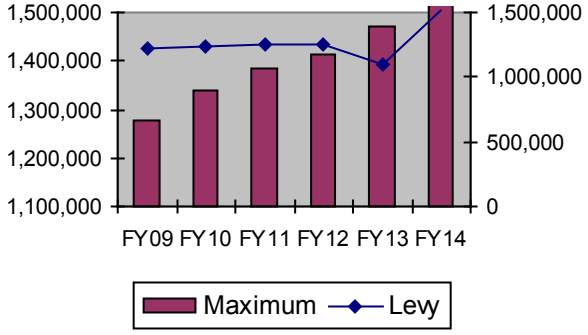
	Actual FY2010	Actual FY2011	Actual FY2012	Budget FY2013	Est End FY2013	Budget FY2014
Budget and Finance	1,245,223	394,298	315,820	415,008	407,981	407,690
Field and Facilities				103,381	104,298	104,338
Administrative Services	233,795	330,593	277,790	-	-	-
Community Development	1,490,241	1,396,011	2,794,866	1,288,728	1,239,020	1,289,307
Parks and Recreation	5,239,869	2,537,552	2,447,938	2,896,449	2,898,693	2,896,679
Library		2,332,200	2,133,674	2,248,752	2,191,013	2,260,241
Police	9,505,904	9,075,056	9,053,830	12,122,646	12,079,152	12,944,215
Fire	7,184,086	6,699,849	6,828,192	7,045,229	7,070,371	7,745,125
Regional Communications	2,291,907	2,305,141	2,332,623	-	-	-
Economic Enterprises	-	-	-	1,390,090	1,390,076	1,334,622
Debt Service	162,014	81,007	-	-	-	-
Total Operating Budget	29,243,278	29,045,393	29,460,332	29,121,839	29,025,778	30,726,547
Capital Outlay/Projects						
General Government						
City Council	15,000	38,728	-	-	5,636	5,000
City Clerk	115,015	-	-	-	-	-
City Manager	-	-	-	-	-	-
Economic Development	-	2,142,742	39,470	-	-	10,000
Human Resources	-	-	-	-	-	16,000
Budget and Finance	188,585	22,488	15,915	146,940	94,019	-
Field & Facilities				35,000	1,459	83,541
Administrative Services	-	329,735	77,274	-	-	-
Community Development	14,514	3,066	4,788	19,500	12,500	19,500
Parks and Recreation	226,049	17,939	41,928	160,000	141,600	130,000
Police	-	-	144,998	323,145	152,379	274,448
Fire	-	274,064	-	177,376	143,513	531,712
Regional Communications	(11,750)	250,701	286,066	-	-	-
Total Capital Outlay/Projects	547,413	3,079,464	610,439	861,961	551,106	1,070,201
Transfers Out						
Economic Incentives	1,300,000	-	-	-	-	-
Grant Matches	317,579	207,381	166,309	590,183	358,795	766,883
Parking Garage	18,744	-	-	-	-	-
Total Transfers Out	1,636,323	207,381	166,309	590,183	358,795	766,883
Total Expenditures & Transfers Out	31,427,014	32,332,237	30,237,080	30,573,983	29,935,679	32,563,631
Ending Fund Balance						
General Fund Reserve	6,287,375	5,836,927	5,751,890	5,938,399	6,203,448	6,230,477
Capital Reserve	4,674,618	1,673,324	1,796,589	1,103,453	5,916,780	1,003,883
Long-Term Commitments	3,348,959	2,837,301	2,400,000	3,005,544	2,768,678	2,543,768
Interfund Loans	3,452,886	3,964,030	3,503,248	3,448,898	3,513,506	4,049,333
Unreserved Fund Balance	1,816,332	2,120,986	1,503,210	576,656	(425,946)	2,757,758
Total Ending Fund Balance	19,580,170	16,432,568	14,954,937	14,072,950	17,976,466	16,585,219

GENERAL FUND SUMMARY

Property Tax: The primary property tax levy for FY2013-2014 is $1,518,465. This is a 38.56% increase from the FY2013 primary property tax levy. Staff was directed to increase the property tax to the maximum levy for FY2014. The FY2014 estimated primary rate is $0.2741 per $100 assessed valuation.

Annual Primary Property Tax Levies

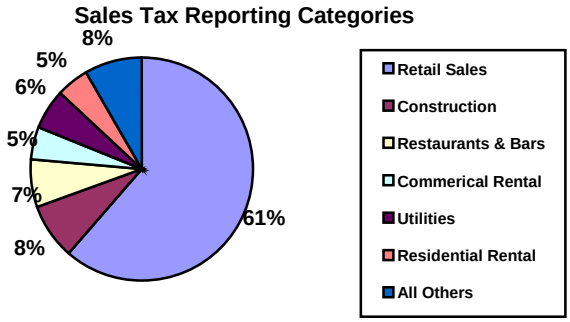
Fiscal Year	Primary Levy	% Change from Prev. Year	Primary Tax Rate
2008-09	1,215,502	4.7%	0.1839
2009-10	1,235,701	1.7%	0.1695
2010-11	1,257,419	1.8%	0.1737
2011-12	1,252,755	-0.4%	0.1978
2012-13 (est)	1,095,856	-12.5%	0.1978
2013-14 (est)	1,518,465	38.6%	0.2741



Transaction Privilege Tax (Sales Tax): All Arizona cities and towns have a transaction privilege tax which is commonly referred to as a sales tax. However, the transaction privilege tax is far more extensive than retail sales. It includes taxation of residential and commercial rentals; taxation of utilities and communications; taxation of retail sales; construction activities; and auto dealerships to mention a few. Thus, even if retail sales do not increase due to a competing regional environment, this revenue category can still increase. Sales tax is projected to yield $13,520,000. This estimate is 2.5% higher than previous year collections and is reflective of an economy that is slowly recovering.

City Sales Tax (Without Use Tax or Audits)

Fiscal Year	Revenues	% Change from Prev. Year
2008-09	11,894,244	-16.2%
2009-10	11,161,606	-6.2%
2010-11	12,144,489	8.8%
2011-12	12,593,700	3.7%
2012-13 (est)	13,190,000	4.7%
2013-14 (est)	13,520,000	2.5%

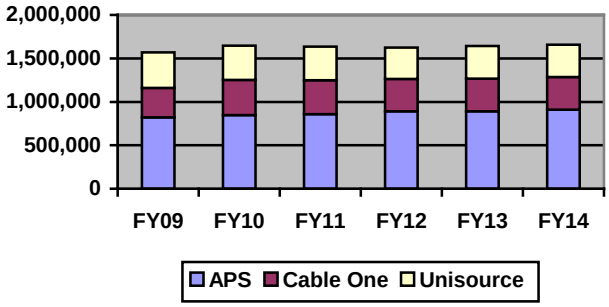


Franchise Taxes: Franchise taxes are from Cable One, Unisource Gas and Arizona Public Service. Franchise rates for Unisource Gas and Arizona Public Service are set (by the voters) at 2.0% of gross revenues while the negotiated rate for the cable company is 5.0% of gross revenues. From the ensuing table it can be observed the projection for FY2014 is 1.1% over FY2013 revised estimates.

GENERAL FUND SUMMARY

Franchise Taxes

Fiscal Year	Revenues	% Change from Prev. Year
2008-09	1,567,388	0.2%
2009-10	1,644,978	5.0%
2010-11	1,637,128	-0.5%
2011-12	1,624,459	-0.8%
2012-13 (est.)	1,641,156	1.0%
2013-14 (est.)	1,658,979	1.1%



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

State Shared Sales Tax

Fiscal Year	Prescott's Share of Total Distributed to Cities	Prescott's $ Share of Total Distributed to Cities	% Change from Prev. Year
2008-09	0.84%	3,243,790	-13.4%
2009-10	0.84%	2,991,924	-7.8%
2010-11	0.79%	3,112,851	4.0%
2011-12	0.79%	3,113,344	0.0%
2012-13 (est.)	0.79%	3,331,681	7.0%
2013-14 (est.)	0.79%	3,442,737	3.3%

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

The City of Prescott's share of State income tax is estimated to be $4,445,081 which is a increase of $375,573 or 9.2%. The State has estimated state income tax 9.2% higher than last year's estimate. This is the only one of the state shared revenues which can be accurately forecast since it is drawn from collections two years ago. From 1973 through FY1992, cities in Arizona shared in 15% of the State personal and corporate income tax collected two years prior and distributed in proportion to the cities' share of State population. Beginning in FY1993, the cities' share was lowered to 12.8%. This change was enacted by the State, along with revisions to the individual and corporate State income tax in 1990, and was designed to keep the cities' share revenue neutral. The portion of the State tax which will be distributed to cities and towns in FY2014 is estimated at $561.0 million and represents individual and corporate income tax collections by the State in the 2011-12 fiscal year.

The following table shows the City of Prescott's % allocation, $ share and % change since 2008-09.

GENERAL FUND SUMMARY

State Income Tax

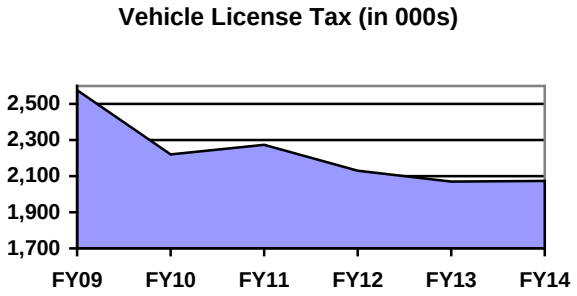
Fiscal Year	Prescott's % of State Collection	Prescott's $ Share of State Collection	% Change from Prev. Year
2008-09	0.84%	6,093,130	6.2%
2009-10	0.84%	5,263,835	-13.6%
2010-11	0.79%	3,968,257	-24.6%
2011-12	0.79%	3,362,779	-15.3%
2012-13 (est.)	0.79%	4,069,508	21.0%
2013-14 (est.)	0.79%	4,445,081	9.2%

Vehicle License Tax (Auto Lieu Tax): Prescott's share of the vehicle tax for 2013-14 is estimated to be .1% higher than the FY2013 revised estimate. Twenty-five percent of the net revenues collected for the licensing of motor vehicles by a particular county is distributed back to incorporated cities and towns within that county. License fees are collected by the State and distributed to counties, cities and towns. A city or town receives its share of the vehicle license tax collections based on its population in relation to the total incorporated population of the county. The only stipulation on the use of this revenue is that it must be expended for a public purpose.

The following chart illustrates the City's actual collections and percentage change since FY2008.

Vehicle License Tax

Fiscal Year	Revenues	% Change from Prev. Year
2008-09	2,576,593	2.7%
2009-10	2,220,951	-13.8%
2010-11	2,273,532	2.4%
2011-12	2,129,852	-6.3%
2012-13 (est.)	2,070,382	-2.8%
2013-14 (est.)	2,073,120	0.1%



Joint Dispatch: Revenues for this category are received from other governmental agencies participating in the Regional Communications Center. The Regional Communications Center became fully functional during fiscal year 2006. At that time seven and one-half dispatchers were transferred to the City from Central Yavapai Fire District. FY2014 revenues are projected to be fairly constant with the FY2013 revised estimates.

Library: Intergovernmental revenues for the Library consist of contributions from Yavapai County. Effective FY2012 the City is no longer the managing member of the Library Network.

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

GENERAL FUND SUMMARY

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

Service Charges: Recreation fees for sports and programs are the main element of the Service Charges grouping. Revenues are expected to decrease 11.11% when comparing FY2013 estimated endings to FY2014 budget. This is due to softball tournaments being outsourced to Arizona Softball Association. Another large revenue source listed under Miscellaneous is rents received by the City of Prescott. A majority of the rent received is for wireless sites located on City owned property. Other minor revenues in this category are Administrative Fees for Hassayampa community Facilities District and Sale of Property.

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

Miscellaneous: The largest revenue source in this area is Interest Earned. Typically staff is conservative when projecting interest earnings. This is evident when comparing the FY2013 estimated ending to the FY2014 budget.

GENERAL GOVERNMENT

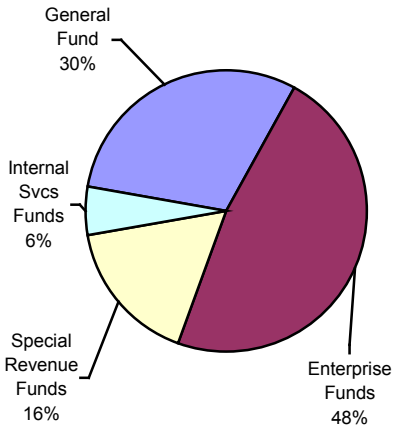
Mayor and Council

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

Mayor and Council Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 48,875	$ 50,660	$ 49,936
Supplies	3,965	3,000	3,000
Other Services & Charges	94,665	102,691	115,919
Capital Outlay/Projects	-	5,636	5,000
Total	$ 147,505	$ 161,987	$ 173,855
Cost Recovery	$ (131,448)	$ (125,314)	$ (121,347)
Capital Outlay/Projects			
Conference Room at City Hall			5,000
Total Capital Outlay/Projects			$ 5,000

Mayor and Council Funding Sources



Mayor and Council Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	7.00	7.00	7.00
Mayor	1.00	1.00	1.00
Councilmembers	6.00	6.00	6.00

Significant Expenditures Changes: There is a 12.9% increase in Other Services & Charges when comparing FY2013 estimated endings to FY2014 budget in Mayor and Council. This is largely due to an increase in the Travel and Training budget. Travel and Training budgets had been cut dramatically in the last several years as a result of the downturn in the economy. Mayor and Council felt it needed to be increased for FY2014 to meet their needs.

GENERAL GOVERNMENT

City Manager

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

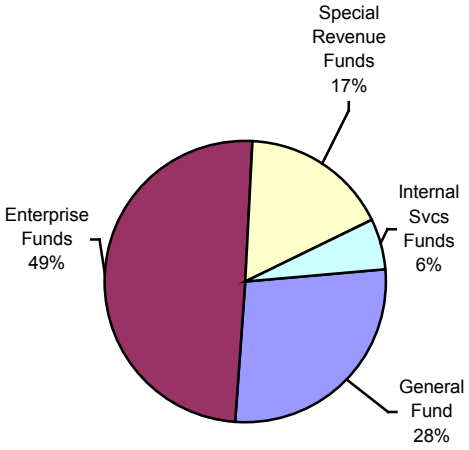
City Manager
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 375,742	$ 373,094	$ 384,884
Supplies	5,245	4,100	4,100
Other Services & Charges	73,505	65,191	63,518
Total	$ 454,492	$ 442,385	$ 452,502
Cost Recovery	$ (445,620)	$ (328,582)	$ (327,900)

City Manager
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	3.75	2.75	2.75
City Manager	0.75	0.75	0.75
Deputy City Manager	1.00	1.00	1.00
Asst to City Council	1.00	1.00	1.00
Asst to City Manager	1.00	0.00	0.00

City Manager
Funding Sources



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

City Clerk

Division Mission: The mission of the City Clerk's Office is to provide our internal and external customers with multiple support services and awareness of the democratic government process

GENERAL GOVERNMENT

Goal: To provide excellent customer service to internal and external customers while ensuring compliance with all applicable Arizona Laws, City of Prescott Charter and City Code.			
Strategy: Provide timely and accurate information and support to City Council so they have the resources needed to make decisions and comply with Arizona Open Meeting Law.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percent of time all agendas posted to website within 24 hours of meeting	100%	100%	100%
Percent of time all minutes are posted to website by deadline	100%	100%	100%

Prior Year Results and Outcomes

Boards and Commissions:

- Working with the Council Subcommittee, advertised, reviewed, and recommended for appointment, members to fill all Boards and Commission vacancies.
- Partnered with the City Attorney to provide Open Meeting Law training to all Boards and Commission members.
- Initiated a change in process to allow for the Loyalty Oath to be given at a Council meeting resulting in a greater awareness of the boards and commissions appointees and for formal recognition by Mayor and Council.
- Streamlined the process for agendas and minutes for all Boards and Commissions allowing us to efficiently track and to keep the City in legal compliance.

Records Management:

- Developed and initiated a formal File Plan for the department resulting in a better awareness and knowledge of the records that we maintain and to better control the record destruction
- Involved all departments who initiate contracts and completed an audit of all City contracts. This resulted in compliance with records destruction requirements and having active contracts in our files.
- Completed audit of all past Council Agenda's and Minutes. Most originals are now out of boxes and in more permanent binders in two locations. Will complete project in FY 14.
- Completed an audit of all Ordinances and Resolutions Most originals are now out of boxes and in more permanent binders in two locations. Will complete project in FY 14.
- Continue to share information and train representatives in all departments who are responsible for their department records.
- Consolidated all our file cabinets into one area in the department resulting in more efficient use of time for filing and researching records.
- 400 cubic feet of city wide records destroyed per ARS requirements
- Consolidated records for various departments in Records Center (Virginia St.) allowing us to better track retention dates.
- Initiated and oversaw the destruction of records in the shipping container at White Spar location resulting in eliminating use of the container.
- Created a cover sheet to be used for all contracts/agreements/IGA's, to ensure that all documents are routed through Legal and Risk before processing. This has allowed us to set destruction dates and to better manage city contracts.

GENERAL GOVERNMENT

City Council Support

- Developed a Council Action Follow-up form, which is uploaded to the City Website within 24 hours of action taken by Council, bringing the City into OML compliance.
- Developed and initiated a follow-up data base of all items going to Council to ensure that we can track all contracts and agreements, legal publications, and Ordinances and Resolutions
- Contracted with a Code Publishing company to ensure that all ordinances are codified correctly and uploaded to the website at the appropriate time.
- Researched agenda management and work flow software and contracted with SuiteOne resulting in more efficiently preparing agenda packets. Software allows staff to monitor "hits" on the website, allows for subscriptions to information in agendas and minutes, and has a search capability that will benefit internal and external customers.
- Initiated a new routing procedure for Special Event liquor license applications, involving both Police and Fires Departments in the

Election:

- Contracted with a vendor to provide Spanish translation for the ballot and publicity pamphlet.
- Prepared for an All-Mail Ballot Election in August of 2013 by creating a candidate packet and working closely with eight candidates.

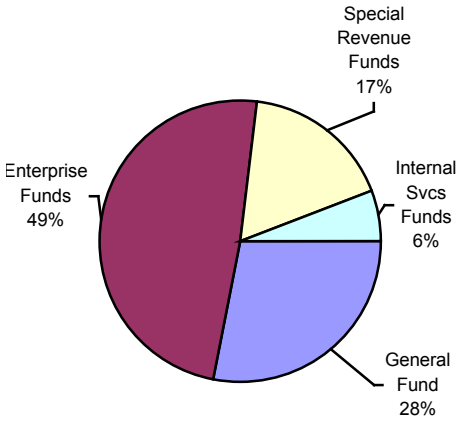
City Clerk
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 163,340	$ 159,107	$ 179,296
Supplies	3,688	4,000	4,000
Other Services & Charges	177,889	65,293	207,188
Total	$ 344,917	$ 228,400	$ 390,484
Cost Recovery	$ (263,100)	$ (169,016)	$ (281,167)

City Clerk
Staffing Summary

	FY11 Actual	FY12 Estimate	FY13 Budget
Authorized Staffing Level	2.00	2.00	2.50
City Clerk	1.00	1.00	1.00
Deputy City Clerk	0.00	1.00	1.00
Administrative Assistant	1.00	0.00	0.00
Secretary	0.00	0.00	0.50

City Clerk
Funding Sources



Significant Expenditure Changes: Personnel increased 12.7% when comparing the FY2014 budget to the FY2013 estimated endings. This increase resulted from the addition of half-time secretary.

GENERAL GOVERNMENT

Other Services & Charges displayed a significant increase also. The number of elections held each year causes this category to fluctuate. No elections were held in FY2013 which is apparent when looking at the numbers.

City Court

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

Goal: Utilize aggressive, court-driven case management to decrease litigant time and costs.			
Strategy: Manage the processing of cases from inception to completion and monitor case progress to assume control of scheduling specific events from filing to disposition.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Case Closure Rates (Cases both filed and paid in full during FY)	73%	73%	74%
Strategy: Utilize case management system to identify problems and monitor caseload status.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Case Disposition Rate (Calendar Year)	91%	93%	94%
Strategy: Conduct trial management conferences on each jury trial to minimize last-minute delays.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Trial Rate (3-10% rate nationwide)	1%	1%	1%

Goal: Emphasize enforcement of court orders and collection efforts.			
Strategy: Serve victims through court-ordered restitution.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Restitution $ collected by the Court for crime victims	$27,020	$28,500	$30,000
Strategy: Use a collection agency on previously uncollectible accounts.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
$ collected by collection agency for consolidated court on old and uncollectible accounts.	$134,815	$139,000	$143,000

GENERAL GOVERNMENT

Goal: Continue project to reconnect court to local community			
Strategy: Expand restorative justice concept by aggressive assignment of community restitution in lieu of jail.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Defendant's assigned	1,095	1,930	1,930
Hours completed	11,919	20,750	20,750
Minimum wage value	$ 92,968	$161,850	$161,850
Incarceration savings @ $70 per day	$119,190	$207,500	$207,500

Prior Year Results and Outcomes:

Continue to utilize volunteers for Civil Traffic Hearing Officers and City Council Chambers for hearings. There are currently five fully trained and active hearing officers. This program has received very positive comments from area officers in terms of professionalism and time efficiency.

Increased interceptions from 184 defendants' 2011 state tax refunds in 2012 that resulted in $26158.64 (approximately 24% increase from 2011) collected for city court ordered restitution and fine payment through Arizona Tax Intercept Program.

Corrected and completed 100's of disposition sheets for DPS in order for a future paperless program.

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

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

Continued to emphasize community service.

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

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

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

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

GENERAL GOVERNMENT

City Court
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 336,568	$ 375,973	$ 377,360
Supplies	6,656	7,500	7,500
Other Services & Charges	157,062	171,557	193,347
Total	$ 500,286	$ 555,030	$ 578,207
Cost Recovery	$ (22,281)	$ (28,000)	$ (20,000)

City Court
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	6.24	6.49	6.49
Senior Court Clerk	1.00	1.00	1.00
Court Clerk	4.75	5.00	5.00
Temp Employees	0.49	0.49	0.49

Significant Expenditure Changes: The 12.7% increase when comparing the FY2013 estimated endings to the FY2014 budget in Other Services & Charges is the result of monies not being expended in FY2013 that were budgeted. The full amount for Computer Services is budgeted again in FY2014.

Legal Department

Division Mission: Provide the highest caliber of legal service to the City, its officials and City departments by adhering to professional standards, garnering strong understanding of City operations and incorporating all relevant information into providing legal advice and guidance. Provide risk mitigation and risk management to City departments in an effort to reduce potential claims and/or lawsuits.

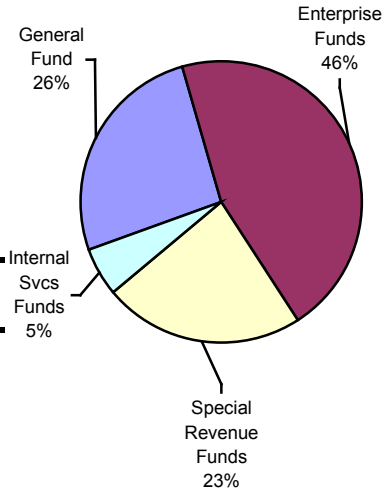
Prosecute violations of the City Code and misdemeanor violations of state law in an ethical manner to assure that justice is done.

GENERAL GOVERNMENT

Legal
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 853,307	$ 821,505	$ 900,612
Supplies	7,125	7,026	6,000
Other Services & Charges	132,329	190,162	163,685
Capital Outlay/Projects	-	16,392	-
Total	$ 992,761	$ 1,035,085	$ 1,070,297
Cost Recovery	$ (709,560)	$ (703,186)	$ (696,298)

Legal Department



Legal
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	8.50	8.50	8.50
City Attorney	1.00	1.00	1.00
Assistant City Attorney	0.00	3.00	3.00
Chief Asst City Attorney	1.00	0.00	0.00
Sr Asst City Attorney	1.00	0.00	0.00
Prosecutor	1.00	0.00	0.00
Legal Services Administrator	0.00	1.00	1.00
Investigator	1.00	0.00	0.00
Police Officer	0.00	1.00	0.00
Office Manager	1.00	0.00	0.00
Legal Secretary	1.50	1.50	1.50
Risk Management Technician	0.00	0.00	1.00
Legal Secretary	1.00	1.00	1.00

Significant Expenditure Changes: The changes in the Legal Department budget when comparing the FY2013 estimated endings to the FY2014 Budget can be linked to the how the City handles it's liability and workers' compensation insurances. Beginning the end of FY2013, the City of Prescott entered into the Arizona Municipal Risk Retention Pool after being self-insured for several years. This had an effect on staffing levels and insurance costs.

Human Resources

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

GENERAL GOVERNMENT

Goal: To maintain sustainable employment levels to ensure consistent delivery of services for the citizens of Prescott.			
Strategy: To ensure a fair and equitable workplace that views employees as our most valuable asset.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
# of grievances	2	1	2
Turnover rate (FT turnover/# of FT budgeted employees)	9.4%	12.6%	10%
# of employment claims/lawsuits	2	1	2
Recruitments	60	82	80
Number of applications processed	2,011	2,574	2,500

Prior Year Results and Outcomes

Updated and revised 15 employment related policies, reformatted for consistency and made available on Employee Portal after being completed for immediate reference. HR will continue this process indefinitely to ensure policies stay current with trends and legal language. After completion of policies currently being updated, Human Resources will provide one hard copy and binder to each department for reference purposes and provide printed updates as they are revised so those not using computers on a regular basis have access to current policies in paper format. This process will eliminate the need for and expense of individual employee handbooks but will ensure access through the Portal or from the departmental copy.

Implemented new Personal/Paid Time Off leave program which replaced separate Vacation and Sick leave program and eliminated 3-month appreciation bonus for those hired after July 1, 2012. First year employees accrue approximately 14 days PTO as opposed to formally accruing a total of 24 days of separate vacation and sick leave in the first year of work and also caps the payout for PTO at 240 at separation from the City. Over the long run, there will be significant savings to the City in retirement payouts and leave accruals beyond the maximum payout allowed as was the previous practice while providing paid time off accruals in line with, and sometimes, above other municipalities and local private employers.

Implemented new Short Term Disability insurance plan for all benefited employees, at City's expense, as a stop gap between PTO and Long Term Disability if the need should arise or in the event an employee needs more than 14 days due to an illness.

Sponsored supervisory training to approximately 200 City department heads, supervisor's, lead and senior workers in two half-day sessions conducted by local employment attorney and covering legal updates, good management practices and effective communication.

Developed new check and balance process to reconcile health insurance billing on a monthly basis in order to identify billing errors in a more timely manner and thereby not overpaying incorrect premium amounts and taking months to be refunded.

Implemented Munis tracking system for employee certifications electronically instead of manually filing in personnel files thereby allowing HR to reference and track certifications for those positions that require them quickly, write reports and maintain more easily.

GENERAL GOVERNMENT

Contracted with Sterling Information Systems for electronic background checks on all new employees thereby reducing the response time to one day for background results as opposed to two weeks and reducing the charge per new employee from $140 to $35 each.

Processed over 500 more applications than in FY12 to date, participated on most interview panels of over 80 managed recruitments including high level positions such as City Clerk, City Attorney and Police Chief to ensure legal compliance and fair hiring practices.

Designed new and user-friendly, fillable employee performance appraisal forms stored on the Portal for easy access and use by supervisors and employees. The document was reduced to three pages from six with one-third of the evaluation being check boxes in an attempt to help save time when completing a written appraisal but still cover the key points of performance, adding narrative where warranted by the supervisor and inviting the employee to complete a self-appraisal.

Worked continually with employees regarding varied issues including work performance, Family Medical Leave, training needs, City policies (implementation, interpretation and intent), payroll and insurance clarification, etc.

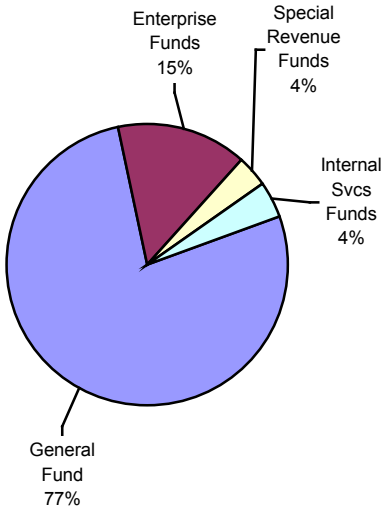
Constant review and updating of new hire orientation monthly presentation covering introduction by City Manager and Deputy Manager touching on organizational structure and funding, training on harassment, instruction on accessing information on employee portal and time entry for payroll, worker's compensation and risk management, retirement contributions and system, etc.

Initiated a "premium holiday" to employee's for month of December and distributed the City's portion of December's health insurance premium to employees through a longevity based one-time payment as a thank you for four years of service without pay raises and for keeping premium increases to a minimum by being health conscious.

Human Resources
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 361,725	$ 418,586	$ 456,682
Supplies	4,383	6,205	4,915
Other Services & Charges	185,475	166,911	179,831
Capital Outlay/Projects	-	-	16,000
Insurance & Retirements	601,375	542,683	429,045
Total	$ 1,152,958	$ 1,134,385	$ 1,086,473
Cost Recovery	$ (597,708)	$ (565,624)	$ (623,757)
Capital Outlay/Projects			
Applicant Tracking System			16,000
Total Capital Outlay/Projects			$ 16,000

Human Resources



GENERAL GOVERNMENT

Human Resources
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	5.00	6.00	6.00
Human Resources Director	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00
HR/Payroll Budget & Systems	0.00	1.00	1.00
Benefits Specialist	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00
Payroll Specialist	1.00	1.00	1.00

Significant Expenditures Changes:

The 9.1% increase in Personnel can be attributed to the addition of the Payroll Technician position during FY2013. This position has been budgeted for a full year in FY2014. Also, monies have been budgeted in FY2014 for temporary personnel.

Facilities and Maintenance charges contribute to the 7.7% increase in Other Services & Charges. Human Resources have taken on additional work space in the City Hall Annex and that is reflected in the FY2014 charges.

Public Communications

Division Mission: Working under direction of the City Manager to develop, implement and maintain a comprehensive, public information plan with the goal of making Prescott the quad-cities area leader in quality communications.

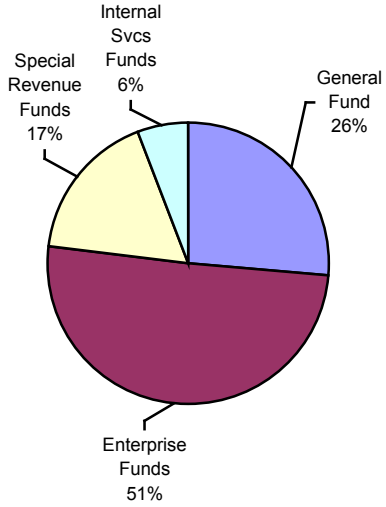
The division will oversee public information, public relations, departmental marketing projects, social media, website content, maintain relationship and contract with PCAC/Access Channel 13 staff, expedite creative service requests for internal clients (e.g. graphic design, photography/videography, presentations), press release generation, and create opportunities for elected officials to engage residents via radio/TV/and public appearances.

GENERAL GOVERNMENT

Public Communications Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 88,616	$ 96,428	$ 113,158
Supplies	6,410	5,390	2,490
Other Services & Charges	45,441	34,753	38,345
Capital Outlay/Projects	-	5,635	-
Total	$ 140,467	$ 142,206	$ 153,993
Cost Recovery	$ (165,180)	$ (158,060)	$ (113,407)

Public Communications Funding Sources



Public Communications Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	1.00	1.00	1.00
Comm & Public Affairs Mgr	0.00	1.00	1.00
Public Affairs Director	1.00	0.00	0.00

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

Prescott Community Access Channel

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

Prescott Community Access Channel Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Contractual Services	$ 94,194	$ 87,247	$ 87,066

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

GENERAL GOVERNMENT

Special Events

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

Special Events
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 73,851	$ -	$ -
Supplies	5,697	-	-
Other Services & Charges	29,792	-	-
Total	$ 109,340	$ -	$ -

Special Events
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	1.00	0.00	0.00
Special Events Coord.	1.00	0.00	0.00

Significant Expenditure Changes: Special Events was moved into the new Economic Enterprises/Airport Department in FY2013.

Tourism

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

Tourism
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 213,629	$ -	$ -
Supplies	650	-	-
Other Services & Charges	1,427,654	-	-
Capital Outlay/Projects	39,470	-	-
Total	$ 1,681,403	$ -	$ -

GENERAL GOVERNMENT

Tourism
Staffing Summary

	FY11 Actual	FY12 Estimate	FY13 Budget
Authorized Staffing Level	2.50	0.00	0.00
Tourism Director	1.00	0.00	0.00
Public Affairs Coordinator	1.00	0.00	0.00
Tourism/Economic Dev Coord	0.50	0.00	0.00

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

Significant Expenditure Changes: This division is now part of the new Airport/Economic Initiative Department beginning in FY2013.

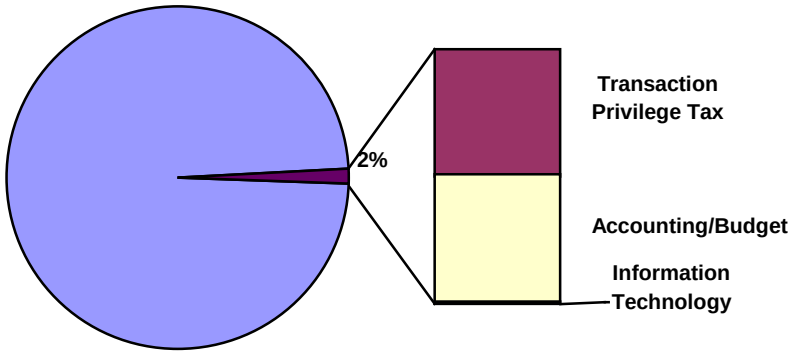
BUDGET AND FINANCE

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

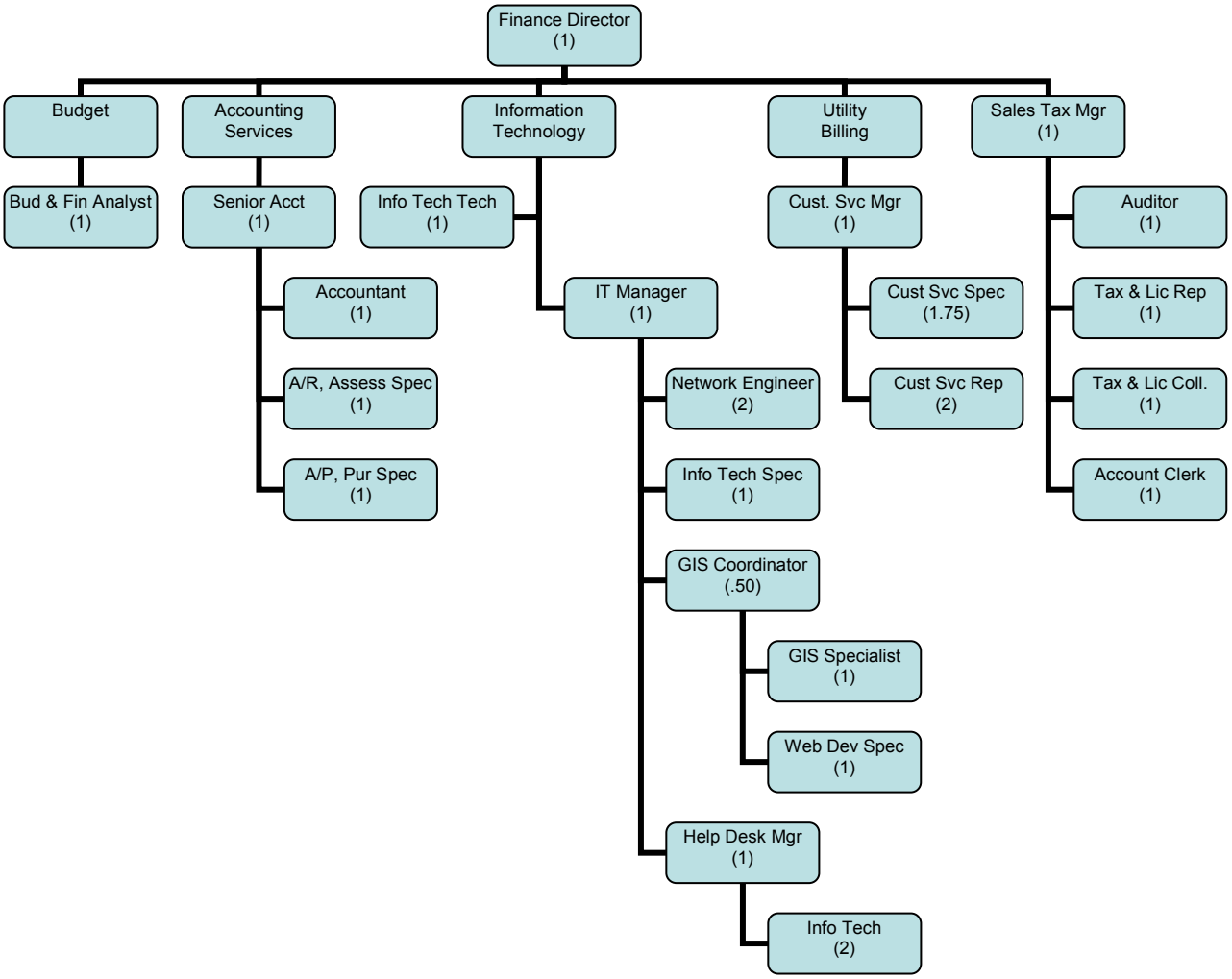
For additional information on Utility Billing, see the Water Fund in the Enterprise Funds section of this book.

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

% of General Fund Operating Budget



BUDGET AND FINANCE



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

BUDGET AND FINANCE

Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 1,570,204	$ 1,541,142	$ 1,728,636
Supplies	218,977	340,885	331,500
Other Services & Charges	569,601	652,482	653,966
Cost Recovery	(2,098,311)	(2,181,879)	(2,320,250)
Debt Service	55,349	55,351	13,838
Capital Outlay/Projects	15,915	94,019	-
Total	$ 331,735	$ 502,000	$ 407,690
Authorized Staffing Level	21.50	22.00	21.50
Transaction Privilege Tax	5.50	6.00	5.00
Accounting	6.40	5.90	6.00
Information Technology	9.60	10.10	10.50

Transaction Privilege Tax and Licensing Division

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

Goal: Provide prompt responses to taxpayer account inquiries, treat all customers with fairness and courtesy, relay relevant and accurate information, ensure timely delivery of tax forms, and meet overall taxpayer expectations.

Strategy: Achieve customer service ratings on the annual Taxpayer Problem Resolution Officer customer surveys of at least 4 on a scale of 5, where 4 is "agree" and 5 is "strongly agree" in regards to the taxpayer's perception of the tax division's performance.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Overall customer rating	4.47	4.5	4.5

BUDGET AND FINANCE

Goal: Encourage taxpayer compliance by conducting cost-effective audits, reviews, and increased taxpayer education with a customer friendly, professional staff that treats taxpayers fairly and equitably by administering the City Code.			
Strategy: Effectively manage field audits and desk reviews in order to maximize productivity. Expand the selection of informational handouts available to taxpayers. Conduct educational seminars for the various taxable activities.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of information handouts available for selected areas of taxation, business related matters	28	29	32
Number of completed Privilege Tax Audits (Desk & Field)	130	169	210
Number of taxpayer training seminars	6	6	6

Goal: Collect delinquent privilege tax accounts, minimize write-offs and reduce delinquent filings.			
Strategy: Maximize collection efforts and compliance by increased phone calls and timely follow-up			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
% of accounts with a balance due greater than $500.00	2.79%	2.29%	1.79%
% of accounts with a balance due of less than $500.00	5.98%	4.48%	2.98%

Prior Year Results and Outcomes

Completed 21 field audits for a total of $116,947.62.

Completed 78 desk reviews for a total of $75,863.88.

Completed and collected 59 Use Tax Desk Reviews on out of state vehicle purchases in the amount of $21,941.80.

Maintained the service level of getting privilege tax forms out in 3 days or less from the closing date of the reporting period.

Held taxpayer training seminars for rental property, retail sales, and construction contracting twice during the year.

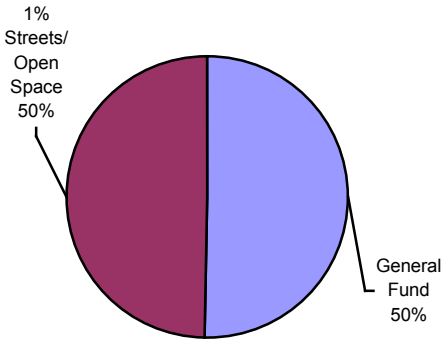
Issued 876 new licenses issued: 70 were commercial rental, 230 were residential rentals and the balance of 576 new licenses were for various taxable classifications such as retail sales and construction contracting.

BUDGET AND FINANCE

Transaction Privilege Tax & Licensing Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 283,036	$ 350,560	$ 299,734
Supplies	2,315	2,217	2,800
Other Services & Charges	81,261	79,170	101,270
Capital Outlay/Projects	-	472	-
Total	$ 366,612	$ 432,419	$ 403,804
Cost Recovery	$ (182,976)	$ (207,439)	$ (201,041)

Transaction Privilege Tax & Licensing Funding Sources



Transaction Privilege Tax & Licensing Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	5.50	6.00	6.00
Asst Finance Director	0.50	0.00	0.00
Privilege Tax Supervisor	1.00	1.00	1.00
Privilege Tax Auditor	1.00	1.00	1.00
Tax & Licensing Specialist	1.00	1.00	1.00
Tax & Licensing Repr.	1.00	1.00	1.00
Tax & Licensing Collector	1.00	1.00	1.00
Tax Accounting Clerk	0.00	1.00	1.00

Significant Expenditures Changes: Personnel shows a significant expenditure change due to the removal of the Assistant Finance Director position toward the end of FY2013.

The 39.1% increase in Other Services & Charges is the result of Facilities Maintenance charges that are cost recovered from each department. Transaction Privilege Tax & Licensing has acquired more work space at City Hall and the increase is reflected in these charges.

Accounting/Budget

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

BUDGET AND FINANCE

Goal: Leverage technology to deliver efficient, economic and innovative financial solutions.			
Strategy: Provide effective and efficient accounting and financial support through the use of innovative and creative approaches.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Cost to deliver financial services as a percentage of total City operating budget	1.15%	1.15%	1.15%
Purchases paid by credit card • Volume • % of Volume Total • % of Dollar Total	 15,043 55.5% 3.3%	 15,825 56.5% 3.3%	 16,000 56.7% 3.5%
Purchases paid by check or wire • Volume • % of Volume Total • % of Dollar Total	 12,071 44.5% 95.8%	 12,189 43.5% 96.7%	 12,200 43.3% 96.5%

Goal: Produce a comprehensive, user-friendly budget document that meets the criteria prescribed by the Government Finance Officers Association (GFOA).			
Strategy: Follow the guidelines established by the GFOA.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Receive the GFOA award	Yes	Yes	Yes

Goal: Encourage involvement and distinction in reporting.			
Strategy: Coordinate the annual financial audit maintaining accuracy, consistency and integrity.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Unqualified opinion on the annual financial audit and single audit from external auditors, which are completed by November 30th.	Yes	Yes	Yes
Comprehensive annual Financial Report in conformance with GAAP and GFOA financial reporting benchmarks	Yes	Yes	Yes

Goal: Safeguard the City's cash and maximize yields.			
Strategy: Manage the City's investments in accordance with the investment policy and while obtaining high yields.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Average yield on investments (that exceeds the benchmarks below)	1.5%	1.75%	1.5%
Three month U.S. Treasury Bill average	.08%	.05%	.05%

Prior Year Results and Outcomes:

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

BUDGET AND FINANCE

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

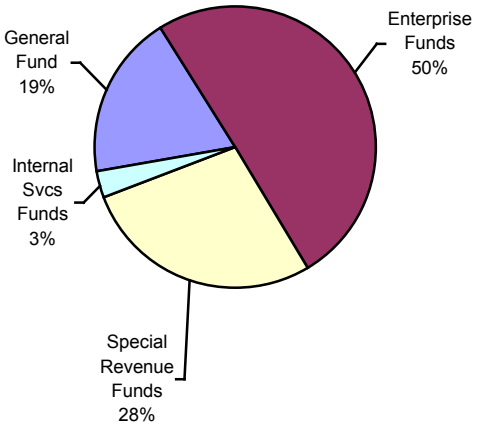
Accounting/Budget Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 520,293	$ 422,897	$ 539,389
Supplies	4,784	4,634	4,500
Other Services & Charges	172,155	194,133	178,287
Mail & Copy Center	71,333	58,828	82,507
Debt Service	55,349	55,351	13,838
Capital Outlay/Projects	1,800	-	-
Total	$ 825,714	$ 735,843	$ 818,521
Cost Recovery	$ (613,015)	$ (621,695)	$ (613,594)

Accounting/Budget Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	6.40	5.90	6.00
Finance Director	0.90	0.90	1.00
Asst Finance Director	0.50	0.00	0.00
Customer Services Mgr	1.00	1.00	0.00
Senior Accountant	0.00	1.00	1.00
Budget Manager	1.00	1.00	0.00
Budget and Finance Analyst	0.00	0.00	1.00
Accountant	0.00	0.00	1.00
Accts Pay/Purchasing Spec	0.00	0.00	1.00
Accts Rec/Assess Spec	0.00	0.00	1.00
Accounting Technician	2.00	2.00	0.00
Account Clerk	1.00	0.00	0.00

Accounting/Budget Funding Sources



Significant Expenditure Changes: The 27.5% increase when comparing the FY2014 Budget to the FY2013 estimated endings reflects the remainder of the Finance Director being charged to this division. Also, the Senior Accountant position was vacant for several months.

Facilities and Maintenance charges were adjusted in this division for FY2014 also. This is observed in the 8.2% decrease in Other Services & Charges.

BUDGET AND FINANCE

Information Technology

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

Goal: Provide the City a stable, secure, and accessible network.			
Strategy: To maintain the city network up time at 100% during the fiscal year.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
% of up time	99.9%	99.9%	99.9%
Number of security incidents	0	0	0

Goal: Provide user training and support to maximize user productivity.			
Strategy: To train 25% of users during the fiscal year. Handle submitted work requests in a timely and concise manner.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
% of users trained	25%	25%	25%
Number of work orders closed	5,603	6,450	7,000

Goal: Assist the departments in cost effective automation solutions.			
Strategy: Implement 100% of approved projects successfully.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
% of approved projects	100%	100%	100%

Goal: Provide an up-to-date technology road map for the City.			
Strategy: Review and update the technology plan annually.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Reviewed and updated plan.	Yes	Yes	Yes

Prior Year Results and Outcomes

Server Upgrades
The following servers were upgraded in FY2013:

- Confluence wiki server
- Core central file server
- CRW (building permits and workflow) server
- GIS application server
- Jira (IT project management) server
- Public safety records server
- Public web server
- Public web server search server
- Public safety records server

BUDGET AND FINANCE

Staff Turnover and Replacement
IT experienced turnover in four positions during FY2013. Remaining IT staff was able to handle the increase in workload while replacements for these positions were hired. The ability of IT staff to handle this increase in workload is directly due to the use of several systems implemented within IT over the past several years. One of the vacated positions was phased out and the duties were assigned elsewhere in IT. The remaining three positions were filled by what has proven to be highly productive and talented staff members. The net effect of this process in FY2013 has been an upgrade and increase in overall IT staff capabilities and skill level.

Mitel Upgrade
The Mitel telephone system hardware and software was upgraded in FY2013. This upgrade increases hardware availability in the system through the addition of additional redundant components. Software updates on the system allow for additional features which can be used to streamline City business operations.

High Availability Architecture Research and Implementation
We design our systems with the realization that IT systems fail at some point. Focusing on this concept enables us to make smart choices when designing and implementing IT systems. These choices help to minimize, and in some cases eliminate, these potential points of failure.
We can extend this idea by looking for ways to implement highly available systems. Systems in this category continue service delivery even if an individual server were to fail or to be taken down for routine maintenance.
The actual implementation of this high availability layer will vary based on the product and service in question, however, in FY2013 IT engaged in a number of research and implementation projects with a mind toward increasing the overall reliability, availability, and serviceability for the systems we are responsible for.
We will continue to identify and capitalize on opportunities to increase the robustness of the services we deliver and this process is part of an on-going evolution in IT service delivery at the City of Prescott.

New Archive Server
A backup system is worthless if it cannot be relied upon to provide access to backup files in a timely manner.
Many years ago the City of Prescott moved from tape based backups to a ‘disk to disk’ system for backing up data.
This system has proven to be a low cost and exceedingly reliable backup and recovery system.
During FY2013 the third generation of this backup and archive system was revised and upgraded. The results is a system that provides four times the storage capacity of the previous system at a cost of under $10,000 to purchase, build, and implement the new system.
The proven track record of this system continues to provide IT with a high level of confidence in the capabilities of the backup and recovery system.

Mobile Data Computers (MDC) Architecture Redesign
The Prescott Regional Communications Center (PRCC) provides police and fire dispatch services for agencies around western Yavapai County.
IT is relied upon to provide a key measure of support and design services for the PRCC. This includes the ability of mobile data computers (MDC) units to obtain computer services from the PRCC while out in the field.
The number of deployed MDC units has reached 90 units and during FY2013 IT engaged in a process to examine and redesign the manner in which MDC units connect to the PRCC.

BUDGET AND FINANCE

The goals of this process were to reduce MDC setup complexity, reduce architecture cost, reduce support costs, improve support visibility when troubles arise, increase MDC scalability, and streamline the end-user experience for police and fire personnel.
These goals have been met through this process and in late FY2013 all MDC units served by the PRCC will be migrated to this revised architecture.

Network Infrastructure Upgrades
IT supports 46 network locations spread throughout the Prescott area. In addition, IT provides infrastructure support to various agencies through western Yavapai County.
Examples of work conducted by IT during FY2013 in these areas include network link upgrades for various facilities, installation of upgraded fiber optic cables to increase network capacity for current and future needs, replacement of network infrastructure equipment to provide higher levels of performance/reliability, and working with City business units on network infrastructure design/re-routing of facilities during construction projects at the Airport and Airport Wastewater Treatment Plant projects.

Information Technology Expenditure Summary

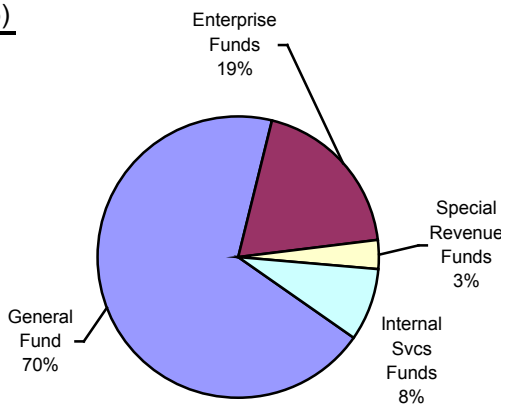
	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 766,875	$ 767,685	$ 889,513
Supplies	205,513	327,253	317,200
Other Services & Charges	259,372	327,679	298,902
Capital Outlay/Projects	5,960	93,000	-
Total	$ 1,237,720	$ 1,515,617	$ 1,505,615
Cost Recovery	$ (1,302,321)	$ (1,352,745)	$ (1,505,615)

Information Technology Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	9.60	10.10	10.50
Finance Director	0.10	0.10	0.00
IT Manager	1.00	1.00	1.00
GIS Coord/Historic Pres*	0.50	0.50	0.50
Network Engineer	1.00	1.00	2.00
Help Desk Manager	1.00	1.00	1.00
Web Developer/GIS Spec	0.00	1.00	1.00
Info Tech Specialist	4.00	4.00	2.00
GIS Specialist	1.00	1.00	1.00
Help Desk Technicians	0.00	0.00	2.00
Administrative Assistant	1.00	0.50	0.00

*GIS Coordinator/Historic Preservation is charged 50% to Community Development.

Information Technology Funding Sources



BUDGET AND FINANCE

Significant Expenditure Changes: The 15.9% increase in Personnel is the result of the addition of the Network Engineer position combined with the removal of the 10% of Finance Director that has been previously charged here.

When comparing the FY2014 budget to the FY2013 estimated ending there is a 8.8% decrease in Other Services & Charges. This is the result of higher then anticipated miscellaneous maintenance expenses for the City's network in FY2013.

FIELD AND FACILITIES SERVICES

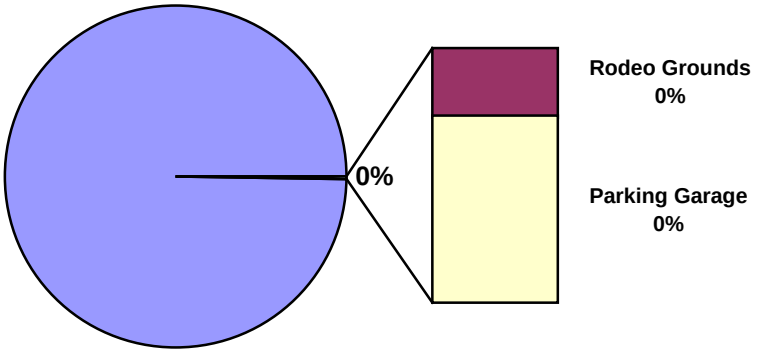
Beginning FY2013, the Field and Facilities Services Department was reorganized to include the Rodeo Grounds and the Parking Garage. These two divisions are shown in the General Fund portion of the Annual Budget book because the primary financing comes from this fund. The other areas of Field and Facilities Services include Street Maintenance, Solid Waste/Transfer Station, Fleet Services and Facilities Management. More information regarding these areas can be found throughout the book.

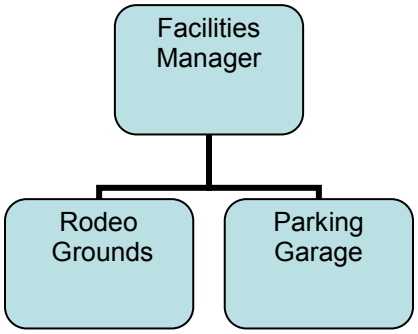
DEPARTMENT MISSION: Keeping Prescott a great place to live, work, and visit.

We do this by keeping streets safe and clean; by keeping neighborhoods clean and free of trash; by keeping the fleet of City vehicles operating safely and efficiently; and by keeping City buildings safe, clean, and well-maintained.

We work hard to ensure Prescott's exemplary performance as an environmental steward. We explore innovative methods to reduce Prescott's waste stream while increasing revenues. We take pride in learning and practicing current maintenance methods. We operate in a fiscally responsible manner to safeguard the City's physical assets and infrastructure. We keep a close eye on the bottom line!

% of General Fund Operating Budget





FIELD AND FACILITIES SERVICES

Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ -	$ 38,351	$ 40,229
Supplies	-	8,245	9,775
Other Services & Charges	-	57,702	54,334
Capital Outlay/Projects	-	1,459	83,541
Total	$ -	$ 105,757	$ 187,879
Authorized Staffing Level	0.00	0.25	0.25
Rodeo	0.00	0.15	0.15
Parking Garage	0.00	0.10	0.10

Rodeo Grounds

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

Prior Year Results and Outcomes

Installed new electric meter on U of A extension building at the Rodeo Grounds.

Re-key and install burglar alarms in Barn A and Mackin building.

Re-configure heating and ran electrical circuit in Barn A to accommodate Streets use of space for crack sealing equipment and materials.

Eliminated objectionable Connex boxes, debris, and install privacy screen to assuage neighborhood complaints.

Cleaned Mackin activity room carpet, repaired all wall holes and gouges, painted and installed new cove base.

Complete lighting retrofit for Mackin activity room, restrooms, administration offices, and basement rooms with highly efficient premium T-8 fluorescent fixtures.

Repaired/replaced two backflow preventers and one ball joint valve found leaking on rodeo grounds.

Install new electric meter on Danny Freeman building.

FIELD AND FACILITIES SERVICES

Rodeo
Expenditure Summary

	FY12 Actual	FY13 Est End	FY14 Budget
Personnel	$ -	$ 14,954	$ 15,543
Supplies	-	970	1,450
Other Services & Charges	-	13,490	11,681
Capital Outlay/Projects	-	1,459	53,541
Total	$ -	$ 30,873	$ 82,215
Capital Outlay/Projects			
Mackin Building Match			$ 50,000
Rodeo Ground Improvements			3,541
Total Capital Outlay/Projects			$ 53,541

Rodeo Grounds
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	0.000	0.150	0.150
Facilities Manager	0.000	0.150	0.150

*Facilities Manager also charged 75% Facilities Maintenance and 10% Parking Garage.

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

Parking Garage Operations

Division Mission: To provide downtown visitors, tourists, and workers ample convenient and safe off-street parking.

Prior Year Results and Outcomes

Placed upgraded garage lighting directly on generator in case of a power outage, resulting in no need for UPS or to replace two battery banks every three years at a cost of $3,400 *per* battery bank.

Placed elevator on “auto return”, off the generator.

FIELD AND FACILITIES SERVICES

Grind off rust, repair and paint with a 3-step process that inhibits rust, the southeast stairwell of parking garage. Caulk all stair tread joints, touch-up other two stairways with caulk and paint, and skim-kote concrete stairways and decks as needed.

Added three additional parking leases, bringing the lease total to $7,020 annually. Added 6 more "Fee Days".

Draw plans to reconfigure the entry per Council direction for ease of ingress and egress (lanes widened 9'- 11'). Added motorcycle and compact vehicle parking to accommodate citizen requests. Restriped "no parking" & HDCP spaces.

Began study of LED lighting for new lighting retrofit capable of reducing electrical energy by an additional 40% over the 50% reduction accomplished in 2012. This would bring the electrical cost to light the parking garage to less than $7,200 from $23,911 in fiscal 2010.

Repaired/replaced vandalized letters (twice) at entry of parking garage. Welded (lock-tight) letters in place to inhibit future vandalism.

Parking Garage
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ -	$ 23,397	$ 24,686
Supplies	-	7,275	8,325
Other Services & Charges	-	44,212	42,653
Capital Outlay/Projects	-	-	30,000
Total	$ -	$ 74,884	$ 105,664
Capital Outlay/Projects			
High Definition Cameras			30,000
Total Capital Outlay/Projects			$ 30,000

Parking Garage
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	0.00	0.10	0.10
Facilities Manager	0.00	0.10	0.10

Note: Facilities Manager also charged 75% Facilities Maintenance; and 15% to Rodeo Grounds

Significant Expenditures Changes: There are no significant expenditures changes in this fund. Information regarding the High Definition Cameras can be located in the Capital Improvement Plan.

ADMINISTRATIVE SERVICES

The Administrative Services Department was reorganized to and the divisions were apportioned to different departments. FY2012 is the last year for the Administrative Services Department.

Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Est End	FY14 Budget
Personnel	$ 187,503	$ -	$ -
Supplies	16,290	-	-
Other Services & Charges	149,420	-	-
Cost Recovery	(75,423)	-	-
Capital Outlay/Projects	77,274	-	-
Total	$ 355,064	$ -	$ -
Authorized Staffing Level	1.30	0.00	0.00
Rodeo Grounds	0.15	0.00	0.00
Purchasing	1.00	0.00	0.00
Elks Opera House	0.15	0.00	0.00

Purchasing

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

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

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

ADMINISTRATIVE SERVICES

Purchasing
Expenditure Summary

	FY12 Actual	FY13 Est End	FY14 Budget
Personnel	$ 81,629	$ -	$ -
Supplies	1,945	-	-
Other Services & Charges	21,646	-	-
Capital Outlay/Projects	77,274	-	-
Total	$ 182,494	$ -	$ -
Cost Recovery	$ (75,423)	$ -	$ -

Purchasing
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	1.00	0.00	0.00
Purchasing Manager	1.00	0.00	0.00

Significant Expenditures Changes: Purchasing has been decentralized beginning FY2013.

Elks Opera House

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

Elks Opera House
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 87,175	$ -	$ -
Supplies	12,928	-	-
Other Services & Charges	127,594	-	-
Total	$ 227,697	$ -	$ -

ADMINISTRATIVE SERVICES

Elks Opera House
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	1.050	1.050	0.000
Administrative Svcs Dir	0.050	0.050	0.000
Business Manager	1.000	1.000	0.000

Significant Expenditure Changes: Elks Opera House was moved into the new Economic Enterprises/Airport Department in FY2013.

Rodeo Grounds

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

Rodeo
Expenditure Summary

	FY12 Actual	FY13 Est End	FY14 Budget
Personnel	$ 18,700	$ -	$ -
Supplies	1,417	-	-
Other Services & Charges	180	-	-
Total	$ 20,297	$ -	$ -

Rodeo Grounds
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	0.15	0.00	0.00
Administrative Svcs Dir	0.15	0.00	0.00

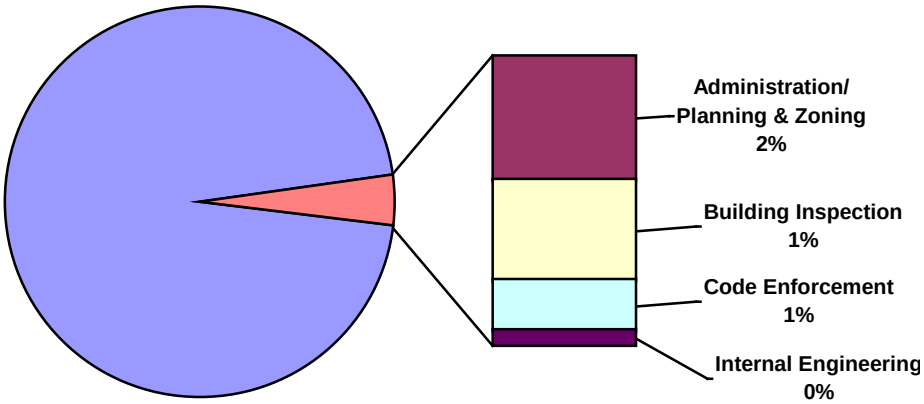
Significant Expenditure Changes: This division was moved to the Field and Facilities Department for FY2013.

