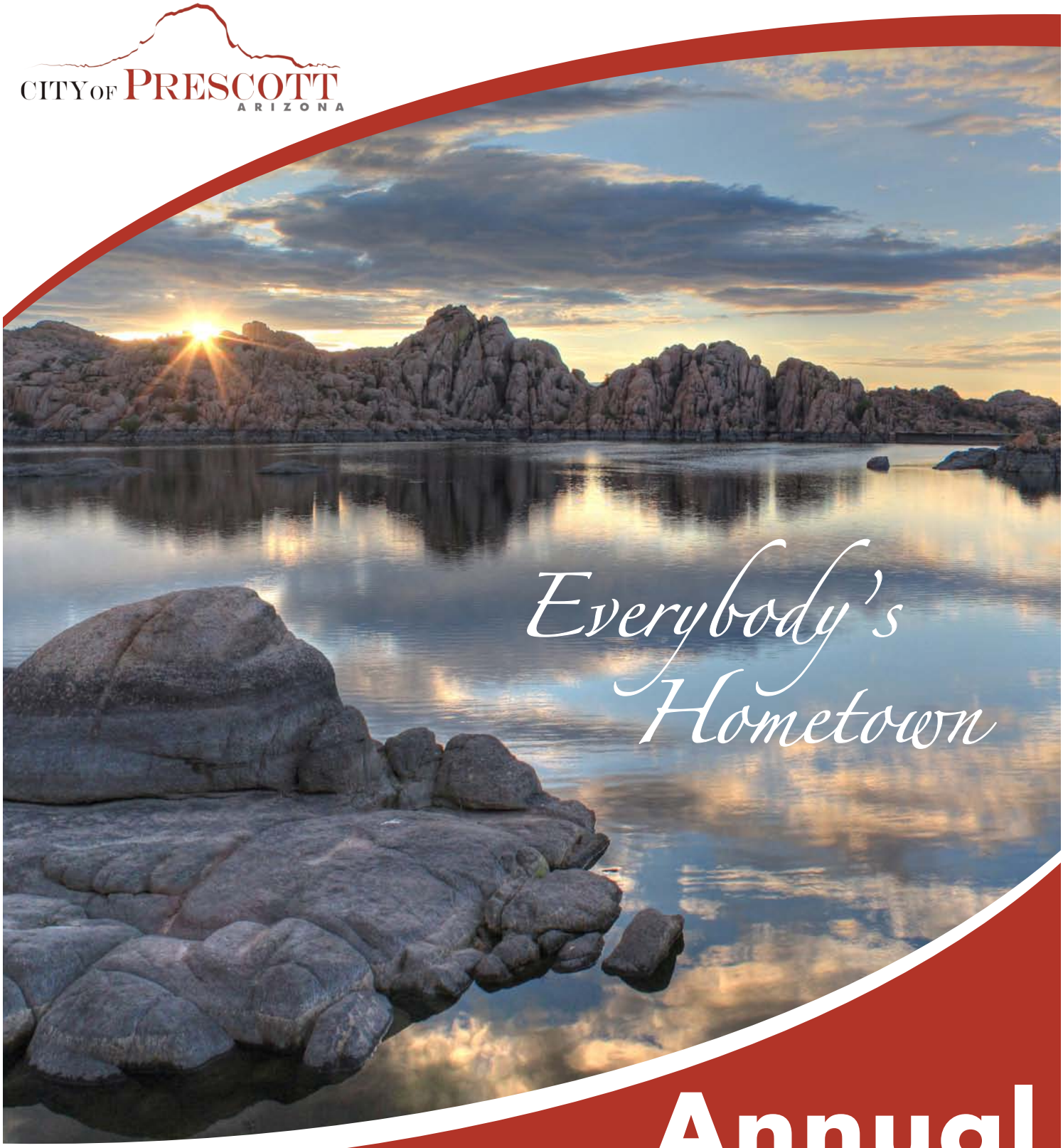
CITY OF PRESCOTT
ARIZONA



Annual Budget

Fiscal Year 2016

First Sun at Watson Lake
photo by Ben Olsen

City of Prescott, Arizona
Annual Budget

for fiscal year
July 1, 2015 – June 30, 2016

City Council

Marlin Kuykendall, Mayor

Charlie Arnold

Steve Blair

Chris Kuknyo

Jim Lamerson

Greg Lazzell

Jean Wilcox

Administrative Staff

Craig McConnell
City Manager

Alison Zelms
Deputy City Manager

Mark Woodfill
Finance Director

Lars Johnson
Budget Manager

WHAT'S INSIDE

PREFACE

Budget Process Overview 1
Budget Calendar 3

INTRODUCTION

Organizational Values 4
Organizational Chart and City Officials 5
Award for Distinguished Budget 10

POLICIES AND OBJECTIVES

Budget Policy 11
Debt Policy 15
Investment Policy 17
Major City Goals 21
Linking City Goals to Budget 23

BUDGET SUMMARIES

Amending the Budget, Budget Basis, and Fund Structure 24
Budget Transmittal Message 29
FY2016 Budget Summary 40

GENERAL FUND

General Fund Summary 51
General Government 58
Budget and Finance 73
Field and Facilities 80
Community Development 85
Recreation Services 93
Library 102
Police 109
Regional Communications 136
Fire 138
Economic Initiatives 158

SPECIAL REVENUE FUNDS

Streets and Open Space 167
Transient Occupancy Tax 179
Impact Fees 182
Grants 185
Miscellaneous Gifts & Donations 189
Acker Trust 191

DEBT SERVICE

Debt Service 193

ENTERPRISE FUNDS

Water 197
Wastewater 223
Solid Waste/Transfer Station 241
Airport 248
Golf Course 257

INTERNAL SERVICE FUNDS

Risk Management 265
Fleet Maintenance 267
Engineering 272
Facilities Maintenance 277

CAPITAL IMPROVEMENT PLAN

Capital Improvement Plan 287

APPENDIX

Community Profile 331
Budget Resolutions 336
Legal Schedules 341
Salary Ranges 349
Authorized Position Schedule 350
Glossary of Terms 364

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 FY2016 budgets. Along with the FY2016 budget preparation detail, forms, instructions, and information regarding the preparation of the Five-Year Capital Improvement Plan (FY2017-FY2021) 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 February 27th to the Budget and Finance Department. The deadline for decision packages (requests for new positions, organizational structure changes, capital outlay and projects in FY2016 and the Five-Year Capital Improvement Plan) was March 13th. Payroll forecasts were prepared 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 FY2015 but not expected to be received or completed by June 30, 2015, were also provided to determine estimated expenditures in FY2015 and the carry forward amounts for FY2016.

Meetings with each department, the City Manager, and the Budget and Finance Department for the purpose of internal review of base budgets, additional decision packages, and any issues that may affect the budget

BUDGET PROCESS OVERVIEW

were held during the weeks of April 6th through April 17th.

During these meetings the Five-Year Capital Improvement plan and any management changes to the department's budget requests were initially discussed.

After these meetings were completed, a proposed balanced budget was prepared for submittal to the full Council and public at workshops held on May 14 and May 28, 2015.

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 9, 2015, the hearing date was set for June 23, 2015.

Tentative Adoption: On June 9, 2015, Council adopted the tentative budget and set June 23, 2015, as the date for the public hearing on the final budget, expenditure limitation, and tax levy for Fiscal Year 2016. 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. For FY2016, the City did not increase the tax over last year's level so the truth and taxation hearing was not held.

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 23, 2015, 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 not less than fourteen days later, in accordance with State law. This year the ordinance was adopted on July 14, 2015.

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

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 2016

Date	Description
January 22, 2015	Budget "Kick-off" Meeting
February 3, 2015	Midyear Budget report by Council, Public Works capital program update
February 6, 2015	Department Missions, Division Missions, Goals, Performance Measures, and Organizational Charts due
February 12, 2015	Budget Workshop – Council discussion of FY16 priorities
February 13, 2015	FY2015 estimated endings for temp personnel and overtime, list of anticipated retirements due
	FY2016 requests for temporary personnel, overtime and list of anticipated retirements due
February 27, 2015	Base budgets due – FY2015 estimated endings and FY2016 requests
March 6, 2015	New personnel and reclassifications of existing personnel request
March 13, 2015	Capital requests for FY2016 through FY2021 due including estimated endings and carryovers for any FY2015 projects.
	List of estimated endings for grants for FY2015 and anticipated grants for FY2016 along with the grant checklist is due.
April 6 – 17, 2015	City Manager meetings with departments for the review of base budgets, capital requests, new personnel request and other issues
May 1, 2015	Submit list of changes to estimated endings and carryovers for capital outlay/project and grants
May 14, 2015	Annual Council Workshop (public invited) – Part 1 (General Fund, Tourism, and Golf Course)
May 22, 2015	List of Prior Year Results (FY2015) and Outcomes due
May 28, 2015	Annual Council Workshop (public invited) – Part 2 (Streets, Utilities, Solid Waste, and Airport)
June 9, 2015	Set public hearing on expenditure limitation and tentative adoption
June 23, 2015	Official public hearing on budget and adoption of budget
July 14, 2015	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

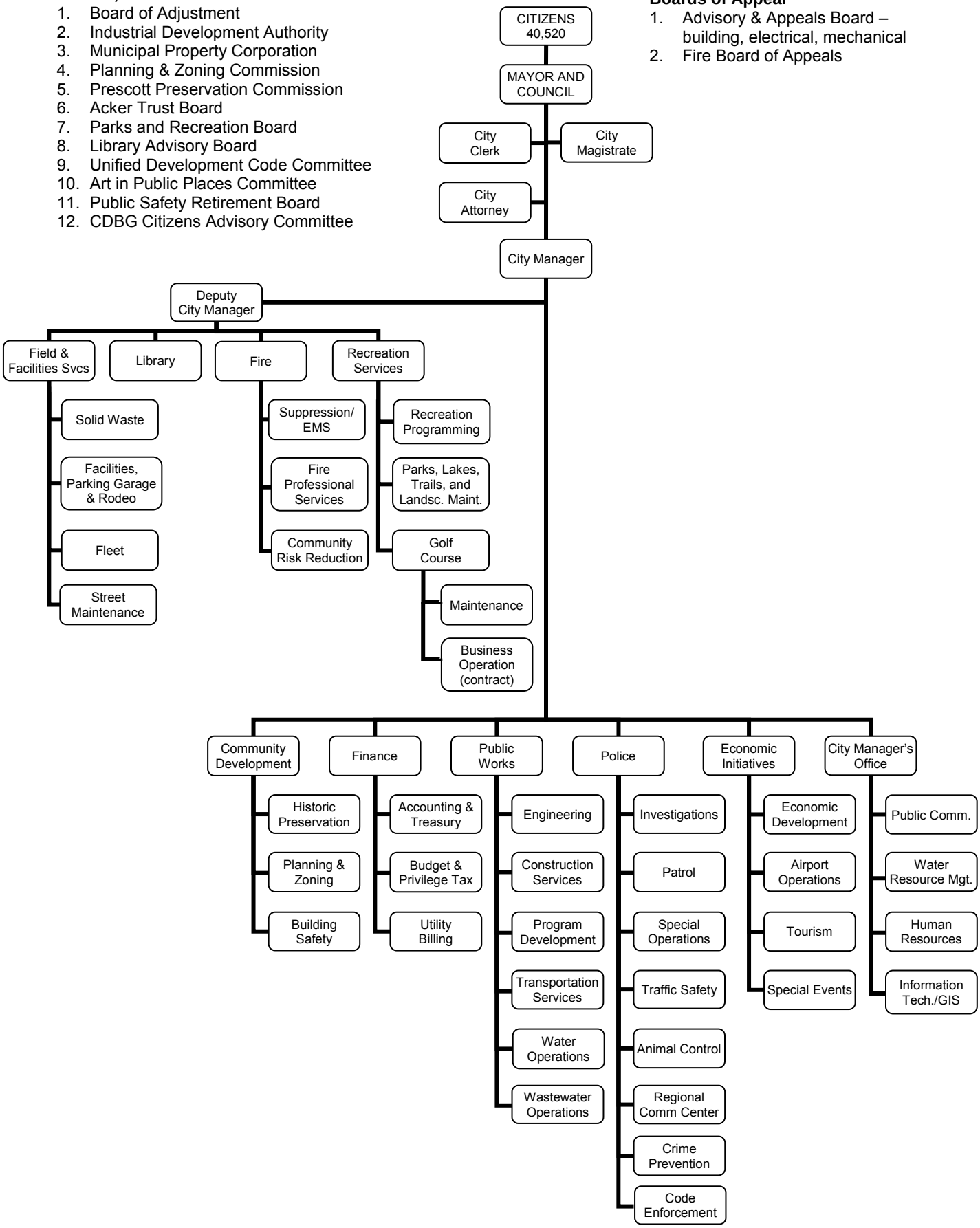
ORGANIZATIONAL CHART AND CITY OFFICIALS

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. Library Advisory Board
9. Unified Development Code Committee
10. Art in Public Places Committee
11. Public Safety Retirement Board
12. CDBG Citizens Advisory 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 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.

Marlin likes to say, "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, Marlin worked for Blakely Oil Company in Phoenix, then enlisted in the Arizona Army National Guard in 1953. He was on active duty with the U.S. Army by 1956, serving 3 years before returning to the National Guard where he was made the Prescott Unit's Commanding Officer in 1959. He served as Tactical Officer of the Arizona Military Academy as an Aide de Camp to the Commanding General of the Arizona Army National Guard. As Northern Arizona Chair of the Defense Department's Employer Support of the Guard and Reserve (ESGR), he escorted civilian VIPS on fact-finding tours across several continents.

Marlin has lived in Prescott for over 50 years, opening the town's first Toyota dealership in 1966, and a year later acquired the Buick, Pontiac and GMC franchises. In 1981 he built the Antelope Hills Inn out near the airport, and with his family operated it until 2007.

Community service has always been an important part of Marlin's life. He was President of the Mile-Hi Kiwanis Club and Lt. Governor of the Kiwanis International Southwest District. He served on the City of Prescott's Planning and Zoning Commission, the Airport Advisory Committee, and the North Prescott Sewer Advisory Committee.

Marlin has been a Prescott City Councilman twice - elected in 1971, and later was appointed to fill a vacancy in 1991. He was elected Mayor in 2009, 2011 and 2013.

Marlin raised his three sons right here in Prescott, all graduating from Prescott High School. He and his wife Tana have been married for more than 10 years.

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 Arizonan, 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, Boy Scouts of America, 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 and operates enterprises in real estate, concert planning, and business consulting.

Steve Blair, Councilman

Steve has been in Prescott for 57 years. He is a graduate of Prescott High School, received an A.A. degree from Yavapai College and a B.S. degree from Arizona State University.

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

Steve has a long record of service to the community. He served on the City of Prescott Charter Review Committee in 1977, is a member of the Parks and Recreation/Library Advisory Board, served four years on the Planning & Zoning Commission and 12 years on the City Council. In addition, he has twice been appointed to special committees by Arizona Senate Past President Ken Bennett.

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

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 teenaged 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."

Greg Lazzell, Councilman

Greg Lazzell is the director of facilities for Prescott College and also works as a commercial general contractor. He is a longtime resident of Arizona having moved here in 1972 and to Prescott in 1998. After spending many years working for charitable organizations, Lazzell decided to run for City Council as a continuation of his commitment to improving the community. His focus on the Council will be centered on smart growth policies that create a more business friendly environment that retains and attracts businesses. Lazzell plans to utilize his commercial general contractor experience to find opportunities to invigorate City amenities, such as expanding the use of the Prescott rodeo grounds and airport.

Lazzell and his wife Andie have two daughters, Ashlee and Trinity. He enjoys family time, which always comes first, in addition to woodworking and hunting.

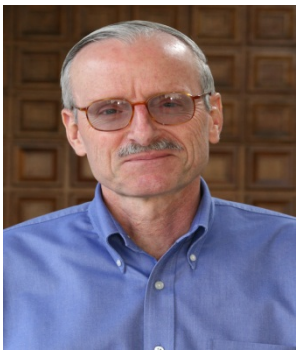
Jean Wilcox, Councilwoman

Jean Wilcox has lived in Arizona for over 21 years, relocating to Prescott from Flagstaff in 2012. She was raised in a military family and has lived in two foreign countries and nine states, finding a sense of "community" in each place she lived. She makes Prescott her home for life, along with her husband Jeffrey Zucker, an architect and 28-year resident of Prescott. Together, they have six adult children and two grandchildren.

Wilcox has a Bachelor's Degree from the University of Colorado, a Master's Degree in Geography (with an emphasis in Geomorphology) from the University of Montana, and a Juris Doctorate from the University of Montana. She began her professional career as a land use planner but soon found the constitutional property rights issues so interesting that she enrolled in law school. Throughout her legal career she has worked on land use, local government, education, elder care and adoption issues. Her interest in Prescott City government began when she was appointed interim City Attorney in late 2011.

Wilcox believes the City Council has a key role in designing and building the future of Prescott. Development, if not carefully planned, can consume more resources than Prescott has, deprive future generations of the opportunity to thrive here, cut off wildlife corridors, decrease opportunities for hunting and outdoor recreation, foreclose hiking and biking paths, and destroy the beautiful landscapes which surround our community. All land-based decisions (including roads, water and waste water infrastructures, annexations, development approvals, and acquisition of recreation and open space) should be consistent with the community-approved General Plan and related city ordinances. Her goal is to cultivate a more livable, walkable city that is friendly to pedestrians, bicyclists, and motorists. Providing adequate funding and staffing for public safety is a top priority. A livable Prescott also means promoting business and employment opportunities that pay more than minimum wage. Being a full partner in a regional economic development effort will ensure that Prescott is a leader in attracting and retaining employers.

People should be able to trust their city government, to know that their participation on committees and at public meetings is valued, and have confidence that council decisions are made thoughtfully and openly. Transparency in government and strong citizen participation are critical to our survival as a community and to enhancing all the amenities which make Prescott among the best small cities in the U.S.



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, 2014. 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, 2014

Executive Director

POLICIES AND OBJECTIVES

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.

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

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

- 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.

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.

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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.
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 re-appropriation 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.

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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. 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

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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

A. FUND INCLUDED:

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

B. POOLING OF FUNDS:

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

II. PRUDENCE

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

III. OBJECTIVES OF POLICY

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

A. SAFETY:

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

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

B. LIQUIDITY:

The City's investment portfolio shall remain sufficiently liquid to enable the City to meet operating requirements that might be reasonably anticipated. Liquidity will be achieved by matching investment maturities with forecasted cash flow funding requirements, by investing in securities with active secondary markets and by diversification of maturities and call dates. Furthermore, since all possible cash demands cannot be anticipated, a small portion of the portfolio may also be placed in money market mutual funds or local government investment pools which offer same day liquidity for short term funds.

C. YIELD:

The City's investment portfolio shall be designed with the objective of regularly exceeding the average rate of return on three month U.S. Treasury Bills. The investment program will seek to augment returns above this threshold consistent with risk constraints identified herein, cash flow characteristics of the portfolio and prudent investment principles. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

Securities shall not be sold prior to maturity with the following exceptions:

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

D. RISK OF LOSS:

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

IV. INVESTMENT STRATEGY

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

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

V. RESPONSIBILITY AND CONTROL

A. DELEGATION:

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

B. SUBORDINATES:

All persons involved in investment activities shall be referred to as "investment officials". No person shall engage in an investment transaction except as provided under the terms of this policy as delegated by Finance Director to withdraw, transfer, deposit, or invest the City's funds. The City Council, by adopting this policy, has authorized the Finance Director to appoint these individuals.

C. CONFLICTS OF INTEREST:

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

D. DISCLOSURE:

Investment officials and employees shall disclose to the Finance Director any material financial interest in financial institutions that conduct business with the City. Investment officials and employees shall further disclose

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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

E. INVESTMENT TRAINING:

Investment officials shall have a finance, accounting, or related degree and knowledge of treasury functions. Investment training is important in the management of the treasury function and should include education in investment controls, security risks, strategy risks, market risks, and compliance with state investment statutes.

VI. AUTHORIZED INVESTMENTS

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

VII. INVESTMENT REPORTS

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

VIII. PORTFOLIO AND INVESTMENT ASSET PARAMETERS

A. INVESTMENT SELECTION PROCESS:

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

B. MAXIMUM MATURITIES:

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

C. TARGET DOLLAR-WEIGHTED AVERAGE MATURITY:

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

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

A. BIDDING PROCESS:

Depositories shall be selected through the City's banking services procurement process, which shall include a formal request for proposal (RFP). In selecting depositories, the credit worthiness of institutions shall be considered, and the Finance Director shall conduct a comprehensive review of the prospective depository's credit characteristics and financial history. No public deposit shall be made except in a qualified public depository as established by state depository laws. The depository bank bid will not include bids for investment rates on certificates of deposit. Certificate of deposit rates will be shopped competitively among qualified financial institutions.

B. INSURABILITY:

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

X. SAFEKEEPING AND CUSTODY OF INVESTMENT ASSETS

All security transactions entered into by the City shall be conducted using the delivery vs. payment (DVP) basis. That is, funds shall not be wired or paid until verification has been made that the safekeeping bank received the

GENERAL BUDGET, DEBT & INVESTMENT POLICIES

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

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 FY2016 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.

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 FY2016 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
- Leverage open space recreation and tourism assets

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
- Facilities accommodating alternate modes (bicyclists and pedestrians)

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
- Care if greenbelts and street trees

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 stormwater collection and natural treatment system to enhance water quality

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

Financially Sustainable City

- Maintain basic services
- Focus on long-term planning in all funds
- Target excess resources for economic & strategic program investment
- Maintain flexibility to respond to unknown opportunities

LINKING CITY GOALS TO BUDGET

CITY GOALS	RELATED BUDGET ITEMS
Stronger Local Economy and Expanded Tax Base	Bed Tax Projects GPREP Contribution
Better Mobility through Improved Roads and Transportation System	Pavement Maintenance and Preservation West Airport Distribution Loop (Willow Creek Realignment) Rosser Street Pavement Reconstruction Phase IV Robinson Drive Reconstruction Smoke Tree Lane Reconstruction Penn Avenue – Eastwood Drive Pavement Reconstruction Carleton Alarcon Street Pavement Reconstruction Walker Road Pavement Reconstruction N. Montezuma Street Pavement Rehabilitation Crystal Lane Realignment Overland Trail Bridge Reconstruction Goodwin Street/S Washington Avenue Pavement Reconstruction Hummingbird Culvert Rehabilitation Willis & Cortez Intersection Repairs Intersection Signalization Project Annual Pavement Marking Contract Traffic Calming – Various Streets
Managed Growth for a Balanced Community	Land Acquisition - Goldwater Lake Land Acquisition – Right of way for trails – State trust land Open Space Airport Master Plan
Polished City – Beautiful and Clean	Transfer Station Brush Grinder Transfer Station Floor Repair Transfer Station Main Scale Replacement Vehicle Replacements Residential Collection Transfer Station Fee Booth Renovation Sidewalk Improvements – ADA Compliance Street Light (New and Replacement)
First Class Utility System	Main Line Replacements Zone 16 Improvements, Virginia Pumpstation, Haisley Tank and Pipelines Zone 24/27, Water Pipeline Upsizing – from Thumb Butte Rd to Upper… Zone 12 Interconnection Pump Station Airport Zone Production Recovery Well #4 Zone 56, Prescott Canyon Tank and Piping Storage Tank Maintenance Program Transmission Main Scour Protection within Willow Creek Production Well Rehabilitation 36″ and 18″ Emergency Check Valve 12″ Line Sundog Ranch Road – Prescott Lakes Parkway to Bucky's Canyon Watson and Willow Lakes Enhancement Program (TMDL) Zone 101, Pump Station Solar Improvement Project Sundog Trunk Main Fluoride Reduction Sundog Wastewater Treatment Plant Improvements Fluoride Reduction Sundog Equalization Basin Storage Tank Maintenance Program CCTV Camera Van
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 funds.

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.

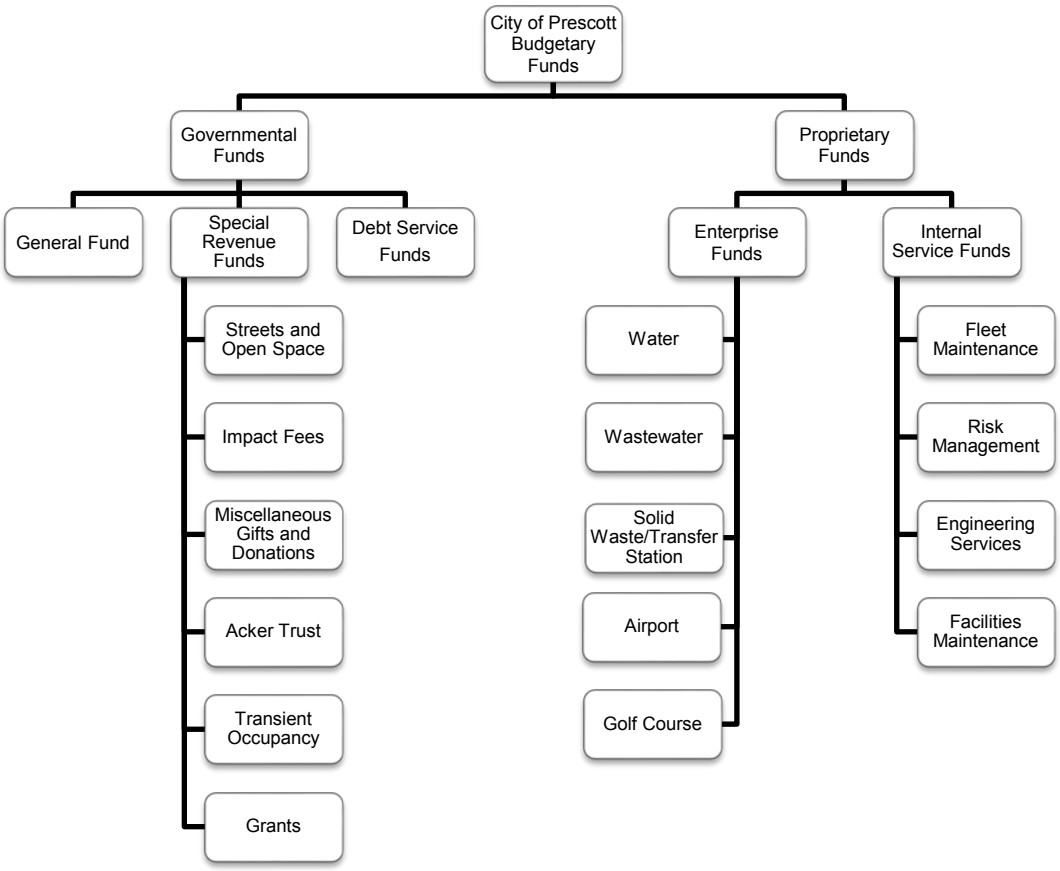
BUDGET BASIS

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. The 1% tax will decrease to ¾% effective January 1, 2016 absent voter approval for sales increases that will be on the ballot August 25, 2016. 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

AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE

were combined. The accumulation and expenditure of these funds are accounted for in this area.

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

Miscellaneous Gifts and Donations 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.

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.

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.

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.

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

Golf Course Fund – To account for the provision of year-around golf to the residents of the

AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE

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

INTERNAL SERVICE FUNDS are used to account for services and commodities furnished by one department 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.

AMENDING THE BUDGET, BUDGET BASIS, AND FUND STRUCTURE

USE OF FUND BY DEPARTMENTS

Department	FUND												
	GF	ST	BT	GR	WF	WW	SW	AF	GO	FL	RM	ES	FM
Council	✓	✓CR			✓ CR	✓ CR	✓ CR	✓ CR	✓ CR	✓ CR		✓ CR	✓ CR
City Manager	✓	✓CR			✓ CR	✓ CR	✓ CR	✓ CR	✓ CR	✓ CR		✓ CR	✓ CR
Human Resources	✓	✓ CR	✓ CR		✓ CR	✓ CR	✓ CR	✓ CR	✓ CR	✓ CR		✓ CR	✓ CR
Public Communications	✓	✓CR			✓ CR	✓ CR	✓ CR	✓ CR	✓ CR	✓ CR		✓ CR	✓ CR
City Clerk	✓	✓CR			✓ CR	✓ CR	✓ CR	✓ CR	✓ CR	✓ CR		✓ CR	✓ CR
Legal	✓	✓CR			✓CR	✓CR	✓CR	✓CR	✓CR	✓CR		✓CR	✓CR
City Court	✓												
Finance	✓	✓CR			✓ CR	✓ CR	✓ CR	✓ CR	✓ CR	✓ CR		✓ CR	✓ CR
Rodeo	✓												
Parking Garage	✓		✓										
Community Development	✓			✓									
Recreation Services	✓			✓									
Library	✓			✓									
Police	✓			✓									
Regional Communications	✓			✓									
Fire	✓			✓									
Economic Initiatives	✓		✓	✓									
Streets & Open Space		✓											
Water					✓								
Wastewater						✓							
Solid Waste							✓						
Airport	✓			✓				✓					
Golf Course									✓				
Fleet Maintenance	✓CR	✓CR			✓CR	✓CR	✓CR	✓CR	✓CR	✓		✓ CR	✓CR
Risk Management	✓CR	✓CR			✓CR	✓CR	✓CR	✓CR	✓CR	✓CR	✓	✓CR	✓CR
Engineering	✓CR	✓CR			✓ CR	✓CR		✓ CR				✓	
Facilities Maintenance	✓CR	✓CR	✓ CR		✓CR	✓CR	✓CR	✓CR	✓CR	✓CR		✓CR	✓

Operating and Capital: GF – General Fund; **ST** - Streets & Open Space; **BT** – Transient Occupancy Tax (Bed Tax); **GR** – Grant Revenue; **WF** – Water Fund; **WW** – Wastewater Fund; **SW** – Solid Waste Fund; **AF** - Airport Fund; **GO** – Golf Course Fund.

Internal Service Funds: FL – Fleet, **RM** – Risk Management, **ES** – Engineering Services, **FM** – Facilities Maintenance

Note: *If the fund only provides support due to a cost recovery, a CR will be noted after the ✓.*

FY2016 BUDGET TRANSMITTAL MESSAGE

This Fiscal Year 2016 (FY16) budget implements ongoing measures being taken to address a local economy showing signs of a slow but as yet unassured recovery, and does not assume any changes to the City sales tax rate. The recessionary decline experienced from 2007 through 2010 dramatically impacted municipal and state governments throughout the country, including those in Arizona. The FY16 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 static primary and secondary property tax rates, for operations and financing of capital projects, respectively. It is significant that both the City of Prescott property tax and sales tax levies are presently the lowest in the Greater Prescott Area, and will remain competitive if the sales tax measures related to the General Fund, Streets Fund, and Open Space Fund are all approved on August 25, 2015.

Despite growth in the economic activity generating revenue to fund City operations, the limited tools available to Arizona municipalities unduly rely upon 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. The General Fund portion of the FY16 budget, $33.9 million, still relies on $2.4 million less in revenue than was available prior to the recession. Actions taken to address this ongoing structural funding challenge include continuing review and restructuring of departments, eliminating unnecessary positions, enhancing operating efficiencies, introducing public-private partnerships and entrepreneurial operating models, reducing costs and, where possible, augmenting revenues through new initiatives. The FY16 General Fund budget was balanced in part through the Council's selection of the "phased-in" Public Safety Personnel Retirement System (PSPRS) rate, which eliminated an additional burden of $1 million in this year's budget. However, the increases required to maintain progress in reducing the City's unfunded pension liability will either result in additional dedicated sales tax revenue (0.55%) for this cause, or significant mid-year reductions in operational expenses to meet our upcoming $1.8 million ongoing pension increase. The pension cost will continue to increase thereafter by between $200,000 and $300,000 annually, just for the unfunded portion of the PSPRS pension cost.

In-depth public dialogue is needed to set the stage for formulation of future City service outcomes and budgets, regardless of the outcome of three sales tax measures which are as follows:

> 1% Streets Fund – If the measure fails, Streets Fund revenue will be reduced, with the current 1.00% Streets and Open Space Sales tax falling to 0.75% for Streets only, an annual decrease of $3 million. This reduction will increase the backlog of road maintenance projects by approximately $26 million in the next 10 years. If the measure passes, 1.00% will be maintained, the backlog will remain consistent, and the new 1.00% sales tax will be restricted to costs related to planning, design, right-of way acquisition, and improvements, and other costs associated with the construction, rehabilitation, and maintenance of City streets, highways, alleys and roadways (including curbs, gutters, drainage, bridges, sidewalks, shoulders, medians and related systems).
>
> 0.08% Open Space Fund – If the measure fails, there will be no ongoing funding source dedicated to the acquisition of open space, due to the sunsetting of Open Space as a valid expenditure purpose within the current 1.00% Streets and Open Space levy. If the measure passes, 0.08% will be restricted to Open Space, with not more than 50% of accumulated funds being available for the maintenance and improvement of existing and new Open Space, and the balance for acquisition.
>
> 0.55% PSPRS Unfunded Liability – If the measure fails, significant operational adjustments will be necessary in the General Fund in order to support an increase in annual pension payments totaling $1.8 million by FY18, and increasing annually thereafter (requiring continued decreases in other General Fund expenses/operations). If the measure passes, the revenue will be dedicated to accelerate the payment of the City's current $70 million unfunded PSPRS pension liability, reducing the total cost of the liability by approximately $40 million over the 20-year life of the tax.

FY2016 BUDGET TRANSMITTAL MESSAGE

Budget guidelines set in FY 2014 were expanded in FY2015 to integrate and link the overarching strategic goals of the City Council with funding and resources to complete work programs and action items that support achievement of the goals. This generated an updated Budget Action Plan identifying the goals summarized below, for further work to address short and longer term operations, services, and finances.

1. Align the FY16 budget with Strategic Goals, and balance it while preserving services and levels of the services

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

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

Financially Sustainable City
- Maintain basic services
- Focus on long-term planning in all funds
- Target excess resources for economic & strategic program investment
- Maintain flexibility to respond to unknown opportunities

2. Critically review and implement organizational alternatives for fulfilling departmental missions more effectively/efficiently
    - The FY16 budget includes a net reduction of 5.0 budgeted full-time equivalent positions, after the elimination, reclassification, privatization, and addition of various other positions across service units.
3. Fund implementation of Airport area-focused economic development vision and strategies integrating the "inside the fence" Airport property and facilities, proximate privately owned properties, and the educational/technical leadership of Embry-Riddle Aeronautical University
    - The FY16 capital budget reflects the first year of funding necessary to assure that Earnest A. Love Field can continue support of the USFS tanker operation and to position the airport to transition from Essential Air Service to a commercial local facility in the future.
4. Identify and pursue entrepreneurial opportunities for net new revenue generation
    - The City contracted with Billy Casper Golf to form a public-private partnership whereby the contractor manages all business aspects of the golf operation and the City Recreation Services Department performs maintenance of this valuable asset; after the first year of partnership, the financial outcome is expected to have improved by over $150,000 (compared to the $250,000 average annual deficit of prior years). The outcome from the FY 16 Budget is anticipated to be revenue-neutral or better.
5. Update the City's tourism development approach; identify "next level" opportunities and investment funding mechanisms; transition from General Fund support

FY2016 BUDGET TRANSMITTAL MESSAGE

- The FY16 Budget shifted all Tourism Support expenses from the General Fund to the Transient Occupancy "Bed" Tax Fund. In addition, the local Liquor License fee revenue (restricted to use for projects that benefit the hospitality industry) has been shifted to the Bed Tax Fund. This was an overall reduction to the General Fund. Bed Tax revenue has continued to increase annually.

6. Complete ICMA operational analysis of public safety response models to identify operational opportunities, and utilize FY15 as a transitional year of community dialogue and implementation of selected strategies
    - Police and Fire studies were presented in the first quarter of FY15, and will be followed in FY16 by a continuing update and implementation process including thorough review of the findings, prioritization and integration with strategic plans, and external dialogue. The FY16 Budget includes funding for implementation of a "Standards of Cover" review and implementation process for the Fire Department, and a new Computer Aided Dispatch and Records system for the Prescott Regional Communications Center to enhance the Police and Fire Departments' abilities to manage their response through new generation dispatching techniques.
7. Monitor and address employee pay and benefits, compression, and funding/impact of mandated retirement system increases
    - A Classification and Compensation Study was completed in FY 15; Depending upon the outcome of the August 25, 2015, Sales Tax Ballot Measures, a movement of employee pay and benefits may be possible to address (1) initial funding for a first phase of market adjustments during the fiscal year, based on the analysis; and (2) reinstatement of additional tuition reimbursement assistance for career development.
8. Strengthen relationships with regional partners
    - Initial dialogue regarding Courthouse Plaza and proximate uses, library funding, and continued partnerships at Pioneer Park have taken place, with future discussions expected during FY16 regarding our regional public safety partners and collaborations with the Prescott Unified School District for facility uses.