COMMUNITY DEVELOPMENT

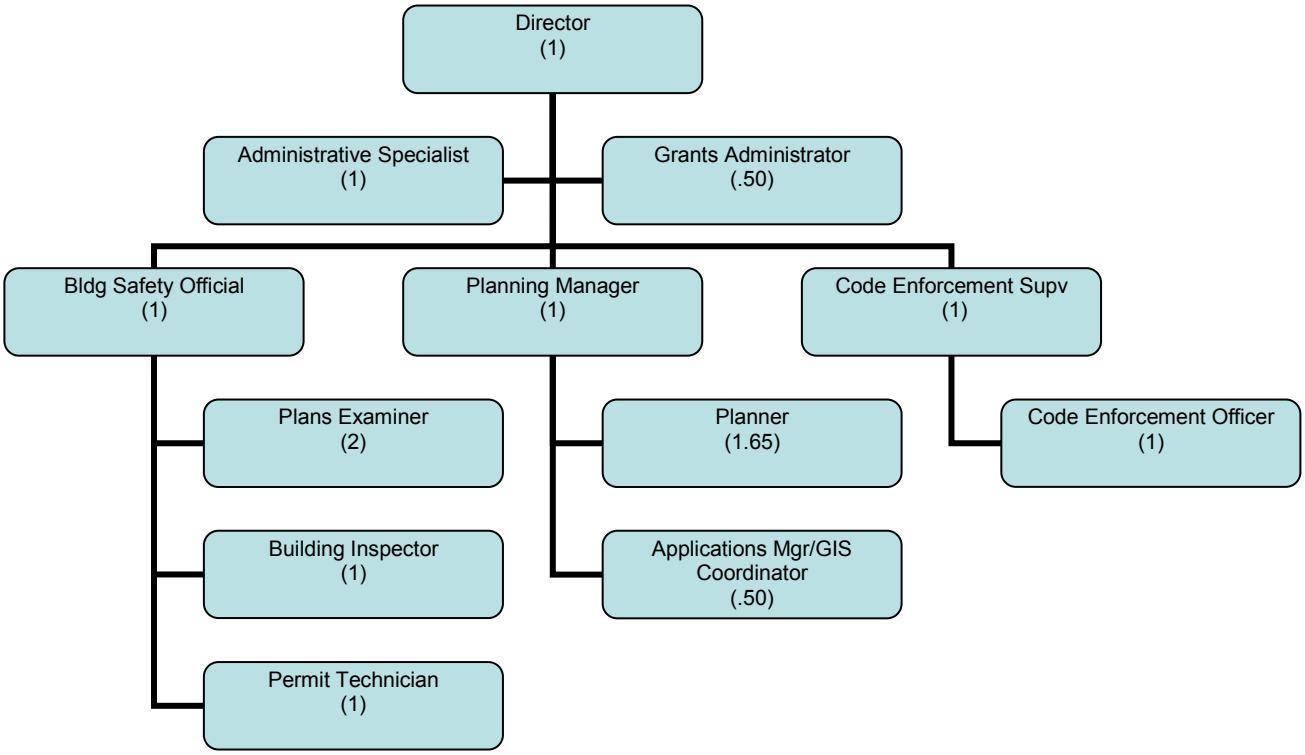
The Community Development Department consists of the divisions of administration (incorporating the functions of planning and zoning and community development), building inspection, code enforcement and animal control.

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

% of General Fund Operating Budget



COMMUNITY DEVELOPMENT



Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 1,104,342	$ 964,570	$ 992,171
Supplies	14,519	23,320	25,000
Other Services & Charges	1,676,005	251,130	272,136
Capital Outlay/Projects	4,788	12,500	19,500
Total	$ 2,799,654	$ 1,251,520	$ 1,308,807
Authorized Staffing Level	16.25	13.15	12.65
Administration/P&Z	7.85	5.25	4.75
Building Inspections	5.30	5.30	5.30
Code Enforcement	2.60	2.60	2.60
Economic Development	0.50	0.00	0.00

COMMUNITY DEVELOPMENT

Administration/Planning & Zoning

Division Mission: To provide residents, builders and developers with quality, timely information and efficient service. To assist residents, builders and developers during the permitting and project review processes to facilitate development. To monitor and review land use codes to eliminate unnecessary or overly burdensome regulations while still protecting the health, safety and welfare of the community.

Goal: To provide an effective Pre-Application Conference to assist builders and developers in improving the completeness of applications and thereby shortening the length of the permitting process.

Strategy: Promote the Pre-Application process to developers or builders as a no cost means to get answers to important development questions prior to preparing construction plans and starting the process to obtain building permits.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of Pre-Application Items	75	82	80

Goal: Continue a community outreach effort for the historic status tax benefit program to assist owners of eligible historic homes.

Strategy: Inventory and identify the likely properties that are qualified to receive the historic tax credit. Contact the homeowners to educate them on the program. Assist with enrollment in the program. Re-evaluate the properties receiving the credit six months post outreach. Initiate a second round of contacts with property owners to follow-up and offer additional assistance.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
% of Analysis Completed	N/A	100%	N/A
% of Contacts Made	N/A	100%	100%
% of Re-evaluations Completed	N/A	50%	50%

Goal: Provide staff support to the Unified Development Code Committee (UDC) to actively review land use codes to identify and remove unnecessary and overly burdensome development requirements while maintaining regulations necessary to protect the health, safety and welfare of the residents and businesses of the community.

Strategy: Monitor the application of land use regulations and seek public and staff comments and suggestions to improve the effectiveness of the codes as adopted. Bring potential Land Development Code (and other land use related regulations) modification proposals to the UDC for their review and recommendations. Pursue formal P&Z Commission and City Council review as directed by the UDC.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of regularly scheduled meetings of the UDC with relevant agenda items.	6	4	6

COMMUNITY DEVELOPMENT

Goal: Provide consistent and relevant staff support to the Planning and Zoning Commission, the Board of Adjustment and the Preservation Commission.			
Strategy: Research all Board or Commission application requests for relevant code requirements. Provide accurate and complete reports to Board members and Commissioners to assist them in rendering appropriate decisions that address the needs of the applicant while protecting the health, safety and welfare of the residents and businesses of the community.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Staff reports for Board and Commissions	59	45	50

Prior Year Results and Outcomes

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

Continued to update and amend the *Land Development Code* as issues or innovative ideas are identified and to eliminate unnecessary and burdensome codes.

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

Provided staff support, organizational assistance and guidance to the General Plan Committee.

Provided staff support and assistance to the Unified Development Code Committee, the Planning and Zoning Commission, the Historic Preservation Commission and the Board of Adjustment.

Administration/Planning & Zoning
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 485,632	$ 380,455	$ 391,164
Supplies	7,554	10,070	10,150
Other Services & Charges	126,879	134,408	151,172
Capital Outlay/Projects	-	-	7,000
Total	$ 620,065	$ 524,933	$ 559,486
Capital Outlay/Projects			
General Plan Update			7,000
Total Capital Outlay/Projects			$ 7,000

COMMUNITY DEVELOPMENT

Administration/Planning & Zoning
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	7.85	5.25	4.75
Director*	0.50	0.50	0.50
Planning Manager**	0.60	0.60	0.60
Planner***	2.75	1.65	1.65
Grants Administrator	1.00	1.00	0.50
Administrative Assistant	1.00	0.00	0.00
Administrative Specialist	0.50	1.00	1.00
GIS Coord/Historic Pres****	0.50	0.50	0.50
Secretary	1.00	0.00	0.00

*Community Development Director is also charged 30% to Building Inspection; and 20% to Code Enforcement
**40% of Planning Manager is charged to Code Enforcement
***Remainder of 1 Planner (35%) is charged to Alt Water
****GIS Coordinator/Historic Preservation also charged 50% to Information Technology.

Significant Expenditures Changes: The large increase in Other Services & Charges is observed in Maintenance of Computer Software. It is anticipated that more monies will be expended in FY2014 than has been spent in the previous budget year.

Building Inspection

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

COMMUNITY DEVELOPMENT

Goal: Provide quality education to the contractors' community, thereby reducing on-site re-inspections; and, developing a regional approach to code adoption and enforcement that better serves the contractors' community.			
Strategy: Provide contractors' meetings that include time for education, code development as well as time for contractors' to voice concerns; partnering with local jurisdictions and local contractors' associations to ensure regional implementation of code enforcement; and, enduring staff is certified in two or more areas.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Contractors' Meetings	3	4	4
Yavapai County Building Officials' Meetings	4	6	7
Percentage of reinspections	17%	15%	17%

Goal: To review all plans submitted to the Building Safety division within the prescribed turnaround times. Continue to identify process improvements to insure the most efficient and professional process possible.			
Strategy: Monitor the plan reviews on a daily basis to ensure plans are to be taken in the order of submission; and, if necessary, implement a daily and/or weekly workload quota to ensure proper turnaround times for all submitted plans. To include, in this monitoring, an on-going evaluation of the current review process to examine areas where turnaround time may be shortened.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of plan reviews that meet current turnaround times	100	100	100

Goal: Provide staff support to the Advisory and Appeals board in the review of the 2012 International building codes, and identify unnecessary or overly burdensome codes while maintaining needed local requirements to protect the health, life safety and welfare of local citizens.			
Strategy: Review the implementation of the 2012 International building codes and the impact to the construction community. Regularly seeking public comments and suggestions thru the use of the local contractors association and development community, to help improve the effectiveness of the 2012 International building codes implementation. Will bring these suggestions to the Advisory and Appeals Board for their review and seek City Council direction.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of Advisory and Appeals meetings	N/A	6	8
Number of Contractors' meetings	N/A	3	4

Prior Year Results and Outcomes:

Approved 212 New single family permits

Had 5 Building officials meeting in the local area

Did three Radio shows with YCCA

Total of approx 1589 permits were issued

Had 7 contractors meeting

COMMUNITY DEVELOPMENT

95% of Plan reviews were done within the time frame

Had over 19,000 phone calls

Had over 10,000 inspections

Helped over 4700 people at the front counter

Had less than 15% re-inspections

Had approx 97 PAC meetings

Helped with the Home show for the community

Had 18 after hours call outs Fire, Crash, and etc

Building Inspections
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 394,820	$ 381,776	$ 394,029
Supplies	4,275	8,200	9,300
Other Services & Charges	44,471	37,933	38,270
Total	$ 443,566	$ 427,909	$ 441,599

Building Inspections
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	5.30	5.30	5.30
Comm. Devel. Director*	0.30	0.30	0.30
Chief Building Official	1.00	1.00	1.00
Commerical Specialist	1.00	0.00	0.00
Bldg Insp/Plans Examiner	0.00	2.00	2.00
Plans Examiner	1.00	1.00	1.00
Building Inspector	1.00	0.00	0.00
Permit Tech	1.00	1.00	1.00

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

Significant Expenditure Changes: There are no significant expenditure changes in the Building Inspection Division.

COMMUNITY DEVELOPMENT

Code Enforcement

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

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

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

Goal: Continue the Neighborhood Enhancement/Cleanup program to help reduce blight and the accumulation of unwanted clutter from neighborhoods through collaborative efforts between city departments, neighborhood residents, and community organizations.

Strategy: Schedule periodic neighborhood clean-ups in areas identified through regular inspections. Stage a roll-off dumpster in a location easily accessible to the public and on a specific date to encourage residents to reduce or eliminate the accumulation of unwanted items. Provide effective public announcements of neighborhood clean-ups through direct mailing, postings on the City website and public service announcements.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of Neighborhood Enhancement/Cleanups	5	6	6
Tons removed	45.5	64	60

Goal: Communicate the purpose of code enforcement to the citizens of Prescott through systematic inspections, while seeking voluntary compliance with city codes.

Strategy: Provide daily inspections of the major arterial routes and neighborhoods throughout the City of Prescott and proactively educate the public about the city codes through personal contact. Address violations through a process of education, inspections, and information.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of cases opened	1,033	800	760
Number of cases closed	954	879	740
Violations resolved by Personal Contact	700	900	925

Prior Year Results and Outcomes

Complete removal of 11 derelict structures.

Provided educational information and enforcement of political campaign signage.

Resolved 400 potential code violations immediately providing code education via personal contact.

COMMUNITY DEVELOPMENT

Implemented 7 neighborhood enhancements removing 45.5 tons of waste, reducing blight from area neighborhoods.

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

Processed the following FY2013 case load: Cases opened, 938; cases closed, 926; cases referred to hearing officer, 4

Provided daily removal of flyers and posters placed on utility poles and boxes to help maintain the visual appearance of the city.

Code Enforcement
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 193,035	$ 202,339	$ 206,978
Supplies	2,689	5,050	5,550
Other Services & Charges	18,192	13,605	17,620
Capital Outlay/Projects	4,788	12,500	12,500
Total	$ 218,704	$ 233,494	$ 242,648
Capital Outlay/Projects			
Neighborhood Cleanup			12,500
Total Capital Outlay/Projects			$ 12,500

Code Enforcement
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	2.60	2.60	2.60
Comm. Development Dir*	0.20	0.20	0.20
Planning Manager**	0.40	0.40	0.40
Code Enforcement Supv	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00

*The remainder of the Community Development Director is charged to Administration/Planning & Zoning (50%) and Building Inspections (30%).
**60% of Planning Manager is charged to Administration

Significant Expenditures Changes: There are no significant expenditure changes in the Code Enforcement Division.

COMMUNITY DEVELOPMENT

Economic Development

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

Economic Development Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 30,856	$ -	$ -
Supplies	2	-	-
Other Services & Charges	1,428,393	-	-
Total	$ 1,459,251	$ -	$ -

Economic Development Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	0.50	0.00	0.00
Tourism & Economic Dev Coord	0.50	0.00	0.00

Significant Expenditures Changes: This division was moved to the newly created Economic Enterprises/Airport Department in FY2013.

Internal Engineering

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

Internal Engineering Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Other Services & Charges	$ 58,070	$ 65,184	$ 65,074

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

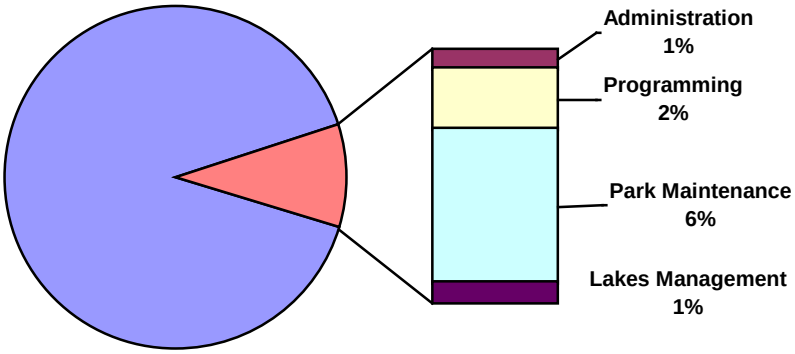
PARKS AND RECREATION

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

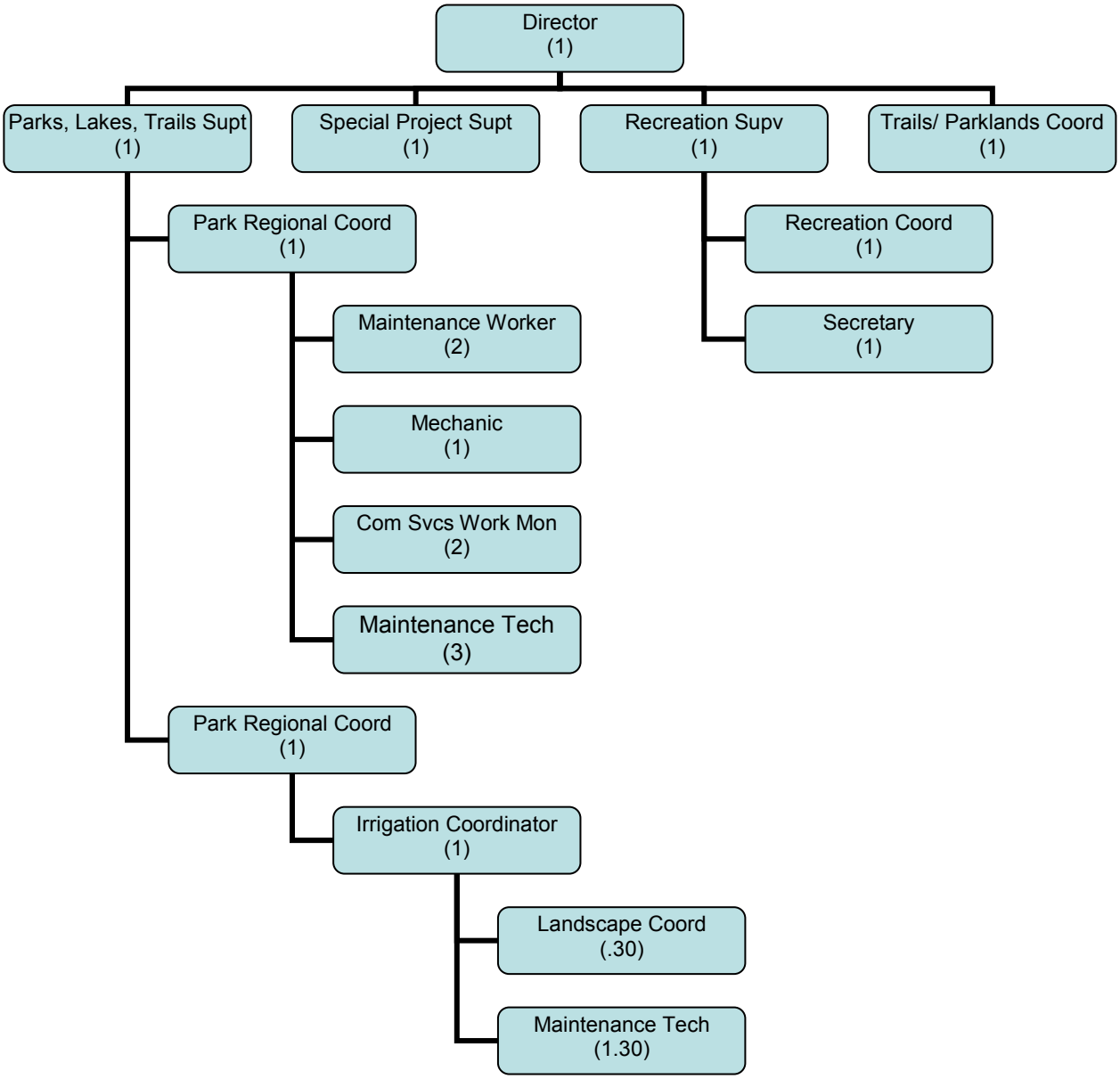
This department offers organized recreation space for softball, football, soccer, jogging, fishing, boating, picnicking, camping, tennis, volleyball, basketball, hiking, biking, bird watching and a myriad of additional outdoor experiences for approximately 150,000 citizens and visitors. We provide turf,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

DEPARTMENT MISSION: To provide safe, enjoyable, attractive, parks and programs with responsive service which enhance our quality of life and preserve the natural and recreational assets of the city of Prescott. To promote tourism and its associated economic benefits through hosting events.

% of General Fund Operating Budget



PARKS AND RECREATION



PARKS AND RECREATION

Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 1,302,116	$ 1,517,498	$ 1,569,599
Supplies	294,372	278,832	294,950
Other Services & Charges	851,449	1,102,363	1,032,130
Capital Outlay/Projects	41,928	141,600	130,000
Total	$ 2,489,865	$ 3,040,293	$ 3,026,679
Authorized Staffing Level	27.280	32.350	32.350
Administration	1.092	1.092	2.000
Programming	7.644	7.644	6.850
Park Maintenance	15.544	20.614	20.500
Lakes Management	3.000	3.000	3.000

Administration

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

Administration Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 114,150	$ 119,255	$ 171,803
Supplies	14,614	10,825	11,650
Other Services & Charges	50,019	44,664	62,841
Capital Outlay/Projects	24,966	-	-
Total	$ 203,749	$ 174,744	$ 246,294

PARKS AND RECREATION

Administration
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	1.092	1.092	2.000
Parks & Recreation Dir	1.000	1.000	1.000
Recreation Coordinator	0.000	0.000	1.000
Recreation Assistant	0.092	0.092	0.000

Significant Expenditures Changes: The 44.1% increase in Personnel when comparing the FY2014 Budget to the FY2013 Estimated Endings is the net result of the elimination of the Recreation Assistant position and the addition of the Recreation Coordinator.

The methodology used for Computer Service cost recovery contributes to the 40.7% increase in Other Services & Charges. This charge is based on number of phones, computers, laptops and scanners assigned to the individual divisions.

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.

Goal: Increase community awareness of the Special Needs population. Reach out to the community to become more involved. Reach out to people who need our positive program for themselves or loved ones with new and exciting ways for them to spend time together.

Strategy: Seek more opportunities for the participants through events, activities and community service.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of community events for participation or service	4	5	8
Number of community partners	0	5	10
Number of social nights out	31	31	31
Number of physical education activities	72	72	72
Number of participants on Special Olympics of America teams	65	65	74

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

Strategy: Maintain registration fees with minimal entry fee increase to cover costs. Utilize balls and other equipment in frugal ways for as long as safely possible. Hold wages of staff and contract employees at 2011 levels.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Summer softball teams	140	150	150
Individual softball players registered	1,680	1,800	1,800

PARKS AND RECREATION

Spring volleyball teams	30	30	30
Fall volleyball teams	45	50	50
Individual volleyball players	616	640	640
Winter basketball teams	34	43	45
Summer basketball teams	24	24	24
Individual basketball players registered	464	536	552

Goal: Host Sporting Events that generate visitation and its associated economic benefits as well as creating additional revenues through field and facility rentals.

Strategy: Build a sporting event calendar that allows the City of Prescott to increase visitation by adding events and diversifying types of competitions that can host events in the fall and winter seasons as well as maximize the number of events during the peak season

Performance Measures	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of youth softball teams	156	157	175
Number of youth baseball teams	N/A	20	100
Number of youth soccer teams	80	100	120
Number of youth roller hockey teams	30	30	30
Number of adult slow pitch softball teams	108	123	145
Number of adult fast pitch softball teams	33	12	34
Number of adult baseball teams	76	80	90
Number of mountain bike individual participants	n/a	270	350
Economic Impact	$1,478,560	$1,643,560	$1,875,000

Prior Year Results and Outcomes:

The adult sports programs continue to see an increase in team registrations. Adult softball our most popular activity was up 6 teams to 148 the most since 2007. Prescott hosted 27 tournaments in FY13 which generated an estimated direct spending by participants and spectators of $1,600,000.The Grace Sparks Activity center in addition to its daily use also hosted 7 special events ranging from a New Years formal to a boxing event.

Recreation Programming
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 342,406	$ 378,196	$ 333,080
Supplies	30,662	64,000	65,000
Other Services & Charges	233,697	336,827	287,839
Total	$ 606,765	$ 779,023	$ 685,919

PARKS AND RECREATION

Recreation Programming
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	7.644	7.644	6.850
Recreation Supervisor	1.000	1.000	1.000
ASA/Tournament Supv	1.000	1.000	0.000
Recreation Coordinator	0.000	0.000	1.000
Recreation Assistant*	0.794	0.794	0.000
Secretary	1.000	1.000	1.000
Summer Inst. (temp)	3.850	3.850	3.850

Significant Expenditure Changes: Significant expenditure changes can be seen in Personnel and Other Services & Charges when comparing the FY2014 budget to the FY2013 estimated endings. This is the result of tournaments being moved to an outside source beginning in FY2014.

Parks, Trails and Landscape Maintenance

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

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

Prior Year Results and Outcomes

Prescott's Great Outdoors event: In October we successfully completed the first annual outdoors event at Watson Lake this two day event was established as a promotional tool bringing awareness to visitors and residents of the great outdoor recreational assets our community offers. We had many partners involved including Arizona Game and Fish as well as all of the local colleges, many private sector businesses and nonprofits. The event was revenue neutral and was attended by over 2200 people many from the valley and other parts of the state.

Community Restitution Program**:** This program was successfully moved over to the P&R department in FY 13 saving the city approx $45,000 per year. The program allows offenders the opportunity to work off fines they cannot pay. This program is instrumental in keeping our public areas clean and polished. In FY 13 there were 16,729 hrs worked with a value of $121,285.

West Granite Creek Park: Using a partnership consisting of city staff, Yavapai county adult probation, Community restitution workers and Arizona Public service and in conjunction with the Prescott police department we were able to accomplish a much needed vegetation thinning project in this portion of the park. The result is a much improved area for police patrols and fire protection as well as an improved appearance.

PARKS AND RECREATION

Nature Center: In 2006 the city of Prescott purchased this 18 acre property. Due to budget issues the city had not been able to do much with the property. In FY13 the department was able to partner with the Dahlberg foundation, The Highlands center for natural history and local business's to make some improvements and open the center as a self guided interpretive nature center. Improvements included a new roof for the cabin, 1.5 miles of new trail, installation of a native plant garden and installing a new liner in the pond. All of this was done at no cost to the taxpayer and incorporates volunteer groups to perform any ongoing maintenance.

Parks, Trails and Landscape Maintenance
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 716,291	$ 891,346	$ 928,612
Supplies	215,096	181,311	203,800
Other Services & Charges	491,409	626,927	605,181
Capital Outlay/Projects	16,962	141,600	130,000
Total	$ 1,439,758	$ 1,841,184	$ 1,867,593
Capital Outlay/Projects			
Roughrider Parking Lot			$ 80,000
Partnering Projects			30,000
City Playground ADA Compliance			20,000
Total Capital Outlay/Projects			$ 130,000

Parks, Trails and Landscape Maintenance
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	15.544	18.614	19.500
Special Projects Supt.	1.000	1.000	1.000
Parks Maintenance Supt.	1.000	1.000	1.000
Park Regional Coordinator	2.000	2.000	2.000
Landscape Coordinator*	0.300	0.300	0.300
Equipment Mechanic	1.000	1.000	1.000
Turf & Irrigation Coord	1.000	1.000	1.000
Maintenance Technician	2.300	0.000	0.000
Trails/Natural Parklands Coord	0.000	1.000	1.000
Community Svcs Work Mon.	0.000	0.000	1.000
Maintenance Worker	0.000	1.300	1.300
Recreation Assistant	0.114	0.114	0.000
Seasonal Maintenance	6.830	9.900	9.900

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

PARKS AND RECREATION

Significant Expenditure Changes: Overall, there are no significant expenditure changes in this division for FY2014.

Lakes Management

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

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

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

Prior Year Results and Outcomes

Willow and Watson Lake loop trails: In FY13 we were able to complete loop trails around both Willow and Watson lakes. At Watson this was made possible by a council approved license agreement with a private property owner along the north shore that allowed us to construct .6 miles of trail connecting to the existing 4.1 miles. The Willow Lake Loop trail is 5.7 miles long and was able to be completed by city volunteers after a plan to elevate a portion of the trail through a low area was implemented.

Disc Golf Course: A nine hole disc golf course was constructed at Watson Lake Park using matching funds and labor from the local disc golf club. This added an amenity to a park that is much visited; our sign in sheets at the 1st tee box show an average of 30 players per day.

Lakes Management
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 129,270	$ 128,701	$ 136,104
Supplies	34,000	22,696	14,500
Other Services & Charges	76,325	93,945	76,269
Total	$ 239,595	$ 245,342	$ 226,873

Lakes Management
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	3.00	3.00	3.00
Maintenance Tech	1.00	1.00	3.00
Maintenance Worker	2.00	2.00	0.00

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

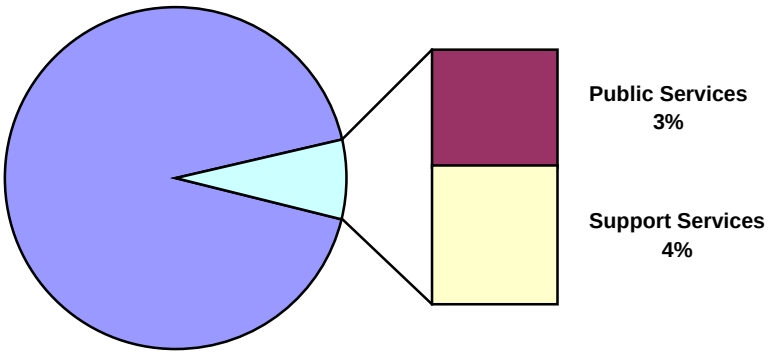
LIBRARY

The Library Department provides open and equal access to resources and services in order to help community residents obtain information to meet their personal enrichment, enjoyment and educational needs. The library offers a wide variety of materials and programs, supplies adults with current reading materials, provides reference services to all levels of students and other information seekers. The library has a special mission to young children and their parents to encourage a love of reading and learning.

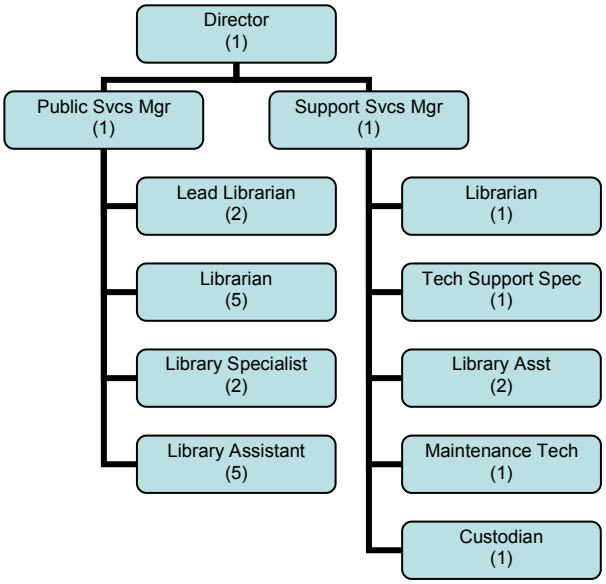
The library offers circulating collections of current high-demand, high-interest materials in a variety of formats. The library's collections represent a broad spectrum of knowledge on a variety of subjects and in a variety of formats, The library provides reference service of timely and accurate information in a variety of formats with access from diverse locations, and programs and services for all ages that encourage reading, learning, and cultural enrichment. Meeting facilities are available for local individuals, groups, organizations and agencies.

DEPARTMENT MISSION: The Prescott Public Library provides open and equal access to resources and services in order to help community residents obtain information to meet their personal enrichment, enjoyment and educational needs. The library is dedicated to providing access to both traditional and emerging technologies. The library makes meeting facilities available for local individuals, groups, organizations and agencies.

% of General Fund Operating Budget



LIBRARY



Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 1,391,881	$ 1,377,197	$ 1,443,767
Supplies	307,729	217,658	217,350
Other Services & Charges	434,065	596,158	599,124
Total	$ 2,133,675	$ 2,191,013	$ 2,260,241
Authorized Staffing Level	28.000	26.000	26.000
Public Services	20.500	20.500	18.500
Support Services	7.500	5.500	7.500

Public Services

Division Mission: To be the learning center of our community and the place people turn to for the discovery of ideas, the joy of reading and the power of information. Community needs drive our services and we take a personal interest in ensuring that they are delivered in a welcoming, convenient and responsive manner.

LIBRARY

Goal: Be the learning center of our community and the place people turn to for the discovery of ideas, the joy of reading and the power of information.			
Strategy: To maintain high service levels to library visitors, despite reduced resources and library hours.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Maintain high circulation per capita	18.8	20	21
Circulation	749,207	801,432	836,000
Maintain high number of active borrowers as a percentage of Service Area Population	91%	93%	94%
Number of patrons with a library card	36,198	37,000	37,500
Gate Count	509,236	495,106	495,000
Visits per capital	12.8	12.4	12.4
Reference Transactions	132,840	125,146	126,000
Questions per capita	3.3	3.1	3.2
Summer reading program enrollment	966	966	966
Percentage of youth under 18 years old	14%	14%	14%
Youth Programs	416	456	456
Youth Program attendance	16,914	14,862	14,865
Adult Programs	282	236	240
Adult Programs attendance	7,748	5,626	5,690

Prior Year Results and Outcomes

With the assistance of an Institute of Museum and Library Services grant administered through the Arizona State Library, as well as contributions from the Friends of the Prescott Public Library, an Early Literacy Center, The Rock Garden, was created on the lower level of the library. The Rock Garden serves our youngest patrons and their caregivers, averaging 35 visitors daily.

The Library's Teen Advisory Group (TAG) was chosen as one of sixteen groups nationwide to participate in the American Library Association's Teens' Top Ten. TAG members receive copies of recent titles, evaluate the books and act as nominators for the Teens' Top Ten list of the best new books for young adults. Teens are responsible for creating a national nomination list of new titles that is voted on by teens across the country.

Library programs for young adults and children were sponsored by the Friends of the Prescott Public Library. During FY13, 489 programs for youth were offered with 16,507 attending. These included such programs as using Skype technology to meet with nationally known young adult and children's authors as well as traditional storytimes for various age groups.

235 adult programs were presented In FY13 with 4,617 persons attending. These programs included Job Help Hub, which served Prescott residents searching for employment by providing assistance with resume creation, basic computer skills and interviewing skills. Staff provided instruction on using the Foundation Center database made access to grant opportunities easier to find for nonprofit groups in the community.

The Library Advisory Board, appointed by the Prescott City Council, met monthly beginning in January 2013 to review the operations and funding of the library. A review and report was presented to Council as part of the budget discussions for FY14.

LIBRARY

Public Services
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 996,679	$ 995,568	$ 1,047,390
Supplies	44	-	-
Other Services & Charges	-	2,883	1,174
Total	$ 996,723	$ 998,451	$ 1,048,564

Public Services
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	20.50	21.50	18.50
Director	1.00	1.00	1.00
Assistant Director	1.00	1.00	0.00
Library Manager, Public Svcs	0.00	1.00	1.00
Library Network Manager	1.00	0.00	0.00
Lead Librarian	2.00	2.00	2.00
Librarian	5.00	6.00	5.00
Library Specialist	3.00	2.00	2.00
Library Assistant	5.00	6.00	5.00
Clerks (Temporary)	2.50	2.50	2.50

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

Support Services

Division Mission: To be a destination of choice for area residents and visitors, a keystone of Prescott's Downtown.

Use appropriate and innovative technology to meet the needs of Prescott Public Library users.

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

Strategy: Continue to supplement library personnel by maintaining volunteer opportunities. Continue to meet community needs for a comfortable leisure space and meeting room space.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of volunteers	135	136	137
Volunteer hours	15,336	14,620	15,000
Meeting room use (# of bookings)	4,526	4,494	4,500
Public Computer Use	113,156	113,640	114,000

LIBRARY

Web visits	322,570	323,462	324,000

Goal: Use appropriate and innovative technology to meet the needs of Prescott Public Library users.			
Strategy: Reduce lines and waiting times for Prescott Public Library borrowers via use of self-service technology. Provide electronic materials to meet growing demand of technology savvy library users.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Increase use of self-checkout as % of total Downtown Library checkouts	59% (385,423 items via self check)	61% (435,764 items via self check)	62% (451,000 items via self check)
Downloadable Media Audio Books eBooks % of total circulation	 11,491 17,976 4%	 11,762 23,326 5%	 12,000 28,000 5%
Items borrowed from Yavapai Library Network members	59,672	52,184	50,000
Items loaned to Yavapai Library Network members	46,180	47,796	49,000

Prior Year Results and Outcomes

FY13 was another busy year for Prescott Public Library. Over 719,112 items were circulated--an average of 18 items per capita and a 7% increase over FY12.

Support Services
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 395,202	$ 381,629	$ 396,377
Supplies	306,615	217,658	217,350
Other Services & Charges	427,519	593,275	597,950
Total	$ 1,129,336	$ 1,192,562	$ 1,211,677

Support Services
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	7.50	5.50	7.50
Manager, Support Svcs	1.00	1.00	1.00
Librarian	1.00	0.00	1.00
Technology Support Spec.	1.00	1.00	1.00
Library Assistant	2.00	1.00	2.00
Maintenance Technician	1.00	1.00	1.00
Custodian	1.00	1.00	1.00
Clerks (Temporary)	0.50	0.50	0.50

Significant Expenditure Changes: There are no significant expenditures in this division for FY2014.

LIBRARY

Prescott Gateway Branch

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

Prescott Gateway Branch
Expenditure Summary

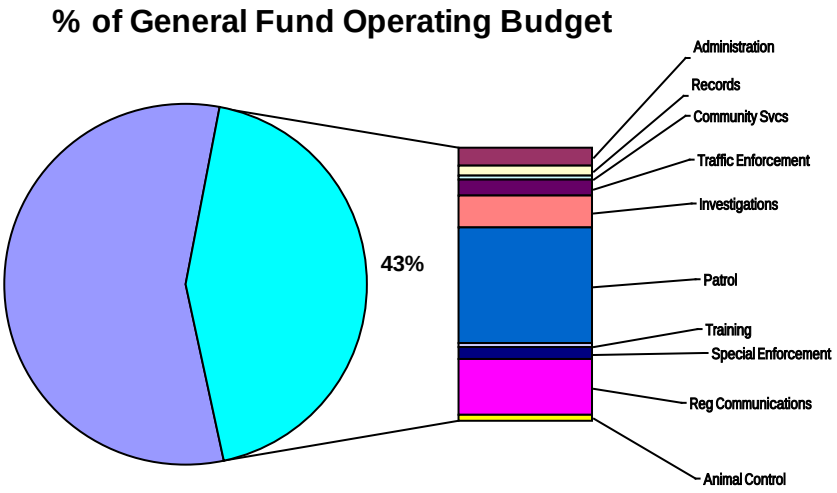
	FY12 Actual	FY13 Estimate	FY14 Budget
Supplies	$ 1,070	$ -	$ -
Other Services & Charges	6,545	-	-
Total	$ 7,615	$ -	$ -

Significant Expenditure Changes: This The Prescott Gateway Branch closed in FY2012.

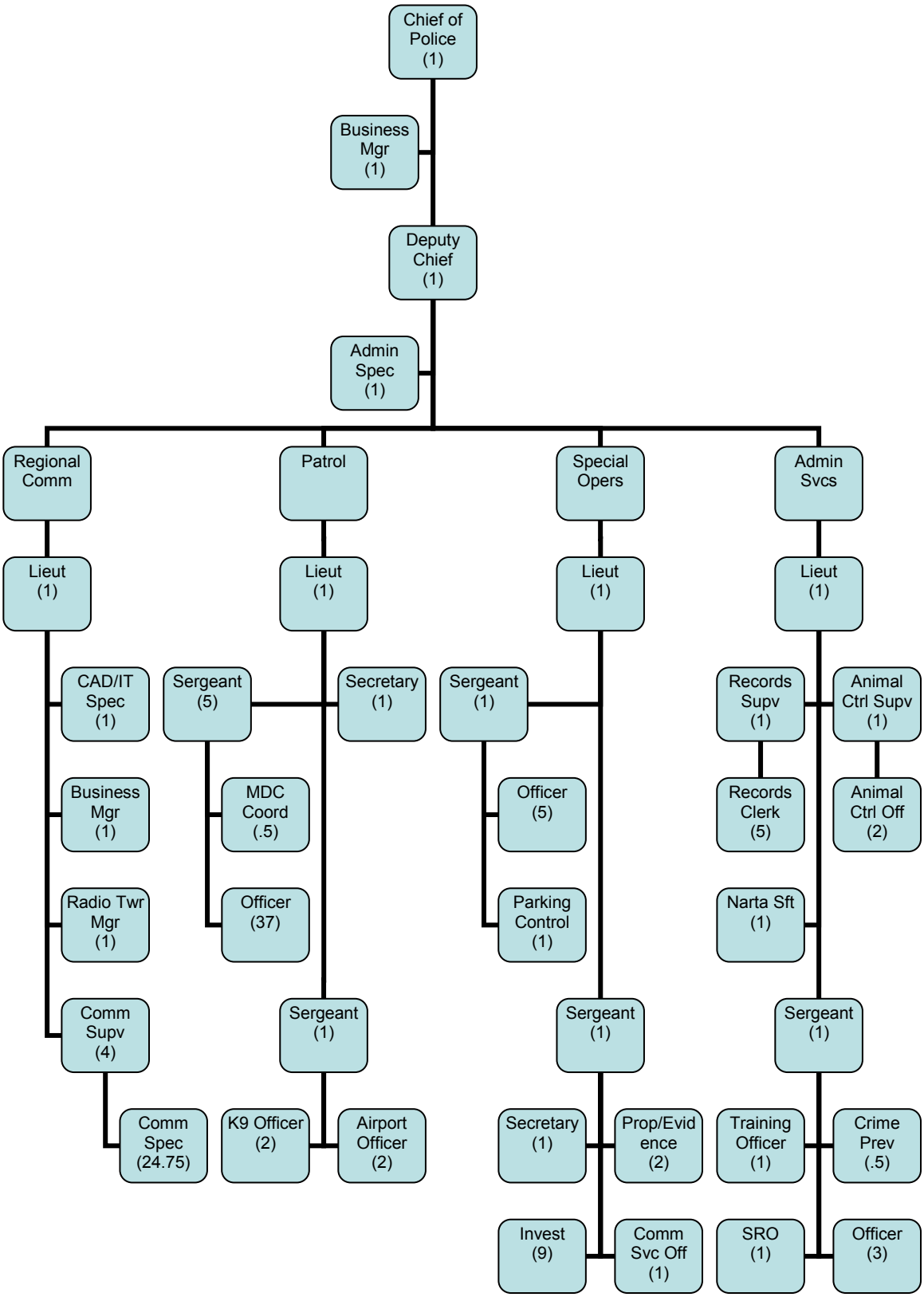
POLICE

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

DEPARTMENT MISSION The mission of the Prescott Police Department is to protect people, property and rights in our community.



POLICE


Chief of Police (1)
Business Mgr (1)
Deputy Chief (1)
Admin Spec (1)
Regional Comm
Patrol
Special Opers
Admin Svcs
Lieut (1)
Lieut (1)
Lieut (1)
Lieut (1)
CAD/IT Spec (1)
Business Mgr (1)
Radio Twr Mgr (1)
Comm Supv (4)
Comm Spec (24.75)
Sergeant (5)
MDC Coord (.5)
Officer (37)
Secretary (1)
Sergeant (1)
K9 Officer (2)
Airport Officer (2)
Sergeant (1)
Officer (5)
Parking Control (1)
Sergeant (1)
Secretary (1)
Prop/Evidence (2)
Invest (9)
Comm Svc Off (1)
Records Supv (1)
Records Clerk (5)
Narta Sft (1)
Animal Ctrl Supv (1)
Animal Ctrl Off (2)
Sergeant (1)
Training Officer (1)
SRO (1)
Crime Prev (.5)
Officer (3)

POLICE

Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 9,476,811	$ 9,982,704	$ 10,737,391
Supplies	381,646	362,575	407,375
Other Services & Charges	1,515,834	1,733,873	1,799,449
Capital Outlay/Projects	431,064	152,379	274,448
Total	$ 11,805,355	$ 12,231,531	$ 13,218,663
Authorized Staffing Level	122.00	122.50	124.75
Administration	4.00	4.00	5.00
Records	6.00	6.00	6.00
Community Services	6.00	7.00	5.50
Traffic Enforcement	5.00	6.00	7.00
Investigations	12.25	11.25	15.00
Patrol	51.50	51.50	49.50
Training	1.00	1.00	1.00
Animal Control	3.00	3.00	3.00
Comm Restitution Prog	2.50	0.00	0.00
Regional Communications	30.75	32.75	32.75

Administration

Division Mission: The Mission of the Police Administration is to manage and support the bureaus within the Prescott Police Department to ensure all sections are working towards the accomplishment of their goals and the Departments mission.

Goal: Maintain a strategic plan for the Prescott Police Department.

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

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Create and Update Document	1	3	1
Planning and Strategy Meetings	4	4	4

Goal: To insure the community receives efficient public safety response to address crime and respond to calls for service.

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

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
UCR Part I	1,327	1,440	1,500
UCR Part II	4,035	4,000	4,200
Calls for service	28,904	30,000	31,000

POLICE

Goal: Provide public safety support to local area agencies and organizations.			
Strategy: Supply manpower to assist in cooperative efforts in public safety, training, and community policing.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
NARTA Advisors/Hours	0/0	0/0	2/1386
NARTA Instructor/Hours	26/520	26/572	26/572
NARTA Class Sergeant/Hours	1/2080	1/2080	0/0
PUSD School Resource Officers/Hours	1/1600	1/1600	1/1600
MATForce/Hours	2/55	2/55	2/55
NACOG – Local workforce investment board, youth council/Hours	1/10	1/10	1/10
IFEMG/Hours	3/35	2/25	2/25
Salvation Army Advisory Board/Hours	1/15	1/15	1/15
Special Events Committee/Hours	1/40	1/40	1/40
PANT Board of Directors/Hours	1/24	1/24	1/24
PANT Detective/Hours	1/2080	1/2080	1/2080
Prescott Youth Football Association/Hours	1/325	1/375	1/275
DUI Task Force/Hours	12/416	12/416	12/416
Gun Safety Classes to Elementary School (Eddie Eagle)/Hours	4/8	10/10	10/10
Citizen's Academy/Hours	1/18	0/0	0/0
School Lunch Program/Hours	1/12	1/12	2/20
Bicycle Rodeos/Hours	0/0	1/8	2/16

Goal: To reduce/eliminate liability exposure to our city, department, and patrol officers and establish prevention measures to maintain a low level of industrial injuries.			
Strategy: Implement standards and requirements that would assist officers to effectively perform their assigned tasks in a safe manner while reducing liability exposure.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of industrial claims filed	16	13	13
Dollar amount paid for industrial injuries	$98,521.42	$110,292	$110,292
Safety Training	16	17	17

Goal: To provide a centralized location for all department employees to acquire law enforcement related equipment and uniforms.			
Strategy: Maintain accountability in ordering, issuing, receiving and tracking equipment and uniforms.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of department vehicles maintained	76	76	76
Number of employees acquiring support and/or equipment:			
Sworn	70	77	78
Reserve	0	0	1
Civilian	17	18	18
Dispatch	31	36	37

POLICE

Prior Year Results and Outcomes

The Department continues to participate in the Northern Arizona Regional Training Academy (NARTA) and Chief Monahan serves on the Board of Directors as a Co-Chair. Department personnel continue to contribute a significant number of hours to provide quality class instruction. The Department also contributes to the ongoing success of the academy by providing the class Sergeant. Chief Monahan began serving as a member of the Executive Board of Directors for the Partners Against Narcotics Trafficking (PANT). The Department gave operational support of PANT through the assignment of one Detective to assist this special investigative and enforcement unit.

On January 1, 2013 the Department became part of a Yavapai County task force with the initiation of the northern Arizona State GIITEM (Gang Intelligence and Immigration Team Enforcement Mission), by contributing one Detective towards addressing those problems in our area.

Chief Monahan is current President of the Arizona Association of Chief of Police. The purpose of this Association is to promote and enhance cooperation and coordination between the public and private entities and individuals in the interests of law enforcement.

Chief Monahan is Chairperson of the Governor's Commission to Prevent Violence Against Women. This Commission is tasked with developing legislative and policy recommendations with regard to preventing violence against women, as well as expanding on successful prevention initiatives and coordinating and expanding services for victims of domestic and sexual violence. The Commission seeks to unite and enhance statewide efforts to prevent and end domestic and sexual violence. Members of the Commission represent a wide variety of disciplines, regions and cultural perspectives. Chief Monahan Co-Chairs the Order of Protection Task Force – A workgroup of Sandra Day O'Connor House. It is to build partnerships and collaborations within our state and the nation to implement solutions of solving important social, economic and political problems through civil talk leading to civic action.

Lt. Reinhardt sat as an executive board member for MATForce, a coalition that supports prevention programs for youth and family, influence public opinion and policy on the abuses of drugs, increase the capacity to intervene and treat by the implementation of a comprehensive plan that includes a media campaign, promotional marketing, a Speaker's Bureau, educational programs and various community activities to raise awareness and to advocate for positive changes in substance abuse issues and public policies.

Lt. Gill sits on the Prescott Area Steering Committee of MATForce. This coalition provides support and strategically carries out the goals set forth by the executive boards and with various professional and community members.

Lt. Morley serves on the Arizona Council of Governments' local Workforce Investment Youth Council Board.

Lt. Fletcher continues to serve as a board member for the Salvation Army, as well as served as the Chairman of the Associate Pastor Search committee at the American Evangelical Lutheran Church. Lt. Fletcher successfully completed and graduated from the Arizona Police Leadership program through AZPOST.

Lt. Bonney remained active as a member of the Subject Matter Expert Committeee for the AZPOST General Instructor program. Lt. Bonney successfully completed and graduated from the Arizona Police Leadership program through AZPOST and is now an instructor in that course. She volunteers

multiple hours to the music program at the American Evangelical Lutheran Church by working in their music program as well as being selected as the Chair for the Youth Pastor Search committee.

Provided departmental response to numerous citizen and business requests for city wide crime statistics.

During FY 12/13, Department volunteers worked a total of 11,290.25, including 7,183.5 hours which were worked by Citizens on Patrol volunteers.

Maintained and monitored the adopted alarm ordinance program to assess fees to the users of alarm systems which malfunction and cause a police response.

Administration
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 412,783	$ 415,391	$ 507,145
Supplies	9,910	10,975	10,975
Other Services & Charges	395,925	418,025	436,871
Capital Outlay/Projects	144,998	-	-
Total	$ 963,616	$ 844,391	$ 954,991

Administration
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	4.00	4.00	5.00
Police Chief	1.00	1.00	1.00
Deputy Police Chief	0.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00
Police Research Analyst	1.00	0.00	0.00
Business Manager	0.00	1.00	1.00
Administrative Specialist	0.00	0.00	1.00
Administrative Assistant	1.00	0.00	0.00

Significant Expenditures Changes: The 22.1% increase in Personnel can be tied to the addition of the Administrative Specialist position to this division in FY2014 and the fact the Police Chief position was vacant for part of FY2013.

Records

Division Mission: To maintain a Records Management System and account for the collection, dissemination and retention of police records.

POLICE

Goal: Improve accuracy and completeness of criminal history records on arrests through the Arizona Automated Fingerprint identification System (AZAFIS).			
Strategy: Review each fingerprint and disposition card received from the Yavapai County Sheriff Office, process corrections and notify Arizona DPS of the corrected information.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Disposition sheets received/correction reported	853/66	553/35	550/30

Goal: To disseminate all public records requests as soon as possible within our manpower capabilities.			
Strategy: The Records Division will be responsible for the timely, accurate and completeness of disseminating public records requests received from the general public, Government office, CPS and the Armed Forces.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of Public Requests	1,934	2,132	2,200
Number of Government Agency Requests	328	344	350
Number of Child Protective Services Requests	1,081	1,084	1,089
Number of Armed Forces Requests	160	170	180

Goal: To maintain the Department's records through yearly purging following Arizona State Library and Archives retention schedules.			
Strategy: The Records Division will be responsible for preparing departmental paperwork for scanning and destruction based on the State's retention schedules.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of boxes shredded	51	60	62
Number of electronic files/records maintained	220,647	221,147	221,647
Number of paper files/records maintained	32,686	31,166	29,717

Goal: To maintain an accurate and complete records management system.			
Strategy: The Records Division will be responsible for the timely, accurate and completeness of data collection, dissemination and retention of police-related information.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of accidents processed	1,134	1,150	1,150
Number of citations and warnings processed	15,058	15,660	15,760
Number of warrants validated	2,040	2,050	2,060
Number of police reports processed	21,066	21,566	22,066

Prior Year Results and Outcomes:

Installed a new server to replace the old server which was outdated and out of space. The new server will enable us to store more data enabling officers to attach documents and photographs to their files. The old server will be used to house a citizens' online reporting system.

Partnered with agencies throughout Yavapai County to work with MATForce to track crimes that are connected to prescription drug usage and abuse.

POLICE

Implemented a new Records Call Taker position which will act as a backup to our current station officer to provide more efficient service to the public via telephone call backs and in person at our front counter.

Worked with the City Court to develop reports that will assist them in tracking incoming citations that are written on the e-ticket writers. The reports will help the courts keep their records up to date and avoid having to dismiss tickets due to lack of paperwork.

Records
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 321,314	$ 317,938	$ 336,481
Supplies	8,424	9,000	10,500
Other Services & Charges	97,542	139,013	137,158
Total	$ 427,280	$ 465,951	$ 484,139

Records
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	6.00	6.00	6.00
Records Supervisor	1.00	1.00	1.00
Records Clerk	5.00	5.00	5.00

Significant Expenditure Changes: There are no significant expenditure changes in this division for FY2014.

Traffic Enforcement

Division Mission: To provide safe and efficient travel on the roadways within the city through a well trained, professional team that will be responsive to our citizens and visitors traffic concerns.

Goal: To be responsive to special event activities.

Strategy: Build effective working relationships with our community by working with the Special Events committee in planning and providing assistance for numerous Special Events throughout the year.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of special events	9	8	8
Number of parades	5	5	5
Number of races	4	4	4

POLICE

Goal: To enhance compliance of parking laws and regulation in the downtown business area.			
Strategy: Parking Enforcement will enforce the City and State parking regulations in the downtown area to ensure parking space availability for citizens and visitors in our downtown area.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Parking citations	4,284	4,300	4,300
Handicap parking citations	61	65	75
Parked not within markings citations	133	130	130
Overtime parking citations	3,398	3,350	3,350

Goal: To provide accurate and complete motor vehicle crash investigations.			
Strategy: Respond and investigate motor vehicle crashes.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of crash investigations – fatal collisions	2	4	4
Number of crash investigations – injury collisions	272	270	300
Number of crash investigations – non-injury collisions	816	800	850

Goal: To enhance safety, reduce death/serious injury crashes and damage within the City of Prescott.			
Strategy: Proactively enforce traffic laws by the use of radar, saturation patrol, DUI Task Force, directed patrol, and enforcement in high frequency accident locations.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of citations issued	4,202	4,000	4,000
Number of warnings issued	3,528	3,500	3,500
Commercial vehicle inspections performed	99	75	75
DUI Enforcement Details	12	12	12
Speed/Aggressive Driver Details	8	8	8
Impaired driver arrests	165	140	140
Directed Traffic Monitoring (COPs)	72	100	100

Goal: To provide education to our community regarding traffic safety and laws.			
Strategy: Education will be provided through speaking engagements and demonstrations to neighborhood watch groups, homeowners associations, public interest groups, radio, newspaper and TV.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Public education events	8	8	8
Traffic safety media/TV releases	11	10	10
School education events	13	12	12

Prior Year Results and Outcomes:

Throughout FY12/13, the Traffic Safety Section has maintained a total of five (5) dedicated traffic officers, one (1) parking enforcement officer and one (1) supervisor.

The Traffic Safety Section provided traffic control and a police presence at 26 different races, parades and various community special events.

POLICE

The Traffic Safety Section continues to submit for and receive Grant funding through the Governor's office of Highway Safety. A total of $35,000 in GOHS Grant funds were received in October of 2012. An additional $3,000 was received in May of 2013 for seatbelt enforcement and $25,224 was awarded in May of 2013 for the acquisition of a new marked police motorcycle. Through grant funding the Traffic Safety Section augmented enforcement equipment and paid overtime costs to administer the following:

- 12 DUI Taskforce details including Saturation Patrols and Joint Command Post operations.
- 2 week enforcement of "Click it or Ticket" National Campaign.
- 8 Speed and Aggressive driver enforcement details throughout FY 2013.
- The acquisition of a new police motorcycle to be delivered and placed into service by September of 2013.

Members of the Traffic Safety Section received advanced training to continue proficiently in numerous specialty areas:

- Three officers attended Advanced Collision Investigation training.
- Two officers attended laser/radar instructor school.
- All Traffic Safety Officers attended CSI mapping training.
- Two Offices attended Field Training Officer School.
- Hosted and attended a new user/recertification class for car seat techs.
- Co-instructed an AZPOST Firearms Instructor School
- One officer attended Police Survival Training.
- Three officers attended the Avondale Advanced Motor Competition which resulted in second, third and fourth place trophies as well as a plaque for the best agency.

The Traffic Safety Enforcement Section provided approximately 226 hours of instruction at NARTA.
The Traffic Safety Enforcement Section:

- Wrote 7,523 traffic citations and warnings
- Investigated 575 traffic crashes
- Made 137 DUI arrests
- Wrote 4,584 parking citations

Traffic Enforcement
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 685,907	$ 713,069	$ 679,539
Supplies	23,511	21,500	25,550
Other Services & Charges	77,422	90,314	73,972
Total	$ 786,840	$ 824,883	$ 779,061

POLICE

Traffic Enforcement
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	5.00	6.00	7.00
Sergeant	1.00	1.00	1.00
Police Officer	3.00	4.00	5.00
Parking Control Officer	1.00	1.00	1.00

Significant Expenditure Changes: The 18.1% decrease in Other Services & Charges results from the methodology used to calculate the Insurance cost recovery. This charge is based on percentage of budget, loss history, and number of vehicles so the number can fluctuate each year.

Investigations

Division Mission: The Investigations Section mission is to investigate specifically assigned crimes by clearing serious crimes against persons, property and financial crimes while supporting other department sections and criminal justice practitioners in law enforcement duties.

Goal: Maintain a computer data entry on pawned property which pawn shops are required, by law, to provide to the Police Department.

Strategy: Utilize the VIP program to enter the pawned property from information received via pawn shops, along with having pawn shops adhere to the police department's designated electronic reporting system.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Pawn items reviewed, entered and evaluated	2,526	3,000	3,200

Goal: The Investigations Division will focus on investigating and assisting in prosecuting crimes against people, property and financial frauds.

Strategy: Assign follow up on Part I and Part II crimes. Assign follow up on misdemeanor cases as they relate to Part I crimes.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of cases assigned	349	276	310
Number of cases cleared	387	214	235
Cases Investigations continues	35	125	150
Cases Investigation Court process	65	151	175
Cases Closed	210	148	150

POLICE

Goal: To provide excellent service to criminal justice practitioners and participate in the area of property and evidence.			
Strategy: Store evidence with appropriate safeguards to maintain its value and the chain of custody.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of property items impounded	6,158	6,220	6,330
Number of property items released	1,026	1,200	1,350
Copies made of digital, audio & video evidence for criminal justice practitioners	1,427	1,480	1,500
Pounds of prescription drugs destroyed	700	710	720

Goal: To continue the use of the CVSA for investigative and hiring purposes.			
Strategy: Utilize the CVSA (Computer Voice Stress Analyzer), truth verification equipment, as an investigative tool to verify suspect's and victim's statements in criminal cases. Additionally, the CVSA is used in the Police Department hiring process (civilian and volunteers) and in internal investigations.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of CVSA usages for criminal investigations	15	19	22
Number of CVSA usages for hiring purposes	22	30	33

Goal: To focus on proactively addressing serious crimes within the community.			
Strategy: Conduct proactive enforcement details specifically related to cases typically assigned to investigations. At times these proactive details will be covert in order to maximize their effectiveness.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of proactive details worked	4	5	6

Prior Year Results and Outcomes

Investigated the homicide of David Mueller which resulted in the arrest of his wife, Cynthia Mueller for his death.

After ten years of investigation, Jen Carpenter was arrested in Indiana for the murder of her husband, Brent Carpenter, ten years ago in Prescott.

Investigated and arrested James Levine, who crafted and detonated a device on the campus of ERAU.

Worked in cooperation with Yavapai County police and fire agencies to implement the Yavapai County Child Abduction Response Team.

Began the Yavapai County Domestic Violence Task Force.

Began the implementation of the digital evidence management system in the property room.

Began the process of remodeling the property and evidence section to include the purchase and installation of new shelving and a new refrigeration unit.

Hired and trained Paul Dunn as a Crime Scene Technician and re-classified Laura Wilson as a Crime Scene Technician.

POLICE

Welcomed Doug Hawk into the investigations Section.

Det. Brazell became CVSA trained and certified and recertified Detectives Poulin and Mora in the same.

Detective Andy Wing was assigned to work with DPS as a member of GIITEM.

Investigations
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 1,243,435	$ 1,202,830	$ 1,371,721
Supplies	41,562	41,550	42,300
Other Services & Charges	133,052	152,339	113,199
Capital Outlay/Projects	-	8,625	116,183
Total	$ 1,418,049	$ 1,405,344	$ 1,643,403

Capital Outlay/Projects	
Mechanical Mobile Evidence Storage System	$ 57,000
Digital Evidence Management/Server	41,183
Interview Room Upgrade	15,000
Walk-In Cooler	3,000
Total Capital Outlay/Projects	$ 116,183

Investigations
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	12.25	11.25	15.00
Lieutenant	1.00	1.00	1.00
Sergeant	1.00	1.00	1.00
Police Officer	7.00	6.00	9.00
Secretary	0.50	0.50	1.00
Prop/Ev Tech - CSI	0.00	2.00	2.00
Property/Evidence Tech	2.00	0.00	0.00
Public Safety Specialist	0.75	0.75	1.00

Significant Expenditure Changes: The 14.0% increase that can be observed in Personnel. This is a result of shifting three police officers to this division from another division within Police. The overall Police Department budget is not affected.

Other Services & Charges exhibits a 25.7% decrease due to the methodology used when calculating the Insurance cost recovery each year. This calculation is based on number of vehicles, percentage of budget and loss history. Due to this, the budget varies yearly.

POLICE

Patrol

Division Mission: The mission of the Patrol Division is to protect life, fight crime and preserve our community quality of life while responding to calls for police service.

Goal: Utilize the Citizen on Patrol Program to augment community based policing and patrol functions.

Strategy: Utilize Citizen on Patrol volunteers to assist Patrol Officers with calls for service and specialty functions.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Traffic control	246	250	250
Evidence transports	100	100	100
Property checks	1,361	1,400	1,425
Citizen patrol volunteer hours	8,836	10,000	10,000
Number of handicap citations issued	35	40	50
Crime scene security	10	15	15
Transport of city funds and documents	835	850	850
Abandoned vehicles (tagged)	182	195	200

Goal: To provide superior proactive and reactive law enforcement services to the community through high levels of productivity.

Strategy: Staff five Patrol teams to provide 24/7 coverage for all calls for service and to perform follow up as needed to complete the court process on investigations.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of calls for service	28,904	30,000	32,000
Number of self initiated calls	16,606	16,500	17,000
Number of misdemeanor arrests	844	900	950
Number of felony arrests	271	300	325
Number of offense reports	6,047	6,250	6,500
Number of miscellaneous incident reports	5,545	5,750	6,000
Number of warrants	300	325	350
Number of subpoenas	100	125	150
Number of follow up contacts	3,520	3,750	4,000

Goal: To provide a specialized K-9 resource to enhance law enforcement tactics and community relations.

Strategy: Utilizing the K-9 for specialized police functions, public events and special engagements within the community.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of public events and special engagements	45	55	65
Number of building searches	60	75	85
Number of vehicle searches	60	70	80
Number of drug seizures	40	55	65

POLICE

Prior Year Results and Outcomes

Patrol Officers responded to 42,341 incidents; 26,776 were initiated as calls for service, with the remaining 15,365 self-initiated in nature.

Citizens on Patrol provided their services for the Whiskey Row Off Road race, the Whiskey Row Marathon and the 4th of July festivities including the Rodeo. They also assisted with the City Christmas holiday events and the Halloween detail on Mt. Vernon Street. The continued to provide public safety services throughout the year with regular patrols, money runs, evidence runs, property checks, drug burns, critical incident calls-outs, vehicle maintenance runs and traffic control for the Doce fire.

The SWAT team was activated one (1) time during the fiscal year to serve a high risk narcotics search warrant for the Department of Public Safety Criminal Investigations Section in Prescott.

The SWAT team trained 12 times over the past year and they also attended the Arizona Tactical Officer's Association (ATOA) conference to network with other Arizona Tactical Teams. They also trained locally with the YCSO SWAT Team, the Prescott Valley Police Department SWAT Team and the Peoria Police Department Special Assignment Unit to prepare for a large scale tactical operation.

The SWAT Team participated in a large scale scenario sponsored by the Center for National Response and the Arizona National Guard Civilian Support Team at the Central Yavapai Regional Training Center in Prescott Valley. The drill simulated a bio-chemical terrorist incident involving a hostage rescue component. This scenario was a National Incident Management Systems compliant event and utilized the Incident Command System.

Sergeant Brambila and Sergeant Kasun were asked by the Peoria Police Department Special Assignment Unit to evaluate a scenario in Peoria for their tactical team and provide feedback on their performance.

SWAT Team Leader Sergeant Jon Brambila continues to serve as a Board Member for the Arizona Tactical Officers Association as the North Region Representative.

The Team has moved closer to the National Officer's Association (NTOA) standards as they continue to train two ten (10) hour days every other month and one ten (10) hour day in alternating months.

POLICE

Patrol
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 4,218,962	$ 4,785,360	$5,142,995
Supplies	244,827	226,500	259,500
Other Services & Charges	311,752	381,978	362,247
Capital Outlay/Projects	-	-	47,000
Total	$ 4,775,541	$ 5,393,838	$5,764,742
Capital Outlay/Projects			
Night Vision Equipment			32,000
Simunition Training Equipment			15,000
Total Capital Outlay/Projects			$ 47,000

Patrol
Staffing Summary

	FY11 Actual	FY12 Estimate	FY13 Budget
Authorized Staffing Level	44.50	51.50	50.50
Lieutenant	1.00	1.00	1.00
Sergeant	5.00	6.00	7.00
Officer	37.00	43.00	41.00
Information Technology Tech	0.00	0.50	0.50
Public Safety Specialist	0.50	0.00	0.00
Secretary	1.00	1.00	1.00

Significant Expenditures Changes: Personnel shows a substantial increase (7.5%) when comparing the FY2014 budget to the FY2013 estimated endings due to the increased cost of public safety retirement.

Training

Division Mission: To maintain staffing levels and required continuing education, training and equipment for police personnel.

Goal: To provide and ensure that all training conforms to Federal, State and Department requirements.			
Strategy: Schedule and coordinate approved training.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Average per officer AZPOST required continuing training hours. (8 hrs required per year/officer)	35	40	40

POLICE

Average per office AZPOST required proficiency training hours. (8 hrs required every 3 years/officer)	15	20	20
AZPOST and departmental required firearms qualifications. (5 yearly per officer)	8	8	8
Additional training hours provided to personnel (per year/avg per officer)	4	4	4
Hours of risk management training on an annual basis to patrol officer	2	2	2

Goal: To maintain staffing level for sworn and civilian employees.			
Strategy: Actively recruit and evaluate the best applicants for employment.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Sworn applications processed	200	250	225
Civilian applications processed	95	200	100
Background investigations completed	40	40	40
New employees hired	9	10	10

Prior Year Results and Outcomes

Completed background investigations for over 25 police candidates, dispatchers, park volunteers and police civilian employees and others as required by the City.

Maintained a training blog for certified personnel regarding current training issues and crime trends.

Coordinated volunteer Park Ranger Training by Police Department staff to include training in the use of pepper spray, graffiti cards, patrol procedures and positive community relations.

Coordinated required OSHA instruction for department personnel and coordinated required continuing and proficiency instruction to maintain AZPOST certification for 72 sworn personnel.

Provided support to NARTA.

Assisted and supported the Field Training Officer program by creating and tracking all paper work related to training for the patrol bureau.

Provided a centralized location and resource for all Department employees to acquire law enforcement related equipment, uniforms and supplies.

Assisted in maintaining equipment and scheduling for the Prescott Police Department firearms range.

Coordinated with numerous other agencies for their usage of this range.

Coordinated the Prescott Police Department Mentoring Program.

Provided assistance in all areas of the Prescott Police Department.

POLICE

Training
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 114,804	$ 117,567	$ 128,239
Supplies	10,977	13,300	16,100
Other Services & Charges	22,722	23,729	27,586
Total	$ 148,503	$ 154,596	$ 171,925

Training
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00

Significant Expenditures Changes: There are no significant expenditure changes in this division for FY2014.

Community Services

Division Mission: To be a proactive policing resource to the community and police department focusing on special enforcement, education and training.

Goal: To provide law enforcement services and law enforcement educational classes at the Prescott High School.

Strategy: Supply a School Resource Officer to conduct educational classes and a law enforcement presence at Prescott High School. Provide the opportunity for high school students to participate in a mentoring program for middle school students.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of character and law related education classes taught at the high school	46	50	52
Number of students in character and law related education classes at the high school	1,925	1,500	1,500
Number of investigations conducted by SROs at the high school	120	122	125
Number of high school students participating in the Scholarship Mentor Program for middle school children	55	55	55

POLICE

Goal: Provide a proactive approach to solving crime and addressing community problems.			
Strategy: Utilize various forms of enforcement and education to assist the Patrol Bureau, Traffic Safety Section and the Investigations Section.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of Investigation Section assists	22	25	30
Number of Patrol Bureau assists	30	37	47
Number of Traffic Safety Section assists	6	10	14
Number of summer vacation and school break special enforcement projects	25	30	35

Goal: Provide Crime Prevention services to the residential and business community.			
Strategy: Conduct Block Watch and Business Watch meetings. Provide community outreach programs for various groups to provide crime prevention information.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of Block Watch groups	59	65	70
Number of Business Watch members	161	170	178
Number of security surveys	16	20	24
Number of speaker presentations	126	120	125

Prior Year Results and Outcomes

Bike Team:
The Prescott Police Department put into place its Bike Team per a Community Policing Grant. The Grant has funded three full time Bicycle Officers and a full time Supervisor. This team of officers worked a variety of assignments and made impacts in areas across the board. The following highlights the team's efforts this fiscal year:

Teaching/Education **-** Members from this section provided Active Shooter in the Workplace training to at least 11 City Departments and several local businesses which include a radio station and the Prescott Gate Way Mall. In addition, members conducted numerous security surveys ranging from schools, small businesses, the Community Development Department and the new Fire Department Administration Building.

Members from this section along with the assigned School Resource Officer instructed numerous classes to students at PHS, Tri –City Prep, elementary schools, ERAU and Prescott College. Topics included, fire arms safety, Medical Marijuana, student safety, Affects of Illegal Drugs, sexting and harassment.

Members partnered with MAT FORCE and received RX 360 Training and later taught this topic at PHS and North Point. This particular class targeted perceptions about prescription Drugs.

Officers manned Teen Maze for three days, addressing under age alcohol issues for Middle School students in Yavapai County.

POLICE

School Resource Officer:

There is one officer assigned to Prescott High School as the School Resource Officer. This officer handled issues ranging from security and administration to teaching as he served as an instructor while assigned to the school. The SRO taught the following classes this past year:

- 8- RX 360 classes; reaching approximately 200 students.
- Sexting and harassment presentations for entire Freshman class- approximately 400 students.
- Texting while Driving: presentations for entire Freshman class- approximately 400 students.
- 8 hours of Government to four different classes on the topic of the 4th Amendment.
- Presentation to school staff on an Active Shooter on campus

The SRO and members from this section also worked many events such as football games, prom and graduation.

The SRO also handled many enforcement related issues that occur on campus. This year the SRO investigated a student dealing drugs at the high school. Two highlights of this were: one 16 year old was charged with this offense and later the SRO assisted PHS administration in an expulsion hearing for this student. Further follow up from this case resulted in several other student arrests for a variety of drug related charges. The SRO also investigated and later arrested three PHS students for computer tampering and related charges when it was discovered they used a “key stroke logger” to enter faculty computers and change grades.

The SRO oversaw the DARE Role Model scholarship program at both middle schools. The SRO and qualifying seniors (Role Models) spoke to 6th and 8th grade students at GMMS and MHMS regarding a drug and crime free life, among other things. The participating Role Models then submitted essays and were interviewed for their chance to receive a scholarship to their college of choice. Two awards were given out totaling $1,500.00.

Milestones - This year, members of the Community Services Section worked to revitalize this program. The Prescott P.D. began contacting old partners for this program and in the process, helped solidify this program building a stronger relationship with the county as well as helping it to grow throughout Yavapai County. Efforts continue and this program is being readied to start up again this next school year.

Police Explorers - The Prescott Police Department’s Explorer Post continues to stay active and helped with a number of events this past year. They provided additional traffic Control for Halloween, participated in events downtown over the Christmas holiday, worked the High Land Games and worked the 4th of July activities at Pioneer Park. Members of the Explorer Post attended a competition in Chandler this January and netted 4 trophies for their performance in scenarios.

Projects and Enforcement –

Island Store:

Members provided an increased presence and enforcement efforts in the downtown area. Officers addressed juvenile concerns, i.e., smoking, disorderly conduct, drinking issues etc. Officers worked plain clothes and uniformed enforcement making numerous arrests. The officers found that there was a visible problem regarding “Spice” and worked a plain clothes investigation specifically on this issue

resulting in buys being made from a local business. The efforts in this case resulted in the business closing and the owner fleeing the City with a $50 thousand dollar warrant out for his arrest.

300 N. Montezuma:
Members worked with Parks and Recreation to address ongoing crimes at the monument and horse shoe pit area of this park. The park was over grown allowing for all types of behavior to take place as visibility into the park was scarce. Parks and Rec supported this effort and through use of Fire Crews, cut back the ground area and raised the tree canopy to allow visibility into the area. As a result of this work, and constant patrol, the park has transformed into a safer area where crimes have substantially decreased.

Acker Park:
Members worked this particular park due to ongoing complaints of sexual activity taking place around the children's play area and trails. Officers worked in a plain clothes capacity in an attempt to catch violators or be solicited by the people looking for sexual activities. This particular project has netted several arrests ranging from soliciting sex acts in a park to sexual abuse. This is an ongoing effort and an active project. Parks and Recreation also helped with the complaints and had work done to make the wooded areas less cluttered and open the area up for greater visibility making the park, trails and entire area safer.

Granite Mountain Middle School:
Members of this section worked with school administration and faculty after a lock down at that campus on September 11th. Officers walked each classroom helping the assigned teacher with better fortification, preparations and hiding places for a lock down situation.

Special Olympics:
Members of the Prescott Police department participated in the Torch Run and with community member's support helped raise over $2000 toward Special Olympics Arizona.

Shop with A Cop:
The Community Services Section oversees this successful program; this year was the 15th annual event and was held in Prescott Valley. Approximately 98 children participated in this event. This event continues to be successful due to the support of our community and commitment from our partners in Law Enforcement.

Crime Prevention:
National Night Out:
This annual event was another hit and approximately 21 parties were visited by members of our Police and Fire departments as well as dignitaries from our city administration. This event fell on August 7th and continues to be an active part of our Block Watch Program. The Prescott Police Department came in 19th in the nation in a N.N.O. competition with only one other city placing from Arizona.

POLICE

Block and Business Watch:
These two programs continue to remain active and are supported by our community. The crime prevention specialist and members of the Community Services Section attended and gave talks to many BW groups this past year.

Crime tips and our news letter continue to be a priority for our section. These are published and sent out to our community on a regular basis. Our crime prevention specialist left employment and our department is in the process of hiring a replacement.

Community Services
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 224,677	$ 174,186	$ 188,360
Supplies	7,998	10,800	12,800
Other Services & Charges	58,988	41,447	38,631
Total	$ 291,663	$ 226,433	$ 239,791

Community Services
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	6.00	7.00	5.50
Sergeant	2.00	1.00	1.00
Police Officer	3.00	5.00	4.00
Crime Prevention Specialist	0.50	0.50	0.50
Secretary	0.50	0.50	0.00

Significant Expenditures Changes: There are no significant expenditure changes in this division for FY2014.

Community Restitution Program

Division Mission: To provide monitored labor services of individuals as assigned by the court.

POLICE

Community Restitution Program
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 105,716	$ -	$ -
Supplies	8,060	-	-
Other Services & Charges	13,350	-	-
Total	$ 127,126	$ -	$ -

Community Restitution Program
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	2.50	-	-
Monitor	2.00	-	-
Secretary	0.50	-	-

Significant Expenditures Changes: This division was moved to the Parks Maintenance Division within Parks & Recreation beginning FY2013.

Animal Control

Division Mission: To promote as well as protect the safety, health and welfare of the citizens of the City of Prescott. To ensure the proper care and protection of wild and domesticated animals. Provide a quick response while always showing professionalism and efficiency.

Goal: To educate school children within the City of Prescott about the safe handling of animals.			
Strategy: To appear at public Schools and provide training about safety around animals.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of classes taught	5	6	7

Goal: Provide superior service to the citizens of Prescott in response to calls for service pertaining to animal related issues.			
Strategy: Maintain a staffing level to accommodate calls for service and ensuring continuity between the pet and it's owner.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of dogs returned to owners (City of Prescott)	127	135	140
Number of calls for service – Animal Control related	1,603	1,700	2,000
Number of citations issued	47	50	52
Number of warnings issued	336	340	360
Number of animals seized/impounded	540	560	575

POLICE

Goal: To ensure quality care, housing and service for our citizens' animals under our professional services contract with the Yavapai Humane Society.			
Strategy: To regularly perform checks of the facility by all Prescott Animal Control Officers. Consult with Prescott Valley and Yavapai County Animal Control for their input.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of kennel checks	25	28	30

Prior Year Results and Outcomes

Prescott Animal Control has one Field Training Officer, one Animal Control Officer and one Supervisor.

On July 10, 2012 Animal Control investigated a cat hoarding case that resulted in removing 20 cats from a residence in Prescott. Many of the cats required treatment at the Yavapai Humane Society for various ailments. Most of the cats were adopted out to new homes.

Throughout the year, Animal Control held numerous community meetings to explain their job function and discuss animal control issues and animal laws within their communities. Various media (talk radio and print media) featured several interviews pertaining to animal control.

In November of 2012 all three animal control trucks were outfitted with back up cameras and seven inch monitors to ensure safety when backing up. It was difficult to see anything behind the truck due to limited visibility from the cages. Now it is much safer and we are able to keep an eye on the cage doors from inside the cab of the truck.

Awards were given to Joe Driskill for 10 years of service and Supervisor of the Year was awarded to Shannon Gray.

Animal Control continues to educate the grade school children on animal and bite safety.

June 2013 Both Joe Driskill and Shannon Gray attended the AZACO training summit in Laughlin, Nevada.

- 420 other animal problems
- 75 animal bites in the City Limits
- 217 dogs in custody
- 18 animals euthanized by Animal Control Officers
- 66 cases of animal cruelty
- 289 barking dog complaints
- 725 warnings, citations and door hangers
- 2,273 licenses sold and logged. Approximately another 1,000 are pending at area Veterinary Hospitals and at the Yavapai Humane Society

POLICE

Animal Control
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 140,257	$ 162,505	$ 169,893
Supplies	9,609	12,100	12,300
Other Services & Charges	98,179	119,014	114,785
Capital Outlay/Projects	-	-	15,000
Total	$ 248,045	$ 293,619	$ 311,978
Capital Outlay/Projects			
Yavapai Humane Society Facility			15,000
Total Capital Outlay/Projects			$ 15,000

Animal Control
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	3.00	3.00	3.00
Supervisor	1.00	1.00	1.00
Animal Control Officer	2.00	2.00	2.00

Significant Expenditures Changes: There are no significant expenditure changes in this division for FY2014.

Regional Communications

DEPARTMENT MISSION: The mission of the Prescott Regional Communications Center is to provide superior Public Safety services to citizens, firefighters and officers through life saving techniques, accurate receipt and relay of critical information and expedient dispatch of Fire and Police personnel.

Goal: 100% of all 911 calls arriving at the PRCC will be answered within ten seconds; and 100% of all 7/10 digit emergency lines will be answered within ten seconds.

Strategy: Provide training, equipment and staffing to adequately comply with this National Standard. Implement quality assurance guidelines to ensure that goals are met and track, chart and distribute standard data on a monthly basis to partners and key personnel.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
% of 911 calls answered within ten seconds (Goal 100%)	99.6%	100.0%	100.0%
% of all 7/10 digit emergency calls within ten seconds (Goal 100%)	99.6%	100.0%	100.0%

POLICE

Goal: Dispatch 100% of high priority, emergency Police, Fire and EMS calls within 60 seconds of the 911 call for service.			
Strategy: Provide training and staffing to adequately comply with this National Standard. Implement quality assurance guidelines to meet the 60 second goal and track, chart and distribute data on a monthly basis to partnered agencies and key personnel.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
% of Fire/EMS calls dispatched within 60 seconds (Goal 80%)	57.5%	80.0%	85.0%
% of Police calls dispatched within 60 seconds (Goal 80%)	31.5%	80.0%	85.0%

Prior Year Results and Outcomes

PRCC continues to provide full time dispatching services for four police departments and six fire departments/districts in Yavapai County.

PRCC staff successfully integrated the Prescott-Yavapai Tribal police department into partnership with the PRCC.

Prescott Regional answered 271,144 inbound calls to the Center which includes 45,026 9-1-1 calls which is 17% of all calls received by the Center.

Secured a grant from Homeland Security to provide an AIRS radio suite within the Prescott area and we are in the process of purchasing equipment to complete the project.

Purchased new radio console equipment and will install it in the fall of 2013.

Licensed a new fire operations channel to increase coverage for primary fire partners. Installed necessary equipment and worked with fire partners to complete new frequency line-ups.

Completed narrowband project City wide which included purchasing the [programming new radios for the water and streets department. Licensed., procured and installed a new radio repeater for the solid waste division.

Continued working with the water department to develop their SCADA system.

Completed tower site renovation on the Mingus tanks tower site. The old building was torn down and a new building was purchased and installed.

Installed microwave connectivity to the Chino Valley well farm to increase the high speed network connectivity for the water department, which will save approximately $4,800 annually to the City of Prescott.

Installed microwave equipment for the city network connectivity to Fire station 74 and parks and rec at Pioneer park which will save approximately $4,000 annually to the City of Prescott.

Began work on Project 33 to accredit our training program for the PRCC.

Maintained software and licensing for 100+ MDC’s deployed throughout partner agencies.

POLICE

Upgraded the PPD records server.

Licensed and installed a new fire channel for use atop the Glassford Hill communications site in cooperation with the Town of Prescott Valley.

Maintained EMD certifications

Regional Communications
Expenditure Summary

	FY12 Actual	FY13 Est End	FY14 Budget
Personnel	$ 2,008,955	$ 2,093,858	$ 2,213,018
Supplies	16,766	16,850	17,350
Other Services & Charges	238,804	308,514	332,050
Communication Tower Maint	68,099	59,500	162,950
Capital Outlay/Projects	286,066	143,754	96,265
Total	$ 2,618,690	$ 2,622,476	$ 2,821,633
Capital Outlay/Projects			
Emergency Services/Alarm Monitoring			41,265
CAD Server Replacement			40,000
Public Safety Radio Towers			15,000
Total Capital Outlay/Project			$ 96,265

Regional Communications
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	30.75	32.75	32.75
Police Lieutenant	1.00	1.00	1.00
Communications Tech Mgr	1.00	1.00	1.00
Info Technology Specialist	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Communication Supv.	4.00	4.00	4.00
Communications Spec.	22.75	24.75	24.75

Significant Expenditure Changes: An increased budget for Communication Tower Maintenance is budgeted in FY2014 due to the completion of the Radio Infrastructure project being completed. This project included one full time and one part time employee that have been moved into this area. This accounts for the 173.9% increase.

Information regarding capital items can be found in the Capital Improvement Plan area of this budget book.

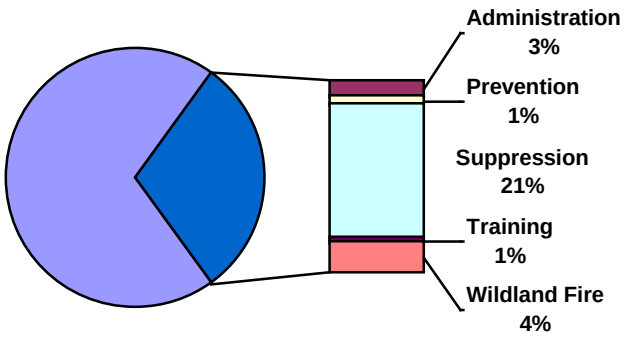
FIRE

The Prescott Fire Department is the oldest fire department in the state of Arizona. It was established in 1885 and is today a modern and highly professional career fire department. The department has a wonderful history full of firefighting traditions and past times.

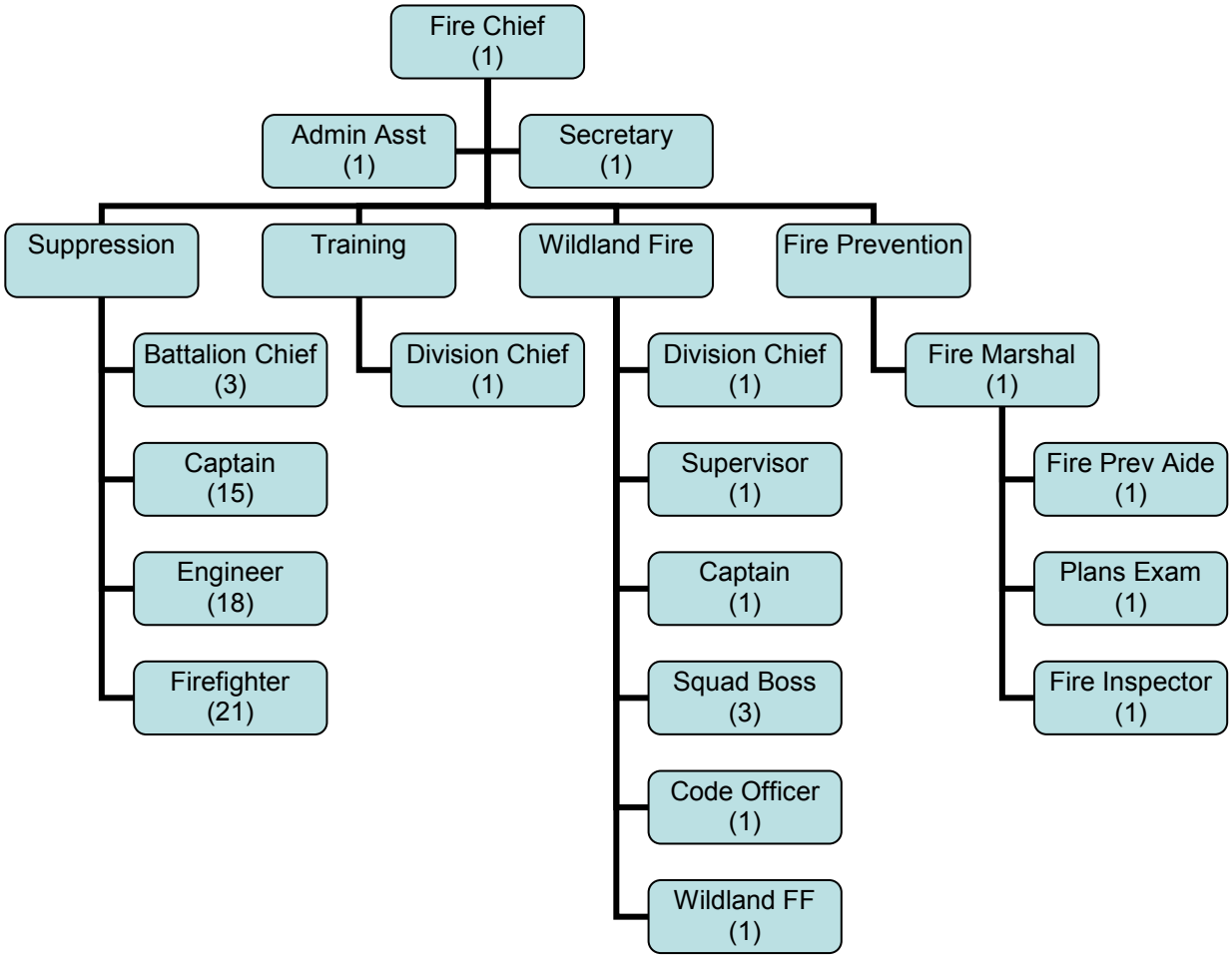
The department is dedicated to providing the highest level of service in the prevention and mitigation of emergency incidents in a growing community and treating our citizens and employees in a fair and considerate manner while remaining financially responsible. The Prescott Fire Department values a creative and proactive work place, and is involved in numerous joint partnerships to include automatic aid with the Central Yavapai Fire District, United States Forest Service, and Yavapai-Prescott Indian Tribe.

DEPARTMENT MISSION: The Prescott Fire Department is dedicated to "Excellence in Service" by providing the most efficient and effective services to our community by responding fast, solving the problem, being nice and going home safe. Prescott Fire Department is committed to preserving the quality of life, protecting lives, property, and the environment with compassion, vigilance, and dedication to excellence.

% of General Fund Operating Budget



FIRE


Fire Chief (1)
Admin Asst (1)
Secretary (1)
Suppression
Training
Wildland Fire
Fire Prevention
Battalion Chief (3)
Captain (15)
Engineer (18)
Firefighter (21)
Division Chief (1)
Division Chief (1)
Supervisor (1)
Captain (1)
Squad Boss (3)
Code Officer (1)
Wildland FF (1)
Fire Marshal (1)
Fire Prev Aide (1)
Plans Exam (1)
Fire Inspector (1)

FIRE

Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 7,220,791	$ 7,463,845	$ 8,017,117
Supplies	260,482	285,983	320,512
Other Services & Charges	853,502	832,159	816,607
Cost Recovery	(1,506,583)	(1,511,616)	(1,409,111)
Capital Outlay/Projects	-	143,513	451,712
Total	$ 6,828,192	$ 7,213,884	$ 8,196,837
Authorized Staffing Level	78.00	80.00	79.00
Administration	3.00	3.00	3.00
Prevention	4.00	4.00	4.00
Suppression	57.00	57.00	57.00
Training	1.00	1.00	1.00
Fire Vegetation Crew	13.00	15.00	14.00

A portion of the Fire Vegetation Crew is charged to the Vegetation Grant.

Administration

Division Mission: To administer and ensure the essential functions of the Fire Department are accomplished, and to support the organization in carrying out its mission.

Goal: To provide leadership, guidance and administrative services that support a superior customer service oriented, all-risk emergency management department.

Strategy: Fire administration will ensure the prompt delivery of emergency services and fire related services, as well as the mitigation of emergencies, while maintaining financial responsibility.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
$ amount of structural fire loss within the City of Prescott	$3,192,851	$1,000,000	$1,000,000
Number of vehicles, equipment and apparatus replaced in accordance with long range plan	0	0	2
Number of strategic planning meetings/critical issues forums held	1	12	12

FIRE

Goal: To provide state of the art training through a one-week intensive training academy at ERAU. To provide national outreach training throughout the year. The academy will bring in 500-700 students to Prescott for a one-week program at no cost to the City.			
Strategy: Provide support through the Prescott Fire Department to facilitate the training and leverage training opportunities for City of Prescott employees and increasing sales tax revenue.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of Academy participants	790	800	800
Number of classes offered at the Academy in Prescott	38	38	38

Prior Year Results and Outcomes

Continued operating budget reductions to meet the decrease in FY13 State and Local revenue projections.

Continued to improve on the wellness/ fitness program to ensure firefighter health and safety.

Reorganized administrative staff to increase areas of responsibilities and assure fiscal accountability.

Researched, submitted, and received approval to order two new front line Type I structural engine companies to be placed in service Fall of 2013.

Administration
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 332,809	$ 336,311	$ 353,609
Supplies	4,304	6,882	7,820
Other Services & Charges	175,994	105,981	138,155
Cost Recovery	(56,234)	(74,490)	(84,658)
Capital Outlay/Projects	-	42,500	437,277
Total	$ 456,873	$ 417,184	$ 852,203
Capital Outlay/Projects			
215 N McCormick Remodel			437,277
Total Capital Outlay/Projects			$ 437,277

Administration
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	3.00	3.00	4.00
Fire Chief	1.00	1.00	1.00
Business Manager	0.00	0.00	1.00
Administrative Assistant	1.00	1.00	1.00
Secretary	1.00	1.00	1.00

FIRE

Significant Expenditures Changes: The 30.4% increase in Other Services & Charges can be tied to the method used in calculating the information technology charges along with the assignment of assets

Prevention

Division Mission: To provide enhanced life safety and property conservation through public education, code enforcement, plan review, and fire investigative services to maintain a livable and dynamic community.

Goal: To provide risk mitigation services in the areas of public education, code enforcement, fire investigation, plan reviews and complaint investigation.

Strategy: Using the most current codes and work policies, conduct a full service risk mitigation program that is customer friendly and reduces the threat of fire and other emergencies.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of service requests/complaints	81	98	127
Number of existing business inspections conducted	897	603	783
Number of plan reviews completed	939 total	769 total	831 total
• Commercial	137	128	192
• Subdivision	0	5	7
• Suppression systems	167	144	179
• Residential	360	300	450
• Miscellaneous	275	193	212
Number of students trained in life-safety	2,644 total	2,735 total	2,771 total
• 1st grade	940	500	1,025
• 7th grade firetrap	290	300	504
• Engine public-education	815	807	500
• Miscellaneous	599	1,128	742
Number of new construction inspections	538 total	531 total	798 total
• Certificate of occupancy	90	81	89
• Vegetation	47	63	69
• Suppression systems	401	388	640
Number of miscellaneous inspections	192	206	247

Prior Year Results and Outcomes

Trained 2,192 students in fire and life safety.

Received and cleared 60 life safety complaints and requests.

Conducted 1,231 fire inspections.

Conducted 21 fire investigations.

Reviewed 926 plans for new subdivisions and buildings.

FIRE

Received approximately $5,715 in public donations for public education materials.

Resurrected the Juvenile Fire Setter program, in conjunction with the Yavapai County Juvenile Court system.

Began the every six-year process of adopting the Fire Codes, including the 2012 International Fire Code and Wildland Urban Interface Code. Rewrote amendments for both codes and held 6 public sessions to present the new codes and amendments.

Fire Prevention
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 287,877	$ 328,089	$ 356,729
Supplies	8,284	10,345	13,467
Other Services & Charges	30,188	28,114	24,206
Total	$ 326,349	$ 366,548	$ 394,402

Fire Prevention
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	4.00	4.00	3.00
Fire Marshall	1.00	0.00	0.00
Division Chief	0.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00
Fire Prevention Aide	1.00	1.00	0.00

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

Suppression

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

FIRE

Goal: To provide a highly motivated, rapid response force to all-risk emergency incidents, limiting damage and injuries in the most effective way possible.			
Strategy: To be strategically located and respond to emergencies efficiently, as well as providing for community services and excellent customer service.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
% response time to all emergencies is within 50 seconds of notification	34.93%	36.0%	36.0%
% travel time to incidents does not exceed 5 minutes for first due unit on Code 3 calls	41.3%	43.0%	43.0%
Number of emergency incidents responded to	8,737	9,237	9,200

Prior Year Results and Outcomes:

Responded to 7,440 emergency calls (averaging 20.38 responses per day).

Serviced 1,234 fire hydrants.

Conducted 355 engine company inspections.

Secured a dedicated dispatch channel for fire at Prescott Regional Communication Center through the FCC.

Secured a dedicated command channel for fire at Prescott Regional Communication Center

Set up simulcast system for both channels that allows for much greater communication and vastly increases our ability and increases safety.

Set up our communications to link with the Town of Prescott Valley and are now using their tower as the primary public safety radio tower site.

We have upgraded and updated our MDC's for better connectivity

Suppression
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 5,204,136	$ 5,363,927	$ 5,834,645
Supplies	148,164	159,105	173,192
Other Services & Charges	416,381	468,664	414,004
Capital Outlay/Projects	-	101,013	80,000
Total	$ 5,768,681	$ 6,092,709	$ 6,501,841
Capital Outlay/Projects			
Fire Station Refurbishment			80,000
Total Capital Outlay/Projects			$ 80,000

FIRE

Suppression
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	57.00	57.00	57.00
Battalion Chief	3.00	3.00	3.00
Captain	15.00	15.00	15.00
Engineer	18.00	18.00	18.00
Firefighter	21.00	21.00	21.00

Significant Expenditure Changes: The 8.8% increase in Personnel can primarily be tied to the increased costs for public safety retirement.

Training

Division Mission: To provide for the educational needs of a well-trained, professional and motivated work force that acts with integrity, solves customers' problems, and works safely and effectively as a team.

Goal: To provide comprehensive all-risk training program that improves services and provides for maximum safety of both the Prescott Fire personnel and the personnel of cooperating agencies.

Strategy: To provide for regularly scheduled in-service training that meets NFPA, OSHA, NWCG, State Emergency Service, and FEMA/Home Land Security Training.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of man-hours of training	18,200	18,500	19,000
Number of multi-company/multi-agency drills Number of engine companies	62 138	63 142	64 150
Number of multi-company/multi-agency night live fire drills Number of engine companies	17 48	20 50	18 52
Number of hours of minimum company standards and position proficiency training	N/A	800	1,500

Prior Year Results and Outcomes

Conducted an Interagency Captains Academy in conjunction with the Prescott Area Fire Training Group.

Conducted an Engineer and Captain's promotional exam.

Conducted a new firefighter hire process.

Hired and graduated one firefighter through our new hire training academy.

FIRE

Supported five personnel attending the Prescott Area Fire Training Group sponsored Company Officer Academy.

Sent personnel to Annual Arizona State Fire School

Sent personnel to Leadership training

Received a FEMA 2012 Assistance to Firefighters Grant for $186,000 to purchase a mobile live fire multi-trainer system, audio-visual equipment for the classroom, and commercial grade treadmills.

Training
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 152,503	$ 144,156	$ 172,571
Supplies	4,216	8,129	14,970
Other Services & Charges	17,482	11,004	32,807
Total	$ 174,201	$ 163,289	$ 220,348

Training
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	1.00	1.00	1.00
Training Division Chief	1.00	1.00	1.00

Significant Expenditure Changes: Increases in Public Safety Retirement costs contributed to the 19.7% increase in Personnel. These are costs that the City has no control over.

Subscription and Memberships along with Maintenance of Buildings/Structures caused a large increase in Other Services & Charges.

Emergency Medical Services

Division Mission: To provide superior emergency medical protection to Prescott's citizens through Basic/Advanced Life Support response, community partnerships, and public education.

Goal: To provide Basic and Advanced Life Support to those in need of medical care.			
Strategy: To provide rapid Emergency Medical Services and community based training programs in CPR and First Aid.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of citizens trained in CPR and First Aid	1,200	1,200	1,200

FIRE

Prior Year Results and Outcomes

Responded to 4,525 EMS calls (12.39 calls per day).

Trained approximately 1,200 citizens in CPR.

Approximately 1,065 hours of Basic and Advanced Life Support continuing education and recertification training.

Emergency Medical Services
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 22,716	$ 30,258	$ 31,915
Supplies	23,812	23,381	35,173
Other Services & Charges	23,664	23,134	27,342
Total	$ 70,192	$ 76,773	$ 94,430

Significant Expenditure Changes: There are no significant expenditure changes in this division for FY2014.

Technical Services

Division Mission: Provide specialized technical emergency response for citizens, visitors, tourists and businesses that participate in mission-critical features of Prescott, to include Technical Rescue, Aircraft Rescue Firefighting, and Hazardous Materials Response.

Goal: Meet PFD Aircraft Rescue Firefighting obligations, as outlined in the Airport Emergency Management Plan.

Strategy: Analyze program effectiveness in meeting federal and local law and mandate, as well as in meeting departmental Key Performance Indicators (KPIs)

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Literature review conducted to identify and verify all FAA, Federal, and local laws and standards as applicable to PFD ARFF operations.	0	1	1
Key Performance Indicators (KPI) regularly identified and measured through established data collection systems.	2	5	5
ARFF Responses Alert 1 Alert 2 Alert 3	1,988 1,965 18 5	2,000 1,970 20 5	2,000 1,970 20 5
Commercial flights without ARFF coverage	28	30	30

FIRE

ARFF Qualified (Part 139) Engineers	9	12	12

Goal: Develop and evaluate effectiveness of internal training program.			
Strategy: To meet OSHA, NFPA and PFD standards as it relates to safe operations; evaluate current equipment, identify deficiencies and act on needs identified; maintain personnel staffing levels who meet the qualifications as Technician; and ensure personnel meet annual training requirements and documentation.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Monthly drills conducted	6	12	12
Annual FAA review and timed drill passed on first attempt	0	1	1
Employees sent to FAA Part 139 Index A Live Fire Training	6	12	12
Internal PFD timed drills performed	0	4	4

Prior Year Results and Outcomes

Hazardous Materials
- Participated in 12 regional Haz-Mat team drills.
- Participated in annual drill with Arizona National Guard 91st Civil Support Team
- Participated in annual YRMC hazardous materials drill
- Implemented in-house training program. Conducted 36 in-house drills.
- Sponsored four new PFD Hazardous Materials Technicians in local HM-Tech program, at zero cost to department.
- Awarded DHS grant for replacement of team supplies used in support of HM-Tech program
- Developed 1/3 year strategic plan.

Technical Rescue
- Responded to 26 Technical Rescue related calls.
- Conducted 36 Regional TRT Drills.
- Identified Areas of Responsibility and restructured program internally
- Developed 1/3 year strategic plan.
- 3 person, swift water rescue from Lincoln Ave. wash.
- Steep-angle rescue of 2 people from a vehicle off-cliff on Emerald Tr.
- Supported Whiskey-Row Off-Road 50.

Aircraft Rescue Fire Fighting (ARFF)
- Responded to 12 ARFF related calls.
- Supported over 2900 arrivals/departures for Great Lakes
- Supported slurry tanker operations during Doce Fire
- Brought minimum ARFF Engineer qualified personnel to a total of nine (previously at 6)
- Implemented monthly in-house training for ARFF personnel; 36 drills/classes conducted.
- Passed annual FAA timed drill with zero correctible remarks.

FIRE

- Brought ARFF Engineer qualified personnel training into full compliance with CFR Part 139 and FAA Advisory Circular 5210-17
- Developed 1/3 year strategic plan.

Technical Services
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ -	$ -	$ 89,064
Supplies	199	2,541	9,525
Other Services & Charges	4,040	9,320	29,533
Total	$ 4,239	$ 11,861	$ 128,122

Significant Expenditures Changes: Technical Services increase significantly in all categories. This is the result of the City of Prescott meeting all FAA requirements for ARFF training so the Department can maintain its certification.

Wildland Fire Crew

Division Mission: To provide a comprehensive wildland and all-hazard program that prevents the loss of life and property for all people of our community. This is accomplished through public education, wildland code enforcement, vegetation management, training, and prompt response to wildland or all-hazard incidents.

Goal: To provide wild land fire mitigation services to the community.

Strategy: To reduce the threat from wildland fire through education, risk assessments, fuel reduction and response to wildland fire.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of interagency training hours	84	44	80
Technical Rescue Training	40	40	40
Emergency Medical Service Training	316	40	120
Number of Work Order Assessments	166	175	150
Number of Red Zone Assessments	614	500	500
Number of Code Enforcement Assessments	52	75	75
Total acres assessed	35	30	30
Number of residences treated	5	40	20
Total residential acres treated	3.5	20	10
Total City owned property treated in acres	95	75	75
Total other open space treated in acres	36	20	20
Total acres treated	521	300	300
Tons of vegetation processed	2,766	2,800	2,800
Acres of vegetation processed	92	75	75
Number of trees felled	1	125	25
Number of days involved in wildfire suppression	108	110	90

FIRE

Number of participants in the Arizona Wildland and Incident Management Academy	12	15	15

Prior Year Results and Outcomes

Completed 167 detailed home assessments.

Treated 1 home for defensible space.

Completed 2,326 Red-Zone home assessments.

Completed 668 chip jobs for home owners.

Completed 60 acres of fuel reduction on City of Prescott open space.

Completed 128 vegetation inspections for new construction.

Treated 438 total acres within the Prescott Basin.

Successfully obtained two additional fuels mitigation grants to support the Wildland division. Both are 90%-10% grants .

Granite Mountain Hot Shots spent 127 days fighting wildland fires across the country.

Trained 294 1st and 2nd Grade students on defensible space techniques. (11 classes).

Attended 5 HOA Firewise committee meetings on public education programs such as Ready, Set, Go, Defensible space, and evacuation procedures.

Wild Land Fire Crew
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 1,220,750	$ 1,261,104	$1,178,584
Supplies	71,503	75,600	66,365
Other Services & Charges	168,561	168,761	133,409
Cost Recovery	(1,450,348)	(1,437,126)	(1,324,453)
Capital Outlay/Projects	-	-	14,435
Total	$ 10,466	$ 68,339	$ 68,340
Capital Outlay/Projects			
All Terrain Vehicle			14,435
Total Capital Outlay/Projects			$ 14,435

FIRE

Wild Land Fire Crew
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	15.00	14.00	14.00
Wildland Division Chief	1.00	0.00	0.00
Division Chief	0.00	1.00	1.00
Wildland Crew Supervisor	1.00	1.00	1.00
Wildland Captain	1.00	1.00	1.00
Squad Boss	3.00	3.00	3.00
Code Enforcement Officer	1.00	1.00	1.00
Fuels Tech/Wild Land FF	3.00	1.00	1.00
Wildland Crew (Seasonal)	5.00	6.00	6.00

Significant Expenditures Changes: There are no significant expenditures in this Division for FY2014.

Disaster Preparedness

Division Mission: To provide local and regional leadership in disaster preparedness services to the community that will mitigate any potential emergency as well as providing for emergency management services during any disaster.

Goal: To participate with Yavapai County Division of Emergency Management as a unified emergency management partner to mitigate and conduct training for potential disasters.

Strategy: To prepare for and conduct annual disaster management sessions and update policies and procedures to position the City of Prescott to mitigate all disasters as well as to follow federal law in the recouping of funds expended on disaster management.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Conduct a minimum of two disaster preparedness exercises	4	3	3
Number of updates for COP Emergency Operations Manual	1	1	1
Number of annual disaster preparedness training programs conducted	4	6	4
Number of City Hazardous Mitigation Plan updates	1	1	1
Number of Airport Emergency Operations Plan updates	0	1	1

FIRE

Prior Year Results and Outcomes

Completely rewrote the Airport Emergency Plan as required by FAA.

Updated the City Hazardous Mitigation Plan as required by the State of Arizona.

Conducted # All Hazard training programs.

Conducted # Interagency Wildfire Drills.

Updated the City of Prescott Disaster Procedures.

Maintained compliance with the National Incident Management System.

Disaster Preparedness
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Other Services & Charges	$ 17,192	$ 17,181	$ 17,151

Significant Expenditures Changes: This charge, which is based on population, is in accordance with an agreement with Yavapai County.

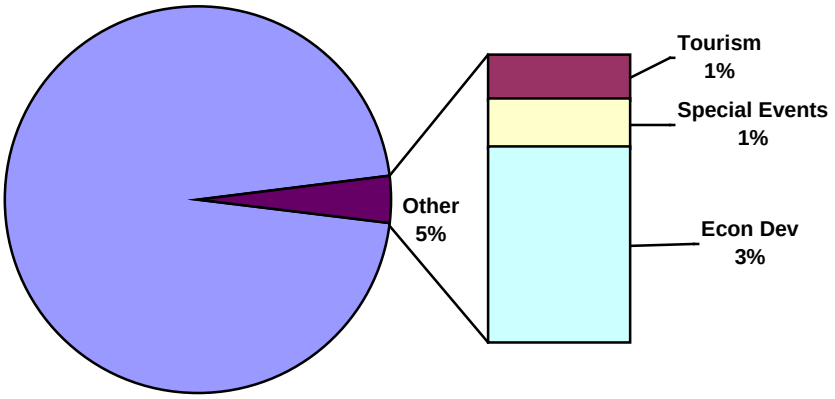
ECONOMIC ENTERPRISES

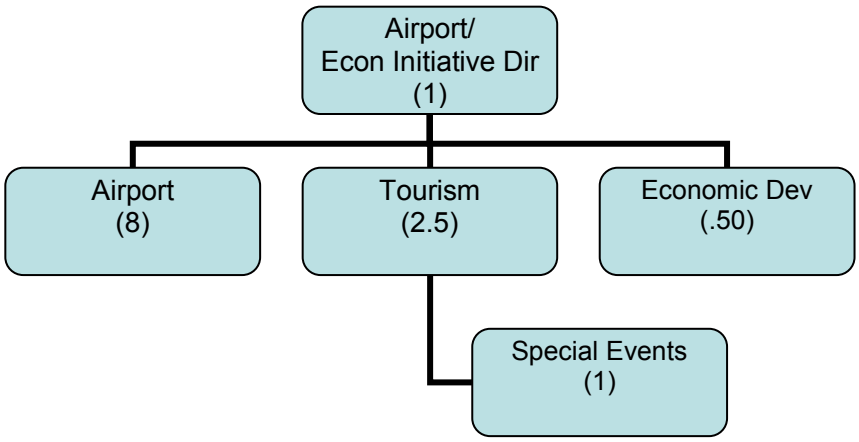
During FY2013, the Economic Enterprises/Airport Initiatives Department was created to include Tourism, Economic Development, Special Events, Elks Opera House and Airport.

For additional information on the Airport, see the Enterprise Funds section of this document.

DEPARTMENT MISSION: The mission of the Airport and Economic Initiatives Department is to build a stronger local economy and expand the Transient Occupancy (Bed) Tax by creating and supporting development initiatives that bring quality jobs and diversify the economy, focusing on the airport as an "economic engine," continuing as the regional retail center, and working to assure and promote availability of business/commercial sites suitable for development.

% of General Fund Operating Budget





More information on the Airport can be found in the Enterprise Funds section.

ECONOMIC ENTERPRISES

Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Est End	FY14 Budget
Personnel	$ -	$ 413,803	$ 392,285
Supplies	-	17,799	6,590
Other Services & Charges	-	958,474	925,747
Capital Outlay/Projects	-	-	10,000
Total	$ -	$ 1,390,076	$ 1,334,622
Authorized Staffing Level	0.00	5.50	4.75
Tourism	0.00	2.25	2.50
Special Events	0.00	1.25	1.25
Elks Opera House	0.00	1.00	1.00
Economic Development	0.00	1.00	0.00

Tourism

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

Prior Year Results and Outcomes

Transient Occupancy (Bed) Tax: $550,792.82 total collected, up 2.92% compared to FY12

Average Daily Rate (ADR): $81.10, up 2.8% vs. FY12

Lodging Occupancy: 54% annualized, down 0.9% vs. FY12

Revenue per Available Room (RevPAR): $43.78, up 1.9% vs. FY12

Tourism staff attended 6 major travel shows in FY13 meetings with consumers, travel agents, tour operators and travel writers.

$6.4 million in media coverage vs. $4.9 million in FY12, up 24%.

ECONOMIC ENTERPRISES

Tourism
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ -	$ 153,739	$ 158,244
Supplies	-	650	1,300
Other Services & Charges	-	20,088	27,136
Total	$ -	$ 174,477	$ 186,680

Tourism
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	0.00	2.25	2.50
Tourism Director	0.00	1.00	1.00
Tourism/Economic Dev Coord*	0.00	0.50	0.50
Marketing Coordinator	0.00	0.75	0.00
Sales Manager**	0.00	0.00	1.00

*Remainder of Tourism/Economic Development Coordinator is charged to Economic Development.
**This position is funded from Transient Occupancy Tax.

Significant Expenditure Changes: There are no significant expenditures changes in this division for FY2014.

Elks Opera House

Division Mission: Theater under new ownership.

Goal: Assure smooth transition during final City operated performances.

Strategy: Stay in close communication with new owners through final performances to assure smooth transition and availability to the public while under City operation.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Revenue from rental, tickets and concessions	$108,000	$143,250	N/A
Expenses (rental, tickets & concessions)	$32,545	$41,500	N/A
Number of events booked	60	85	N/A

ECONOMIC ENTERPRISES

Elks Opera House
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ -	$ 85,125	$ 25,512
Supplies	-	13,904	1,540
Other Services & Charges	-	124,711	26,999
Total	$ -	$ 223,740	$ 54,051

Elks Opera House
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	0.00	1.00	0.00
Business Manager	0.00	1.00	0.00

Significant Expenditure Changes: During FY2013 the Elks Opera House was purchased by a private entity. The City of Prescott will only have expenses in this division for the beginning of FY2014.

Special Events

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

Prior Year Results and Outcomes

Sponsorships for events bringing in over $25,000+

In-kind sponsorships/services saving over $50,000+

Promote events through free advertising through all means of advertising saving the city thousands.

Negotiated radio contract saving city thousands.

Write and produce commercials for city.

City liaison for all special events concerning county and other organizations.

Attend Special Events committee meetings

ECONOMIC ENTERPRISES

Special Events
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ -	$ 74,996	$ 77,847
Supplies	-	3,245	3,750
Other Services & Charges	-	110,636	140,265
Total	$ -	$ 188,877	$ 221,862

Special Events
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	0.00	1.00	1.00
Special Events Coord.	0.00	1.00	1.00

Significant Expenditure Changes: The only significant expenditure change in this division is in Other Services & Charges. This is the result of the Sesquicentennial event being added for FY2014.

Economic Development

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

Goal: Advance the Prescott business and film community through social media.

Strategy: Utilize social media platform/s to promote and engage business and film industry in Prescott.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of Facebook fans:			
Prescott Film	50	200	300
Economic Development	40	70	125
Number of click on links/photos:			
Prescott Film	75	150	250
Economic Development	50	100	150
Number of Status Updates:			
Prescott Film	25	50	75
Economic Development	25	50	75

ECONOMIC ENTERPRISES

Goal: Position Prescott's Ernest A. Love Field and surrounding business park as an economic engine for the region.			
Strategy: Promote the airport as a regional center for targeted industries, activity and employment.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of meetings with clients and property owners.	15	20	30
Update Airport Plan	N/A	Anticipated Completion	N/A
Number of trade shows for targeted industries attended to market Prescott	2	1	4

Goal: Retention and Expansion of existing Prescott businesses.			
Strategy: Maintain a supportive, business-friendly environment designed to encourage business retention and expansion.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Conduct business retention meetings to monitor health of business/industry	15	10	15
Provide tools, support and assistance with programs designed to grow business	N/A	5	5
Provide assistance, support and market research and data	45	60	80
Assist businesses in City projects to ensure quality and on-time projects	10	12	15

Goal: Attract new retail and targeted industry.			
Strategy: Maintain high level of responsiveness and actively promote Prescott to retail and targeted industry.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Respond to qualified business leads	100%	100%	100%
Number of commercial properties advertised on Arizona Prospector	70	100	125
Trade shows and conferences attended to market Prescott to retailers and targeted industries.	4	4	6

Prior Year Results and Outcomes

Business Attraction/Retention

- Attended trade shows for retail and manufacturing industries and followed up with leads from all shows.
- Addition of new business: Natural Grocers, Games People Play, Massage Envy, Colt Cleaners, Mattress Firm, Fresh Vitamins, Beall's Outlet, Frozen Frannie's, Prescott Station, Prescott Area Pet Emergency Hospital.
- Expansion of Ruger's parking area in Prescott, Arizona, resulting in increased employment.
- Attraction of new retail resulted in reduction of major commercial vacancies.

ECONOMIC ENTERPRISES

Film Office

- Film Office Projects: Volkswagen Das Auto Magazine, Arizona Lottery, The Aviators, Yavapai Gaming, "The Dance", "A Person Known to Me", "10", Ron Gould for Congress, CFM Productions, "Wide Awake".
- Organized and moderated the Film Commissioner's Panel at the NACOG Tourism Forum.

Other

- Successful in receiving two Arizona Commerce Authority Rural Grants for job creation and business expansion for Cobham, PLC. To date, the Program Tracking and Lean Production projects have resulting in the creation of six new jobs and over half a million dollars in new payroll.
- Designed and created airport area marketing piece.
- Designed and created retail map marketing piece.
- Designed and created Prescott vs. Los Angeles marketing piece.
- Updated Prescott's growth indicators for EOY 2012.
- Partnering with Arizona Commerce Authority on the State of Arizona submission for designation by the FAA as a testing ground for UAS.
- Provided professional assistance to Prescott businesses and area organizations.

Economic Development
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ -	$ 99,943	$ 130,682
Other Services & Charges	-	703,039	731,347
Capital Outlay/Projects	-	-	10,000
Total	$ -	$ 802,982	$ 872,029
Capital Outlay/Projects			
Regional Economic Development GPREP			10,000
Total Capital Outlay/Projects			$ 10,000

Economic Development
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	0.00	1.25	1.25
Airport/Economic Initiatives Dir*	0.00	0.75	0.75
Tourism & Economic Dev Coord**	0.00	0.50	0.50

*Airport/Economic Initiative Dir is also charged to Airport.
**Remainder of Tourism & Economic Development Coordinator is charged to Tourism

ECONOMIC ENTERPRISES

Significant Expenditures Changes: The 30.8% increase in Personnel when comparing FY2014 Budget to the FY2013 Estimated Endings is the result of the Airport/Economic Initiative Director position not being filled during FY2013.

ECONOMIC ENTERPRISES

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SPECIAL REVENUE FUNDS

STREETS AND OPEN SPACE FUND

TRANSIENT OCCUPANCY TAX FUND

IMPACT FEES FUNDS

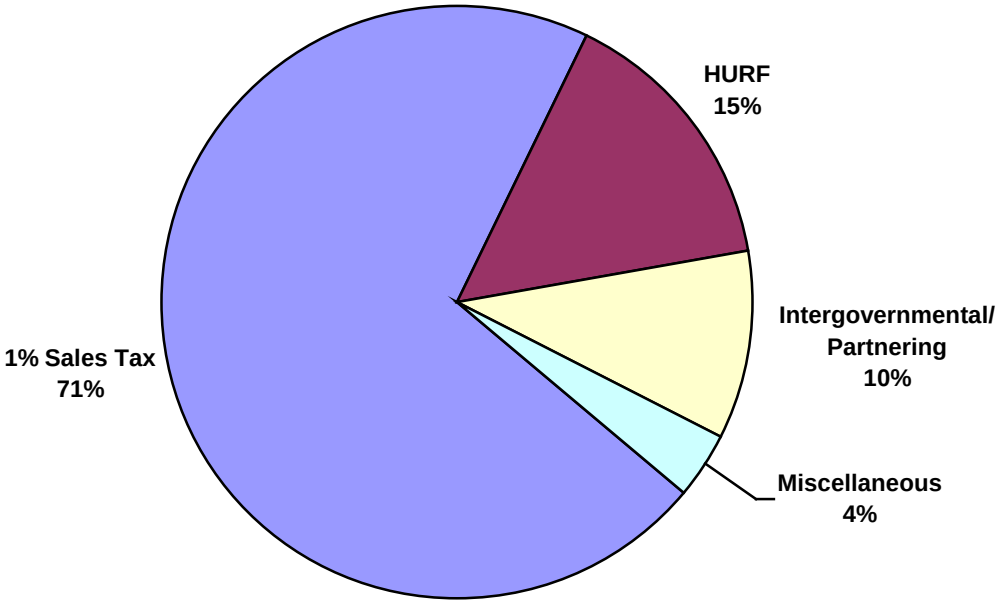
GRANTS

MISCELLANEOUS GIFTS AND DONATIONS

ACKER TRUST

STREETS AND OPEN SPACE FUND

Effective FY2011 the Highway Users Revenue Fund and the Streets and Open Space Fund were combined into one fund – Streets and Open Space Fund. The main sources of revenue for this fund are the 1% sales tax and the Highway User's Revenue issued as state shared revenue. These revenues will provide the funding for street construction and maintenance along with any acquisitions of open space that may arise.



The following table illustrates the activity of this fund for FY2012, Revised Estimates for FY2013 and FY2014 Budget Projections.

STREETS AND OPEN SPACE FUND

Summary of Fund

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash, 7/1	$ 28,366,893	$ 16,237,794	$ 14,993,638
Revenues			
1% Tax	12,131,870	12,796,500	13,153,000
Highway User Revenue	2,523,585	2,808,792	2,810,513
Intergovernmental/Partnering	829,429	196,721	1,897,491
Build America Bond Subsidy	308,973	303,812	303,812
Street Light Fees	225,770	231,889	231,889
Interest Income	208,585	100,000	100,000
Miscellaneous	179,266	39,724	20,500
Total Revenues	$ 16,407,478	$ 16,477,438	$ 18,517,205
Adjustments/Other Revenue Sources			
Debt Proceeds			
Transers In/Out (Net)	98,201	121,320	58,883
Total Adjustments/Other Sources	$ 98,201	$ 121,320	$ 58,883
Total Funding Sources	$ 16,505,679	$ 16,598,758	$ 18,576,088
Expenditures	(28,634,778)	(17,842,914)	(24,497,428)
Ending Cash, 6/30	$ 16,237,794	$ 14,993,638	$ 9,072,298

Cash available as of July 1, 2013 is estimated at $14,993,638. This amount along with the anticipated funding sources of $18,517,205 is available to fund operating costs for street operations, capital outlay and projects that may be deemed necessary for this fund. The estimated expenditures for FY2014 total $24,497,428. This leaves an estimated ending balance of $9,072,298.

Funding Sources

Sales Tax: On September 26, 1995 the voters of Prescott approved increasing the sales tax rate from 1.0% to 2.0% for the purpose of street repairs and improvements for a ten year period effective January 1, 1996. Total revenue from the 1% sales tax increase was initially projected at $54.5 million for the ten-year authorization, assuming no growth in collections, or about $5.5 million per year. Collections have outpaced the initial forecast – by FY2014, the annual revenue had increased to $13.2 million.

In May 2000 voters approved extension of the 1% sales tax through December 2015, with the use of proceeds expanded to include acquisition of open space. A schedule for acquisition of specific properties and associated financing plan has not yet been adopted.

City staff once again went to the voters in September 2009 to ask for an extension of the sales tax that is scheduled to sunset in December 2015. Voters overwhelmingly approved this request and the 1% sales tax will convert to .75% sales tax for street purposes only beginning January 2016.

STREETS AND OPEN SPACE FUND

Arizona Highways Users Revenue: The 2013-14 revenue estimate of $2,810,513 is provided by the State and is higher than the FY2013 revised estimate by $1,721 or .06%. The distribution formula provides for 50.0% of the Highway Users Revenue to go to the Arizona Department of Transportation, 20.0% to the counties and 30.0% to the cities and towns. Revenue allocated from the 30.0% share to incorporated cities is distributed on the basis of (a) one-half based on the city's population relative to statewide population of incorporated cities and towns and (b) one-half, first, on the basis of county origin of sales of motor vehicle fuel, and secondly, on the basis of the city's population relative to county-wide population of incorporated cities.