The primary goal in creating the FY16 budget was to maintain services and programs at prior levels or better while awaiting the outcome of the ballot measures. This precluded funding personnel market adjustments identified by classification and compensation analysis, as well as merit and/or cost of living adjustments. If future revenue sources become available, salary adjustments will be aligned with the employment market, to retain and reward quality employees, and continue to attract a highly qualified, customer service-oriented workforce.

The Fiscal Year 2016 Budget total of $148,423,862 represents a 13% decrease over the prior year level, reflecting changes in funding of capital projects in the City's infrastructure rehabilitation and replacement programs. The $81,954,879 Operating Budget primarily supports delivery of day-to-day core services, and is an increase of 2.0% over last year. The Operating Budget includes outlays for the Airport and other City facilities, and was also impacted by state-mandated changes to pension costs, health insurance cost adjustments resulting from the implementation of the Affordable Care Act, and other modifications necessary to continue to provide City Services at equal or better levels. The Capital Budget for FY16 totals $66,468,983.

As evidenced by the following highlights, the City continues to provide excellent services 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 prescribed by the state for its municipalities. However, these levels of service are at risk from rising public safety costs, which are outside the control of the City and its employees.

FY2016 BUDGET TRANSMITTAL MESSAGE

Stronger Local Economy and Expanded Tax Base

Financial Sustainability and Economic Vitality

- Received the Distinguished Budget Presentation Award, the highest form of recognition from the Government Finance Officers Association of the United States and Canada (GFOA) for the thirteenth consecutive year
- Received the Certificate of Achievement for Excellence in Financial Reporting from GFOA for the City's Comprehensive Annual Financial Report for the thirty-third consecutive year
- Assisted in the successful attraction and construction of Panera Bread, and two manufacturing companies
- Facilitated "Lunch and Learn" sessions for manufacturers
- Assisted Greater Prescott Regional Economic Development (GPREP) in selection of a full-time Director, website development, and attendance at Board of Directors and Business Attraction Team meetings
- Received two Arizona Commerce Authority Gold Certified Sites, one gold certified building and one bronze certified site, with the gold certified building recently sold to a new manufacturer
- Facilitated film office projects featuring Prescott:
    - "Before All Others," a Cable One national commercial featuring Prescott's Dogpatch Studios
    - Destination America's "Red, White & You" production
    - National Geographic Channel's "Live Free or Die"
    - American Picker's series production of "Chasing Croutons"
- Improved the Economic Development website by adding new sites and buildings to real estate listings, updating statistics, and including an Economic Dashboard to provide a snapshot of economic activity
- Completed 36 field audits and 289 desk reviews resulting in revenue recovery of $398,000 in previously unremitted sales and use tax
- Issued 647 new tax licenses: 40 commercial rental, 178 residential rental, 133 construction contracting, 296 various retail

Tourism

- Transient Occupancy (Bed) Tax revenue collection increased nearly 16%, reflecting an increase in occupancy of 11.7%
- Revenue per Available Room (RevPAR) increased 21.5%
- These positive returns represent Bed Tax revenue of $680,000, an increase of $95,000 over the prior period
- Ongoing sales efforts resulted in 28 corporate group leads, four corporate meetings booked, 82 leisure leads, and three new leisure tours contracted for ongoing visits to Prescott
- Lodging ("Bed Tax") receipts were leveraged by partnering with the Arizona Office of Tourism's Marketing Co-op Program for rural communities, bringing media coverage valued at over $6 million

Airport

- Accommodated 7,000 more flight operations during the year, reaching a total of 277,540 operations recorded during daily tower operational hours of 6 am to 10 pm
- Maintained status as the 32nd busiest airport in the US, and the 4th busiest in Arizona, only behind Phoenix-Sky Harbor International Airport, Phoenix-Deer Valley Airport, and Mesa-Falcon Field Airport
- Completed pavement preservation of the Airport Administration parking lot, Bottleneck hangar area and several other airside areas

FY2016 BUDGET TRANSMITTAL MESSAGE

- Solicited and received over $7 million in grants for capital improvement projects to improve airport facility operations and safety

Better Mobility through Improved Roads and Transportation System

Streets Projects

- FY 15 Pavement Preservation Program
- FY 15 Pavement Rehabilitation Program
- FY 15 Sidewalk Replacement Program
- Rehabilitation of Park Avenue including replacement of underground utilities, drainage, and street reconstruction
- Constructed South Dexter Neighborhood Street Improvements

Construction/Design Services

- Designed Lakeview Plaza Storm Drain Improvements
- Designed Willis/Cortez Intersection Reconstruction Project
- Completed 784 engineering plan reviews, 401 utility plan reviews, and 321 rights-of-way permits

Streets/Traffic Engineering

- Reviewed and approved 105 construction traffic control plans
- Completed Intergovernmental Agreement (IGA) for $1 million Government Canyon Bridge Replacement Project
- Installed 32 new Accessible Pedestrian System pushbuttons at six Willow Creek Road intersections

Managed Growth for a Balanced Community

Development

- Approved 228 new single family home construction permits
- Engaged customers through hosting of three building official meetings and three contractor meetings regionally, four radio shows, and participating in the “Home Show” with the Yavapai County Contractor’s Association to highlight building standards
- Managed and processed 150 applicants through the Pre-Application Conference procedure for preliminary discussion of potential development projects
- Provided guidance and assistance to the City Council in the review and adoption of the draft 2015 General Plan in preparation for voter ratification
- Facilitated Community Development Block Grant (CDBG) Annual Action Plan and Five-Year Consolidated Plan using consultants

Water Management

- All five State of Arizona-required Best Management Practices were met
- Launched enhanced water conservation website with focus on low water, native planting catalogue to encourage landscapes that use little or no potable water
- System water losses were below the state-prescribed limit of 10%, and recharge facility requirements were achieved

FY2016 BUDGET TRANSMITTAL MESSAGE

Polished City – Beautiful and Clean

Recreation Services (including Antelope Hills Golf Course Maintenance)

- Developed a master plan for future course improvements and beautification
- Began pilot program utilizing an experimental fungicide to treat Fairy Ring fungus found at two holes on the South Course
- Began sub-contracting work for the facilities grounds with better results and more efficiency for golf course crews
- Scheduled 13,410 hours of athletic fields use, including league softball, co-sponsored youth groups, tournaments and specialty events
- 285 teams representative of 2,900 individuals participated in the FY 15 adult sports leagues (softball, volleyball and basketball)
- Engaged regional partners to host the 2014 National Junior College Athletics Association (NJCAA) Soccer National Championships
- Hosted a calendar of Tournament Sporting Events that generated $1.9 million in local economic impact of direct spending, a 24% increase over the prior year
- Partnered with Beneful to construct a new $600,000 dog park with daily visitation of approximately 600 users
- Completed connection of the 54 mile non-motorized Circle Trail, and participated in significant editorial promotion in state-wide and national publications

Street Maintenance and Drainage

- Established full-time downtown cleanup position with additional duties of curb painting, trash collection, hydrant checks and pressure washing of sidewalks
- Removed 530 nuisance trees from the right-of-way to improve safety
- Provided 2,850 man-hours of response to rain and snow storm events
- Applied 117,417 pounds of crack sealant on over 75 streets, the Library parking lot, and areas of the airport to extend pavement life
- Placed recycled pavement surface on 22 streets and alleys
- Established a dedicated two-man drainage maintenance crew that cleaned 358 drainage structures, 3,300 feet of drainage culvert, 11 low water crossings, and inspected 1,600 drainage structures
- Managed drainage projects including Blackhawk and Hummingbird Culvert Drainage Improvements, Lakeview Plaza Storm Drain, Granite Creek Dam Valve Replacement a Levee Analysis of Willow Creek

Solid Waste

- Performed solid waste collection services for 36 special events
- Removed 141 tons of rubbish from neighborhoods during the Annual Spring Clean-up
- Hosted a multi-jurisdictional household hazardous waste (HHW) event serving 762 vehicles dropping off HHW items
- Collected and diverted 4,730 gallons of used motor oil, 685 gallons of used antifreeze, and recycled 13 tons of electronic waste from the regional landfill to alternate disposal
- Diverted approximately 4,250 tons of material through recycling efforts, and mining of incoming solid waste (963 tons), providing direct revenue of $22,000 (avoided cost ≈ $236,000)
- Diverted and processed 3,757 of brush (avoided cost ≈ $209,000), including providing free drop off every Saturday in June for residential customers to encourage fire reduction clearing
- Diverted 8,200 tons of inert debris (avoided cost ≈ $455,000)
- FY 2015 Landfill costs avoided due to a variety of diversion efforts totals approximately $953,300 in tipping and hauling fees

FY2016 BUDGET TRANSMITTAL MESSAGE

First Class Utility System

Major Capital Projects Constructed

Water

- Chino Piping Reconfiguration
- Pleasant Street Water Main Replacement
- Small Water Main Upgrades, Phase 1 and 2
- White Spar Road Water Main Improvements
- Zone 12 Interconnect Pump Station and Check Valves
- Zone 27 Tank, Water Main and Pump Station
- Zone 101 Pump Station Improvements

Sewer

- Cliff Rose Lift Station Replacement
- Pleasant Street Sewer Main Replacement
- Sewer Mainline Replacement/Rehabilitation Design
- Willow Creek Transition Main Replacement and Scour Protection

Alive Downtown – Quality of Life

Special Events

- Partnered with the Prescott Gateway Mall to host, plan, and deliver a three-day event featuring the Traveling Vietnam Wall, an American Veterans Traveling Tribute
- Worked with the Prescott Downtown Partnership to provide insurance coverage for the Summer Concert Series to facilitate participation by bands and other performers while meeting City risk mitigation policies
- Engaged stakeholders to update the Event Policies and Procedures and Application Process, and secured revisions to the City Code to support the updated regulations
- Secured support from the Prescott Unified School District to jointly use the Mile High Middle School Field to develop key events and reduce Downtown Business District congestion

Library

- The Friends of the Prescott Public Library maintained funding of all public programming which presented 524 youth programs attended by 13,600 youth patrons, the Summer Reading Program attended by 554 children and teens to maintain reading ability during summer months, and 436 adult programs attended by 6,618 adults
- With 29,437 library cardholders, this past year the physical library site saw 442,904 visitors (11 visits per capita), with patrons checking out 759,675 items (circulation of 19 items per capita in FY 16), and electronic circulation that represented 7% of the total
- Use of library meeting rooms, generated 5,252 visits for both library and community programs
- 173 volunteers contributed 15,056 service hours to the library - equivalent to 7.25 full-time positions, and a savings of approximately $181,000
- 17,000 items were added to the collection resulting in 174,000 items now available at the Prescott Public Library, and almost 1.3 million items available throughout the Yavapai Library Network
- Implemented a federally funded Library Services and Technology Act grant to establish “Book Nooks” in five locations across the community, providing reading materials and information about the library at places where people are faced with significant wait times

FY2016 BUDGET TRANSMITTAL MESSAGE

- Partnered with the Prescott Unified School District (PUSD) to establish book clubs at the high school, middle school, and the Yavapai County juvenile Detention Center, reaching youth who are unable to attend book club meetings at the library

Financially Sustainable City

Public Safety (Police and Fire)

- During FY 15, Police Department volunteers worked a total of 9,540 hours, including 7,480 hours by Citizens on Patrol volunteers
- A total of $38,000 in Governor's Office of Highway Safety (GOHS) Grant funds were received for seatbelt enforcement, and to augment enforcement equipment and pay overtime costs allowing the Police Department to administer thirteen (13) DUI Taskforce details, two-week enforcement of "Click it or Ticket" National Campaign efforts, eight (8) Speed and Aggressive driver enforcement details
- Implemented the Domestic Violence and Sexual Assault squad which provides contact and follow-up with each intimate domestic violence victim resulting in numerous arrests
- Patrol Officers responded to 42,565 incidents; 25,664 were initiated as calls for service, with the remaining 16,901 initiated by the officers
- Code Enforcement opened 500 cases, and closed 468, referring six to a hearing officer for final resolution
- Conducted a Code Enforcement Cleanup event in the Dameron Neighborhood resulting in the removal of 15 tons of rubbish
- Prescott Regional Communications Center (PRCC) handled 262,602 inbound and outbound calls, involving 84,048 fire, police and EMS responses
- Community Risk Reduction integrated wildfire fuels reduction activities into one division, and contracted with an Arizona State Forestry Crew for fuels reduction projects, trained 1,921 students in fire and life safety, conducted 1,098 fire inspections, 11 investigations, and reviewed 1,380 plans for new subdivisions and buildings
- Fuels reduction workers completed 630 detailed home assessments for fuels management, 549 chip jobs, and 226 acres of fuels reduction in the Prescott Basin, including creating a 200 foot wide fuel break along the southern boundary of Camp Yavapines
- Fire personnel responded to 4,629 emergency service calls, trained approximately 550 citizens in CPR/First aid, and completed 1,190 hours of basic and advanced life support continuing education and recertification training, and 15,533 hours of general training
- Integrated updated heart monitoring equipment into Yavapai Regional Medical Center Lifenet Program, allowing for immediate notification for cardiologists of active myocardial infarctions
- Conducted 84 multi-agency multi-engine quarterly training sessions with Central Yavapai and Chino Valley Fire Districts

Administrative Process Improvements

- Information Technology (IT) accepted responsibility for the oversight and maintenance of the City of Prescott radio network which covers a variety of City departments and public safety including the Prescott Regional Communication Center (PRCC)
- IT began a roll-out of WiFi service in public areas of City buildings with completion expected in early FY 16
- Created a City e-newsletter and encouraged new subscribers, and began hosting "Talk of the Town" radio show on KQNA to highlight City services and programming to the public
- Implemented an online payment system option for fine and fee payments at City Court
- Successfully recouped $25,000 of City Court-ordered restitution and fine payments through participation in the Arizona Tax Intercept Program

FY2016 BUDGET TRANSMITTAL MESSAGE

- Processed 8,500 active license renewals for Calendar Year 2015 to comply with the new Model City Tax Code and Arizona Department of Revenue tax collection for all Cities and Towns (scheduled to begin January 1, 2016)
- Updated license agreements for monthly use of the Parking Garage to include reserved status during fee days, enhancing service to the renters
- Worked with stakeholders to improve the Special Event Permit and Special Event Liquor License application process

Legislative Activity

- Facilitated dialogue among the Mayor and City Council, Arizona State Legislators, and the Arizona League of Cities and Towns to forestall a bill that would have eliminated the City's authority to collect Residential Rental Tax, $1.2 Million in present revenue to the City
- Worked with legislative representatives to facilitate legislation improving regulation of the substance abuse recovery industry, addressing reform of the Public Safety Personnel Retirement System (PSPRS), and raising awareness of the limited revenue tools available for local services and programs

Fleet and Facility Improvements

- Completed over 600 facility work orders with a satisfaction rate of 99.7%
- Completed 100% LED retrofit of 248 interior lights at the Granite Street Parking Garage, reducing the annual electrical cost at the facility by over $11,000 (55%)
- Continued to make energy efficiency improvements to all City facilities, reducing the FY 15 cost of natural gas by 17% over the prior year, and the cost of electricity by 6%. Annual natural gas costs are 55% less than the base year (2011) and electricity costs 19% less
- Repaired and renovated the Airport restaurant kitchen to bring the area up to code and enable safe operation
- Maintained an average availability rate of 98% for City vehicles
- Completed 2,254 fleet repair work orders and 980 preventative maintenance work orders
- Conducted a customer service survey to identify areas that can be improved and made more efficient

Challenges Going Forward

Despite the 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:

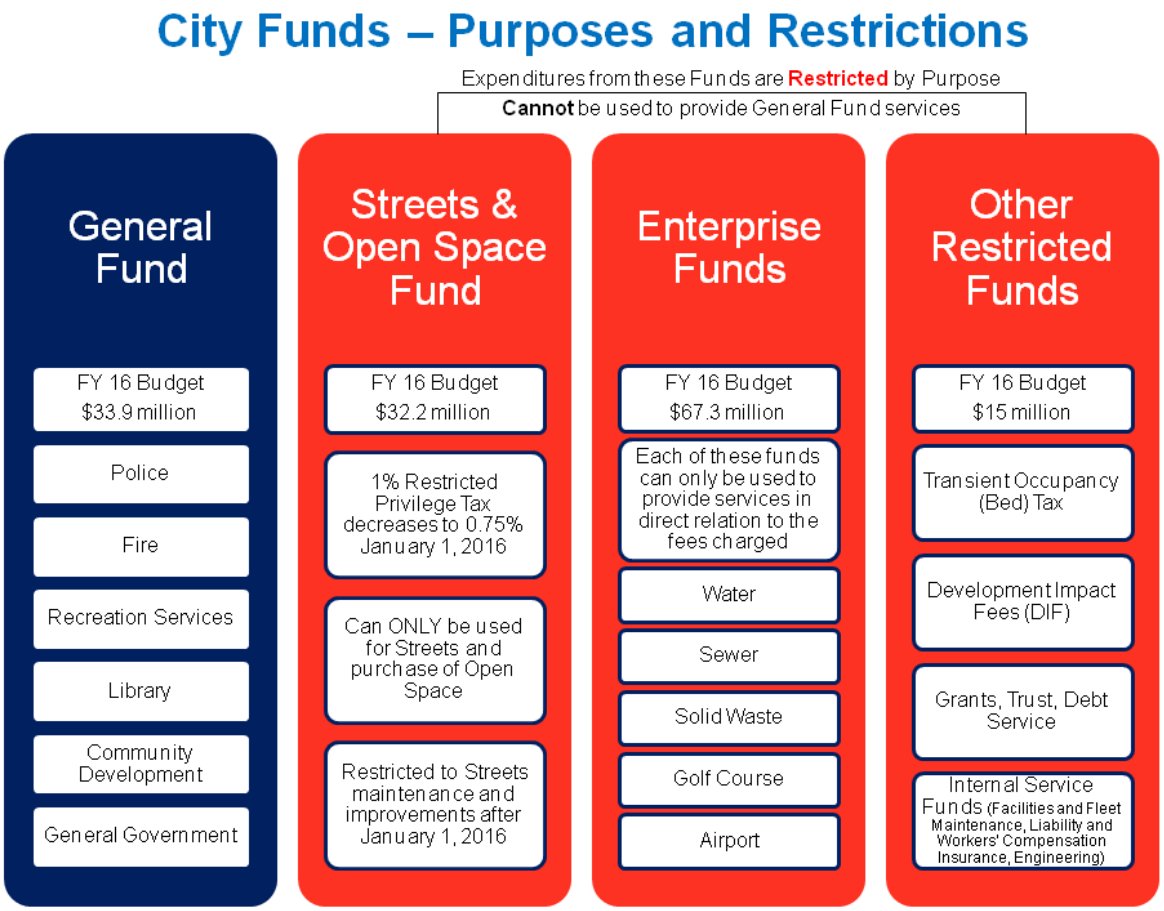
- Census-driven impacts to revenues collected and shared by the State
- Adequacy of funding sources to support and maintain both public safety and quality of life services
    - Dependence on local sales tax, and property tax constraints
    - Reduction and elimination of grants providing important supplemental funding of public safety programs
    - Increasing pension costs, which may be mitigated through an adjustment to the Transaction Privilege Tax, if approved by the voters on August 25, 2015
- New state laws that seek to "reform" transaction privilege tax further restrict revenue generation opportunities, and reduce available tax dollars for services
    - State collection of local sales tax beginning January 1, 2016, will delay receipt of revenue to the City, impact the ability to locally assure tax compliance and gain information about the state of the local economy
    - State collection of Use Tax has already begun and has resulted in a significant decrease and delay in revenue collected

FY2016 BUDGET TRANSMITTAL MESSAGE

- Legislation reduced construction sales tax by changing the point of taxation has reduced the amount of tax collected in its first year of implementation, with the combined impacts of state collection and construction sales tax changes projected to cause a $300,000 annual loss to each of the General Fund and Streets and Open Space Fund
- Prior impacts due to changes in the taxation of commercial rentals have reduced that category by over $150,000

- Local economic development and competition
- Shifting of financial costs from the State to municipalities
- Increases in employee insurance and retirement costs
- Cost of competitive pay for employees
- 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 personnel training

These items will require comprehensive, continuous scrutiny and alternative approaches to assure that mandated responsibilities are successfully met. Perhaps the greatest challenge that we face in creating the budget each year, is the legal revenue structure by which Prescott is bound, which results in highly restricted revenue sources that are limited as to expenditure purpose. The FY 2016 structure is illustrated in the diagram below.



FY2016 BUDGET TRANSMITTAL MESSAGE

In summary, the Fiscal Year 2016 Budget is focused on delivering high-quality services and programs to our City's residents, retaining the employees who provide them, preserving amenities central to assuring a superior quality of life in Prescott, and assuring responsive service delivery into the future. 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 reducing full-time equivalent positions, measured review of requests for new operational funding and capital expenditures, and placement of several tax measures on the ballot. Depending on the outcome of those ballot measures, continued discussion on how to further reduce expenditures and in what manner the City strategically invests in its employees and other services will be necessary. 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 without anticipation of new revenue sources. However, if one or more of the ballot measures fails, reductions in expenditures will result in impacts to current programming and elimination or reduction in levels of service in a variety of key service areas such as recreation and library services, and police and fire operations.

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

Respectfully submitted,

Craig McConnell
City Manager

FY2016 BUDGET SUMMARY

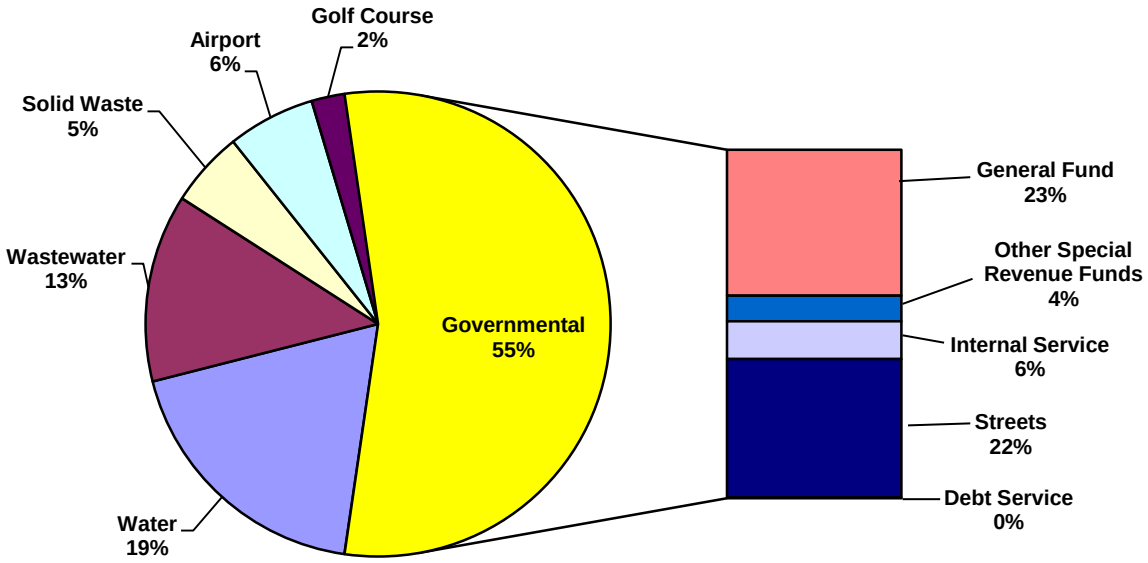
The FY2016 Budget consists of two components – the operating budget and the capital budget. The operating budget is $81,954,879 representing a 2.0% increase from FY2015. The operating budget is comprised of the costs to continue operations from year to year without any capital expenditures. It encompasses all the basic services provided to Prescott's residents: police and fire protection; recreation services; library services; water; wastewater; solid waste collection including recycling; streets maintenance; planning and zoning; building inspection; economic development; and administrative services. The operating budget has been prepared without an increase in taxes.

The second component, the capital budget, is set at $66,468,983, a 26% decrease from FY2015. 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 operating and capital components bring the total budget for FY2016 to $148,423,862.

The following pie chart shows how the FY2016 expenditures of $148,423,862 are spread percentage wise among the various Enterprise Funds and Governmental Funds.

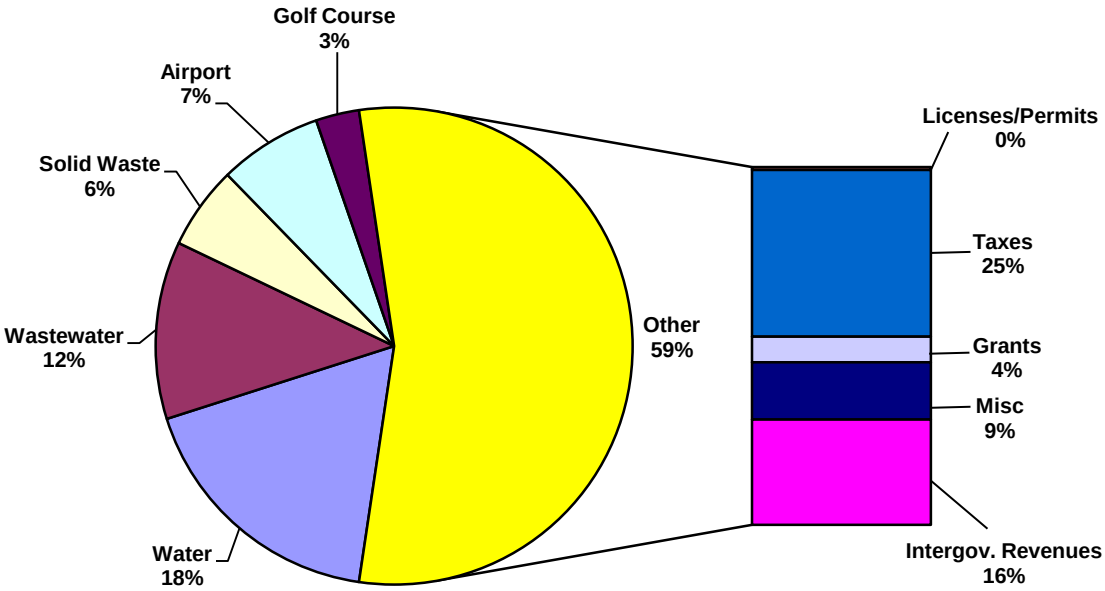
City of Prescott Expenditures



FY2016 BUDGET SUMMARY

The estimated total revenues for FY2016 total $115,269,302 and are shown following in the same format for easier 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.

FY2016 BUDGET SUMMARY

CITY OF PRESCOTT
ALL FUNDS SUMMARY

	Actual FY2012	Actual FY2013	Actual FY2014	Budget FY2015	Est End FY2015	Budget FY2016
Source of Funds:						
Beginning Fund Balance						
General Fund	17,206,599	15,728,967	18,486,685	23,624,104	23,177,997	23,435,648
Special Revenue Funds	31,510,163	18,334,970	19,025,885	23,735,957	23,735,957	25,102,379
Other Funds	8,645,243	9,621,679	10,175,530	8,881,137	8,881,137	7,175,296
Enterprise Funds	38,479,063	34,757,731	35,656,803	43,355,843	43,355,843	46,962,917
Total Beginning Fund Balance	95,841,068	78,443,347	83,344,903	99,597,041	99,150,934	102,676,240
Revenues						
General Fund	28,759,449	31,661,822	34,238,729	32,452,139	32,485,258	32,897,237
Special Revenue Funds	19,336,367	16,899,000	20,297,101	26,680,372	22,839,967	22,976,998
Other Funds	2,526,740	2,238,902	1,175,394	204,562	277,058	175,925
Enterprise Funds	39,652,728	40,634,724	40,432,951	44,672,489	43,608,555	52,215,909
Subtotal	90,275,284	91,434,448	96,144,175	104,009,562	99,210,838	108,266,069
Other Funding Sources						
Bond Proceeds	5,844,307	1,307,108	37,144,803	6,652,180	7,992,440	3,666,286
Costs Recovered From Other Funds	6,804,927	6,134,965	5,638,978	5,684,559	5,921,559	6,882,960
Transfers In	617,913	55,345	620,887	2,133,276	848,145	1,328,322
Subtotal	13,267,147	7,497,418	43,404,668	14,470,015	14,762,144	11,877,568
Total Revenues and Other Funding Sources	103,542,431	98,931,866	139,548,843	118,479,577	113,972,982	120,143,637
Use of Funds:						
Operating Budget						
General Fund	29,460,333	27,731,510	28,176,032	31,963,718	30,826,489	31,824,441
Special Revenue Funds	7,967,558	7,933,583	8,111,672	8,346,160	8,484,050	9,152,530
Other Funds	8,749,801	8,192,792	6,736,772	7,185,119	7,097,057	8,315,406
Enterprise Funds	29,880,477	23,754,619	40,048,775	32,815,221	31,594,771	32,648,082
Subtotal	76,058,169	67,612,504	83,073,251	80,310,218	78,002,367	81,940,459
Capital Budget						
General Fund	610,439	455,798	403,274	1,857,571	855,528	2,118,024
Special Revenue Funds	25,346,173	10,217,731	7,538,337	34,790,309	13,060,793	28,780,384
Other Funds	695,270	156,033	1,371,992	1,224,934	807,401	901,087
Enterprise Funds	26,898,997	1,670,064	30,195,086	52,029,207	16,873,442	34,683,908
Subtotal	53,550,879	12,499,626	39,508,689	89,902,021	31,597,164	66,483,403
Transfers Out	268,906	754,090	620,887	2,133,276	848,145	1,328,322
Total Expenditures and Transfers Out	129,877,954	80,866,220	123,202,827	172,345,515	110,447,676	149,752,184
Ending Fund Balance						
General Fund	15,728,967	18,486,685	23,624,104	20,467,965	23,435,648	22,206,231
Special Revenue Funds	18,035,174	17,192,383	23,735,957	8,161,468	25,102,379	10,376,689
Other Funds	8,344,775	10,844,101	8,881,137	6,360,205	7,175,296	5,017,688
Enterprise Funds	27,209,564	49,985,825	43,355,843	10,741,465	46,962,917	35,467,358
Total Ending Fund Balance	69,318,480	96,508,994	99,597,041	45,731,103	102,676,240	73,067,966

FY2016 BUDGET SUMMARY

CITY OF PRESCOTT
GENERAL FUND
FUND SUMMARY

	Actual FY2012	Actual FY2013	Actual FY2014	Budget FY2015	Est End FY2015	Budget FY2016
Source of Funds:						
Beginning Fund Balance						
General Fund Reserve	5,751,056	5,751,890	6,332,364	6,847,746	6,847,746	6,497,052
Internal Loans	3,964,030	6,236,862	5,127,757	5,015,081	5,015,081	5,015,081
Unreserved Fund Balance	7,491,513	3,740,215	7,026,563	11,761,277	11,315,170	11,923,515
Beginning Fund Balance	17,206,599	15,728,967	18,486,685	23,624,104	23,177,997	23,435,648
Revenues						
Taxes						
Sales/Use Tax	12,593,700	13,623,329	14,047,796	13,840,000	13,800,000	13,840,000
Primary Property Tax	1,252,755	1,093,317	1,512,763	1,570,938	1,570,938	1,596,518
Franchise Taxes	1,624,459	1,618,259	1,621,289	1,636,000	1,636,000	1,610,000
Intergovernmental Revenues						
State Sales Tax	3,113,344	3,254,643	3,468,045	3,600,149	3,600,149	3,806,325
State Income Tax	3,362,779	4,069,877	4,441,008	4,822,959	4,822,959	4,797,092
State Vehicle License	2,129,852	2,085,284	2,107,784	2,199,130	2,199,130	2,361,145
Joint Dispatch	1,143,827	1,112,693	1,134,736	1,327,197	1,327,197	1,279,864
Library	591,924	550,931	564,202	564,444	565,065	567,270
Other	333,388	333,003	345,578	357,223	357,580	357,423
Licenses and Permits	455,250	506,072	603,339	547,900	549,700	495,600
Service Charges	1,277,465	1,637,842	1,422,126	1,201,499	1,339,605	1,364,800
Fines & Forfeitures	527,988	533,085	498,161	492,400	454,035	498,900
Miscellaneous	352,718	1,243,488	2,471,902	292,300	262,900	322,300
Subtotal	28,759,449	31,661,822	34,238,729	32,452,139	32,485,258	32,897,237
Other Funding Sources						
Debt Proceeds	-	-	-	-	-	1,000,000
Transfers In	-	37,293	20,000	110,585	88,719	67,334
Subtotal	-	37,293	20,000	110,585	88,719	1,067,334
Total Revenues & Other Funding Sources	28,759,449	31,699,115	34,258,729	32,562,724	32,573,977	33,964,571
Use of Funds:						
Departments						
General Government						
Mayor and City Council	16,056	26,393	34,177	48,275	49,908	40,761
City Clerk	81,817	13,175	116,058	114,402	79,266	121,444
City Court	478,005	483,431	514,391	581,411	532,530	600,161
City Manager	8,872	123,141	109,323	136,877	128,203	121,203
Public Communications	69,481	24,000	129,253	82,123	70,422	64,145
Legal	283,201	264,426	262,712	373,802	373,419	329,225
Human Resources	(14,480)	(53,602)	(35,282)	18,847	105	2,167
Insurance and Retirements	601,375	498,633	265,292	345,016	342,078	357,053
General Government Total	1,524,327	1,379,597	1,395,924	1,700,753	1,575,931	1,636,159

FY2016 BUDGET SUMMARY

CITY OF PRESCOTT
GENERAL FUND
FUND SUMMARY

	Actual FY2012	Actual FY2013	Actual FY2014	Budget FY2015	Est End FY2015	Budget FY2016
Budget and Finance	315,820	182,627	237,223	414,125	387,546	393,421
Field and Facilities	-	97,929	98,654	102,946	108,809	105,386
Community Development	2,794,866	1,234,075	1,213,804	1,197,172	1,149,186	1,118,073
Recreation Services	2,447,938	2,780,625	2,650,084	3,004,214	2,968,408	3,104,676
Library	2,133,674	2,147,996	2,155,133	2,316,955	2,285,683	2,360,794
Police	9,053,830	11,623,939	12,037,800	12,233,934	11,756,402	12,166,621
Regional Communications	2,332,623	-	-	1,431,978	1,430,095	1,279,864
Fire	6,828,192	6,950,769	7,820,084	8,910,570	8,554,466	9,186,340
Economic Initiatives	2,029,063	1,333,952	567,326	651,071	609,963	473,107
Total Operating Budget	29,460,333	27,731,510	28,176,032	31,963,718	30,826,489	31,824,441
Capital Outlay/Projects						
General Government						
City Council	-	6,079	1,606	3,394	-	-
City Clerk	-	-	-	20,000	20,000	19,524
Legal	-	16,392	-	-	-	-
Human Resources	-	-	-	290,000	220,000	71,500
Budget and Finance	15,915	21,980	-	-	-	-
Field & Facilities	-	2,093	61,740	50,000	-	-
Community Development	4,788	1,326	1,367	3,500	-	-
Recreation Services	41,928	32,159	32,965	100,000	100,000	70,000
Police	144,998	274,222	223,730	37,900	32,578	-
Regional Communications	286,066	-	-	25,000	5,400	1,010,000
Fire	-	101,547	81,866	1,327,777	477,550	947,000
Economic Initiatives	116,744	-	-	-	-	-
Total Capital Outlay/Projects	610,439	455,798	403,274	1,857,571	855,528	2,118,024
Transfers Out						
Airport Supplement	-	-	365,117	972,505	525,213	970,786
Grant Matches	166,309	754,090	176,887	925,069	109,096	280,737
Total Transfers Out	166,309	754,090	542,004	1,897,574	634,309	1,251,523
Total Expenditures & Transfers Out	30,237,081	28,941,398	29,121,310	35,718,863	32,316,326	35,193,988
Ending Fund Balance, 6/30						
General Fund Reserve	5,751,890	6,332,364	6,847,746	6,490,428	6,497,052	6,579,447
Internal Loans	6,236,862	5,127,757	5,015,081	5,015,081	5,015,081	4,553,000
Unreserved Fund Balance	3,740,215	7,026,563	11,761,277	8,962,456	11,923,515	11,073,783
Total Ending Fund Balance	15,728,967	18,486,685	23,624,104	20,467,965	23,435,648	22,206,231