Intergovernmental/Partnering: Intergovernmental Partnering revenues included in this fund relate to contributions from the County for major street projects and FEMA related projects. Effective FY2013 Central Yavapai Municipal Planning Organization (CYMPO) is no longer administered by the City of Prescott.

Build America Bond Subsidy: This is the amount of interest that has been rebated through the issuance of Build America Bonds for the SR89A/Side Road Interchange project in FY2010. For auditing purposes, the reduction in interest costs on the bonds is being recorded as revenue.

Street Light Fee: This fee, which was implemented during FY1995, is projected to bring in $231,889. The fee is based on $.75 per residence or commercial unit and $.75 per unit for multi-family structures. The purpose of this fee is to help offset electrical costs for street lights located throughout the City of Prescott.

Interest Earnings: This amount is interest earned on the cash balance in the fund. It is a difficult estimate to make due to the fluctuation of cash balances and the interest rates.

Miscellaneous Revenues: These are unanticipated revenues that may arise during the fiscal year.

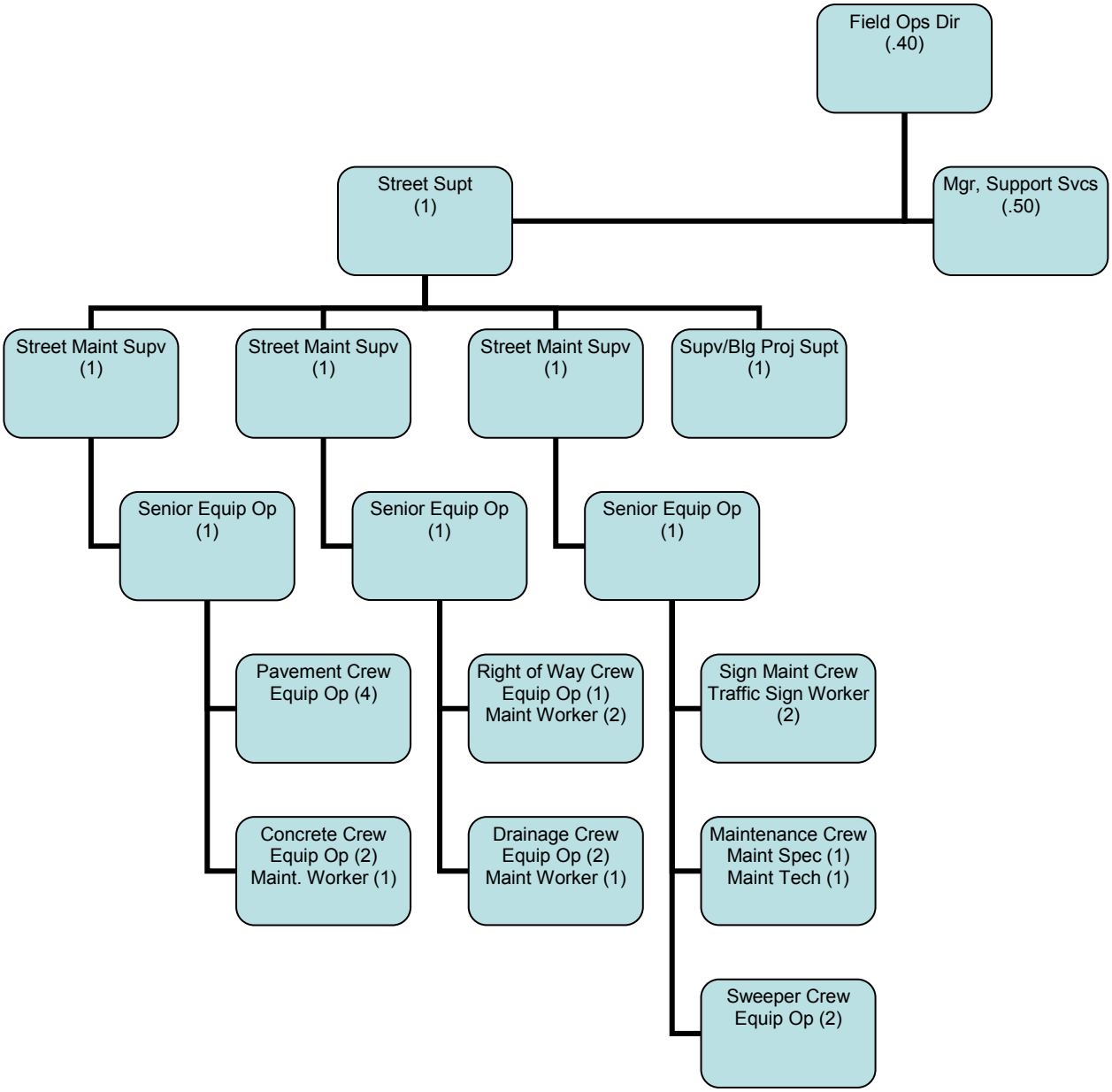
Streets and Open Space Fund
Consolidated Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Est End	FY14 Budget
Personnel	$ 2,444,998	$ 2,368,484	$ 2,592,959
Supplies	867,338	745,025	708,400
Other Services & Charges	2,318,215	2,323,771	1,957,815
Debt Service	2,337,007	2,277,004	2,267,091
Capital Outlay/Projects	20,667,220	10,128,630	16,971,163
Total	$ 28,634,778	$ 17,842,914	$ 24,497,428
Authorized Staffing Level	37.10	34.60	36.40
Streets Projects Admin	0.30	0.30	1.30
CYMPO	2.50	0.00	0.00
Streets Maintenance	27.90	27.90	28.70
Transportation Services	5.00	5.00	5.00
P&R/ROW Landscaping	1.40	1.40	1.40

STREETS AND OPEN SPACE FUND

Street Operations

Division Mission: Maintain serviceable, environmentally safe, accessible streets; an effective stormwater drainage system; informative signage; and aesthetically pleasing rights-of-way for residents and visitors in the City of Prescott.



Note: .70 of Landscape Coordinator and one Maintenance Worker report to Park Maintenance

STREETS AND OPEN SPACE FUND

Goal: Provide timely, efficient and cost-effective street and right-of-way maintenance; address short- and long-term street maintenance issues within the City; prolong the useful life of the City's roadways.			
Strategy: Implement performance-based budget using the Street Maintenance Division's Maintenance Management System. Coordinate maintenance efforts with Public Works and Engineering Services. Continue to employ preventive maintenance practices.			
Workload Indicators	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Lane-miles of paved streets maintained	576	576	576
Miles of unpaved streets graded	1	<1	<1
Miles of unpaved alleys graded	7.5	5	2.5
Lineal feet of piped drainage ways	55,000	56,500	57,000
Lineal feet of open drainage ways	927,000	928,000	928,500
Number of drainage structures	2,350	2,380	2,400
Number of work requests from public	1,209	1,411	1,500
Performance Measures	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Ratio of [scheduled work:work accomplished] Target: 75%	50%	75%	75%
Pavement quality index (PQI) of major thoroughfare system Target: 71	68	67	66

Goal: Obtain an accurate inventory of the City's signage.			
Strategy: Implement a GIS-based computerized sign inventory system.			
Performance Measures	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Stop sign replacement within 8 hours of notification Target 8 hours	100%	100%	100%
Sign replacement within 3 days of notification (5 days if Blue Stake is required)	80%	100%	100%

Prior Year Results and Outcomes:

Responded to 17 emergency storm response events.

Worked 2,808 hours on emergency storm response in FY2013.

Maintained 576 miles of paved streets.

Replaced and repaired 1,438 traffic control and street signs.

Annual chipseal and pavement repair program treated 40.7 lane-miles citywide.

STREETS AND OPEN SPACE FUND

Streets
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 1,824,973	$ 1,907,801	$ 2,087,443
Supplies	846,102	722,945	686,945
Other Services & Charges	815,940	755,030	740,037
Capital Outlay/Projects	12,039	154,000	355,576
Total	$ 3,499,054	$ 3,539,776	$ 3,870,001

Capital Outlay/Projects	
Transfer Station Paving	$ 140,576
Sign Maintenance Truck	60,000
Welding Shop at Transfer Station	50,000
Transfer Station Work Lights	45,000
Organic Debris Chipper	33,000
Attenuator Truck	27,000
Total Capital Outlay/Projects	$ 355,576

Streets
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	29.30	29.30	30.10
Field & Facilities Dir*	0.40	0.40	0.40
Street Maint Supt.	1.00	1.00	1.00
Administrative Supt.	0.50	0.00	0.00
Business Manager**	0.00	0.50	0.30
Supv/Bldg Project Supt	1.00	1.00	1.00
Street Maint Supervisors	3.00	3.00	3.00
Landscape Coordinator	0.70	0.70	0.70
Maintenance Specialist	1.00	1.00	1.00
Maintenance Technician***	1.70	1.70	1.70
Senior Equip Operator	3.00	3.00	3.00
Traffic Control Worker	2.00	2.00	2.00
Equipment Operator	11.00	11.00	11.00
Accounting Clerk	0.00	0.00	1.00
Maintenance Worker	4.00	4.00	4.00

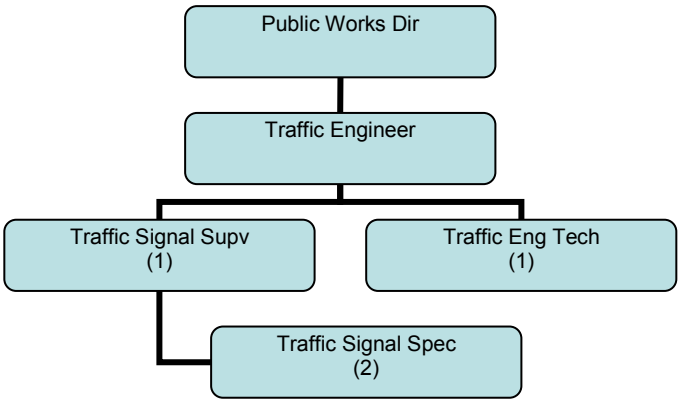
*Remainder is charged to Solid Waste (40%), Fleet Maint. (10%), and Facilities Maintenance (10%)
**Business Manager also charged 50% to Transfer Station and 10% to Fleet Maintenance and Facilities Maintenance
***30% of Landscape Coordinator and one Maintenance Tech is charged to Parks Maintenance

STREETS AND OPEN SPACE FUND

Significant Expenditures Changes: The increase in Personnel (9.4%) is due to the addition of the Accounting Clerk in FY2014.

Transportation Services

Division Mission: Facilitate safe and efficient vehicular and alternate mode traffic circulation within the City street system through transportation planning, traffic engineering, and traffic operations including traffic signals, signing, and marking.



Goal: To provide for the safe, efficient and convenient movement of persons and goods by coordination of planning, geometric design and traffic operation of roads, streets, abutting lands and other modes of transportation.

Strategy: Review and direct the installation and maintenance of traffic signs; and install and maintain traffic signals and pavement markings in order to improve traffic safety minimize delay and reduce City liability. Evaluate existing traffic control facilities for adequacy.

Performance Measures	FY12 Actual	FY13 Estimate	FY14 Forecast
Traffic signals maintained (intersections)	100%	100%	100%
Roundabouts maintained (intersections)	100%	100%	100%
Service requests	95%	97%	100%
Traffic volume counts (each)	100%	100%	100%

Prior Year Results and Outcomes

Maintained 400 antique globe street lights in Central Business and Historic Districts

Maintained 50 traffic signals and 4 roundabouts

Initiated IGA's for 1.2 million in Safe Route Infrastructure grant improvements

Reviewed and approved 142 construction traffic control plans

STREETS AND OPEN SPACE FUND

Provided traffic control plans and/or plan review for 49 special events

Responded to 108 traffic requests

FY13 Annual Traffic Count Contract work completed

Review and approve 4 traffic impact analysis reports for development

FY13 Annual Pavement Marking Contract work completed

Conducted 6 multi-way studies, 7 protected left turn arrow warrants, 2 traffic signal warrants, 19 speed studies and 2 crosswalk studies.

Transportation Services
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 429,643	$ 431,905	$ 449,907
Supplies	18,690	22,080	21,455
Other Services & Charges	325,006	421,397	358,291
Capital Outlay/Projects	141,986	66,000	120,000
Total	$ 915,325	$ 941,382	$ 949,653

Capital Outlay/Projects	
Intersection Signalization Project	$ 68,000
Signal Replacement Equipment	25,000
Street Lights	10,000
Traffic Signal Design	10,000
General Plan Update	7,000
Total Capital Outlay/Projects	$ 120,000

Transportation Services
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	5.00	5.00	5.00
Traffic Engineer	1.00	1.00	1.00
Traffic Signal Supervisor	1.00	1.00	1.00
Traffic Engineering Tech	1.00	1.00	1.00
Traffic Signal Specialist	2.00	2.00	2.00

Significant Expenditure Changes: The large decrease in Other Services & Charges (15.0%) is the result of the methodology used when calculating the Insurance cost recovery. This calculation is based on size of budget, number of vehicles and loss history.

STREETS AND OPEN SPACE FUND

Street Project Administration

Division Mission: To plan, design, build, and maintain transportation infrastructure for residents, businesses and departments of the City; and provide superior service in meeting customer needs with pride and professionalism in a cost effective manner.

FY13 Pavement Rehabilitation Project – 8.7 Lane Miles

- Sheldon Street – Montezuma Street to Aven Drive
- Marina Street – Sheldon Street to Gurley Street
- Pleasant Street – Gurley Street to Goodwin Street
- Whipple Street – Miller Valley Road to Merritt Street
- Pavement Repairs on Ruth Street and Iron Springs Road

FY13 Chip Seal – Various City Streets – 32 Lane Miles

- Portion of Yavapai Hills Subdivision
- Willow Lake Estates and ancillary streets
- Granite Heights Subdivision
- Kingswood Estates
- Piñon Oaks (South Section)
- Aster drive
- Shadow Valley
- Pavement Repairs Various Locations Citywide
- Previously unpaved alleys in the downtown area

Drainage Projects/Programs – FY13

Secured $890,000 for from the Yavapai County Flood Control District for engineering design and floodplain analysis for the following projects:

Cliff Rose Subdivision (as-builts)
Yavapai Hills Drainage Improvement Plans
Blackhawk Drainage Improvement Plans
Willow Creek Levee Analysis
Willow Creek Tributary
Willow Creek Reservoir Tributary
Granite Creek (Watson Lake to City limits)

STREETS AND OPEN SPACE FUND

Streets Project Administration
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 190,382	$ 28,778	$ 55,609
Supplies	2,545	-	-
Other Services & Charges	1,177,270	1,147,344	859,487
Debt Service	2,337,007	2,277,004	2,267,091
Capital Outlay/Projects	413,789	103,489	16,505,587
Total	$ 4,120,993	$ 3,556,615	$ 19,687,774

Streets Projects Administration
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	2.80	0.30	1.30
Public Works Director*	0.30	0.30	0.30
Environmental Coordinator	0.00	0.00	1.00
CYMPO Administrator	1.00	0.00	0.00
CYMPO Program Manager	0.50	0.00	0.00
CYMPO Program Coord.	1.00	0.00	0.00

*Public Works Director also charged to Water Administration (35%), and Wastewater Administration (35%).

STREETS AND OPEN SPACE FUND

Streets and Open Space Projects Capital Outlay/Projects		
Pavement Preservation	$	4,503,809
Park Avenue Reconstruction		3,617,616
SR89/Phippen Roundabout		3,200,000
Walker Road Rehab (SR69-City Limits)		705,000
Cliffrose - Marvin Gardens Drainage		550,000
Willow Creek Road Realignment		500,000
Open Space		500,000
Rosser Street Reconstruction		300,000
SR69 Design Concept Report		300,000
Yavapai Hills Drainage Improvements		270,000
NPDES PHII Implementation		225,000
Sidewalk Replacement		200,000
Willow Creek Channel Improvements		190,000
City Shop Underground Storage Tank Release C		191,806
Annual Pavement Markings		150,000
FEMA Flood Insurance Map Update		122,491
FEMA Comment Resolution		120,000
Prescott Heights Master Drainage Study		100,000
Willow Creek Wall Repair		100,000
Montezuma at North Fork		85,000
Robinson Drive		80,000
As-Built/Mylar Scanning Project		72,000
Willow Creek & Tributaries Analysis		70,000
Willow/Watson Lake Enhancement Program		70,000
Unpaved Streets		51,500
Engineering & Safety Projects		50,000
CYMPO Matching Funds		49,842
Overland Trail Bridge Reconstruction		40,000
Pavement Management System		30,000
Sidewalks - ADA Compliance		26,523
Traffic Calming - Various		25,000
Total Capital Outlay/Projects	$	16,495,587

Significant Expenditure Changes: The 93.2% increase when comparing the FY2014 Budget to the FY2013 estimated endings for Personnel is the result of the addition of an Environmental Coordinator in this area.

Other Services & Charges shows a 26.0% decrease when comparing the FY2014 budget to the FY2013 estimated endings. This can be tied to methodology used when calculating the cost recovery amounts for computer service, auditing and accounting, personnel, and legal. These amounts can fluctuate each year.

TRANSIENT OCCUPANCY TAX FUND

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

Traditionally the portion of revenues allocated towards recreation development has been used to improve or expand parks, which serve tourists.

Bed tax revenue for FY2014 is estimated to produce $557,684. Additionally, $1,500 is anticipated in the form of audits, penalties and interest.

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ 257,781	$ 214,578	$ 238,052
Revenues			
Transient Occupancy Tax	554,396	583,000	600,000
Parks and Rec Charges	106,045	-	-
Audits, Penalties and Interest	2,029	1,500	1,500
Total	$ 662,469	$ 584,500	$ 601,500
Expenditures/Transfers	$ (705,672)	$ (561,026)	$ (839,552)
Ending Cash Balance, 6/30	$ 214,578	$ 238,052	$ 0

Expenditures:

In FY2014 staff is budgeting to spend the available funding of $839,552. No specific projects have been assigned to this fund and will be determined at a later date.

IMPACT FEE FUNDS

The City currently has nine impact fee accounts; however, water and wastewater buy-in fees are included within the Water and Wastewater Funds. The remaining seven impact fees cover the areas of Park Development, Recreational Development, Library, Police, Fire, Streets and Public Buildings.

During FY2013 impact fees are based on 120 building permits for residential units. A basis of 120 building permits was used for the FY2012 revised estimates. The current policy is that if the residential growth does not produce the required revenues to fund the planned projects, the projects will have to be delayed.

Park Development Impact Fee. This fund was originally the Neighborhood Parks Fund and was changed to Park Development Fund at the time the overall impact fee system was developed. Primarily, it has been used to expand the use of existing facilities for growth related purposes.

Park Development Impact Fee	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ 1,470,723	$ 1,465,563	$ 1,496,738
Revenues/Transfers In	125,112	122,250	122,250
Expenditures/Transfers Out	(130,272)	(91,075)	(800,000)
Ending Cash Balance, 6/30	$ 1,465,563	$ 1,496,738	$ 818,988

Effective March 1, 2002 the fee charged on every residential unit building permit was increased from $500 to $715. Projected FY2014 revenues are based on 150 residential building permits at $715 each. Combining that revenue with the beginning cash balance of $1,496,738 and estimated interest earnings of $15,000 provide a total available for FY2014 of $1,618,988.

The only project budgeted in Park Development Impact Fees for FY2014 is the Goldwater Lake Day Use Expansion in the amount of $800,000.

Recreational Development Impact Fee. Effective March 1, 2002 the fee charged on every residential unit building permit was increased from $400 to $401. All fees collected (except those prior to July 1, 1996, and interest earnings) were dedicated toward the commitment to the YMCA for the new community center partnership arrangement. During FY2001, the City fulfilled its obligation towards the $1,000,000 commitment.

The other large commitment for this impact fee source was the construction of the new Adult Center building that was completed in FY2007.

Recreational Development Impact Fee	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ (363,874)	$ -	$ -
Revenues/Transfers	363,874	-	-
Expenditures/Transfers	-	-	-
Ending Cash Balance, 6/30	$ -	$ -	$ -

Due to legislation during FY2012 this impact fee will no longer be charged.

IMPACT FEE FUNDS

Fire Impact Fee. Effective March 1, 2002 the fee increased from $167 to $525. Revenues in this area consist of fire impact fees ($78,750), rent from Life Line Ambulance ($24,359), and interest earned ($6,000).

Fire Impact Fee	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ 438,222	$ 544,959	$ 654,068
Revenues	106,737	109,109	109,109
Expenditures/Transfers	-	-	(29,167)
Ending Cash Balance, 6/30	$ 544,959	$ 654,068	$ 734,010

A portion ($29,167) of the Impact Fee Study is charged to this impact fee account.

Library Impact Fee. Effective March 1, 2002 the Library Impact fee increased from $208 to $253. FY2014 expected revenues include impact fees in the amount of $37,950 along with interest earned in the amount of $4,000.

Library Impact Fee	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ 292,607	$ 333,693	$ 375,643
Revenues	41,086	41,950	41,950
Expenditures/Transfers	-	-	-
Ending Cash Balance, 6/30	$ 333,693	$ 375,643	$ 417,593

There are no budgeted expenditures for FY2014.

Police Impact Fee. Effective March 1, 2002 the fee charged on every residential unit building permit was increased from $84 to $589. At the end of FY2013, it is estimated that $693,537 will be available for growth related expenditures. Anticipated revenues for FY2014 encompass impact fees totaling $88,350 and interest earnings of $6,000.

Police Impact Fee	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ 510,121	$ 603,062	$ 693,537
Revenues	92,941	94,350	94,350
Expenditures/Transfers	-	(3,875)	(29,167)
Ending Cash Balance, 6/30	$ 603,062	$ 693,537	$ 758,720

A portion of the Impact Fee Study is charged to Police Impact Fees - $29,167.

Street Impact Fee. This impact fee increased from $456 to $469 per residential unit effective March 1, 2002. Forecasted revenues for FY2014 are made up of street impact fees ($70,350) and interest earnings ($200).

IMPACT FEE FUNDS

Street Impact Fee	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ -	$ 67,570	$ 17,500
Revenues	67,570	71,250	70,550
Expenditures/Transfers	-	(121,320)	(88,050)
Ending Cash Balance, 6/30	$ 67,570	$ 17,500	$ -

The FY2014 budget includes a transfer ($58,883) to Streets and Open Space Fund to go towards the Willow Creek Road Widening project that was completed several years ago. Impact fee funds will be transferred until the Streets and Open Space Tax Fund has been reimbursed. Another $29,167 goes toward the Impact Fee Study.

Public Buildings Impact Fee. This impact fee was the latest to be adopted by the City Council and has been set at the rate of $275 per residential unit. The Public Buildings Impact Fee was implemented to provide funding for adequate public buildings to support the expanding population. The only revenue budgeted in FY2014 is for interest earnings on the balance of the account ($1,700).

Public Buildings Impact Fee	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ 509,512	$ 172,989	$ 174,689
Revenues	27,351	1,700	1,700
Expenditures/Transfers	(363,874)	-	-
Ending Cash Balance, 6/30	$ 172,989	$ 174,689	$ 176,389

This impact fee was also eliminated in FY2012 due to legislation passed.

GRANTS FUND

The total Grant Funds, excluding Airport grants, is funded at $5,652,594 of which total matches from the General Fund are anticipated at a level of $376,431.

GRANT AND PURPOSE	TOTAL PROJECT	CITY'S SHARE
Federal Emergency Management Grants – Homeland Security grant provides funding for a wide range of activities aimed to increase security and prepare for emergencies.		
Various Equipment Grants – Fire	1,000,000	100,000
Judicial Collection Enhancement Fund and Fill the Gap – Provides funding for court collection efforts.	81,950	-0-
Community Development Block Grant (CDBG) – Provides funding for the following:		
Administration – Entitlement	47,416	-0-
West Yavapai Guidance Clinic	5,000	-0-
Fair Housing Education Program	1,500	-0-
AARA Meals on Wheels	27,862	-0-
ADA Dexter	36,638	-0-
Coalition for Compassion	10,000	-0-
Prescott Area Women's Shelter	76,000	-0-
Adult Care Services	40,000	-0-
Cornucopia	3,900	-0-
South Dexter Street Design	30,000	-0-
Historic Preservation	675	-0-
Governor's Office of Highway Safety – Selective Traffic Enforcement – Provides funding for overtime involving traffic safety and related equipment.	17,500	-0-
DUI Enforcement Regional Grant – Provides funding for officers' overtime costs and equipment associated with special DUI traffic enforcement assignments and underage youth liquor enforcement.	41,250	-0-
Bureau of Justice Assistance Equipment Grant – Provides funding for a police car, bullet proof vests, and other operational equipment.		
Bullet Proof Vests	14,000	7,000
Miscellaneous Police Department Grants – Budget to enable the Police Department to take advantage of grant opportunities that may arise during the fiscal year.	350,000	-0-
FEMA AFT Burn Trailer – Grant for mobile live fire multi-trainer system for the Fire Department	186,000	18,600
Arizona Department of Transportation – Vehicle Impound Reimbursement – Accounts for impound fees and related expenses.	82,250	-0-
Fire Department Vegetation Management Crew – provides staffing for a ten-month, 13-member community wide vegetation management plan to prevent and suppress wildfires. Also includes equipment, supplies and services.	456,700	228,350
Fire Department Arizona Wildland Hazardous Fuels Project – Provides for mitigation of risk through reduction of fuels.	224,810	22,481
Prescott Area Narcotics Task Force – Provides funding for potential drug task force operation support by SWAT	30,000	-0-

GRANTS FUND

Miscellaneous Library Grants – Budget to enable the Library to take advantage of grant opportunities that may arise during the fiscal year.	50,000	-0-
Canine Grant – Yavapai County Community Foundation Grant for K-9 programs	4,500	-0-
Fire Department Miscellaneous Grants – Budget to enable the Fire Department to take advantage of grant opportunities that may arise during the fiscal year.	100,000	-0-
JAG Edward Byrne Memorial – Funding for law enforcement programs	3,386	-0-
Arizona Homeland Security – Grants for equipment and training to enhance ability "to prevent, protect against, respond to, and recover from terrorist attacks and other disasters"	100,000	-0-
Wildfire Academy Tohon and Gila River – Tribal grants for wildland firefighter education and training	150,000	-0-
County Homeland Grants (Fire) – Grants from Yavapai County or State of Arizona Emergency Management for training or equipment	10,000	-0-
AZHS Communications – Arizona Homeland Security grant for the funding of additional AIRS Suite	128,333	-0-
COPS Hiring Recovery - Department of Justice will fund all costs associated with the hiring of three full time entry-level police officer positions for a period of three years.	402,339	-0-
Alzeimer's Grant – Grant to develop pilot program to prevent and respond to missing person's with Alzheimer's	50,000	-0-
Gang Task Force (GITTEM) - Provides funding for costs associated with a special task force concerning criminal activities of street gangs	66,209	-0-
RICO- Funding for radio console replacement and work station upgrades in the Regional Communications center.	199,832	-0-
Lincoln Elementary – Safe Roads to School – Grant for infrastructure improvements to enhance pedestrian and bike access	285,515	-0-
Taylor Hicks & Miller Valley – Safe Roads to School - Grant for infrastructure improvements to enhance pedestrian and bike access	335,523	-0-
Mile High & Mountain Oak Charter – Safe Roads to School - Grant for infrastructure improvements to enhance pedestrian and bike access	312,847	-0-
Washington Elementary – Safe Roads to School - Grant for infrastructure improvements to enhance pedestrian and bike access	190,659	-0-
Miscellaneous Grants – Budget to enable the City to take advantage of grant opportunities that may arise during the fiscal year.	500,000	-0-

MISCELLANEOUS GIFTS AND DONATIONS FUND

Division Mission: Provide an account to track any contributions for miscellaneous gifts which the City may receive as well as the expenditures made.

Prior Year Results and Outcomes:

Shop-with-a-Cop (Police Gift Fund) – Coordinated and participated in the thirteenth annual Shop-with-a-Cop program which provides an opportunity for disadvantaged children to shop for Christmas gifts. This year's project resulted in financial aid in the amount of $19,747.

Summary of Fund

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash, 7/1	$ 208,883	$ 411,330	$ 285,783
Revenues			
Gifts and Donations	297,616	-	-
Total Revenues	$ 297,616	$ -	$ -
Expenditures	(95,169)	(125,547)	(285,783)
Ending Cash, 6/30	$ 411,330	$ 285,783	$ -

Significant Expenditure Changes: Throughout the year, the City receives gifts and donations. Some of them are for a specific purpose such as the DARE program and library bequests, and some are unspecified.

The City is budgeting $285,783 this year to provide spending authority for any donations/bequests that may be received.

ACKER TRUST FUND

Division Mission: Account for assets willed to the City of Prescott by J.S. Acker. Revenue from investments and land sales are to be expended for cultural and recreation purposes only.

Prior Year Results and Outcomes:

Continued scholarship program for music at Prescott High School.

Continued support for the Artists in Residence program with Yavapai College.

Visited local schools and conducted workshops with music students.

Provided Prescott Fine Arts scholarships for attendance at music camps and continuing music education.

Summary of Fund

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash, 7/1	$ 584,873	$ 584,585	$ 580,835
Revenues			
Interest Income	9,212	6,000	6,000
Total Revenues	$ 9,212	$ 6,000	$ 6,000
Expenditures	(9,500)	(9,750)	(10,000)
Ending Cash, 6/30	$ 584,585	$ 580,835	$ 576,835

Significant Expenditures Changes: The Acker Trust's goal is to always maintain a balance and to spend only the interest earnings off the principal. For FY2014, an expenditure allowance in the amount of $10,000 will be made to cover annual scholarships and bequests.

ACKER TRUST FUND

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DEBT SERVICE FUND

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). There was a savings by the reissuance due to a lower interest rate being available than when the bonds were originally issued in FY1989.

Total principal and interest payments for FY2014 will be $563,734 to be offset by property tax revenues for the two general obligation issues and assessments paid by property owners for Improvement Districts. Fiscal agents' fees amount to $2,000.

Debt Service
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Principal	$ 1,755,044	$ 1,830,044	$ 510,044
Interest	215,845	136,567	53,690
Fiscal Agents Fee	1,372	2,000	2,000
Total	$ 1,972,261	$ 1,968,611	$ 565,734

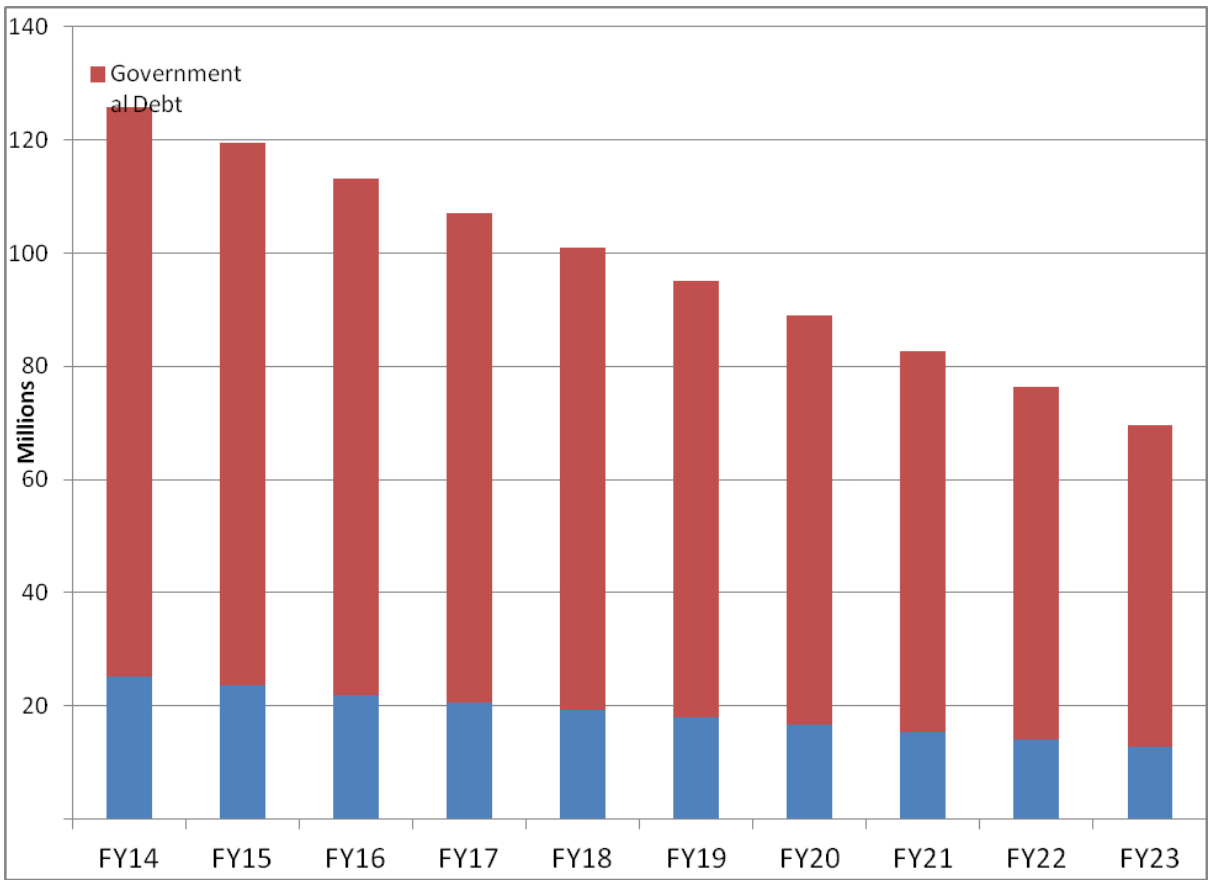
Legal Debt Margins:

Under the provisions of the Arizona Constitution, outstanding general obligation bonded debt for combined water, sewer, lighting, parks, open space and recreational purposes may not exceed 20% of a city's net secondary assessed valuation. Outstanding general obligation bonded debt for other general municipal purposes may not exceed 6% of a city's net secondary assessed valuation. As of June 30, 2013, the City is well within its debt limits, having $102.0 million in borrowing capacity in the 20% category, and $30.6 million in borrowing capacity in the 6% category. Calculations for these figures are included in the following chart:

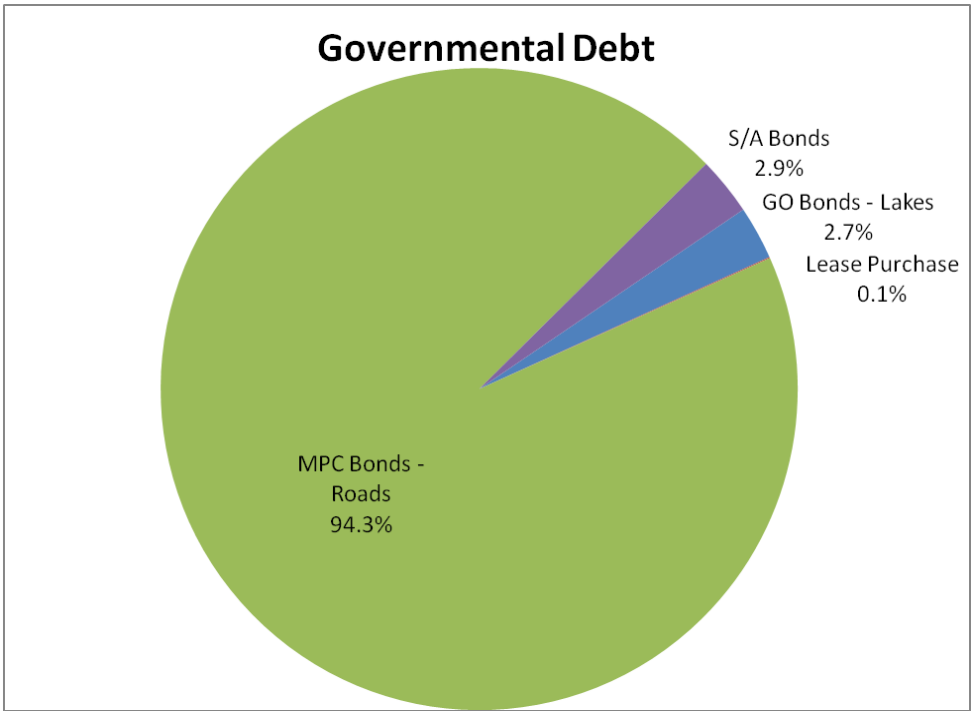
DEBT SERVICE FUND

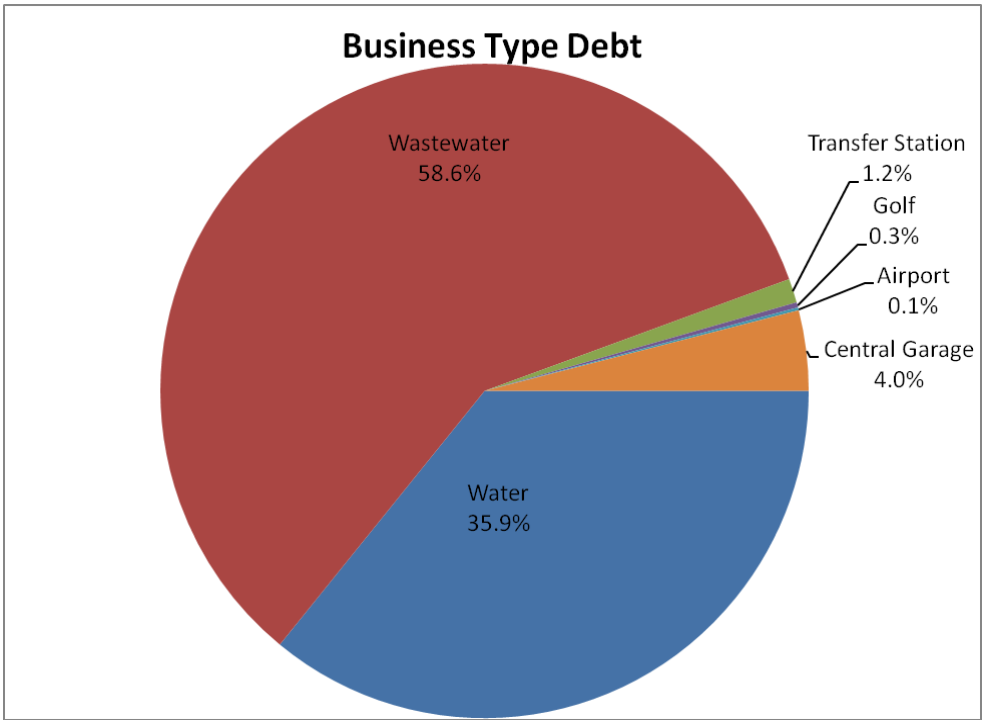
	General Obligation Bonds	
	All Others 6%	Water & Sewer 20%
Legal Debt Limitation		
Secondary Assessed Valuation - $510,234,917	$ 30,614,095	$ 102,046,983
Outstanding Debt		
Municipal facilities & refunding bond series 2007	-	680,000
Total outstanding debt	-	680,000
Total margin available	30,614,095	101,366,983
Total debt applicable to the limit as a percentage	0.0%	0.7%

The break down of outstanding debt principal can be observed in the charts below.



DEBT SERVICE FUND





DEBT SERVICE FUND

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ENTERPRISE FUNDS

WATER

WASTEWATER

SOLID WASTE/TRANSFER STATION

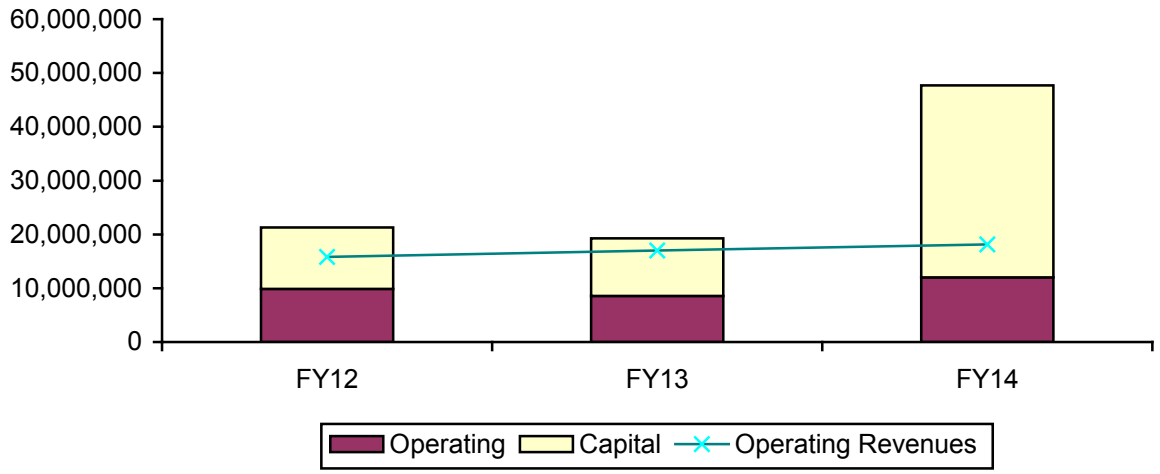
AIRPORT

GOLF COURSE

PARKING GARAGE

WATER FUND

The purpose of the Water Fund is to insure a safe and reliable supply of water to our customer base through the protection of existing supplies, the acquisition of new supplies, and the continued maintenance and upgrade of the existing water delivery infrastructure. All activities necessary to provide this service are accounted for in this fund. Emphasis will continue to be placed on upgrading the City's water system during FY2013 through replacement of various undersized water lines as part of our regular maintenance program plus an expanded program to keep up with replacing water lines prior to streets being repaired and/or replaced, and routine maintenance projects such as small reservoir maintenance, pressure reducing valve upgrades and fire hydrant upgrades.



The water fund budget for FY2014 totals $47,678,230 including $3,068,787 in Alternative Water Sources, $11,957,934 in Water System Impact, and $10,848,146 in Water Resource Development. Current year revenues are estimated at $29,155,875 (Alternative Water Sources - $3,923,502, Water System Impact - $1,030,000, and Water Resource Development - $10,307,373).

WATER FUND

Combined Water Historical Activity

	FY12 Actual	FY13 Estimate	FY14 Budget
Water Utilities Beginning Cash, 7/1	$ 18,670,876	$ 16,334,406	$ 23,827,366
Alt Water Sources Beginning Cash, 7/1	$ 4,012,506	$ 4,900,138	$ 5,822,824
Water System Impact Beginning Cash, 7/1	$ (1,796,365)	$ (4,395,202)	$ 779,052
Water Resource Development Beginning Cash, 7/1	$ 192,488	$ (38,299)	$ 644,674
Water Utilities Revenues	13,431,228	21,675,045	13,895,000
Water Utilities Expenditures	(15,767,698)	(14,182,085)	(21,803,363)
Alt Water Revenues	1,675,583	1,675,544	3,923,502
Alt Water Expenditures	(787,951)	(752,858)	(3,068,787)
Water System Impact Revenues	1,014,111	8,708,213	1,030,000
Water System Impact Expenditures	(3,612,948)	(3,533,959)	(11,957,934)
Water Resource Development Revenues	892,657	1,458,218	10,307,373
Water Resource Development Expenditures	(1,123,444)	(775,245)	(10,848,146)
Water Utilities Ending Cash, 6/30	$ 16,334,406	$ 23,827,366	$ 15,919,003
Alt Water Sources Ending Cash, 6/30	$ 4,900,138	$ 5,822,824	$ 6,677,539
Water System Impact Ending Cash, 6/30	$ (4,395,202)	$ 779,052	$ (10,148,882)
Water Resource Development Ending Cash, 6/30	$ (38,299)	$ 644,674	$ 103,901

WATER FUND

Combined Water Fund Revenues

Revenue Source	FY12 Actual	FY13 Rev. Est.	FY14 Budget
Water Utilities			
Bond Proceeds	$ 996,529	$ 8,824,054	$ -
Water Sales	11,901,210	12,451,181	13,500,000
Interest Income	322,722	204,650	200,000
Water Connection Fees	173,589	170,000	170,000
Miscellaneous	37,177	25,160	25,000
Total Water Utilities	13,431,228	21,675,045	13,895,000
Alternative Water Sources			
Bond Proceeds	-	-	2,200,000
Alternative Water Source Fees	1,578,390	1,610,099	1,658,402
Interest Income	73,566	65,000	65,000
Miscellaneous	23,627	445	100
Total Alternative Water Sources	1,675,583	1,675,544	3,923,502
Water System Impact			
Bond Proceeds	180,656	7,708,213	-
Water System Impact Fee	833,455	1,000,000	1,030,000
Total Water System Impact	1,014,111	8,708,213	1,030,000
Water Resource Development			
Bond Proceeds	-	-	8,800,000
Intergovernmental Contributions	138,623	557,218	578,373
Water Resource Development Fee	754,034	900,000	927,000
Interest Income	-	1,000	2,000
Total Water Resource Development	892,657	1,458,218	10,307,373
Total Revenues	$ 17,013,579	$ 33,517,020	$ 29,155,875

Explanation of Water Fund Revenues:

Water Sales. During FY2006 the City of Prescott staff worked with Red Oak Consulting on a water rate and development fee review. Water rates had not been adjusted since September 1995. The new rates have been restructured to strongly encourage conservation so the percentage increase depends on the customer's usage. At the January 31, 2006 workshop Council directed staff to reduce the consumption portion of the proposed rates by 15% which results in an 18% increase for a residential account using 5,000 gallons a month effective July 1, 2006 and another 25.6% increase for the same account effective July 1, 2007. Water sales are projected at $13,500,000 in FY2014 compared to $12,451,181 for FY2013 representing a 8.4% change. This revenue is very weather sensitive.

The following chart represents the water sales revenues received since FY2004.

WATER FUND

Water Sales

Fiscal Year	Revenues	% Change from Previous Year
2003-04	6,303,294	1.4%
2004-05	7,139,120	13.3%
2005-06	6,345,783	-11.1%
2006-07	8,095,182	27.6%
2007-08	11,272,385	39.2%
2008-09	10,716,675	-4.9%
2009-10	9,971,066	-7.0%
2010-11	10,956,766	9.9%
2011-12	11,901,210	8.6%
2012-13 (est)	12,451,181	4.6%
2013-14 (est)	13,500,000	8.4%

Water System Impact Fee (formerly Water Buy-In Fees). Buy-in fees were adjusted during FY2006. Previously this charge was based on the number of fixture units ($63 per fixture unit). As a result of the water rate and development fee review by Red Oak Consulting, this fee is now determined by the water meter size ranging from $4,888 for a ¾" meter to $26,053 for a 2" meter. This adjustment was predicated upon growth related projects needed in future years.

Water Connection Fees. These fees are for costs involved with the City installing new water meters and administrative fees for setting up the account. The installation fee is based on a cost plus 10% fee with a minimum charge at $420 for a 5/8" meter.

Interest Income. This is monies earned on the available cash in the Water Fund. It is a difficult estimate to make due to the fluctuation of cash balances and the interest rates.

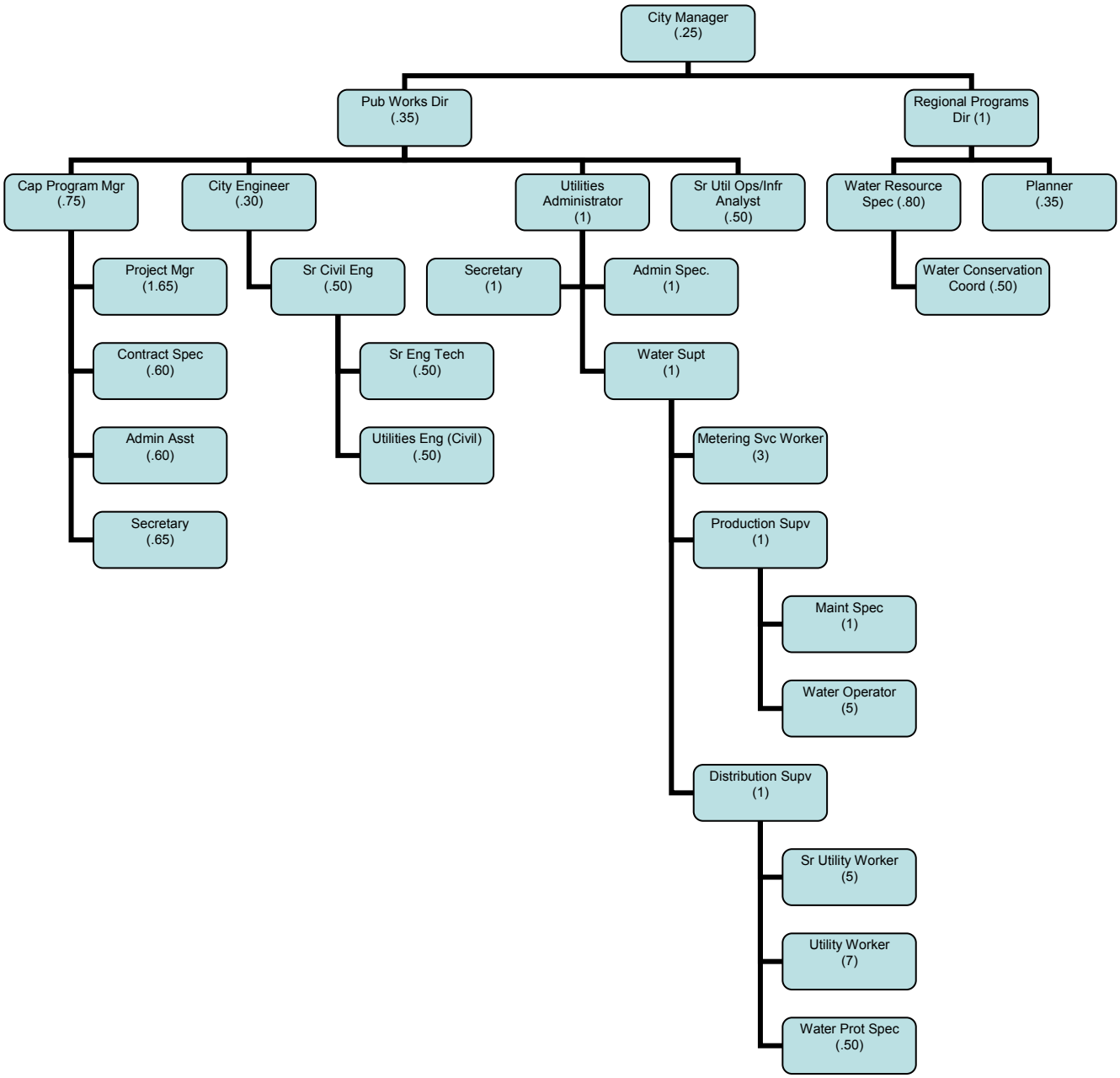
Miscellaneous. Miscellaneous income encompasses NSF charges, sales tax accounting allowance and other minor fees that may be collected by this fund throughout the year.

Alternative Water Sources. This is a surcharge fee based on water consumption. During FY2004, a study was conducted by Rick Giardina and Associates on City of Prescott's fees to cover the research and implementation costs of alternative water sources. As a result of this study the Alternative Water Sources Fee was increased. This increase from a sliding scale ranging from $.10/1000 gallons to $.16/1000 gallons to a scale of $.21/1000 gallons to $.33/1000 gallons was phased in over the four fiscal years with the final phase occurring FY2008.

Water Resource Development Fee (formerly Alternative Water Impact Fee). Effective July 12, 2004, the City of Prescott instituted the Alternative Water Impact Fee to help cover new development impact on the City's water system. The fee will go toward the recovery of costs related to the research and implementation of alternative water sources. This fee is based on the customer's meter size ranging from $4,485 for a ¾" meter to $23,905 for a 2" meter. It is anticipated that the City will receive $927,000 in revenues during FY2014. This is based on the growth that has been occurring.

Intergovernmental Contributions. This category is for reimbursements made to the City of Prescott by the Town of Prescott Valley for expenditures made regarding the Big Chino Ranch that was purchased during FY2006. As per an intergovernmental agreement, the Town of Prescott Valley is responsible for 45.9% of the costs involved with the water ranch.

WATER FUND



Note: Utility Billing personnel report to the Finance Director; therefore, these personnel are not reflected on the Water Department organizational chart.

WATER FUND

Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 2,701,665	$ 2,709,723	$ 2,888,767
Supplies	660,829	619,570	700,245
Other Services & Charges	4,423,151	4,093,498	5,371,611
Cost Recovery	(336,540)	(347,240)	(341,444)
Capital Outlay/Projects	11,393,827	10,687,320	25,231,902
Debt Service	3,091,749	2,123,666	13,827,149
Total	$ 21,934,681	$ 19,886,537	$ 47,678,230
Authorized Staffing Level	41.30	40.90	41.65
Utility Billing*	4.50	4.50	4.75
Metering Services	4.15	4.15	4.15
Water Utilities Admin.	6.95	6.95	7.45
Water Production	7.75	7.75	7.75
Water Distribution	14.25	14.25	14.25
Alternative Water	3.70	3.30	3.30

*Utility Billing personnel report to the Budget and Finance Director.

Utility Billing

Division Mission: To produce accurate, understandable utility bills in an efficient, timely manner and provide friendly, courteous and effective customer service to the 21,000+ City utility customers.

Goal: To continue to encourage customers to use the convenient payment options we offer. This new budget year will include options for online payments and receiving their bills via e-mail. Our goal is to get 5% of our customers using both of these options.

Strategy: Continue to offer all payment options to current and new customers. Continue to put information and sign-up forms in the welcome packets. Advertise e-pay when it becomes available. Add a message to our website and the bills. Offer to all customers paying over the phone.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of surepay customers	5,497	5,616	5,832
Number of E-pay	0	1,296	1,728
Number of E-bills	313	432	648

Prior Year Results and Outcomes

Implemented online bill pay system on our web. Customers can view their bills for the last 12 months, account information such as their graph and pay their bill.

WATER FUND

Answered all communication we receive from customer within a 24 hour time period.

Continued to strive to provide a billing schedule that ensures accurate and timely billing.

Continued to trained other departments on how to use Munis.

Processed and balanced all Park and Recreation kiosk money.

Processed false alarm payments for Police department.

Utility Billing
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 237,648	$ 235,446	$ 263,147
Supplies	6,592	3,300	3,800
Other Services & Charges	269,566	252,757	279,655
Cost Recovery	(336,540)	(347,240)	(341,444)
Debt Service	53,179	53,179	13,296
Total	$ 230,445	$ 197,442	$ 218,454

Utility Billing
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	4.50	4.50	4.75
Utility Billing Manager	1.00	1.00	1.00
Utility Billing Specialist	0.00	0.00	1.75
Utility Billing Representative	3.50	3.50	2.00

Significant Expenditure Changes: An 11.8% increase in Personnel is the result of increasing a half-time position to a three-quarter time position.

Meter Services

Division Mission: To provide exceptional customer service while efficiently and effectively performing monthly reading, providing on/off services, and installing and replacing meters.

Goal: Read all city water meters accurately on a monthly basis.			
Strategy: Provide an average of 100% accurate reads on a monthly basis.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of meters read per meter reader per month	7,570	7,510	7,550
Percentage of accurate reads	99%	99%	99%

WATER FUND

Goal: Provide superior customer service for all requests and daily operations.			
Strategy: Respond to all customer service requests by the next day of business.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Average response times for emergency offs	15 min.	15 min.	15 min.
Respond to customer service requests within one day	95%	95%	95%

Goal: Safely read all large meters in vaults and meters located in remote or difficult access areas. Assure that all meters are accurate and meet AWWA standards.			
Strategy: Continue to implement the conversion to remote-read meters that are included in the meter replacement program. Meters are to be changed out based upon age and use analysis.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of meter box maintenance	713	630	650

Prior Year Results and Outcomes

A total of 36 new meters were added to the system.

A total of 22,421 meters are currently read on a monthly basis.

A total of 697 routine on/off's were performed.

A total of 460 meters were re-read.

A total of 270 electronic radio transmitters were replaced/repaired.

Routine meter maintenance was performed to expose and remove debris from meter boxes. This provides for improved response times.

Metering Services
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 181,256	$ 208,335	$ 214,668
Supplies	101,984	87,385	125,900
Other Services & Charges	45,600	46,911	48,850
Capital Outlay/Projects	-	-	20,000
Total	$ 328,840	$ 342,631	$ 409,418
Capital Outlay/Projects			
Replacement Truck #1031			20,000
Total Capital Outlay/Projects			$ 20,000

WATER FUND

Metering Services
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	4.15	4.15	4.15
Metering Service Worker	3.00	3.00	3.00
Secretary	0.15	0.15	0.15
Admin Specialist	1.00	1.00	1.00
Note: Secretary also charged to Water Production (25%), Water Distribution (25%), and Alt Water Resources (20%)			

Significant Expenditure Changes: The large increase that can be observed in Supplies is linked to a higher budget for the purchase of water meters and supplies to help maintain the City's infrastructure.

Water Utilities Administration

Division Mission: To provide exceptional customer service to the citizens and business community, managing and accounting water resources while maintaining full compliance with all local, state and federal standards.

Prior Year Results and Outcomes

Water Projects - Design

- Zone 39 Water Distribution System Improvements
- Yavapai Hills Lower P.S. Zone 7
- White Spar Rd. Water Relocation
- FY13/14 Small Water Mains
- Lake Water Quality (TMDL)
- Airport Zone Production/Recovery Well Site Project
- Chino Piping Reconfiguration

Water Projects - Construction

- Zone 27 Reservoir Pump Station and Water Main
- Zone 19 Reservoir, Piping and Pump Station (Copper Basin)
- Zone 12 Tank and Transmission Main
- Granite Creek And Willow Creek Dam Repairs

WATER FUND

Water Utilities Administration
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 691,008	$ 699,334	$ 778,173
Supplies	9,847	9,025	10,675
Other Services & Charges	941,174	658,452	635,752
Debt Service	1,831,819	891,531	1,343,832
Capital Outlay/Projects	149,281	26,140	28,398
Total	$ 3,623,129	$ 2,284,482	$ 2,796,830
Capital Outlay/Projects			
Impact Fee Ordinance Implementation			25,398
General Plan Update			3,000
Total Capital Outlay/Projects			$ 28,398

WATER FUND

Water Utilities Administration
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	6.95	6.95	7.45
Public Works Director*	0.35	0.35	0.35
Senior Civil Engineer**	0.50	0.50	0.50
Capital Program Mgr***	0.75	0.75	0.75
Utilities Manager**	0.50	0.50	0.50
City Engineer****	0.30	0.30	0.30
Utilities Engineer (Civil)	0.50	0.50	0.50
Project Manager**	1.65	1.65	1.65
Sr Utilities Ops/Infra Analyst**	0.50	0.50	0.50
Water Resource Specialist*****	0.20	0.20	0.20
Sr Engineering Tech****	0.50	0.50	0.50
Contract Specialist******	0.40	0.40	0.40
Water Protection Specialist***	0.00	0.00	0.50
Administrative Asst********	0.40	0.40	0.40
Secretary	0.40	0.40	0.40

*Remainder charged to Wastewater Administration (35%), Private Development (10%), and 1% Streets and Open Space (20%)
**Balance charged to Wastewater Administration
***.25 charged to Wastewater Administration
****Remainder charged to Wastewater Admin (10%) and Engineering (60%)
*****Also charged to Alt Water (60%) and Wastewater Admin (20%)
******Contract Specialist also charged .40 to Wastewater Admin and .20 to Alt Water
*******Admin Asst also charged .10 to Alt Water, .10 to Transportation Services; and .40 to Wastewater Admin

Significant Expenditure Changes: The 11.3% increase in Other Services & Charges when comparing the FY2014 budget to the FY2013 estimated ending reflects the addition of half of a Water Protection Specialist charged to this division in FY2014.

Information on the capital outlay/projects can be located in the Capital Improvement Plan section of this book.

Water Fund Improvements

Division Mission: To track expenses for water projects not necessarily related to a specific division.

WATER FUND

Water Improvements
Expenditure Summary

	FY11 Actual	FY12 Estimate	FY13 Budget
Capital Outlay/Projects	6,841,416	6,592,759	12,723,847
Total	$ 6,841,416	$ 6,592,759	$ 12,723,847

Capital Outlay/Projects	
Small Water Main Upgrades	$ 1,913,300
New Thumb Butte Reservoir	1,731,017
18" Line Smoke Tree Lane	1,498,500
Park Avenue Reconstruction	1,000,000
Granite Creek & Willow Creek Dam	812,388
White Spar Water Main	685,000
Copper Basin Reservoir	562,549
Prescott Canyon Reservoir	540,931
Lower Thumb Butte Pump	452,500
12" Line - Thumb Butte	414,253
SR89/Phippen Roundabout	350,000
Yavapai Hills Lower Pump Station	312,500
Hassayampa Pump Station - New Zone 19	306,693
Prescott Resort Pump Station Upgrade	303,000
Chino Piping Reconfiguration	300,000
A/P New Zone 101 Pump	250,000
A/P Recovery Wells	238,300
Willow Creek Trans Main Scour	200,000
A/P Zone 12 New Reservoir	175,000
Capital Contingencies	165,000
Booster Station Upgrade	109,000
City Shop UST Release Cleanup	104,316
Mountain Club System Cross Connection	75,000
Production Well Maintenance	46,000
PRV Upgrade	43,000
Water Model Update	30,000
36" and 18" Emergency Valve	25,000
Willow/Watson Lake Enhancement Program	25,000
As-Built/Mylar Scanning Project	18,100
Leak Detection Program	14,000
A/P Zone 12 Tank Res Transmission Piping	12,500
Maintenance Management	11,000
Total Capital Outlay/Projects	$ 12,723,847

Significant Expenditure Changes: Please see the preceding box for the list of projects comprising this $12,723,847 allocation. More information on these projects can be found in the Capital Improvement Program in this book.