FY2016 BUDGET SUMMARY

CITY OF PRESCOTT
OTHER FUNDS
FUND SUMMARY

	Actual FY2012	Actual FY2013	Actual FY2014	Budget FY2015	Est Ending FY2015	Budget FY2016
Source of Funds:						
Beginning Fund Balance						
Expendable Trust Funds						
Acker Trust Fund	584,873	584,585	575,766	574,368	574,368	571,368
Miscellaneous Gifts & Donations	208,883	207,754	221,024	194,635	194,635	184,458
Internal Service Funds						
Risk Management Fund	1,121,493	2,272,934	2,163,293	1,807,528	1,807,528	1,393,764
Fleet Maintenance Fund	5,610,030	5,523,554	5,544,786	4,306,606	4,306,606	3,443,801
Engineering Services Fund	683,394	601,823	1,026,265	1,370,087	1,370,087	1,144,943
Facilities Maintenance Fund	207,479	277,435	299,558	260,815	260,815	172,664
Debt Service Fund	229,091	153,594	344,838	367,098	367,098	264,298
Total Beginning Fund Balance	8,645,243	9,621,679	10,175,530	8,881,137	8,881,137	7,175,296
Revenues						
Taxes	1,914,717	1,960,477	204,210	75,000	75,000	75,000
Gifts and Donations	297,616	89,789	114,493	-	86,250	-
Interest	314,407	159,960	152,884	104,517	104,517	90,880
Miscellaneous	-	28,676	703,807	25,045	11,291	10,045
Subtotal	2,526,740	2,238,902	1,175,394	204,562	277,058	175,925
Other Funding Sources						
Cost Recovery from Other Funds	6,804,927	6,134,965	5,638,978	5,684,559	5,921,559	6,882,960
Total Revenues & Other Funding Sources	9,331,667	8,373,867	6,814,372	5,889,121	6,198,617	7,058,885
Use of Funds:						
Departments						
Internal Service Funds						
Risk Management Fund	2,102,961	1,684,884	987,960	1,364,588	1,334,711	1,675,963
Fleet Maintenance Fund	2,106,659	1,924,080	2,206,727	2,343,390	2,325,151	2,402,089
Engineering Services Fund	1,600,862	1,552,029	1,528,017	1,871,405	1,869,559	2,516,143
Facilities Maintenance Fund	967,058	1,064,073	1,099,476	1,411,874	1,373,774	1,525,086
Debt Service Fund	1,972,261	1,967,726	914,592	193,862	193,862	196,125
Total Operating Budget	8,749,801	8,192,792	6,736,772	7,185,119	7,097,057	8,315,406
Capital Outlay/Projects						
Expendable Trust Funds						
Acker Trust Fund	9,500	9,542	8,950	10,000	10,000	10,000
Miscellaneous Gifts & Donations	95,169	76,519	140,882	308,332	96,427	235,387
Internal Service Funds						
Fleet Maintenance Fund	576,350	39,002	1,095,369	850,100	650,900	655,700
Facilities Maintenance Fund	14,251	30,970	126,791	56,502	50,074	-
Total Capital Outlay/Projects	695,270	156,033	1,371,992	1,224,934	807,401	901,087
Total Expenditures	9,445,071	8,348,825	8,108,764	8,410,053	7,904,458	9,216,493
Ending Fund Balance						
Expendable Trust Funds						
Acker Trust Fund	584,585	575,766	574,368	571,368	571,368	568,368
Miscellaneous Gifts & Donations	411,330	221,024	194,635	(113,697)	184,458	(50,929)
Internal Service Funds						
Risk Management Fund	1,156,450	2,831,864	1,807,528	1,363,887	1,393,764	707,802
Fleet Maintenance Fund	4,817,978	5,544,786	4,306,606	3,003,116	3,443,801	2,296,012
Engineering Services Fund	942,417	1,026,265	1,370,087	1,143,097	1,144,943	1,154,943
Facilities Maintenance Fund	278,421	299,558	260,815	128,136	172,664	191,394
Debt Service Fund	153,594	344,838	367,098	264,298	264,298	150,098
Total Ending Fund Balance	8,344,775	10,844,101	8,881,137	6,360,205	7,175,296	5,017,688

FY2016 BUDGET SUMMARY

CITY OF PRESCOTT
ENTERPRISE FUNDS
FUND SUMMARY

	Actual FY2012	Actual FY2013	Actual FY2014	Budget FY2015	Est End FY2015	Budget FY2016
Source of Funds:						
Beginning Fund Balance						
Water Fund	21,079,505	29,890,076	27,741,879	35,534,432	35,534,432	36,169,981
Wastewater Fund	4,870,937	601,119	4,895,985	4,332,610	4,332,610	9,130,069
Solid Waste Fund	7,513,091	7,307,320	7,283,322	7,313,667	7,313,667	5,581,650
Airport Fund	8,472,614	593,656	(344,338)	394,189	394,189	394,189
Golf Course Fund	(3,425,578)	(3,663,907)	(3,920,045)	(4,219,055)	(4,219,055)	(4,312,972)
Parking Garage	(31,506)	29,467	-	-	-	-
Total Beginning Fund Balance	38,479,063	34,757,731	35,656,803	43,355,843	43,355,843	46,962,917
Revenues						
Water	15,836,394	19,957,562	17,735,047	18,403,223	19,104,743	20,436,113
Wastewater	9,356,058	10,266,012	11,698,096	11,898,147	13,054,160	13,859,995
Solid Waste	8,142,382	6,248,353	6,506,953	6,360,720	6,543,540	6,472,500
Airport						
Operations	1,371,835	1,470,362	1,461,103	1,523,822	1,468,322	1,510,480
Grants	2,291,595	51,094	305,579	3,255,000	454,050	6,538,789
Golf Course	2,611,491	2,641,341	2,726,173	3,231,577	2,983,740	3,398,032
Parking Garage	42,973	-	-	-	-	-
Subtotal	39,652,728	40,634,724	40,432,951	44,672,489	43,608,555	52,215,909
Other Funding Sources						
Bond Proceeds	5,844,307	-	37,144,803	6,652,180	7,992,440	2,666,286
Transfers In	97,537	18,052	365,117	972,505	525,213	970,786
Subtotal	5,941,844	18,052	37,509,920	7,624,685	8,517,653	3,637,072
Total Revenues & Other Funding Sources	45,594,572	40,652,776	77,942,871	52,297,174	52,126,208	55,852,981
Use of Funds:						
Departments						
Water Fund	9,898,214	8,282,569	20,567,768	10,939,167	10,464,306	11,245,556
Wastewater Fund	7,831,480	5,533,593	9,251,959	10,205,497	9,803,931	9,755,632
Solid Waste Fund	8,076,395	6,245,324	5,958,587	6,661,653	6,471,203	6,471,413
Airport Fund	1,226,568	904,059	1,245,278	1,777,327	1,777,674	1,779,963
Golf Course Fund	2,847,820	2,789,074	3,025,183	3,231,577	3,077,657	3,395,518
Parking Garage	-	-	-	-	-	-
Total Operating Budget	29,880,477	23,754,619	40,048,775	32,815,221	31,594,771	32,648,082
Capital Outlay/Projects						
Water Fund	11,393,827	1,033,959	4,970,025	30,563,598	9,324,384	16,509,936
Wastewater Fund	4,633,472	437,368	24,559,046	15,017,339	5,087,647	9,616,480
Solid Waste Fund	474,341	27,028	518,021	2,474,270	1,791,500	1,317,400
Airport Fund	10,395,357	171,709	147,994	3,974,000	669,911	7,240,092
Golf Course Fund	2,000	-	-	-	-	-
Total Capital Outlay/Projects	26,898,997	1,670,064	30,195,086	52,029,207	16,873,442	34,683,908
Transfers Out						
Water Fund	-	-	-	27,371	20,764	6,748
Wastewater Fund	-	-	-	22,809	17,303	5,624
Solid Waste Fund	84,597	-	-	16,944	12,854	4,178
Total Transfers Out	84,597	-	-	67,124	50,921	16,550
Total Expenditures & Transfers Out	56,864,071	25,424,683	70,243,861	84,911,552	48,519,134	67,348,540
Ending Fund Balance						
Water Fund	16,801,043	40,531,110	35,534,432	12,407,519	36,169,981	28,843,854
Wastewater Fund	6,429,165	4,896,170	4,332,610	(2,362,708)	9,130,069	6,278,614
Solid Waste Fund	7,020,140	7,283,321	7,313,667	4,521,520	5,581,650	4,261,159
Airport Fund	593,656	1,057,396	394,189	394,189	394,189	394,189
Golf Course Fund	(3,663,907)	(3,811,640)	(4,219,055)	(4,219,055)	(4,312,972)	(4,310,458)
Parking Garage	29,467	29,468	-	-	-	-
Total Ending Fund Balance	27,209,564	49,985,825	43,355,843	10,741,465	46,962,917	35,467,358

FY2016 BUDGET SUMMARY

Financial Issues:

Many financial issues are being faced by the City of Prescott in Fiscal Year 2016. Slow recovery from the economic downturn that is being felt in many communities and has affected many revenue sources that contribute to the operations of the City of Prescott. The impact of these revenues is reflected below.

The FY2016 City's share of the State Income Tax is down 0.54% over FY2015 estimated endings. State Income Tax is based on tax collections that were received by the State of Arizona two years ago. A 5.7% increase is projected in the City's share of the State Sales Tax and a 7.4% higher State Vehicle License Tax contribution. These intergovernmental revenues will affect how the City will maintain basic service levels in the general fund service areas. All of these revenues collected and shared by the State are Census-driven. If Prescott does not experience growth at the same rate as other communities in Yavapai County, the shared revenue may decrease.

Sales tax revenues are estimated to remain flat. Although the Prescott economy has been showing signs of improvement in FY2015, the sales tax revenues have seen only minor increases in FY2015 to FY2014. Sales tax revenues have been affected by increased competition in areas outside of Prescott, and new state laws reducing construction sales tax by changing the point of taxation. Housing inventory has been dropping and values have shown some signs of stabilizing. Permits for single-family homes increased in FY15 compared with FY14 from 219 to 228. New commercial permits are also up, the value of those permits increased over 2014 and 2015.

The City's property tax levy for FY2016 is $1,671,518 (Primary $1,596,518, Secondary $75,000). Prescott's primary net assessed value for 2015 of $548,631,551 represents 24.1% 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:

The City's share of Public Safety Personnel Retirement costs increased. Police went from 50.27% to 55.12% of gross pay for FY2016. Fire went from 59.66% to 63.44% of gross pay in FY2016. The City chose to contribute with the 3-year phase-in rate option that was provided by the retirement system in preparing the budget for FY2016. The rates without the phase in rate would have been 74.49% for Fire and 66.97% for Police.

The Arizona State Retirement contribution decreased by 0.13% going from 11.60% to 11.47%. As the result of State Legislation, the City's share and Employee's share amount is a 50/50 split.

The Tuition Assistance program was continued at $20,000 City wide for FY2016. This is meant to help assist employees further their job related education. Additionally, 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.

No pay increases were budgeted in FY2016 due to lack of funding.

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.

FY2016 BUDGET SUMMARY

A net total of 5.00 positions were removed in FY2016.

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

	FY2014	FY2015	FY2016
General Government	33.75	34.75	48.50
Budget/Finance	21.50	21.50	10.00
Field and Facilities	0.25	0.25	0.25
Community Development	12.65	11.10	10.50
Parks and Recreation	18.60	19.60	19.60
Library	23.00	22.00	22.00
Police	92.00	94.50	91.00
Regional Communications	32.75	32.55	30.00
Fire	73.00	68.00	65.00
Economic Enterprises	3.75	3.75	2.75
Total General Fund	312.25	308.00	299.60
Fleet Maintenance	9.10	9.10	9.35
Facilities Maintenance	6.05	6.05	6.20
Engineering	17.30	17.10	24.40
Total Internal Service Funds	32.45	32.25	39.95
Water Department	41.65	42.80	38.15
Wastewater Department	35.10	37.40	36.55
Solid Waste Department	25.90	27.90	27.30
Airport Operations	8.25	11.25	11.25
Golf Course	16.00	9.00	9.00
Total Enterprise Funds	126.90	128.35	122.25
Streets and Open Space	36.40	36.40	37.20
Tranient Occupancy Fund	1.00	1.00	2.00
Total Special Revenue Funds	36.40	37.40	39.20
Total Positions	508.00	506.00	501.00

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.

FY2016 BUDGET SUMMARY

Capital Investments to Maintain Quality Basic Services:

With a few modifications, the capital investments included in the FY2016 budget are part of the Five-Year Capital Improvement Plan adopted during the FY2014 budget process.

Water Fund

The major funding allocation in the Water Fund is $2,000,278 for main line replacements for existing mains deficient due to age, condition or capacity.

Other notable projects in the Water Fund include:

- $1,410,400 for West Airport Distribution System Loop.
- $1,400,000 for an 18" water main in conjunction with the Smoke Tree Lane Reconstruction.
- $1,000,000 for Dam Repairs identified by the Arizona Department of Water Resources Dam Safety Division.

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. For FY2016, the Water Fund has $16.5 million budgeted for capital improvements.

Wastewater Fund

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

- Sundog Trunk Main ($2,666,286) is phase 1 replacements and upgrades.
- Fluoride Reduction ($1,550,000) for pretreatment infrastructure to reduce fluoride prior to discharging into the Publically Owned Treatment Works. This fluoride discharge is a result of a privately owned silicon wafer reclamation facility and ongoing litigation.

Like in the Water Fund, several projects in the wastewater fund are in conjunction with street improvements when the utility connections will be either replaced or upgraded. Also, ongoing capital projects are budgeted such as storage tank maintenance, mainline replacements, and wastewater treatment plant improvements. This year a 300,000 Closed Circuit Television equipped vehicle purchase is budgeted to increase inspection of the wastewater system as required though consent order with the Arizona Department of Environmental Quality. Also $282,000 is budgeted for other vehicle/equipment replacements.

Solid Waste/Transfer Station Fund

Several capital expenditures are planned in this fund for FY2016. The Other projects that are necessary to maintain operations at the transfer station are; Transfer Station Floor Repairs at $250,000, Transfer Station main scale replacement at $200,000, and pavement improvements at $100,000, electrical infrasture improvements at $75,000 and the transfer station fee booth renovation at $20,000.

Airport Fund

Infrastructure projects totaling $6.8 million are grant funded for FY2016 with the City's share of these grants being $321,303. In addition to the grant projects, the airport has budgeted for $380,000 for pavement preservation and other facilities improvements.

FY2016 BUDGET SUMMARY

Golf Course

No capital items are budgeted in the Golf Course Fund in FY2016. Additionally, this is the second year in a public-private partnership with Billy Casper Golf running the operations and the City continuing to maintain the golf course.

Streets and Open Space Fund

Street maintenance and improvement operations continue to be funded at a level of $8.2 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.

The Streets and Open Space Fund continues to have significant capital outlay, with $23.9 million in FY2016. Included in the FY2016 budget is $730,000 for potential open space purchases, specifically related to right of way acquisition for trails and land acquisition around Gold Water Lake. Significant street projects include the West Airport Distribution Loop at $4,450,000, Rosser Street Pavement Reconstruction Phase IV at $2,010,000 and Smoke Tree Lane Reconstruction at 1,200,000. The Pavement Maintenance and Preservation program projects total $5,783,732. In addition, $2,116,000 is undesignated funds in the capital outlay budget. .This project was the allocation for the SR89 Widening and Side Road Connector Roundabout (Phippen). Council moved the project to the 5 year capital plan out of FY2016 and left the budget appropriation to be used at Council's discretion.

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 FY2016 includes: Public Safety Software System Upgrade at $1,000,000, Self-Contained Breathing Apparatus at $450,000, a replacement Hazmat Vehicle in the amount of $300,000 (carryover from FY2015), and Diesel Exhaust Systems at $110,000 (Carryover from FY15).

GENERAL FUND

REVENUE SUMMARY

GENERAL GOVERNMENT

FINANCE

FIELD AND FACILITIES

COMMUNITY DEVELOPMENT

RECREATION SERVICES

LIBRARY

POLICE DEPARTMENT

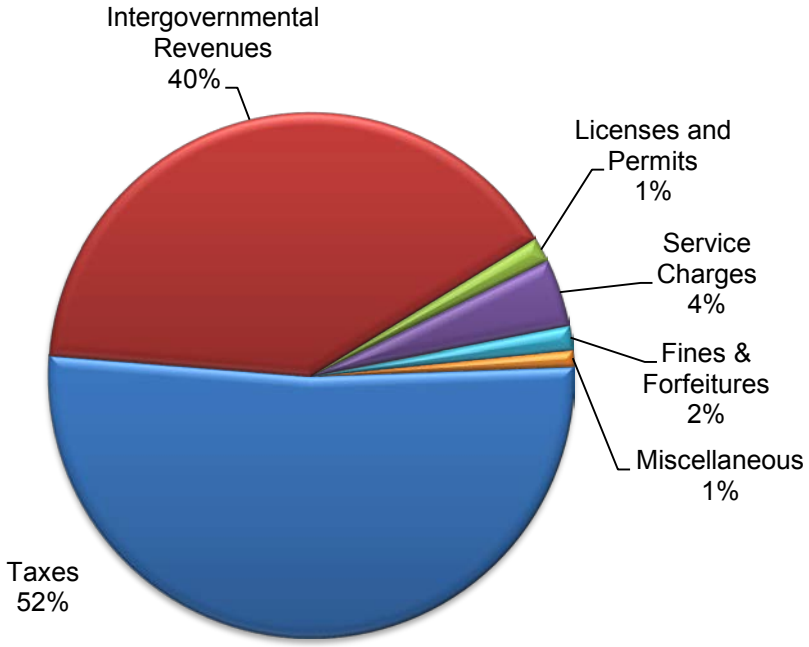
REGIONAL COMMUNICATIONS

FIRE DEPARTMENT

ECONOMIC INITIATIVES

GENERAL FUND SUMMARY

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



The General Fund budget for FY2016 totals $33,942,465. Current year projected revenues total $32,897,237, which is a 1.3% increase from the revised estimates for FY2015 projected at $32,485,258.

Fund balance available as of July 1, 2015 is estimated at $23,435,648. As per the Budget Policy, $6,497,052, or 20% of FY2015 operating revenues, of the available fund balance will continue to be held as a reserve. An additional $5,015,081 is reserved to meet internal loans to other funds. Also, effective the end of FY2010, the Capital Improvement Fund is combined with the General Fund. The Capital Reserve and the Unreserved Fund Balance are $11,923,515.

Total General Fund revenue and expenditure activity for the past four years and projections for FY2015 are as follows:

GENERAL FUND SUMMARY

CITY OF PRESCOTT
GENERAL FUND
FUND SUMMARY

	Actual FY2012	Actual FY2013	Actual FY2014	Budget FY2015	Est End FY2015	Budget FY2016
Source of Funds:						
Beginning Fund Balance						
General Fund Reserve	5,751,056	5,751,890	6,332,364	6,847,746	6,847,746	6,497,052
Internal Loans	3,964,030	6,236,862	5,127,757	5,015,081	5,015,081	5,015,081
Unreserved Fund Balance	7,491,513	3,740,215	7,026,563	11,761,277	11,315,170	11,923,515
Beginning Fund Balance	17,206,599	15,728,967	18,486,685	23,624,104	23,177,997	23,435,648
Revenues						
Taxes						
Sales/Use Tax	12,593,700	13,623,329	14,047,796	13,840,000	13,800,000	13,840,000
Primary Property Tax	1,252,755	1,093,317	1,512,763	1,570,938	1,570,938	1,596,518
Franchise Taxes	1,624,459	1,618,259	1,621,289	1,636,000	1,636,000	1,610,000
Intergovernmental Revenues						
State Sales Tax	3,113,344	3,254,643	3,468,045	3,600,149	3,600,149	3,806,325
State Income Tax	3,362,779	4,069,877	4,441,008	4,822,959	4,822,959	4,797,092
State Vehicle License	2,129,852	2,085,284	2,107,784	2,199,130	2,199,130	2,361,145
Joint Dispatch	1,143,827	1,112,693	1,134,736	1,327,197	1,327,197	1,279,864
Library	591,924	550,931	564,202	564,444	565,065	567,270
Other	333,388	333,003	345,578	357,223	357,580	357,423
Licenses and Permits	455,250	506,072	603,339	547,900	549,700	495,600
Service Charges	1,277,465	1,637,842	1,422,126	1,201,499	1,339,605	1,364,800
Fines & Forfeitures	527,988	533,085	498,161	492,400	454,035	498,900
Miscellaneous	352,718	1,243,488	2,471,902	292,300	262,900	322,300
Subtotal	28,759,449	31,661,822	34,238,729	32,452,139	32,485,258	32,897,237
Other Funding Sources						
Debt Proceeds	-	-	-	-	-	1,000,000
Transfers In	-	37,293	20,000	110,585	88,719	67,334
Subtotal	-	37,293	20,000	110,585	88,719	1,067,334
Total Revenues & Other Funding Sources	28,759,449	31,699,115	34,258,729	32,562,724	32,573,977	33,964,571
Use of Funds:						
Departments						
General Government						
Mayor and City Council	16,056	26,393	34,177	48,275	49,908	40,761
City Clerk	81,817	13,175	116,058	114,402	79,266	121,444
City Court	478,005	483,431	514,391	581,411	532,530	600,161
City Manager	8,872	123,141	109,323	136,877	128,203	121,203
Public Communications	69,481	24,000	129,253	82,123	70,422	64,145
Legal	283,201	264,426	262,712	373,802	373,419	329,225
Human Resources	(14,480)	(53,602)	(35,282)	18,847	105	2,167
Insurance and Retirements	601,375	498,633	265,292	345,016	342,078	357,053
General Government Total	1,524,327	1,379,597	1,395,924	1,700,753	1,575,931	1,636,159

GENERAL FUND SUMMARY

CITY OF PRESCOTT
GENERAL FUND
FUND SUMMARY

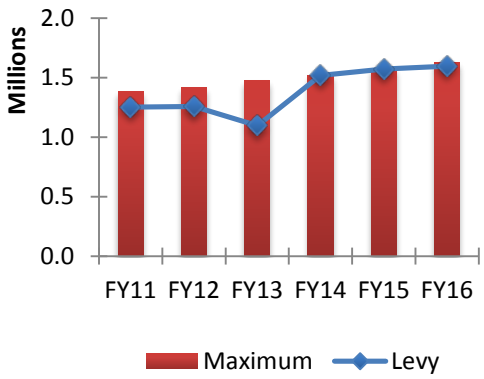
	Actual FY2012	Actual FY2013	Actual FY2014	Budget FY2015	Est End FY2015	Budget FY2016
Budget and Finance	315,820	182,627	237,223	414,125	387,546	393,421
Field and Facilities	-	97,929	98,654	102,946	108,809	105,386
Community Development	2,794,866	1,234,075	1,213,804	1,197,172	1,149,186	1,118,073
Recreation Services	2,447,938	2,780,625	2,650,084	3,004,214	2,968,408	3,104,676
Library	2,133,674	2,147,996	2,155,133	2,316,955	2,285,683	2,360,794
Police	9,053,830	11,623,939	12,037,800	12,233,934	11,756,402	12,166,621
Regional Communications	2,332,623	-	-	1,431,978	1,430,095	1,279,864
Fire	6,828,192	6,950,769	7,820,084	8,910,570	8,554,466	9,186,340
Economic Initiatives	2,029,063	1,333,952	567,326	651,071	609,963	473,107
Total Operating Budget	29,460,333	27,731,510	28,176,032	31,963,718	30,826,489	31,824,441
Capital Outlay/Projects						
General Government						
City Council	-	6,079	1,606	3,394	-	-
City Clerk	-	-	-	20,000	20,000	19,524
Legal	-	16,392	-	-	-	-
Human Resources	-	-	-	290,000	220,000	71,500
Budget and Finance	15,915	21,980	-	-	-	-
Field & Facilities	-	2,093	61,740	50,000	-	-
Community Development	4,788	1,326	1,367	3,500	-	-
Recreation Services	41,928	32,159	32,965	100,000	100,000	70,000
Police	144,998	274,222	223,730	37,900	32,578	-
Regional Communications	286,066	-	-	25,000	5,400	1,010,000
Fire	-	101,547	81,866	1,327,777	477,550	947,000
Economic Initiatives	116,744	-	-	-	-	-
Total Capital Outlay/Projects	610,439	455,798	403,274	1,857,571	855,528	2,118,024
Transfers Out						
Airport Supplement	-	-	365,117	972,505	525,213	970,786
Grant Matches	166,309	754,090	176,887	925,069	109,096	280,737
Total Transfers Out	166,309	754,090	542,004	1,897,574	634,309	1,251,523
Total Expenditures & Transfers Out	30,237,081	28,941,398	29,121,310	35,718,863	32,316,326	35,193,988
Ending Fund Balance, 6/30						
General Fund Reserve	5,751,890	6,332,364	6,847,746	6,490,428	6,497,052	6,579,447
Internal Loans	6,236,862	5,127,757	5,015,081	5,015,081	5,015,081	4,553,000
Unreserved Fund Balance	3,740,215	7,026,563	11,761,277	8,962,456	11,923,515	11,073,783
Total Ending Fund Balance	15,728,967	18,486,685	23,624,104	20,467,965	23,435,648	22,206,231

GENERAL FUND SUMMARY

Property Tax: The primary property tax levy for FY2016 is $1,596,518. This is a 1.63% increase from the FY2015 primary property tax levy. The FY2016 estimated primary rate is $0.2910 per $100 assessed valuati

Annual Primary Property Tax Levies

Fiscal Year	Primary Levy	% Change from Prev. Year	Primary Tax Rate
2011	1,257,419	1.8%	0.1737
2012	1,252,755	-0.4%	0.1978
2013	1,095,856	-12.5%	0.1978
2014	1,518,465	38.6%	0.2984
2015 (est)	1,570,938	3.5%	0.3007
2016 (est)	1,596,518	1.6%	0.2910

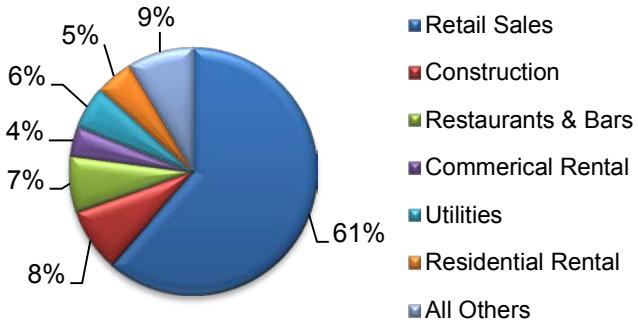


Transaction Privilege Tax (Sales Tax): All Arizona cities and towns have a transaction privilege tax which is commonly referred to as a sales tax. However, the transaction privilege tax is far more extensive than retail sales. It includes taxation of residential and commercial rentals; taxation of utilities 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 $13,840,000. This estimate is level with FY2015 estimated revenue and is reflective of the current economy that is slowly recovering, regional competition, and state law reforms that decrease taxation.

City Sales Tax

Fiscal Year	Revenues	% Change from Prev. Year
2011	12,144,489	8.8%
2012	12,593,700	3.7%
2013	13,623,329	8.2%
2014	13,830,000	1.5%
2015 (est)	13,840,000	0.1%
2016 (est)	13,840,000	0.0%

Sales Tax Reporting Categories



Franchise Taxes: Franchise taxes are from Cable One, Unisource Gas and Arizona Public Service. Franchise rates for Unisource Gas and Arizona Public Service are set (by the voters) at 2.0% of gross revenues while the negotiated rate for the cable company is 5.0% of gross revenues. From the following table it can be observed the projection for FY2016 is 1.6% under the FY2015 revised estimates.

GENERAL FUND SUMMARY

Franchise Taxes

Fiscal Year	Revenues	% Change from Prev. Year
2011	1,637,128	-0.5%
2012	1,624,459	-0.8%
2013	1,618,259	-0.4%
2014	1,658,979	2.5%
2015 (est)	1,636,000	-1.4%
2016 (est)	1,610,000	-1.6%

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. On June 1, 2011, the rate decreased to 5.6%. 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 5.6%.

The following table shows the City of Prescott's $ share and % change since FY2011.

Fiscal Year	Prescott's $ Share of Total Distributed to Cities	% Change from Prev. Year
2011	3,112,851	4.0%
2012	3,113,344	0.0%
2013	3,254,643	4.5%
2014	3,442,737	5.8%
2015 (est.)	3,600,149	4.6%
2016 (est)	3,806,325	5.7%

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 $4,797,092 which is an decrease of $25,867 or 0.54%. The State has estimated state income tax 0.5% lower than last year's estimate. The portion of the State tax which will be distributed to cities and towns in FY2016 is estimated at $605,634,332 and represents individual and corporate income tax collections by the State in the 2014 fiscal year. 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.

GENERAL FUND SUMMARY

The following table shows the City of Prescott's $ share and % change since FY2011.

State Income Tax

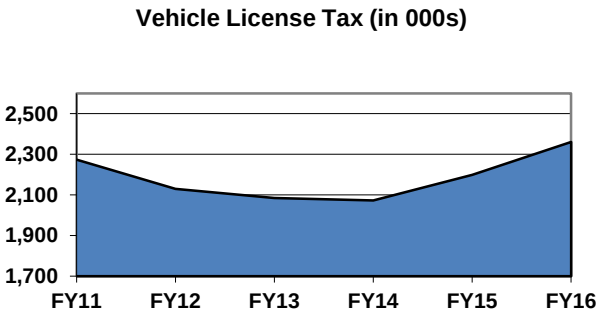
Fiscal Year	Prescott's $ Share of State Collection	% Change from Prev. Year
2011	3,968,257	-24.6%
2012	3,362,779	-15.3%
2013	4,069,577	21.0%
2014	4,445,081	9.2%
2015 (est)	4,822,959	8.5%
2016 (est)	4,797,092	-0.5%

Vehicle License Tax (Auto Lieu Tax): Prescott's share of the vehicle tax for FY2016 is estimated to be 7.4% higher than the FY2015 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 FY2011.

Vehicle License Tax

Fiscal Year	Revenues	% Change from Prev. Year
2011	2,273,532	2.4%
2012	2,129,852	-6.3%
2013	2,085,284	-2.1%
2014	2,073,120	-0.6%
2015 (est)	2,199,130	6.1%
2016 (est)	2,361,145	7.4%



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. FY2016 revenues are projected to be slightly lower than the FY2015 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, Blasting Permits, and Film Permits. Starting with FY2016, Liquor License fees will be revenue to the Transient Occupancy Fund, as a result this category decreased by 9.8%.

Service Charges: Recreation fees for sports and programs are the main element of the Service Charges grouping. Revenues are expected to increase by 1.88% when comparing FY2015 estimated endings to FY2016 budget. Another large revenue source listed under Miscellaneous is rents received by the City of Prescott. A majority of the rent received is for wireless sites located on City owned property. Other minor revenues in this category are Administrative Fees for Hassayampa community Facilities District and Sale of Property.

Fines and Forfeitures: This category covers monies paid to the City of Prescott for fines and forfeitures assessed by the Police Department, City Court, Legal Department, Library and Animal Control. This category is projected to increase by 9.9% from FY2015 estimated endings.

Miscellaneous: The largest revenue source in this area is Interest Earned. When comparing the FY2015 estimated ending to the FY2016 budget there is a projected increase of 22.6%.

GENERAL GOVERNMENT

Mayor and Council

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

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

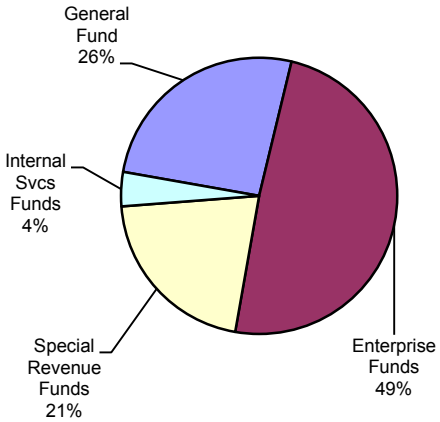
Mayor and Council
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 49,708	$ 49,616	$ 49,654
Supplies	4,768	3,000	3,000
Other Services & Charges	101,069	112,667	103,262
Cost Recovery	(121,368)	(115,375)	(115,155)
Capital Outlay/Projects	1,606	-	-
Total	$ 35,783	$ 49,908	$ 40,761

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	7.00	7.00	7.00
Mayor	1.00	1.00	1.00
Councilmembers	6.00	6.00	6.00

Mayor and Council Funding Sources



Funding Sources: Approximately 74% of the Mayor and Council budget is supported through cost recovery from other departments with the core support provided by the General Fund. About half of the entire Council budget is supported by Enterprise Funds while the General Fund, Special Revenue Funds, and the Internal Service Funds make up the remainder (see the pie graph above for the percentage split).

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

GENERAL GOVERNMENT

City Manager

Mission: To provide professional administration of the policies and objectives established by the City Council; developing alternative solutions to community problems for Council consideration; and planning programs that meet the future public needs of the City.

Services: The City Manager's Office assists the Mayor and Council by tracking State and Federal legislation pertinent to local issues, meeting with citizen groups, and providing information to citizens, among many other tasks.

Goals:

- Facilitate Council strategic planning process to create specific goals aligned with General Plan (on ballot August 25, 2015)
- Conduct New Councilmember Orientation programming following completion of 2015 election cycle
- Align the FY 17 budget with Strategic Goals, and balance it while preserving service levels
- Critically review and implement organizational alternatives for fulfilling departmental missions more effectively/efficiently
- Continue to pursue goals associated with the Airport Vision
- Identify and pursue entrepreneurial opportunities for net new revenue generation
- Address employee pay and benefits, compression, and funding/impact of mandated retirement system increases
- Provide personnel support to the Arts in Public Places Committee
- Strengthen relationships with regional partners
- Continue to work with legislative representatives to facilitate legislation that better regulates the substance abuse recovery industry, addresses reform for the Public Safety Personnel Retirement System (PSPRS), and highlights the limited revenue tools available for local services and programs

Prior Year Results and Outcomes:

Major Initiatives/Council Goals

- Presented comprehensive review of Citywide Strategic Goals, Programs and Projects to the City Council in a series of workshops; integrated Council feedback, and continued work toward completion of these significant programmatic efforts
- In concert with the Economic Initiatives Department, facilitated a series of public workshops with the City Council, and small group meetings with stakeholders, to create a vision and strategies integrating "inside the fence" Airport property and facilities, proximate privately

owned properties, and the educational/technical leadership of Embry-Riddle Aeronautical University

- Completed Classification and Compensation Study to identify appropriate market ranges for job families (related adjustments are currently unfunded)

- Removed all Tourism Division costs from the General Fund and funded from Bed Tax and Liquor Fees

- Completed ICMA operational analysis of public safety response models; utilize FY15 and FY16 as transitional years of community dialogue and implementation of selected strategies and enhancement

- Worked closely with Recreation Services, City Clerk, and community stakeholders to amend Special Event Permit and Special Event Liquor License application process

- Created American's with Disabilities Act (ADA) Coordinator duties within existing position and updated website and other materials to facilitate assistance for those living with a disability to request assistance and accommodation to access information

- Facilitated dialogue with members of the Prescott arts community to draft Guidelines for the Acceptance of Public Art, and propose a format and purpose for a Council appointed Art in Public Places Committee

Legislative Activity

- Facilitated dialogue between the Mayor and City Council, Arizona State Legislators, and the Arizona League of Cities and Towns to forestall a bill that would have eliminated the City's authority to collect Residential Rental Tax, $1.2 Million in revenue to city

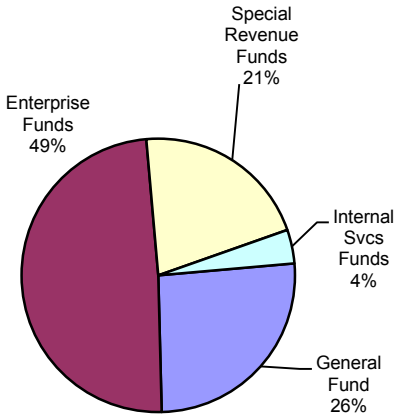
- Worked with legislative representatives to facilitate legislation that better regulates the substance abuse recovery industry, addresses reform for the Public Safety Personnel Retirement System (PSPRS), and highlights the limited revenue tools available for local services and programs

GENERAL GOVERNMENT

City Manager
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 378,130	$ 373,864	$ 396,035
Supplies	3,556	4,100	4,200
Other Services & Charges	55,537	59,929	63,410
Cost Recovery	(327,900)	(309,690)	(342,442)
Total	$ 109,323	$ 128,203	$ 121,203

City Manager Funding Sources



Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	2.75	2.75	2.75
City Manager[1]	0.75	0.75	0.75
Deputy City Manager	1.00	1.00	1.00
Assistant to City Council	1.00	1.00	1.00

[1] 25% of City Manager charged to Alternative Water Sources.

Funding Sources: Approximately 74% of the City Manager budget is supported through cost recovery from other departments with the core support coming from the General Fund. About half of the entire City Manager budget is supported by Enterprise Funds while the General Fund, Special Revenue Funds, and the Internal Service Funds make up the remainder (see the pie graph above for the percentage split).

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

GENERAL GOVERNMENT

City Clerk

Mission: The mission of the City Clerk's Office is to enable the public to fully participate in the governmental process, by providing accurate information and services in a professional manner, enabling the public to make informed decisions affecting the quality of their lives.

Services: The primary function of the City Clerk's Office is to provide administrative support to the Council by supplying accurate, accessible, and timely legislative information; coordinate and administer records management throughout the city; and conduct regular and special municipal elections in conformance with federal, state, and city laws and procedures.

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	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	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:

- Established a new organizational structure for the City Clerk's Department to include three divisions consisting of Legislative Management, Records Management, and Elections Management
- Implemented improvements to the enterprise-wide agenda management and workflow software program
- Developed the City of Prescott Records Management Program
- Developed the City-wide Essential Records Listing to meet the requirements of ARS §41-151.14

GENERAL GOVERNMENT

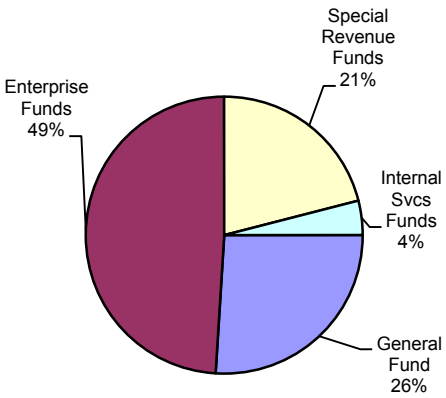
City Clerk
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 190,360	$ 183,550	$ 208,850
Supplies	5,684	5,746	6,500
Other Services & Charges	201,150	84,020	304,379
Cost Recovery	(281,136)	(194,050)	(398,285)
Capital Outlay/Projects	-	20,000	19,524
Total	$ 116,058	$ 99,266	$ 140,968

City Clerk
Capital Outlay/Projects

Records Retention Management Module	19,524
Total Capital Outlay/Projects	$ 19,524

City Clerk
Funding Sources



Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	2.00	2.50	2.75
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Secretary	0.00	0.50	0.75

Funding Sources: Approximately 74% of the City Clerk budget is cost recovered from other departments with the core support coming from the general fund. Slightly less than half of the entire City Clerk budget is supported by Enterprise funds while the General Fund, Special Revenue Funds, and the Internal Service Funds make up the remainder (see the pie graph above for the percentage split).

Significant Expenditure Changes: The budgeted increase for other services and charges relates to the expenditures necessary for municipal elections in FY16.

GENERAL GOVERNMENT

City Court

Mission: To provide prompt and effective judicial services, adjudicating violations of the Arizona Revised Statutes and Prescott City Code occurring within the City limits.

Services: The Court assumes an active leadership role in the community with a primary purpose of promoting public confidence and trust in the judicial system. This is done while being creative, innovative and accountable. The Court promotes and encourages the quality of life, civility, and the solving of problems in the community.

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

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Manage the processing of cases from inception to completion and monitor case progress to assume control of scheduling specific events from filing to disposition.	Case Closure Rates (Cases both filed and paid in full during FY)	73%	73%	74%
Utilize case management system to identify problems and monitor caseload status.	Case Disposition Rate (Calendar Year)	93%	94%	94%
Conduct trial management conferences on each jury trial to minimize last-minute delays.	Trial Rate (3-10% rate nationwide)	1%	1%	1%

Goal: Emphasize enforcement of court orders and collection efforts.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Serve victims through court-ordered restitution.	Restitution money collected by the Court for crime victims	$22,363	$24,100	$26,500
Use a collection agency on previously uncollectible accounts.	Money collected by the collection agency for old and uncollectible accounts	$131,430	$135,550	$139,300

Goal: Continue project to reconnect court to local community.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Expand restorative justice concept by aggressive assignment of community restitution in lieu of jail.	Defendant's assigned	1,040	1,080	1,110
	Restitution hours completed	12,621	12,962	13,462
	Minimum wage value	$ 98,444	$101,104	$105,004
	Incarceration savings at $70 per day	$126,210	$129,620	$134,620

GENERAL GOVERNMENT

Prior Year Results and Outcomes:

- Successfully implemented an online payment system option for fine and fee payments for the convenience of clerks and defendants.
- Continued successful use of a Home Detention and Alcohol Monitoring Program for the Prescott Consolidated Court.
- Updated and modernized the courtroom with new carpeting, paint and new courtroom chairs. Updated the front counter area with a new counter, new customer service windows, new carpeting and new more efficient cubicles for the clerks and team lead.
- Continued interceptions from 169 defendants' 2013 state tax refunds in 2014 that resulted in $25,492.95 collected for city court ordered restitution and fine payment through Arizona Tax Intercept Program.
- Continued effective methods of dealing with substance abuse or aggressive behavior by using education-based programs and jail where appropriate.
- Conducted regular training for the clerks in various areas such as ethics, domestic violence/orders of protection, criminal and civil procedure.
- Continued aggressive court-driven case management resulting in decreased time and costs.

City Court
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 358,101	$ 329,579	$ 308,123
Supplies	4,576	3,050	7,500
Other Services & Charges	168,284	219,901	304,538
Cost Recovery	(16,570)	(20,000)	(20,000)
Total	$ 514,391	$ 532,530	$ 600,161

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	6.00	6.00	6.00
Senior Court Clerk	1.00	1.00	1.00
Court Clerk	5.00	5.00	5.00

Funding Sources: The City Court budget is funded through the General Fund.

Significant Expenditure Changes: There is a 38% increase in Other Services & Charges when comparing the FY15 estimated endings to the FY16 budget. This is primarily due to the City Magistrate shifting to a contract employee which is seen by the decrease in Personnel expenditures.

GENERAL GOVERNMENT

Legal Department

Mission: To 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.

Services: The Legal Department's primary purpose is to provide legal services to the Mayor, Council and City Departments. Risk Management is a Division of the Legal Department which conducts risk mitigation activities and employee safety training, as well as monitors liability claims, workers compensation claims.

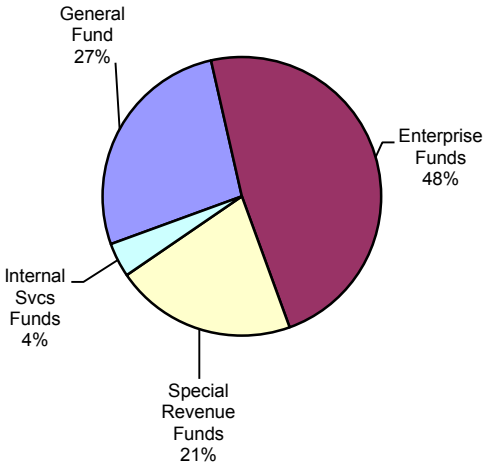
Legal
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 856,248	$ 890,484	$ 916,998
Supplies	9,231	8,881	6,000
Other Services & Charges	167,993	312,060	290,225
Cost Recovery	(770,760)	(838,006)	(883,998)
Capital Outlay/Projects	-	-	-
Total	$ 262,712	$ 373,419	$ 329,225

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	8.50	8.50	8.50
City Attorney	1.00	1.00	1.00
Assistant City Attorney	3.00	3.00	3.00
Legal Services Administrator	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00
Legal Secretary	1.50	1.50	1.50
Risk Management Tech.	1.00	1.00	1.00

Legal Department Funding Sources



Funding Sources: Approximately 73% of the Legal budget is cost recovered from other departments. Slightly less than half of the entire Legal budget is supported by Enterprise funds while the General Fund, Special Revenue Funds, and the Internal Service Funds make up the remainder (see the pie graph above for the percentage split).

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

GENERAL GOVERNMENT

Human Resources

Mission: To provide services which are responsive to the individual employee and the City's mission, vision, and core values; while facilitating and helping to foster a culture which encourages development of the City's most valuable asset, its employees, by promoting and elevating standards and performance.

Services: The Human Resources Division assists with City-wide hiring processes, while maintaining oversight for payroll and employee benefit functions.

Goal: To maintain sustainable employment levels to ensure consistent delivery of services for the citizens of Prescott.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
To ensure a fair and equitable workplace that views employees as our most valuable asset.	Number of Grievances	0	1	1
	Recruitments	99	105	107
	Turnover Rate (FT Turnover/FT Budgeted Employees)	14%	17%	18%
	Number of Employment Claims/Lawsuits	3	1	1
	Number of Applications Processed	3,973	4,500	5,000

Prior Year Results and Outcomes:

- Researched and contracted with a time and attendance vendor to update and streamline payroll processes and eliminate excessive time spent with manual calculations and tracking. Implementation is scheduled for Fall of 2015.

- Contracted with classification and compensation vendor to review job families, exempt statuses, job descriptions, evaluate possible market adjustments, step plans, pay ranges and pay plan. Final report due to be delivered Fall of 2015.

- Continued supervisory trainings throughout the year on various topics to ensure consistent and responsible supervisory decisions and minimize risk to the City.

- Continued to utilize monthly service with Applicant Pro, an online applicant tracking system that is web based to change over to an online application and notification system, and broaden the reach of the advertising for job openings

- Constant review and updating of new hire orientation monthly presentation

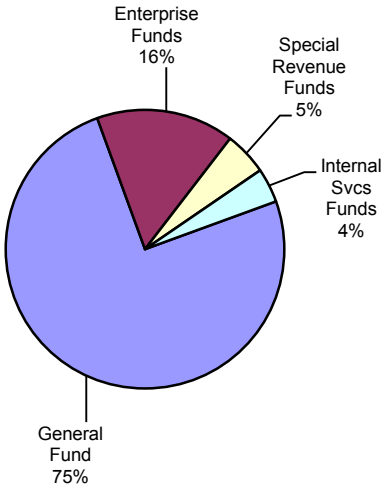
- Researched requirements and attended trainings on measurement methods for upcoming Affordable Care Act implementation and reporting.

GENERAL GOVERNMENT

Human Resources
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 450,113	$ 517,226	$ 530,072
Supplies	7,452	5,958	6,500
Other Services & Charges	164,633	194,641	218,588
Cost Recovery	(657,480)	(717,720)	(752,993)
Capital Outlay/Projects	-	220,000	71,500
Insurance & Retirements	265,292	342,078	357,053
Total	$ 230,010	$ 562,183	$ 430,720

Human Resources Funding Sources



Capital Outlay/Projects

Time and Attendance System	$ 71,500
Total Capital Outlay/Projects	$ 71,500

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	6.00	7.00	7.00
HR Director	1.00	1.00	1.00
HR Analyst	1.00	1.00	1.00
HR/Payroll & Sys. Analyst	1.00	1.00	1.00
HR Specialist	0.00	1.00	2.00
Benefits Specialist	1.00	1.00	0.00
HR Assistant	1.00	1.00	1.00
Payroll Specialist	1.00	1.00	1.00

Funding Sources: Approximately 64% of the Human Resources budget is supported through cost recovery from other departments allocated with a per employee amount. Of the entire Human Resources budget, 75% is supported by General Fund while the Enterprise Funds, Special Revenue Funds, and the Internal Service Funds make up the small remainder (see the pie graph above for the percentage split).

Significant Expenditure Changes: The 12% increase in Other Services & Charges can be attributed to additional software licensing fees for the Time and Attendance system.

GENERAL GOVERNMENT

Public Communications

Mission: To work under the direction of the City Manager to develop, implement and maintain a comprehensive public information plan with the goal of providing quality communications on the activities of the City and the services and amenities it provides to both residents and visitors.

Services: Public communications oversees public information, public relations, press release generation, departmental marketing projects, social media, website content, and maintains the relationship and contract with the Prescott Community Access Channel, develops internal and external communication for City departments, and creates opportunities for elected officials to engage residents through media and other communications.

Prior Year Results and Outcomes:

- Implemented guidelines for City employees regarding email signatures
- Promoted the City e-newsletter on City website with a button, gaining new subscribers, and sent out “2014 Year in Review”
- Facilitated recording of new “on-hold” message for City phone system
- Increased followers on social media: Facebook and Twitter
- Facilitated creation of new Antelope Hills golf course TV spot and a Survivor Tree Planting video
- Re-vamped radio advertising to provide broader coverage of City events and messaging
- Participated in meetings with City Departments to rebuild the City Website
- Built relationship with new management at Access 13 to uphold City contract and ensue City information is available to residents
- Began hosting “Talk of the Town” radio show on KQNA now airing every third Wed of the month to highlight City personnel and City services
- Monthly columnist in “Quad Cities Business Journal” to promote City events

GENERAL GOVERNMENT

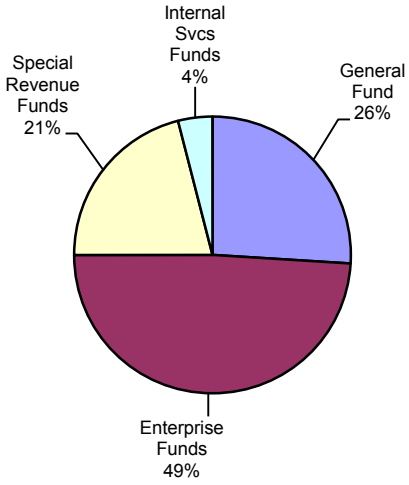
Public Communications
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 106,956	$ 96,304	$ 101,464
Supplies	463	50	250
Other Services & Charges	41,972	41,270	51,667
Cost Recovery	(113,460)	(159,202)	(181,236)
Capital Outlay/Projects	-	-	-
Contractual Services	93,322	92,000	92,000
Total	$ 129,253	$ 70,422	$ 64,145

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	1.00	1.00	1.00
Comm. & Public Affairs Mgr.	1.00	1.00	1.00

Public Communications Funding Sources



Funding Sources: Approximately 74% of the Public Communications budget is cost recovered from other departments. Slightly less than half of the entire Public Communications budget is supported by the Enterprise Funds while the General Fund, Special Revenue Funds, and the Internal Service Funds make up the remainder (see the pie graph above for the percentage split).

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

GENERAL GOVERNMENT

Information Technology

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

Services: The Information Technology Department provides all computer service and support to the City. This includes setting up new users, moving workstations, updating the various City websites, updating servers, and a variety of other vital support functions that ensure each department has the technology needed to operate efficiently.

Goal: Provide the City with a stable, secure, and accessible network.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Maintain City network uptime at 100% during the fiscal year.	Percentage of uptime	99.99%	99.99%	99.99%
	Number of security incidents	0	0	0

Goal: Provide user training and end user support to maximize user productivity.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Train 25% of users during the fiscal year.	Percentage of users trained	25%	25%	25%
Handle submitted work requests in a timely and concise manner.	Number of work orders closed	6,054	5,946	6,500

Goal: Assist City departments in cost effective automation solutions.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Implement 100% of approved projects successfully.	Percentage of approved projects implemented successfully	100%	100%	100%

Goal: Provide an up-to-date technology road map for the City.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Review and update the technology plan annually.	Reviewed and updated plan	Yes	Yes	Yes

Prior Year Results and Outcomes:

- IT web servers provided information to 862,000 unique visitors and served over 7,700,000 web pages on our public web sites
- Various IT staff met with each City department to begin overhauling our public web site. This redesign will be completed by Q1-Q2 of FY16
- IT accepted responsibility for the administration and maintenance of the City of Prescott radio network which covers a variety of City departments and public safety including PRCC

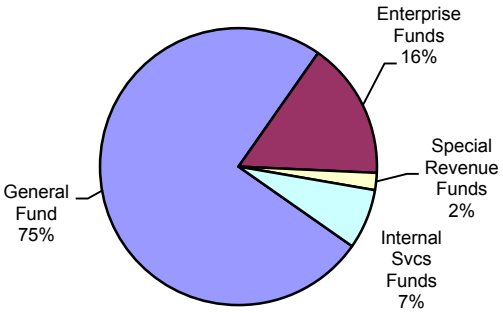
GENERAL GOVERNMENT

- A variety of network and server infrastructure elements were upgraded in FY15
- A roll-out of WiFi service in public areas of City buildings has begun in FY15 with completion sometime in FY16

Information Technology
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ -	$ -	$ 1,161,123
Supplies	-	-	340,950
Other Services & Charges	-	-	349,206
Cost Recovery	-	-	(1,851,279)
Total	$ -	$ -	$ -

Information Technology Funding Sources



Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	0.00	0.00	13.50
Director of IT	0.00	0.00	1.00
GIS Coord\Historic Pres.[1]	0.00	0.00	0.50
Network Engineer	0.00	0.00	2.00
Help Desk Manager	0.00	0.00	1.00
Wireless Comm. Tech	0.00	0.00	1.00
Web Develop. Specialist	0.00	0.00	1.00
IT Specialist	0.00	0.00	2.00
IT Technician	0.00	0.00	1.00
GIS Specialist	0.00	0.00	1.00
Help Desk Technician	0.00	0.00	3.00

[1] 50% of GIS/Historic Preservation Coordinator charged to Planning and Zoning.

Funding Sources: The Information Technology budget is 100% cost recovered from other departments with the core support being provided by the General Fund. The General Fund supports 75% of the total Information Technology budget while the Enterprise Funds, Special Revenue Funds, and the Internal Service Funds make up the remainder (see the pie graph above for the percentage split).

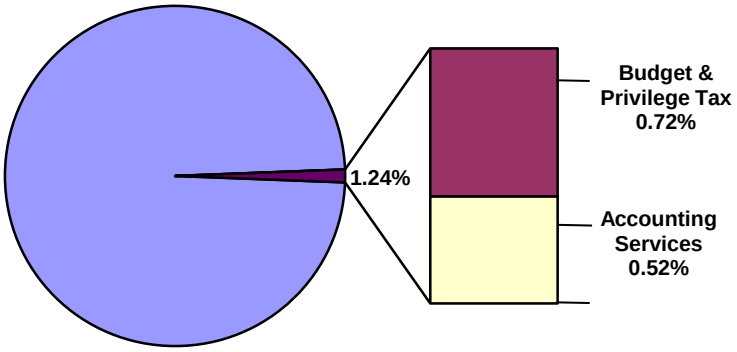
Significant Expenditure Changes: The increase in personnel costs and other services and charges are a result of the radio infrastructure for the Regional Communications center being added to the responsibility of the IT Department. Two additional positions were shifted to the IT department along with other services needed to keep the radio infrastructure maintained. Those additional costs will be cost recovered to the Regional Communications center.

BUDGET & FINANCE

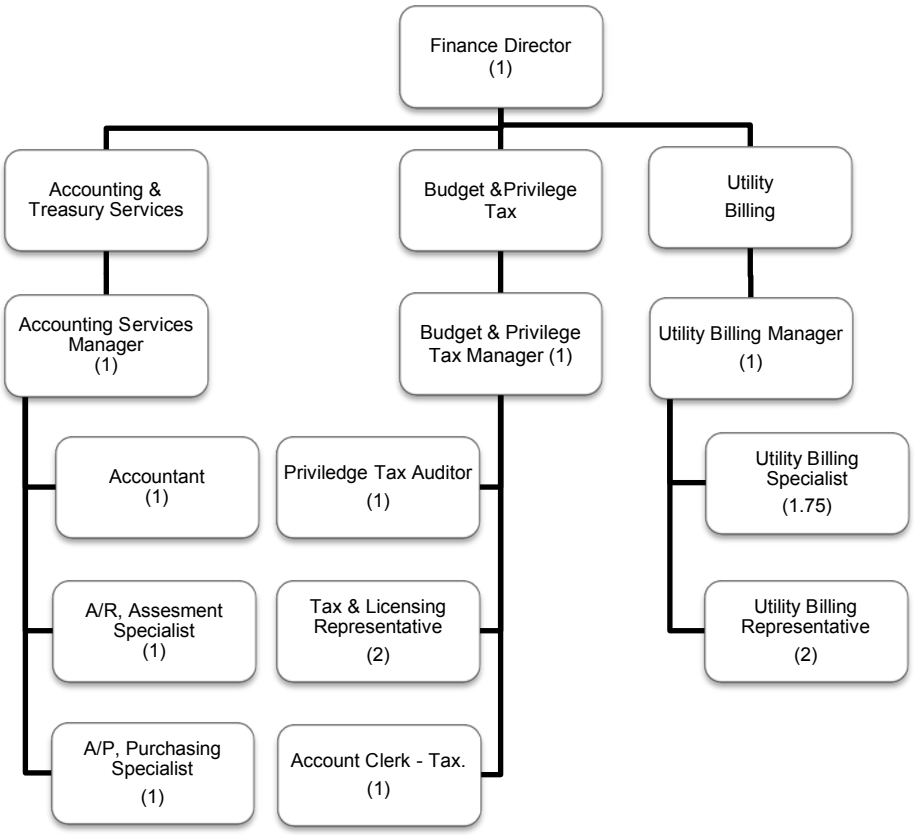
The Budget & Finance Department is accountable for all major financial management functions of the City. In addition to facilitating overall financial management and reporting for the City Manager, City Council, and the general public, this department has the responsibility for budget preparation and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

MISSION: To continue to lead in government accountability, providing creative solutions to problems while efficiently managing City resources.

% of General Fund Operating Budget



BUDGET & FINANCE



Note: *Utility Billing reports to the Finance Director, but in the Budget Book the division detail is located under the Water section of the Enterprise Fund chapter.*

Consolidated Departmental Expenditure and Staffing Level Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 1,592,818	$ 1,669,127	$ 763,415
Supplies	299,222	352,951	8,700
Other Services & Charges	594,245	586,929	285,990
Cost Recovery	(2,262,899)	(2,221,461)	(781,502)
Debt Service	13,837	-	-
Capital Outlay/Projects	-	-	116,818
Total	$ 237,223	$ 387,546	$ 393,421
Authorized Staffing Level	21.50	21.50	10.00
Budget & Privilege Tax	6.00	5.00	5.00
Accounting Services	5.00	5.00	5.00
Information Technology	10.50	11.50	0.00

BUDGET & FINANCE

Budget and Privilege Tax Division

Mission: To facilitate the budget process including collection and compilation of requests from departments and divisions citywide; 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 keep the Budget and Finance Director apprised of proposed legislation that may affect the City's tax revenues; and to help ease the transition to State administration.

Services: The Budget and Privilege Tax Division administers the collection of privilege tax including; educating the public, providing clear regulation interpretation, and performing compliance audits. Additional duties include facilitating the entire budget process, managing the switchboard and information desk in City Hall, and keeping the Finance Director apprised of proposed legislation that may affect the City's tax revenues.

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

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Follow the guidelines established by the GFOA.	Receive the GFOA Distinguished annual budget award	Yes	Yes	Yes

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	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Achieve customer service ratings on the annual Taxpayer Problem Resolution Officer customer surveys of at least 4 out of 5.	Overall customer service rating (4 is "agree" and 5 is "strongly agree" in regards to the taxpayer's perception of the tax division's overall performance).	4.5	4.2	4.5

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	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Effectively manage field audits and desk reviews in order to maximize productivity.	Number of Completed Privilege Tax Audits (Desk & Field)	252	325	250

Prior Year Results and Outcomes:

- Received the Government Finance Officers Association (GFOA) of the United States and Canada Distinguished Budget Presentation Award (highest form of recognition) for the thirteenth year in a row.
- Completed 36 field audits for a total of $214,740.41, and completed 135 desk reviews for a total of $112,695.53.

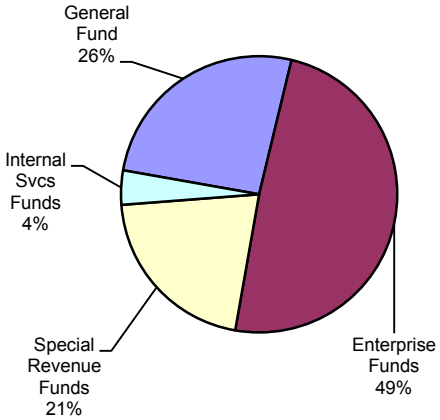
BUDGET & FINANCE

- Completed 154 Use Tax Desk Reviews on out of state vehicle purchases and collected a total of $70,611.48. In addition, beginning January 1, 2015 the Arizona Department of Revenue assumed collection of auto use tax on the City's behalf and collected $22,828.59.
- Issued 647 new licenses: 196 for retail, 178 for residential rental, 133 for construction contracting, 40 for commercial rental, and 100 licenses for various taxable classifications such as restaurant, leasing of tangible personal property, advertising, and transient lodging.
- Processed license renewals of 8,500 active licenses for calendar year 2015.
- Held taxpayer a spring training seminar for the new tax laws pertaining to contracting

Budget and Privilege Tax
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 231,658	$ 297,629	$ 325,136
Supplies	4,843	4,300	4,200
Other Services & Charges	96,653	99,243	98,386
Cost Recovery	(226,167)	(200,587)	(315,910)
Contractural Services	-	-	116,818
Total	$ 106,987	$ 200,585	$ 228,630

Budget and Privilege Tax Funding Sources



Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	6.00	5.00	5.00
Budget & Tax Manager	1.00	1.00	1.00
Privilege Tax Auditor	1.00	1.00	1.00
Budget Specialist	1.00	1.00	0.00
Tax & Licensing Rep.	2.00	1.00	2.00
Accounting Clerk - Tax	1.00	1.00	1.00

Funding Sources: Approximately 74% of the Budget and Privilege tax budget is supported through cost recovery from other departments with the core support provided by the General Fund. About half of the entire Council budget is supported by Enterprise Funds while the General Fund, Special Revenue Funds, and the Internal Service Funds make up the remainder (see the pie graph above for the percentage split).

Significant Expenditures Changes: The contractual services expense is for a payment due to the Arizona Department of Revenue (ADOR) per HB2617. Cities and counties are sharing in an ongoing partial assessment of (ADOR) operating costs. This is a result of the transition to state collection of city transaction privilege taxes. In addition, the city was assessed a one-time fee of $0.76 per population to fund software development of ADOR's Tax Accounting System necessary to accommodate State administration as a current self-collecting city.

BUDGET & FINANCE

Accounting Services

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

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

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

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Provide effective and efficient accounting and financial support through the use of innovative and creative approaches.	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	 14,797 54.5% 3.4%	 15,800 54.1% 3.5%	 16,000 56.1% 5.0%
	Purchases paid by check or wire • Volume • % of Volume Total • % of Dollar Total	 12,360 45.5% 96.6%	 13,425 45.9% 96.5%	 12,500 43.9% 95.0%

Goal: Encourage involvement and distinction in reporting.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Coordinate the annual financial audit maintaining accuracy, consistency and integrity.	Unmodified 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	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Manage the City's investments in accordance with the investment policy and while obtaining high yields.	Average yield on investments (that exceeds the benchmark below)	1.5%	1.5%	1.5%
	Benchmark: Three month U. S. Treasury Bill average	0.03%	0.02%	0.05%

BUDGET & FINANCE

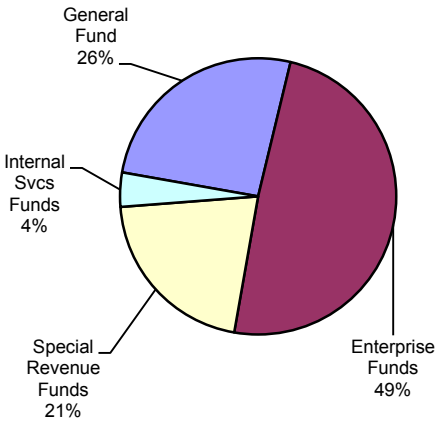
Prior Year Results and Outcomes:

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

Accounting Services
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 494,512	$ 427,088	$ 438,279
Supplies	2,356	9,800	4,500
Other Services & Charges	176,388	181,629	187,604
Cost Recovery	(531,084)	(431,556)	(465,592)
Debt Service	13,837	-	-
Total	$ 156,009	$ 186,961	$ 164,791

Accounting Services Funding Sources



Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	5.00	5.00	5.00
Finance Director	1.00	1.00	1.00
Senior Accountant	1.00	1.00	0.00
Account Services Manager	0.00	0.00	1.00
Accountant	1.00	1.00	1.00
AP/Purchasing Specialist	1.00	1.00	1.00
AR/Assessment Specialist	1.00	1.00	1.00

Funding Sources: Approximately 74% of the Accounting Services budget is cost recovered from other departments with the core support provided by the General Fund. About half of the entire Accounting budget is supported by Enterprise Funds while the General Fund, Special Revenue Funds, and the Internal Service Funds make up the remainder (see the pie graph above for the percentage split).

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

BUDGET & FINANCE

Information Technology *MOVED TO ITS OWN DEPARTMENT*

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

Information Technology
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 866,648	$ 944,410	$ -
Supplies	292,023	338,851	-
Other Services & Charges	321,204	306,057	-
Cost Recovery	(1,505,648)	(1,589,318)	-
Total	$ (25,773)	$ -	$ -

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	10.50	11.50	0.00
IT Manager	1.00	1.00	0.00
GIS\Hist. Preserv. Coord.	0.50	0.50	0.00
Network Engineer	2.00	2.00	0.00
Help Desk Manager	1.00	1.00	0.00
Web Develop. Specialist	1.00	1.00	0.00
IT Specialist	2.00	2.00	0.00
GIS Specialist	1.00	1.00	0.00
Help Desk Technician	2.00	3.00	0.00

[1] *50% of GIS/Historic Preservation Coordinator charged to Planning and Zoning.*

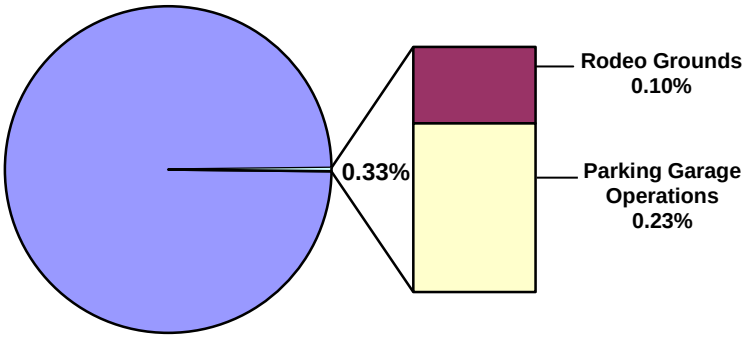
Significant Expenditure Changes: Effective FY16, the IT division has been moved from the Budget & Finance Department to its own Department under the General Government category.

FIELD AND FACILITIES SERVICES

The Field and Facilities Services Department includes the Facilities Management Division, the Fleet Services Division, the Solid Waste Management Division, and the Street Maintenance Division. The Fleet Services Division operates as an internal service fund, the Solid Waste Division operates as an enterprise fund, the Street Maintenance Division operates as a special revenue fund, and the Facilities Management Division is split with the Rodeo and Parking Garage operating through the general fund and the remainder of the Division operating as an internal service fund.

MISSION: To keep Prescott a great place to live, work, and visit by keeping streets safe and clean; neighborhoods clean and free of trash; the fleet of City vehicles operating safely and efficiently; and City buildings safe, clean, and well-maintained.

% of General Fund Operating Budget



Consolidated Departmental Expenditure and Staffing Level Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 37,746	$ 39,194	$ 43,266
Supplies	17,587	24,681	10,645
Other Services & Charges	43,321	44,934	51,475
Capital Outlay/Projects	61,740	-	-
Total	$ 160,394	$ 108,809	$ 105,386
Authorized Staffing Level	0.25	0.25	0.25
Rodeo Grounds	0.15	0.15	0.15
Parking Garage Operations	0.10	0.10	0.10

FIELD AND FACILITIES SERVICES

Rodeo Grounds

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

Services: The Prescott Rodeo Grounds is 34.61 acres and contains a grandstand and several buildings of which certain portions are leased by other entities, including; Prescott Frontier Days, producers of "The World's Oldest Rodeo", has an active lease agreement until December 31, 2017.

Goal: Maintain and improve the Rodeo Grounds consistent with its current use. Develop a long range plan to meet the facility's potential through the master planning process.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Improve facilities as the budget allows.	Repairs	• Mackin: replaced asphalt in front of and repainted interior • Repaired roof leaks in Chamber space of Barn B. Repaired roof leaks and large door. • Painted exterior of Barn B and adjacent restrooms	• Replaced all incandescent light with efficient compact fluorescent lights • Painted Pritchard building, south side of grandstands • Repurposed surplus in Barn A • Backflow preventer certified	• Paint Barn A, repair metal building as needed • Paint Mackin repair metal building as needed • Certify backflow preventer.
	Master planning	Procured architechtural plans for Mackin patio	New patio constructed on Mackin building	PFD Master lease extension to be reviewed and Council policy decision.

Prior Year Results and Outcomes:

- Removed 7.8 tons of surplus storage from Barn A. Organized Special Events supplies by installing new shelving. Organized City Surplus storage in Barn A for viewing and purchase.
- Remediated mold issue from Mackin building basement, replaced sump pump, repaired roof and HVAC, provided more watershed from roof, and installed drainage away from building. Ensured air quality throughout. Replaced stained ceiling tiles, repaired HVAC, and cleaned upper floor.
- Initiated discussions for new Prescott Frontier Days Rodeo lease to include NACOG and Chamber of Commerce Supplemental Agreements.
- Initiated license agreement and Event planning for Yavapai County Fair's return to the Rodeo Grounds.

FIELD AND FACILITIES SERVICES

Rodeo Grounds
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 15,070	$ 14,975	$ 15,802
Supplies	4,675	5,825	6,300
Other Services & Charges	5,457	15,231	10,759
Capital Outlay/Projects	30,283	-	-
Total	$ 55,485	$ 36,031	$ 32,861

Rodeo Grounds
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	0.15	0.15	0.15
Facilities Manager[1]	0.15	0.15	0.15

[1] 75% of Facilities Manager charged to Facilities Maintenance and 10% charged to Parking Garage.

Funding Sources: The entire Rodeo Grounds budget is supported by the General Fund. Leasing the facility out to other entities generates some of the revenue needed for operations.

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

FIELD AND FACILITIES SERVICES

Parking Garage Operations

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

Services: 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 except on certain holidays and special event periods throughout the year.

Goal: Produce revenue and reduce expense to minimize impact to general fund.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Increase revenue through space leases and more frequent fee days.	County Income	$1,561	$1,957	$1,800
	P-Space Lease Income	5,056	5,000	5,400
	Parking Fees Income	42,618	45,000	49,564
	Total Income	$49,235	$51,957	$56,764
	Number of days fees are charged	36	34	36

Prior Year Results and Outcomes:

- Painted entire interior of parking garage walls.
- First 100% LED lit City facility. Replaced fluorescent lights with 248 interior LED lights. Replaced stairway landing lights and perimeter lights with LED's. Monitored garage lighting monthly for correct light levels, replacing lights as needed.
- Parking Garage Electrical Energy Savings from Retrofits:

2010 (base year)	2011	2012	2013	2014	2015
$23,911	$19,831	$12,399	$12,152	$11,895	$8,500est
Savings over base	$ 4,080	$11,512	$11,759	$12,016	$15,411

- Replaced fire panel and elevator electric eye sensor
- Re-tucked and pointed all sandstone caps on 5th floor
- Repaired spalled concrete and water-pooling on 2nd and 3rd floor stairway landings
- Renewed Federal contract pricing on elevator maintenance, saving $2,010 per year
- Purchased new type of parking permits saving $0.31 per permit, or $3,000 annually
- Completed Parking Garage facility assessment
- Surpassed budget revenue, under budget in expense. Fee days for calendar year 2015 published and released to licensees. License agreements altered to include reserved status on fee days. Added two new licensees.
- Backflow preventer examined and certified

FIELD AND FACILITIES SERVICES

Parking Garage Operations
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 22,676	$ 24,219	$ 27,464
Supplies	12,912	18,856	4,345
Other Services & Charges	37,864	29,703	40,716
Capital Outlay/Projects	31,457	-	-
Total	$ 104,909	$ 72,778	$ 72,525

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	0.10	0.10	0.10
Facilities Manager[1]	0.10	0.10	0.10

[1] 75% of Facilities Manager charged to Facilities Maintenance and 15% charged to Rodeo Grounds.

Funding Sources: The entire Parking Garage budget is supported by the General Fund. Leasing out parking spots generates a small amount of revenue to offset the operating costs.