WATER FUND

Water Production

Division Mission: To deliver superior service producing potable water efficiently and effectively to meet all applicable local, state and federal drinking water standards at the lowest possible cost to our customers.

Goal: To meet all U.S. EPA and Arizona Department of Environmental Quality drinking water standards and requirements.

Strategy: Monitor water quality by sampling as required by the Arizona Department of Environmental Quality and taking any action required to meet standards.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of water quality samples collected (calendar year)	1,120	850	1,020
Percentage of samples meeting requirements	100%	100%	100%

Goal: To maintain an adequate water supply to meet peak demands with reserve capacity.

Strategy: Manage reservoir and tank levels throughout the City and maintain adequate storage of existing pumps.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Peak day gallons	10,580,000	10,837,000	10,800,000
Maximum storage levels maintained % of the time	95%	95%	95%

Goal: Reduce emergency repairs on well equipment and pump stations.

Strategy: Monitor performance of existing pumps and explore new technologies to maximize pumping effectiveness and efficiency.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
SCADA upgrades to Water Production Facilities	8	12	14
Pump stations improved	40	40	40
Pressure reducing stations improved	35	35	35

Goal: Provide emergency response for pump station and reservoir alarms to avoid disruption to service.

Strategy: Respond to emergencies within 30 minutes during working hours and 45 minutes after hours.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Percentage of time responded to emergencies within 30 minutes during working hours and 45 minutes after hours.	95%	95%	95%
Pump stations improved	40	40	40
Pressure reducing stations improved	35	35	35

WATER FUND

Prior Year Results and Outcomes

Collected and submitted 910 water quality samples to monitor for constituents to meet State and Federal regulations.

Responded to over 2,020 customer service calls (i.e. no water, leaks, frozen meters, etc.)

Produced 6,758 acre-feet of water.

Performed 35 flow tests for the Fire Department or external parties for fire flow determination.

Completed 17 mechanical repairs on pump stations.

Completed 40 construction meter (i.e., hydrant meter) sets.

Documented 111 water pump station preventive maintenance checks.

Completed 20 well repairs.

Documented 144 pressure reducing valve preventive maintenance checks and repairs.

Completed 70 electrical repairs on pump stations and tank sites.

Documented 45 tank maintenance checks.

Documented work on 152 special projects.

Performed site work (grading, electrical conduit, sidewalk) in advance of receiving donated building. The building is being used to store mechanical parts/materials that are sensitive to dust.

The Haisley Pump Station design and improvements (electrical, piping and pumps) were performed by City personnel.

The recently replaced generator from the Sundog WWTP was recommissioned at the Chino Water Production Facility. The generator has been serviced and mounted on a trailer with an enclosure. This unit is capable of providing power for select wells during electricity outage.

WATER FUND

Water Production
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 571,386	$ 564,841	$ 589,175
Supplies	260,822	202,174	213,800
Other Services & Charges	2,455,814	2,323,882	2,565,928
Capital Outlay/Projects	30,207	108,043	523,000
Total	$ 3,318,229	$ 3,198,940	$ 3,891,903
Capital Outlay/Projects			
Storage Tank Maintenance			$ 400,000
Telemetry/SCADA			123,000
Total Capital Outlay/Projects			$ 523,000

Water Production
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	7.75	7.75	7.75
Water Superintendent*	0.50	0.50	0.50
Water Production Supv	1.00	1.00	1.00
Water Operator	5.00	5.00	5.00
Maintenance Specialist	1.00	1.00	1.00
Secretary**	0.25	0.25	0.25

*Also charged 50% to Water Distribution.
**One Secretary also charged to Metering Services (20%) and Water Distribution (40%). Second Secretary remainder charged to Metering Services (15%), Water Distribution (25%), WWTP (10%) and Wastewater Collection (25%)

Significant Expenditure Changes: The large increase in Other Services & Charges is due to the anticipated increased utility costs such as electricity.

Details on the capital outlay and projects for this division can be located at the back of the budget book in the Capital Improvement Plan.

Water Distribution

Division Mission: To deliver superior customer service through safe and reliable operation and maintenance of the City's water distribution system at the lowest possible cost to our customers.

WATER FUND

Goal: Provide emergency response for water main breaks to minimize water loss and disruptions to service. Provide superior customer service for all requests and daily operations.			
Strategy: Respond to emergencies within 30 minutes during working hours and 45 minutes after hours.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Respond to emergencies within 30 minutes during working hours and 45 minutes after hours.	95%	95%	95%

Goal: Maintain water system to reduce leaks and ensure adequate fire flows.			
Strategy: Replace or install a total of 30 new fire hydrants per year.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of fire hydrants repaired or replaced	51	50	50
Goal: To reduce water losses to achieve state requirements of 10% or less.			
Strategy: Replace a minimum of 100 services and 10 broken main line valves per year.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of services repaired or replaced	21	40	50
Number of replaced main line valves	10	6	10
Number of water mains repaired	78	65	60

Goal: To maintain water system maps to provide accurate and prompt response for Blue State requests.			
Strategy: Update 24 maps per quarter.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of maps updated for Blue Stake	52	50	50

Prior Year Results and Outcomes

Responded to and performed 3,254 Blue Stakes (marking water and sewer facilities).

Responded to 253 customer requests.

Performed 33 inspections for public and private improvement projects.

Conducted 30 water system shutdowns for public and private improvement projects.

Repaired 559 water mains.

Performed 13 water main taps.

Replaced 19 water service lines.

Installed 36 new water services lines.

Leak Detection was performed on approximately 80,000 lineal feet of water mains. Commercial meters are routinely tested and/or calibrated. This ensures water resource accountability and equitable billing for customers.

WATER FUND

Detected and repaired 135 leaks.

Upgraded 22 water meters.

Re-plumbed 42 water meters.

Replaced or repaired 70 isolation valves to minimize service disruption in the event of a system failure.

Replaced or repaired 62 fire hydrants to provide efficient fire protection.

Supported contractors on private and public projects by providing system knowledge.

Abandoned over 600 feet of old 2-inch water mains which paralleled new larger mains to reduce system complexity and water loss.

Water Distribution
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 802,977	$ 837,255	$ 874,133
Supplies	267,148	307,336	335,020
Other Services & Charges	199,062	222,605	226,177
Capital Outlay/Projects	-	-	153,480
Total	$ 1,269,187	$ 1,367,196	$ 1,588,810
Capital Outlay/Projects			
Replacement of vehicles #958 and #959			124,000
Fire Hydrants			29,480
Total Capital Outlay/Projects			$ 153,480

WATER FUND

Water Distribution
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	14.25	14.25	14.25
Water Superintendent*	0.50	0.50	0.50
Water Distribution Supv	1.00	1.00	1.00
Water Protection Spec**	0.50	0.50	0.50
Senior Utility Worker	5.00	5.00	5.00
Utility Worker	7.00	7.00	7.00
Secretary***	0.25	0.25	0.25

*Also charged 50% to Water Distribution
**Remainder charged to Wastewater Treatment Plant
***One Secretary also charged to Water Production (40%) and Metring Services (20%). Second Secretary remainder charged to Water Production (25%), Metering Services (15%), WWTP (10%) and Wastewater Collection (25%)

Significant Expenditure Changes: There are no significant expenditure changes in this division for FY2013.

Private Development

Division Mission: To provide an account in which to charge plan reviews of water infrastructure installations for new private developments. These plan reviews are performed by the Development Services Manager and Permit Technician; a proportionate share of their salaries is charged here in the Internal Engineering Services line item.

Private Development
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Other Services	156,453	198,635	174,101
Total	$ 156,453	$ 198,635	$ 174,101

Significant Expenditure Changes: This division was restructured in FY2004 and provides for an account in which to charge plan reviews of water infrastructure installations for new private development. Plans are reviewed by the Development Services Manager and Permit Technician whose time is charged at 80% of 25% of their salaries.

WATER FUND

Alternative Water Sources

Division Mission: Manage the City of Prescott's Water Portfolio; plan for and secure additional water resources required for implementation of the General Plan including the Big Chino Water Ranch (importation) project; advocate prudent and reasonable water use by City's water consumers through conservation, pricing and other strategies.

Alternative Water Sources
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 217,391	$ 164,512	$ 169,471
Supplies	14,436	10,350	11,050
Other Services & Charges	355,483	388,277	446,898
Debt Service	200,619	189,719	2,390,970
Capital Outlay/Projects	22	-	50,398
Total	$ 787,951	$ 752,858	$3,068,787

Capital Outlay/Projects	
Impact Fee Study	$ 25,398
City Wide Evapo-Transportation Weather Station	25,000
Total Capital Outlay/Projects	$ 50,398

Alternative Water Sources
Staffing Level Summary

	FY12 Actual	FY13 Est End	FY14 Budget
Authorized Staffing Level	3.70	3.30	3.30
City Manager	0.25	0.25	0.25
Regional Programs Director	1.00	1.00	1.00
Water Resource Specialist	0.60	0.60	0.60
Planner	0.25	0.35	0.35
Water Conservation Coord.**	1.00	0.50	0.50
Contract Specialist***	0.20	0.20	0.20
Administrative Asst***	0.20	0.20	0.20
Secretary****	0.20	0.20	0.20

*Balance of Management Analyst is charged to Water Admin (20%) and Wastewater Admin (20%).
**Water Conservation Coordinator charged to Water Conservation Progra
***Also charged .40 to Wastewater Admin and .40 to Water Administratio
****Remainder is charged to Water Administration (.40) and Wastewater

WATER FUND

Significant Expenditures Changes: Several areas in Other Services & Charges were budgeted for potential expenditures that could arise during the year that were not used in FY2013. The 15.1% increase is spread across computer service, consultants, legal services and other professional services.

Water System Impact

Division Mission: To provide an account to charge costs for water improvement projects that are related to growth.

Water System Impact
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Other Services and Charges	$ -	$ 1,979	$ 580
Debt Service	363,491	346,847	633,771
Capital Outlay/Projects	3,249,457	3,185,133	11,323,583
Total	$ 3,612,948	$ 3,533,959	$ 11,957,934
Capital Outlay/Projects			
A/P New Zone 101 Pump Station			$ 2,250,000
Recovery Wells at Airport Recharge			2,144,700
Prescott Canyon Reservoir			1,732,883
A/P Zone 12 New Reservoir			1,575,000
Yavapai Hills Lower Pump Station			937,500
Prescott Resort Pump Station Upgrade			909,000
SR69 Corridor Phase I			635,000
12" Line - Thumb Butte			414,253
New Thumb Butte Reservoir			184,242
18" Line Smoke Tree Lane			166,500
A/P Zone 12 Tank Res Transmission Piping			112,500
Telemetry/SCADA Program			70,000
Copper Basin Reservoir			62,505
Impact Fee Ordinance Implementation			42,000
Heckthorn Water Main			40,000
Willow/Watson Lake Enhancement Program			25,000
Lower Thumb Butte Pump Station			22,500
Total Capital Outlay/Projects			$ 11,323,583

Significant Expenditures Changes: This cost center was created in FY2007 to separate and track funding for projects that are needed due to growth impacts. Information on the individual projects can be located in the Capital Improvement Plan of this budget book.

WATER FUND

Water Resource Development

Division Mission: To provide an area to charge projects related to providing alternative sources of water to the citizens of Prescott.

Water Resource Development
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Other Services & Charges	$ -	$ -	$ 993,670
Debt Service	642,640	642,090	9,445,280
Capital Outlay/Projects	480,804	775,245	409,196
Total	$ 1,123,444	$ 1,417,335	$ 10,848,146
Capital Outlay/Projects			
Big Chino Water Ranch			$ 367,196
Impact Fee Ordinance Implementation			42,000
Total Capital Outlay/Projects			$ 409,196

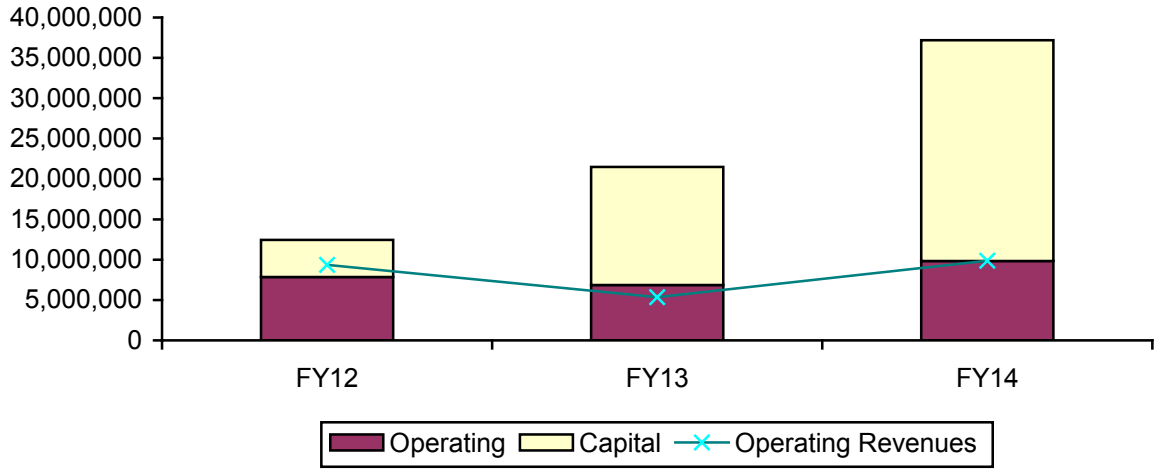
Significant Expenditures Changes: This cost center was created in FY2007 to separate and monitor projects that are needed for providing alternative water sources to the citizens of Prescott. Additional information on the Big Chino Water Ranch project can be located in the Capital Improvement Plan.

WASTEWATER FUND

The purpose of the Wastewater Fund is to account for the provision of wastewater services to the residents of the City of Prescott and some residents of the County. Wastewater Collections is responsible for the operation and maintenance of the City wastewater system. The system requires cleaning of 400+ miles of main line, 8,200+ manholes and 64 lift stations. System maintenance includes main line repairs, manhole rehabilitation, pump replacement/repairs and response to customer services requests.

Wastewater collected by the City wastewater system flows to the Wastewater Treatment Plant, where it undergoes a multi-faceted biological process to separate out the solids and treat the water for reuse and recharge. The Wastewater Fund operates and maintains two wastewater treatment plants: Sundog – 6.5 million gallons and Airport – 2.2 million gallons. All plants are operated in accordance with Environmental Protection Agency and State Health Department standards. The treated water, called effluent, is sold for use in watering golf courses and construction to reduce potable water demand. The solids are used in land application and/or hauled off to a landfill for cover.

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



Current year revenues are estimated at $34,749,180 while current year expenditures are estimated at $37,193,226.

WASTEWATER FUND

Combined Wastewater Fund Historical Activity

	FY12 Actual	FY13 Estimate	FY14 Budget
Wastewater Utilities Beginning Cash, 7/1	$ 5,393,901	$ 7,524,099	$ 10,480,137
Wastewater System Impact Beginning Cash, 7/1	$ (1,984,463)	$ (2,556,434)	$ 2,307,182
Wastewater Utilities Revenues	12,257,385	14,565,110	15,096,236
Wastewater Utilities Expenditures	(10,127,187)	(11,609,072)	(17,597,605)
Wastewater System Impact Revenues	1,765,794	14,727,000	19,652,944
Wastewater System Impact Expenditures	(2,337,765)	(9,863,384)	(19,595,621)
Wastewater Utilities Ending Cash, 6/30	$ 7,524,099	$ 10,480,137	$ 7,978,768
Wastewater System Impact Ending Cash, 6/30	$ (2,556,434)	$ 2,307,182	$ 2,364,505

Wastewater Fund Revenues

Revenue Source	FY12 Actual	FY13 Rev. Est.	FY14 Budget
Wastewater Utilities			
Bond Proceeds	3,191,667	4,973,854	4,830,236
Wastewater User Charges	8,232,761	8,800,000	9,500,000
Effluent Sales	643,295	599,000	599,000
Interest Earned	45,739	45,000	40,000
Miscellaneous	143,923	147,256	127,000
Total Wastewater Utilities	12,257,385	14,565,110	15,096,236
Wastewater System Impact			
Bond Proceeds	1,475,455	14,400,000	19,320,944
Wastewater Impact Fees	282,610	320,000	325,000
Interest Earned	7,730	7,000	7,000
Total Wastewater System Impact	1,765,794	14,727,000	19,652,944
Total Revenues	$ 14,023,180	$ 29,292,110	$ 34,749,180

Explanation of Wastewater Fund Revenue Sources:

Bond Proceeds: If several of the capital projects planned for this fund are completed during the fiscal year, it may become necessary for the City to borrow monies necessary to pay for the projects. Should the projects not come to fruition; the City will not proceed with the process of borrowing money.

Wastewater User Charges: Wastewater fees are projected to increase 7.95% over FY2013 revised estimates. The dramatic increase from FY2008 revenue numbers compared to the revenue numbers for FY2009 is the result of a rate increase that went into effect August 1, 2008.

WASTEWATER FUND

Revenues from Wastewater User Charges

Fiscal Year	Revenues	% Change
2003-04	3,662,948	0.17%
2004-05	3,914,983	6.88%
2005-06	3,887,777	-0.69%
2006-07	4,148,814	6.71%
2007-08	4,225,537	1.85%
2008-09	5,589,293	32.27%
2009-10	6,063,719	8.49%
2010-11	7,019,393	15.76%
2011-12	8,232,761	17.29%
2012-13 (est)	8,800,000	6.89%
2013-14 (est)	9,500,000	7.95%

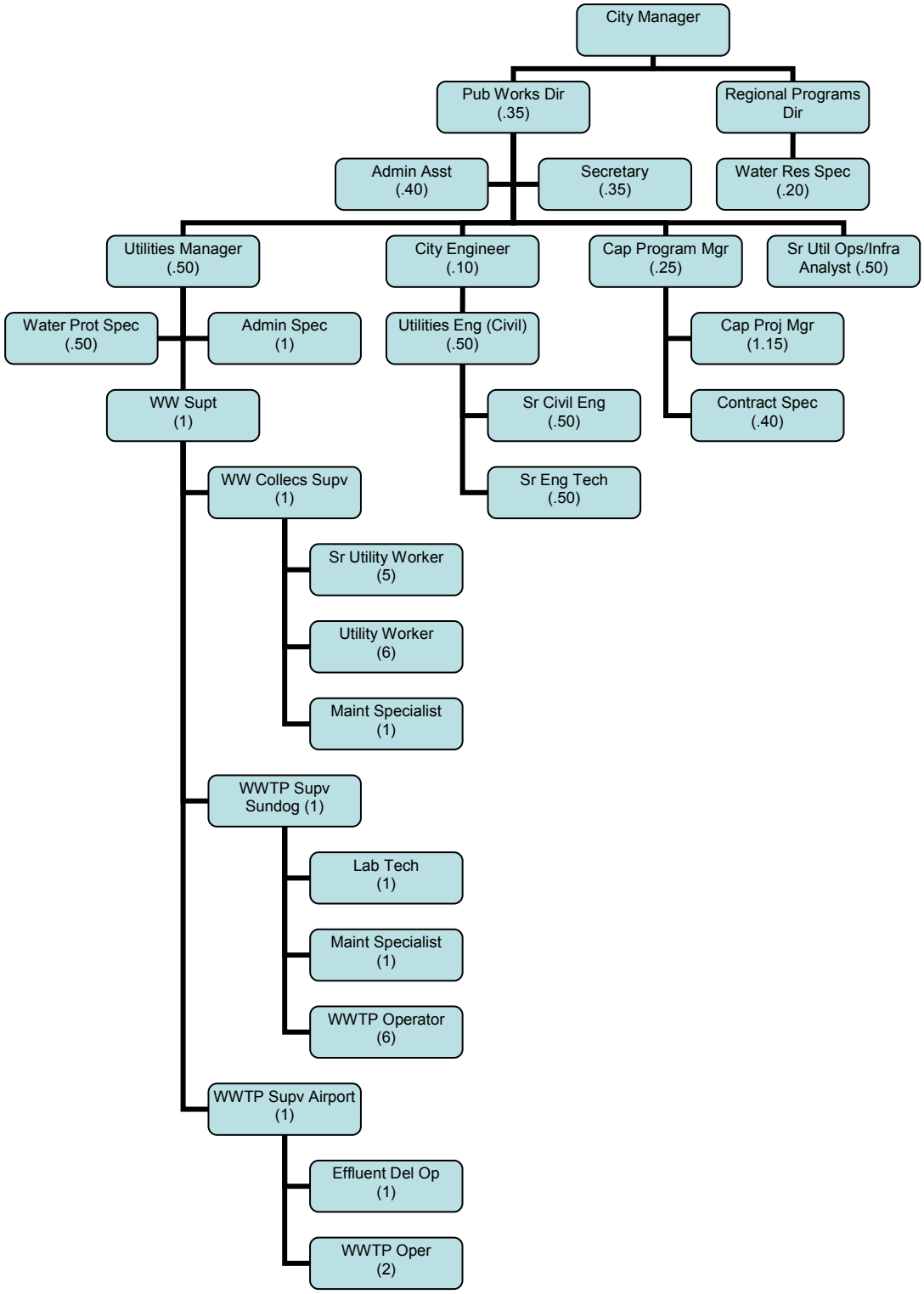
Wastewater Impact Fees (formerly Wastewater Buy-In Fees): Buy-in fees were increased from $37.00 to $56.00 per fixture unit during FY1995. As part of an overall analysis of the Wastewater Fund, it was decided to place more emphasis on new connections to the wastewater system paying for growth related capital projects rather than to increase the rates placing the burden on existing wastewater customers. Due to state legislature, there is a moratorium on impact fees and they cannot be increased. This results in a modest increase in impact fee revenue in the wastewater fund. This increase is based on modest growth in the service area.

Effluent Sales: The City of Prescott charges for the sale of effluent. This revenue category reflects the sale of effluent to private golf courses such as Hassayampa and Prescott Lakes. It is also used by vendors in the construction field such as Hanson Concrete. The fees for the effluent are based on existing contract agreements with these users. Also included in this category is the effluent sold to the City owned golf course. Finally, budget numbers include the rechargeable effluent fee that is charged to the Water Fund. This is the 16th year of this revenue source which is the charge to the Water Fund for treating effluent which is being discharged into the water table for recharge credit.

Interest Earned: This is monies earned on the available cash in the Wastewater Fund. It is a difficult estimate to make due to the fluctuation of cash balances and the interest rates.

Miscellaneous: Miscellaneous revenues are items that are not expected to occur on a yearly basis. Also included in this number are septage disposal fees, plan reviews and inspection fees, and wastewater connections. Septage disposal fees are collected at the wastewater treatment plant from septic pumpers and private recreational vehicles. Plan Review Fees are to cover costs for Engineering and Public Works staff to review infrastructure plans to ensure compliance with codes. Inspection Fees are to cover the costs for the Inspectors to inspect the infrastructure to ensure the work is in compliance with the approved plans and specifications and codes. Finally, wastewater connections are the charges for customers hooking on to the existing wastewater mains.

WASTEWATER FUND



WASTEWATER FUND

Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 2,345,325	$ 2,369,114	$ 2,501,285
Supplies	488,059	471,340	552,010
Other Services & Charges	1,863,449	2,030,354	2,232,851
Debt Service	3,134,647	1,981,329	4,527,937
Capital Outlay/Projects	4,633,472	14,620,319	27,379,143
Total	$ 12,464,952	$ 21,472,456	$ 37,193,226
Authorized Staffing Level	34.60	34.60	35.10
Administration	5.35	5.35	5.85
WWTP	14.00	14.00	14.00
Wastewater Collection	14.25	14.25	14.25
Effluent Delivery	1.00	1.00	1.00

Wastewater Utilities Administration

Division Mission: To provide exceptional customer service to the citizens and business community, managing and accounting water resources while maintaining full compliance with all local, state and federal standards.

Prior Year Results and Outcomes

Sewer Projects - Design

- FY13/14 Sewer Main Repl/ Rehab
- Sundog Trunk Main

Sewer Projects - Construction

- Cliff Rose Lift Station
- Sundog Nitrification/Denitrification Project
- Sundog Filter Repair and Replacement
- Forbing Park IGA
- Airport Phase 1 (3.75MG)

WASTEWATER FUND

Wastewater Utilities Administration
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 557,767	$ 539,704	$ 595,097
Supplies	6,062	5,650	7,550
Other Services & Charges	571,427	644,465	775,546
Debt Service	3,003,217	1,284,499	1,801,112
Capital Outlay/Projects	25,765	14,570	28,398
Total	$ 4,164,238	$ 2,488,888	$ 3,207,703
Capital Outlay/Projects			
Aerial Images			25,398
General Plan Update			3,000
Total Capital Outlay/Projects			$ 28,398

WASTEWATER FUND

Wastewater Utilities Administration
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	5.35	5.35	5.85
Public Works Dir*	0.35	0.35	0.35
Utilities Manager***	0.50	0.50	0.50
City Engineer**	0.10	0.10	0.10
Utilities Engineer (Civil)***	0.50	0.50	0.50
Senior Civil Engineer***	0.50	0.50	0.50
Sr Util Ops/Infra Analyst***	0.50	0.50	0.50
Capital Program Manager**	0.25	0.25	0.25
Capital Project Manager*****	0.75	0.75	0.75
Water Resource Spec.******	0.20	0.20	0.20
Sr Engineering Technician***	0.50	0.50	0.50
Water Protection Inspector	0.00	0.00	0.50
Contract Specialist*******	0.40	0.40	0.40
Admin. Assistant********	0.40	0.40	0.40
Secretary	0.40	0.40	0.40

*Public Works Director is also charged Water Administration (35%), Private Development (10%), and 1% Streets and Open Space (20%)
**City Engineer balance is charged 30% to Water Administration and 60% to Engineering.
***Remainder is charged to Water Administration.
****70% of Sr Project Mgr/Utilities Admin is charged to Streets and 20% Water Administration
*****1.25 of Capital Project Manager is charged to Water Admin.
******Balance of Water Resource Specialist is charged to Alt Water Resources (20%) and Water Administration (60%).
*******Contract Specialist is also charged .40 to Water Admin and .20 to Alt Water Resources.
********Remainder is charged to Alt Water Resources (.20) and Water Administration (.40).

Significant Expenditures Changes: The 10.3% increase in Personnel is the result of the addition of 50% of the Water Protection Inspector salary being charged to this division.

Another category showing an increase is Other Services & Charges at 20.3%. As has been noted in other divisions – the cause of this spike is due to the methodology used for calculating cost recoveries.

Information on the capital outlay/projects can be located in the Capital Improvement Plan section of this book.

WASTEWATER FUND

Wastewater Improvements

Division Mission: To monitor the expenses associated with wastewater projects not necessarily related to a specific division.

Wastewater Fund Improvements
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Other Services & Charges	$ -	$ 18,112	$ 25,226
Capital Outlay/Projects	295,843	1,851,647	7,322,624
Total	$ 295,843	$ 1,869,759	$ 7,347,850
Capital Outlay/Projects			
Airport Phase 1 (3.75MG)			$ 4,830,236
Park Avenue Reconstruction			950,000
Sewer Mainline Replacement			440,000
SR89/Phippen Roundabout			240,000
Capital Contingencies			170,000
Lift Station Rehab/Abandonment Program			157,000
Sundog WWWTP Effluent			150,000
Chemical Root Control			106,090
Sundog Trunk Main			93,185
WW Collection Model Update			50,000
City Shop UST Release			40,380
SR69-Prescott Lakes Parkway WW Improvements			40,000
Willow/Watson Lake Enhancements			30,000
As-Built/Mylar Scanning			14,733
Maintenance Management			11,000
Total Capital Outlay/Projects			$ 7,322,624

Significant Expenditure Changes:

Information regarding all wastewater improvement projects listed above can be found in the Capital Improvement Program section of the budget book.

Wastewater Treatment Plants

Division Mission: To treat the City's wastewater and produce the highest quality effluent possible to protect the environment, maintain regulatory compliance, and to provide quality effluent to use as renewable resource for reuse and recharge at the lowest possible cost to our customers.

WASTEWATER FUND

Goal: To treat all wastewater to ADEQ Aquifer Protection Permit standards to maintain full regulatory compliance.			
Strategy: To utilize the expertise of the facility personnel to execute the best operational practices.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percentage compliance results that meet permit limitations	100%	99.8%	100%

Goal: To treat all wastewater received to the best quality for reuse & recharge.			
Strategy: To treat all wastewater to class B+ standards for reuse & recharge.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Acre-feet of effluent produced at Sundog WWTP	2,235	2,400	2,400
Acre-feet of effluent produced at Airport WWTP	1,219	1,200	1,200

Goal: To treat all wastewater bio-solids to meet Class B standards for land application.			
Strategy: Operate digesters and solids dewatering equipment to produce land applicable bio-solids.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Tons of bio-solids removed from the treatment plants	4,400	4,500	4,200

Goal: To reduce emergency repairs on treatment facility equipment.			
Strategy: To maintain an inventory of replacement parts and equipment.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percentage of key equipment with parts or replacements in stock.	80%	85%	90%

Goal: To operate anaerobic digester facility solely on methane gas.			
Strategy: To utilize methane gas produced at the Sundog WWTP for heating demands of the digester facility.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percentage of time methane used to heat digester	100%	99%	100%

Prior Year Results and Outcomes

Airport Water Reclamation Facility

Produced 397,705,000 gallons (1,220.51 ac/ft) of treated effluent for reuse and recharge.

Completed rehabilitation of the sand filter, significantly improving effluent quality; removal of old (broken) porous plates, installation and sealing of new porous plates, complete cleaning of the under drain system, and importing new filtration media.

Drained and cleaned the sludge holding tank, addressing several maintenance issues with the diffusers and the blower. Cleaned all diffusers thoroughly and installed new pulleys on the blower and motor to decrease wear and tear on the belts.

Worked closely with Airport Water Reclamation Facility contractor, locating and marking buried yard

piping on a regular basis, coordinating plant operations with construction schedule, moving equipment out of construction areas, etc.

Excavated and rebuilt 8 inch plug valve on waste activated sludge line into the sludge holding tank.

Sundog Wastewater Treatment Plant

Produced 823,047,000 gallons (2,525.89 ac/ft) of treated effluent for reuse and recharge.

The non-potable water suction piping system was extended to the effluent structure providing a second source point to draw from.

Took primary clarifier #2 off line and cleaned; inspected, replaced wear shoes, and adjusted chain tension to ensure proper operation.

Conducted training on forklift operation, the digester gas handling system, the new blower instrumentation system, and storm water pollution prevention permit requirements and sampling procedures.

Continued in-house safety training events.

Successful completion of the WatR (WP-218) Pollution Proficiency study to validate laboratory quality assurance/quality control and performance measures for state certification requirements.

Completed upgrade of the chlorine contact chamber feed system to include installation of a new ejector, feed piping, and rotameter.

The septage receiving facility structure was refurbished and a hinged cover was installed. An odor control unit was also installed to scrub ventilated air from the structure.

A new, finer bar screen and rake assembly was installed at the headworks structure. This significantly improved rag and debris removal at the inlet to the plant reducing the potential for pump plugging problems and impact to downstream processes such as digester operations.

A new hydraulic belt drive system was installed on the gravity belt thickener replacing an antiquated pneumatic system. Common belt alignment failures of the past have not reoccurred since the upgrade, saving on callouts and system downtime.

Staff supported the contractor completing the sand filter project. The result is an entire filter refurbishment with new support system materials and media replacement.

Staff supported the contractor completing the nitrification/denitrification project. The project provides additional aeration and mixing capacity in the oxidation ditches. It also includes an advanced instrumentation system for process monitoring and automated control resulting in efficient treatment of wastewater.

Completed multiple water quality sampling events on Watson Lake in coordination with ADEQ to document conditions in the lake throughout the summer months.

Annual safety inspection of all overhead cranes in the division was completed to OSHA requirements.

Water Protection Specialist

WASTEWATER FUND

Completed 108 backflow inspections for building inspections.

Sent over 3,500 backflow test due notifications.

Responded to over 1,100 customer service calls.

Entered over 1,540 backflow test reports.

Performed 20 backflow tests.

Completed flow monitoring in support of the City's Wastewater Model to ensure an effectively calibrated model.

Reviewed and edited Pretreatment Program documents to develop a regulatory compliant program.

Obtained analytic and flow data from specific points within the wastewater collection system to assist the City's consultant in preparing technical program documents. Public outreach with the community was completed in conjunction with an Industrial Waste Survey to encourage participation and build community awareness of the program.

Wastewater Treatment Plants
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 878,167	$ 914,861	$ 955,026
Supplies	327,736	242,000	309,300
Other Services & Charges	700,040	742,950	852,347
Capital Outlay/Projects	81,739	22,400	52,500
Total	$ 1,987,682	$ 1,922,211	$ 2,169,173
Capital Outlay/Projects			
Telemetry/SCADA Program			52,500
Total Capital Outlay/Projects			$ 52,500

WASTEWATER FUND

Wastewater Treatment Plants
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	14.00	14.00	14.00
Wastewater Supt*	0.50	0.50	0.50
WWTP Supervisor	2.00	2.00	2.00
Capital Project Manager	0.40	0.40	0.40
WWTP Operator	8.00	8.00	8.00
Wastewater Lab Tech	1.00	1.00	1.00
Water Protection Spec.**	0.50	0.50	0.50
WWTP Maint. Spec.	1.00	1.00	1.00
Admin Specialist*	0.50	0.50	0.50
Secretary***	0.10	0.10	0.10

*Remainder charged to Wastewater Collection.
**50% of Water Protection Specialist is charged to Water Distribution.
***Secretary is also charged to Metering Svcs (15%), Water Production (25%), Water Distribution (25%), and Wastewater Collections (25%).

Significant Expenditure Changes: FY2014 budget is 27.8% higher than the FY2013 estimated endings in Supplies. It is anticipated that the expenditures for materials to maintain the infrastructure will be higher in FY2014.

Other Services & Charges exhibits a 14.7% increase when comparing the budget years 2013 and 2014. This is the result of anticipated increased hauling and electricity costs.

Wastewater Collection

Division Mission: To deliver outstanding customer service by being prompt, courteous and professional in conjunction with providing a comprehensive operation, maintenance and safety program to improve and maintain the City's wastewater collection system.

Goal: To maintain wastewater mains free of system backups and overflows.			
Strategy: Clean a minimum of 200 miles of wastewater mains per year.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percentage of wastewater mains cleaned per year	100%	100%	100%

Goal: To operate and maintain lift stations to prevent mechanical failures.			
Strategy: Clean wastewater lift stations on a quarterly basis.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percentage of wastewater lift stations cleaned on a	100%	100%	100%

WASTEWATER FUND

quarterly basis			

Goal: To provide emergency response for wastewater back-ups to minimize overflows and property damage.			
Strategy: Respond to emergencies within 30 minutes during working hours and 45 minutes after hours.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percentage of emergencies responded to in 30 minutes during working hours and 45 minutes after hours.	100%	100%	100%

Goal: To provide superior customer service for all requests and daily operations.			
Strategy: Customer service requests receive next day service.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percentage of customer service requests responded to within 24 hours	100%	100%	100%

Goal: Implement the maintenance management systems as the basis for system enhancements and operational improvements.			
Strategy: Provide accurate data to track maintenance and operation costs in the maintenance management system.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percentage of data populated in the maintenance management system	100%	100%	100%

Prior Year Results and Outcomes

Collections staff removed pumps, dismantled plumbing, and installed new entry hatch at the Ranch 1B Lift Station in preparation for the wet well coating project.

Treated 72,944 feet of sewer main with Dukes Root Control as part of the Preventive Maintenance Program.

Repaired 20 manholes and raised 41 cleanouts/manholes identified during maintenance procedures in order to maintain system operation.

Crews cleaned 752,970 feet (142+ miles) of sewer main as part of the Structured Preventive Maintenance Cleaning Program.

Provided assistance and support to private contractor in construction of a new lift station at Cliff Rose.

The Camera Crew performed 168,393 feet (31+ miles) of CCTV inspection in sewer mains as part of condition assessment, preventive maintenance, and follow-up inspections.

Construction crews performed a total of 26 Spot Repairs on existing sewer mains that were identified during CCTV Inspection.

WASTEWATER FUND

Assisted engineering consultant in preparation for the design of the new Sundog trunk main.

Cleaned a total of 248 Lift Stations as part of the Quarterly Lift Station Maintenance Program. Performed 13 sewer line taps.

Supported contractors on capital improvement projects through system knowledge.

Assisted Wastewater Treatment for 441 hours, Water for 297 hours, and other departments for 902 hours. Also assisted with Blue Stakes for 427 hours.

Wastewater Collection
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 840,743	$ 844,523	$ 877,890
Supplies	144,222	207,250	201,350
Other Services & Charges	445,247	419,854	395,752
Capital Outlay/Projects	25,852	-	380,000
Total	$ 1,456,064	$ 1,471,627	$ 1,854,992
Capital Outlay/Projects			
Replacement Vactor			$ 350,000
Replacement Vehicle #844			30,000
Total Capital Outlay/Projects			$ 380,000

Wastewater Collections
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	14.95	14.25	14.25
Wastewater Supt*	0.50	0.50	0.50
Wastewater Coll. Supv.	1.00	1.00	1.00
Senior Utility Worker	5.00	5.00	5.00
Utility Worker	6.70	6.00	6.00
Maintenance Specialist	1.00	1.00	1.00
Administrative Specialist*	0.50	0.50	0.50
Secretary**	0.25	0.25	0.25

*Also charged 50% to Wastewater Treatment Plant.
***Secretary is also charged to Metering Svcs (15%), Water Production (25%), Water Distribution (25%), and Wastewater Treatment Plant (25%).

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

WASTEWATER FUND

Effluent Delivery

Division Mission: To distribute a safe renewable resource of B+ quality effluent and surface water by resourcefully managing its use through groundwater recharge and/or beneficial reuse.

Goal: To provide effluent reuse to met required customer demand. To deliver all excess effluent to recharge facility.			
Strategy: Monitor and regulate flows to maintain effluent availability. Monitor and regulate effluent use to deliver all excess to recharge.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percentage of time that effluent is available for immediate delivery	100%	100%	100%
Recharge maximum amount of effluent possible	2,458 ac ft	2,400 ac ft	2,400 ac ft

Goal: To deliver maximum amount of surface water to recharge facility.			
Strategy: Monitor and regulate effluent use to deliver all excess to recharge. Operate and maintain surface water delivery system to transport water to recharge facility.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Total acre feet surface water recharged	534	1,000	1,200

Goal: To divert surface water to meet irrigation water rights agreements.			
Strategy: Communicate with downstream users to deliver irrigation waters.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Total acre feet of effluent for reuse	1,568	1,500	1,500

Goal: Maintain and improve surface water and effluent delivery system and structures.			
Strategy: Perform inspections quarterly to prioritize maintenance and repairs items.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percent of system inspected quarterly	100%	100%	100%

Prior Year Results and Outcomes

Surface water from Watson and Willow Lakes was efficiently managed and delivered to the Aquifer Recharge Facility totaling 205,160,000 gallons (629.61 ac/ft) for the fiscal year.

A combined flow totaling 811,007,000 gallons (2,488.89 ac/ft) in treated effluent was delivered to the Aquifer Recharge Facility.

Treated effluent totaling 421,138,000 gallons (1,292.42 ac/ft) was delivered to the following users:

Antelope Hills Golf Course	799.75 ac/ft
Prescott Lakes Golf Course	372.85 ac/ft
Hansen Materials	60.50 ac/ft
Construction Use	59.32 ac/ft

WASTEWATER FUND

Worked in conjunction with Granite Dells Ranch to identify structural weaknesses in their canal and pipeline system, and addressed associated leaks.

Assisted ADEQ and U of A with Watson lake sampling.

Maintained seven recharge facility basins, keeping vegetation to a minimum, and aerating the soil to increase percolation rates and reduce water loss through evaporation.

Maintained roadways throughout the wastewater treatment facilities and around recharge basins.

Removed both pumps from the Prescott Lakes Pump House for maintenance and had pump #1 rebuilt.

Supported Airport Water Reclamation Facility project to provide contractor with internal expertise.

Effluent Delivery
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 68,647	$ 70,026	$ 73,272
Supplies	10,038	16,440	33,810
Other Services & Charges	33,224	56,661	58,838
Total	$ 111,909	$ 143,127	$ 165,920

Effluent Delivery
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	1.00	1.00	1.00
Water Operator	1.00	1.00	1.00

Significant Expenditure Changes: The large increased in Supplies is due to a larger amount being budgeted for materials for maintaining the public infrastructure.

Private Development

Division Mission: To provide an account in which to charge plan reviews of wastewater infrastructure installations for new private developments. These plan reviews are performed by the Development Services Manager and Permit Technician; a proportionate share of their salaries is charged here in the Internal Engineering Services line item.

WASTEWATER FUND

Private Development
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Other Services & Charges	113,511	125,353	125,142
Total	$ 113,511	$ 125,353	$ 125,142

Significant Expenditure Changes: This division was restructured in FY2004 and provides for an account in which to charge plan reviews of wastewater infrastructure installations for new private development. Plans are reviewed by the Development Services Manager and Permit Technician whose time is charged at 80% of 25% of their salaries.

Wastewater System Impact

Division Mission: To provide an account to charge costs for wastewater improvement projects that are related to growth.

Wastewater System Impacts
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Other Services & Charges	$ -	$ 22,959	$ -
Capital Outlay/Projects	2,337,765	9,863,384	19,595,621
Total	$ 2,337,765	$ 9,863,384	$ 19,595,621
Capital Outlay/Projects			
Airport Phase 1 (3.75 MG)			$ 19,320,944
Sewer Mainline Replacement			110,000
Sundog Trunk Main			50,177
WW Collection Model Update			50,000
Impact Fee Ordinance Implementation			42,000
Telemetry/SCADA Program			22,500
Total Capital Outlay/Projects			$ 19,595,621

Significant Expenditures Changes: This cost center was created in FY2009 to separate and track funding for projects that are needed due to growth impacts. Information on the individual projects can be located in the Capital Improvement Plan of this budget book.

SOLID WASTE/TRANSFER STATION FUND

The purpose of the Solid Waste Fund is to account for the financial activities of providing solid waste collection and disposal, recycling, and related services to the citizens of Prescott. The mission of the division is to protect the public and environment through legal, efficient, and effective collection, recycling and disposal of solid waste; while enhancing relationships with the community, co-workers, elected and appointed officials, and the local businesses.

The City is responsible for providing solid waste collection services to its residents according to Arizona State law. Pickup is provided weekly for residential customers and pickup for commercial customers ranges from once per week to six times per week depending on the individual commercial customer's needs.

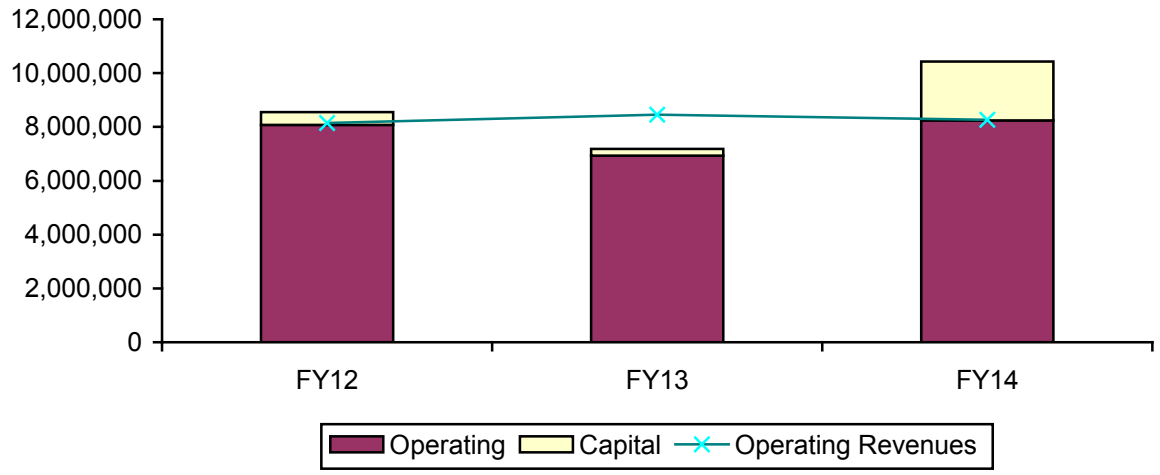
During FY1992 the landfill was closed to residential and commercial customers with the exception of continuing to accept construction debris from City accounts and private contractors. The partial closure was necessary because the landfill had almost reached capacity. The collected solid waste is now taken to the City's Transfer Station and then hauled by a contracted firm to a private disposal site. Sludge is also hauled to private disposal sites.

Voluntary curbside recycling began in 1992, following a very successful pilot program. Recyclables are collected on a weekly basis with the City providing the containers to the customers. In June 1996, the City added plastics to items collected for recycling purposes. During FY1999, the City mailed a survey along with the utility bills asking the public their opinions on expanding the residential recycling program. As a result of the favorable responses, Council approved expanding and automating the program to enable collection and transportation of commingled recyclable materials. The new program commenced in spring of FY2000.

During FY1992 a transfer station was constructed in partnership with Yavapai County, which was 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 collects tipping fees from individuals, contractors and private collection companies opting to use the transfer station. Beginning in FY2009, the Transfer Station Fund was combined with the Solid Waste Fund.

Current year revenues are estimated at $6,361,520 while current year expenditures are estimated at $8,528,658.

SOLID WASTE/TRANSFER STATION FUND



Solid Waste/Transfer Station Fund Historical Activity

	FY12 Actual	FY13 Estimate	FY14 Budget
Unrestricted Beginning Cash, 7/1	$ 6,900,844	$ 6,129,026	$ 7,299,252
Restricted Beginning Cash, 7/1	$ 612,247	$ 891,114	$ 1,000,588
Revenues	$ 8,142,382	$ 6,559,290	$ 6,361,520
Expenditures	$ (8,550,736)	$ (5,279,590)	$ (8,528,658)
Transfers Out	$ (84,597)	$ -	$ -
Unrestricted Ending Cash, 6/30	$ 6,129,026	$ 7,299,252	$ 5,655,498
Restricted Ending Cash, 6/30	$ 891,114	$ 1,000,588	$ 477,204

Solid Waste/Transer Station Fund Revenues

Revenue Source	FY12 Actual	FY13 Rev. Est.	FY14 Budget
Solid Waste/Transfer Station			
Refuse Collection Charges	$ 4,789,466	$ 4,600,000	$ 4,600,000
Transfer Station Fees	2,735,738	1,426,000	1,240,000
Recycling Revenue	378,080	320,000	320,000
Interest Earned	102,261	75,000	75,000
Landfill Closure Surcharge	116,432	120,000	120,000
Miscellaneous	20,404	18,290	6,520
Total Revenues	$ 8,142,382	$ 6,559,290	$ 6,361,520

SOLID WASTE/TRANSFER STATION FUND

Explanation of Solid Waste/Transfer Station Fund Revenue Sources:

Revenue Collection Charges: FY2014 collection charges are expected to yield $4,600,000 which is level with the FY2013 revised estimates. This is the result of a decrease in accounts due to a legislative change. Outside companies now have the ability to service solid waste customers located within the City of Prescott city limits. Previously, this was prohibited. Residential rates are $14.50 per month structured as follows: $11.00 to pay for the collection and disposal of solid waste; $3.00 for the voluntary recycling program; and $.50 for a landfill closure surcharge.

Transfer Station Fees: Effective 1/01/2005 the tipping fee rate went from $55.00 per ton to $57.25 per ton for vehicles under 10,000 pounds gross vehicle weight and $62.98 for vehicles over 10,000 pounds gross vehicle weight. It is mainly commercial vehicles that exceed the 10,000 pounds gross vehicle weight.

The **landfill closure surcharge** became effective September 1, 1993 and is designed to help defray the long term costs of closing the City's existing landfill. The landfill closure plan has been approved by the State. The State granted the City a small landfill exemption which avoids full closure requirements. The landfill was officially closed on February 21, 2002 and the City is in the process of evaluating the continuance of this fee.

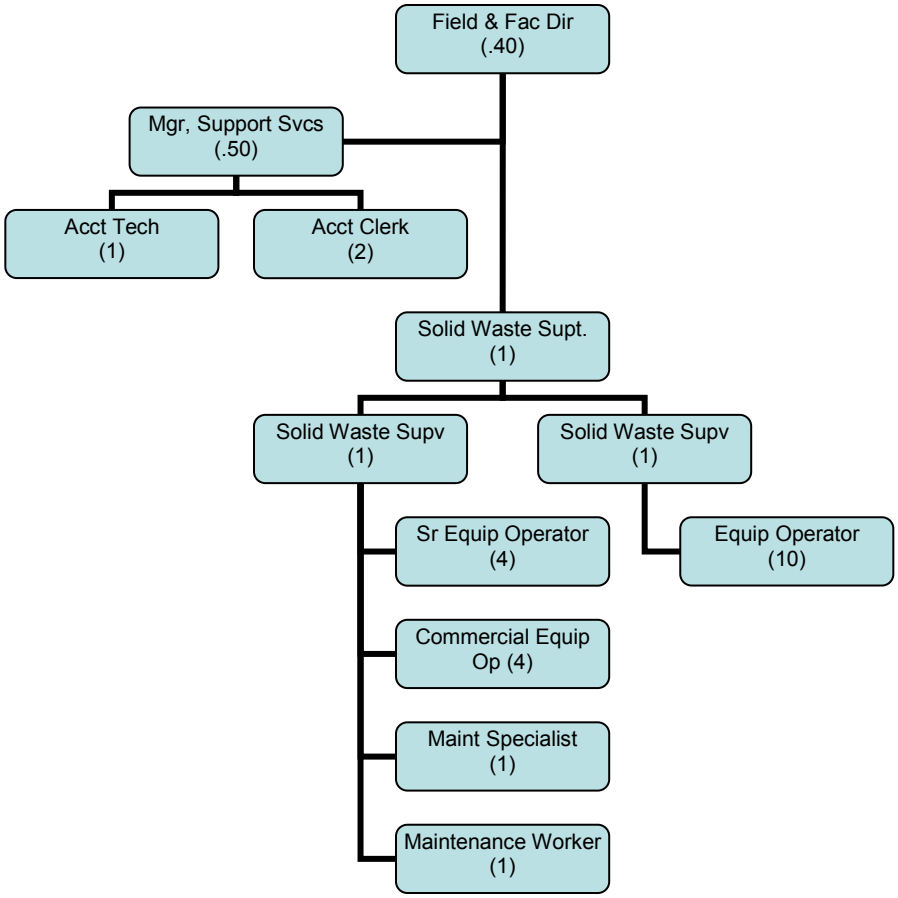
Interest Earned: This is monies earned on the available cash in the Solid Waste/Transfer Station Fund. It is a difficult estimate to make due to the fluctuation of cash balances and the interest rates.

Recycling Revenue: Revenues received from the sale of recyclables obtained from residents and commercial customers. FY2014 estimates remain conservative in comparison to FY2013 estimated endings due to this revenue being based on the market value of recyclable materials.

Tipping Fees: When City departments use the landfill to dispose of inert debris, these departments are billed for their usage. With the closure of the MSW (municipal solid waste) landfill in FY1999, the City opened a transfer station for debris disposal.

Miscellaneous Revenue consists of the County Tire Contribution and Charge Account Permits**:** The County Tire Contribution is received from Yavapai County for use of land south of the transfer station for the Yavapai County Tire Yard. Up to five passenger tires per year can be dumped by City of Prescott residents at no charge. There is a charge for additional or heavier tires. Charge Account Permits - The City of Prescott handles approximately 350 charge accounts for users of the transfer station. Each account is charged a $12 annual fee plus $12 for every decal received by each user.

SOLID WASTE/TRANSFER STATION FUND



SOLID WASTE/TRANSFER STATION FUND

Solid Waste

Division Mission: Provide economical and efficient municipal solid waste services; educate residents about acceptable recycling materials to increase participation in the City's recycling program; and divert recyclable materials from the waste stream through the City's transfer station.

Goal: To operate and maintain the Transfer Station at its current or increased level of service.			
Strategy: Use existing Transfer Station to accept and process approximately 220 tons of refuse per day. (Maximum capacity is 250 tons per day)			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of tons per day/year	177/53,600	234/72,410	188/58,160

Goal: Increase the number of commercial recycle accounts by 15% during the fiscal year.			
Strategy: Contact high volume commercial users and demonstrate the cost savings that can be associated with the diversion of recyclable materials out of their commercial waste container.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of commercial recycling accounts	145	180	207

Goal: To divert as much recycling as possible before transporting to the landfill.			
Strategy: Proactively recover as many recyclables as possible from refuse received before delivering to the landfill through hands-on diversion utilizing Transfer Station staff, both full time and temporary workers.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Tons of metal diverted to recycling	336	270	275
Tons of cardboard diverted	500	507	515
Tons of inert materials diverted	5,064	19,350	5,100
Tons of green waste diverted	2,764	2,550	2,600
Tons of glass diverted	N/A	N/A	120
Tons of residential recyclables diverted	2,460	2,830	2,875

Goal: Maintain a recycling contamination rate of less than 10% for curbside residential and commercial recycling service.			
Strategy: Use educational outreach to inform customers of materials acceptable in the City's recycling program.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Percentage of contaminants	9%	8%	8%

Prior Year Results and Outcomes

Serviced 815 dumpsters, 16,210 residential trash containers, and 150 300 gallon containers for solid waste removal each week.

Serviced 184 recycle dumpsters and 12,400 residential recycle bins for recycling of materials each week.

SOLID WASTE/TRANSFER STATION FUND

Serviced 165 rolloff containers for FY13.

Removed 310 tons of trash from neighborhoods during the Annual Clean-up in May 2013, a 166% increase over FY12.

Collected $3,231,508.74 in fees from drive-in customers at the Sundog Transfer Station.

Continued to recycle materials from the in-bound solid waste at the Transfer Station, including cardboard, aluminum, steel, and copper. FY13 revenues totaled $150,000.

Performed solid waste services at 40 special events in FY13.

Re-organized residential routes to improve efficiency, increase production, and decrease wear and tear on vehicles.

Started a glass recycling pilot program in Whiskey row, which allowed the Division to divert 51 tons of glass from the landfill.

Purchased a new small collections vehicle to improve safety and efficiency on hand pitch routes. Also saved $127,000 by purchasing OEM equipment rather than a custom built unit.

Installed a new above ground scale in the transfer station pit, replacing two 22 year old recessed scales.

Developed a bi-weekly safety meetings and Occupational Safety and Health Administration (OSHA) schedule to comply with mandatory training.

Developed a cross-training schedule for equipment operators to improve technical ability, and promotional opportunities.

Developed an established and permitted Storm Water Pollution Prevention Plan (SWPPP) in compliance with Arizona Department of Environmental Quality and Environmental Protection Agency regulations.

Completed 4,800 delivery/repair service orders for residential containers.

Completed 300 delivery/repair service orders for commercial containers.

Hosted a successful HHW event where 495 vehicles were serviced collecting 78 tires, 1,011 alkaline batteries, 2,860 gallons of pesticides, 750 gallons of latex paints, and 1,100 gallons of oil based paint.

Provided rolloff service for --- Code Enforcement community cleanups.

Entered into a contract with an engineer firm, Tetra Tech, to design repairs and drainage for the closed Sundog Ranch Landfill.

SOLID WASTE/TRANSFER STATION FUND

Sanitation
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 1,751,765	$ 1,703,233	$ 1,724,690
Supplies	639,507	570,402	572,500
Other Services & Charges	5,568,288	4,550,213	5,829,272
Cost Recovery	-	(1,900,000)	(1,900,000)
Debt Service	116,835	115,684	116,926
Capital Outlay/Projects	474,341	240,058	2,185,270
Total	$ 8,550,736	$ 5,279,590	$ 8,528,658

Capital Outlay/Projects	
Landfill Cap Repair	600,000
Autocar WX64 Front Loader Refuse Truck	268,000
Transfer Station Paving	228,270
Automated Side Loader Body (2)	220,000
Welding Shop at Transfer Station	150,000
Semi Tractor Truck	140,000
Transfer Station Scale Replacement	120,000
Transfer Station Stand Alone Scale	120,000
Transfer Station Floor Repair	100,000
Inert Debris Recycling	75,000
Replacement Truck	45,000
Work Lights at Transfer Station	45,000
Compactor Replacement	27,000
Rolloff Compactor	25,000
Security Camera Replacement	22,000
Total Capital Outlay/Projects	$ 2,185,270

SOLID WASTE/TRANSFER STATION FUND

Sanitation
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	26.90	25.90	25.90
Field & Facilities Director*	0.40	0.40	0.40
Solid Waste Supt.	1.00	1.00	1.00
Solid Waste Supv.	2.00	2.00	2.00
Administrative Supt.	0.50	0.00	0.00
Business Manager	0.00	0.50	0.50
Senior Equip. Operator	4.00	3.00	3.00
Commercial Equip. Oper.	4.00	4.00	0.00
Sanitation Equip. Operator.	10.00	2.00	2.00
Equipment Operator	0.00	8.00	12.00
Maintenance Specialist	1.00	1.00	1.00
Maintenance Worker	1.00	1.00	2.00
Accounting Tech	1.00	1.00	1.00
Accounting Clerk	2.00	2.00	1.00

*40% charged to Streets Operations, 10% charged to both Fleet Maintenance and Facilities Maintenance.
**Remainder charged to Streets Operations.

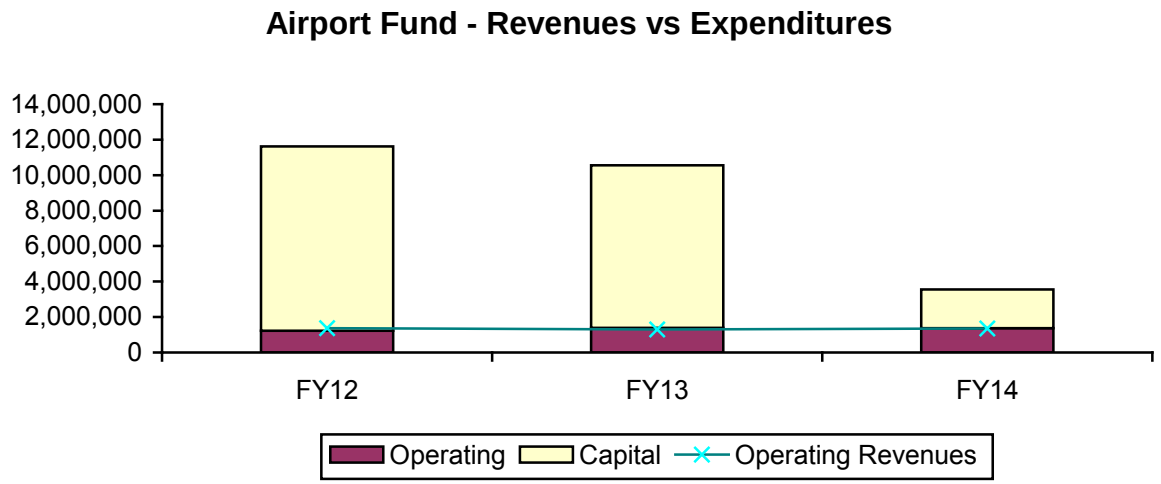
Significant Expenditures Changes: The 28.1% increase in Other Services & Charges is the result anticipated increased tipping fee charges in FY2014.

AIRPORT FUND

The Airport Fund accounts for the financial activities at Ernest A Love Field, Prescott's municipal airport. In addition to the sale of 100 octane gas and jet fuel, the terminal houses a waiting area, a restaurant, rent-a-car agencies and Great Lakes airlines.

T-hangar and tie down rentals are available to accommodate approximately 260 planes based at Love Field. Other facilities at the airport include charter flight schools, aircraft maintenance operations, and a U.S. Forest Service firefighting operations base.

Embry-Riddle Aeronautical University, the world's only accredited 100% aviation-oriented university, has established flight operations at Love Field.



The total Airport budget, including grant and airport operations capital projects, is $9,120,916. Revenues are estimated to be sufficient to cover operational expenditures.