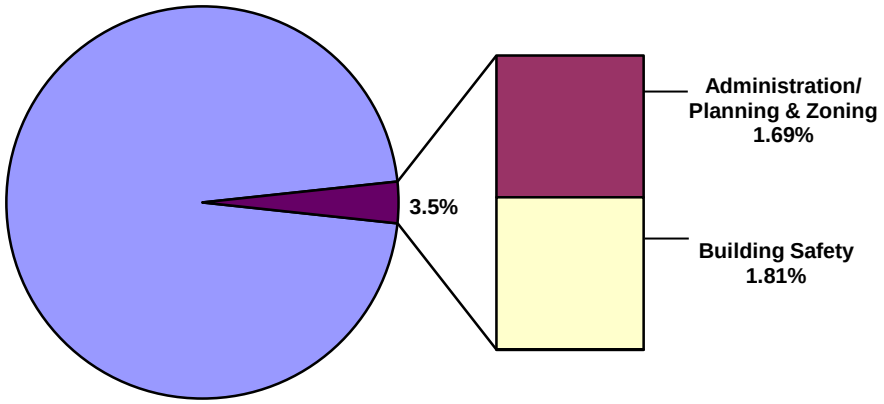
Significant Expenditures Changes: There are no significant total expenditure changes in this department. Supplies are decreasing but other services are expected for planned maintenance expenses.

COMMUNITY DEVELOPMENT

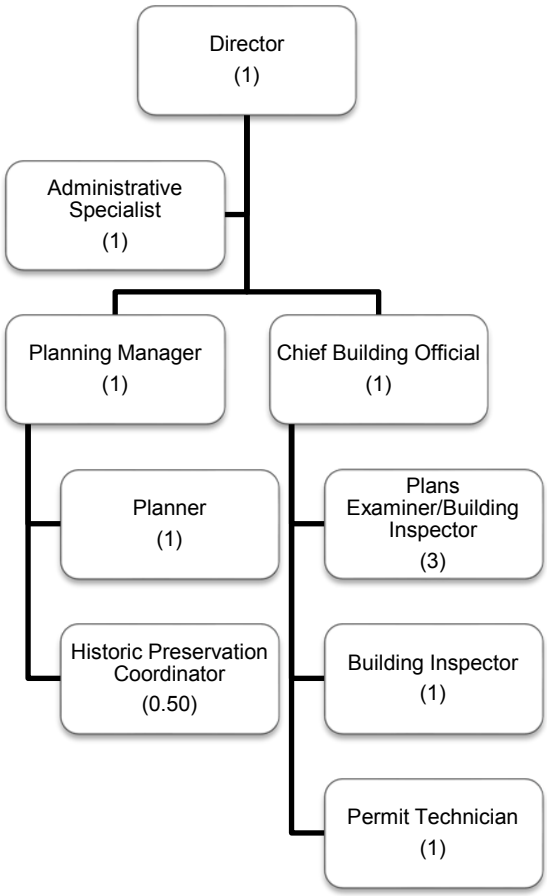
The Community Development Department consists of the divisions of administration (incorporating the functions of planning and zoning) and building safety.

MISSION: 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

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 950,242	$ 860,826	$ 889,978
Supplies	15,718	18,325	16,625
Other Services & Charges	247,843	270,035	211,470
Capital Outlay/Projects	1,368	-	-
Total	$ 1,215,171	$ 1,149,186	$ 1,118,073
Authorized Staffing Level	12.65	9.90	10.50
Admin./Planning & Zoning	4.75	4.60	4.00
Building Safety	5.30	5.30	6.50
Code Enforcement	2.60	0.00	0.00

COMMUNITY DEVELOPMENT

Administration/Planning & Zoning

Mission: To continually monitor and review land use codes to eliminate unnecessary or overly burdensome regulations while still protecting the health, safety and welfare of the community.

Services: The Administration/Planning & Zoning Division provides residents, builders and developers with quality, timely information and efficient customer service. Their primary objective is to assist residents, builders and developers during the permitting and project review processes to facilitate development.

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	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Promote the PAC process to builders and developers 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.	Number of PAC Items	100	130	140

Goal: 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	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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) amendments to the P&Z Commission and the City.	Number of Land Development Code Amendments	3	5	5

Goal: Provide consistent and relevant staff support to the Planning and Zoning Commission, the Board of Adjustment and the Preservation Commission.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	Staff reports for Board and Commissions	40	50	60

COMMUNITY DEVELOPMENT

Goal: Update the Historic Preservation Master Plan to account for changes in districts and building conditions.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Review and assess the relevancy of the current plan contents and revise, replace or update the information to bring it current.	Review Current Plan	N/A	N/A	Yes
	Draft text and map changes	N/A	N/A	Yes
	Draft text and map changes	N/A	N/A	Yes
	Present changes to Council for action	N/A	N/A	Yes

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.
- Provided staff support and assistance to the Board of Adjustment, the Historic Preservation Commission and the Planning and Zoning Commission.
- Provided guidance and assistance to the City Council in the review and adoption of the draft 2015 General Plan in preparation for voter ratification.
- Supervised and assisted the operation of the Community Development Block Grant (CDBG) program for the City.
- Assisted CDBG program management contractor in preparation of project specifications and bid documents.
- Assisted two CDBG consultants in the preparation of the Annual Action Plan and the Five-year Consolidated Plan.
- Managed the Pre Application Conference submittals with 130 applications processed during the fiscal year.

COMMUNITY DEVELOPMENT

Administration/Planning and Zoning
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 340,434	$ 360,755	$ 372,766
Supplies	6,255	8,675	6,975
Other Services & Charges	142,588	159,238	159,434
Capital Outlay/Projects	150	-	-
Total	$ 489,427	$ 528,668	$ 539,175

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	4.75	4.60	4.00
Comm. Devel. Director[1]	0.50	0.50	0.50
Planning Manager	0.60	1.00	1.00
GIS/Historic Pres. Coord.[2]	0.50	0.50	0.50
Real Property Specialist[3]	0.00	0.10	0.00
Planner	1.65	1.00	1.00
Program Manager[4]	0.50	0.50	0.00
Administrative Specialist	1.00	1.00	1.00

[1] 50% of Community Development Director charged to Building Inspection.
[2] 50% of GIS/Historic Preservation Coordinator charged to Info.Technology.
[3] 30% of Real Property Specialist charged to Water Administration, 30% to Wastewater Administration, and 30% to Engineering.
[4] 50% of Program Manager charged to Alternative Water Sources.

Funding Sources: The entire Administration/Planning and Zoning budget is supported by the General Fund.

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

COMMUNITY DEVELOPMENT

Building Safety

Mission: To provide the local community with quality customer service via consistent, timely professional plan review and on-site inspection services.

Services: The Building Inspection Division utilizes nationally recognized and adopted construction codes to insure minimum requirements are met that safeguard the health, safety and welfare of the public. This 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.

Goal: To review all plans submitted to the Building Safety division within prescribed turnaround times. Continue to identify process improvements to insure the most efficient and professional process possible.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	Percentage of plan reviews that meet current turnaround times (based on quality of plans submitted)	90%	90%	93%

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

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Provide contractors' meetings that include time for education, code development as well as time for contractors' to voice concerns; partnering with local jurisdictions and local contractors' associations to ensure regional implementation of code enforcement; and, ensuring staff is certified in two or more areas.	Contractors' Meetings	4	3	4
	Yavapai County Building Officials' Meetings	6	4	6
	Percentage of re-inspections	15%	20%	22%

Goal: To provide staff support in implementation 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	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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 devolvement community, to help improve the effectiveness. Will bring these suggestions to the Advisory and Appeals Board for their review and seek City Council direction.	Advisory and Appeals meetings	2	2	1
	Adoption of 2012 "I" codes	Completed		

COMMUNITY DEVELOPMENT

Prior Year Results and Outcomes:

- Issued a total of approximately 1,843 permits; 228 of which were for new single family homes
- The valuation of permits issues was approximately $106.8 million
- 10,956 home inspections were completed
- Outreach: assisted with annual Home Show for the community, and did four radio "hammer time" shows with YCCA
- Attended 21 call-outs after hours for Fires, Crashes, etc
- Occupant loads study for "whiskey row" with the fire department for safety
- Staff obtained additional certifications

Building Safety
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 437,814	$ 500,071	$ 517,212
Supplies	5,045	9,650	9,650
Other Services & Charges	32,265	45,797	52,036
Total	$ 475,124	$ 555,518	$ 578,898

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	5.30	6.50	6.50
Comm. Devel. Director[1]	0.30	0.50	0.50
Chief Building Official	1.00	1.00	1.00
Plans Examiner/Bldg. Insp.	2.00	1.00	3.00
Plans Examiner	1.00	1.00	0.00
Building Inspector	0.00	2.00	1.00
Permit Technician	1.00	1.00	1.00

[1] 50% of the Community Development Director charged to Administration/ Planning and Zoning.

Funding Sources: The entire Building Safety budget is supported through the General Fund. Program revenues are obtained through permitting fees.

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

COMMUNITY DEVELOPMENT

Code Enforcement *MOVED TO THE POLICE DEPARTMENT*

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

Code Enforcement
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 171,994	$ -	$ -
Supplies	4,418	-	-
Other Services & Charges	15,124	-	-
Capital Outlay/Projects	1,218	-	-
Total	$ 192,754	$ -	$ -

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	2.60	0.00	0.00
Comm. Devel. Director	0.20	0.00	0.00
Planning Manager	0.40	0.00	0.00
Code Enforcement Supv.	1.00	0.00	0.00
Code Enforcement Officer	1.00	0.00	0.00

Significant Expenditures Changes: Effective FY15, this division has been moved from Community Development to the Police Department and has been renamed Code Compliance.

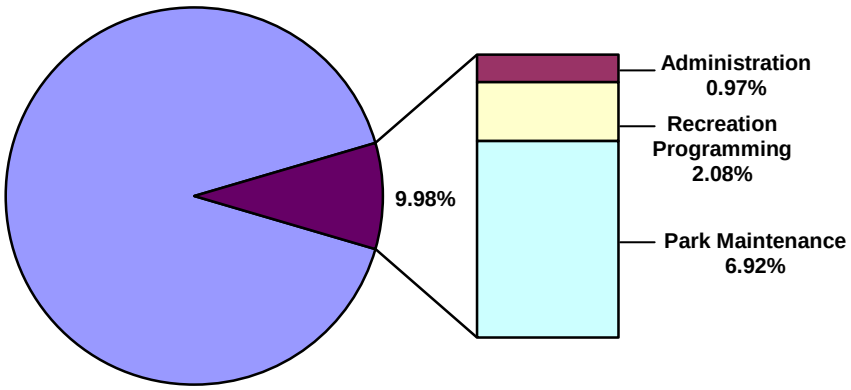
RECREATION SERVICES

The Recreation Services 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.

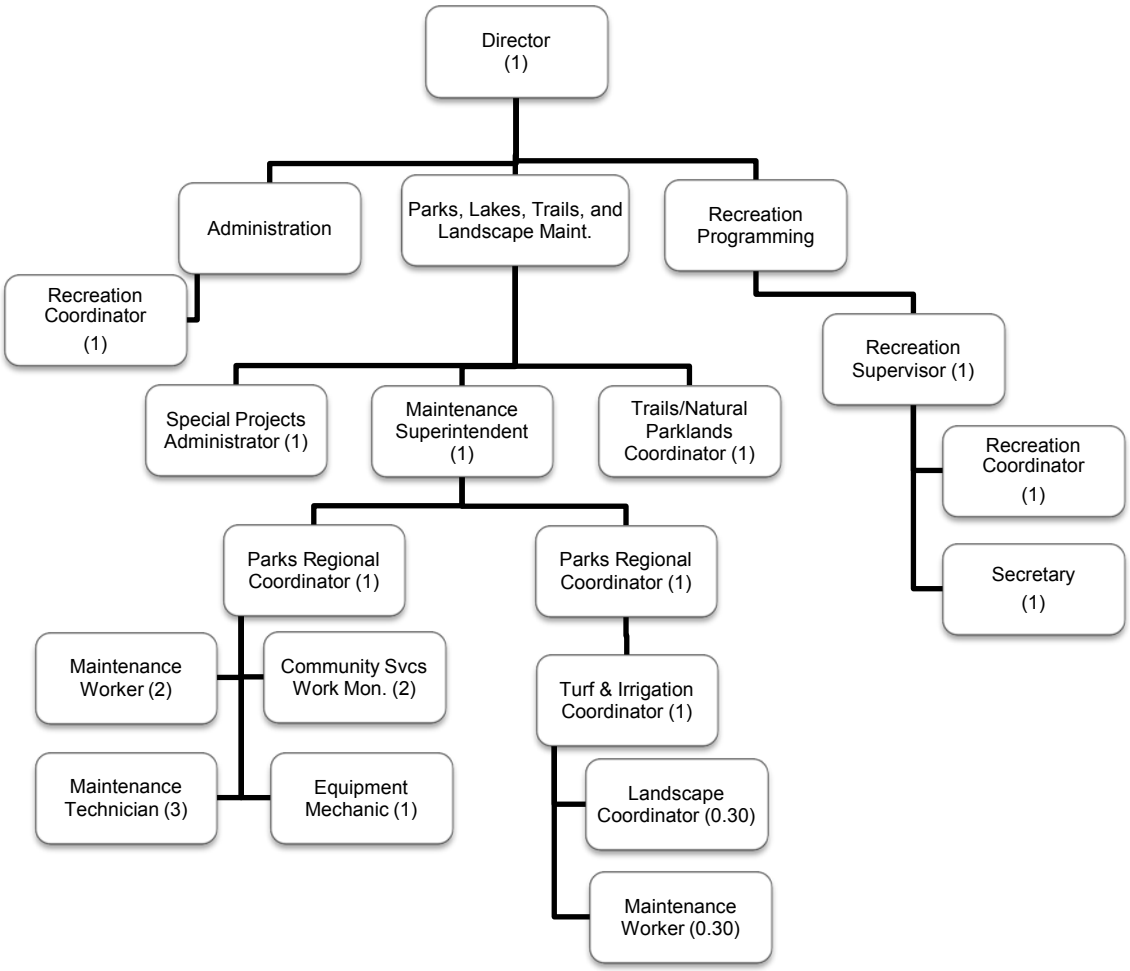
This Department offers organized recreation space for softball, football, soccer, jogging, fishing, boating, picnicking, camping, tennis, volleyball, basketball, hiking, biking, bird watching and a myriad of additional outdoor experiences for approximately 150,000 citizens and visitors. We provide turf,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

MISSION: To provide safe, enjoyable, and attractive, parks, lakes, trails, golf facilities, and programs with responsive service which enhances the quality of life and preserves the natural and recreational assets of the city of Prescott while promoting tourism and its associated economic benefits.

% of General Fund Operating Budget



RECREATION SERVICES



Consolidated Departmental Expenditure and Staffing Level Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 1,496,841	$ 1,581,854	$ 1,669,831
Supplies	300,770	319,240	325,350
Other Services & Charges	852,473	1,067,314	1,109,495
Capital Outlay/Projects	32,965	100,000	70,000
Total	$ 2,683,049	$ 3,068,408	$ 3,174,676
Authorized Staffing Level	18.60	19.60	19.60
Administration	2.00	2.00	2.00
Recreation Programming	3.00	3.00	3.00
Park,Lakes,Trail,Landsc. Maint.	13.60	14.60	14.60

RECREATION SERVICES

Administration

Mission: To provide budget oversight for the department while serving as the purchasing manager for maintenance and programming divisions; 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.

Services: Recreation Services Administration develops and oversees the budget for the department, creates and administers the 5 year capital plan, serves as the leadership and point person for the City manager, presents to City Council on topics relevant to the department and oversees all divisions within the department.

Prior Year Results and Outcomes:

- Successfully partnered with Beneful to construct a new $600,000 dog park(daily visitation of approximately 600 people)
- Completed connection of the Circle Trail a 54 mile non-motorized trail around the City
- Improved the financial performance of the Antelope Hills golf operation through a public private partnership with Billy Casper Golf

Administration
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 177,351	$ 179,440	$ 188,211
Supplies	8,459	6,750	6,850
Other Services & Charges	58,599	113,865	114,021
Total	$ 244,409	$ 300,055	$ 309,082

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	2.00	2.00	2.00
Recreation Director	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00

Revenue Sources: The General Fund provides the support for this Division.

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

RECREATION SERVICES

Recreation Programming

Mission: To organize and provide recreational and leisure opportunities for citizens and visitors of all ages and abilities to encourage the "Live, Work and Play in Prescott" adage.

Services: The Recreation Programming Division provides a variety of recreational programming opportunities to our residents and surrounding communities. These include adult sports leagues in Softball, Basketball, Volleyball and Tennis, special needs programming, senior Olympics events and contract classes. The Recreation Programming division is also the primary contact for all the Department's revenue securing and scheduling management that include the Grace Sparkes Memorial Activity Center, and rentals of fields, ramadas, camping, Trek about, and parking passes.

Goal: Increase community awareness of the Community Youth Sports Leagues and Specialty Youth Sports Programs.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Assist all Community Youth Sports leagues with registration and field use assistance as well as coordinating Prescott Athletic Board's Community Sign up Nights.	Prescott Little League: • Number of participants • Number of field hours utilized	 620 2,030	 620 2,100	 645 2,300
	AYSO Soccer: • Number of participants • Number of field hours utilized	 1,054 2,550	 1,115 3,100	 1,130 3,150
	Prescott Girls Softball: • Number of participants • Number of field hours utilized	 265 951	 290 900	 290 900
	Alliance Youth Football: • Number of participants • Number of field hours utilized	 175 300	 190 380	 190 380
	YMCA Youth Basketball: • Number of participants • Number of gym hours utilized	 577 225	 600 225	 625 225

Goal: Increase community awareness of the Special Needs Program and additional recreational opportunities for the community to participate through the Recreation Programming Division.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Seek more opportunities for our residents and surrounding communities to participate in a variety of recreation programs, classes, activities and events.	Number of Special Needs Activities/dates.	97	100	105
	Participants on Special Olympics of America Teams: • Basketball Team – 20 • Bowling Team – 30 max. • Swimming Team – 15	 20 30 15	 20 30 15	 24 30 20
	Number of Recreation Program Participants through Contract Classes: • Tennis • Boot Camp • Running	 160 550 15	 160 600 20	 160 615 23

RECREATION SERVICES

Goal: To maintain the success of City adult sports leagues in the current economic climate.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Maintain registration entries with minimal entry fee increase to cover costs.	Individual Softball players registered (12 per/Team)	1800	1860	1860
	Individual Volleyball players registered (8 per/Team) • Spring • Fall	 248 320	 240 360	 240 360
	Individual Basketball players registered (8 per/Team) • Summer • Winter	 216 320	 240 280	 240 320
	Sports League Total Teams	288	295	300
	Sports League Total Players	2,904	2,980	3,020

Goal: Host a variety of sporting events that generate visitation and its associated economic benefits as well as creating additional revenues through field and facility rentals.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Build a sporting event and field scheduling 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.	Number of sporting events scheduled (Youth/Adult/Senior)	31	33	35
	Number of Senior Olympic participants	972	1,020	1,050
	Number of Field Rental hours scheduled for sporting events/practices	8,457	8,500	8,500
	Number of gym use hours for scheduled events	1,879	1,900	2,000
	Economic impact direct spending	$1,512,085	$1,888,000	$2,000,000

Prior Year Results and Outcomes:

- Took Ramada reservations at City lakes and parks for a total of 2,535 hours, resulting in over $ 42,000 in revenue. These reservations ranged from one day rentals for general public use to multi-day special events. Along with Ramada rentals, the office processed $21,000 in pre-paid parking passes for Ramada rentals at the City lakes. Camping reservations totaled approximately $ 6,500.

- The Recreation Programming office scheduled approximately 3,500 hours of usage in the Grace Sparkes Memorial Activity Center. This included City scheduled use for open adult volleyball/basketball and Special Needs Activity Program activities, as well as co-sponsored special events like The Kiwanis Auction, Teen Maze, and Body Walk.

- The Recreation Programming office processed $22,000 in parking pass revenue

- The Recreation Services Department partnered with the Town of Prescott Valley and the Yavapai College to conduct the 2014 NJCAA Soccer National Championships

RECREATION SERVICES

- The Special Needs Adult Program continues to service approximately 200 participants in activities such as Dances, Bingo and Craft nights, Swimming and Weight training programs as well as partnering with the Special Olympics of Arizona in other sports programs

- Successfully completed the third Prescott's Great Outdoors - Outdoor Recreation & Expo Event at Watson Lake Park on Columbus Day weekend. With almost 3000 attendees Due to a $5,000 sponsorship from the local Kawanis club, staff was able to net a two-acre cove and stock with over 2000 trout for the kid's fishing component

- The Recreation Programming office scheduled 13,410 hours of field usage. These hours included City league softball usage, co-sponsored youth groups, tournaments and specialty events like dog agility trials. Approximate revenue received for field and light rentals was $20,000.

- In FY15 approximately 285 teams with 2,900 individuals participate in our adult sports leagues which included adult softball, volley ball and basketball.

- City of Prescott saw a local economic of direct spending of approximately $1.51 million in the local community resulting from recreation events and tournaments.

Recreation Programming
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 312,006	$ 322,192	$ 336,553
Supplies	51,716	57,000	57,000
Other Services & Charges	185,638	229,520	268,375
Total	$ 549,360	$ 608,712	$ 661,928

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	3.00	3.00	3.00
Recreation Supervisor	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00
Secretary	1.00	1.00	1.00

Revenue Sources: The General Fund provides the support for this Division. Additional revenues are brought in through a variety of sports league, rentals, and other user fees.

Significant Expenditure Changes: There is a 16.93% increase in Other Services & Charges when comparing the FY2015 estimated endings to the FY2016 budget. This can be attributed to an increase in internal facilities maintenance charges for the Grace Sparkes Activity Center and the Adult Center.

RECREATION SERVICES

Parks, Lakes, Trails and Landscape Maintenance

Mission: 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.

Services: Parks, Lakes ,Trails and Landscape maintenance division provides maintenance services for all of the parks, lakes ,trails and landscaped right of ways within the city. These services include, restroom cleaning, garbage clean up ,landscape repair and maintenance, trail construction and maintenance, preparing sports fields for play ,turf maintenance, parking lot maintenance and weed abatement as well as minor plumbing, electrical and carpentry repairs.

Goal: Continually maintain areas of jurisdiction within the Parks, Lakes, Trails, Right of way Landscaping, and Natural Parklands.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Utilizing the allowed budget and other funding sources for labor and materials, continue to maintain all areas of jurisdiction within the Parks Division, to include increased events and programs to benefit Prescott's tourism economy.	Total number of Accidents	2	2	2
	Total # personal injuries with result in loss time from work	6	2	2
	Number of LED lighting fixtures installed within parks for better efficiency	12	20	30
	Number of campsites rented out at Watson Lake	503	515	520
Work with Game & Fish to increase stocking of trout at Watson Lake and Goldwater Lake to provide more fishing opportunities to the public.	Number of trout stockings	4	5	6
Maintain all of the Trails in Prescott and add trails as time, staff and budget allow	Miles of trails maintained	56	60	68

Prior Year Results and Outcomes

- Playground improvements, added fall protection and boarders at Granite Creek, Heritage Park, Goldwater Lake, and Vista Park
- Re-roofed all dugouts at Pioneer Park and painted
- Kuebler Field & Ziegler Fields, added landscape in front of facility and between, also painted dug outs. Removed grass and fixed infield

RECREATION SERVICES

- Bill Vallely Fields, Painted entire complex, added about 2,000 square foot of sod to upper field due to storm damage. Replaced fence with backstop kicker board to last longer. Also improved drainage to withhold future storms
- Capped off and leveled all playing fields with infield material
- Added Kiosk attendants to collect fees at Lakes
- Completed Bocce courts for better playability
- Restored and improved restrooms at Pioneer, Watson, Granite Creek front & back bathroom
- Completed a major drainage project at Vista Park
- Converted Ken Lindley complex to a complete grass soccer field for the NJCAA National tournament then back to softball field
- Update our training seasonal training and OSHA Compliances
- Created an Agronomics and maintenance schedule for parks
- Soil samples on all turf for better maintenance
- Replace base anchors and squared up all infields and painted foul poles
- Refurbished old equipment from golf course to use in parks and lakes
- Implemented volunteer camp host at Watson Lake
- Total revenue from rentals of Parks, Parking Fees, Fields, Ramada about $350,000

RECREATION SERVICES

Parks, Lakes, Trails and Landscape Maintenance
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 1,007,484	$ 1,080,222	$ 1,145,067
Supplies	240,595	255,490	261,500
Other Services & Charges	608,236	723,929	727,099
Capital Outlay/Projects	32,965	100,000	70,000
Total	$ 1,889,280	$ 2,159,641	$ 2,203,666

Capital Outlay/Projects

Concrete Repair Program	$ 30,000
Acker Park Improvements	20,000
City Playground ADA Compliance	20,000
Total Capital Outlay/Projects	$ 70,000

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	13.60	14.60	14.60
Special Proj. Administrator	1.00	1.00	1.00
Maintenance Superintendent	1.00	1.00	1.00
Recreation Services Supervisor	0.00	0.00	1.00
Parks Regional Coordinator	2.00	2.00	0.00
Maintenance Coordinator	0.00	0.00	1.00
Landscape Coordinator[1]	0.30	0.30	0.30
Equipment Mechanic	1.00	1.00	1.00
Turf & Irrigation Coordinator	1.00	1.00	1.00
Trails/Natural Parkland Coord.	1.00	1.00	1.00
Comm. Svcs. Work Monitor	2.00	2.00	2.00
Maintenance Worker[2]	1.30	2.30	2.30
Maintenance Technician	3.00	3.00	3.00

[1] 70% of Landscape Coordinator charged to Streets Operations.
[2] 70% of one Maintenance Worker charged to Streets Operations.

Revenue Sources: The General Fund provides the support for this Division.

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

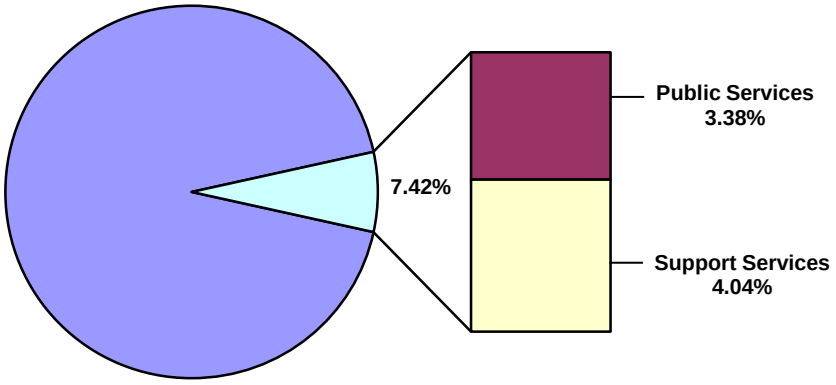
LIBRARY

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.

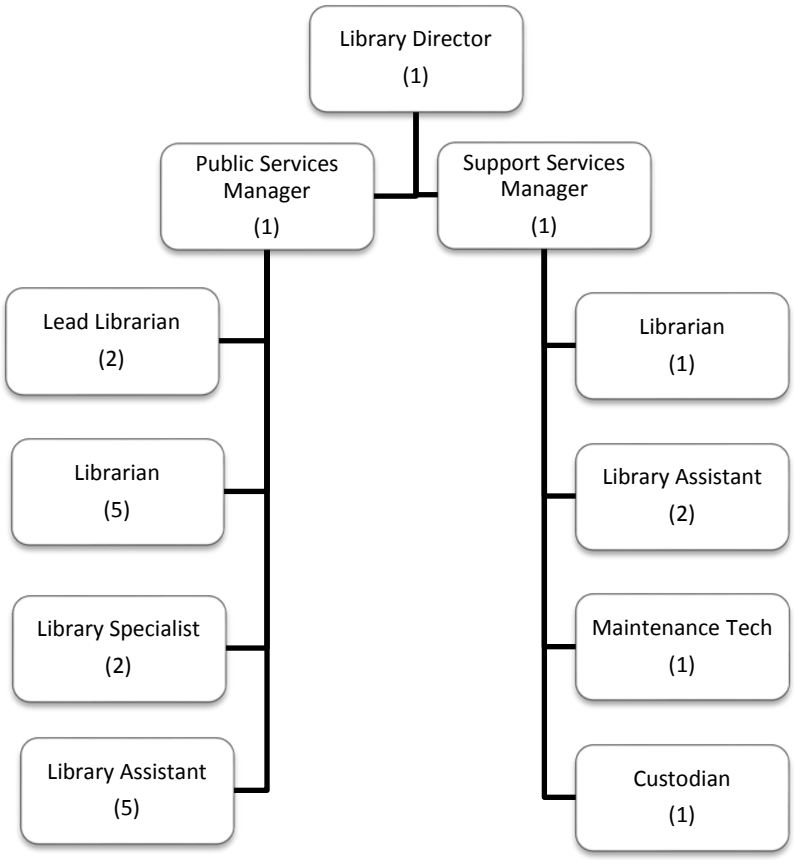
The library offers circulating collections of current high-demand, high-interest materials in a variety of formats. The library's collections represent a broad spectrum of knowledge on a variety of subjects and in a variety of formats, The library provides reference service of timely and accurate information 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.

MISSION: To provide 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 and makes meeting facilities available for local individuals, groups, organizations and agencies.

% of General Fund Operating Budget



LIBRARY



Consolidated Departmental Expenditure and Staffing Level Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 1,368,896	$ 1,357,498	$ 1,384,215
Supplies	295,289	216,800	223,350
Other Services & Charges	490,947	711,385	753,229
Total	$ 2,155,132	$ 2,285,683	$ 2,360,794
Authorized Staffing Level	23.00	22.00	22.00
Public Services	16.00	16.00	16.00
Support Services	7.00	6.00	6.00

LIBRARY

Public Services

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. To provide community-driven services in a welcoming, convenient manner.

Services: The Library Public Services Division provides to residents of all ages, birth through adulthood: print and electronic resources; in-person, telephone and email reference service; outreach services to area organizations and schools; and cultural, educational and literature-based programs.

Goal: Be the learning center and cultural center of our community

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Provide educational and cultural programs and library resources that attract people to the library.	Maintain high circulation per capita	19.0	18.9	18.8
	Annual circulation	770,186	761,664	765,000
	Maintain high number of active borrowers as a percentage of Service Area Population	90%	67%	69%
	Number of patrons with a library card (active = used card within past 2 years)	36,250	27,300	28,000
	Gate Count	480,753	461,408	450,000
	Visits per capita	12	11.4	11
	Summer reading program enrollment	554	600	600
	Percentage of youth under 18 years old	10%	11%	11%
	Youth Programs	499	495	500
	Youth Program attendance	14,504	13,107	13,250
	Adult Programs	388	448	450
	Adult Programs Attendance	4,770	6,226	6,250

Goal: Use technology to provide convenient, accessible resources to patrons in the library and throughout the community

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
-Increase access to electronic books -Encourage use of convenient self-service technology -Provide access to electronic information by way of computers and a wireless network -Utilize Yavapai Library Network to share materials between network libraries	Audio Books	14,646	15,962	17,600
	eBooks	27,357	33,094	39,700
	Downloadable Media % of circulation	5%	6%	8%
	Self-service check out	61%	58%	60%
	Public computer use	113,000	104,210	80,192
	Use of library web	329,355	384,590	339,726
	Wireless access use	N/A	N/A	48,000
	Items borrowed from YLN	61,615	66,046	66,000
	Items load to YLN libraries	61,720	64,024	64,000

LIBRARY

Prior Year Results and Outcomes:

- The library continued to be a destination choice for many citizens of Prescott:
  - In FY 14 the library had 480,753 visitors
  - Patrons checked out 726,590 items
  - 42,003 electronic items circulated, which amounted to 5% of the total circulation and was an increase of 16% over FY13
  - The library circulated 19 items per capita in the fiscal year
  - 38,168 persons held cards with the library

- Friends of the Prescott Public Library continued to fund library programs:
  - 13,600 youth attended 524 youth programs.
  - 554 children and teens participated in the Summer Reading Program (June 2015-Aug 2015). This popular program helps maintain reading ability levels during the summer months.
  - 6,618 adults attended 436 adult programs

- Outreach
  - 79 youth outreach events had 3,546 personal contacts.
  - 33 adult outreach events had 748 personal contacts.
  - Friends of the Library funded outreach at Fourth of July at Pioneer Park, Meals on Wheels program at the Rowle P. Simmons Community Center, Prescott Farmers Market , Appy Hour at the Prescott Gateway Mall, library card registration at Head Start Prescott and Summer Reading presentations at public, charter and private schools.
  - Teen Librarian Jennifer Kendall, in partnership with Prescott Unified School District, launched book clubs at Prescott High School, Prescott Mile High Middle School and the Yavapai County Juvenile Detention Center. These clubs reach youth who are not able to attend book club meetings at the library.
  - The library received and implemented a federally funded Library Services and Technology Act grant to establish “Book Nooks” in five locations across the community. These locations provide reading materials and information about the library at places where people are usually faced with waiting times.

- Other library highlights
  - Library staff continued to offer one-to-one assistance to job seekers by providing résumé assistance and computers dedicated to job searching.
  - Library staff continued to offer one-to-one eReader assistance and introduction to basic and specialized technology classes.
  - Youth Services staff created and began to offer a Family Storytime on Saturdays to meet the needs of working parents unable to attend a weekday storytime.
  - Jennifer Kendall was mentor for the Teen Book Club members who were chosen to participate in the “Teens Top Ten,” an American Library Association book review program limited to 15 library book groups across the country.
  - Normalene Zeeman, Lead Librarian for Adult Services, developed a lecture series in partnership with the Arizona Humanities Council.
  - Adult Services staff coordinated programs utilizing local expertise, including: Firewise information from the City of Prescott Fire Department, professors from Yavapai and Prescott Colleges, Audubon Society, Astronomy Club and Chamber Music Group.

LIBRARY

- Staff Achievements:
  - Barb Grulhkey, Circulation staff member, was chosen to attend the Arizona State Library Summer Institute.
  - Jennifer Kendall, Teen Librarian, was awarded the Arizona Library Association's Outstanding Youth Librarian Award.
  - Martha Baden, Library Manager, Public Services, was awarded First Things First, Yavapai Region "Champion for Children."
  - Leona Vittum-Jones, Lead Librarian for Youth Services, was selected to participate in two statewide early literacy training and mentoring programs.
  - Leona Vittum-Jones and Norm Zeeman presented programs at the Arizona State Library Association Conference after a competitive selection process.

Public Services
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 992,871	$ 1,020,731	$ 1,044,687
Other Services & Charges	22,272	70,299	32,228
Total	$ 1,015,143	$ 1,091,030	$ 1,076,915

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	16.00	16.00	16.00
Library Director	1.00	1.00	1.00
Manager, Public Services	1.00	1.00	1.00
Lead Librarian	2.00	2.00	2.00
Librarian	5.00	5.00	5.00
Library Specialist	2.00	2.00	2.00
Library Assistant	5.00	5.00	5.00

Funding Sources: The Public Services Division budget is supported by the General Fund. Additionally, the County does contribute an amount each year to the Library.

Significant Expenditure Changes: There is a 54% decrease in other services and charges due to a decrease in the internal charge for city wide insurance as a result of a change in allocation.

LIBRARY

Support Services

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

Services: Library Support Services provides support services for the Library in the areas of Accounts Payable, Budget, Facilities, Grant Management, Meeting Room Reservations, Purchasing, Records Management, Revenues, Security, Technical Services, Library Volunteer Program and Arizona State Library Statistical Reporting. Library Support Services also provides support for the Friends of the Library in the areas of Accounts Payable, Membership, and Revenues.

Goal: Use technology and volunteers to ensure efficient delivery of materials and services to Prescott residents.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Continue to supplement library personnel with appropriate use of skilled volunteers	Number of volunteers	140	155	160
	Volunteer hours	15,365	14,500	15,000
Continue to participate in interlibrary loan system that makes it possible for library users to access materials from outside Yavapai County	Items borrowed from outside Yavapai County	963	929	910
	Items loaned to libraries outside Yavapai County	3,147	3,641	3,800
Provide timely, accurate and cost-effective purchasing, processing and cataloging of library materials for library users	Items added to collection	12,784	17,062	18,000

Goal: Maintain a facility and oversee processes that meet the needs of the public and employees.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Meet community needs for comfortable and accessible meeting room space	Meeting room reservations	5.835	6,765	6,975

Prior Year Results and Outcomes

- Community residents and City staff used the library meeting rooms 5,252 times.
- 173 volunteers donated 15,056 hours of service to the library, equivalent to 7.25 full time staff and saving the city approximately $180,600.
- 929 items were borrowed from libraries outside Yavapai county; 3,641 items were loaned to libraries outside Yavapai County.

LIBRARY

- 17,062 items were added to the collection. Prescott residents now have 174,303 items available at Prescott Public Library and 1,297,786 items available throughout Yavapai Library Network.

Support Services
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 376,025	$ 336,767	$ 339,528
Supplies	295,289	216,800	223,350
Other Services & Charges	468,675	641,086	721,001
Total	$ 1,139,989	$ 1,194,653	$ 1,283,879

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	7.00	6.00	6.00
Manager, Support Services	1.00	1.00	1.00
Librarian	1.00	1.00	1.00
Help Desk Technician	1.00	0.00	0.00
Library Assistant	2.00	2.00	2.00
Maintenance Technician	1.00	1.00	1.00
Custodian	1.00	1.00	1.00

Funding Sources: The Support Services Division budget is supported by the General Fund. Additionally, the County does contribute an amount each year to the Library.

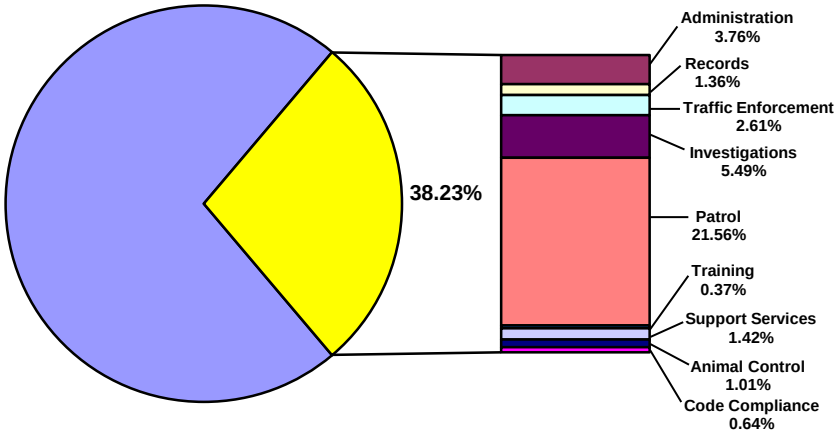
Significant Expenditure Changes: There is an increase of 12.47% in Other Services & Charges when comparing FY2014 estimated endings to the FY2015 budget which is largely due to an increase in internal charges for Information Technology and Facilities Maintenance.

POLICE

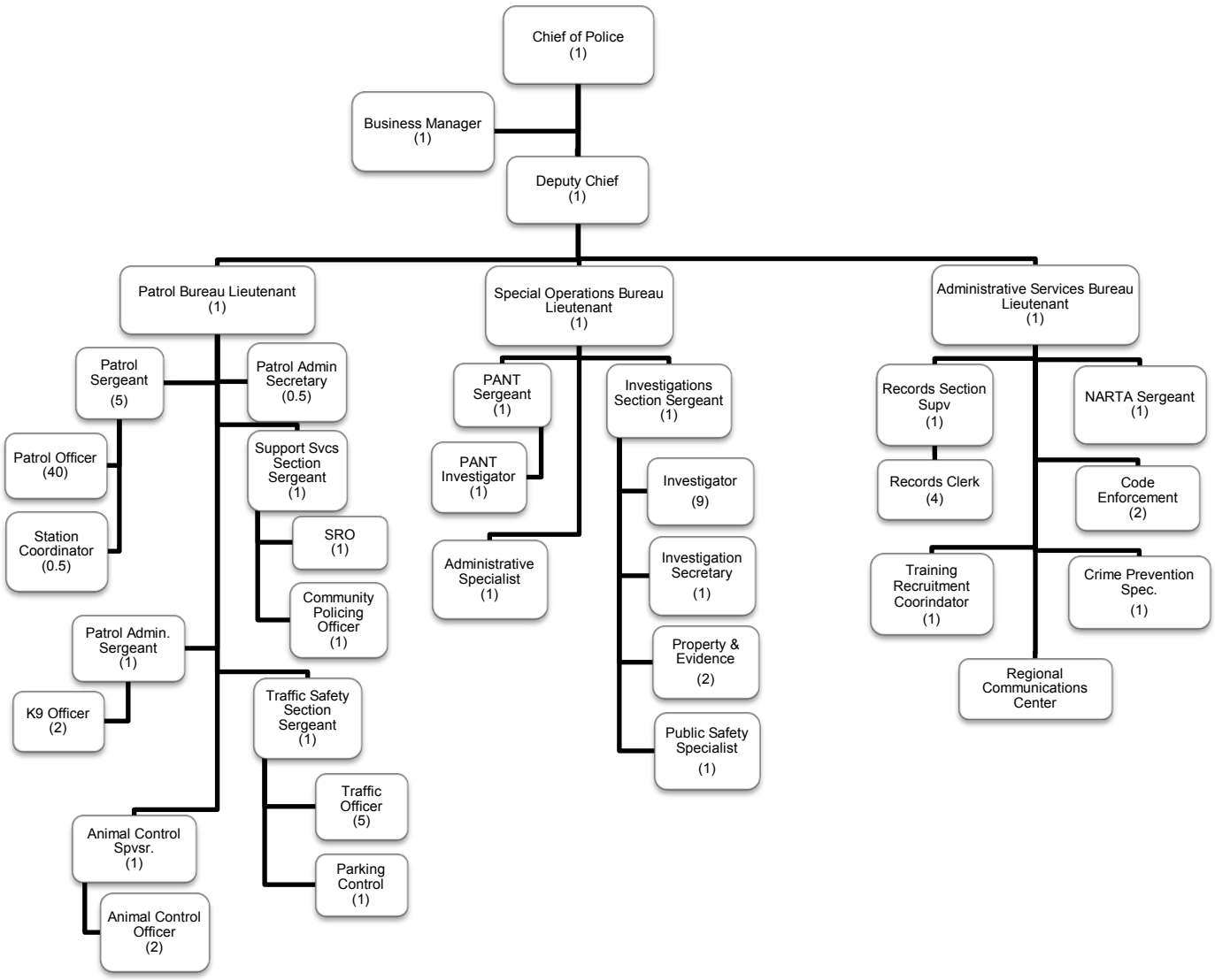
The Prescott Police Department is dedicated to providing our community with the best professional services available within our resources. The Department is committed to establishing close working relationships with our citizens and visitors to resolve problems and issues. This Department is committed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

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

% of General Fund Operating Budget



POLICE


Chief of Police (1)
Business Manager (1)
Deputy Chief (1)
Patrol Bureau Lieutenant (1)
Special Operations Bureau Lieutenant (1)
Administrative Services Bureau Lieutenant (1)
Patrol Sergeant (5)
Patrol Admin Secretary (0.5)
Patrol Officer (40)
Station Coordinator (0.5)
Support Svcs Section Sergeant (1)
SRO (1)
Community Policing Officer (1)
Patrol Admin. Sergeant (1)
K9 Officer (2)
Traffic Safety Section Sergeant (1)
Traffic Officer (5)
Parking Control (1)
Animal Control Spvsr. (1)
Animal Control Officer (2)
PANT Sergeant (1)
PANT Investigator (1)
Administrative Specialist (1)
Investigations Section Sergeant (1)
Investigator (9)
Investigation Secretary (1)
Property & Evidence (2)
Public Safety Specialist (1)
Records Section Supv (1)
Records Clerk (4)
NARTA Sergeant (1)
Code Enforcement (2)
Training Recruitment Coorindator (1)
Crime Prevention Spec. (1)
Regional Communications Center

POLICE

Consolidated Departmental Expenditure and Staffing Level Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$10,008,695	$ 8,923,509	$ 9,208,458
Supplies	378,442	376,227	423,525
Other Services & Charges	1,650,663	2,456,666	2,534,638
Capital Outlay/Projects	223,730	32,578	-
Total	$12,261,530	$11,788,980	$12,166,621
Authorized Staffing Level	124.75	94.50	91.00
Administration	5.00	5.50	4.50
Records	6.00	6.00	5.00
Traffic Enforcement	7.00	7.00	7.00
Investigations	15.00	12.00	14.00
Patrol	49.50	54.50	50.00
Training	1.00	1.00	1.00
Community Services	5.50	3.50	4.50
Animal Control	3.00	3.00	3.00
Code Compliance	0.00	2.00	2.00
Regional Communications	32.75	0.00	0.00

Administration

Mission: 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.

Services: Police Administration oversees and provides support services to each of the bureaus within the Prescott Police Department as well as oversees grant research and management, facilitates strategic planning and direction, budget management, provides needed reporting to City management and/or elected officials, and fosters the career development of its personnel.

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

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Through a cooperative effort of all bureaus and sections within the Prescott Police Department, build a living document that offers vision and direction for the department and its employees.	Review and update document	2	3	4
	Planning and strategy meetings	3	4	4

POLICE

Goal: Ensure the community receives efficient public safety response to address crime and respond to calls for service.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Maintain a fully staffed, professional and well trained police force to handle all calls for service.	UCR Part I	1,256	1,289	1,300
	UCR Part II	3,491	3,293	3,500
	Calls for service	26,134	25,617	26,200

Goal: Provide public safety support to local area agencies and organizations.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Supply manpower to assist in cooperative efforts in public safety, training, and community policing.	NARTA Advisors / Hours	2 / 1440	2/ 1440	1 / 720
	NARTA Instructor / Hours	70 / 1092	70 / 1100	70 / 1100
	NARTA Class Sergeant / Hours	1 / 2080	1 / 2080	1 / 2080
	PUSD School Resource Officers / Hours	1 / 1600	1 / 1600	1 / 1600
	MATForce / Hours	1 / 12	1 / 12	1 / 12
	NACOG – Local workforce investment board, youth council / Hours	1 / 12	1 / 5	1 / 12
	IFEMG Details / Hours	1 / 15	1 / 10	1 / 25
	Salvation Army Advisory Board / Hours	1 / 8	0 / 0	0 / 0
	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
	GITTEM Detective/Hours	1 / 2080	1 / 2080	1 / 2080
	Public Safety Personnel Retirement System/Hours	1 / 3	2 / 7	2 / 10
	DUI Task Force / Hours	13 / 462	12 / 320	13 / 450
	Tri-City College Prep High School Board /Hours	1 / 20	1 / 20	1 / 20
	Prescott High School Swim Team Coaching/Hours	1 / 60	0 / 0	0 / 0
	Gun Safety Classes to Elementary School (Eddie Eagle) / Hours	2 / 3	2 / 3	2 / 3
	School Lunch Program / Hours	1 / 12	1 / 12	2 / 20
	Bicycle Rodeos / Hours	0 / 0	1 / 0	1 / 4
	Trauma Intervention Board / Hours	1 / 6	1 / 6	1 / 6
	Coordinated Community Response Team Members / Hours	3 / 90	3 / 90	3 / 90
	Boys and Girls Club Executive Board / hours	0 / 0	1 / 12	1 / 24
	AZ Tactical Officers Association Executive Board / hours	1 / 88	2 / 190	2 / 190

Goal: To provide a centralized location for all department employees to acquire law enforcement related equipment and uniforms.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Maintain accountability in ordering, issuing, receiving and tracking equipment and uniforms.	Number of department vehicles maintained	85	85	85
	Number of employees acquiring support and/or equipment:			
	• Sworn	77	77	76
	• Reserve	0	0	1
	• Civilian	21	21	21
	• Dispatch	32	32	32
	Total	130	130	130

POLICE

Goal: Risk Management – 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	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Implement standards and requirements that would assist officers to effectively perform their assigned tasks in a safe manner while reducing liability exposure.	Number of industrial claims filed	14	8	8
	Dollar amount paid for industrial injuries	$447,045	$45,000	$70,000
	Member of City Safety Committee / hours	1 / 8	1 / 18	1 / 18

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 continuing to provide a class Sergeant.

- During FY15, Department volunteers worked a total of 9,538 which includes 7,476 hours which were worked by Citizens on Patrol volunteers.

- Chief Monahan serves 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 and funding of one Detective to assist this special investigative and enforcement unit as well as a sergeant who is funded by PANT.

- The Department began this fiscal year as a continued partner of a Yavapai County task force with the initiation of the northern Arizona State GIITEM (Gang Intelligence and Immigration Team Enforcement Mission), which was formed in January of 2013, by contributing one detective towards addressing those problems in our area. Due to manpower issues, we discontinued our involvement in GIITEM in February.

- Chief Monahan was appointed to the national board of End Violence Against Women International. The purpose of EVAWI is to promote that gender-based violence is unacceptable; where perpetrators are held accountable, and victims receive the compassion, support, and the justice they deserve.

- Deputy Chief Reinhardt was appointed to the AZ Supreme Court Committee on the Impact of Domestic Violence and the Courts. This committee makes recommendations regarding policies that acknowledge the severity of the problem of domestic violence in Arizona. It recommends system changes that will promote enhanced safety for victims and the professionals who interact with them. Membership includes judges, attorneys, law enforcement, DV service providers and coalitions, and public members.

- Lt. Gill continues to be 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. Gill serves on the Northern Arizona Council of Governments' local Workforce Investment Youth Council Board. This board is regulated by state statutes and oversees the personnel at NACOG and gives direction on employment assistance in employing our communities' youths.

POLICE

- Lt. Bonney remained active as a member of the Subject Matter Expert Committee for the AZPOST General Instructor program. She volunteers multiple hours to the music program at the American Evangelical Lutheran Church by working in their music program. Lt. Bonney continues to volunteer and perform in the American Lutheran Orchestra and bell choir.

- Lt. Bonney attended and successfully completed the 12-week FBI National Academy, Session #257.

- Lt. Bonney serves as member on the Trauma Intervention Program Board of Directors. The TIP's primary purpose is to ensure that those who are emotionally traumatized receive the support they need immediately following a crisis event and is designed to prevent the secondary victimization that all too often occurs with the loss of life incidents.

Administration
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 602,438	$ 670,375	$ 552,402
Supplies	23,225	13,825	14,125
Other Services & Charges	491,625	588,489	630,033
Capital Outlay/Projects	8,132	20,000	-
Total	$ 1,125,420	$ 1,292,689	$ 1,196,560

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	5.00	5.50	4.50
Police Chief	1.00	1.00	1.00
Deputy Police Chief	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	0.00
Business Manager	1.00	1.00	1.00
Admin. Services Spec.	1.00	1.00	1.00
Public Safety Specialist[1]	0.00	0.50	0.50

[1] 50% of Public Safety Specialist charged to Investigations.

Funding Sources: This Division is funded by the General Fund.

Significant Expenditures Changes: There is an decrease of 17.60% in Personnel when comparing the FY2015 estimated endings to the FY2016 budget as a result of the elimination of a Police Lieutenant position. Other Services & Charges increased by 7.06% and can be attributed to an increase in internal facilities maintenance charges

.

POLICE

Records

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

Services: The Police Records Section provides support services to the officers and staff of the Prescott Police Department and the City of Prescott. The section also provides walk in and telephone services to the citizens of Prescott needing report copies, local background checks & general police information.

Goal: Improve accuracy and completeness of criminal history records on arrests through the Arizona Automated Fingerprint identification System (AZAFIS).

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Review each fingerprint and disposition card received from the Yavapai County Sheriff Office, process corrections and notify Arizona DPS of the corrected information.	Disposition sheets received	1,022	1,050	1,050
	Corrections reported	65	50	50

Goal: To disseminate all public records requests as soon as possible within our manpower capabilities.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	Number of public requests	1,786	1,800	1,800
	Number of government agency requests	690	700	700
	Number of child protective services requests	1,034	1,075	1,080
	Number of armed forces requests	93	100	100

Goal: To maintain the Department's records through yearly purging following Arizona State Library and Archives retention schedules.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
The Records Division will be responsible for preparing departmental paperwork for scanning and destruction based on the State's retention schedules.	Number of boxes shredded	60	62	64
	Number of electronic files/records maintained	230,704	235,704	240,704
	Number of paper files/records maintained	37,451	39,150	39,750

Goal: To maintain an accurate and complete records management system.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
The Records Division will be responsible for the timely, accurate and completeness of data collection, dissemination and retention of police-related information.	Number of accidents processed	1,095	1,100	1,150
	Number of charges listed on citations and warnings that are processed	13,763	15,000	15,500
	Number of warrants validated	2,089	2,100	2,150
	Number of police reports processed; i.e., crime reports, graffiti cards, alarm and gas cards, MIs, property reports, etc.	18,947	19,500	20,000

Prior Year Results and Outcomes:

- The Records Section is in the process of implementing a citizen on-line reporting system which will make police reporting to the Police Department more accommodating to the public

and reduce workload on the officers as they will no longer be completing reports on those cases where citizens elect to electronically file their reports.

- The Records Section is still continuing to scan all miscellaneous paperwork into ADSI for the convenience of the officers. The continuous scanning of the miscellaneous paperwork into the record management system is so the paperwork can be viewed at the officers' terminals rather than having to rely on Records during business hours.

- The Records Section is currently working on the partnership with the "Southwest Border Anti-Monday Laundering Alliance". The Mission of the Alliance is to disrupt criminal organizations that engage in cross border violence. It's to disrupt the movement of money and weapons that flow across southwest border into Mexico. It's also a sharing network that provides training for law enforcement, prosecutors and private sector partners regarding money laundering.

- The Records Section has been a member of the Arizona Law Enforcement Records Managers Association (AZLerma) since 2008. Recently one of our Records Clerks was voted into the 2nd Vice President position. The purpose of the membership is to gain training, information and peer networking to promote the best practices for law enforcement records. AZLerma hosts quarterly meetings, trainings, as well as prepares and distributes legal updates and provides contact information for a large network of professionals in law enforcement records.

Records
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 317,783	$ 283,120	$ 293,026
Supplies	4,375	10,500	10,500
Other Services & Charges	107,455	128,177	130,670
Total	$ 429,613	$ 421,797	$ 434,196

Records
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	6.00	6.00	5.00
Police Records Supervisor	1.00	1.00	1.00
Police Records Clerk	5.00	5.00	4.00

Funding Sources: The entire Records Division budget is provided by the General Fund.

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

POLICE

Traffic Enforcement

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.

Services: The Traffic Safety Section is responsible for the enforcement of all state and local traffic laws, investigation of traffic related incidents, planning and implementation of traffic plans and staffing for special events. The Traffic Safety Section provides education in traffic related safety concerns and traffic laws for our community.

Goal: To be responsive to special event activities.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
The Traffic Safety Section will build effective working relationships with our community by working with our special events committee in planning and providing assistance at numerous special events throughout the year.	Number of special events	9	9	9
	Number of parades	5	5	5
	Number of races	4	4	4

Goal: To enhance compliance of parking laws and regulation in the downtown business area.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Parking Enforcement will enforce the City and State parking regulations to ensure parking space availability for citizens and visitors in our downtown area.	Total Parking Citations	732	750	750
	Total Parking Warnings	4916	5000	5000
	Handicap Parking Citations	46	50	50
	Parked Not Within Markings Citations	93	100	100
	Parked Not Within Markings Warnings	172	175	175
	Overtime Parking Citations	427	400	400
	Overtime Parking Warnings	4473	3000	3000

Goal: To provide accurate and complete motor vehicle crash investigations.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Respond and investigate motor vehicle crashes.	Number of crash investigations – injury collisions	277	250	250
	Number of crash investigations – non-injury collisions	746	850	850
	Number of crash investigations – fatal collisions	3	4	4

Goal: To enhance safety, reduce death/serious injury crashes and damage within the City of Prescott.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Proactively enforce traffic laws by the use of radar, saturation patrol, DUI Task Force, directed patrol, and enforcement in high frequency accident locations.	Number of citations issued	3353	4000	4000
	Number of warnings issued	5039	3800	3800
	Commercial vehicle inspections performed	142	100	100
	DUI Enforcement Details	12	12	12
	Speed/Aggressive Driver Details	9	8	8
	Impaired driver arrests	182	180	180
	Directed Traffic Monitoring (COPs)	68	70	70

POLICE

Goal: To provide education to our community regarding traffic safety and laws.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Education will be provided through speaking engagements and demonstrations to neighborhood watch groups, homeowners associations, public interest groups, radio, newspaper and TV.	Public education events	6	8	8
	Traffic safety media/TV releases	10	10	10
	School education events	12	12	12

Prior Year Results and Outcomes:

- Throughout FY14/15, 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 25 different races, parades and various community special events.

- Traffic Safety Section continues to submit for and receive grant funding through the Governor's Office of Highway Safety (GOHS). A total of $35,000 in GOHS grant funds were received in October 2014. An additional $3,000 was received in May 2015 for seatbelt enforcement. Through grant funding, the Traffic Safety Section was able to administer the following:
    - 13 DUI taskforce details including saturation patrols and joint command post operations
    - 2-week enforcement wave of "Click it or Ticket" National Campaign (May 18-31)
    - 8 speed and aggressive driver enforcement details throughout FY15
    - No your limit campaign information to the public

- Members of the Traffic Safety Section received advanced training to continue proficiency in numerous specialty areas such as:
    - One (1) sergeant attended and completed a two week Motor certification school
    - Four (4) officers attended and completed Phlebotomist refresher course
    - One (1) officer attended FST Instructor School.
    - One (1) officer attended DRE Instructor School.
    - One (1) officer attended AZPOST Police Supervision class.

- The Traffic Safety Section provided approximately 560 hours of instruction at the NARTA.

- During this past year, the Traffic Safety Section:
    - Wrote 5,078 traffic citations and warnings
    - Investigated 485 traffic crashes
    - Made 94 DUI arrests
    - Wrote 3,370 parking citations and warnings

POLICE

Traffic Enforcement
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 654,482	$ 705,543	$ 740,231
Supplies	19,990	23,600	25,600
Other Services & Charges	73,171	62,227	66,279
Total	$ 747,643	$ 791,370	$ 832,110

Traffic Enforcement
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	7.00	7.00	7.00
Police Sergeant	1.00	1.00	1.00
Police Officer	5.00	5.00	5.00
Parking Control Monitor	1.00	1.00	1.00

Funding Sources: The entire Traffic Enforcement Division budget is provided by the General Fund.

Significant Expenditure Changes: There is a increase of 4.92% in Personnel due to an increase in the City's required contribution to the Public Safety Retirement System.

Investigations

Mission: 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.

Services: The Investigations Section is responsible for investigating cases that are, or may be felonies, such as crimes involving fraud, theft or violence. The section also inspects pawnshops, recovers stolen property, prepares cases for prosecution, and arrests or investigates persons wanted by other jurisdictions. Additionally, the section works with the courts by conducting follow-up processing of youth arrests; coordinating or preparing court cases involving juveniles; and diverting juvenile offenders out of the juvenile justice system. The investigations section also handles missing persons.

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

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	Pawn Items reviewed, entered and evaluated	13,711	11,410	13,000

POLICE

Goal: The Investigations Section will focus on serious crimes involving threats to personal safety and substantial financial loss.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Assign follow-up on Part I and Part II crimes. Assign follow-up on misdemeanor cases as they relate to Part I crimes.	Number of cases assigned	250	453	500
	Number of cases cleared	238	279	285
	Cases Investigations continues	47	171	200
	Cases Investigation Court process	73	188	200
	Cases Closed	190	312	400

Goal: Safeguard all evidence and property held by the Prescott Police Department and provide excellent service to criminal justice practitioners and participants.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Store evidence with appropriate safeguards to maintain its value and the chain of custody.	Number of property items impounded	5,814	5,900	5,900
	Number of property items released	774	775	775
	Copies made of digital, audio & video evidence for criminal justice practitioners	1,212	1,250	800
	Pounds of prescription drugs destroyed	1,175	1,175	1,200

Goal: To continue the use of the CVSA for investigative and hiring purposes.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	Number of CVSA usages for criminal investigations	0	9	12
	Number of CVSA usages for hiring purposes for PD and other city departments	24	40	40

Goal: The Investigation Section will focus on proactively addressing serious crimes within the community.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	Number of proactive details worked	1	7	5

Goal: The Investigations Section will focus on reducing family violence and sexual assault through education, investigation, prosecution, and victim advocacy.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Assign intimate partner domestic violence and sexual assault cases to the Family Violence Unit and victim advocate.	Cases assigned	N/A	36	80
	Cases cleared by arrest	N/A	16	30
	Cases assigned to victim advocate	N/A	10	15

POLICE

Prior Year Results and Outcomes:

- Detective Jessica Barnard and Detective Daryl Gladstein were added to the investigations section.
- Investigated the triple homicide of Wells, Potter and Reed and subsequently arrested Jerry Lee Wells Jr. for the crimes.
- Investigated and brought to resolution through arrest, two terroristic threats at the Prescott High School.
- Implemented the Domestic Violence and Sexual Assault squad. To date the team has completed contact and follow-up with each intimate domestic violence victim and has made numerous arrests as a result of this follow-up.
- Participated in three multi-jurisdictional child exploitation operations which resulted in 25 arrests.
- Assisted Apache Junction with training and conducting their child exploitation operation.
- Property and evidence technician, Laura Willson, completed and graduated from a three month Crime Scene Investigator certification school at the National Forensic Academy through the University of Tennessee.
- Detective Mike Kinsey continues to sit on the Board of Directors for the Arizona Homicide Investigators Association.
- Sgt. Perlak began his work with PANT and Detective Tyler Ellsworth was transferred from patrol to PANT.
- A total of 382 cases assigned resulting in 131 arrests made.

POLICE

Investigations

Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 1,247,354	$ 1,519,009	$ 1,587,161
Supplies	37,333	37,800	43,900
Other Services & Charges	113,122	114,463	114,519
Capital Outlay/Projects	111,128	-	-
Total	$ 1,508,937	$ 1,671,272	$ 1,745,580

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	15.00	12.00	14.00
Police Lieutenant	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00
Police Officer	9.00	7.00	9.00
Secretary[2]	1.00	0.50	0.50
Prop./Evidence Tech. - CSI	2.00	2.00	2.00
Public Safety Specialist[1]	1.00	0.50	0.50

[1] 50% of Public Safety Specialist charged to Administration.

[2] 50% of Secretary charged to Support Services.

Funding Sources: The entire Investigations Division budget is provided by the General Fund.

Significant Expenditure Changes: Two additional police officers were assigned to this division during FY2015, which resulted in an increase in Personnel costs.

POLICE

Patrol

Mission: To protect life, fight crime, provide services to victims and preserve the quality of life in our community.

Services: The Police Department Patrol Bureau protects life, property and the rights of our citizens and visitors. The Patrol Bureau responds to calls for service, investigates crimes, enforces traffic laws and partners with our community members to provide superior public safety services.

Goal: Utilize the Citizens on Patrol (COP) program to augment community-based policing and patrol functions.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Utilize Citizens on Patrol (COP) volunteers to assist patrol officers with calls for service and specialty functions. The volunteers also provide a great deal of assistance to our Traffic Safety Section during the numerous City-sponsored special events.	Traffic Control for motorists assists/accidents	424	450	460
	Evidence Transports	80	80	85
	Handicapped Parking Citations Issued	7	10	12
	Crime Scene Security	14	15	15
	Transport of City Funds and Documents	778	700	700
	Abandoned Vehicles (tagged)	112	120	125
	Vacation property watches	636	625	630
	City park patrols	2,442	2,300	2,300
	Citizen On Patrol Volunteer Hours	8,666	9,000	9,000

Goal: To respond to calls for service initiated by citizens through the Prescott Regional Communications Center as well as self initiated activity generated by the Patrol Bureau. To serve warrants, subpoenas, and orders of protection documents. To perform follow-up as requested by the City/County Attorneys and the related courts.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Staff five (5) patrol teams to provide 24/7 coverage for all calls for service and to perform follow-up investigations as needed to complete the court process on investigations.	Number of calls for service	26,797	26,132	27,00
	Number of self initiated calls	14,754	12,840	13,200
	Number of misdemeanor arrests	575	440	500
	Number of felony arrests	351	294	325
	Number of Cite & Release	740	591	625
	Number of offense reports	4,006	3,394	3,750
	Number of miscellaneous incident reports	3,357	2,845	3,000
	Number of warrants	446	396	375
	Number of subpoenas	590	600	600
	Number of follow up contacts/Investigations	3,326	2,919	3,100

Goal: To provide specialized K-9 teams as a resource to enhance law enforcement tactics and safety as well as providing a community relations component.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Utilize the two K-9 teams for specialized police operations, SWAT operations, public events and special engagements within the community and the surrounding communities	Number of public events and special engagements	44	50	50
	Number of building searches	20	30	40
	Number of vehicle searches	35	55	60
	Number of drug arrests	15	15	24

POLICE

Prior Year Results and Outcomes:

- Patrol officers responded to 42,565 incidents; 25,664 were initiated calls for service with the remaining 16,901 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 and fireworks at Pioneer Park. They also assisted with the City Christmas holiday events and the Halloween detail on Mt. Vernon Street. They continued to provide public safety services throughout the year with regular patrols, abandoned vehicles, money runs, evidence runs, property watches, drug burns, critical incident call-outs, vehicle maintenance runs and traffic control for accidents.

- The SWAT team was activated three (2) times during the fiscal year; two (2) high risk warrant service. One for PANT and one agency assist with YCSO SWAT in Chino Valley.

- The SWAT team provided dignitary protection for four (4) different events in Prescott. A witness protection detail in July, the Republican Rally in November, a prayer vigil in February and a funeral in March. Three of these events were done in partnership with YCSO SWAT.

- The SWAT team trained one hundred eighty (180) over the past year and also attended the Arizona Tactical Officer's Association (ATOA) Conference in October to network with other Arizona tactical teams. The team trained locally with the YCSO SWAT team and the Peoria Police Department Special Assignment Unit.

- Five (5) members of the SWAT team participated in an undercover sting operation at a local hotel along with the Yavapai County Sheriff's Office, Cottonwood Police Department, Prescott Valley Police Department, PANT and GETTEM.

- SWAT team Commander Lieutenant Jon Brambila was elected to the position of Secretary for the Arizona Tactical Officer's Association and SWAT Team Leader Sergeant Corey Kasun was appointed as the North Region Representative for the same Association.

- Over the past year the SWAT team has participated in several community activities as a way to educate its citizens about tactical teams and their purpose. Several members attended the first annual Prescott Police Foundation Dinner and raffled off a "Day with SWAT". Officers Medina and Gladstein participated in the Salute to Heroes event at the Prescott Valley Event Center. SWAT members attended the Lincoln School Safety Fair in May as well as a Safety Event for the 100 Club.

POLICE

Patrol

Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 4,444,606	$ 4,979,938	$ 5,232,547
Supplies	231,002	244,000	270,500
Other Services & Charges	364,720	1,373,437	1,357,608
Capital Outlay/Projects	46,782	-	-
Total	$ 5,087,110	$ 6,597,375	$ 6,860,655
	$ 134,714	$ 82,206	$ 83,951
	$ 4,952,396	$ 6,515,169	$ 6,776,704

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	49.50	54.50	50.00
Police Lieutenant	1.00	1.00	1.00
Police Sergeant	6.00	6.00	6.00
Police Officer	41.00	46.00	42.00
IT Technician	0.50	0.50	0.00
Station Coordinator	0.00	0.00	0.50
Secretary	1.00	1.00	0.50

Funding Sources: The funding for the entire Patrol Division budget is from the General Fund.

Significant Expenditures Changes: There is an increase of 5% in Personnel when comparing FY2014 estimated endings to the FY2015 budget. This is attributed to the net effect of the rising costs of the Public Safety Retirement System and the elimination of positions. The increase in supplies of 10.9% is a result of a budgeted expenditure limit on gasoline and uniforms.

POLICE

Training

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

Services: The Training Section of the Prescott Police Department provides for the scheduling, coordination, and posting of all department required and supplemental training. The Training section also works to recruit and hire both sworn and civilian members of the department.

Goal: To provide and ensure that all training conforms to Federal, State and Department requirements.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Schedule and coordinate approved training.	AZPOST minimum required continuing training hours. 8 hours required per year / per officer Annual hours averaged per officer	35	40	40
	AZPOST minimum required proficiency training hours. 8 hours every 3 years per officer Annual hours averaged per officer	9	15	20
	AZPOST and departmental required firearms qualifications. 5 yearly per officer	8	8	8
	Physical Fitness testing hours provided to personnel. Hours per year per officer	2	2	2
	Perform risk management training on an annual basis to patrol officers	2	2	2

Goal: To maintain staffing levels for sworn and civilian employees.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Actively recruit and evaluate the best applicants for employment.	Sworn applications processed	160	300	225
	Civilian applications processed	125	400	100
	Background investigations completed	35	40	40
	New employees hired	11	15	12

Prior Year Results and Outcomes:

- Coordinated and/or completed background investigations for over 35 police officer candidates, dispatchers, police civilian employees and other required City employees.
- Coordinated required OSHA instruction for department personnel and coordinated required continuing and proficiency instruction to sustain AZ Peace Officer Standards and Training (AZPOST) certification for 78 sworn personnel.
- Provided support to the Northern Arizona Regional Training Academy (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 personnel to acquire law enforcement related equipment, uniforms and supplies.
- Assisted in maintaining equipment and scheduling for the Prescott Police Department firing range. Coordinated with numerous other agencies for their usage of this range.
- Coordinated the Prescott Police Department Mentoring Program.

POLICE

- Provided over 40 training opportunities for sworn police department personnel so that they can attain the required continuing education as required by AZPOST.
- Coordinated firearms qualifications required by AZPOST. Coordinated required physical fitness qualifications.
- Maintained training data base of all sworn officer training requests and completions. Coordinated in-house training events to minimize expense to police training budget.

Training
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 117,176	$ 71,473	$ 71,601
Supplies	8,441	16,602	15,600
Other Services & Charges	37,839	21,884	29,548
Total	$ 163,456	$ 109,959	$ 116,749

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	1.00	1.00	1.00
Police Officer	1.00	1.00	0.00
Police Training Coordinator	0.00	0.00	1.00

Funding Sources: The entire Training Division budget is provided by the General Fund.

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

POLICE

Support Services

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

Services: The Support Services Division (formerly Community Services Division) of the Prescott Police Department provides for community based policing through proactive methods including a School Resource Officer, Bicycle Patrol, Crime Prevention and proactive problem solving.

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

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Supply a school resource officer to conduct educational classes and provide a law enforcement presence at Prescott High School.	Number of character and law related education classes taught at the high school	27	32	35
	Total number of students taught in law related classes	1,800	1,850	1,900
	Number of criminal investigations conducted by the SRO at the high school	93	90	90
Provide the opportunity for high school students to participate in a mentoring program for middle school students.	Number of high school students participating in the Scholarship Mentor Program for middle school children	30	30	30

Goal: Provide a proactive approach to solving crime and addressing community problems.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Utilize various forms of enforcement and education to assist the Patrol Bureau, Traffic Safety Section and the Investigations Section.	Number of Investigation Section assists	15	23	28
	Number of Patrol Bureau assists	175	200	225
	Number of Traffic Safety Section assists	9	12	15
	Special Enforcement/Projects	20	30	35
	Community Presentations/Tours & Public relations	42	50	52
	Department/NARTA training given	30	33	36

Goal: To provide Crime Prevention services to Prescott's residential and business community. Develop an extensive crime free multi-housing program.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Conduct Block Watch and Business Watch meetings. Provide community education programs and crime prevention information to various groups and communities. Contact multi-housing rental development managers and set up training for Crime Free Multi-Housing.	Number of Block Watch groups	83	88	92
	Number of Business Watch members	155	160	165
	Number of Crime free multi housing	1	10	20
	Number of speaker presentations	132	135	138

POLICE

Goal: To provide public awareness of programs that will enhance the safety of our community.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Provide monthly crime prevention tips in the way of public service announcements and press releases to the people of our community. Through the use of proclamations giving public awareness to particular prevention strategies and crime related issues.	Crime Prevention tips	0	5	12
	City Council Proclamations	0	8	10

Prior Year Results and Outcomes:

- Continued its Community Policing programs by maintaining its bike team and supplying police bike patrol in mainly the downtown area. This unit also supplies support to many other special events.

- Continues to support patrol in the form of shift coverage, airport details, council meetings and other assistance as necessary. In addition to the areas mentioned, Support Services staff conducted approximately 60 details, gave approximately 84 presentations and participated in approximately 27 events this year.

- Continued to support NARTA by supplying instructors. The topics taught were defensive tactics, off duty liability, and driver's training to name a few. Members also supplied in-house ongoing education.

- Members maintained and coordinated an Alzheimer's grant. This resulted in the PPD Alzheimer's protocol and development and implementation of the Alzheimer alert registry. Many community meetings were attended in reference to this program.

- Support local schools in the form of various law related education classes. This has also expanded to several of the local colleges and Embry Riddle Aeronautical University.

- Educated Prescott Unified School District (PUSD) and other schools in 'Active Shooter' protocols. In addition, members of this section are working in partnership with YCSO, Yavapai County Schools and PUSD to develop and implement new protocols for lock downs for staff at two pilot schools.