Airport Fund Historical Activity

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash, 7/1	$ 8,472,614	$ 593,656	$ 119,895
Revenues	$ 3,663,430	$ 9,837,686	$ 3,162,259
Transfers In	$ 79,537	$ 240,416	$ 390,452
Expenditures	$ (11,621,925)	$ (10,551,863)	$ (3,550,646)
Ending Cash, 6/30	$ 593,656	$ 119,895	$ 121,960

AIRPORT FUND

Airport Fund Revenues

Revenue Source	FY12 Actual	FY13 Rev. Est.	FY14 Budget
Tie Down and Hangar Rentals	$ 1,197,466	$ 1,164,604	$ 1,223,499
Fuel Flowage Fee	116,600	88,000	91,655
Landing Fees	22,630	24,300	27,857
Miscellaneous	35,139	26,247	17,647
Total Operating Revenues	$ 1,371,835	$ 1,303,151	$ 1,360,658
Add: Other Sources			
FAA & ADOT Grants	2,291,595	8,534,535	1,801,601
Transfer In/Grants Received	79,537	240,416	390,452
Total Other Sources	$ 2,371,131	$ 8,774,951	$ 2,192,053
Total Combined Sources	$ 3,742,967	$ 10,078,102	$ 3,552,711

Explanation of Revenue Sources:

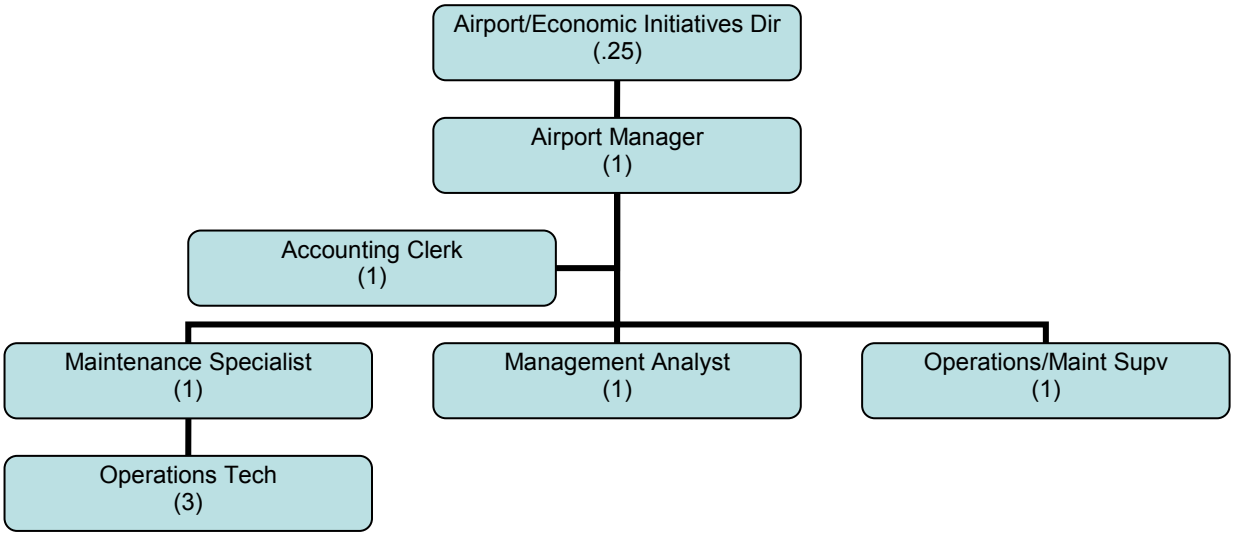
Tie Downs, Hangar Rentals, Shades and Storage Unit Fees: Based upon fair market appraisals for vacant property as well as facilities at the airport, rates were adjusted for hangars, shades and storage units during FY1997. Additionally, the rates were changed to be exclusive of tax rather than inclusive of tax. The 8.3% increase is based on potential rent increases based on consumer price index.

Fuel Flowage Fees: A fuel flowage fee is a specified amount of money per gallon of fuel pumped and paid to the airport by the entity pumping the fuel, for the privilege of pumping the fuel on the airport.

Landing Fees: Landing fees in the amount of $5 per landing are assessed to all airlines and cargo carriers. Effective March 1, 2012 the fee will be $1.20 per 1,000 lbs Maximum Gross Landing Weight for transient commercial aircraft over 12,500 lbs. Monies received from this fee are used to help fund maintenance and repairs of the runways.

Miscellaneous: Miscellaneous revenues consist of airport access fees and other revenue items that do not occur on a regular basis. This includes land leases, badging, fingerprinting, and interest.

AIRPORT FUND



Airport Operations and Capital

Division Mission: The Airport is a public-use facility owned and operated by the City of Prescott to meet the current and future air transportation needs of the Prescott region and its citizens. It is our mission to provide a safe, efficient and user-friendly airport through:

1. Responsiveness to customer and community concerns;
2. Continuous maintenance, modernization and development of airport facilities;
3. Supporting existing commercial and recreational activities;
4. Promoting new commercial, industrial and aeronautical development; and
5. Operating the airport as a self-sustaining enterprise department.

The Airport is used by a wide range of aviation activities including scheduled airline service, corporate aviation, aircraft maintenance, flight training, governmental flight activity (U.S. Forest Service, U.S. military, airborne law enforcement), medical flights, recreational flights and aviation education activities.

The Airport Administration Division is responsible for the management of the field, planning and implementing development of the airport and its facilities, managing the real property assets, seeking new commercial development and/or redevelopment of existing aviation properties, preparing and implementing the airport budget, and ensuring the safe and efficient operation of the airport.

The Operations & Maintenance Division is responsible for performing the daily inspections and maintenance of the airport to ensure the field is operated and maintained in compliance with all regulatory requirements and perform all functions necessary to provide a safe, clean, and secure environment for the traveling public, aircraft operators, and airport tenants.

AIRPORT FUND

Goal: Development and retention of a professional airport staff capable of meeting the demanding requirements of the applicable federal, state, and local regulations/standards and the needs of the City and citizens.			
Strategy: Continue development and implementation of in-house training programs. Certification of staff through attendance of advanced training opportunities.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
In house training hours	250	300	300
Number of advanced training courses attended	1	1	1
Number of on-line training courses, webinars, etc.	0	10	10
Number of hours worked by interns	800	500	500

Goal: Development of facilities and infrastructure to enhance the safety, capacity and services at the airport to meet the projected growth of both business aircraft and scheduled airlines including but not limited to: 1) land acquisition, 2) equipment acquisition, 3) building/facility improvements, 4) airfield construction projects.			
Strategy: Seek all available funding sources. Develop and implement long term capital planning. Participate in regional area development meetings.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Number of project grant funding sought	3	1	8
Number of projects grant funding obtained	3	1	8
Number of planning meetings attended with ADOT and FAA representatives	5	10	10
Number of regional area development planning meetings attended	12	6	12

Goal: Continue to maintain the airport in a safe and efficient operating environment through increased preventative maintenance of airport facilities which improve visual aesthetics of the airport and response to customer's maintenance requests.			
Strategy: Evaluate and implement staffing optimizations. Evaluate funding options for a preventative maintenance program. Development and implementation of preventative maintenance programs.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
FAA 139 Inspection discrepancies	4	2	1
Work orders issued and resolved	740	900	900
Number of cycles of complete airfield vegetation management (mowing) of approximately 300+ acres	5	5	5
Number of miles (single lane) of airfield pavements swept.	500	500	500
Airfield signs panels replacement	30	30	30

Prior Year Results and Outcomes

Completed construction of $8.2 million Runway 3R-21L Runway Safety Area Improvement Project

Completed re-paving Runway 12-30 with 1-inch asphalt overlay

Continuation of Law Enforcement Reimbursable Agreement for security at the Airline Terminal

AIRPORT FUND

5,200 passenger enplanements on Great Lakes Airline

258,439 Tower Operations (takeoffs, landings, and overflight);

36th busiest airport in the U.S.; 3rd busiest in AZ behind Phoenix-Sky Harbor International Airport and Phoenix-Deer Valley Airport

Airport
Expenditure Summary

	FY12 Actual	FY13 Est End	FY14 Budget
Personnel	$ 427,713	$ 578,439	$ 659,843
Supplies	85,788	88,605	101,250
Other Services & Charges	378,633	382,959	454,013
Capital Outlay/Projects	15,900	-	6,000
Grant Projects	10,379,457	9,167,564	2,181,100
Debt Service	334,434	334,296	148,440
Total	$ 11,621,925	$ 10,551,863	$ 3,550,646
Capital Outlay/Projects			
Copier Machine			6,000
Total Capital Outlay/Projects			$ 6,000
Airport Grants			
Replace ARFF Truck			$ 1,000,000
RW 21L-3R Runway Safety			260,000
ADOT APMS			210,000
Taxiway E Light, Electric Vault, Gen Design			200,000
VPD Perm Road Phase 2 Design			200,000
Airspace Obstruct, Mitigation			115,000
Law Enforcement Officers			96,100
Terminal Bathroom Renovations			45,000
"F" Hangar Fire Sprinkler			40,000
Terminal Modular Roof Repairs			15,000
Total Airport Grants			$ 2,181,100

AIRPORT FUND

Airport
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	7.00	7.25	8.25
Airport/Econ Initiatives Dir*	0.00	0.25	0.25
Airport Manager	1.00	1.00	1.00
Operations/Maint Supv	0.00	0.00	1.00
Airport Operations Tech.	3.00	3.00	3.00
Maintenance Specialist	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00

*Remainder charged to Economic Development

Significant Expenditure Changes: The 14.1% increase in Personnel is due to a portion of a new position, Airport/Economic Initiatives Director, being charged to this Department in FY2014. This position was budgeted, but no filled in FY2013. Also, an Operations/Maintenance Supervisor has been added for FY2014.

Anticipated increased spending in infrastructure maintenance supplies and architectural engineering leads to the 14.3% higher budget in FY2014.

Other Services & Charges displays an 18.6% larger budget when comparing the FY14 budget to the FY2013 estimated ending. This can be tied to the cost recovery object codes. As discussed previously, the methodology used to calculate these numbers causes yearly fluctuations based on departmental budgets.

GOLF COURSE FUND

The purpose of the Golf Course Fund is to account for the financial activities of Antelope North and South Golf Courses. It is the mission of the Golf Course to provide a positive golf experience and an enjoyable atmosphere for our customers while assuring revenues are more than sufficient to cover operating expenses, capital investments and debt payments.

Antelope Hills North Golf Course is a championship 18-hole course located on Highway 89 at the intersection of Highway 89 and Willow Creek Road. The PGA-sanctioned course, which surrounds the City of Prescott's municipal airport, is open to the public year-round. Antelope Hills South Golf Course was completed during FY1992. This 18 hole, par 72 course was opened for play July 1, 1992. The scenic landscaped course has views of Mingus Mountain, Granite Dells, Granite Mountain and a 100 mile view of the San Francisco Peaks, the highest point in Arizona. The South course is state of the art and includes a computerized irrigation system, multi-tees, bent grass greens and three lakes.

Seventy-seven homes sites were developed surrounding the course and all sites have been sold.

The clubhouse on Perkins Drive was built in 1993 and contains a restaurant, bar and full-line golf shop. The restaurant, Manzanita Grille, is currently operated by the City and is open daily to serve the public. Golfers are able to start on either course from the clubhouse.

Wastewater effluent from the City's wastewater treatment plant is used to irrigate the golf course turf on both courses. A well organized golf maintenance and development program is carried out including daily upkeep of golf course greens, fairways, tees and rough.

Many changes have been made over the last several years in the golf course operations. The objective to achieve financial self-sufficiency is being met. Other objectives include no further borrowing by the Golf Course Fund from the General Fund or other city funds (except for incidental cash flow purposes). In FY1998, the Golf Course completed payment to the General Fund of the approximately $2 million previously borrowed. Golf Course objectives are being accomplished by using conservative estimates of increases in play while still insuring Prescott and Yavapai County residents receive preferred golf rates.

In September 1997, Council approved a change to the rate structure which established the same rates for City and County residents while keeping a differential for outside Yavapai County residents.

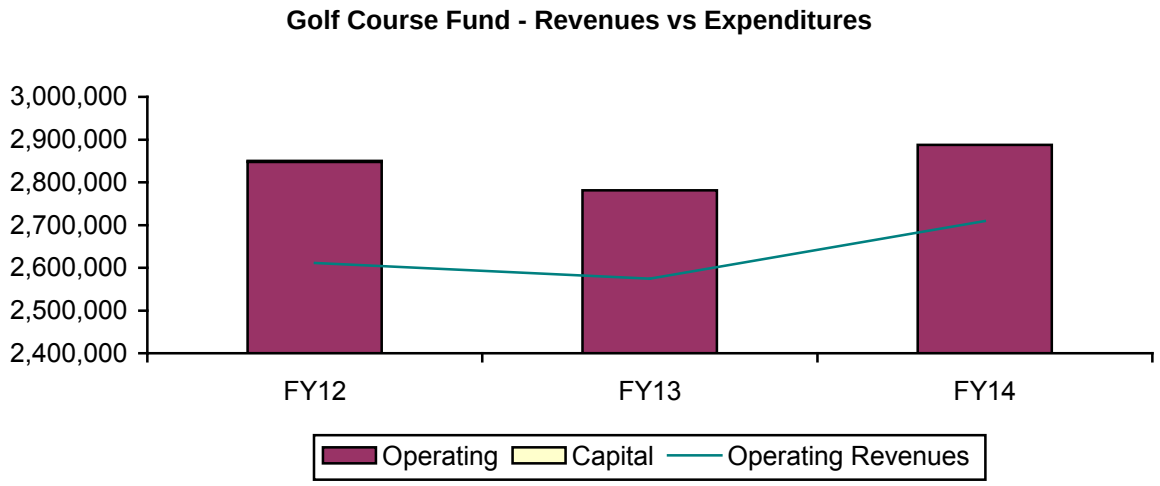
The overall cash strategy of the Golf Course Fund is to pay its operations, capital needs and debt obligations in the following order:

First, payment of the operations of the golf course;

Second, payment of bonded debt principal and interest; and

Third, use of revenues exceeding expenses for capital improvements to the course.

GOLF COURSE FUND



Golf Course revenues and expenditure activity for the past two years and current year is as follows:

Golf Course Fund Historical Activity

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash, 7/1	$ (3,425,578)	$ (3,663,907)	$ (3,870,973)
Revenues	$ 2,611,491	$ 2,574,518	$ 2,709,500
Transfers In	$ -	$ -	$ 4,049,333
Expenditures	$ (2,849,820)	$ (2,781,584)	$ (2,887,860)
Ending Cash, 6/30	$ (3,663,907)	$ (3,870,973)	$ -

Adopted Council financial policies require that any time an enterprise fund is in a deficit position, interest will be charged to that fund. Accordingly, interest will be charged to the Golf Course Fund as long as it is not operating in a full self-sufficient manner. Golf Course revenues are extremely reliant on weather.

Golf Course Fund Revenues

Revenue Source	FY12 Actual	FY13 Rev. Est.	FY14 Budget
Greens Fees	$ 1,132,433	$ 1,202,633	$ 1,300,000
Restaurant	759,321	704,056	715,500
Rentals	474,702	478,317	504,000
Pro Shop Sales	239,226	164,512	170,000
Miscellaneous	5,809	25,000	20,000
Total Revenues	$ 2,611,491	$ 2,574,518	$ 2,709,500

GOLF COURSE FUND

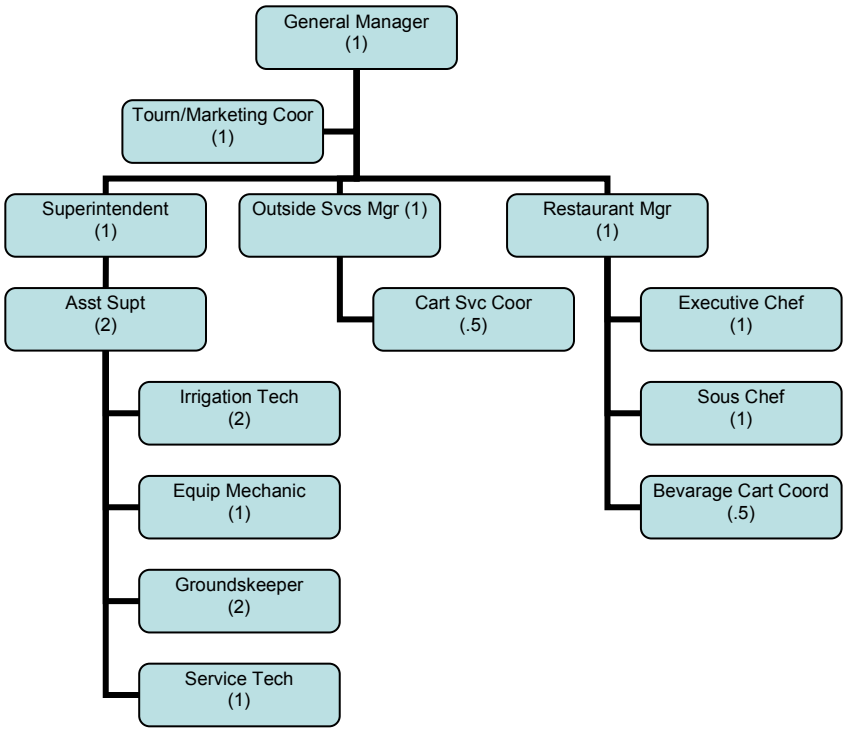
Explanation of Golf Course Fund Revenue Sources:

Greens Fees: The Golf Course Manager is projecting an increase in greens fees of 8.1% over the FY2013 revised estimates. This projected increase is predicated on bringing the rate structure more in line.

Rentals: Cart rental fees are also expected to increase during FY2014 because of a rate adjustment that was put in place toward the end of FY2012.

Pro Shop Sales: FY2014 merchandise sales are expected to increase 3.3% over FY2013 due to an anticipated larger volume of rounds played at the golf course.

Concession/Restaurant: This revenue source exhibits a 1.6% increase in FY2014 over FY2013 estimated endings as a result of continued popularity of the restaurant at the golf course.



GOLF COURSE FUND

Consolidated Departmental Expenditure and Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 1,385,498	$ 1,432,686	$ 1,481,274
Supplies	610,031	593,151	616,000
Other Services & Charges	708,154	619,420	658,588
Capital Outlay/Projects	2,000	-	-
Debt Service	144,137	136,327	131,998
Total	$ 2,849,820	$ 2,781,584	$ 2,887,860
Authorized Staffing Level	33.85	33.30	33.30
Maintenance	15.34	14.84	14.84
Pro Shop	6.08	6.08	6.08
Manzanita Grill	11.63	11.58	11.58
Golf Carts	0.80	0.80	0.80

Note: The staff of the Maintenance Division consists of 8.34 regular full time employees. The remainder are seasonal and are the equivalent of 6.5 full time employees.

The Pro Shop has 3.58 regular full time employees with a seasonal staff of 2.50 full time equivalent employees.

Manzanita Grill includes 3.58 regular full time employees and 8.00 seasonal employees.

Golf Cart Division employs .50 regular full time employees and a seasonal staff of .30 full time equivalent employees.

Golf Course Maintenance

Division Mission: To be the leader in municipal golf in Arizona by setting the highest agronomic standards possible and providing our customers with superior course conditions.

GOLF COURSE FUND

Golf Course Maintenance Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 653,988	$ 660,979	$ 678,560
Supplies	223,510	233,375	231,550
Other Services & Charges	429,575	397,319	407,399
Debt Service	11,815	5,689	1,423
Capital Outlay/Projects	2,000	-	-
Total	$ 1,320,888	$ 1,297,362	$ 1,318,932

Golf Course Maintenance Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	15.34	14.84	14.84
Grounds Superintendent	1.00	1.00	1.00
Asst Grounds Super.	2.00	2.00	2.00
Equipment Mechanic	1.00	1.00	1.00
Service Technician	1.00	1.00	1.00
Irrigation Tech	2.00	2.00	2.00
Groundskeeper*	2.34	1.34	1.34
Seasonal Maint. Empl.	6.00	6.50	6.50

*One Groundskeeper also charged .33 to Pro Shop and .33 to Restaurant

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

Pro Shop

Division Mission: The mission of Antelope Hills Golf Courses is to provide a quality golf experience at a fair/competitive price for visitors and residents of Prescott and a golf facility that is "above and beyond" the typical municipal golf course in service and quality.

Goal: To increase merchandise sales in the pro-shop.

Strategy: Improve our buying, stocking and marketing procedures, and aggressively price and promote our retail products.

Performance Measures:	FY11 Actual	FY12 Estimate	FY13 Forecast
Merchandise sales	2.13/round	2.52/round	3.00/round

GOLF COURSE FUND

Goal: To increase rounds.			
Strategy: Improve all areas of customer service and develop ways to market ourselves better.			
Performance Measures:	**FY12 Actual**	**FY13 Estimate**	**FY14 Forecast**
Focus marketing Antelope Hills to non resident golfers	90%	90%	100%
Number of training meetings with cart crew, starters and rangers	3	6	6
Number of tournaments and participation in outside events	6,000	6,200	7,000

Pro Shop
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 331,463	$ 355,249	$ 376,090
Supplies	93,423	94,153	95,250
Other Services & Charges	150,427	114,689	139,010
Total	$ 575,313	$ 564,091	$ 610,350

Pro Shop
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	6.08	6.08	6.08
General Manager	1.00	1.00	1.00
Golf Marketing Director	1.00	1.00	1.00
Restaurant Manager*	0.25	0.25	0.25
Outside Svcs Mgr	1.00	1.00	1.00
Groundskeeper**	0.33	0.33	0.33
Seasonal Pro Shop Emp	2.50	2.50	2.50

*Restaurant Manager also charged to Restaurant
**Groundskeeper also charged .34 to Golf Maintenance and .33 to Restaurant

Significant Expenditure Changes: There is a 21.2% increase in Other Services & Charges when comparing the FY2014 budget to the FY2013 estimated ending. The increased costs for accepting credit cards along with an anticipated increased volume contribute to the higher budget.

GOLF COURSE FUND

Manzanita Grill

Division Mission: To provide value-oriented food and beverage service to Antelope Hills golfers, tournament events, and the local community. To provide high quality golf course cart concessions in a professional and timely manner. To ensure that the value of food and beverage service results in customers getting the lowest possible price while maintaining a break-even scenario.

Goal: To have the mix-of-sales by 75% food and 25% beverage. To control cost of sales, labor and other expense to ensure the highest value to the customer while maintaining a break-even scenario.

Strategy: Continue to promote specialty nights such as All-you-can-eat Fish Fry, Prime Rib night, Sushi night, and Pasta night. To offer senior citizen and family discounts. To continue to promote weddings and catered events.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Mix of sales (food/beverage)	75/25	74/26	75/25
Cost of Food and Beverage sales	36.0%	37.0%	36.5%
Labor Cost	44.5%	44.0%	44.0%

Manzanita Grill
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 370,109	$ 367,117	$ 379,258
Supplies	289,231	259,423	281,200
Other Services & Charges	105,013	83,763	87,053
Total	$ 764,353	$ 710,303	$ 747,511

Manzanita Grill
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	11.63	11.58	11.58
Facilities Manager	0.05	0.00	0.00
Executive Chef	1.00	1.00	1.00
Restaurant Manager*	0.75	0.75	0.75
Sous Chef	1.00	1.00	1.00
Beverage Service Coordinator	0.50	0.50	0.50
Groundskeeper**	0.33	0.33	0.33
Temp Employees	8.00	8.00	8.00

*Restaurant Manager also charged to Pro Shop
**Groundskeeper also charged .34 to Golf Maintenance and .33 to Pro Shop

GOLF COURSE FUND

Significant Expenditure Changes: There are no significant expenditure changes in this division for FY2014.

Golf Carts

Division Mission: To provide number of clean, mechanically sound, and attractive golf cars to the Antelope Hills customer. The golf cart division is critical to revenues from both resident and non resident golfers. (Tourism).

Goal: To maintain current new electric golf fleet in clean and well maintained manner.

Strategy: Insure proper cart rotation system to maximize life span of cart batteries. Maintain cart storage area and golf charges. Continue with staff training to meet department goals.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Percentage of carts cleaned and maintained	100%	100%	100%
Percentage of cart rotation maintained	100%	100%	100%
Number of necessary training meetings conducted with cart crew	4	6	6

Golf Carts
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 29,938	$ 49,341	$ 47,366
Supplies	3,867	6,200	8,000
Other Services & Charges	23,140	23,649	25,126
Debt Service	132,322	130,638	130,575
Total	$ 189,267	$ 209,828	$ 211,067

Golf Carts
Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	0.80	0.80	0.80
Cart Service Coordinator	0.50	0.50	0.50
Temp Golf Cart Attendant	0.30	0.30	0.30

Significant Expenditure Changes: There are no significant expenditure changes in this division for FY2014.

PARKING GARAGE FUND

The City of Prescott opened the "Garage on Granite", a five-story, downtown parking garage in June 2005. The garage is conveniently located on South Granite Street, just a block from the Courthouse Plaza and Sharlot Hall Museum. Along with ample parking, garage users will find a glass elevator to transport them from floor to floor as well as a paved pedestrian access to downtown restaurants, shops, art galleries and lodging.

Parking in the garage is free for everyone on all but certain holidays and special event periods throughout the year.

Effective July 1, 2012, the Parking Garage will be part of the General Fund. Parking Garage revenue and expenditure activity for FY2012 is as follows:

Parking Garage Fund Historical Activity

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash, 7/1	$ (13,402)	$ (29,467)	$ (29,467)
Revenues	$ 42,973	$ -	$ -
Transfers In	$ 18,000	$ -	$ -
Expenditures	$ (77,038)	$ -	$ -
Ending Cash, 6/30	$ (29,467)	$ (29,467)	$ (29,467)

The following table shows the revenues for FY2012.

Parking Garage Fund Revenues

Revenue Source	FY12 Actual	FY13 Rev. Est.	FY13 Budget
Parking Revenue	$ 36,955	$ -	$ -
Lease/Rental Revenue	6,018	-	-
Transfer In	18,000	-	-
Total Revenues	$ 60,973	$ -	$ -

Explanation of Parking Garage Fund Revenue Sources:

Parking Revenue: The parking garage is free for everyone except for certain events such as Fall Fest in the Park, Oktoberfest, Holiday Light Parade, Christmas Parade, Courthouse Lighting and the Acker Music Festival. For these events a nominal fee is charged for parking in the Garage on Granite.

Lease/Rental Revenue: Lease/rental revenue is for the parking spaces that are leased out in the Parking Garage to different businesses.

Interest Earned: This is monies earned on the available cash in the Parking Garage Fund. It is a difficult estimate to make due to the fluctuation of cash balances and the interest rates.

Miscellaneous: Miscellaneous revenues consist of advertising signage fees and miscellaneous parking lot fees such as the Farmer's Market.

PARKING GARAGE FUND

Parking Garage Operations

Division Mission: To provide downtown visitors, tourists, and workers ample convenient and safe off-street parking.

Parking Garage Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Personnel	$ 20,669	$ -	$ -
Supplies	4,170	-	-
Other Services & Charges	52,152	-	-
Debt Service	47	-	-
Total	$ 77,038	$ -	$ -

Parking Garage Staffing Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	0.100	0.000	0.000
Facilities Director	0.100	0.000	0.000

Significant Expenditures Changes: Effective FY2013, the Parking Garage will be reported as part of the General Fund.

INTERNAL SERVICE FUNDS

GENERAL SELF-INSURANCE FUND

FLEET MAINTENANCE

ENGINEERING

FACILITIES MAINTENANCE

SELF-INSURANCE FUND

The Risk Management program is designed to reduce, eliminate or transfer liability for loss exposures associated with city operations, and to manage and properly dispose of liability claims against the City. Risk Management assesses and purchases appropriate insurance coverage with adequate self-insured retention levels. Additionally, the division strives to improve City operations through an internal review function and employee training.

From August 17, 1986, through June 20, 1992, the City of Prescott was totally self-insured. For the period of July 1, 1992, through September 30, 1993, the City was insured with the Arizona Municipal Risk Retention Pool. Effective October 1, 1993, the City again became totally self insured except for property insurance and airport liability insurance.

During FY1995 the City settled an extraordinary claim in the amount of $3.5 million. In order to pay for the claim, the City used $1.0 million of cash available from the Self Insurance Fund and borrowed $2.5 internally from the Alternative Water Sources Fund. The Self Insurance Fund made the final payment back to the Alternative Water Sources Fund for the $2.5 million loan in FY2007. As a result of this settlement, the City decided to re-enter the insurance market, purchase excess insurance above an approximate level of $.5 million and keep the cash balance of the Self Insurance Fund at approximately $1 million.

On July 1, 1996, it was decided that this fund would be used to pay workers' compensation claims against the City. After a self-insurance feasibility study was performed by an independent actuarial, it was decided to leave State Compensation Fund. The goal of this division is twofold: to provide an increasingly safe work environment and to provide adequate self-insurance and purchase insurance to cover work related injuries to City employees. The workers' compensation funds are appropriated from the employee related workers' compensation expense.

Effective the end of FY2013, the City of Prescott once again was insured by the Arizona Municipal Risk Retention Pool.

Division Mission: The Risk Management Division provides pro-active management of the City's property and casualty insurance programs; including self-insurance for both liability and workers' compensation. Risk provides direction and education by developing and maintaining sound safety practices, risk assessment, claims administration, contractual transfer of exposures and risk mitigation strategies to protect the City of Prescott's human, financial and property assets from the adverse impact of loss.

SELF-INSURANCE FUND

Self Insurance Fund
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ 1,121,493	$ 1,156,450	$ 1,326,450
Revenues			
Interest Income and Misc	31,791	170,000	20,000
Total Revenues	$ 31,791	$ 170,000	$ 20,000
Expenditures			
Personnel Supplies	$ 240,788	$ 165,783	$ -
Supplies	1,218	697	-
Other Services & Charges	1,860,955	1,860,370	1,375,414
Cost Recovery	(2,106,127)	(2,026,850)	(1,375,414)
Total Expenditures	$ (3,166)	$ -	$ -
Ending Cash Balance, 6/30	$ 1,156,450	$ 1,326,450	$ 1,346,450

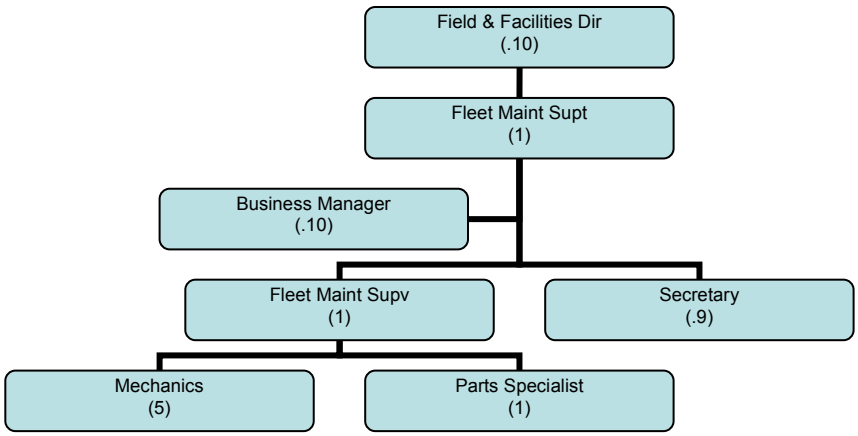
Self Insurance Fund
Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	2.95	2.00	0.00
Administrative Services Dir	0.95	0.00	0.00
Management Analyst	1.00	0.00	0.00
Risk Management Analyst	1.00	1.00	0.00
Risk Manager	0.00	1.00	0.00

Significant Expenditure Changes: All categories have been affected by the City joining the Arizona Municipal Risk Retention Pool.

FLEET MAINTENANCE FUND

Division Mission: To provide effective and efficient fleet maintenance/repair and acquisition services to maximize equipment availability and serviceability for customers.



Goal: Maximize equipment availability and serviceability.

Strategy: (1) Use fleet management software integrated with Streets Division maintenance management system (MMS) and City's cost accounting/financial management system; (2) Balance in-house mechanic and parts activities with vendor sublet services to achieve competitive, cost effective operation; (3) Monitor equipment utilization, cumulative operating and repair costs, and market value of units to be disposed of; and (4) Perform truck and equipment inspections on Field Operations and Solid Waste Divisions to minimize breakdowns and cost which benefit the city as a whole.

Workload Indicators:	FY12 Actual	FY13 Estimate	FY14 Forecast
Number of labor hours available	7,798	7,942	7,950
Number of labor hours billed	7,495	7,786	7,750
Efficiency %	96%	98%	97%
% of preventative maintenance completed	99%	99%	99%

Prior Year Results and Outcomes:

Fleet Services proactively provided preventative maintenance for the City fleet in accordance with OEM recommendations and responsively provided fleet vehicle repairs as requested by end users. We strive to provide a very high level of customer service to all of our internal customers. We take pride in our workmanship, provide a high level of quality in a cost effective manner. We continue to maintain an average availability rate of 96% for all City fleet vehicles that are maintained by Fleet Services. Mechanic productivity, the ratio scheduled hours available to number of hours billed through our Fleet Repair Order system, averaged 97% for FY13.

Fleet Services continues to perform truck safety inspections on a bi-weekly basis for City of Prescott Fire Dept. and is again participating in bi-weekly truck inspections for Solid Waste Division refuse collection trucks. This keeps our fleet safe and ready on a moment's notice to service the city.

FLEET MAINTENANCE FUND

Fleet Services also continues to provide “Emergency Power Generators” services for City of Prescott ~ perform PM’s and repairs, coordinate the load bank testing with an outside vendor Fleet Services works with the department to schedule PMs, repairs and testing and to minimize any impact on the department.

Fleet Services provides preventative maintenance and safety inspections for Groom Creek Fire District vehicles and equipment through a current IGA. Revenue through this IGA produces approximately $15,000 annually. Groom Creek is very impressed with the professionally trained mechanics we have here at Fleet Services. They have commented on how delighted they are with our quick and reliable service and how we travel to their station in Groom Creek to support any issues they may have with a vehicle or piece of equipment.

Fleet Services had LA Consulting study our operations and has received a final draft report which is currently being reviewed by Fleet Services. After our review of the LAC study action recommendations will be reviewed and implemented as is directed by management.

Fleet Services provides vehicle pick up and vehicle returns for any department @ no charge as Customer Support Services for all City Departments. We save the City of Prescott money and time for each department by our Fleet Services staff picking up their vehicle and delivering it back to the department after a service. Whether it is broken down on the side of a road, needs to be jump started at your office, needs to have snow chains put on for bad weather conditions or just needs to be taken to Fleet Services for basic service work, we provide customer service 100%. Fleet Services will, when necessary, take your vehicle to outside vendors for repairs, that can’t be completed at Fleet Services. We obtain written quotes for these repairs when needed, and review the information with the department as part of the decision making process. We also work with Risk Management to have vehicles repaired if involved in an accident and make sure the work was completed correctly and can safely return to our roads. If the issue is a warranty problem, we take it back to the local dealer and have the work completed at no cost or by paying a low cost deductive. Fleet Services also completes all paper work to have a City Asset number assigned to newly purchased vehicles / equipment, have all on / off road equipment issued an Arizona title, send original title to City Clerk, registered and insurance issued, update city staff about the new asset details (Ashley, Jodi, Lori) have extra keys made if necessary, replaces lost or damaged license plates, have windshields replaced, new tires installed and balanced, have seats re-upholstered, will have a vehicle washed inside and out and front end alignments performed. This year the Fleet Services has completed over 905 hours for Customer Service at no charge.

- This helps other city employees to stay on task 100% of the time.

Currently the City of Prescott has only General Fund departments in the Fleet Replacement Fund Budget to replace older vehicles and equipment with new vehicle / equipment. Fleet Services does have a City of Prescott ~ Car Pool arrangement which is available to all City Departments. This gives vehicle usage to any department at no cost. The only cost for a user is for the fuel they use. We have Vans, trucks, sedans and economy cars available. Each vehicle is well maintained and ready for a road trip anywhere. All vehicles have been pre-checked for safety and serviced before they are used. Each vehicle has a good spare tire, a jack, reflective emergency vest, fire extinguisher, jumper cables, first aid kit, current registration information, accident report packet and an “Emergency Manual” for assistance on questions the driver may have.

Fleet Services administers new vehicle and replacement parts warranties, coordinates and processes all vehicle related warranty claims and recovers costs of those claims which are then credited back to the appropriate department or line item budget.

FLEET MAINTENANCE FUND

Central Garage staff equipment mechanics have now attained a combined total of ten (10) ASE (Automotive Service Excellence) certifications. Each of these ASE certifications requires a minimum of 40 hours of study and preparation time to pass one topic tests. The Fleet Services staff received no financial gain and did this on their own time for personal improvement goals. The Fleet Services staff currently holds four (4) EVT (Emergency Vehicle Technician) certifications. Each Fleet Services equipment mechanic is continuing work toward attaining additional ASE and EVT certifications in FY14 as time and budget constraints allow.

Fleet Services has an established and permitted SWPPP (Storm Water Pollution Prevention Plan) in compliance with ADEQ and EPA regulations. All reports are submitted to Gwen in Public Works.

Fleet Services conducts monthly City of Prescott Safety Meeting and OSHA Mandatory trainings. This keeps our department current with City News and Events and maintains the required annual OSHA trainings and updates. (Roy gets a monthly News Letter that he shares with our staff)
Each mechanic performs a monthly shop task for OSHA safety check List; the overhead cranes, the fire extinguishers, chains, jacks, the Gray Lifts, etc. for the monthly safety inspection program on the first of each month. We rotate the staff every 12 months, so they will be cross trained in checking the shops equipment and supplies. We then discuss any issues with tools, guards or equipment that need to be Locked Out ~ Tagged Out, repaired or replaced for the shop for OSHA compliance during on COP Safety meeting.
The Job Task Analysis Manual is current and all staff members have reviewed the manual as is required annually. This manual covers in detail each job task and how to perform it safely.

A snapshot recap of Fleet Services workload for FY13 is as follows:

- 908 - Scheduled preventative maintenance (PM) work orders completed
- 2149 - Non- PM repair orders completed
- 770 - Repair order line items were performed by outside vendors and billed by Fleet Services
- 3057 - Total number of repair orders initiated and completed by the Central Garage in FY13.
- Fleet Services billed out a combined total of regular and overtime labor hours to produce billings for the Central Garage in the amount of $1,948,142.42 during FY2013.

FLEET MAINTENANCE FUND

Fleet Maintenance Fund
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ (1,115,935)	$ (1,393,054)	$ (1,620,935)
Beginning Designated Cash Balance, 7/1	$ 6,725,965	$ 6,211,032	$ 5,652,936
Revenues			
Proceeds from Sale of Assets	-	37,259	50,000
Interest Income and Misc	94,672	70,000	71,000
Total Revenues	$ 94,672	$ 107,259	$ 121,000
Expenditures			
Personnel Supplies	$ 624,951	$ 656,682	$ 686,794
Supplies	711,023	848,344	855,350
Other Services & Charges	379,983	397,162	393,715
Cost Recovery	(1,796,285)	(1,906,134)	(1,825,000)
Debt Service	390,702	386,682	390,834
Capital Outlay/Projects	576,350	510,500	2,052,000
Total Expenditures	$ 886,724	$ 893,236	$ 2,553,693
Ending Cash Balance, 6/30	$ (1,393,054)	$ (1,620,935)	$ (2,008,383)
Ending Designated Cash Balance, 6/30	$ 6,211,032	$ 5,652,936	$ 3,607,691
Capital Outlay/Projects			
Vehicle Replacements (as approved by Fleet Mnt Manager)			2,000,000
Floor Scrubber Machine			32,000
Vehicle Lift Replacement			20,000
Total Capital Outlay/Projects			$ 2,052,000

FLEET MAINTENANCE FUND

Fleet Maintenance Fund
Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	9.40	9.10	9.10
Field & Facilities Director	0.10	0.10	0.10
Facilities Manager	0.30	0.00	0.00
Business Manager	0.00	0.00	0.10
Fleet Maintenance Supt	1.00	1.00	1.00
Fleet Maintenance Supv	1.00	1.00	1.00
Equipment Mechanic	5.00	5.00	5.00
Parts Specialist	1.00	1.00	1.00
Secretary	1.00	1.00	0.90

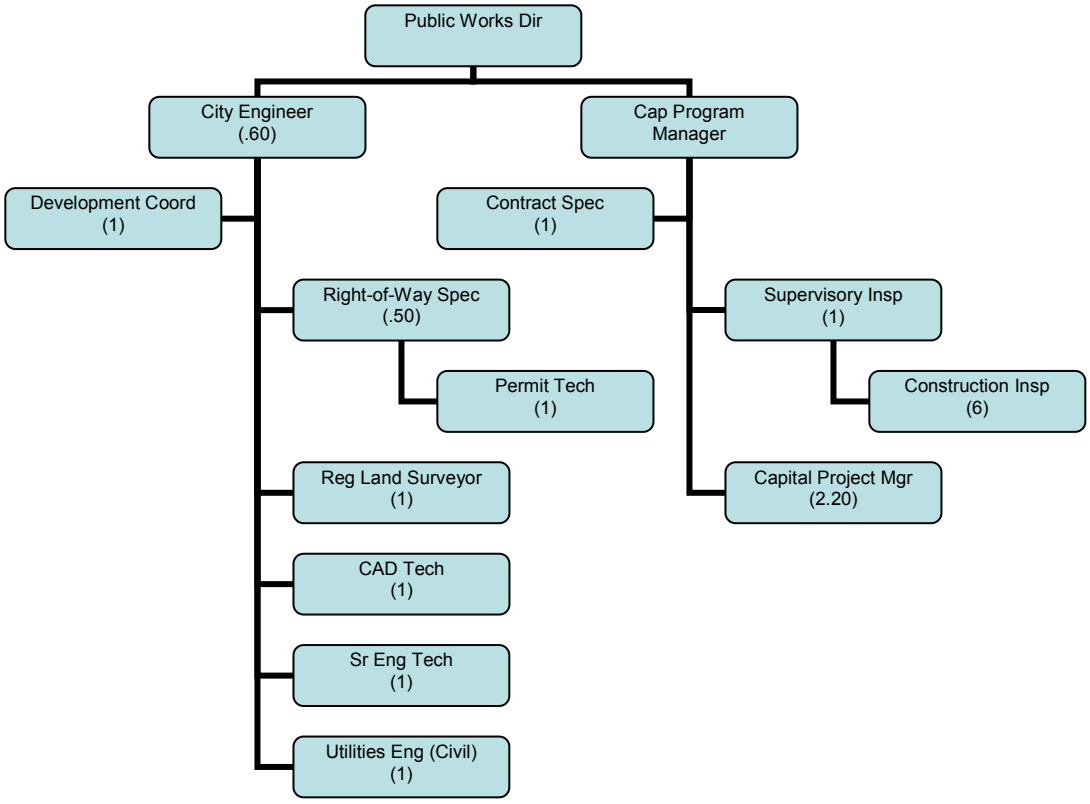
Note: Field & Facilities Director is also charged to Street Operations (40%); Solid Waste (40%); and Facilities Maintenance (10%).

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

ENGINEERING FUND

Division Mission: To provide in-house designs or assist in the procurement of professional engineering services for the City Capital Improvement Program (CIP) for street, drainage and utility improvement projects and studies, to include surveying, design, contracting and quality assurance. Facilitate safe and efficient vehicular and alternate mode traffic circulation within the City street system through transportation planning, traffic engineering, and traffic operations including traffic signals, signing, and marking.

To provide timely and effective project management, inspection and procurement services for new and reconstructed public infrastructure (streets, drainage and utilities) including permitted work within the rights-of-way, private development and capital improvement projects.



ENGINEERING FUND

Goal: Provide quality professional services during the design and construction phases of capital improvement and private development projects (e.g., roadway, sidewalk, curb & gutter, drainage, traffic control, etc.). Provide quality review of private development project civil plan review for compliance with the City's Land Development Code.			
Strategy: Prepare professional level biddable civil plans and specification for capital improvement projects utilizing in-house design staff. Provide quality assurance to outside engineering firms to ensure a high level of professional designs for streets capital improvement projects. Provide mapping and support services to other City departments in evaluating infrastructure conditions and costs for proposed annexation, infrastructure policy generation and public requests. Provide a high level of professionalism in performing civil plan review for private developments both in meeting the required timelines and to ensure compliance with the City's Land Development Code.			
Performance Measures:	**FY11 Actual**	**FY12 Estimate**	**FY13 Forecast**
Ratio of actual number of in-house designs completed vs. total number planned. Target: 80%	12/13 =92%	21/16 =131%	19/19=100%

Prior Year Results and Outcomes:

Miscellaneous In-House Designs

- Park Avenue – To be complete in July of 2013
- Favor Wall – Completed in December 2012

In-House Pavement Maintenance & Preservation Designs Completed in FY13:

FY13/14 Pavement Rehabilitation Project – 8.7 Lane Miles

- Sheldon Street – Montezuma Street to Aven Drive
- Marina Street – Sheldon Street to Gurley Street
- Pleasant Street – Gurley Street to Goodwin Street
- Whipple Street – Miller Valley Road to Merritt Street
- Pavement Repairs on Ruth Street and Iron Springs Road

FY14 Chip Seal – Various City Streets – 32 Lane Miles

- Portion of Yavapai Hills Subdivision
- Willow Lake Estates and ancillary streets
- Granite Heights Subdivision
- Kingswood Estates
- Piñon Oaks (South Section)
- Aster drive
- Shadow Valley
- Pavement Repairs Various Locations Citywide
- Previously unpaved alleys in the downtown area

Drainage Projects/Programs – FY13

Secured $890,000 for from the Yavapai County Flood Control District for engineering design and floodplain analysis for the following projects:

ENGINEERING FUND

Cliff Rose Subdivision (as-builts)
Yavapai Hills Drainage Improvement Plans
Blackhawk Drainage Improvement Plans
Willow Creek Levee Analysis
Willow Creek Tributary
Willow Creek Reservoir Tributary
Granite Creek (Watson Lake to City limits)

General Engineering Standards

DCM - The Drainage Criteria Manual final draft was completed by City staff and then reviewed by the Technical Review Committee. The draft was circulated within the development community and presented to the UDC. There were issues that the UDC and Developers in the community wanted addressed and staff is working on these with an anticipated return presentation to the UDC in August 2013.

General Engineering Standards Manual – 85% Complete

Standard Details By Service Area:

Roadway/Traffic - 40% Complete
Drainage - 20% Complete
Water - 80% Complete
Sewer - 70% Complete

CADD Standards - 40% Complete

Engineering
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ 683,394	$ 942,417	$ 984,661
Revenues			
Interest Income and Misc	6,290	6,005	5,000
Total Revenues	$ 6,290	$ 6,005	$ 5,000
Expenditures			
Personnel Supplies	$ 1,307,561	$ 1,345,309	$ 1,392,258
Supplies	33,872	30,058	40,050
Other Services & Charges	259,429	242,553	255,652
Cost Recovery	(1,853,595)	(1,654,159)	(1,631,415)
Total Expenditures	$ (252,733)	$ (36,239)	$ 56,545
Ending Cash Balance, 6/30	$ 942,417	$ 984,661	$ 933,116

ENGINEERING FUND

Engineering Fund
Staffing Level Summary

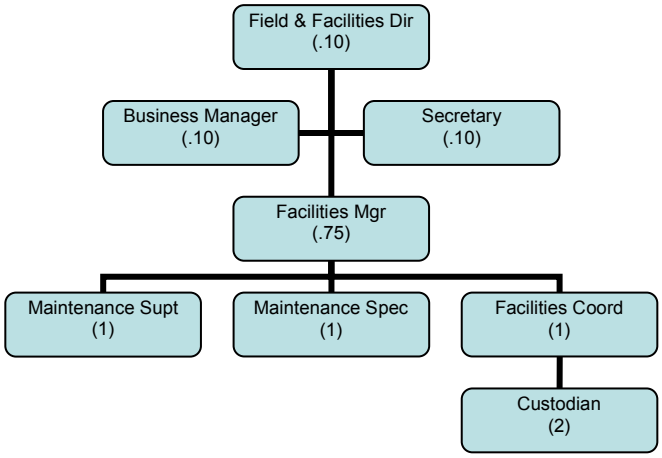
	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	17.80	17.30	17.30
City Engineer*	0.60	0.60	0.60
Utilities Engineer (Civil)	1.00	1.00	1.00
Development Services Manager	1.00	0.00	0.00
Development Coordinator	1.00	1.00	1.00
Right-of-Way Specialist	0.00	0.50	0.50
Supervisory Inspector	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00
Capital Projects Manager	2.20	2.20	2.20
Construction Contracts Specialist	1.00	1.00	1.00
CAD Technician	1.00	1.00	1.00
Registered Land Surveyor	1.00	1.00	1.00
Construction Inspector	6.00	6.00	6.00
Permit Technician	1.00	1.00	1.00

*City Engineer is also charged .30 to Water Administration and .10 to Wastewater Administration.

Significant Expenditure Changes: There are no significant expenditure changes in Engineering for FY2014.

FACILITIES MAINTENANCE FUND

Division Mission: To provide safe, clean and well maintained buildings and facilities for use by employees and general public. To improve efficiency and longevity of electrical, mechanical, plumbing, HVAC and other facility systems when repairs or replacements are warranted.



Goal: To maintain all city facilities consistent with the mission and decrease the energy use of the facilities by replacing old inefficient lighting and HVAC systems and controls. Assist in special projects as needed. Clean and maintain interior finishes using maintenance intervals to ensure the appearance of floor and wall coverings exhibit a professional appearance and reduced replacement.

Strategy: Increase work order turnarounds of both short and long-term projects, monitor schedules, prevent costly repairs, and increase workloads to complete energy efficiency upgrades.

Performance Measures:	FY12 Actual	FY13 Estimate	FY14 Forecast
Work orders initiated	601	700	720
Percentage of work orders completed in one day	75%	75%	80%
Percentage of work orders completed in three days	25%	25%	20%

Prior Year Results and Outcomes

Completed over 700 work orders placed by internal customers, with a very high satisfaction ratio (2-complaints in 700).

Instrumental in coordinating the due diligence for purchaser and the City of Prescott, in sale of Elks Opera House for the City of Prescott. Replaced old winch and repaired banner hangers.

Removed abandoned large air handler, raised ceiling, modified electrical, replaced carpet, and converted storage space to office space in City Hall for Utility Billing Division.

Convert two offices into one office for city attorney in City Hall adjacent to City Manager's office.

Remodel of Legal building - Carpet, tile flooring, remove air lock and enlarge entry, new paint and stain throughout, lighting retrofit and ceiling re-grid. Remodel kitchen to include new cabinets and

FACILITIES MAINTENANCE FUND

shelves. Added dual glazed glass to new lobby and risk area. All office furniture moving done in one weekend with very little disruption to the Legal Department staff.

Golf course kitchen refresh complete to include installation of SS wall replacing dilapidated wall board, patch and paint all wall, and replacement of ceiling grid and tiles. Also retrofit to high efficiency lighting and replacement of leaking faucets and sink drains.

Public Library wiring and electrical work for “Teen Zone” remodel.

Prepared new office for Director in Fleet Maintenance Facility. Remove built-in cabinets and relocate to reception area to include all I T needs. Re-configure storeroom with additional door and add window.

Wastewater Treatment building replaced bathroom & shower tile.

Repair/replace, and paint two, 2-story stairwells at the Annex building.

Install dual glazed transoms, sidelights, and door glass at golf course clubhouse for energy efficiency.

Resolved air quality complaints through investigation in Community Development and R P Simmons Adult Center. Process included asbestos and mold testing under negative pressure with safety precautions in place.

Re-key City Hall and Annex buildings for security purposes.

Contract structural engineer for waste oil heater frame construction & install at FMF. Determine load-bearing ability of existing trusses columns at golf course clubhouse for future HVAC install.

Procure and install Waste oil heater for energy efficient heating of Fleet maintenance facility.

Expectations are to cut energy use by 50% in the three coldest months of the year, giving the heater no more than a two year payback.

Investigate and resolve odor issue at Police Department sergeant’s offices that turned out to be an abandoned floor drain under the raised floor.

Install two new efficient HVAC units on the Legal building.

Oversee Fire Station #75 drainage issue resolution to include interior wall & marble repair.

Take lead position on plans development of 215 and 223 McCormick building rehab for Fire Department Administration.

Provide all pertinent information to LA Consulting which assured accurate information and recommendations report.

Ensure all generators have been load bank tested as well as ensure all facilities’ building-attached cranes, lifts, and compressors are PM’ed and certified annually.

Ensure all fire extinguishers, enunciators, hood systems, and fire and security alarms receive annual inspections and are certified.

FACILITIES MAINTENANCE FUND

Ensure pest control for all City facilities in the umbrella and in the McCormick building.

Maintain all electronic doors and elevators. Ensure best pricing for elevator maintenance agreements.

Re-initiated bi-annual preventive HVAC agreements through the competitive bid process. Monitor work, receive reports, and effect repairs “in-house”, where economies of scale dovetail with facilities’ staff abilities.

Replaced/repaired roofs for RP Simmons Center, Library, GSAC, Watson Lake restrooms, Roughrider and Pioneer Park announcer’s booths, and Watson Lake residence.

Painted restrooms at Flynn Park, Granite Creek Park, and Watson Lake Park.

New, larger BTU gas meter installed at PD. Complete replacement of all ball joint valves to units, installation of new flex hose to units, and main trunk line repair.

Installed new restroom partitions in Watson Lake restrooms.

GSAC repaired cathedral windows (broken glass, new glazing, sill repair and paint).

Refinished gym floors at GSAC and RP Simmons Adult Center.

Put into rotation all VCT floors for stripping, waxing, and burnishing for a more professional look. Put into rotation all carpets for spotting, stain removal, bonnet cleaning or hot water extraction.

Repaired/replaced parking lot for Boys & Girls Club on Alarcon and sidewalk in front of City Hall. Conducted complete building assessment.

Vandalism repairs made to urinals in Granite Creek Park and Watson Lake Park.

Update, secure insurance documents, and renew all leases licenses, and contracts as directed for City of Prescott, including NACOG, PFD, and the Chamber of Commerce use agreement.

Energy efficiency program to reduce costs for City of Prescott have cost the City less than 10% of the project costs (plus labor) to improve lighting and mitigate energy costs. Lighting retrofits completed in fiscal 2013 from T-12, T-8, and Metal Halide to premium T-8 or premium T-5 fixtures:

FACILITIES MAINTENANCE FUND

Facilities Maintenance
Expenditure Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Beginning Cash Balance, 7/1	$ 207,479	$ 278,421	$ 289,122
Revenues			
Interest and Miscellaneous	3,331	3,000	3,000
Total Revenues	$ 3,331	$ 3,000	$ 3,000
Total Funding Sources	$ 3,331	$ 3,000	$ 3,000
Expenditures			
Personnel Supplies	$ 337,327	$ 425,233	$ 475,987
Supplies	76,117	83,807	87,950
Other Services & Charges	553,614	587,675	620,179
Cost Recovery	(1,048,920)	(1,116,948)	(1,183,084)
Capital Outlay/Projects	14,251	12,532	143,468
Total Expenditures	$ (67,611)	$ (7,701)	$ 144,500
Capital Outlay/Projects			
Facilities Improvements			$ 127,468
Facilities Maintenance Management			16,000
Total Capital Outlay/Projects			$ 143,468
Ending Cash Balance, 6/30	$ 278,421	$ 289,122	$ 147,622

Facilities Maintenance Fund
Staffing Level Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Authorized Staffing Level	5.50	5.85	6.05
Field & Facilities Director*	0.10	0.10	0.10
Facilities Manager**	0.40	0.75	0.75
Maintenance Superintendent	1.00	1.00	1.00
Facilities Coordinator	1.00	1.00	1.00
Maintenance Specialist	1.00	1.00	1.00
Business Manager	0.00	0.00	0.10
Secretary	0.00	0.00	0.10
Custodian	2.00	2.00	2.00

*Field & Facilities Director also charged to Street Operations (40%); Solid Waste (40%); and Fleet Maintenance (10%)
**15% of Facilities Manager is charged to Rodeo and 10% to Parking Garage

FACILITIES MAINTENANCE FUND

Significant Expenditure Changes: The 11.9% increase in Personnel is tied to the 10% of the Business Manager and Secretary that are charged here in FY2014.

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT PLAN

The City of Prescott has a significant investment in its streets, water infrastructure, wastewater infrastructure, public facilities, parks and other city infrastructure. Given existing revenue streams and the growth in demand for City services, preserving and upgrading these investments, and planning for future infrastructure needs of the community represent an unending challenge for City staff. The City's sensitivity to emerging economic challenges and its vigilant long-range planning have been key factors in Prescott's fiscal health.

Financing of capital expenditures from available funds, pay-as-you-go funding, is the least costly and most desirable method to cover capital expenditures. Every effort will be made to accumulate funds to allow this method of funding. Should the City not have sufficient funds available, it has a formal Debt Policy and issues debt for the purpose of acquiring or constructing capital projects including buildings, machinery equipment and furniture and fixtures. These needs are addressed through the budget process and the annual five-year capital improvement plan.

Long-range planning requires estimating and projecting of revenues as well as expenditures. Therefore, this is a dynamic process and will be reviewed and changed every year as the first step in the budgeting process. Organizational changes, funding uncertainties, unforeseen emergencies, project delays, or plans by other governmental units can throw off even the most carefully orchestrated capital plan.

The five-year capital improvement plan identifies projects to be completed throughout the next five years. The plan outlines project costs, funding sources, and future operating costs associated with each capital improvement. Because these projects typically span more than one fiscal year, the plan is updated annually to track existing projects and to identify new projects.

The five-year capital improvement plan is an important component of the City's budgeting process. It helps focus the budget process on a longer-term than just the next fiscal year. Here are some of the benefits from this longer-term approach:

- Facilitates long-range financial planning, allowing us to look at not only what the community wants, but also what they can afford.
- Enhances coordination of capital improvements among City departments and other governmental agencies.
- Clearly identifies the Council's goals and their capital priorities to achieve those goals.

To provide a complete capital picture, the City's plan includes all capital requests over $5,000, including replacements. Management established the funding levels through review of available resources after projecting operational costs. Revenues and operating expenditures were projected using historic trends and anticipated changes.

In developing this financial plan, current Council policies were used. The annual review and update of a long-term plan is an excellent opportunity to reexamine Council goals and policies.

The following list describes the capital projects and capital outlay that were approved in the FY2014 Annual Budget. Also included is the Five Year Capital Plan covering FY2015-2019 and the Unfunded Capital List that were approved by Council.

Page No.	Project Title	FY2014 Budget
	Utility Projects	
272	Airport Phase 1 (3.75 MG) Plant Process Expansion and Improvements	24,151,180
312	Zone 101 – New Airport Pump Station	2,500,000
295	Recovery Wells at Airport	2,383,000
311	Zone 56 – Prescott Canyon Reservoir	2,273,814
310	Zone 27 – Thumb Butte Reservoir	1,915,259
299	Small Water Main Upgrades	1,913,300
309	Zone 12 – Airport Reservoir	1,750,000
306	Water Main – Smoke Tree Lane	1,665,000
309	Zone 7 – Yavapai Hills Lower Pump Station	1,250,000
311	Zone 56 – Prescott Resort Pump Station	1,212,000
311	Zone 27 – Thumb Butte Road 12" Line	828,506
279	Dam Repairs	812,388
307	Water Main – White Spar	685,000
312	Zone 56 – SR69 Corridor Phase I	635,000
309	Zone 19 – Copper Basin Reservoir	625,054
298	Sewer Mainline Replacement/Rehabilitation	550,000
310	Zone 27 – Lower Thumb Butte Pump Station	475,000
299	Storage Tank Maintenance	400,000
274	Big Chino Water Ranch	367,196
276	Capital Contingencies	335,000
310	Zone 19 – Hassayampa Pump Station	306,693
276	Chino Piping Reconfiguration	300,000
287	Impact Fee Ordinance Implementation and User Rates Project	289,695
303	Telemetry/SCADA Program	268,000
308	Willow Creek Transmission Main Scour Protection	200,000
289	Lift Station Rehabilitation/Abandonment Program	157,000
302	Sundog Effluent Pond Maintenance	150,000
308	Willow and Watson Lakes Enhancement Program	150,000
302	Sundog Trunk Main	143,362
309	Zone 12 – Transmission Piping	125,000
275	Booster Station Upgrade	109,000
276	Chemical Root Control	106,090
306	Wastewater Collection Model Update	100,000
291	Mountain Club Cross Connection System Protection	75,000
294	Production Well Maintenance	46,000
295	PRV Upgrade	43,000
306	Water Main – Heckthorn	40,000
298	Sewer Mainline Improvements – SR69 to Prescott Lakes Parkway	40,000
307	Water Model Update	30,000
285	Fire Hydrants	29,480
276	Check Valve Installation - 36" and 18"	25,000
277	City Wide Evapo-Transportation Weather Station	25,000
289	Maintenance Management	22,000
289	Leak Detection Program	14,000
	Total Utility Projects	49,521,017
	General Government	
305	Vehicle Replacements	3,230,000
288	Landfill Cap Repair	600,000
290	Miscellaneous Grants	500,000
304	Transfer Station Paving	368,846
277	City Shop Underground Storage Tank Release Cleanup	336,502
290	Miscellaneous Gifts and Donations	285,783

277	Community Development Block Grants	278,316
304	Transfer Station Welding Shop	200,000
281	Facilities Improvements	143,468
304	Transfer Station Scale – Replacement	120,000
304	Transfer Station Scale – Stand Alone	120,000
303	Transfer Station Floor Repair	100,000
302	Sundog Electrical Infrastructure and Security Lighting	90,000
288	Judicial Collection Enhancement Fund and Fill the Gap	81,950
287	Inert Debris Recycling	75,000
286	Fleet Maintenance – Equipment	52,000
283	Facility Improvement – Terminal Bathroom Renovations	45,000
282	Facility Improvement – “F” Hangar Fire Sprinkler System Repairs	40,000
287	High Definition Cameras	30,000
278	Compactor – Replacement	27,000
277	Compactor – New	25,000
297	Security Camera Replacement	22,000
286	General Plan Update	20,000
273	Applicant Tracking System	16,000
283	Facility Improvement – Terminal Building Modular Roof Repairs	15,000
291	Neighborhood Cleanup	12,500
271	Airport – Copier Machine	6,000
284	Facility Remodel – City Hall Conference Room	5,000
	Total General Government	6,845,365
	Tourism/Recreation	
274	Bed Tax Projects	819,552
286	Goldwater Lake Day Use Expansion	800,000
292	Open Space Management	500,000
294	Pavement Preservation – Roughrider Parking Lot	80,000
291	Miscellaneous Library Grants	50,000
282	Facility Improvement – Mackin Building	50,000
293	Partnering Projects	30,000
270	ADA Compliance – City Playgrounds	20,000
270	Acker Trust	10,000
296	Regional Economic Development – GPREP	10,000
296	Rodeo Ground Improvements	3,541
273	Arizona State Parks – Historic Preservation Grant	675
	Total Tourism/Recreation	2,373,768
	Transportation	
300	Street Reconstruction – Park Avenue	5,567,616
293	Pavement Preservation	4,503,809
296	Roundabout – SR89/Phippen	3,790,000
297	Safe Roads to School Grants	1,124,544
301	Street Reconstruction – Walker Road/SR 69	705,000
280	Drainage Improvements – Blackhawk Subdivision	550,000
301	Street Reconstruction – Willow Creek Road	500,000
301	Street Reconstruction – Rosser Street Phase IV	300,000
301	Street Reconstruction – SR69 Design Concept Report	300,000
280	Drainage Improvements – Yavapai Hills	270,000
297	RW 21L-3R Runway Safety	260,000
284	FEMA – Flood Insurance Map Update and Comment Resolution	242,491
292	NPDES PHII Implementation	225,000
270	ADOT – Airport Pavement Maintenance	210,000
298	Sidewalk Replacement Program	200,000
297	RSAT – Airport Perimeter Roads	200,000
302	Taxiway E Lights, Electrical Vault Relocation, and Emergency Generator Replacement	200,000

308	Willow Creek Channel Improvements	190,000
272	Annual Pavement Markings	150,000
272	Airspace Obstruction Mitigation	115,000
274	As-Built/Mylar Scanning Project	104,833
308	Willow Creek Wall Repair	100,000
280	Drainage Study – Prescott Heights	100,000
280	Drainage Study – Montezuma and Rustic Timbers	85,000
300	Street Reconstruction – Robinson Drive	80,000
279	Drainage Analysis – Willow Creek and Tributaries	70,000
288	Intersection Signalization Project	68,000
305	Vehicle – Sign Maintenance Truck	60,000
305	Unpaved Streets	51,500
281	Engineering & Safety Projects	50,000
278	CYMPO – Matching Funds	49,842
293	Overland Trail Bridge Reconstruction	40,000
293	Pavement Management System	30,000
305	Vehicle – Attenuator Truck	27,000
270	ADA Compliance – Sidewalks	26,523
299	Signal Replacement Equipment	25,000
303	Traffic Calming – Various Streets	25,000
283	Facility Improvement – Yavapai Humane Society	15,000
300	Street Lights	10,000
303	Traffic Signal Design – Various Locations	10,000
	Total Transportation	20,631,158
	Public Safety	
284	FEMA – Grants	1,186,000
271	Aircraft Rescue and Fire Fighting Truck Replacement	1,000,000
285	Fire Department – Vegetation Management Crew	456,700
283	Facility Remodel – 215 N McCormick	437,277
278	COPS Hiring Recovery	402,339
291	Miscellaneous Police Grants	350,000
285	Fire Department – Arizonal Wildland Hazardous Fuels Project	224,810
296	RICO	199,832
273	Arizona Homeland Security Communications	128,333
273	Arizona Homeland Security	100,000
290	Miscellaneous Fire Grants	100,000
307	Wildfire Academy – Tohono	100,000
271	Airport Law Enforcement Officers	96,100
271	ADOT – Vehicle Impound Reimbursement	82,250
282	Facilities Maintenance – Fire	80,000
286	Gang Task Force (GITTEM)	66,209
290	Mechanical Mobile Evidence Storage System	57,000
272	Alzheimer's Grant	50,000
307	Wildfire Academy – Gila River	50,000
281	Emergency Services/Alarm Monitoring	41,265
281	DUI Enforcement Regional Grant	41,250
279	Digital Evidence Management/Server	41,183
294	PRCC CAD Server Replacement	40,000
292	Night Vision Equipment	32,000
294	Prescott Area Narcotics Task Force	30,000
287	Governor’s Office of Highway Safety – Selective Traffic Enforcement	17,500
282	Facility Improvement – Investigations Interview Room	15,000
295	Radio Infrastructure	15,000
299	Simunition Training Equipment	15,000
285	Fire Department – Equipment	14,435

275	Bullet Proof Vests	14,000
278	County Homeland Grants	10,000
275	Canine Grant	4,500
288	JAG Edward Byrne Memorial	3,386
306	Walk-in Cooler	3,000
	Total Public Safety	5,504,369
	Total Capital Outlay/Projects	**84,875,677**

Acker Trust

Location: No specific location

Project Type: Culture/Recreation

Budget: $10,000

Description: Revenue received off of investments and land sales are used for cultural and recreational purposes only. This money will be used to; continue a scholarship program for music at Prescott High School, provide support to the Artists in Residence program with Yavapai College, conduct workshops with music students, and provide Prescott Fine Arts scholarships for attendance at music camps and continuing music education.

Operating Impact: None

ADA Compliance – City Playgrounds

Location: Various City playgrounds

Project Type: Recreation

Budget: $20,000

Description: This project entails repairs and replacement of playground components in order to bring the City into compliance with National playground standards.

Operating Impact: None

ADA Compliance – Sidewalks

Location: No specific location

Project Type: Transportation

Budget: $26,523

Description: This project is an annual recurring project to correct deficiencies in sidewalks, ramps and other pedestrian access areas to maintain compliance with ADA requirements.

Operating Impact: No operating impact

ADOT – Airport Pavement Maintenance

Location: Airport

Project Type: Grant

Budget: $210,000

Description: Thin asphalt overlay of taxi lanes and crack seal and seal coat at bottleneck hangars. Crack seal, seal coat, and miscellaneous repairs at Administration parking lot and Janine Road.

Operating Impact: Proper pavement maintenance will reduce the need for more costly pavement overlays and reconstruction.

ADOT – Vehicle Impound Reimbursement

Location: No specific location

Project Type: Grant

Budget: $82,250

Description: Accounts for impound fees and related expenses.

Operating Impact: None

Aircraft Rescue and Fire Fighting Truck Replacement

Location: Airport

Project Type: Public Safety

Budget: $1,000,000

Description: Purchase of replacement Aircraft Rescue & Fire Fighting (ARFF) vehicle to replace current FOAM 73.

Operating Impact: Personnel and training cost increase to operate the unit.

Airport – Copier Machine

Location: Airport

Project Type: Equipment

Budget: $6,000

Description: Purchase of new copier machine.

Operating Impact: None

Airport Law Enforcement Officers

Location: Airport

Project Type: Public Safety

Budget: $96,100

Description: Provide for a law enforcement officer at the screening checkpoint at the airport in accordance with TSA requirements.

Operating Impact: None

Airport Phase I – (3.75MG) Plant Process Expansion and Improvements

Location: Airport

Project Type: Utility Project

Budget: $24,151,180

Description: This multi-phased project will construct new improvements to upgrade the Airport Wastewater Treatment Plant to a 3.75MG capacity. The equipment and structures will duplicate the existing filter and clarifier. This project would include all excavation, piping, concrete structures and equipment installations. The second phase will include rehabilitation or reconstruction of the original plant oxidation ditch to current standards and performance criteria.

Operating Impact: The upgrade will increase efficiency and decrease repairs and maintenance costs.

Airspace Obstruction Mitigation

Location: Airport

Project Type: Design/Construction

Budget: $115,000

Description: Mitigation of identified on-airport obstructions to the FAR Part 77 surfaces, including conformance to 14 CFR 139.

Operating Impact: None

Alzheimer's Grant

Location: No specific location

Project Type: Grant

Budget: $50,000

Description: A pilot program to prevent and respond to missing persons with Alzheimer's.

Operating Impact: None

Annual Pavement Markings

Location: No specific location

Project Type: Street Project

Amount: $150,000

Description: This project provides for the annual striping of long line, parking stalls, crosswalks, stop bars and legends. It is for striping of both streets and various public parking lots in the downtown area.

Operating Impact: None

Applicant Tracking System

Location: No specific location

Project Type: Human Resources

Budget: $16,000

Description: Implementation of an electronic applicant tracking system which will; allow applicants to apply online, pre-screen applicants, organize applicant information for fair rating and consideration, and allow human resources to electronically track and manage the recruitment process.

Operating Impact: Annual license subscription and maintenance costs.

Arizona Homeland Security

Location: No specific location

Project Type: Grant

Amount: $100,000

Description: Funding for equipment and training to enhance ability "to prevent, protect against, respond to, and recover from terrorist attacks and other disasters."

Operating Impact: None

Arizona Homeland Security Communications

Location: No specific location

Project Type: Grant

Budget: $128,333

Description: Arizona Homeland Security grant for the funding of additional AIRS Suite

Operating Impact: None

Arizona State Parks – Historic Preservation Grant

Location: No specific location

Project Type: Grant

Amount: $675

Description: Grant from Arizona State Parks to provide funding for scholarships, maps and booklets

Operating Impact: None

As-Built/Mylar Scanning Project

Location: No specific location

Project Type: Transportation

Budget: $104,833

Description: This project will include; electronic scanning of all as-built plans from an outside independent contractor, re-numbering of all as-built plans, proper storage of original documents, and input of city infrastructure into the GIS system. This cost will be spread amongst several funds.

Operating Impact: None

Bed Tax Projects

Location: No specific location

Project Type: Culture/Recreation

Budget: $819,552

Description: Contingency for any tourism or recreation related projects that may arise during the year. Council will make the determination of which projects will receive funding.

Operating Impact: None known at this time

Big Chino Water Ranch

Location: Big Chino Water Ranch

Project Type: Utility Project

Budget: $367,196

Description: The project consists of developing eight (8) new municipal water production wells at the BCWR; construction of an on-site reservoir, piping, and a chlorination system; approximately 23 miles of 36” gravity pipeline and 7 miles of 30” pressurized pipeline extending from the BCWR to the Chino Valley Water Production Facility (CVWPF); acquisition of easements and real property for situating project components including a pump station near the intersection of

SR89 and Old Highway 89 north of Chino Valley to convey flow to the CVWPF; replacement of the existing CVWPF to provide increased capacity, reliability, and efficiency; systems for the supervision, control, communication and security of the facilities; access ways to the pipeline for operation and maintenance. Alternative project delivery methods including public/private partnerships allowing for value engineering and/or final design of certain project components, as well as construction and operation of the BCWR by a third party to be explored. The project IGA further contemplates the possibility of adding the Town of Chino Valley as a third project partner, which would require detailed analysis pertaining to quantification of water to be delivered, interfacing with the Town's water system, financing, and other aspects. The project construction timeframe is not presently set, and will depend on factors including new demand generated by future development and contribution by the City of Prescott to achievement of safe-yield which could involve reduction in pumping from the CVWPF.

Operating Impact: No impact can be determined at this time

Booster Station Upgrade

Location: No specific location

Project Type: Utility Project

Budget: $109,000

Description: Refurbishments of existing building/enclosures or construction of new buildings at wells and booster stations. Also major component replacements like electrical panels and booster pumps.

Operating Impact: None anticipated

Bullet Proof Vests

Location: No specific location

Project Type: Grant

Budget: $14,000

Description: Purchase of bullet proof vests for police department.

Operating Impact: None

Canine Grant

Location: No specific location

Project Type: Grant

Budget: $4,500

Description: Yavapai County Community Foundation Grant for K-9 programs

Operating Impact:	None anticipated

Capital Contingencies

Location:	No specific location
Project Type:	Utility Projects
Budget:	$335,000
Description:	Contingency monies for any projects that may arise during the fiscal year. Funding from both Water and Wastewater funds.
Operating Impact:	None

Check Valve Installation – 36” and 18”

Location:	Between Chino Valley and the City of Prescott
Project Type:	Utility Project
Budget:	$25,000
Description:	This project will consist of installing check valves and associated vaults on the City’s transmission mains between Chino Valley and the City of Prescott.
Operating Impact:	No significant impact because the check valves require minimal maintenance.

Chemical Root Control

Location:	No specific location
Project Type:	Utility Project
Budget:	$106,090
Description:	The purpose of the project specified is to apply a chemical root control agent in the sanitary sewers in order to kill root growth present in mainlines and to inhibit re-growth without permanently damaging the vegetation producing the roots.
Operating Impact:	Decreased maintenance costs.

Chino Piping Reconfiguration

Location:	Town of Chino Valley
Project Type:	Utility Project
Budget:	$300,000
Description:	This project will consist of reconfiguring the water transmission mains within the

Town of Chino Valley. It will reconfigure connection points between wells and transmission mains to eliminate entry point into distribution system. Approximately 1,300 lineal feet of main will be built across City owned property to connect the production wells directly to the transmission main and reservoir.

Operating Impact: None anticipated because facilities currently exist.

City Shop Underground Storage Tank Release Cleanup

Location: City Shop

Project Type: Environmental

Budget: $336,502

Description: This project will provide initial re-sampling of the aquifer from several wells previously drilled in accordance with the site characterization and remediation plan previously approved by ADEQ.

Operating Impact: None anticipated

City Wide Evapo-Transportation Weather Station

Location: No specific location

Project Type: Utility Project

Budget: $25,000

Description: This equipment entails a weather station that monitors precipitation and the evapo-transportation rate within Prescott with a connection to Parks and Recreation's City-wide irrigation system.

Operating Impact: None anticipated

Community Development Block Grants

Location: No specific location

Project Type: Grant

Budget: $278,316

Description: Various community development block grants.

Operating Impact: None

Compactor – New

Location: Bashford Courts Alley

Project Type: Equipment

Budget:	$25,000
Description:	Purchase of new 20 cubic yard hydraulic roll off compactor.
Operating Impact:	None

Compactor – Replacement

Location:	South Montezuma Alley
Project Type:	Equipment
Budget:	$27,000
Description:	Replacement and installation of two vertical compactors.
Operating Impact:	Decreased maintenance costs due to replacement of older equipment.

COPS Hiring Recovery Grant

Location:	No specific location
Project Type:	Grant
Budget:	$402,339
Description:	Department of Justice Grant to fund all costs associated with the hiring of three full time entry-level police officer positions for a period of three years.
Operating Impact:	None anticipated

County Homeland Grants

Location:	No specific location
Project Type:	Grant
Budget:	$10,000
Description:	Grants from Yavapai County or State of Arizona Emergency Management for fire training or equipment.
Operating Impact:	None

CYMPO – Matching Funds

Location:	No specific locations
Project Type:	Transportation

Budget:	$49,842
Description:	City share of CYMPO operations.
Operating Impact:	None

Dam Repairs

Location:	Various lakes
Project Type:	Utility
Budget:	$812,388
Description:	Project will be to design and complete repairs and remediation measures identified by the Arizona Department of Water Resources (ADWR) Dam Safety division during yearly inspections of Upper Goldwater, Lower Goldwater, Willow Lake, Granite Creek, and Watson Lake Dams.
Operating Impact:	None

Digital Evidence Management/Server

Location:	No specific locations
Project Type:	Public Safety
Budget:	$41,183
Description:	New server to store all digital media including video, audio, and photographs.
Operating Impact:	Cost savings over five years in the amount of $36,000.

Drainage Analysis – Willow Creek and Tributaries

Location:	Willow Creek
Project Type:	Public Works/Engineering
Budget:	$70,000
Description:	Continued analysis, including scour analysis, of Willow Creek from Willow Creek Drive to Clearwater Drive. Additional analysis will be done for the Willow Creek tributary to reflect culvert modifications within the Crossing subdivision. The funding is anticipated to be provided by the Yavapai County Flood Control District
Operating Impact:	None

Drainage Improvements – Blackhawk Subdivision

Location: Blackhawk Subdivision

Project Type: Public Works/Engineering

Budget: $550,000

Description: Engineering plan to improve Blackhawk subdivision drainage. The subsequent construction of the improvements is anticipated to be funded by the Yavapai County Flood Control District.

Operating Impact: None

Drainage Improvements – Yavapai Hills

Location: Yavapai Hills

Project Type: Public Works/Engineering

Budget: $270,000

Description: Engineering plan to improve Yavapai Hills drainage. The subsequent construction of the improvements is anticipated to be funded by the Yavapai County Flood Control District.

Operating Impact: None

Drainage Study – Montezuma and Rustic Timbers

Location: Montezuma at North Fork Granite Creek and Rustic Timbers Lane at Butte Creek

Project Type: Public Works/Engineering

Budget: $85,000

Description: Engineering study to evaluate the Montezuma at North Fork Granite Creek and Rustic Timbers Lane at Butte Creek areas for drainage issues. The funding is anticipated to be provided by the Yavapai County Flood Control District.

Operating Impact: None

Drainage Study – Prescott Heights

Location: Prescott Heights

Project Type: Public Works/Engineering

Budget: $100,000

Description: Engineering study to evaluate the Prescott Heights areas for drainage issues.

The funding is anticipated to be provided by the Yavapai County Flood Control District.

Operating Impact: None

DUI Enforcement Regional Grant

Location: No specific location

Project Type: Grant

Budget: $41,250

Description: Provides funding for officers' overtime costs and equipment associated with special DUI traffic enforcement assignments and underage youth liquor enforcement.

Operating Impact: None

Emergency Services/Alarm Monitoring

Location: Regional Communications Center

Project Type: Public Safety

Budget: $41,265

Description: Upgrade the existing alarm monitoring software and hardware at the Regional Communications Center which will allow for alarm monitoring at any dispatch console.

Operating Impact: Possible cost savings due to internal monitoring rather than outsourcing.

Engineering & Safety Projects

Location: No specific location

Project Type: Transportation

Budget: $50,000

Description: Miscellaneous minor safety and/or maintenance projects.

Operating Impact: None

Facilities Improvements

Location: No specific location

Project Type: General Government

Budget: $143,468

Description: Miscellaneous facilities improvements that may become necessary during the fiscal year.

Operating Impact: None

Facilities Maintenance – Fire

Location: Various fire stations and training center

Project Type: Public Safety

Budget: $80,000

Description: Miscellaneous facilities improvements and maintenance of five fire stations and training center.

Operating Impact: None

Facility Improvement – “F” Hangar Fire Sprinkler System Repairs

Location: Airport

Project Type: General Government

Budget: $40,000

Description: This project will perform a complete overhaul of the existing system to eliminate reoccurring maintenance problems.

Operating Impact: Reduction of continual maintenance issues.

Facility Improvement – Investigations Interview Room

Location: Police Department

Project Type: Public Safety

Budget: $15,000

Description: This project will improve the investigations interview room by adding soundproofing, covert cameras, and an upgraded microphone system.

Operating Impact: None

Facility Improvement – Mackin Building

Location: Mackin Building at the Rodeo Grounds

Project Type: General Government

Budget: $50,000

Description: Addition of a 4,500 sq. ft. patio attached to the Mackin building facing the rodeo arena.

Operating Impact: None

Facility Improvement – Terminal Bathroom Renovations

Location: Airport

Project Type: General Government

Budget: $45,000

Description: This project will renovate the existing public use bathroom facilities located in the terminal building.

Operating Impact: None

Facility Improvement – Terminal Building Modular Roof Repairs

Location: Airport

Project Type: General Government

Budget: $15,000

Description: Repairs necessary for the current roof in order to prevent ongoing leaks.

Operating Impact: Slight increase due to subsequent replacement of water damaged roof tiles.

Facility Improvement – Yavapai Humane Society

Location: Yavapai Humane Society

Project Type: General Government

Budget: $15,000

Description: This project will provide funds to Yavapai Humane Society to go towards the completion of their new building.

Operating Impact: None

Facility Remodel – 215 N McCormick

Location: 215 N McCormick Street

Project Type: Public Safety

Budget: $437,277

Description: To remodel the interior to facilitate offices for Fire Administration. This includes architectural drawings, demolition, repair and maintenance of the roof, walkways, doors, windows, plumbing and electrical fixtures, City code and ADA issues resolution, It communications for network and telephone needs, new fire panel, exterior paint, re-flashing the roof parapet wall, removal of pavers from the deck area, and the repair of the deck.

Operating Impact: Increased utility costs and maintenance.

Facility Remodel – City Hall Conference Room

Location: City Hall

Project Type: General Government

Budget: $5,000

Description: To create a conference room equipped with a speaker phone, a monitor for presentations, and Skype video conferencing, located between the City Clerk's office and the City Manager's office.

Operating Impact: Reduction of travel expenses due to video conferencing ability.

FEMA – Flood Insurance Map Update and Comment Resolution

Location: Various locations

Project Type: Public Works

Budget: $242,491

Description: Update the FEMA Flood Insurance Rate Maps to reflect current conditions in tributaries of Willow Creek and Granite Creek North Fork of Miller Creek

Operating Impact: None

FEMA – Grants

Location: No specific location

Project Type: Public Safety

Budget: $1,186,000

Description: Homeland Security grant provides funding for a wide range of activities aimed to increase security and prepare for emergencies.

Operating Impact: None

Fire Department – Arizona Wildland Hazardous Fuels Project Grant

Location:	No specific location
Project Type:	Public Safety
Budget:	$224,810
Description:	Provides for mitigation of risk through reduction of fuels.
Operating Impact:	None

Fire Department – Vegetation Management Crew

Location:	No specific location
Project Type:	Public Safety
Budget:	$456,700
Description:	Provides staffing, equipment, supplies, and services for a ten-month, 13-member community wide vegetation management plan to prevent and suppress wildfires.
Operating Impact:	None

Fire Department – Equipment

Location:	No specific location
Project Type:	Public Safety
Budget:	$14,435
Description:	Replacement of Wildland UTV that was damaged by fire.
Operating Impact:	None

Fire Hydrants

Location:	Various locations
Project Type:	Public Safety
Budget:	$29,480
Description:	Replacement, repair, rebuilding, of existing fire hydrants and installation of new fire hydrants.
Operating Impact:	None

Fleet Maintenance – Equipment

Location: Central Garage

Project Type: General Government

Budget: $52,000

Description: Purchase a new power floor scrubber and replace an above ground two post asymmetrical vehicle lift.

Operating Impact: Slight increase in annual equipment maintenance costs.

Gang Task Force (GITTEM)

Location: Various locations

Project Type: Grant

Budget: $66,209

Description: Provides funding for gang and illegal immigration specific enforcement.

Operating Impact: None

General Plan Update

Location: City of Prescott

Project Type: General Government

Budget: $20,000

Description: Conduct evaluation of 2003 General Plan for compliance with statutory requirements and statistical relevance, research and collect accurate data for plan update, establish and coordinate with General Plan Citizens' Committee to develop the plan and conduct a public outreach and involvement program so Citizens have input in the plan.

Operating Impact: None

Goldwater Lake Day Use Expansion

Location: Goldwater Lake

Project Type: Culture/Recreation

Budget: $800,000

Description: This project entails significant expansion to day use areas to meet the demands of this park. It entails drilling a well and installing a water storage tank; creating new park roads and parking areas; and installing water lines, vault toilets, group-

use armadas, picnic tables, grills, garbage receptacles, and signage.

Operating Impact: Increased maintenance costs will be offset by ramada rentals.

Governor's Office of Highway Safety – Selective Traffic Enforcement

Location: No specific location

Project Type: Public Safety

Budget: $17,500

Description: Provides funding for overtime involving traffic safety and related equipment.

Operating Impact: None

High Definition Cameras

Location: Parking Garage

Project Type: General Government

Budget: $30,000

Description: Purchase of high definition cameras for the Parking Garage on Granite Street will enhance the ability of Prescott Police officers in securing the area.

Operating Impact: Operating costs will be offset by reduced security guard costs.

Impact Fee Ordinance Implementation and User Rates Project

Location: No specific location

Project Type: Utility Project

Budget: $289,695

Description: Perform a rate and fee updated analysis associated with the water study completed in 2005 and wastewater study completed in 2007. Cost will be shared by Water and Wastewater funds.

Operating Impact: None

Inert Debris Recycling

Location: No specific location

Project Type: General Government

Budget: $75,000

Description: Rental of a grinder for inert materials deposited at the Transfer Station to create a useful product which can take the place of AB material in many uses.

Operating Impact: Fee charged to customers for dropping off inert debris should offset the rental costs of the equipment.

Intersection Signalization Project

Location: No specific location

Project Type: Transportation

Budget: $68,000

Description: Design of complete signal systems at intersections as needed.

Operating Impact: None identified

JAG Edward Byrne Memorial

Location: No specific location

Project Type: Grant

Budget: $3,386

Description: Provides funding for law enforcement programs.

Operating Impact: None

Judicial Collection Enhancement Fund and Fill the Gap Grant

Location: No specific location

Project Type: Grant

Budget: $81,950

Description: Provides funding for court collection efforts.

Operating Impact: None

Landfill Cap Repair

Location: Landfill

Project Type: Solid Waste

Budget: $600,000

Description: Repair of landfill cap that was damaged through erosion in order to comply with current ADEQ regulations.

Operating Impact: None

Leak Detection Program

Location: No specific location

Project Type: Utility Project

Budget: $14,000

Description: The Leak Detection Program is for improving accountability and handling of water by surveying miles of Underground water facilities and pinpointing leaks in the system that are not detectable at the surface. Upon pinpointing those leaks, repairs can be scheduled and completed. This would enable realization water losses, lower water production costs, a reduction in emergency repairs and overtime, and improve public relations.

Operating Impact: Reduced maintenance costs due to proactively locating and repairing major potential leaks that could occur during non-working hours.

Lift Station Rehabilitation/Abandonment Program

Location: No specific location

Project Type: Utility Project

Budget: $157,000

Description: The City of Prescott wastewater collection system includes 63 lift stations as part of the infrastructure. Many of these are aging to the point that they are in need of major work to maintain safe and efficient service to the system. The rehabilitation processes to be utilized will include some of the following: electrical panel replacements pump replacements, rail system installations, piping replacements, force main rehab, concrete rehab & epoxy coatings, emergency generator installations, site fencing, access improvements and site maintenance.

Operating Impact: Possible reduction of maintenance requirements due to upgrade.

Maintenance Management

Location: No specific location

Project Type: Utility Project

Budget: $22,000

Description: Carryover for the purchase of the Maintenance Management System for the purpose of establishing an automated system to plan, organize, and schedule maintenance through a network accessible database; establishing a systematic approach for continuous improvement; and training and guiding staff to fully utilize the system to plan, track and improve maintenance. Costs shared

between Water and Wastewater Funds.

Operating Impact: Possible annual maintenance agreement and licensing costs.

Mechanical Mobile Evidence Storage System

Location: Police Department

Project Type: Public Safety

Budget: $57,000

Description: Purchase of a high capacity mechanical mobile storage system with heavy duty shelving and security doors. The unit would be customized to fit the current Property and Evidence Room at the Police Department Headquarters.

Operating Impact: None

Miscellaneous Fire Grants

Location: No specific location

Project Type: Public Safety

Budget: $100,000

Description: To provide a budget to enable the Fire Department to take advantage of grant opportunities that may arise during the year

Operating Impact: None anticipated.

Miscellaneous Gifts and Donations

Location: No specific location

Project Type: General Government

Budget: $285,783

Description: Accounting for any contributions for miscellaneous gifts which the City may receive such as; Shop-with-a-Cop, DARE, Library bequests, etc.

Operating Impact: None

Miscellaneous Grants

Location: No specific location

Project Type: General Government

Budget: $500,000

Description: Budget to enable the City to take advantage of grant opportunities that may arise during the fiscal year.

Operating Impact: None anticipated.

Miscellaneous Library Grants

Location: Prescott Public Library

Project Type: Culture/Recreation

Budget: $50,000

Description: Budget to enable the Library to take advantage of grant opportunities that may arise during the fiscal year.

Operating Impact: None anticipated.

Miscellaneous Police Grants

Location: No specific location

Project Type: Public Safety

Budget: $350,000

Description: Budget to enable the Police Department to take advantage of grant opportunities that may arise during the fiscal year.

Operating Impact: None anticipated.

Mountain Club Cross Connection System Protection

Location: Mountain Club

Project Type: Utility

Budget: $75,000

Description: This project is to install system upgrades to protect the City's system from potential cross connection and contamination from the Mountain Club water systems.

Operating Impact: None

Neighborhood Cleanup

Location: Various locations

Project Type: Community Development

Budget: $12,500

Description: Funding of tipping fees associated with six neighborhood cleanup projects throughout the fiscal year.

Operating Impact: None

Night Vision Equipment

Location: Police Department

Project Type: Public Safety

Budget: $32,000

Description: Helmet mounted night vision equipment for members of Special Weapons and Tactics team to increase officers' advantage in high, risk, low light, or no light situations.

Operating Impact: None

NPDES Phase II Implementation

Location: No specific location

Project Type: Transportation

Budget: $225,000

Description: Operation and management of federally mandated drainage protection program, including: 1) public education; 2) construction of storm water controls; 3) post-construction controls for new developments and redevelopments; and 4) managing the program for pollution prevention and good housekeeping for municipal operations.

Operating Impact: Increased operational costs due to extensive educational, management, inspection, maintenance and enforcement requirements.

Open Space Management

Location: Various open space locations

Project Type: Tourism/Recreation

Budget: $500,000

Description: This item is the day-to-day management and maintenance of open space that is required. Specifically, the three major parcels in the Dells that were recently purchased will require intensive management to curb some undesirable uses. Maintenance tasks include recreational visitor management, vegetation management, ATV closures, and fencing and boundary management.

Operating Impact:	None anticipated

Overland Trail Bridge Reconstruction

Location:	Overland Trail
Project Type:	Transportation
Budget:	$40,000
Description:	To design and construct replacement bridge on Overland Trail east of Gurley Street.
Operating Impact:	None anticipated due to replacement of previously existing structure.

Partnering Projects

Location:	Recreation facilities
Project Type:	Culture/Recreation
Budget:	$30,000
Description:	Funding for various projects that could occur during the fiscal year. Various community groups come forward at times and would like to partner with the City on projects related to parks and recreation infrastructure. This provides a funding mechanism should this occur.
Operating Impact:	None anticipated.

Pavement Management System

Location:	Various locations
Project Type:	Transportation
Budget:	$30,000
Description:	Professional services for ongoing updating of the condition of the City's maintained street system.
Operating Impact:	None

Pavement Preservation

Location:	Various locations
Project Type:	Transportation
Budget:	$4,503,809

Description: Overlay segments of various city streets.

Operating Impact: Slight decrease in maintenance and operational expenses anticipated.

Pavement Preservation – Roughrider Parking Lot

Location: Various locations

Project Type: Recreation

Budget: $80,000

Description: This project includes asphalt patching and paving necessary to bring the parking lot and drives up to a serviceable level.

Operating Impact: None

PRCC CAD Server Replacement

Location: Police Department

Project Type: Public Safety

Budget: $40,000

Description: Replacement of CAD server to enable upgrade of ADSI software to a more functional and versatile version. Enhance end user functionality for MDC's and improve dispatchers' capability to assign units as needed.

Operating Impact: None

Prescott Area Narcotics Task Force Grant

Location: No specific location

Project Type: Public Safety

Budget: $30,000

Description: Provides funding for potential drug task force operation support by SWAT.

Operating Impact: None

Production Well Maintenance

Location: No specific location

Project Type: Utility Project

Budget: $46,000

Description: Maintenance/repair (as needed) of any of the six existing wells in Chino Valley that are the source of water supply for the City of Prescott. Maintenance/repair can include the removal of the pump, disassembly and inspection of all components (pump assembly, column pipe, line shaft, bearings, etc); rebuild/replace as necessary. Additionally, video logging for inspection of outer casing condition, Gyroscopic alignment/plumbness of well, brushing (cleaning) of outer casing, and bailing of debris may be included.

Operating Impact: Possible decrease depending upon maintenance completed

PRV Upgrade

Location: No specific location

Project Type: Utility Project

Budget: $43,000

Description: This project continues the program of replacing and upgrading the 87± water pressure reducing stations throughout the City. The program replaces obsolete valves with modern equipment, installs relief valves, and modifies vaults to improve accessibility for maintenance.

Operating Impact: None determined yet.

Radio Infrastructure

Location: Various locations

Project Type: Public Safety

Budget: $15,000

Description: Improvement and construction of radio tower sites. Upgrading Glassford Hill, Badger Mountain, and Mingus Reservoir sites as needed. Create new sites with equipment buildings, towers, power and communication equipment at three new locations. The new locations are the Northwest tank site near Southview, Indian Hills tank site, and the Peavine Overlook by the old landfill site. This project will also include the radio frequency interface equipment needed to interface with the computer aided dispatch system currently in the Regional Communications Center.

Operating Impact: This has not yet been determined. On-going maintenance will have to be evaluated as to whether local companies can provide this service or whether we will need to employ and equip our own technicians.

Recovery Wells at Airport

Location: Airport

Project Type: Utility Project

Budget: $2,383,000

Description:	This on-going project will complete the first production/recovery well within the Airport area and follow with site location and development of a minimum of three additional wells.
Operating Impact:	Increase of electrical usage charges, manpower, and equipment due to the maintenance involved with operating additional recovery wells.

Regional Economic Development – GPREP

Location:	No specific location
Project Type:	Tourism
Budget:	$10,000
Description:	Cooperative project to enhance the economic development of the region.
Operating Impact:	None anticipated.

RICO Funds

Location:	Regional Communications Center
Project Type:	Public Safety
Budget:	$199,832
Description:	Funding for radio console replacement and work station upgrades in the Regional Communications center.
Operating Impact:	None

Rodeo Ground Improvements

Location:	Rodeo Grounds
Project Type:	Tourism/Recreation
Budget:	$3,541
Description:	Contingency for completing projects necessary at the Rodeo Grounds.
Operating Impact:	None

Roundabout – SR89/Phippen

Location:	SR89 near Phippen Museum
Project Type:	Transportation
Budget:	$3,790,000

Description: Construction of a new roundabout on SR89 at the intersection of a new connector road between SR89 and Side Road near the vicinity of the Phippen Museum.

Operating Impact: Increased roadway will lead to additional maintenance costs.

RSAT – Airport Perimeter Roads

Location: Airport

Project Type: Utility Project

Budget: $200,000

Description: Three phase project to design and construct airfield perimeter roads to provide vehicle access by airport vehicles without the need to use taxiways to traverse the airport and avoid the need to cross active runways.

Operating Impact: None

RW 2L-3R Runway Safety

Location: Airport

Project Type: Grant

Budget: $260,000

Description: Design Runway 21L/3R and Taxiways C&D to minimum of 9,300 ft and 200,000 pounds max gross landing weigh, relocate to meet runway safety area.

Operating Impact: Increased maintenance costs due to additional runway.

Safe Roads to School Grants

Location: Various locations

Project Type: Grant

Budget: $1,124,544

Description: Various grant funds have been applied for and would cover Lincoln, Taylor Hicks, Miller Valley, and Washington Elementary schools, Mile High Middle School, and Mountain Oak Charter School.

Operating Impact: None anticipated.

Security Camera Replacement

Location: Transfer Station

Project Type:	Utility Project
Budget:	$22,000
Description:	This project consists of the purchase and installation of nine cameras to upgrade, replace, and improve security monitoring system at the Transfer Station.
Operating Impact:	None

Sewer Mainline Improvements – SR69 to Prescott Lakes Parkway

Location:	No specific location
Project Type:	Utility Project
Budget:	$40,000
Description:	This project is to address capacity issues within the system.
Operating Impact:	None anticipated.

Sewer Mainline Replacement/Rehabilitation

Location:	No specific location
Project Type:	Utility Project
Budget:	$550,000
Description:	Replacement of failing sewer main lines identified through sewer system investigations. With work order tracking, flow monitoring and mainline camera reports, sewer mainlines that cause repeated maintenance work, continuous service calls and have large amounts of infiltration are slated for replacements. The identified sewer lines will be evaluated to determine the best method for replacement.
Operating Impact:	Reduced operating and maintenance expense due to fewer plugs, overflows and call-outs. Reduced pumping and treatment cost due to reduced infiltration.

Sidewalk Replacement Program

Location:	No specific location
Project Type:	Transportation
Budget:	$200,000
Description:	This project is an annual recurring project to correct deficiencies in sidewalks.
Operating Impact:	No operating impact

Signal Replacement Equipment

Location: No specific location

Project Type: Transportation

Budget: $25,000

Description: Annual replacement of signal equipment as needed.

Operating Impact: None

Simunition Training Equipment

Location: Police Department

Project Type: Public Safety

Budget: $15,000

Description: Simunition conversion kits for sixteen Glock handguns and sixteen M4 SWAT rifles for reality based force training.

Operating Impact: Standard maintenance and cleaning supplies.

Small Water Main Upgrades

Location: No specific location

Project Type: Utility Project

Budget: $1,913,300

Description: This project will remove existing small and undersized lines with new larger lines. It will remove lines that are 4” in diameter and smaller and replace them with lines a minimum of 6” in diameter. Per ADEQ regulations to be able to provide firefighting capabilities water lines need to be a minimum of 6” in diameter.

Operating Impact: None anticipated due to being replacement lines.

Storage Tank Maintenance

Location: No specific location

Project Type: Utility project

Budget: $400,000

Description: Priority #1 Tanks possess a completely spent interior coating system with evidence of aggressive interior corrosion. These tanks are considered to be in

need of immediate renovation to maintain their water containment capabilities and minimize existing structural deficiencies. Additionally, heavy metals have been found in the interior and/or exterior coatings of these tanks, and exterior coatings on these tanks are degraded and are beginning to fail. If these tank exteriors are over coated prior to the onset of major failure, the costs of performing complete lead abatement will be avoided.

Operating Impact: Reduced future maintenance due to arrested rate of corrosion and degradation.

Street Lights

Location: No specific location

Project Type: Transportation

Budget: $10,000

Description: Annual project to fund the replacement of existing and installation of new street lights.

Operating Impact: Slight increase of electrical costs for new street lights.

Street Reconstruction – Park Avenue

Location: Park Avenue

Project Type: Transportation

Budget: $5,567,616

Description: Acquisition of right-of-way needed for reconstruction of Park Avenue from Gurley Street to Copper Basin Road together with water and wastewater upgrades and improvements.

Operating Impact: None

Street Reconstruction – Robinson Drive

Location: Robinson Drive

Project Type: Transportation

Budget: $80,000

Description: This project is for the reconstruction and widening of Robinson Dr. from Gurley St. to the City limits, including new curb, gutter, and sidewalk on one side.

Operating Impact: None

Street Reconstruction – Rosser Street Phase IV

Location:	Rosser Street
Project Type:	Transportation
Budget:	$300,000
Description:	This project is for the reconstruction and improvement of Rosser Street from Campbell Avenue to Eagle View Drive including water and sewer improvements.
Operating Impact:	Reduction in maintenance and operational costs due to improved road condition and increased capacity of the system.

Street Reconstruction – SR69 Design Concept Report

Location:	SR69
Project Type:	Transportation
Budget:	$300,000
Description:	This project provides for a design concept report for the improvement of SR69 within the City limits in partnership with ADOT.
Operating Impact:	Reduction in maintenance and operational costs due to improved road condition and increased capacity of the system.

Street Reconstruction – Walker Road/SR 69

Location:	Walker Road (SR69-City Limits)
Project Type:	Transportation
Budget:	$705,000
Description:	Remove and replace existing paved surface including sub grade preparation, new signal loop-detectors and striping, as needed
Operating Impact:	Reduction in maintenance and operational costs due to improved road condition and increased capacity of the system.

Street Reconstruction – Willow Creek Road

Location:	Willow Creek
Project Type:	Transportation
Budget:	$500,000
Description:	This project provides for the design and construction of the initial realignment of Willow Creek Road between Pioneer Parkway and Deep Well Ranch Road.
Operating Impact:	Maintenance will increase due to new three mile portion of roadway.

Sundog Effluent Pond Maintenance

Location:	Sundog Transfer Station
Project Type:	Utility Project
Budget:	$150,000
Description:	This project will provide cleaning, inspection, and potential repairs to the effluent pond's infrastructure through service providers that specialize in lagoon cleaning.
Operating Impact:	Possible reduction of maintenance costs.

Sundog Electrical Infrastructure and Security Lighting

Location:	Transfer Station
Project Type:	General Government
Budget:	$90,000
Description:	Installation of electrical infrastructure to support parking lot lighting, equipment ready line lighting, automated gates, scales, and other facility locations.
Operating Impact:	Increase of electrical costs will be divided between Street Maintenance and Solid Waste.

Sundog Trunk Main

Location:	No specific location
Project Type:	Utility Project
Budget:	$143,362
Description:	This project is to design replacements and upgrades to the Sundog Trunk Main and to begin construction of Phase I replacements.
Operating Impact:	Project will correct deficiencies with the II and pipe slope deficiencies which will reduce maintenance to the system.

Taxiway E Lights, Electrical Vault Relocation, and Emergency Generator Replacement

Location:	Airport
Project Type:	Design/Construction
Budget:	$200,000
Description:	Design and installation of taxiway lighting for Taxiway E. Relocation of primary airfield electrical vault and upgrade of the Airfield emergency generator.

Operating Impact:	Increase in electrical costs for new lights, decrease of maintenance costs for generator.

Telemetry/SCADA

Location:	No specific location
Project Type:	Utility Project
Budget:	$268,000
Description:	Telemetry (SCADA) Installations/Upgrades at well, booster station and storage tank sites. Engineering for a comprehensive telemetry system design to incorporate the Big Chino Water Ranch with the existing utility control systems is underway.
Operating Impact:	Reduced labor and transportation costs due to ability to monitor system remotely.

Traffic Calming – Various Streets

Location:	No specific location
Project Type:	Transportation
Budget:	$25,000
Description:	To enhance safety on local residential streets. Traffic calming measures will be deployed as necessary upon TCC recommendation and Council concurrence.
Operating Impact:	None

Traffic Signal Design – Various Locations

Location:	No specific location
Project Type:	Transportation
Budget:	$10,000
Description:	Engineering of new signals and other traffic related items that arise throughout the year.
Operating Impact:	None

Transfer Station Floor Repair

Location:	Transfer Station
Project Type:	General Government
Budget:	$100,000
Description:	Repair of cantilever over push pit in transfer station.

Operating Impact:	None

Transfer Station Paving

Location:	Transfer Station
Project Type:	General Government
Budget:	$368,846
Description:	Grading and paving at the Transfer Station to be completed in phases.
Operating Impact:	None

Transfer Station Scale – Replacement

Location:	Transfer Station
Project Type:	Equipment
Budget:	$120,000
Description:	Replacement of two axle scales used in the transfer of solid waste materials to landfill and recycling centers.
Operating Impact:	Replacement of existing equipment.

Transfer Station Scale – Stand Alone

Location:	Transfer Station
Project Type:	Equipment
Budget:	$120,000
Description:	Purchase of a new stand alone scale for weighing in City owned and contracted solid waste collection and transfer vehicles.
Operating Impact:	None

Transfer Station Welding Shop

Location:	Transfer Station
Project Type:	General Government
Budget:	$200,000
Description:	Construction to enclose a work space for the container maintenance program in back of the Transfer Station.

Operating Impact:	None

Unpaved Streets

Location:	No specific location
Project Type:	Transportation
Budget:	$51,500
Description:	To provide asphalt, base materials, and other street construction materials for various streets to be paved by Field Operations
Operating Impact:	None

Vehicle – Attenuator Truck

Location:	Street Maintenance
Project Type:	Equipment
Budget:	$27,000
Description:	This is for the purchase of a used five-ton flatbed truck to dedicate to transporting a truck-mounted attenuator.
Operating Impact:	Decreased manpower in mounting and dismounting the current attenuator as the new truck will be the dedicated attenuator truck.

Vehicle – Sign Maintenance Truck

Location:	Street Maintenance
Project Type:	Equipment
Budget:	$60,000
Description:	This is for the funding for a new one-ton, dual wheel 4x4 truck cab and chassis with a service body for sign maintenance.
Operating Impact:	Increased maintenance due to addition of a new vehicle.

Vehicle Replacements

Location:	No specific location
Project Type:	Equipment
Budget:	$3,230,000
Description:	This is for the funding for the replacement of vehicles and equipment as recommended by the Fleet Maintenance Manager.

Operating Impact:	Decreased maintenance costs due to replacement of older vehicles.

Walk-In Cooler

Location:	Police Station
Project Type:	Public Safety
Budget:	$15,500
Description:	Replacement of walk-in evidence cooler. Cost will be shared between General Fund and Police Impact Fee.
Operating Impact:	None

Wastewater Collection Model Update

Location:	No specific location
Project Type:	Utility Project
Budget:	$100,000
Description:	Update wastewater model that was completed in 2007 to plan for capital projects and private development.
Operating Impact:	None

Water Main – Heckthorn

Location:	Centerpointe/Side Road to Heckthorn/Side Road
Project Type:	Utility Project
Budget:	$685,000
Description:	Installation of 2,105 feet of 12” DIP from Centerpointe to Heckthorn to allow for increased capacity to the existing and proposed new water reservoirs in this area.
Operating Impact:	Slight increase from water main maintenance.

Water Main – Smoke Tree Lane

Location:	30” Main at Willow Creek to Birchwood Cove
Project Type:	Utility Project
Budget:	$1,665,000
Description:	This project is to construct an 18” water main from the 30” Chino transmission main in Smoke Tree Lane to Birchwood Cove to supply water to existing mains

in the Prescott Lake area.

Operating Impact: None

Water Main – White Spar

Location: White Spar Road from Copper Basin Road to Canyon Drive

Project Type: Utility Project

Budget: $685,000

Description: Replacement and relocation of City water infrastructure within Arizona Department of Transportation right-of-way in preparation of the upcoming ADOT roadway improvement.

Operating Impact: None anticipated due to being replacement lines.

Water Model Update

Location: No specific location

Project Type: Utility Project

Budget: $30,000

Description: Update water model that was completed in 2005 to plan for capital projects and private development.

Operating Impact: None

Wildfire Academy – Gila River

Location: No specific location

Project Type: Public Safety

Budget: $50,000

Description: Tribal grant for wildland firefighter education and training.

Operating Impact: None anticipated.

Wildfire Academy – Tohono

Location: No specific location

Project Type: Public Safety

Budget: $100,000

Description: Tribal grant for wildland firefighter education and training.

Operating Impact:	None anticipated.

Willow Creek Channel Improvements

Location:	Willow Creek Channel
Project Type:	Transportation
Budget:	$190,000
Description:	Assessment of the Willow Creek levee and its compliance with FEMA certification.
Operating Impact:	None

Willow Creek Transmission Main Scour Protection

Location:	Within Willow Creek
Project Type:	Utility Project
Budget:	$200,000
Description:	Design and construct scour protection for the 36”, 18”, and 14” water transmission mains that cross Willow Creek. The scour protection will prevent lateral and vertical channel geomorphology from rupturing the water mains.
Operating Impact:	Reduction of time and materials resulting from responding to emergency calls.

Willow Creek Wall Repair

Location:	Willow Creek Road
Project Type:	Transportation
Budget:	$100,000
Description:	Remove and replace the outer layer of the retaining wall on Willow Creek Road
Operating Impact:	Decreased maintenance costs.

Watson and Willow Lakes Enhancement Project

Location:	Watson and Willow Lakes
Project Type:	Utility Project
Budget:	$150,000
Description:	This project provides for water and sediment sampling, testing and data analysis at Willow and Watson Lakes. It also provides for public involvement and

dissemination of information gathered to identify potential future water quality.

Operating Impact: None

Zone 7 – Yavapai Hills Lower Pump Station

Location: Yavapai Hills

Project Type: Utility Project

Budget: $1,250,000

Description: This project will consist of relocating the existing Lower Yavapai Hills pump station that feeds pressure zones east of Prescott Lakes Parkway, eastward to the new 1.25MG water storage tank for pressure zone 56, and relocated and upgraded from 300 gallons per minute (GPM) to 750 GPM to meet existing and future domestic and fire flow demands for this area. This project would include installation of new pumps, associated controls and appurtenances, and an above-ground building enclosure. This project would be after the installation of the new Prescott Canyon 1.25MG tank and Prescott Canyon upgrade, but prior to upgrading the existing 8” and 12” mains to 16”.

Operating Impact: Replaces existing facilities so no impact is anticipated.

Zone 12 – Airport Reservoir

Location: Near Airport

Project Type: Utility Project

Budget: $3,500,000

Description: This project is to design and construct a new 3.25 million gallon water reservoir.

Operating Impact: Minor additional costs involved with long-term maintenance cleaning and painting.

Zone 12 – Transmission Piping

Location: Near Airport

Project Type: Utility Project

Budget: $125,000

Description: This project is to install 300lf of parallel DI water mains from the future Zone 12 Reservoir to the existing water main at old 89A.

Operating Impact: None

Zone 19 – Copper Basin Reservoir

Location: Copper Basin Road

Project Type: Utility Project

Budget: $625,054

Description: Project is to locate and purchase land then design and construct a new 1.0 million gallon reservoir located near the end of Copper Basin Road. Upon the completion of the Copper Basin water line improvements and pump station upgrades, this reservoir can be put into operation to provide increased reserve capacity and fire flow.

Operating Impact: Minor additional costs involved with long-term maintenance cleaning and painting.

Zone 19 – Hassayampa Pump Station

Location: Sierra Vista along Copper Basin Road

Project Type: Utility Project

Budget: $306,693

Description: The Water Model and Master Plan Report determined that a new water reservoir, water main, and pump station upgrades within Pressure Zone 19 are needed to improve water pressure, reliability and fire flow capabilities in this area. The existing Village Pump Station will be retired and the Sierra Vista Pump Station along Copper Basin road will be replaced and/or upgraded from a capacity of 220 gpm to 1000 gpm.

Operating Impact: Replaces existing facilities so no impact is anticipated.

Zone 27 – Lower Thumb Butte Pump Station

Location: Thumb Butte Pump Station

Project Type: Utility Project

Budget: $475,000

Description: This project is to upgrade the existing Lower Thumb Butte Station to meet the existing and future demands. It will include the installation of new pumps, piping, controls, and a new building enclosure.

Operating Impact: Replaces existing facilities so no impact is anticipated.

Zone 27 – Thumb Butte Reservoir

Location: Thumb Butte Road area

Project Type: Utility Project

Budget: $1,915,259

Description: The new Thumb Butte Tank Reservoir project is to locate and purchase land

and install a new 1.25 million gallon water reservoir located near the Thumb Butte Road area. The first phase of the project would be to locate and purchase land for this tank and the second phase of this project would be to design and install the new water reservoir.

Operating Impact: Minor additional costs involved with long-term maintenance cleaning and painting.

Zone 27 – Thumb Butte Road 12" Line

Location: Hassayampa Village Road to Lower Thumb Butte Pump Station

Project Type: Utility Project

Budget: $828,506

Description: Upgrade the existing 6" water line in Thumb Butte Road to a 12" water line. This line would connect the existing Lower Thumb Butte Pump Station to the new 12" line in Hassayampa Village Road. It would increase the capacity and fire flow to the Hassayampa Village and Thumb Butte service areas.

Operating Impact: Minor increase in manpower time will be required to operate valves and patrol the main.

Zone 56 – Prescott Canyon Reservoir

Location: West of Prescott Lakes Parkway

Project Type: Utility Project

Budget: $2,273,814

Description: This project will consist of purchasing required land west of Prescott Lakes Parkway and north of SR69 from the State Land Department and construction of a new 1.25 million gallon tank for pressure zone 56. Also included is on-site and interconnecting piping to the existing system.

Operating Impact: Minor additional costs involved with long-term maintenance cleaning and painting.

Zone 56 – Prescott Resort Pump Station

Location: West of Heather Heights and North of Highway 69

Project Type: Utility Project

Budget: $1,212,000

Description: This project is to upgrade the existing Prescott Canyon Pump Station that feeds pressure zone 56 along Highway 69 to meet existing and future demands. The location is west of Heather Heights and north of Highway 69. This project would be the second phase of required upgrades to this pressure zone.

Operating Impact: Replaces existing facilities so no impact is anticipated.

Zone 56 – SR69 Corridor Phase I

Location:	Tribal Intersections and SR69
Project Type:	Utility Project
Budget:	$635,000
Description:	Install pipe sleeves in conjunction with planned Tribal intersections with SR69 to accommodate future water main improvements.
Operating Impact:	None anticipated due to being replacement lines.

Zone 101 – Airport Pump Station

Location:	Airport
Project Type:	Utility Project
Budget:	$2,500,000
Description:	This new pump booster station will be adjacent to the new Zone 12 reservoir and will create the flow capacity and pressure needed to serve the future development of the Airport area.
Operating Impact:	Increase of electrical usage charges, manpower, and equipment due to the maintenance involved with operating a pump station.

Five Year Plan FY2015-FY2019

Project	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected	FY2019 Projected
Water					
A/P Recovery Wells	$ 1,197,000	$ -	$ -	$ 133,000	$ 1,197,000
Small Water Main Upgrades	1,239,000	2,030,000	1,315,000	2,154,000	1,396,000
SR69 Corridor All Phases	1,650,000	-	-	-	-
Haisley New Reservoir (Zone 16)	513,000	1,419,000	-	-	-
12" Line Meadowbrook, Forest Hills - Thumb Butte Rd to Thumb Butte Tank	160,000	1,100,000	-	-	-
Forebay Improvements	-	5,000,000	8,400,000	-	-
Mingus Tank Reservoir Replacement	-	300,000	1,500,000	-	-
Intermediate Pump Stations and Reservoirs w/Forebay Modifications	-	-	-	-	16,000,000
Zone 101 New Tank Reservoir Transmission Piping	-	-	-	-	2,116,800
	$ 4,759,000	$ 9,849,000	$ 11,215,000	$ 2,287,000	$ 20,709,800
Wastewater					
Airport Phase 1	$ 2,000,000	$ -	$ -	$ -	$ -
Sundog Trunk Main	-	-	-	-	3,250,000
Sundog Equalization Basin	750,000	-	-	-	5,000,000
	$ 2,750,000	$ -	$ -	$ -	$ 8,250,000
Streets					
Pavement Maintenance and Rehabilitation	$ 4,638,923	$ 4,778,091	$ 4,921,434	$ 5,069,077	$ 5,221,149
Willow Creek Road Realignment	5,500,000	-	-	-	-
Rosser Street Reconstruction Phase IV	2,000,000	-	-	-	-
Robinson Drive	-	1,160,000	-	-	-
Sundog Connector Road	-	1,420,635	-	-	-
Haisley Road Pavement Reconstruction	-	-	-	1,416,800	-
	$ 12,138,923	$ 7,358,726	$ 4,921,434	$ 6,485,877	$ 5,221,149
Total	$ 19,647,923	$ 17,207,726	$ 16,136,434	$ 8,772,877	$ 34,180,949

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APPENDIX

COMMUNITY PROFILE

RESOLUTION

LEGAL SCHEDULES

SALARY RANGES

AUTHORIZED POSITION SCHEDULE

GLOSSARY OF TERMINOLOGY

COMMUNITY PROFILE

History

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

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

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

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

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

Location

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

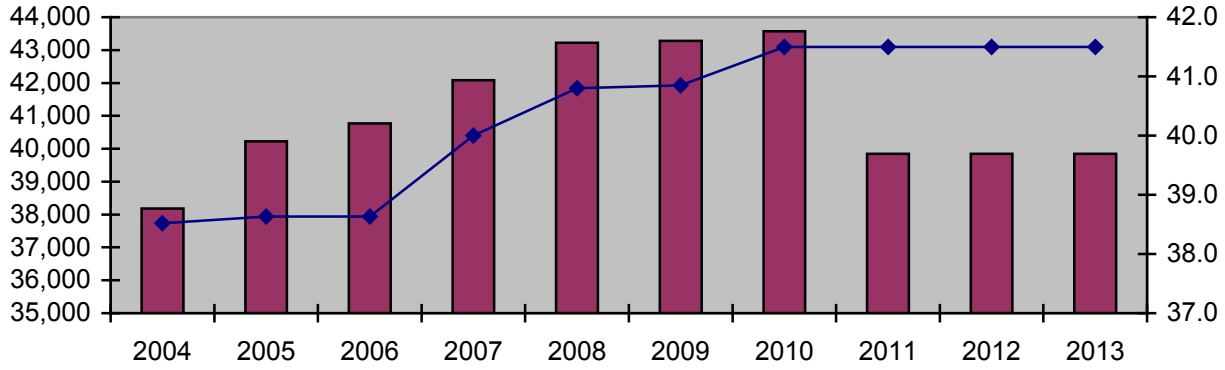
City Government

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

Demographics

The City of Prescott is the largest city in Yavapai County and the base of county government operations.

COMMUNITY PROFILE



Year	Population	Yavapai County	Population as % of County	Land Area
2004	38,180	190,628	20.0%	38.52 square miles
2005	40,225	196,760	20.4%	38.63 square miles
2006	40,770	205,105	19.9%	38.72 square miles
2007	42,085	213,285	19.7%	40.00 square miles
2008	43,217	220,773	19.6%	40.80 square miles
2009	43,280	227,348	19.0%	40.85 square miles
2010	43,573	228,494	19.1%	41.50 square miles
2011	39,843	211,033	18.9%	41.50 square miles
2012	39,843	211,888	18.8%	41.50 square miles
2013	39,843	211,888	18.8%	41.50 square miles

COMMUNITY PROFILE

Racial/Ethnic Composition, 2010 Est	
White, Non-Hispanic	86.40%
Hispanic	2.90%
Black	0.60%
Other	10.10%

Population by Sex, 2010 Est	
Male	49.00%
Female	51.00%

Population by Age, 2010 Est	
Under 5	5.00%
5-9	5.20%
10-14	5.60%
15-19	5.60%
20-24	4.80%
25-34	8.80%
35-44	9.70%
45-54	14.10%
55-59	8.40%
60-64	8.70%
65-74	13.70%
75 and Over	10.40%

Households by Income, 2010 Est	
$200,000 or more	1.70%
150,000 to 199,999	1.10%
100,000 to 149,999	4.70%
75,000 to 99,999	7.00%
50,000 to 74,999	16.70%
35,000 to 49,999	18.70%
25,000 to 34,999	15.90%
15,000 to 24,999	17.20%
10,000 to 14,999	8.10%
under 14,999	9.00%

Average Income	$ 40,910
Median Income	$ 43,290
Per Capita Income	$ 25,527

Economy

Although small in population, 39,843, the City is not dependent on any one company or industry for economic vitality. The region is diverse in nature and benefits from the following industries who are the top ten taxpayers in the City of Prescott:

Top 10 Taxpayers
Arizona Public Service
Costco
Fry's Food & Drug
Lamb Chevrolet
Lowe's
Prescott Honda
Safeway
Tim's Buick Pontiac Toyota
Wal-Mart
York Dodge Chrysler Jeep Ram

COMMUNITY PROFILE

Personal Income (thousands of dollars) (Yavapai County - Calendar Year)	
2001	3,701,821
2002	3,853,070
2003	4,049,851
2004	4,518,554
2005	4,875,841
2006	5,537,703
2007	5,860,461
2008	N/A
2009	N/A

Annual Unemployment Rate (Yavapai County - Calendar Year)	
2001	4.2%
2002	5.3%
2003	5.1%
2004	4.6%
2005	4.4%
2006	3.9%
2007	3.7%
2008	5.6%
2009	9.5%

Personal Income (thousands of dollars)	
2001	21,308
2002	21,514
2003	21,969
2004	23,696
2005	24,521
2006	26,786
2007	27,620
2008	N/A
2009	25,458

School Enrollment	
2001	5,049
2002	5,031
2003	5,000
2004	5,113
2005	5,242
2006	5,558
2007	5,688
2008	5,763
2009	5,776

Financial

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Total Operating Budget (000s)	$ 80,514	$ 81,449	$ 70,857	$ 74,654	$ 76,727	$ 84,876
Total Regular Employees (Note 1)	572.500	518.25	512.25	513.75	504.75	508.00
Total Employees per 1000	13.25	11.97	11.75	12.89	12.67	12.75
Assessed Valuation (000s)	660,247	729,027	720,770	634,923	554,022	510,235
Property Tax Rate	0.4233	0.3697	0.3830	0.4433	0.4832	0.3108
City Prop Tax Paid Per Capita	$ 73.00	$ 66.60	$ 64.84	$ 71.26	$ 67.28	$ 42.81
City Sales Tax Rate	2%	2%	2%	2%	2%	2%
City Sales Tax Paid Per Capita	$ 335.52	$ 288.82	$ 275.40	$ 299.27	$ 316.87	$ 339.33

Note: Regular employees does not include part-time temporary or seasonal employees.

COMMUNITY PROFILE

City Services

Neighborhood Resources	
Parks	21
Park Acres	823
Golf Courses	2
Miles of Trails	52
Open Space - Natural Parklands (acres)	1,514
Libraries	1
Circulation of Library Materials	805,113

Public Safety	
Police Employees	124.75
Calls for Services	26,801
Part 1 Crimes	1,291
Part 2 Crimes	3,495
Fire Stations	5
Fire Employees	73.00
Calls for Services	7,440
Inspections	1,231

Building Inspections	
Number of Permits Issued	1,613
Value of Permits (in millions)	60.9

Transportation	
Total Miles of Streets (lane miles)	578
Cold Mix Repairs (lbs)	98,822
Hot Mix Repairs (tons)	2,763

Refuse Collection	
Household Accounts	17,217
Commercial Accounts	911
Refuse Collected (tons)	27,835
Recycle Collected (tons)	3,836

Transfer Station	
Transactions Per Year	68,912
Tons Per Year	66,966

Airport	
Commercial Aircraft Landings	1,837
Passengers	5,146
FAA Traffic Count	257,062

City of Prescott Water	
Miles of Water Mains	514.8
Number of Connections	22,596

City of Prescott Wastewater	
Miles of Wastewater Lines	372.6
Number of Connections	17,921

BUDGET RESOLUTIONS

RESOLUTION NO. 4175-1337

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 2014, 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 2014. Copies of said statements and schedules have been distributed to the Council and are on file in the office of the City Manager. Said copies are attached hereto for the purpose of publication only, except that they are hereby ordered to be entered into the minutes of the City Council of the City of Prescott.