- Support Services continues to be involved in local programs such as Salute to Heroes, Teen Maze, MATForce, etc.

- Coordinated the annual Shop with a Cop program.

- Members continued their coordination of the Special Olympic Torch Run and related activities.

- Members of this section continue to supervise the intern and police aide positions.

- Continued to supervise and monitor the Prescott Police Explorer program. Explorers worked several events this year to include Halloween activities on Mt. Vernon, Whiskey 50 and the Whisky Row Marathon, etc.

- Support Services has 1 full time SRO assigned to Prescott High School (PHS). He supplies law related education to all grade levels at PHS, serves as an assistant to the administration

team and conducts all investigations at PHS. The SRO initiated approximately 65 investigations this school year.

- The SRO continues to coordinate the Youth Role Model Scholarship program at PHS. This year there were 17 role models competing for scholarships.

Support Services
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 307,080	$ 392,099	$ 403,617
Supplies	13,657	14,700	16,300
Other Services & Charges	31,881	32,168	33,052
Total	$ 352,618	$ 438,967	$ 452,969

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	5.50	3.50	4.50
Police Sergeant	1.00	1.00	1.00
Police Officer	4.00	1.00	2.00
Crime Prevention Specialist	0.50	1.00	1.00
Secretary[1]	0.00	0.50	0.50

[1] *50% of Secretary charged to Investigations.*

Funding Sources: The entire Support Services Division funding is provided by the General Fund.

Significant Expenditures Changes: Personnel increased from FY14 as a result of an additional police officer added to this division.

POLICE

Animal Control

Mission: To promote as well as protect the safety, health, and welfare of the citizens of the city of Prescott and to protect and care for the welfare of the animals. Always provide a quick response while showing professionalism and efficiency.

Services: Animal Control provides for the health and safety of citizens and animals through enforcement of Animal Control Codes, Education, and preventative patrol.

Goal: To educate school children within the City of Prescott about the safe handling of animals.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
To appear at public schools and provide training about safety around animals. Show an eight-minute video on bite prevention, pass out animal safety hand outs, and have a question and answer session for the kids.	Number of classes taught	2	3	4

Goal: Provide superior service to the citizens of Prescott in response to calls for service pertaining to animal related issues.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Maintain a staffing level to accommodate calls for service and ensure continuity between the pet and its owner.	Number of dogs returned to owners	381	400	420
	Number of cats returned to owners	4	5	6
	Number of calls for service	1,978	2,040	2,300
	Numbers of citations issued	10	14	18
	License warnings/Door hangers	258	300	320
	Number of animal licenses sold	3,007	3,400	3,200
	Animals seized/impounded	290	300	311

Goal: Ensure quality care and service for the animals and citizens under the contract with the Yavapai Humane Society.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Regularly perform checks of the facility by all Prescott Animal Control Officers. Consult with Prescott Valley and Yavapai County Animal Control for their input.	Number of kennel checks	24	28	30

Prior Year Results and Outcomes:

- Prescott Animal Control has one Working Supervisor, one Field Training Officer, and one Field Officer.
- All Animal Control Officers attended the annual AZACO Conference. Topics were as follows:
  - Rabies and zoonotic diseases, agricultural updates, AZ legislative updates, pet health, DRIT rabies testing, real rabies in AZ, verbal judo, self defense for officers, and animal cruelty.
- All Animal Control Officers attended the 3rd annual Hoarding Conference March 6, 2014
- All Animal Control Officers attended the 3rd annual Hoarding Conference March 6, 2014.
- August of 2014, I attended the National Night Out event and spoke at houses in the Cliff Rose neighborhood.

POLICE

- Pet Data was implemented July, 2014 and took control of the Prescott animal licensing program. This will free up a lot of time for officers to be out on the road more. Pet Data also does reminder mail outs and has on line access to order a dog license.

- Continues to maintain contract with the Pet Emergency Clinic to handle after hour and weekend emergencies.

- All three animal control officers were trained on firearms, less lethal (baton, pepper spray), and tranquilizer device. These certifications will assist in making them more proficient and safer in their job duties.

- Members attended the annual Lincoln School Safety Fair. They taught over 300 kids about animal safety and bite prevention.

- All three trucks in the fleet were equipped with an mobile data computers. This has allowed Animal Control Officers to have access to a mapping system, detailed call notes, the intranet, and access to Pet Data while in the field.

- Listed below are miscellaneous statistic data from the fiscal year:
    - 380 Other animal problems
    - 86 animal bites in the city limits
    - 135 dogs in custody / 424 dogs at large
    - 76 cases of animal cruelty
    - 336 barking dog complaints
    - 485 warnings and door hangers and citations
    - 2900 licenses sold

Animal Control
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 149,138	$ 147,952	$ 169,083
Supplies	10,723	10,750	12,700
Other Services & Charges	123,380	116,095	140,895
Total	$ 283,241	$ 274,797	$ 322,678

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	3.00	3.00	3.00
Animal Control Supervisor	1.00	1.00	1.00
Animal Control Officer	2.00	2.00	2.00

Funding Sources: The entire Animal Control Division budget is provided by the General Fund.

Significant Expenditures Changes: Other Services & Charges increase by 21% as a result of budgeted expenditures for maintaining the animal control facility and professional service fees for Pet Data.

POLICE

Code Compliance

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

Services: Code Compliance (previously the Code Enforcement Division under the Community Development Department) is dedicated to protecting the public health, safety and welfare, while ensuring every citizen the right to a clean, enjoyable neighborhood by enforcing the City of Prescott's codes and ordinances. Code Compliance works to resolve citizen generated code complaints through a process of notification and education. Our goal is to obtain voluntary compliance. Where voluntary compliance cannot be achieved, the department has procedures to address public nuisances through civil enforcement procedures, criminal prosecution, and civil penalties of up to $2,500 per day.

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

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	Violations resolved via personal contact	882	780	800
	Number of cases opened	821	588	600
	Number of cases closed	869	540	580

Prior Year Results and Outcomes:

- Opened 500 cases, closed 468 cases.
- Six cases referred to the hearing officer for final resolution because of non-compliance to city codes.
- 400 cases resolved through personal contact with business and property owners.
- Documented and inspected 160 community residences within the city.
- Worked with the Police, Fire, and Building Departments on properties that presented life safety and neighborhood quality of life issues.
- Provided daily inspection of major arterials and removed personal sale information, posters, and flyers from street corners.
- Provided a high level of customer service through telephone, electronic, written correspondence, and personal contact with the citizenry of Prescott.
- Worked with city leaders, the recovery industry, and elected officials for new state legislation, for minimum standards of care for clients in recovery homes.
- Worked with the legal department to get an ordinance change to allow code officers to issue civil citations through the city court for non-compliance with city codes.
- Worked with the fire and building departments to allow for yearly inspections on community living homes within Prescott.

POLICE

- Worked the police department on a neighborhood cleanup event in which 15 tons of trash was removed from the Dameron Neighborhood.

Code Compliance
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ -	$ 154,000	$ 158,790
Supplies	-	4,450	14,300
Other Services & Charges	-	19,726	32,034
Capital Outlay/Projects	-	12,578	-
Total	$ -	$ 190,754	$ 205,124

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	0.00	2.00	2.00
Chief Code Comp. Officer	0.00	1.00	1.00
Code Enforcement Officer	0.00	1.00	1.00

Funding Sources: The entire Code Compliance Division budget is provided by the General Fund.

Significant Expenditures Changes: The other services and charges expenditure increased as a result of the neighborhood cleanup project moving from a capital item to an operating budget item.

POLICE

Regional Communications *MOVED TO ITS OWN DEPARTMENT*

MISSION: 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.

Regional Communications
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 2,168,638	$ -	$ -
Supplies	29,696	-	-
Other Services & Charges	307,470	-	-
Capital Outlay/Projects	57,688	-	-
Total	$ 2,563,492	$ -	$ -

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	32.75	0.00	0.00
Police Lieutenant	1.00	0.00	0.00
Comm. Tech. Manager	1.00	0.00	0.00
IT Technician	1.00	0.00	0.00
Comm. Spec. Supervisor	4.00	0.00	0.00
Business Manager	1.00	0.00	0.00
Communications Specialist	24.75	0.00	0.00

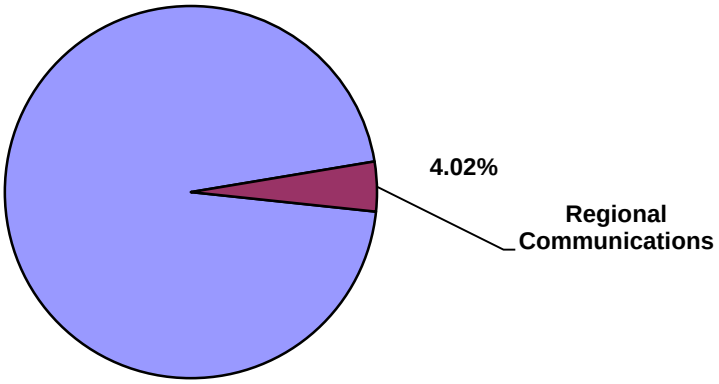
Significant Expenditure Changes: Effective FY15, this division has been moved from the Police Department Section and has been given its own section titled Regional Communications.

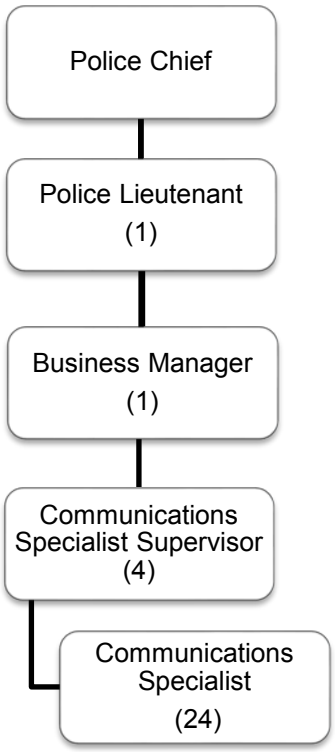
REGIONAL COMMUNICATIONS

The Prescott Regional Communications Center (PRCC) operates 24 hours a day, seven days a week, 365 days a year and is the Public Safety Answering Point (PSAP) for all emergency and non-emergency calls in the quad city area. PRCC personnel dispatch Police, Fire and medical calls for 4 Police agencies and 6 Fire agencies covering a 260 square mile radius serving a population of 130,000 citizens.

MISSION: To provide superior public safety services to citizens, firefighters, and officers through life saving techniques, accurate receipt, and relay of critical information and expedient dispatch of fire and police personnel.

% of General Fund Operating Budget





REGIONAL COMMUNICATIONS

Goal: One hundred percent (100%) of all 911 calls arriving at the Prescott Regional Communications Center will be answered within ten (10) seconds, and one hundred percent (100%) of all 7/10 digit emergency lines will be answered within ten (10) seconds.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Provide training, equipment, and staffing to adequately comply with this national standard and implement quality assurance guidelines to ensure that goals are met. Track, chart, and distribute standard data on a quarterly basis to partners and key personnel.	95% of 911 calls within ten (10) seconds	99.55%	99.33%	100.0%
	90% of all 7/10 digit emergency calls within ten (10) seconds	99.59%	99.36%	100.0%

Goal: Dispatch one hundred percent (100%) of high priority, emergency police, fire and EMS calls within sixty (60) seconds of the 911 call for service.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Provide training and staffing to adequately comply with this national standard. Implement quality assurance guidelines and accountability to meet the sixty (60) second goal and track, chart, and distribute data on a quarterly basis to partner agencies and key personnel.	% of fire/EMS calls dispatched within sixty (60) seconds	49.05%	41.16%	80%
	% of police calls dispatched within sixty (60) seconds	30.47%	25.94%	80%

Goal: To replace current CAD vendor to ensure ongoing and future functionality and to remove and replace flooring throughout center to promote a cleaner, healthier workplace. Continue server maintenance using COP IT department rather than outside vendors.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Research and purchase replacement CAD server equipment and necessary software package and work with IT and new vendor to install the equipment on each dispatch work station PC.	Research industry standard CAD vendors to replace ADSi.	N/A	Form a team to research potential CAD vendors; Ongoing through July 2016	Purchase and implement by December 2017
	Remove old ADSi CAD server equipment and replace with new server and updated software	N/A	Completed by December 2014	N/A
Remove old, stained carpeting one station at a time and replace with industry standard solid flooring beneath work stations to allow for future spot replacement as needed with minimal disruption to operations	Work in conjunction with facilities department, Century Link and IT to replace flooring one section at a time.	N/A	Removal and replacement to begin after July 2015 and continue through December 2015	To be completed by January 2016.

Prior Year Results and Outcomes:

- PRCC Manager Peggy Ford-Skibbe maintained active participation on the Yavapai County Regional 9-1-1 committee.

REGIONAL COMMUNICATIONS

- Dispatch Supervisor Vivian Marcott completed the rigorous three-week Arizona Leadership Program through AZPOST. Vivian is also the PRCC Liaison for the National Committee for Missing and Exploited Children (NCMEC).
- Dispatch Supervisor Gail Hosea is the PRCC's Association of Public Safety Communications Officials (APCO) certified communications training coordinator and APCO certified Registered Public Safety Leader. Gail is also the PRCC Fire Liaison for the center's mutual aid agencies.
- Dispatch Supervisor Audra Hey is the PRCC's certified ACJIS trainer.
- Lead Communications Specialist Christie Anderson is the PRCC's Liaison for the Domestic Violence Task Force.
- Lead Communications Specialist Billie Denike is the PRCC's Liaison for the Commission on Fire Accreditation International to assist the Prescott Fire Department in becoming an Accredited Agency.
- All personnel of the PRCC have completed the online NCMEC telecommunications best practice training. Completion of this training is the first step required for the PRCC to be a NCMEC certified call taking center.
- PRCC handled 262,602 calls both inbound and outbound which included 84,048 fire, police and EMS responses.
- Supported efforts for 44,323 self-initiated calls not included in the total call count.
- Maintained 100+ MDC's deployed throughout various partner agency fleets.
- Maintained 40,533 street segments for correct mapping and first responder information and 4,289 common place entries for responding personnel.
- Completed work on an industry standard "quiet" room for PRCC personnel.
- Participated in community events such as National Night Out and Shop with a Cop.
- Participated in mass casualty drills and wildland regional group drills.
- Maintained security and reporting applications for Fire and Police and completed timely updates and personnel changes.
- Procured, tested and installed a new CAD 4G upgrade.
- Conducting Phase II of the National Center for Missing and Exploited Children certification.
- Participated in the Yavapai County Child Abduction Response Team.

REGIONAL COMMUNICATIONS

Regional Communications
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ -	$ 2,353,085	$ 2,099,807
Supplies	-	34,000	19,350
Other Services & Charges	-	346,100	430,817
Cost Recovery	-	(1,303,090)	(1,270,110)
Capital Outlay/Projects	-	5,400	1,010,000
Total	$ -	$ 1,435,495	$ 2,289,864

Capital Outlay/Projects

Public Safety Software System Upgrade	$ 1,000,000
Copy Machine for Regional Communications	10,000
Total Capital Outlay/Projects	$ 1,010,000

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	0.00	32.55	30.00
Police Lieutenant	0.00	1.00	1.00
Comm. Tech. Manager[1]	0.00	0.80	0.00
IT Technician	0.00	1.00	0.00
Business Manager	0.00	1.00	1.00
Comm. Spec. Supervisor	0.00	4.00	4.00
Communications Specialist	0.00	24.75	24.00

[1] 10% of Communications Tech. Manager charged to Water Production and 10% charged to Wastewater Treatment Plant.

Funding Sources: Regional Communications is partially funded through cost recovery to the Police Department and the Fire Department which totaled 1,270,110 in FY16. The remainder of the funding is provided through other agencies that utilize the dispatch services provided by Regional Communication. This includes Prescott Valley Police Department, Central Yavapai Fire Department, Chino Valley Fire Department, Yavapai Prescott Tribal Police, Williamson Valley Fire Department, and Yavapai College Police Department.

Significant Expenditure Changes: Regional Communications was previously under the Police Department section. The decrease in Personnel and Supplies is a result of the radio network responsibility shifting to the IT department, which is then in turn charged to Other services as an internal charge. The Public Safety Software System upgrade is budgeted in FY16 and is likely a multi-year project.

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.

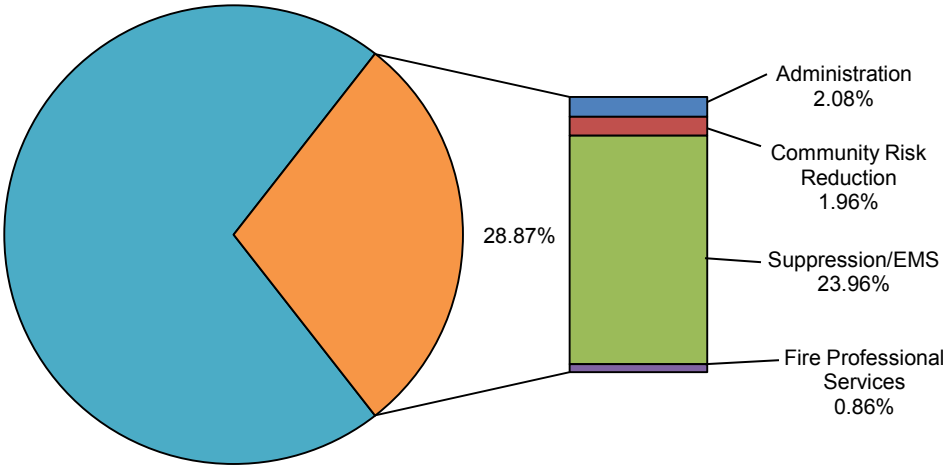
The Department is dedicated to providing the highest level of service in the prevention and mitigation of emergency incidents in a growing community and treating our citizens and employees in a fair and considerate manner while remaining financially responsible.

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

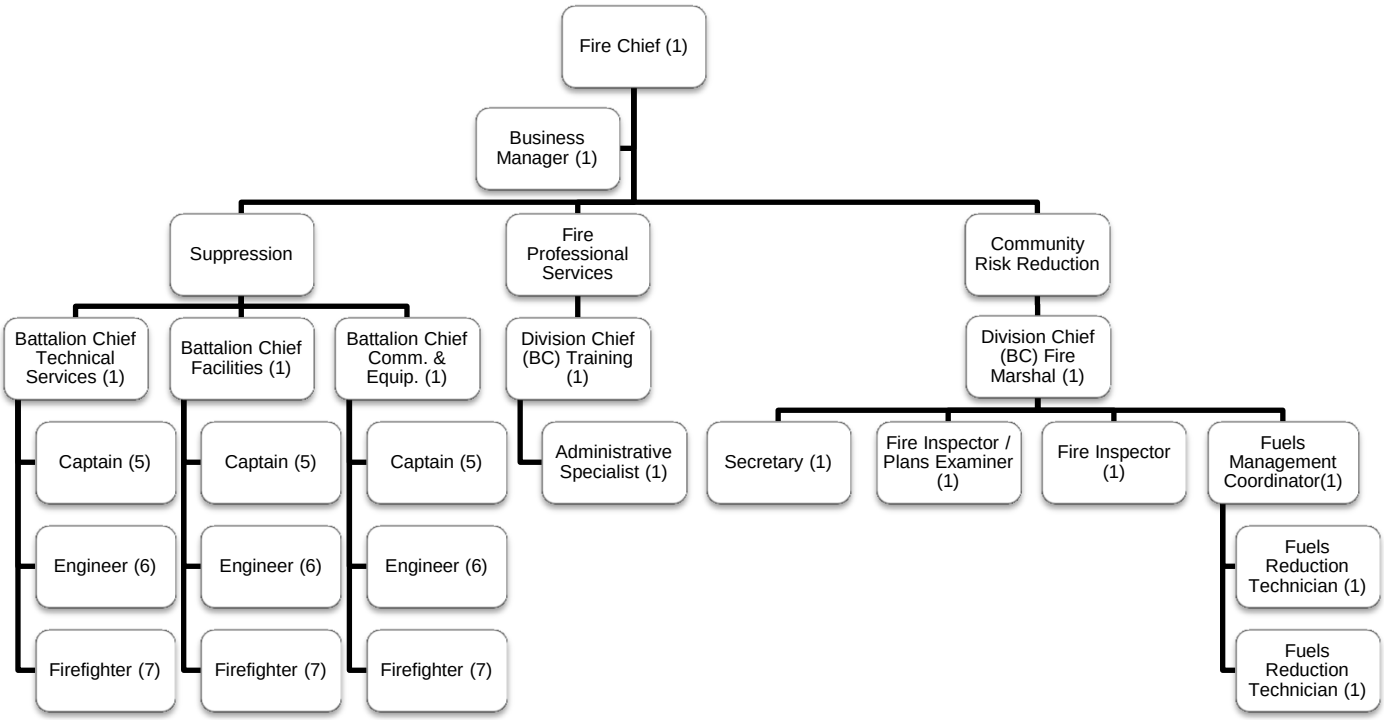
The Prescott Fire Department values a creative and proactive work place, and is involved in numerous joint partnerships to include automatic aid with the Central Yavapai Fire District, United States Forest Service, and Yavapai-Prescott Indian Tribe.

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. The 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



Note: *Three Engineers are charged to the Airport Fund.*

Consolidated Departmental Expenditure and Staffing Level Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 6,829,430	$ 7,274,375	$ 7,504,703
Supplies	277,988	324,206	409,630
Other Services & Charges	845,063	1,257,655	1,332,007
Cost Recovery	(132,397)	(301,770)	(60,000)
Capital Outlay/Projects	81,866	477,550	947,000
Total	$ 7,901,950	$ 9,032,016	$10,133,340
Authorized Staffing Level	73.00	68.00	65.00
Administration	4.00	5.00	3.00
Prevention	3.00	3.00	6.00
Suppression	57.00	54.00	54.00
Training	1.00	1.00	2.00
Fire Vegetation Crew	8.00	5.00	0.00

FIRE

Administration

Mission: To administer and ensure the essential functions of the Fire Department are accomplished, and to support the organization in carrying out its mission. To provide local and regional leadership in disaster preparedness services to the community that will mitigate any potential emergency as well as provide for emergency management services during any disaster.

Services: The Fire Administration Division provides support services for each of the operating divisions to include budget management, strategic direction, planning, and needed reporting to city management and/or elected officials. Additionally, the AZ Wildfire & Incident Management Academy provides state of the art training through a one-week intensive training academy at ERAU which brings in 500-700 students to Prescott for a one-week program at no cost to the City and provides National outreach training throughout the year.

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

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Fire administration will ensure the prompt delivery of emergency and fire related services, as well as the mitigation of emergencies, while maintaining financial responsibility.	Dollar amount of structural fire loss within the City of Prescott	$1,184,133	$1,000,000	$1,000,000
	Number of vehicles, equipment and apparatus replaced in accordance with long range plan	0	0	3
	Number of strategic planning meetings/critical issues forums	30	38	38

Goal: To provide state of the art training through a one week intensive training academy at ERAU.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	Number of Academy students	790	800	800
	Number of classes offered at the Academy in Prescott	38	38	45

Goal: To participate with Yavapai Division of Emergency Management as a unified emergency management partner to mitigate and conduct training for potential disasters.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
To prepare for and conduct disaster training 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.	Conduct at least two disaster preparedness exercises.	4	3	3
	Update City of Prescott Emergency Operations Manual.	1	1	1
	Conduct FEMA Training sessions for City of Prescott personnel.	4	4	4

FIRE

Prior Year Results and Outcomes:

- Conducted Chief's facilities and apparatus inspections at 8 locations
- Continued to improve on the wellness/ fitness program to ensure firefighter health and safety.
- Sorted, filed, and destroyed Emergency Medical Services Incident Report records, financial records, and administrative records following the Arizona State Library, Archives and Public Records Retention schedule.
- Trained personnel to become part of the Peer Team for the Firestrong® Peer Support program.
- Updated the City Hazardous Mitigation Plan as required by the State of Arizona.
- Maintained compliance with the National Incident Management System.
- Worked with enhancing Prescott Area Basin ops while engaging in 2 day area workshops for all agencies with initial/extended wildfire response.

Administration

Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 329,512	$ 541,473	$ 446,825
Supplies	9,059	9,239	10,425
Other Services & Charges	186,878	255,074	266,126
Cost Recovery	(61,768)	(60,000)	(60,000)
Capital Outlay/Projects	72,859	340,550	792,000
Total	$ 536,540	$ 1,086,336	$ 1,455,376

Capital Outlay/Projects

Self-Contained Breathing Apparatus (SCBA)	$ 450,000
Hazmat Vehicle #781 HMT 75 (Utility Type)	300,000
Center for Pubic Safety Excellence Technical Assistanc	42,000
Total Capital Outlay/Projects	$ 792,000

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	4.00	5.00	3.00
Fire Chief	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	0.00
Administrative Specialist	0.00	1.00	0.00
Secretary	1.00	1.00	1.00

Funding Sources: The Administration Division is funded by the General Fund.

Significant Expenditures Changes: There is a 17% decrease in Personnel, two positions where moved from Administration to other divisions in the Fire Department.

FIRE

Suppression/EMS

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.

Services: The Suppression Division provides the core service in regards to "all risk" response to our community needs during times of emergency. This division provides ample rolling stock, personnel, and equipment to address virtually any community risk to include fires, natural, and man-made events. Suppression also 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. Suppression also provides superior emergency medical protection to Prescott's citizens through Basic/Advanced Life Support response, community partnerships, and public education.

The organization must evolve effectively and efficiently to increased demand for services with the resources it has. Below is an example of the increase for service demand in the past 23 years:

FY Year	Total Calls	Number of Firefighters Per Shift
1991	2,803	18
1992	2,805	18
1993	3,433	18
1994	3,602	18
1995	3,953	18
1996	4,581	18
1997	4,225	18
1998	4,428	18
1999	4,447	18
2000	5,247	18
2001	5,343	18
2002	5,700	18
2003	6,037	18
2004	6,852	18
2005	7,082	18
2006	7,661	18
2007	7,578	18
2008	7,977	18 plus 1 ARFF
2009	8,273	18 plus 1 ARFF
2010	8,515	18 plus 1 ARFF
2011	8,224	18 plus 1 ARFF
2012	8,737	18 plus 1 ARFF
2013	8,206	18 plus 1 ARFF
2014	8,448	18 plus 1 ARFF
2015	8,014	18 plus 1 ARFF

FIRE

Suppression:

Goal: The goal of the Prescott Fire Department is to provide a highly motivated, skilled and professional organization that rapidly responds to all-risk emergency incidents, limiting damage and injuries in the most effective ways possible.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
To locate stations strategically, train and educate our employees to provide the most effective service they can as highly skilled professionals, analyze and respond to data that can provide the organization with better effectiveness. Provide our work force with the adequate equipment and resources to carry out our strategies, provide for community services and education and respond to specialized needs specific to this community, while always delivering excellent customer service.	Number of emergency incidents responded to	8,448	8,430	8,426
	Percentage of emergencies that are responded to within 50 seconds of notification	41.26%	43.56%	42%
	Percentage of incidents where travel time to incidents does not exceed 5 minutes for first due unit on Code 3 calls	33.74%	31.62%	34%

Emergency Medical Services:

Goal: Provide Pre-hospital Emergency Medical Care for all Citizens of Prescott, in line with Nationally Accepted Standards of Good Practice.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Identify Applicable Nationally Accepted Standards of Good Practice, and then Define and Monitor Program Success Based on these Standards.	Local, state and national standards of good practice, as applicable to pre-hospital emergency response, adopted as PFD Standards of Performance.	0	0	5
	Key Performance Indicators (KPI) regularly identified and measured through established data collection systems.	3	3	20
	Quality Assurance (QA) program developed to compare on-scene performance with KPIs	0	1	1
	Quarterly and annual reports identifying program success levels based on KPIs.	0	0	5
	Number of EMS responses.	5,399	5,650	5,901

Goal: Ensure the success of the pre-hospital system in Prescott through leadership and cooperation with joint care providers, educators and the public.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Build and improve upon relationships with joint care providers, cooperative agencies, training facilities, and regulatory agencies.	Employees participating in YRMC Pre-Hospital Care Committee	2	2	2
	Employees participating in Northern Arizona Emergency Medical Services council.	2	2	2
	Employees sitting on Arizona Department of Health Services Advisory Boards/Committees	1	0	0
	Employees participating in Northern Arizona Region Type-3 All-Hazards Incident Management Team	3	2	2
	Cooperative review with Yavapai County Emergency Manager of County-Wide Mass-Casualty Incident Emergency Plan	1	1	1

FIRE

Goal: Formulate a customer feedback program by distributing customer survey and "We Care" cards.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Refine and improve upon Customer Service and feedback programs.	Program developed for soliciting feedback from EMS patients post-care.	0	0	1
	"We Care" cards distributed.	Untracked	Untracked	1,500

Goal: Provide appropriate training in current regional, state and national care methodology to both PFD care providers and the public.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Continued to provide reasonably priced and accessible CPR and First-Aid classes to the public.	Number of citizens trained in CPR/First-Aid.	625	734	700

Goal: Ensure all EMTs and Paramedics are able to attend either a refresher class or state certified challenge program.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Assist PFD care providers with meeting their various certification requirements.	Number of EMT-Basics (EMT-B) recertified.	15	18	15
	Number of Certified Emergency Paramedics (CEP) recertified.	10	23	10
	Plan developed to provide all CEs and required training to PFD care providers while on-duty.	0	0	1

Goal: Obtain and maintain mission-critical resources and supplies to ensure the objectives of the PFD EMS program are met.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Forecast, identify and maintain operational and capital purchases critical to mission success.	Specify and purchase ECG monitors and support equipment.	0	8	0
	Specify and purchase electronic Patient Care Report (ePCR) hardware and software.	0	0	7
	Batteries purchased for current ECGs.	14	36	0
	Medication boxes maintained per YRMC Base Hospital Agreement	7	9	8
	5-year CEP succession plan developed and maintained	1	1	1

FIRE

Technical Services:

Goal: Meet PFD Aircraft Rescue Firefighting obligations, as outlined in the Airport Emergency Management Plan.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Analyze program effectiveness in meeting federal and local laws and mandate, as well as in meeting departmental Key Performance Indicators (KPIs).	Literature review conducted to identify and verify all FAA, Federal, and local laws and standards as applicable to PFD ARFF operations.	1	0	1
	Key Performance Indicators (KPI) regularly identified and measured through established data collection systems.	2	2	2
	ARFF Responses Alert 1 Alert 2 Alert 3	 2,380 15 5	 2,090 16 4	 2,090 20 5
	Commercial flights without ARFF coverage	56	23	0
	ARFF Qualified (Part 139) Engineers	11	9	18

Goal: Develop and evaluate effectiveness of internal training program.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	Monthly drills conducted	24	12	0
	Annual FAA review and timed drill passed on first attempt	1	1	1
	Employees sent to FAA Part 139 Index A Live Fire Training	11	9	18
	Internal PFD timed drills performed	0	0	1

Goal: More fully incorporate Airport Administration in the development of the ARFF operational plan.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Develop cooperative ARFF service plan with Airport Administration.	Cooperative planning meetings held.	2	5	2
	Joint training, funding and operational plan developed.	1	1	1

Goal: Ensure continued joint response and participation with regional Hazardous Materials Response Team.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Joint analysis and revisions of the program's Standard Operating Procedures (SOPs).	Committee meeting and literature review to identify validity of current SOPs	0	0	1
	Revised joint SOP manual compiled and distributed.	0	0	4

FIRE

Goal: Ensure that PFD has enough Hazardous Material Technicians to adequately respond to all hazardous materials emergencies within our response areas.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Maintain minimum response standards and staffing levels	Hazardous Materials Response Level 1 Level 2	70 36 34	114 108 5	92 70 20
	PFD Hazardous Materials Technicians	12	15	15

Goal: Obtain and maintain mission-critical resources and supplies for the Hazardous Materials Team, in a manner equitable to all stakeholders and participants.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Forecast, identify and maintain operational and capital purchases critical to mission success.	Identify and obtain annual Department of Homeland Security and other grants available for maintenance of Hazardous Materials program	2	2	2
	Pursue joint specification and purchase of replacement Hazardous Materials Response Vehicle, in line with previously identified capital replacement plan.	0	1	0
	Develop joint plan for purchase and maintenance of routine, mission-critical operational supplies and equipment.	1	1	1

Goal: Ensure adequate training and preparedness of PFD Hazardous Materials Response Team.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Participate in monthly team drills and monthly PFD Shift Drop-In training to ensure all identified areas of knowledge are refreshed.	Monthly team drills attended by PFD HM75	12	12	12
	Monthly Drop-In Shift training conducted	18	0	0

Goal: Maintain and improve upon Technical Rescue response capacity, staffing and response standards.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Maintain and expand upon current training procedures, while providing for minimum staffing levels.	Monthly regional TRT drills attended	36	36	36
	PFD Technical Rescue Technicians	9	12	12
	Personnel sent to mission-critical TEEX shoring training	2	0	0
	Personnel trained as new Technical Rescue Technicians	3	3	3

Prior Year Results and Outcomes:

Suppression/Operations

- Responded to 8,014 emergency calls (averaging 21.96 responses per day).
- Transitioned fire hydrant service and maintenance to the Water Department.
- Conducted 229 engine company inspections.

FIRE

Suppression/Communications

- In the process of Simulcasting Channel 1 for better communication and dependability on the main dispatch channel.
- Installed deep well charges in all front line fire apparatus, which will extend the life and protect the portable radios.
- Completed an extensive overhaul and rearrangement of fire department frequency list to better align frequencies, communications with our auto aid partners, and better utilize communications infrastructure.
- All fire department radios have been serviced, old batteries replaced as needed, parts replaced as needed.
- Purchased a Motorola radio analyzer to reduce and minimize troubleshooting with radio problems such as faulty batteries.
- Installed 4 Impres battery recycling chargers at three of five stations.
- In the process of upgrading our station alerting equipment to assist with turnout times and communications clarity from the Prescott Regional Communication Center.
- Purchased and put into operation the Active 911 system, which allows for all firefighters to be alerted on their cell phones via an 'APP' to get key department information regarding incidents and needs. This also includes a real time map of where the incident is, but also allows the firefighter to read the nature of the incident in real time.

Suppression/Emergency Medical Services

- Responded to 4,629 EMS calls (12.68 calls per day).
- Trained approximately 550 citizens in CPR/First Aid.
- Approximately 1,190 hours of Basic and Advanced Life Support continuing education and recertification training.
- Specified, tested, and purchased eight (8) Physio-Control, 12-Lead, Heart monitor/Defibrillator EKGs
- Integrated Pre-Hospital 12-Lead System into YRMC Lifenet Program, allowing for immediate notification for Cardiologists of active myocardial infarctions.
- Assisted YRMC with specification and programming of ER radio system, allowing for seamless triage of patients at mass casualty incidents
- Implemented QA/QI program, reviewing all reports, 12-Lead compliance, and medication administration protocol compliance
- Continued active participation in pre-hospital care committee, Northern Arizona Emergency Medical Services Committee, and YRMC pre-hospital trauma committee.
- Began phased implementation of Continuous Positive Air Pressure (CPAP) medical equipment on all front-line apparatus
- Completed phased implementation on all front-line apparatus with E-Z IO equipment
- 4 Firefighters successfully graduated paramedic class

FIRE

Suppression/Technical Services

Hazardous Materials

- Participated in 12 regional Haz-Mat team drills.
- Participated in annual drill with Arizona National Guard 91st Civil Support Team
- Conducted 36 in-house training drills.
- Participated in Yavapai County Hazardous Waste Disposal Day
- Received donation of Chem Pro meter
- Purchased decontamination shower system, chemical identification kit, sensors and calibration bottles for meters, mobile data computer, gas detectors and carbon monoxide meters with $37,700 in Homeland Security grants
- Prescott Fire Department and Central Yavapai Fire District specified and ordered a new hazardous response vehicle that will be jointly paid for and maintained
- Three personnel attended and graduated from 5 week Hazmat Technician course

Technical Rescue

- Responded to 52 Technical Rescue related calls.
- Conducted and participated in 30 Regional TRT Drills with Central Yavapai Fire District, Chino Valley Fire District, Mayer Fire District, Bagdad/Williamson Valley, Jerome, and the Yavapai County Sherriff's Office backcountry unit.
- Conducted and participated in annual Regional TRT Fall Drill to establish times and criteria for future TRT MCS standards
- Received $34,300 in Homeland Security grant funding for confined space equipment and airbag set
- Conducted 200-Hour Technical Rescue Technician course sponsored by Prescott Area Fire Training Group and the Arizona Center for Fire Service Excellence
- Three personnel graduated from the TRT Course as technicians
- Sponsored and participated in 7-day workshops taught by Ropes that Rescue (Offset and Highline, Mountain Rescue, Artificial High Directional and Personal Skills)
- Conducted a train the trainer structural shoring class as a refresher for regional technicians
- Received a 100 Club Safety Stipend to purchase $4,062 of specialized rope rescue equipment for Prescott Fire Department, Central Yavapai Fire District, Chino Valley Fire District, and Yavapai County Backcountry Unit
- Purchased technical rescue gear with an $8,275 Homeland Security grant

Aircraft Rescue Fire Fighting (ARFF)

- Responded to 29 ARFF related calls.
- Supported approximately 1,634 arrivals/departures for Great Lakes Airlines
- Obtained CFR Part 139 Annual Live Fire Certification for 12 Engineers.
- Assisted in planning and conducting an FAA required Triennial airport drill.