SECTION 2. THAT, the Clerk is hereby authorized and directed to publish in the manner prescribed by law, the attached statements and schedules as said tentative budget, together with a copy of this Resolution as notice of the meetings of the City Council, to wit:

A. That the City Council will meet on the 25th day of June, 2013, 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 2014 for the City of Prescott. In compliance with sections 42-17104 and 42-17107, Arizona Revised Statutes, a Truth in Taxation hearing will be combined with the expenditures and tax levy hearing provided for in this paragraph. The proposed budget may be examined on weekdays at 201 South Cortez Street, Prescott, Arizona, between 8:00 A.M. and 5:00 P.M.

B. That the City Council will further meet at a Regular Meeting on the 9th day of July, 2013, 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 2014 for the City of Prescott.

SECTION 3. THAT, upon the recommendation by the City Manager and with the approval of the Council, expenditures may be made from the appropriation for contingencies. The transfers of any sums within or without any specific appropriations shall conform to Article VI, Section 11, Prescott City Charter.

SECTION 4. THAT, money from any fund may be used for any of these appropriations

BUDGET RESOLUTIONS

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 11th day of June, 2013.

/s/ MARLIN D. KUYKENDALL, Mayor

ATTEST: /s/ LYNN MULHALL, City Clerk
APPROVED AS TO FORM: /s/ JON PALADINI, City Attorney

BUDGET RESOLUTIONS

RESOLUTION NO. 4179-1341

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF PRESCOTT, YAVAPAI COUNTY, ARIZONA, FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES FOR THE FISCAL YEAR 2014, AND DECLARING THAT THE SAME SHALL CONSTITUTE THE BUDGET FOR THE CITY OF PRESCOTT FOR SAID FISCAL YEAR AND ESTABLISHING THE EXPENDITURE LIMITATION, APPROVING AND UPDATING THE JOB ROSTER FOR THE CITY OF PRESCOTT AND SETTING FORTH ITS DETERMINATION AS TO UNFUNDED CAPITAL AND OTHER UNFUNDED BUDGETARY REQUESTS.

RECITALS:

WHEREAS, in accordance with the Provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes, the City Council did, on the 11th day of June, 2013, make an estimate of the different amounts required to meet the public expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Prescott; and

WHEREAS, in accordance with said sections of said title, and following due public notice, the Council met on June 25, 2013, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures, establishing the expenditure limitation, or tax levies; and

WHEREAS, the City Job Roster is included in the accompanying exhibit and the Council wishes to update its job roster and approve the job roster as provided by the Prescott City Charter; and

WHEREAS, Unfunded Capital Projects are included in the accompanying exhibit and the Council wishes to update its job roster and approve the job roster as provided by the Prescott City Charter; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on July 9, 2013, in Prescott City Council Chambers at 201 South Cortez Street, Prescott, Arizona for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS, it appears that the sums to be raised by primary taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in Arizona Revised Statutes, Title 42, Section 17051.A.

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF PRESCOTT AS FOLLOWS:

SECTION 1. THAT, the said estimates of revenue and expenditures shown on the accompanying schedules as now increased, reduced or changed by and the same are hereby adopted as the budget of the City of Prescott for the fiscal year 2014.

BUDGET RESOLUTIONS

SECTION 2. THAT, the expenditure limitation for the City of Prescott for fiscal year 2014 be established at $173,123,611.

SECTION 3. THAT, the Roster of Jobs shown in the attached accompanying exhibit and approved by the City of Prescott and in accordance with Article IV of the Prescott City Charter.

SECTION 4. THAT the Council in its legislative discretion has reviewed the budgetary items referred to in the annual budget proposals as "Unfunded Capital," which items are referred to in the accompanying exhibit referenced as Unfunded Capital and in the exercise of such legislative function has determined in its discretion not to spend existing resources for the purchase of equipment, personnel, construction, reconstruction or maintenance of the unfunded proposals and projects contained in or referred to in the "Unfunded Capital" exhibit. Further, the City Council has exercised its budgetary and legislative discretion with respect to its decision not to provide governmental funding or services for the Unfunded Capital items, as well as for the requested equipment, personnel, construction or maintenance of facilities or capital items requested in departmental budgetary proposals considered by the Countil in its annual budget retreat and its review of the budget proposals of each city department, (including all proposals for capital funding and that the decision not to fund, to repair, to improve, maintain, reconstruct). The Council has determined not to spend existing resources for the purchase of equipment, personnel, construction, reconstruction or maintenance of the unfunded proposals and unfunded projects requested by the City departments. This determination constitutes a decision by the City Council not to provide the resources necessary for such proposals to be funded, including specifically the decision as to which streets, sidewalks, sanitary sewer, and parking lots will be repaired, maintained, and reconstructed or otherwise funded for the ensuing fiscal year and which will not be funded.

PASSED, APPROVED and ADOPTED by the Mayor and Council of the City of Prescott, Arizona, on this 25th day of June, 2013.

/s/ MARLIN D KUYKENDALL, Mayor

ATTEST: /s/ LYNN MULHALL, City Clerk
APPROVED AS TO FORM: /s/ JON PALADINI, City Attorney

CITY OF PRESCOTT, ARIZONA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2014

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2013	ACTUAL EXPENDITURES/ EXPENSES** 2013	FUND BALANCE/ NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/ EXPENSES 2014
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 30,083,800	$ 29,576,884	$ 17,976,466	Primary: $ 1,518,465	$ 29,633,919	$	$	$ 20,000	$ 766,883	$ 48,381,967	$ 31,796,748
2. Special Revenue Funds	32,836,039	20,534,511	20,246,445	Secondary:	24,840,777			435,314	78,883	45,443,653	32,152,858
3. Debt Service Funds Available	2,969,610	1,968,611	350,974	187,200	389,534					927,708	565,734
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	2,969,610	1,968,611	350,974	187,200	389,534					927,708	565,734
6. Capital Projects Funds											
7. Permanent Funds											
8. Enterprise Funds Available	84,882,116	59,287,612	48,409,997		40,987,154	35,151,180		390,452		124,938,783	99,838,620
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	84,882,116	59,287,612	48,409,997		40,987,154	35,151,180		390,452		124,938,783	99,838,620
11. Internal Service Funds	9,287,731	7,553,387	4,305,886		6,163,913					10,469,799	8,769,651
12. TOTAL ALL FUNDS	$ 160,059,296	$ 118,921,005	$ 91,289,768	$ 1,705,665	$ 102,015,297	$ 35,151,180	$	$ 845,766	$ 845,766	$ 230,161,910	$ 173,123,611

EXPENDITURE LIMITATION COMPARISON	2013	2014
1. Budgeted expenditures/expenses	$ 160,059,296	$ 173,123,611
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	160,059,296	173,123,611
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	$ 160,059,296	$ 173,123,611
6. EEC or voter-approved alternative 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 current year from Schedule E.
** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
*** Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

CITY OF PRESCOTT, ARIZONA
Tax Levy and Tax Rate Information
Fiscal Year 2014

	2013	2014
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 1,472,037	$ 1,518,465
2. Amount received from primary property taxation in the **current year** 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	$ 1,095,856	$ 1,518,465
B. Secondary property taxes	1,584,975	187,200
C. Total property tax levy amounts	$ 2,680,831	$ 1,705,665
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 1,077,257	
(2) Prior years' levies	18,599	
(3) Total primary property taxes	$ 1,095,856	
B. Secondary property taxes		
(1) **Current** year's levy	$ 1,561,142	
(2) Prior years' levies	23,833	
(3) Total secondary property taxes	$ 1,584,975	
C. Total property taxes collected	$ 2,680,831	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.1978	0.2741
(2) Secondary property tax rate	0.2854	0.0367
(3) Total city/town tax rate	0.4832	0.3108

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the City of Prescott did not operate any special assessment districts for which secondary property taxes are levied.

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

CITY OF PRESCOTT, ARIZONA
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
GENERAL FUND			
Local taxes			
Privilege and Use Tax	$ 12,625,000	$ 13,190,000	$ 13,520,000
Franchise Taxes	1,719,092	1,641,156	1,658,979
Licenses and permits	332,600	393,340	444,800
Intergovernmental			
State	9,471,571	9,471,571	9,960,938
Local Jurisdictions	2,189,619	2,085,032	2,099,794
Charges for services	1,399,458	1,398,345	1,226,058
Fines and forfeits	504,800	492,415	476,350
Interest on investments	263,250	133,350	133,250
In-lieu property taxes	67,000	67,000	67,000
Miscellaneous	23,750	1,049,175	46,750
Total General Fund	$ 28,596,140	$ 29,921,384	$ 29,633,919
SPECIAL REVENUE FUNDS			
Streets and Open Space Funds			
Streets and Open Space Tax	$ 12,076,486	$ 12,796,500	$ 13,153,000
Intergovernmental - State	2,808,792	2,808,792	2,810,513
Intergovernmental - County	960,000	196,721	1,897,491
Interest Earned	50,000	100,000	100,000
Miscellaneous	654,901	575,425	556,201
Total Streets and Open Space Funds	$ 16,550,179	$ 16,477,438	$ 18,517,205
Transient Occupancy Tax			
Transient Occupancy Tax	$ 557,684	$ 583,000	$ 600,000
Miscellaneous	1,500	1,500	1,500
Total Transient Occupancy Tax	$ 559,184	$ 584,500	$ 601,500
Impact Fee Fund			
Impact Fees	$ 306,120	$ 383,051	$ 382,650
Miscellaneous	61,058	57,959	57,259
Total Impact Fee Fund	$ 367,178	$ 441,010	$ 439,909
Grant Funds			
Miscellaneous Grants	4,280,572	$ 1,668,246	$ 5,276,163
Total Grant Funds	$ 4,280,572	$ 1,668,246	$ 5,276,163
Acker Trust			
Interest Earned	10,000	$ 6,000	$ 6,000
Total Acker Trust	$ 10,000	$ 6,000	$ 6,000
Total Special Revenue Funds	$ 21,767,113	$ 19,177,194	$ 24,840,777

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF PRESCOTT, ARIZONA
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
DEBT SERVICE FUNDS			
Special Assessments	$ 1,340,044	$ 340,044	$ 350,044
Interest Earned	52,591	56,591	39,490
Total Debt Service Funds	$ 1,392,635	$ 396,635	$ 389,534
ENTERPRISE FUNDS			
Water	$ 16,093,795	$ 16,989,049	$ 18,155,875
Wastewater	9,840,700	9,925,510	10,598,000
Solid Waste/Transfer Station	8,294,520	6,559,290	6,361,520
Golf Course	2,895,740	2,574,515	2,709,500
Airport	8,936,636	9,837,686	3,162,259
Total Enterprise Funds	$ 46,061,391	$ 45,886,050	$ 40,987,154
INTERNAL SERVICE FUNDS			
Fleet Maintenance	$ 1,941,000	$ 2,013,393	$ 1,946,000
Self-Insurance	2,257,978	2,196,850	1,395,414
Engineering	1,616,735	1,627,420	1,636,415
Facilities Maintenance	1,119,948	1,122,953	1,186,084
Total Internal Service Funds	$ 6,935,661	$ 6,960,616	$ 6,163,913
TOTAL ALL FUNDS	$ 104,752,940	$ 102,341,879	$ 102,015,297

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF PRESCOTT, ARIZONA
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2014

FUND	OTHER FINANCING 2014 SOURCES	OTHER FINANCING 2014 <USES>	INTERFUND TRANSFERS 2014 IN	INTERFUND TRANSFERS 2014 <OUT>
GENERAL FUND				
Parking Garage	$	$	$ 20,000	$
Grants				766,883
Total General Fund	$	$	$ 20,000	$ 766,883
SPECIAL REVENUE FUNDS				
Streets and Open Space Funds	$	$	$ 58,883	$
Street Impact Fees				58,883
Transient Lodging Tax				20,000
Grants			376,431	
Total Special Revenue Funds	$	$	$ 435,314	$ 78,883
ENTERPRISE FUNDS				
Water	$ 11,000,000	$	$	$
Wastewater	24,151,180			
Airport			390,452	
Total Enterprise Funds	$ 35,151,180	$	$ 390,452	$
TOTAL ALL FUNDS	$ 35,151,180	$	$ 845,766	$ 845,766

CITY OF PRESCOTT, ARIZONA
Expenditures/Expenses by Fund
Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
GENERAL FUND				
City Council	$ 39,104	$	$ 36,673	52,508
City Clerk	78,451		59,384	109,317
City Court	549,961		527,030	558,207
City Manager	697,175		695,824	681,299
Legal	246,865	100,000	331,899	373,999
Budget & Finance	561,948		502,000	407,690
Field & Facilities	138,381		105,757	187,879
Community Development	1,308,228		1,251,520	1,308,807
Parks & Recreation	3,056,449		3,040,293	3,026,679
Library	2,248,752		2,191,013	2,260,241
Police Department	12,445,791		12,231,531	13,218,663
Fire Department	7,222,605		7,213,884	8,276,837
Economic Enterprises	1,390,090		1,390,076	1,334,622
Total General Fund	$ 29,983,800	$ 100,000	$ 29,576,884	$ 31,796,748
SPECIAL REVENUE FUNDS				
Streets and Open Space	$ 27,446,609	$	$ 17,842,914	$ 24,497,428
Transient Occupancy Tax	611,905		541,026	819,552
Impact Fees	1,427,350		94,950	887,501
Grants	4,634,878	(1,500,000)	1,840,324	5,652,594
Trust Funds	215,297		215,297	295,783
Total Special Revenue Funds	$ 34,336,039	$ (1,500,000)	$ 20,534,511	$ 32,152,858
DEBT SERVICE FUNDS	$ 2,969,610	$	$ 1,968,611	$ 565,734
ENTERPRISE FUNDS				
Water	$ 32,355,874	$	$ 19,244,147	$ 47,678,230
Wastewater	30,119,790		21,472,456	37,193,226
Solid Waste/Transfer Station	8,944,146		5,237,562	8,528,658
Golf Course	2,841,390		2,781,584	2,887,860
Airport	9,120,916	1,500,000	10,551,863	3,550,646
Total Enterprise Funds	$ 83,382,116	$ 1,500,000	$ 59,287,612	$ 99,838,620
INTERNAL SERVICE FUNDS				
Fleet Maintenance	$ 4,267,953	$	$ 2,799,370	$ 4,378,693
Self-Insurance	2,243,329	(100,000)	2,026,850	1,375,414
Engineering	1,618,817		1,617,920	1,687,960
Facilities Maintenance	1,257,632		1,109,247	1,327,584
Total Internal Service Funds	$ 9,387,731	$ (100,000)	$ 7,553,387	$ 8,769,651
TOTAL ALL FUNDS	$ 160,059,296	$	$ 118,921,005	$ 173,123,611

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF PRESCOTT, ARIZONA
Expenditures/Expenses by Department
Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Public Works:				
Streets and Open Space	$ 23,605,636	$	$ 14,422,229	$ 20,751,379
Engineering	1,618,817		1,617,920	1,687,960
Water	32,355,874		19,244,147	47,678,230
Wastewater	30,119,790		21,472,456	37,193,226
Department Total	$ 87,700,117	$	$ 56,756,752	$ 107,310,795
Field & Facilities:				
Streets and Open Space	$ 3,840,973	$	$ 3,420,685	$ 3,746,049
Solid Waste/Transfer Station	8,944,146		5,237,562	8,528,658
General Fund	138,381		105,757	187,879
Fleet Maintenance	4,267,953		2,799,370	4,378,693
Facilities Maintenance	1,257,632		1,109,247	1,327,584
Department Total	$ 18,449,085	$	$ 12,672,621	$ 18,168,863
Airport and Economic Ent				
General Fund	$ 1,390,090	$	$ 1,390,076	$ 1,334,622
Airport	9,120,916	1,500,000	10,551,863	3,550,646
Department Total	$ 10,511,006	$ 1,500,000	$ 11,941,939	$ 4,885,268

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

CITY OF PRESCOTT, ARIZONA
Full-Time Employees and Personnel Compensation
Fiscal Year 2014

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
GENERAL FUND	333.00	$ 19,243,931	$ 4,539,132	$ 2,479,309	$ 1,651,152	= $ 27,913,524
SPECIAL REVENUE FUNDS						
Streets and Open Space	38.90	$ 1,909,435	$ 215,149	$ 306,533	$ 266,973	= $ 2,698,090
Transient Occupancy Tax	1.00	85,377	9,853	9,484	8,403	113,117
Grants	5.25	492,719	111,104	50,058	53,487	707,368
Trust	0.40	7,800			1,779	9,579
Total Special Revenue Funds	45.55	$ 2,495,331	$ 336,106	$ 366,075	$ 330,642	= $ 3,528,154
DEBT SERVICE FUNDS						
		$	$	$	$	= $
Total Debt Service Funds	-	$ -	$ -	$ -	$ -	= $ -
ENTERPRISE FUNDS						
Water	42.75	$ 2,193,269	$ 239,929	$ 338,224	$ 210,220	= $ 2,981,642
Wastewater	35.30	1,813,318	206,676	292,232	189,059	2,501,285
Solid Waste/Transfer Station	29.10	1,209,451	136,327	224,960	153,952	1,724,690
Golf course	38.00	1,114,196	128,578	131,203	107,297	1,481,274
Airport	10.75	494,819	57,102	59,683	48,239	659,843
Total Enterprise Funds	155.90	$ 6,825,053	$ 768,612	$ 1,046,302	$ 708,767	= $ 9,348,734
INTERNAL SERVICE FUNDS						
Fleet Maintenance	9.40	$ 505,606	$ 52,106	$ 77,426	$ 51,656	= $ 686,794
Engineering	17.50	1,038,365	115,969	142,554	95,370	1,392,258
Facilities Maintenance	8.75	356,280	37,314	43,906	38,487	475,987
Total Internal Service Funds	35.65	$ 1,900,251	$ 205,389	$ 263,886	$ 185,513	= $ 2,555,039
TOTAL ALL FUNDS A	570.10 See Note	$ 30,464,566	$ 5,849,239	$ 4,155,572	$ 2,876,074	= $ 43,345,451

Note:
Full-Time Equivalent (FTE) includes 508 FTE permanent employees and estimated 62.10 FTE temporary employees.

FY2014 BUDGET SALARY RANGES

Salary Range	Minimum	Midpoint	Maximum
11	11,936.04	14,323.25	16,710.46
12	12,234.45	14,681.34	17,128.23
13	12,540.31	15,048.37	17,556.43
14	12,853.82	15,424.59	17,995.35
15	13,175.16	15,810.19	18,445.22
16	13,504.53	16,205.44	18,906.34
17	13,842.14	16,610.57	19,379.00
18	14,188.21	17,025.85	19,863.49
19	14,542.91	17,451.49	20,360.07
20	14,906.48	17,887.78	20,869.07
21	15,279.15	18,334.98	21,390.81
22	15,661.13	18,793.36	21,925.58
23	16,052.66	19,263.19	22,473.72
24	16,453.97	19,744.77	23,035.56
25	16,865.32	20,238.39	23,611.45
26	17,286.95	20,744.34	24,201.73
27	17,719.12	21,262.95	24,806.77
28	18,162.11	21,794.53	25,426.95
29	18,616.16	22,339.39	26,062.62
30	19,081.56	22,897.87	26,714.18
31	19,558.60	23,470.32	27,382.04
32	20,047.57	24,057.09	28,066.60
33	20,548.77	24,658.53	28,768.28
34	21,062.48	25,274.98	29,487.47
35	21,589.03	25,906.84	30,224.64
36	22,128.77	26,554.53	30,980.28
37	22,681.98	27,218.38	31,754.77
38	23,249.04	27,898.85	32,548.66
39	23,830.26	28,596.31	33,362.36
40	24,426.01	29,311.21	34,196.41
41	25,036.67	30,044.01	35,051.34
42	25,662.58	30,795.10	35,927.61
43	26,304.14	31,564.97	36,825.80
44	26,961.75	32,354.10	37,746.45
45	27,635.79	33,162.95	38,690.11
46	28,326.68	33,992.02	39,657.35
47	29,034.85	34,841.82	40,648.79
48	29,760.71	35,712.85	41,664.99
49	30,504.73	36,605.68	42,706.62
50	31,267.36	37,520.83	43,774.30
51	32,049.04	38,458.85	44,868.66
52	32,850.26	39,420.31	45,990.36
53	33,671.53	40,405.84	47,140.14
54	34,513.31	41,415.97	48,318.63
55	35,376.14	42,451.37	49,526.60
56	36,260.54	43,512.65	50,764.76
57	37,167.06	44,600.47	52,033.88
58	38,096.22	45,715.47	53,334.71
59	39,048.63	46,858.36	54,668.08
60	40,024.84	48,029.81	56,034.78

Salary Range	Minimum	Midpoint	Maximum
61	41,025.47	49,230.57	57,435.66
62	42,051.10	50,461.32	58,871.54
63	43,102.37	51,722.85	60,343.32
64	44,179.94	53,015.93	61,851.92
65	45,284.44	54,341.33	63,398.22
66	46,416.55	55,699.86	64,983.17
67	47,576.97	57,092.37	66,607.76
68	48,766.39	58,519.67	68,272.95
69	49,985.56	59,982.67	69,979.78
70	51,235.19	61,482.23	71,729.27
71	52,516.08	63,019.30	73,522.51
72	53,828.97	64,594.77	75,360.56
73	55,174.70	66,209.64	77,244.58
74	56,554.06	67,864.87	79,175.68
75	57,967.92	69,561.51	81,155.09
76	59,417.11	71,300.53	83,183.95
77	60,902.54	73,083.05	85,263.56
78	62,425.10	74,910.12	87,395.14
79	63,985.73	76,782.88	89,580.02
80	65,585.39	78,702.47	91,819.55
81	67,225.02	80,670.03	94,115.03
82	68,905.65	82,686.78	96,467.91
83	70,628.28	84,753.94	98,879.59
84	72,393.99	86,872.79	101,351.59
85	74,203.84	89,044.61	103,885.38
86	76,058.94	91,270.73	106,482.52
87	77,960.41	93,552.49	109,144.57
88	79,909.41	95,891.29	111,873.17
89	81,907.14	98,288.57	114,670.00
90	83,954.82	100,745.79	117,536.75
91	86,053.69	103,264.43	120,475.17
92	88,205.04	105,846.05	123,487.06
93	90,410.17	108,492.21	126,574.24
94	92,670.43	111,204.52	129,738.60
95	94,987.18	113,984.62	132,982.05
96	97,361.87	116,834.25	136,306.62
97	99,795.91	119,755.09	139,714.27
98	102,290.80	122,748.96	143,207.12
99	104,848.07	125,817.69	146,787.30
100	107,469.29	128,963.15	150,457.01
101	110,156.02	132,187.23	154,218.43
102	112,909.93	135,491.92	158,073.90
103	115,732.67	138,879.21	162,025.74
104	118,625.99	142,351.19	166,076.39
105	121,591.64	145,909.97	170,228.30
106	124,631.43	149,557.72	174,484.00
107	127,747.22	153,296.67	178,846.11
108	130,940.91	157,129.09	183,317.27
109	134,214.42	161,057.31	187,900.19
110	137,569.78	165,083.74	192,597.69

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Mayor and Council						
Mayor	1.00	1.00	1.00	9,000	9,000	
Councilman	6.00	6.00	6.00	6,000	6,000	
Total Mayor and Council	7.00	7.00	7.00			
City Clerk						
City Clerk	1.00	1.00	1.00	Unclassified		
Deputy City Clerk	-	1.00	1.00	40,019	57,429	60
Administrative Assistant	1.00	-	-	33,675	48,318	53
Secretary	-	-	0.50	26,957	38,688	44
Total City Clerk	2.00	2.00	2.50			
City Court						
Senior Court Clerk	1.00	1.00	1.00	28,330	40,664	46
Court Clerk	4.75	5.00	5.00	25,667	36,816	42
Total City Court	5.75	6.00	6.00			
City Manager						
City Manager	0.75	0.75	0.75	Unclassified		
Deputy City Manager	1.00	1.00	1.00	Unclassified		
Asst to City Council	1.00	1.00	1.00	48,776	69,971	68
Asst. to City Manager	1.00	-	-	46,426	66,602	66
Total City Manager	3.75	2.75	2.75			
Public Communications						
Comm & Public Affairs Mngr	-	1.00	1.00	57,970	83,200	75
Public Affairs Director	1.00	-	-	57,970	83,200	75
Total	1.00	1.00	1.00			
Human Resources						
Human Resources Director	1.00	1.00	1.00	Unclassified		
Human Resources Analyst	1.00	1.00	1.00	48,776	69,971	68
HR/Payroll Budget & Systems Analyst	-	1.00	1.00	48,776	69,971	68
Benefits Specialist	1.00	1.00	1.00	38,106	54,662	58
Human Resources Asst.	1.00	1.00	1.00	33,675	48,318	53
Payroll Specialist	1.00	1.00	1.00	39,042	56,035	59
Total Human Resources	5.00	6.00	6.00			
Legal Department						
City Attorney	1.00	1.00	1.00	Unclassified		
Assistant City Attorney	-	3.00	3.00	79,914	114,670	88
Chief Asst. City Attorney	1.00	-	-	79,914	114,670	88
Sr. Asst. City Attorney	1.00	-	-	72,384	103,896	84
Prosecutor	1.00	-	-	79,914	114,670	88
Legal Services Administrator	-	1.00	1.00	68,910	98,883	82
Investigator	1.00	-	-	42,058	60,341	62
Police Officer	-	1.00	-	42,661	62,254	PD Ofc
Office Manager	1.00	-	-	38,106	54,662	58
Legal Secretary	1.50	1.50	1.50	32,053	45,989	51
Risk Management Technician	-	-	1.00	32,053	45,989	51
Legal Assistant	1.00	1.00	1.00	34,507	49,525	54
Total Legal Department	8.50	8.50	8.50			
Total General Government	**33.00**	**33.25**	**33.75**			

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Budget and Finance Department						
Tax & Licensing						
Assistant Finance Director	0.50	-	-	72,384	103,896	84
Privilege Tax Supervisor	1.00	1.00	1.00	51,230	73,528	70
Privilege Tax Auditor	1.00	1.00	1.00	48,776	69,971	68
Tax & Licensing Specialist	1.00	1.00	-	48,776	69,971	68
Tax & Licensing Representative	1.00	1.00	1.00	33,675	48,318	53
Tax & Licensing Collector	1.00	1.00	1.00	33,675	48,318	53
Tax Accounting Clerk	-	1.00	1.00	31,262	44,886	50
Total	5.50	6.00	5.00			
Accounting Services						
Finance Director	0.90	0.90	1.00	Unclassified		
Assistant Finance Director	0.50	-	-	72,384	103,896	84
Customer Service Manager	1.00	1.00	-	51,230	73,528	70
Senior Accountant	-	1.00	1.00	56,555	81,162	74
Budget Manager	1.00	1.00	-	51,230	73,528	70
Budget and Finance Analyst	-	-	1.00	48,776	69,971	68
Accountant	-	-	1.00	48,776	69,971	68
Accounts Payable & Purchasing Specialist	-	-	1.00	36,254	52,042	56
Accounts Rec. & Assessments Specialist	-	-	1.00	36,254	52,042	56
Accounting Technician	2.00	2.00	-	33,675	48,318	53
Accounting Clerk	1.00	-	-	26,957	38,688	44
Total	6.40	5.90	6.00			
Information Technology						
Finance Director	0.10	0.10	-	Unclassified		
IT Manager	1.00	1.00	1.00	72,384	103,896	84
GIS Coord\Historic Preservation	0.50	0.50	0.50	57,970	83,200	75
Network Engineer	1.00	1.00	2.00	51,230	73,528	70
Help Desk Manager	1.00	1.00	1.00	51,230	73,528	70
Web Developer/GIS Specialist	-	1.00	1.00	46,426	66,602	66
Info Tech Specialist	4.00	4.00	2.00	46,426	66,602	66
GIS Specialist	1.00	1.00	1.00	46,426	66,602	66
Help Desk Technicians	-	-	2.00	42,058	60,341	62
Administrative Assistant	1.00	0.50	-	33,675	48,318	53
Total	9.60	10.10	10.50			
Purchasing						
Purchasing Manager	1.00	-	-	56,555	81,162	74
Total	1.00	-	-			
Total Finance Department	**22.50**	**22.00**	**21.50**			
Field and Facilities-General Fund						
Rodeo						
Administrative Svcs Director	0.15	-	-	Unclassified		
Facilities Manager	-	0.15	0.15	56,555	81,162	74
Total	0.15	0.15	0.15			
Parking Garage Fund						
Administrative Svc Director	0.10	-	-	Unclassified		
Facilities Manager	-	0.10	0.10	56,555	81,162	74
Total	0.10	0.10	0.10			
Total Field and Facilities-GF	**0.25**	**0.25**	**0.25**			

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Community Development						
Administration/Planning & Zoning						
Comm. Devel. Director	0.50	0.50	0.50	Unclassified		
Planning Manager	0.60	0.60	0.60	60,902	87,381	77
GIS Coord\Historic Preservation	0.50	0.50	0.50	57,970	83,200	75
Planner	2.75	1.65	1.65	51,230	73,528	70
Grants Administrator	1.00	1.00	0.50	45,282	64,979	65
Administrative Assistant	1.00	-	-	33,675	48,318	53
Administrative Specialist	0.50	1.00	1.00	32,843	47,133	52
Secretary	1.00	-	-	26,957	38,688	44
Total	7.85	5.25	4.75			
Building Inspections						
Comm. Devel. Director	0.30	0.30	0.30	Unclassified		
Chief Building Official	1.00	1.00	1.00	60,902	87,381	77
Commercial Specialist	1.00	-	-	48,776	69,971	68
Plans Examiner/Bldg. Insp	-	2.00	2.00	48,776	69,971	68
Plans Examiner	1.00	1.00	1.00	44,179	63,398	64
Building Inspector	1.00	-	-	38,106	54,662	58
Permit Tech	1.00	1.00	1.00	31,262	44,886	50
Total	5.30	5.30	5.30			
Code Enforcement						
Comm. Devel. Director	0.20	0.20	0.20	Unclassified		
Planning Manager	0.40	0.40	0.40	60,902	87,381	77
Code Enforcement Supervisor	1.00	1.00	1.00	48,776	69,971	68
Code Enforcement Officer	1.00	1.00	1.00	29,037	41,662	47
Total	2.60	2.60	2.60			
Total Community Development	**15.75**	**13.15**	**12.65**			
Parks and Recreation						
Administration						
Recreation Services Director	1.00	1.00	1.00	Unclassified		
Recreation Coordinator	-	-	1.00	37,170	53,352	57
Recreation Assistant	0.09	0.09	-	26,957	38,688	44
Total	1.09	1.09	2.00			
Recreation Programming						
Recreation Supervisor	1.00	1.00	1.00	56,555	81,162	74
ASA/Tournament Supervisor	1.00	1.00	-	48,776	69,971	68
Recreation Coordinator	-	-	1.00	37,170	53,352	57
Recreation Assistant	0.79	0.79	-	26,957	38,688	44
Secretary	1.00	1.00	1.00	26,957	38,688	44
Total	3.79	3.79	3.00			
Parks, Trails, and Landscape Maintenance						
Special Projects Supt.	1.00	1.00	1.00	48,776	69,971	68
Parks Maintenance Supt	1.00	1.00	1.00	56,555	81,162	74
Parks Regional Coordinator	2.00	2.00	2.00	42,058	60,341	62
Landscape Coordinator	0.30	0.30	0.30	40,019	57,429	60
Equipment Mechanic	1.00	1.00	1.00	39,042	56,035	59
Turf & Irrigation Coord.	1.00	1.00	1.00	37,170	53,352	57

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Maintenance Technician	2.30	-	-	32,843	47,133	52
Trails/Natural Parklands Coord	-	1.00	1.00	37,170	53,352	57
Community Svcs Work Mon.	-	2.00	2.00	26,957	38,688	44
Maintenance Worker	-	1.30	1.30	25,043	35,922	41
Recreation Assistant	0.11	0.11	-	26,957	38,688	44
Total	8.71	10.71	10.60			
Lakes Management						
Maintenance Technician	1.00	1.00	3.00	32,843	47,133	52
Maintenance Worker	2.00	2.00	-	25,043	35,922	41
Total	3.00	3.00	3.00			
Total Parks and Recreation	**16.60**	**18.60**	**18.60**			
Library						
Library/Public Services						
Director	1.00	1.00	1.00	68,910	98,883	82
Assistant Director	1.00	-	-	56,555	81,162	74
Library Manager, Public Services	-	1.00	1.00	56,555	81,162	74
Library Network Manager	1.00	-	-	51,230	73,528	70
Lead Librarian	2.00	2.00	2.00	45,282	64,979	65
Librarian	5.00	6.00	5.00	41,018	58,864	61
Library Specialist	3.00	2.00	2.00	32,053	45,989	51
Library Assistant	5.00	6.00	5.00	27,643	39,666	45
Total	18.00	18.00	16.00			
Library/Support Services						
Manager, Support Services	1.00	1.00	1.00	51,230	73,528	70
Librarian	1.00	-	1.00	41,018	58,864	61
Technology Support Spec.	1.00	1.00	1.00	41,018	58,864	61
Library Assistant	2.00	1.00	2.00	27,643	39,666	45
Maintenance Technician	1.00	1.00	1.00	32,843	47,133	52
Custodian	1.00	1.00	1.00	21,590	30,971	35
Total	7.00	5.00	7.00			
Total Library	**25.00**	**23.00**	**23.00**			
Police Department						
Administration						
Police Chief	1.00	1.00	1.00	Unclassified		
Deputy Police Chief	-	1.00	1.00	79,914	114,670	88
Police Lieutenant	1.00	1.00	1.00	76,752	95,722	PD Lt
Police Research Analyst	1.00	-	-	42,058	60,341	62
Business Manager	-	1.00	1.00	38,106	54,662	58
Administrative Specialist	-	-	1.00	38,106	54,662	58
Administrative Assistant	1.00	-	-	33,675	48,318	53
Total	4.00	4.00	5.00			
Records						
Records Supervisor	1.00	1.00	1.00	48,776	69,971	68
Records Clerk	5.00	5.00	5.00	32,053	45,989	51
Total	6.00	6.00	6.00			

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Traffic						
Sergeant	1.00	1.00	1.00	61,485	76,669	PD Sgt
Police Officer	3.00	4.00	5.00	42,661	62,254	PD Ofc
Parking Control Officer	1.00	1.00	1.00	29,037	41,662	47
Total	5.00	6.00	7.00			
Investigations						
Lieutenant	1.00	1.00	1.00	76,752	95,722	PD Lt
Sergeant	1.00	1.00	1.00	61,485	76,669	PD Sgt
Police Officer	7.00	6.00	9.00	42,661	62,254	PD Ofc
Secretary	0.50	0.50	1.00	26,957	38,688	44
Prop/Ev Tech-CSI	-	2.00	2.00	42,058	60,341	62
Property/Evidence Tech	2.00	-	-	32,053	45,989	51
Public Safety Specialist	0.75	0.75	1.00	30,514	43,763	49
Total	12.25	11.25	15.00			
Patrol						
Lieutenant	1.00	1.00	1.00	76,752	95,722	PD Lt
Sergeant	6.00	7.00	6.00	61,485	76,669	PD Sgt
Officer	43.00	42.00	41.00	42,661	62,254	PD Ofc
Public Safety Specialist	0.50	-	-	30,514	43,763	49
IT Technician	-	0.50	0.50	33,675	48,318	53
Secretary	1.00	1.00	1.00	26,957	38,688	44
Total	51.50	51.50	49.50			
Training						
Officer	1.00	1.00	1.00	42,661	62,254	PD Ofc
Total	1.00	1.00	1.00			
Community Services						
Sergeant	2.00	1.00	1.00	61,485	76,669	PD Sgt
Police Officer	3.00	5.00	4.00	42,661	62,254	PD Ofc
Crime Prevention Officer	0.50	0.50	0.50	30,514	43,763	49
Secretary	0.50	0.50	-	26,957	38,688	44
Total	6.00	7.00	5.50			
Community Restitution Program						
Com. Serv. Worker Monitor	2.00	-	-	26,957	38,688	44
Secretary	0.50	-	-	26,957	38,688	44
Total	2.50	-	-			
Animal Control						
Supervisor	1.00	1.00	1.00	34,507	49,525	54
Animal Control Officer	2.00	2.00	2.00	29,037	41,662	47
Total	3.00	3.00	3.00			
Regional Communications						
Lieutenant	1.00	1.00	1.00	76,752	95,722	PD Lt
Communications Tech Manager	1.00	1.00	1.00	65,582	94,099	80
Info Tech Specialist	1.00	1.00	1.00	46,426	66,602	66
Business Manager	1.00	1.00	1.00	41,018	58,864	61
Communications Supervisor	4.00	4.00	4.00	38,106	54,662	58
Communications Specialist	22.75	24.75	24.75	33,675	48,318	53
Total	30.75	32.75	32.75			
Total Police Department	**122.00**	**122.50**	**124.75**			

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	Number of FTE's FY 2012	FY 2013	FY 2014	Salary Range Min	Max	Range Number
Fire Department						
Administration						
Fire Chief	1.00	1.00	1.00	Unclassified		
Business Manager	-	-	1.00	38,106	54,662	58
Administrative Assistant	1.00	1.00	1.00	33,675	48,318	53
Secretary	1.00	1.00	1.00	26,957	38,688	44
Total	3.00	3.00	4.00			
Prevention						
Fire Marshall	1.00	-	-	74,194	106,475	85
Division Chief	-	1.00	1.00	83,653	100,329	BC
Plans Examiner	1.00	1.00	1.00	44,179	63,398	64
Fire Inspector	1.00	1.00	1.00	38,106	54,662	58
Fire Prevention Aide	1.00	1.00	-	26,957	38,688	44
Total	4.00	4.00	3.00			
Suppression						
Battalion Chief	3.00	3.00	3.00	83,653	100,329	BC
Captain	15.00	15.00	15.00	61,277	76,406	FC
Engineer	18.00	18.00	18.00	50,362	62,823	FE
Firefighter	21.00	21.00	21.00	40,356	58,851	FF
Total	57.00	57.00	57.00			
Training						
Battalion Chief	1.00	-	-	83,653	100,329	BC
Division Chief	-	1.00	1.00	83,653	100,329	BC
Total	1.00	1.00	1.00			
Fire Vegetation Crew						
Wildland Division Chief	1.00	-	-	72,384	103,896	84
Division Chief	-	1.00	1.00	72,384	103,896	84
Wildland Crew Supervisor	1.00	1.00	1.00	48,776	69,971	68
Wildland Captain	1.00	1.00	1.00	42,058	60,341	62
Squad Boss	3.00	3.00	3.00	38,106	54,662	58
Code Enforcement Officer	1.00	1.00	1.00	29,037	41,662	47
Fuels Tech/Wildland FF	3.00	1.00	1.00	31,262	44,886	50
Total	10.00	8.00	8.00			
Total Fire Department	**75.00**	**73.00**	**73.00**			
Economic Enterprises						
Economic Development						
Director of Economic Initiatives	-	0.75	0.75	Unclassified		
Tourism/Economic Dev Coordinator	0.50	0.50	0.50	40,019	57,429	60
Total	0.50	1.25	1.25			
Tourism						
Tourism Director	1.00	1.00	1.00	Unclassified		
Public Affairs Coordinator	1.00	-	-	43,098	61,859	63
Tourism & Economic Dev Coord.	-	0.50	0.50	40,019	57,429	60
Marketing Coordinator	0.50	0.75	-	38,106	54,662	58
Sales Manager	-	-	1.00	42,058	60,341	62
Total	2.50	2.25	2.50			

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Special Events						
Special Events Manager	1.00	1.00	1.00	43,098	61,859	63
Total	1.00	1.00	1.00			
Elks Opera House						
Administrative Svcs Director	0.05	-	-	Unclassified		
Business Manager	1.00	1.00	-	38,106	54,662	58
Total	1.05	1.00	-			
Total Economic Enterprises	5.05	5.50	4.75			
Total General Fund	**315.15**	**311.25**	**312.25**			
Streets and Open Space						
Street Operations						
Field & Facilities Director	0.40	0.40	0.40	Unclassified		
Streets Maintenance Supt	1.00	1.00	1.00	56,555	81,162	74
Administration Superintendent	0.50	-	-	56,555	81,162	74
Business Manager	-	0.50	0.30	38,106	54,662	58
Supervisor/Bldg Project Supv	1.00	1.00	1.00	48,776	69,971	68
Streets Maintenance Supv	3.00	3.00	3.00	48,776	69,971	68
Maintenance Specialist	1.00	1.00	1.00	39,042	56,035	59
Maintenance Technician	1.00	1.00	1.00	32,843	47,133	52
Senior Equipment Operator	3.00	3.00	3.00	36,254	52,042	56
Traffic Control Worker	2.00	2.00	2.00	33,675	48,318	53
Equipment Operator	11.00	11.00	11.00	34,507	49,525	54
Accounting Clerk	-	-	1.00	26,957	38,688	44
Maintenance Worker	4.00	4.00	4.00	25,043	35,922	41
Total	27.90	27.90	28.70			
Transportation Services						
Traffic Engineer	1.00	1.00	1.00	79,914	114,670	88
Traffic Signal Supervisor	1.00	1.00	1.00	51,230	73,528	70
Traffic Engineering Tech	1.00	1.00	1.00	43,098	61,859	63
Traffic Signal Specialist	2.00	2.00	2.00	41,018	58,864	61
Total	5.00	5.00	5.00			
Parks & Rec/Row Landscaping						
Landscape Coordinator	0.70	0.70	0.70	40,019	57,429	60
Maintenance Tech	0.70	0.70	0.70	32,843	47,133	52
Total	1.40	1.40	1.40			
Streets and Open Space						
Public Works Director	0.30	0.30	0.30	Unclassified		
Environmental Coordinator	-	-	1.00	53,830	77,251	72
Total	0.30	0.30	1.30			
CYMPO						
CYMPO Administrator	1.00	-	-	Unclassified		
Program Manager	0.50	-	-	46,426	66,602	66
Program Coordinator	1.00	-	-	40,019	57,429	60
Total	2.50	-	-			
Total Streets and Open Space	**37.10**	**34.60**	**36.40**			

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Water Fund						
Utility Billing						
Utility Billing Manager	1.00	1.00	1.00	48,776	69,971	68
Utility Billing Specialist	-	-	1.75	36,254	52,042	56
Utility Billing Representative	3.50	3.50	2.00	33,675	48,318	53
Total	4.50	4.50	4.75			
Meter Reading						
Metering Service Worker	3.00	3.00	3.00	26,312	37,731	43
Secretary	0.15	0.15	0.15	26,957	38,688	44
Admin Specialist	1.00	1.00	1.00	32,843	47,133	52
Total	4.15	4.15	4.15			
Water Administration						
Public Works Dir.	0.35	0.35	0.35	Unclassified		
Senior Civil Engineer	0.50	0.50	0.50	76,066	109,138	86
Capital Program Manager	0.75	0.75	0.75	76,066	109,138	86
Utilities Manager	0.50	0.50	0.50	74,194	106,475	85
City Engineer	0.30	0.30	0.30	79,914	114,670	88
Utilities Engineer (Civil)	0.50	0.50	0.50	68,910	98,883	82
Project Manager	1.65	1.65	1.65	67,226	96,470	81
Sr Utilities Ops/Infra Analyst	0.50	0.50	0.50	63,981	91,832	79
Water Resource Spec	0.20	0.20	0.20	51,230	73,528	70
Sr Engineering Technician	0.50	0.50	0.50	51,230	73,528	70
Contract Specialist	0.40	0.40	0.40	41,018	58,864	61
Water Protection Inspector	-	-	0.50	39,042	56,035	59
Admin. Assistant	0.40	0.40	0.40	33,675	48,318	53
Secretary	0.40	0.40	0.40	26,957	38,688	44
Total	6.95	6.95	7.45			
Water Production						
Water Superintendent	0.50	0.50	0.50	60,902	87,381	77
Water Prod. Supervisor	1.00	1.00	1.00	48,776	69,971	68
Water Operator	5.00	5.00	5.00	36,254	52,042	56
Maintenance Specialist	1.00	1.00	1.00	39,042	56,035	59
Secretary	0.25	0.25	0.25	26,957	38,688	44
Total	7.75	7.75	7.75			
Water Distribution						
Water Superintendent	0.50	0.50	0.50	60,902	87,381	77
Water Distribution Supv.	1.00	1.00	1.00	48,776	69,971	68
Water Protection Specialist	0.50	0.50	0.50	39,042	56,035	59
Senior Utility Worker	5.00	5.00	5.00	32,843	47,133	52
Utility Worker	7.00	7.00	7.00	29,765	42,702	48
Secretary	0.25	0.25	0.25	26,957	38,688	44
Total	14.25	14.25	14.25			

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Alternate Water Sources						
City Manager	0.25	0.25	0.25	Unclassified		
Regional Programs Director	1.00	1.00	1.00	Unclassified		
Water Resource Specialist	0.60	0.60	0.60	51,230	73,528	70
Planner	0.25	0.35	0.35	51,230	73,528	70
Water Conservation Coord.	1.00	0.50	0.50	46,426	66,602	66
Contract Specialist	0.20	0.20	0.20	41,018	58,864	61
Administrative Asst	0.20	0.20	0.20	33,675	48,318	53
Secretary	0.20	0.20	0.20	26,957	38,688	44
Total	3.70	3.30	3.30			
Total Water Fund	**41.30**	**40.90**	**41.65**			
Wastewater Fund						
Wastewater Utilities Administration						
Public Works Dir.	0.35	0.35	0.35	Unclassified		
Utilities Manager	0.50	0.50	0.50	74,194	106,475	85
City Utilities Engineer	0.10	0.10	0.10	79,914	114,670	88
Utilities Engineer (Civil)	0.50	0.50	0.50	68,910	98,883	82
Senior Civil Engineer	0.50	0.50	0.50	76,066	109,138	86
Sr Utilities Ops/Infrastructure Analyst	0.50	0.50	0.50	63,981	91,832	79
Capital Program Manager	0.25	0.25	0.25	76,066	109,138	86
Capital Projects Manager	0.75	0.75	0.75	67,226	96,470	81
Water Resource Spec	0.20	0.20	0.20	51,230	73,528	70
Sr Engineering Technician	0.50	0.50	0.50	51,230	73,528	70
Contract Specialist	0.40	0.40	0.40	41,018	58,864	61
Water Protection Inspector	-	-	0.50	39,042	56,035	59
Admin. Assistant	0.40	0.40	0.40	33,675	48,318	53
Secretary	0.40	0.40	0.40	26,957	38,688	44
Total	5.35	5.35	5.85			
Wastewater Treatment Plant						
Wastewater Supt	0.50	0.50	0.50	60,902	87,381	77
WWTP Supervisor	2.00	2.00	2.00	51,230	73,528	70
WWTP Operator	8.00	8.00	8.00	39,042	56,035	59
Wastewater Lab Tech	1.00	1.00	1.00	39,042	56,035	59
Water Protection Spec.	0.50	0.50	0.50	39,042	56,035	59
WWTP Maint. Spec.	1.00	1.00	1.00	39,042	56,035	59
Admin Specialist	0.50	0.50	0.50	32,843	47,133	52
Capital Project Manager	0.40	0.40	0.40	67,226	96,470	81
Secretary	0.10	0.10	0.10	26,957	38,688	44
Total	14.00	14.00	14.00			
Wastewater Collection						
Wastewater Superintendent	0.50	0.50	0.50	60,902	87,381	77
Wastewater Coll. Supv.	1.00	1.00	1.00	48,776	69,971	68
Senior Utility Worker	5.00	5.00	5.00	32,843	47,133	52

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Utility Worker	6.00	6.00	6.00	29,765	42,702	48
Maintenance Specialist	1.00	1.00	1.00	39,042	56,035	59
Administrative Specialist	0.50	0.50	0.50	32,843	47,133	52
Secretary	0.25	0.25	0.25	26,957	38,688	44
Total	14.25	14.25	14.25			
Effluent Delivery						
Water Operator	1.00	1.00	1.00	36,254	52,042	56
Total	1.00	1.00	1.00			
Total Wastewater Fund	**34.60**	**34.60**	**35.10**			
Solid Waste Fund						
Transfer Station						
Field & Facilities Director	0.40	0.40	0.40	Unclassified		
Solid Waste Supt.	1.00	0.34	0.34	56,555	81,162	74
Solid Waste Supv.	2.00	-	0.50	48,776	69,971	68
Administrative Supt	0.50	-	-	56,555	81,162	74
Business Manager	-	0.50	0.50	38,106	54,662	58
Senior Equip. Operator	4.00	2.00	2.00	36,254	52,042	56
Commercial Equip. Oper.	4.00	1.00	-	34,507	49,525	54
Sanitation Equip. Operator.	10.00	2.00	2.00	34,507	49,525	54
Maintenance Specialist	1.00	0.34	0.25	39,042	56,035	59
Maintenance Worker	1.00	1.00	1.00	25,043	35,922	41
Accounting Tech	1.00	0.34	0.34	33,675	48,318	53
Accounting Clerk	2.00	2.00	1.00	26,957	38,688	44
Total	26.90	9.92	8.33			
Residential Refuse						
Solid Waste Supt.	-	0.33	0.33	56,555	81,162	74
Solid Waste Supv.	-	1.00	1.00	48,776	69,971	68
Senior Equip. Operator	-	1.00	1.00	36,254	52,042	56
Equipment Operator	-	7.00	7.00	32,843	47,133	52
Maintenance Specialist	-	0.33	0.50	39,042	56,035	59
Maintenance Worker	-	-	1.00	25,043	35,922	41
Accounting Tech	-	0.33	0.33	33,675	48,318	53
Total	-	9.99	11.16			
Commercial Refuse						
Solid Waste Supt.	-	0.33	0.33	56,555	81,162	74
Solid Waste Supv.	-	1.00	0.50	48,776	69,971	68
Commercial Equip. Oper.	-	4.00	-	34,507	49,525	54
Equipment Operator	-	1.00	5.00	34,507	49,525	54
Maintenance Specialist	-	0.33	0.25	39,042	56,035	59
Accounting Tech	-	0.33	0.33	33,675	48,318	53
Total	-	6.99	6.41			
Total Solid Waste Fund	**26.90**	**26.90**	**25.90**			

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Airport Fund						
Director of Economic Initiatives	-	0.25	0.25	Unclassified		
Airport Manager	1.00	1.00	1.00	68,910	98,883	82
Operations & Maintenance Supervisor	-	-	1.00	48,776	69,971	68
Airport Operations Tech.	3.00	3.00	3.00	32,843	47,133	52
Maintenance Specialist	1.00	1.00	1.00	39,042	56,035	59
Management Analyst	1.00	1.00	1.00	46,426	66,602	66
Accounting Clerk	1.00	1.00	1.00	26,957	38,688	44
Total Airport Fund	**7.00**	**7.25**	**8.25**			
Golf Course Fund						
Maintenance						
Grounds Superintendent	1.00	1.00	1.00	56,555	81,162	74
Asst Grounds Super.	2.00	2.00	2.00	44,179	63,398	64
Equipment Mechanic	1.00	1.00	1.00	39,042	56,035	59
Service Technician	1.00	1.00	1.00	32,843	47,133	52
Irrigation Tech	2.00	2.00	2.00	32,843	47,133	52
Groundskeeper	2.34	1.34	1.34	25,043	35,922	41
Total	9.34	8.34	8.34			
Pro Shop						
General Manager	1.00	1.00	1.00	68,910	98,883	82
Golf Marketing Director	1.00	-	-	38,106	54,662	58
Golf Tournaments/Mktg Coord	-	1.00	1.00	34,507	49,525	54
Restaurant Manager	0.25	0.25	0.25	40,019	57,429	60
Outside Services Manager	1.00	1.00	1.00	38,106	54,662	58
Groundskeeper	0.33	0.33	0.33	25,043	35,922	41
Total	3.58	3.58	3.58			
Manzanita Grill						
Facilities Manager	0.05	-	-	56,555	81,162	74
Restaurant Manager	0.75	0.75	0.75	40,019	57,429	60
Executive Chef	1.00	1.00	1.00	48,776	69,971	68
Sous Chef	1.00	1.00	1.00	28,330	40,664	46
Beverage Service Coordinator	0.50	0.50	0.50	16,224	23,275	21
Groundskeeper	0.33	0.33	0.33	25,043	35,922	41
Total	3.63	3.58	3.58			
Golf Carts						
Cart Service Coordinator	0.50	0.50	0.50	25,043	35,922	41
Total	0.50	0.50	0.50			
Total Golf Course Fund	**17.05**	**16.00**	**16.00**			
Fleet Maintenance Fund						
Fleet Maintenance						
Field & Facilities Director	0.10	0.10	0.10	Unclassified		
Facilities Manager	0.30	-	-	56,555	81,162	74
Business Manager	-	-	0.10	38,106	54,662	58
Fleet Maintenance Superintendent	0.40	0.40	0.60	56,555	81,162	74
Fleet Maintenance Supervisor	0.90	0.90	0.90	48,776	69,971	68
Equipment Mechanic	5.00	5.00	5.00	39,042	56,035	59
Parts Specialist	1.00	1.00	1.00	32,843	47,133	52
Secretary	0.40	0.40	0.40	26,957	38,688	44
Total	8.10	7.80	8.10			

FY2014 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions	Number of FTE's			Salary Range		Range
Job Classifications	FY 2012	FY 2013	FY 2014	Min	Max	Number
Vehicle Replacement Fund						
Fleet Maintenance Superintendent	0.60	0.60	0.40	56,555	81,162	74
Fleet Maintenance Supervisor	0.10	0.10	0.10	48,776	69,971	68
Secretary	0.60	0.60	0.50	26,957	38,688	44
Total	1.30	1.30	1.00			
Total Fleet Maintenance Fund	**9.40**	**9.10**	**9.10**			
Engineering Fund						
Engineering						
City Engineer	0.60	0.60	0.60	79,914	114,670	88
Utilities Engineer (Civil)	1.00	1.00	1.00	68,910	98,883	82
Capital Project Manager	2.20	2.20	2.20	67,226	96,470	81
Contract Specialist	1.00	1.00	1.00	41,018	58,864	61
CAD Specialist	-	1.00	1.00	46,426	66,602	66
CAD Engineering Tech	1.00	-	-	43,098	61,859	63
Senior Engineering Tech	1.00	1.00	1.00	51,230	73,528	70
Registered Land Surveyor	1.00	1.00	1.00	44,179	63,398	64
Development Coordinator	1.00	1.00	1.00	36,254	52,042	56
Development Services Mgr	1.00	-	-	51,230	73,528	70
ROW Specialist	-	0.50	0.50	51,230	73,528	70
Permit Technician	1.00	1.00	1.00	31,262	44,886	50
Total	10.80	10.30	10.30			
Construction Services						
Supervisory Inspector	1.00	1.00	1.00	48,776	69,971	68
Construction Inspector	6.00	6.00	6.00	38,106	54,662	58
Total	7.00	7.00	7.00			
Total Engineering Fund	**17.80**	**17.30**	**17.30**			
Self-Insurance Fund						
Administrative Services Dir.	0.95	-	-	Unclassified		
Management Analyst	1.00	-	-	46,426	66,602	66
Risk Management Analyst	1.00	1.00	-	46,426	66,602	66
Risk Manager	-	1.00	-	56,555	81,162	74
Total Self-Insurance Fund	**2.95**	**2.00**	**-**			
Facilities Maintenance Fund						
Field & Facilities Director	0.10	0.10	0.10	Unclassified		
Facilities Manager	0.40	0.75	0.75	56,555	81,162	74
Maintenance Superintendent	1.00	1.00	1.00	56,555	81,162	74
Facilities Coordinator	1.00	1.00	1.00	37,170	53,352	57
Maintenance Specialist	1.00	1.00	1.00	39,042	56,035	59
Business Manager	-	-	0.10	38,106	54,662	58
Secretary	-	-	0.10	26,957	38,688	44
Custodian	2.00	2.00	2.00	21,590	30,971	35
Total Facilities Maint. Fund	**5.50**	**5.85**	**6.05**			
Total City-wide Authorized	**514.75**	**505.75**	**508.00**			

GLOSSARY OF TERMS

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

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

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

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

ARFF – Airport Rescue Fire Fighting

Assessed Valuation - A value placed upon real estate or other property by the County Assessor and the State as a basis for levying ad valorem property taxes.

Asset - Resources owned or held by a government which have monetary value.

Authorized Positions - Employee positions, which are authorized in the adopted budget, to be filled during the year.

Balanced Budget - Arizona State law requires a "balanced" budget, which is "all-inclusive". Arizona State Revised Statute (42-17151) defines a "balanced" budget as follows:

> *"Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year."*

Base Budget Allowances - Ongoing expense for personnel, commodities, and contractual services.

Beginning Balance - The beginning balance is the residual funds brought forward from the previous fiscal year (ending balance).

Bond Refinancing - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Bonds - Bonds are debt instruments which require repayment of a specified principal amount on a certain date (maturity data), together with interest at a stated rate, or according to a formula for determining the interest rate.

Budget - A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them.

Budget Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

GLOSSARY OF TERMS

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budgetary Control - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

C.Y.M.P.O. - Central Yavapai Metropolitan Planning Organization

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Improvements - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvement Program (CIP) - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Project - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Outlay - Items costing more than $5,000 and having a useful life of more than one year are defined as capital outlay.

Carryover - Any equipment, contractual, commodity, or capital project that has been previously approved by the Mayor and Council but for various reasons has not been implemented on schedule. Under the State laws and generally accepted accounting principals only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, a violation of State budget law, such project and the associated projected costs are included in the subsequent year's budget.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Commodities - Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

Community Development Block Grant (CDBG) - Grant funds allocated by the Federal Government to the City of Prescott to use for the prevention and removal of slum and blight, and to benefit low and moderate income persons. The City of Prescott disburses these funds via an application process open to all non-profit organizations and City of Prescott departments.

Compression - A problem that occurs when, due to market conditions, the bottom of the pay range moves up more rapidly than salaries of the incumbents.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

GLOSSARY OF TERMS

Contingency - An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as flood emergencies, Federal mandates, shortfalls in revenue and similar eventualities.

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

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

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

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

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

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

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

Development-related Fees - Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

Disbursement - The expenditure of monies from an account.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Division - A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives.

Employee Benefits - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance - A reservation of funds to cover purchase orders, contracts or other funding commitments which are yet to be fulfilled. The budget basis of accounting considers an encumbrance to be the equivalent of an expenditure.

Enterprise Funds - Funds which are accounted for in a manner similar to a private business enterprise. Usually the governmental entity intends for enterprise funds to fully recover their costs (including depreciation) through user fees. The City of Prescott has six such self-supporting funds: Airport, Water, Wastewater, Golf, Solid Waste, and Transfer Station.

Estimate - As used throughout the budget document, represents the most recent estimate for current year revenue and expenditures. The estimates used are prepared using several months of actual

GLOSSARY OF TERMS

expenditure and revenue experience and are prepared to consider the impact of unanticipated price or other economic changes.

Expenditures - Refers to current cash operating expenses and encumbrances.

Expense - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

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

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

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

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

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

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

GAAP - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Fund - A fund used to account for all general-purpose transactions of the City which do not require a special type of fund.

General Obligation Bonds (G.O. Bonds) - Bonds that require voter approval and finance a variety of public capital projects such as streets, buildings, parks and improvements. The bonds are backed by the “full faith and credit” of the issuing government.

Goal - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

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

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

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

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

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interfund Transfers - Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Charges - The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

Levy - To impose taxes for the support of government activities.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

Mandate - Legislation passed by the State or Federal government requiring action or provision of services and/or programs. Examples include the Americans With Disabilities Act which requires actions such as physical facility improvements and provision of specialized transportation services.

Municipal Property Corporation (MPC) - The Municipal Property Corporation is a non-profit corporation established to issue bonds to fund City capital improvement projects.

Net Budget - The legally adopted budget less all interfund transfers and interdepartmental charges.

Objective - Desired output oriented accomplishments which can be measured and achieved within a given time frame. Achievement of the objective advances the activity organization toward a corresponding goal.

Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Budget - A budget for general expenditures such as salaries, utilities, and supplies.

Operating Expenses - The cost for personnel, materials and equipment required for a department to function.

Operating Funds - Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

GLOSSARY OF TERMS

Pay-As-You-Go Capital Projects - Pay-as-you-go capital projects are capital projects whose funding source is derived from City revenue sources other than through the use of debt.

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - Data collected to determine how effective or efficient a program is in achieving its objectives.

Personnel - All employer's costs related to compensating employees of the City of Prescott, including employee fringe benefit costs such as City portion of retirement, social security, and health and industrial insurance.

Primary Property Tax - A limited tax levy used to support general government operations. The total levy for primary property taxes is restricted to a 2% annual increase, plus allowances for previously unassessed property (primarily new construction).

Program - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible.

Property Tax - A levy upon each $100 of assessed valuation of property within the City of Prescott. Arizona has two types of property taxes. Primary property taxes support the City of Prescott's general fund, and secondary property taxes pay general obligation debt.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

Revenue - Sources of income financing the operations of government.

SCADA - Supervisory Control and Data Acquisition

Secondary Property Tax - An unlimited tax levy restricted to general bonded debt obligations.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Source of Revenue - Revenues are classified according to their source or point of origin.

Special Assessment - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

State-Shared Revenues - Revenues levied and collected by the State but shared on a predetermined basis with local governments.

GLOSSARY OF TERMS

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).