FIRE

- Conducted ARFF preparedness drill with USFS Prescott Helitack crew.
- Supported USFS Tanker Base operations during wildfire suppression.
- Oversaw compliance with annual Airport Driving Badge requirements.
- Complied with annual FAA airport inspection ARFF requirements.
- Monitored monthly in-house training for ARFF personnel.
- Developed ARFF engineer airport driving competency check off form.
- Participated in the specifications/acquisition of ARFF Index A vehicle.
- ARFF personnel completed 443.5 hours of specialized training

Suppression/EMS
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 5,912,381	$ 6,063,152	$ 6,333,186
Supplies	259,132	257,955	344,762
Other Services & Charges	526,278	781,141	948,548
Capital Outlay/Projects	9,007	-	155,000
Total	$ 6,706,798	$ 7,102,248	$ 7,781,496

Capital Outlay/Projects

Diesel Exhaust Systems - Scrubbers	$ 110,000
Station Refurbishment	45,000
Total Capital Outlay/Projects	$ 155,000

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	57.00	54.00	54.00
Division/Battalion Chief	3.00	3.00	3.00
Fire Captain	15.00	15.00	15.00
Fire Engineer	18.00	15.00	15.00
Firefighter	21.00	21.00	21.00

Funding Sources: The Suppression Division is funded by the General Fund.

Significant Expenditure Changes: The increase in Personnel is a result of an increase in the City's contribution to the Public Safety Retirement System. Other Services & Charges increased 21% from FY15 estimated endings to the FY16 budget as a result of an increase in internal cost recovery for the Regional Communications Center.

FIRE

Community Risk Reduction

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

Services: The Community Risk Reduction Division (formerly Prevention) exists to promote, foster, and develop proactive ways to prevent the loss of life and property through Risk Assessment, Code Enforcement, Plan Review, Fire and Life Safety Inspections, Fire and Arson Investigations, Public Education, and Vegetation Management. The division is committed to provide a comprehensive wildland and all-hazard program that prevents the loss of life and property for all people of our community accomplished through public education, wildland code enforcement, vegetation management, training, and prompt response to wildland or all-hazard incidents.

Goal: To provide risk mitigation services in the areas of public education, code enforcement, fire investigation, plan reviews and complaint investigation.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
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.	Number of service requests/complaints	54	38	49
	Number of existing business inspections conducted	1,324	1,183	1,419
	Number of plan reviews completed			
	• Commercial	176	187	281
	• Subdivision	3	0	0
	• Suppression systems	278	254	292
	• Residential	347	441	507
	• Miscellaneous	365	378	416
	Total	1,169	1,260	1,496
	Number of students trained in life-safety			
	• Kindergarten – 2nd grade	40	75	727
	• 7th grade firetrap	320	340	304
	• Engine public-education	750	899	727
	• Miscellaneous	423	248	587
	Total	1,533	1,562	2,345
	Number of new construction inspections			
	• Certificate of occupancy	100	130	142
	• Vegetation	121	116	68
	• Suppression systems	570	497	571
	Total	791	743	781
	Number of miscellaneous inspections	172	132	158

FIRE

Goal: To provide the citizens of Prescott with a comprehensive wildland and all-hazard mitigation program that focuses on mitigation, public education and emergency response.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
To reduce the threat from wildland fire and all-hazard emergencies through education, risk assessments, fuel reduction and fire suppression.	Re-establish a competent workforce to continue wildland mitigation	0	0	1
	Work Order Assessments	160	160	160
	Red Zone Assessments	0	500	500
	Code Enforcement Assessments	52	75	75
	Residences Treated ACRES	73 25	350 600	20 400
	City Owned Property Treated in Acres	14	50	25
	Other Open Space Treated in Acres	75	40	50
	Total Acres Treated	184	608	500
	Tons of Vegetation Processed ACRES	2,800 92	2,800 75	2,800 75
	Trees Felled	1	0	0
	Interagency Training Hrs.	72	40	40
	Number of Participants in the Arizona Wildland and Incident Management Academy	20	20	20

Prior Year Results and Outcomes:

- Trained 1,921 students in fire and life safety.
- Received and cleared 31 life safety complaints and requests.
- Conducted 1,098 fire inspections.
- Conducted 11 fire investigations.
- Reviewed 1,380 plans for new subdivisions and buildings.
- Adopted the fire codes, including the 2012 International Fire Code and Wildland-Urban Interface Code, and amendments for both codes.
- Began commercial kitchen compliance program.
- Re-instituted the Juvenile Firesetter Program, partnering with social services, law enforcement, and the courts.
- Combined the Prevention and Wildland Divisions into a new division, Community Risk Reduction, with responsibility for both structural and wildland fire prevention education

Fuels Management

- Completed 630 detailed home assessments to include the entire community of Forest Trails.
- Completed 549 chip jobs for home owners.
- Completed 108 acres of fuel reduction on open space at Emmanuel Pines Camp, Acker Park, United Christian Youth Camp, and Camp Yavapines.
- Completed 154 vegetation inspections for new construction.
- Treated 226 total acres within the Prescott Basin.
- Completed a 200 foot wide fuel break along the southern boundary of Camp Yavapines in partnership with Prescott National Forest.
- Contracted with Arizona State Forestry Crew; reduced fuels by 60% at United Christian Youth Camp, fulfilling the Wildland Fire/Hazardous Fuels (WFHF) grant goals through the State of Arizona.

FIRE

- Applied for three additional fuels mitigation grants to support the wildland risk management; two 90% State - 10% City grants, and
  one 50% State - 50% City grant.
- Attended multiple events in the city and in cooperation with YPIT providing public education programs such as Ready, Set, Go, Defensible space, and evacuation procedures.
- Set dumpsters in the communities of Haisley Homestead, Forest Trails and Yavapai Hills twice, each once in the fall and once in the spring.

Community Risk Reduction
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 338,579	$ 318,519	$ 502,367
Supplies	10,398	12,560	44,303
Other Services & Charges	19,558	20,055	77,650
Total	$ 368,535	$ 351,134	$ 624,320

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	3.00	3.00	6.00
Division/Battalion Chief	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00
Fuels Management Coord.	0.00	0.00	1.00
Fuels Reduction Technician	0.00	0.00	2.00

Funding Sources: The Community Risk Reduction Division is funded by the General Fund.

Significant Expenditure Changes: There is an overall increase of 78% when comparing FY2014 estimated endings to the FY2015 budget. This is a result of the fuels management staff being combined into this new division. In prior years the fuel management services were under its own division, called the Fire Vegetation Crew Division in FY15 and pre-FY15 the Wildland Fire Crew Division.

FIRE

Fire Professional Services

Mission: To provide for the progressive educational needs of a well-trained, professional, and motivated work force that acts with integrity, solves customers' problems, and works safely and effectively as a team.

Goal: To provide a comprehensive, all-risk training program that improves service and provides for maximum safety of Prescott Fire personnel and the personnel of cooperating agencies.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
To provide for regularly scheduled in-service training that meets NFPA, OSHA, NWCG, State Emergency Service, and FEMA/Homeland Security training requirements.	Number of hours of training	16,000	16,500	18,000
	Number of multi-company/ multi-agency drills; total number of engine companies	65 141	78 170	65 141
	Number of multi-company/ multi-agency night live fire drills; total number of engine companies	18 43	20 52	18 51
	Number of hours of minimum company standards and position proficiency training	400	400	600

Prior Year Results and Outcomes:

- Conducted an Interagency Company Officer Academy in conjunction with the Prescott Area Fire Training Group.
- Conducted an Engineer's promotional exam.
- Conducted a new Firefighter hire process.
- Hired and graduated three Firefighters through the recruit training academy.
- Hosted National Fire Academy sponsored/grant funded preparation for Initial Company Operations class.
- Sent personnel to Annual Arizona State Fire School
- Sent personnel to Leadership, safety, and operational training
- Conducted UTV training
- Attended helicopter safety orientation/familiarization training conducted by local company
- Participated in a distracted driver drill at Prescott High School
- Participated in Yavapai College's annual Job Fair
- Conducted 84 multi-agency, multi engine quarterly training sessions with Central Yavapai and Chino Valley Fire Districts
- Participated in drills with Groom Creek Fire District
- Developed Ebola awareness and training program
- Three personnel completed Peer Fitness training through Glendale Community College
- Personnel completed approximately 15,533 hours of training

FIRE

Fire Professional Services
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 113,236	$ 139,642	$ 222,325
Supplies	6,701	5,425	10,140
Other Services & Charges	23,113	18,296	39,683
Total	$ 143,050	$ 163,363	$ 272,148

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	1.00	1.00	2.00
Division/Battalion Chief	1.00	1.00	1.00
Administrative Specialist	0.00	0.00	1.00

Funding Sources: The Fire Professional Services Division is funded by the General Fund.

Significant Expenditure Changes: There is an increase of 59% when comparing FY2014 estimated endings to the FY2015 budget for Personnel as a result of the Administrative Specialist being moved from the Administration Division. The increase in Other Services & Charges is funding for conferences and training.

FIRE

Fire Vegetation Crew *MOVED TO COMMUNITY RISK REDUCTION*

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 shall be accomplished through public education, wildland code enforcement, vegetation management, training, and prompt response to wildland or all-hazard incidents.

Services: The Fire Vegetation Crew Division (formerly Wildland Fire Crew Division) provides fuels mitigation services, public education and response. The Division acts in a support role within the fire department in all major incidents and disasters.

Fire Vegetation Crew
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 135,722	$ 211,589	$ -
Supplies	(7,302)	39,027	-
Other Services & Charges	89,236	183,089	-
Cost Recovery	(70,629)	(241,770)	-
Capital Outlay/Projects	-	137,000	-
Total	$ 147,027	$ 328,935	$ -

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	8.00	5.00	0.00
Division Chief	1.00	1.00	0.00
Wildland Crew Supervisor	1.00	0.00	0.00
Wildland Captain	1.00	0.00	0.00
Squad Boss	3.00	0.00	0.00
Fuels Mgmt. Supervisor	0.00	1.00	0.00
Lead Fuels Technician	0.00	3.00	0.00
Fuels Tech./Wildland FF	1.00	0.00	0.00
Code Enforcement Officer	1.00	0.00	0.00

Significant Expenditures Changes: The Fire Vegetation Crew has been restructured and is now under the new division titled Community Risk Reduction effective FY16.

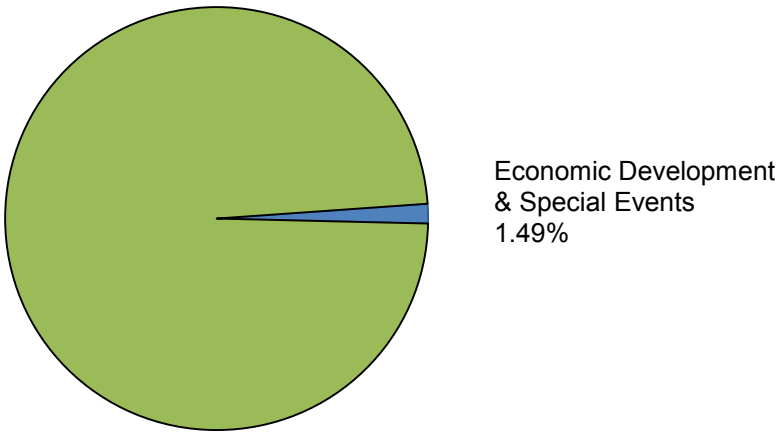
ECONOMIC INITIATIVES

The Economic Initiatives Department is comprised of Economic Development, Special Events, Tourism, and the Airport.

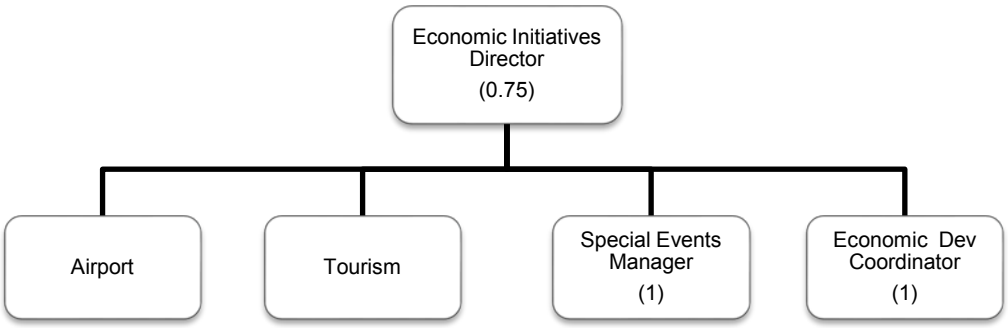
For additional information on the Airport, see the Enterprise Funds section, and for Tourism, see the Special Revenue section for the Transient Occupancy Fund.

MISSION: 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



ECONOMIC INITIATIVES



Note: *Airport reports to the Economic Initiatives Director, but in the Budget Book the division detail is located under the Airport section of the Enterprise Fund chapter. Also, the Tourism division is located under the Transient Occupancy Fund.*

Consolidated Departmental Expenditure and Staffing Level Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 363,699	$ 369,521	$ 258,615
Supplies	7,978	2,500	2,200
Other Services & Charges	195,649	237,942	212,292
Total	$ 567,326	$ 609,963	$ 473,107
Authorized Staffing Level	4.75	4.75	2.75
Economic Development	1.25	1.25	1.75
Tourism	2.50	2.50	0.00
Special Events	1.00	1.00	1.00

ECONOMIC INITIATIVES

Economic Development

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

Services: The Economic Development Division provides site location assistance to existing businesses seeking to expand and new businesses relocating to the Prescott market. The Division also works to coordinate a variety of services (i.e. market research, skills training, and demographics) that may be available to business from other sources such as Arizona Commerce Authority, Yavapai College, and NACOG. All of these activities are done with a goal of generating new jobs and new capital investment in the City of Prescott.

Goal: Establish, promote and maintain Ernest A. Love Field as the City and region's economic engine.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Develop the Airport and Airport Area as North Central Arizona's regional center and leading location for Prescott's targeted industries.	Prepare research materials that document the benefits of the Airport Area location	N/A	Complete 4 key strategic planning sessions for City Council and stakeholders	• Finish the Strategic Planning Process for the Airport and Airport Area • Prepare a briefing sheet on the Airport Area
Establish the Airport Area as the leading employment center in North Central Arizona.	Conduct research on competitor markets for targeted industries	N/A	Develop list of leading employers in competitor cities	• Prepare the "Case Statement" for the Airport Area • Market the Airport Area to 6 national site selectors
Partner with key stakeholders at the Airport and in the Airport Area to create a location that is a proven location for new and expanding businesses.	Meet with existing business, property owners, airport users, and realtors. Number of Meetings	N/A	15	25

Goal: Attract and retain key retail businesses that contribute to the City's financial health.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Identify and retain existing retail businesses that attract a regional clientele.	Prepare a list of key retail businesses in Prescott. Number of businesses on list.	20	25	30
Attract retail businesses that have a market area that extends beyond the city limits of Prescott.	Number of new retailers.	2	3	4
Participate in tradeshows geared to retail users.	Visit ISCS in Phoenix and/or Las Vegas. Number of events	1	2	2

ECONOMIC INITIATIVES

Goal: Market the City of Prescott within the state and national marketplace through the DEI website, electronic mail, direct sales, and partnering with ACA and GPREP.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Update and expand the DEI website.	Develop new/updated content for the DEI website	N/A	Develop new website with basic content and ability to expand.	Create 5 new webpages covering target industry and cost of doing business
Utilize an electronic outreach campaign to market Prescott to target industries.	Number of firms contacted through the outreach program – firearm and accessory products indrustry	N/A	100	150
Prepare research material to support the outreach marketing/sales effort.	Develop target industry profile sheets	N/A	1 – Firearms and Accessory Products	2 – Metal Fabrication and Aircraft/Aerospace Products
Identify partnering and marketing support opportunities with ACA and GPREP.	Participate in ACA marketing events and/or help create GPREP marketing materials	N/A	Assist the development of the GPREP website	Participate in two external market events with ACA and GPREP

Prior Year Results and Outcomes:

Business Attraction/Retention

- Successful attraction of Panera
- Successful attraction of two manufacturing companies
- Facilitated a Lunch & Learn Session for manufacturers
- Cultivated prospects for available retail locations
- Purchased a targeted mailing list in support of outreach marketing efforts
- Attended trade shows for retail and manufacturing industries and followed up with leads from all shows
- Professional assistance to Capital Canyon Golf Club
- Provided professional assistance to Prescott businesses, real estate, developers and area organizations
- Prepared a draft Incentive Policy and proposed an incentive fund to help implement the Incentive Policy as part of FY 16 budget process

Film Office

- Film Office Projects: “Before All Others,” Cable One national commercial featuring Prescott’s Dogpatch Studios, Destination America’s “Red, White & You,” Arizona Game & Fish, Peoples’ Choice Awards, Bestway, IDEXX, National Geographic Channel’s “Live Free or Die,” “Chasing Croutons,” American Pickers

ECONOMIC INITIATIVES

Website

- Updated statistics and text as new information came available
- Added an *Economic Dashboard* to provide a quick snapshot of Prescott economic activity
- Added new sites and buildings to real estate listings

GPREP

- Served on the Candidate Qualification Review Committee for full-time Director of GPREP
- Assisted Marketing Committee with specifications and review of candidates firms for GPREP website development
- Attended Board of Directors meeting and participated in the GPREP's Business Attraction Team (BAT)

Other

- Successful in receiving two Arizona Commerce Authority Gold Certified Sites, one gold certified building and one bronze certified site. The Gold certified building was recently sold to a new manufacturer.
- Designed and created retail marketing piece in support of outreach efforts such as ICSC in Phoenix and Las Vegas.
- Designed and created gun industry marketing piece and advertising.
- Updated Prescott's growth indicators for EOY 2014.
- Partnered with AAED to promote Prescott's businesses at annual regional symposium.
- Advance economic prospects through membership and activities in industry organizations.

ECONOMIC INITIATIVES

Economic Development
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 118,854	$ 138,030	$ 178,503
Supplies	4,062	1,700	2,200
Other Services & Charges	38,147	100,102	102,466
Total	$ 161,063	$ 239,832	$ 283,169

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	1.25	1.25	1.75
Director of Econ. Initiatives[1]	0.75	0.75	0.75
Econ. Dev. Coordinator[2]	0.50	0.50	1.00

[1] 25% of Director of Economic Initiatives charged to Airport.
[2] 50% of Economic Development Coordinator charged to Tourism.

Funding Sources: The Economic Development Division is funded by the General Fund.

Significant Expenditures Changes: There is a 29% increase in Personnel when comparing FY2015 estimated endings to the FY2016 budget. The increase is due to removing the split funding of the Economic Development Coordinator.

ECONOMIC INITIATIVES

Tourism

MOVED TO TRANSIENT OCCUPANCY FUND

Mission: To develop, promote and maintain Prescott as a year round visitor destination benefitting the community economically while contributing to quality of life.

Services: The Prescott Office of Tourism is the official destination marketing organization for the City of Prescott. The Tourism Office operates sales and marketing programs that promote Prescott as a year round destination for visitors.

Tourism
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 154,747	$ 152,365	$ -
Supplies	634	800	-
Other Services & Charges	23,172	17,471	-
Total	$ 178,553	$ 170,636	$ -

Tourism
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	2.50	2.50	0.00
Tourism Director	1.00	1.00	0.00
Econ. Dev. Coordinator[1]	0.50	0.50	0.00
Tourism Sales Manager	1.00	1.00	0.00

[1] 50% of Economic Development Coordinator charged to Economic Development.

Funding Sources: The Tourism Division funding has changed to 100% funded by the Transient Occupancy (Bed Tax) Fund.

ECONOMIC INITIATIVES

Special Events

Mission: To create and manage special events that will attract out-of-town visitors, contribute to the quality of life of our residents, create a positive image of Prescott, and enhance the tax base through increased visitor and resident spending.

Services: Prescott has a diverse array of special events that can be enjoyed year round giving our locals and tourists a full year of quality events. Prescott's special events help contribute to the vibrancy, cultural richness and economic vitality of our community.

Goal: Continue to solicit, plan, and produce events that aid in achieving the City's long range goal and objectives, such as an increased focus on Prescott's Heritage Tourism, while providing an entertaining experience for residents and visitors to our city.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Work with Special Events Committee to make more efficient and safe special events.	City Events	Increase attendance along with Hotel/Motel stays. Help retail sales.	Continue to increase attendance. Bring Hotel/Motel stays up and see an increase in retail sales.	Increase attendance by 2% and stays by 1%
Create a combined Special Events budget with other agencies.	Developing Budget Partnerships for combined Special Events/Marketing	Have at least one combined event/project	Working on the Sesquicentennial with Chamber of Commerce and Prescott Downtown Partnership	Establish 1 new budget partnership for FY 16
Manage small outside vendors to keep Prescott with "Everybody's Hometown" style events through our City's Special Events Committee.	Manage Special Events from outside sources through SE committee	Consolidate outside events for a more festival feel. Increase hotel/motel stays.	Help continue to coordinate and manage special events from outside vendors creating a more festival feel. Increase hotel/motel stays	Increase hotel/motel stays by 1%
Partner with outside promoters to bring their high volume events to Prescott. Bring awareness to Prescott's "Gem" locations for events.	Promote Prescott as a place to hold a large event.	Prescott city departments help facilitate well structured and safe events.	Bring large scale events on off season to boost local economy.	Create 1 new event that can energize an off-season time period

Prior Year Results and Outcomes:

- Assisted in the planning and execution of "The Wall" visit to Prescott.
- Completed activities related to a very successful 2014 – 2015 Summer Concert Series

ECONOMIC INITIATIVES

- Assisted in organizing and executing the 4th of July Parade and Veteran Parade which had over 100 entries. Wristband sales for the 4th of July celebration at Pioneer Park totaled nearly $70,000.

- Initiated planning for the FY16 Summer Concert Series which brings several new challenges including more demanding insurance requirements and broaden the use of contracts for events and related participants in order to minimize risk to the City
- Worked with Legal to develop contract templates that can accommodate a variety of vendors, sponsors, and entertainers related to all manner of City supported events.

- Worked with the PDP to provide insurance coverage for elements of the Summer Concert Series to facilitate participation by bands and other performers while meeting and protecting the City's interests as represented through insurance and the risk pool.

- Seek out candidate event sponsors through phone calls and business visits

- Marketed special events to the business community to facilitate broader participation in the bid process

Special Events
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 75,555	$ 79,126	$ 80,112
Supplies	2,808	-	-
Other Services & Charges	109,034	120,369	109,826
Total	$ 187,397	$ 199,495	$ 189,938

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	1.00	1.00	1.00
Special Events Manager	1.00	1.00	1.00

Funding Sources: The Special Events Division is primarily funded by the General Fund. However, the events generate revenue with the attempt to break even.

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

SPECIAL REVENUE FUNDS

STREETS AND OPEN SPACE FUND

TRANSIENT OCCUPANCY TAX FUND

IMPACT FEES FUNDS

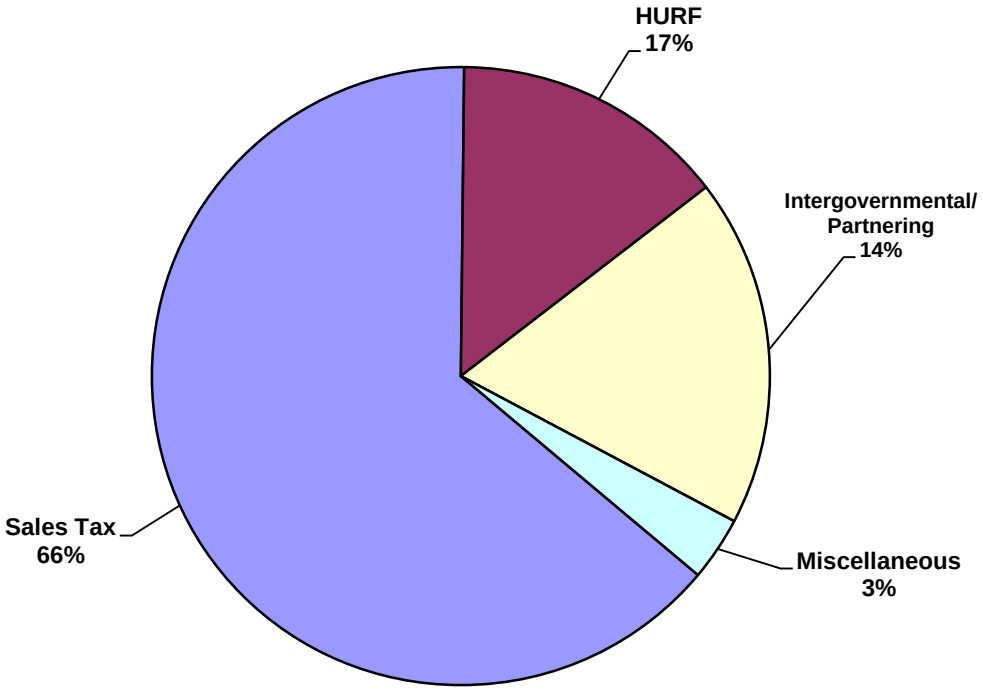
GRANTS

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 from the 1% sales tax rate and the Arizona Highway Users Revenue received from the State as shared revenue. (The 1% tax is due to fall to 0.75% January 1, 2016. A ballot measure will be voted on August 25, 2015 to restore the tax to 1% for Streets only). These revenues provide the funding for street construction and maintenance along with any acquisitions of open space that may arise.



STREETS AND OPEN SPACE FUND

The following table illustrates the activity of this fund for FY2014, Revised Estimates for FY2015 and FY2016 Budget Projections.

Summary of Fund

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 15,212,842	$ 20,250,266	$ 21,698,736
Revenues			
1% Tax	13,558,806	13,220,000	11,567,500
Highway User Revenue	2,850,187	2,967,629	2,994,582
Intergovernmental/Partnering	318,046	3,730,402	2,400,000
Build America Bond Subsidy	275,825	267,370	277,992
Street Light Fees	213,272	233,000	233,000
Interest Income	234,180	150,000	150,000
Miscellaneous	49,993	18,000	20,800
Total Revenues	$ 17,500,309	$ 20,586,401	$ 17,643,874
Adjustments/Other Revenue Sources			
Transfers In	$ 58,883	$ 125,117	$ 9,465
Total Adjustments/Other Sources	$ 58,883	$ 125,117	$ 9,465
Total Funding Sources	$ 17,559,192	$ 20,711,518	$ 17,653,339
Expenditures	$ (12,521,768)	$ (19,245,250)	$ (32,177,646)
Transfers Out	-	(17,798)	(5,784)
Budgeted Fund Balance, 6/30	$ 20,250,266	$ 21,698,736	$ 7,168,645

The budgeted fund balance as of July 1, 2015 is estimated at $21,698,736. This amount along with the anticipated funding sources of $17,643,874 is available to fund operating costs for street operations, capital outlay and projects. The estimated expenditures and transfers out for FY2016 total $32,183,430. This leaves an ending budgeted fund balance of $7,168,645.

Funding Sources:

Sales Tax: On September 26, 1995, Prescott 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. 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, Prescott 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.

STREETS AND OPEN SPACE FUND

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.

Arizona Highways Users Revenue: The FY2016 revenue estimate of $2,994,582 is provided by the State and is higher than the FY2015 estimate by or 0.91%. The distribution formula provides for 50.0% of the Arizona 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 Yavapai County for major street projects.

Build America Bond Subsidy: This is the amount of interest that has been rebated through the issuance of Build America Bonds for the SR89A/Side Road Interchange project in FY2010. For auditing purposes, the reduction in interest costs on the bonds is being recorded as revenue.

Street Light Fee: This fee, which was implemented during FY1995, is projected to bring in $233,000. The fee is based on $.75 per residence or commercial unit and $.75 per unit for multi-family structures. The purpose of this fee is to help offset electrical costs for street lights located throughout the City of Prescott.

Interest Earnings: This amount is estimated interest earned on the cash balance in the fund.

Miscellaneous Revenues: These are miscellaneous revenues that may arise during the fiscal year.

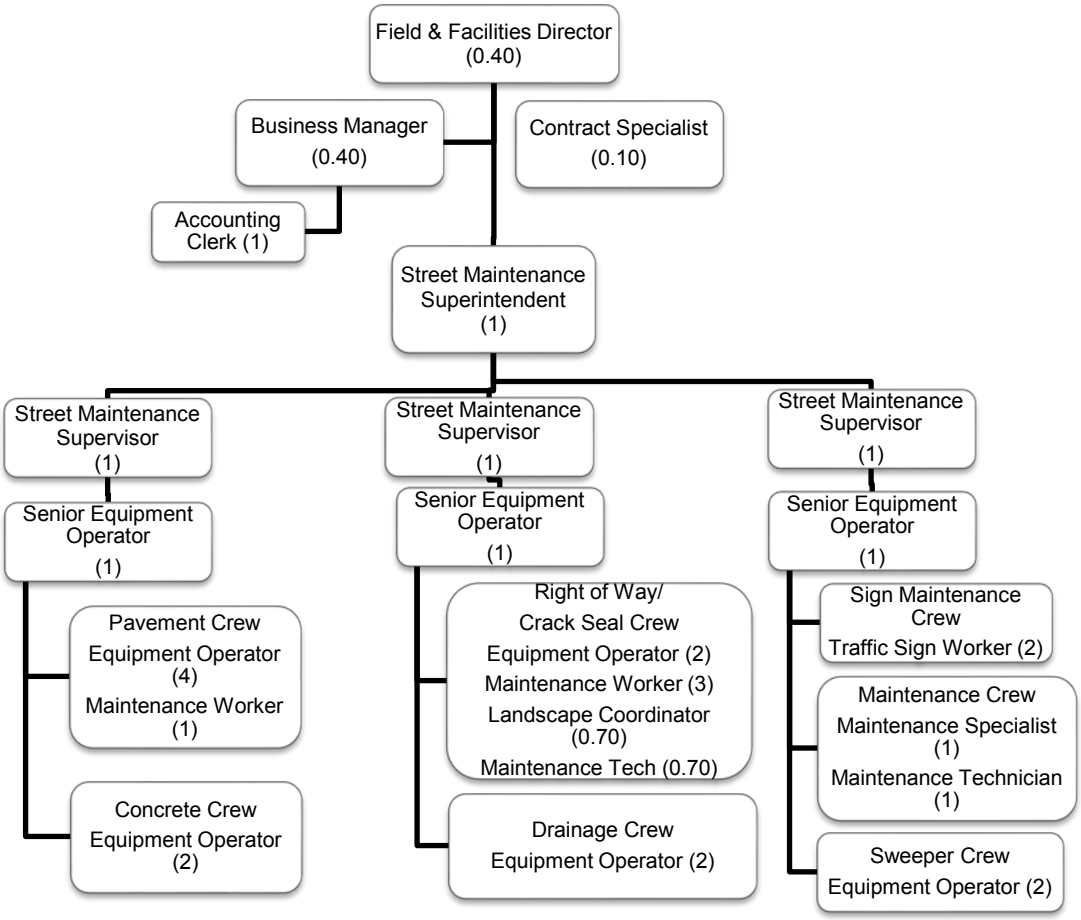
Consolidated Departmental Expenditure and Staffing Level Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 2,387,732	$ 2,581,148	$ 2,673,837
Supplies	752,015	650,309	751,576
Other Services & Charges	2,249,533	2,221,558	2,583,625
Cost Recovery	(61,539)	-	-
Debt Service	2,270,960	2,300,580	2,245,999
Capital Outlay/Projects	4,923,067	11,491,655	23,922,609
Total	$12,521,768	$19,245,250	$32,177,646
Authorized Staffing Level	36.40	36.40	37.20
Streets Operations	30.10	30.10	31.30
Transportation Services	5.00	5.00	5.00
Streets Project Admin.	1.30	1.30	0.90

STREETS AND OPEN SPACE FUND

Street Operations

Mission: To maintain serviceable, environmentally safe, accessible streets; an effective storm water drainage system; informative signage; and aesthetically pleasing rights-of-way for residents and visitors in the City of Prescott.



STREETS AND OPEN SPACE FUND

Goal: Obtain an accurate inventory of the City's signage.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Implement a GIS-based computerized sign inventory system.	Stop sign replacement within 8 hours of notification	100%	100%	100%
	Sign replacement within 3 days of notification (5 days if Blue Stake is required)	75%	85%	85%

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	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
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.	Lane miles of paved streets maintained (Pavement Management System updated 2014)	601	601	601
	Miles of unpaved streets graded	<1	<1	<1
	Miles of unpaved alleys graded	5	2	<1
	Lineal feet of piped drainage ways	55,000	55,100	55,100
	Lineal feet of open drainage ways	927,000	927,000	927,000
	Number of drainage structures	2,350	2,350	2,350
	Number of work requests from public	1,630	1,650	1,650
	Ratio percentage of scheduled work to work accomplished	65%	75%	75%
	Pavement Quality Index (PQI) of major thoroughfare system (Target = 71)	74	72	70

Prior Year Results and Outcomes:

- Incurred 2,856 man-hours responding to rain and snow storms.
- Replaced two undersized dump trucks with plows and spreaders for maintenance work and snow plowing
- Established dedicated 2-person drainage maintenance crew.
- Acquired a combination jet-rod/vactor truck to assist in drainage maintenance work and to perform utility locating services.
- Cleaned 368 drainage structures, including approximately 3,300 feet of drainage culvert. Inspected over 1,600 drainage structures
- Cleaned 11 low water crossings
- Inspected over 1,600 drainage structures
- Applied 117,417 pounds of crack sealant on over 75 streets, the Library parking lot and portions of the airport.
- Marked over 5,300 Arizona Blue Stake tickets for drainage.

STREETS AND OPEN SPACE FUND

- Removed approximately 530 nuisance trees from the right-of-way.
- Treated over 900,000 square feet of right-of-way for weed prevention.
- Mowed more than 456 acres of right-of-way and retention ponds.
- Repaired 300 feet of fence at the Big Chino Water Ranch. Changed the gate lock combination on 25 locks 12 times and replaced 14 inoperable locks at the Big Chino Water Ranch.
- Established full-time downtown cleanup position with additional duties of painting curbs, trash cans, hydrants and pressure washing sidewalks.
- Assisted with installation of bollards for closure of Whiskey Row during special events
- Cleaned the downtown area 208 times (four days per week).
- Assisted the Prescott Downtown Partnership in establishing banner rental program and locations.
- Installed or replaced over 1,350 signs. Identified 638 signs for the third round of ADOT sign list for the CYMPO sign grant.
- Replaced Broom Bear sweeper with quieter, more efficient side-dump vactor sweeper.
- Swept the entire City three times.
- Placed recycled pavement surface on 22 streets and alleys.
- Placed more than 2,040 tons of hot mix asphalt in patches and potholes throughout the City.
- Completed repairs on 342 pothole work orders using over 136,000 lbs of material.
- Hauled 4,000 tons of material from job sites.

Streets Operation
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 1,846,001	$ 2,007,801	$ 2,136,190
Supplies	655,955	630,995	682,225
Other Services & Charges	781,354	755,084	872,283
Cost Recovery	(61,539)	-	-
Capital Outlay/Projects	134,710	13,223	590,000
Total	$ 3,356,481	$ 3,407,103	$ 4,280,698

STREETS AND OPEN SPACE FUND

Streets

Capital Outlay/Projects

Vehicle Replacements - Streets Maintenance	$	545,000
Electrical Infrastructure and Security Lighting at Sundog		45,000
Total Capital Outlay/Projects	$	590,000

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	30.10	30.10	31.30
Field & Facilities Director[1]	0.40	0.40	0.40
Street Maintenance Supt.	1.00	1.00	1.00
Contract Specialist[2]	0.00	0.00	0.10
Supr/Bldg. Project Manager	1.00	1.00	0.00
Streets Maintenance Supv.	3.00	2.00	3.00
Landscape Coordinator[3]	0.70	0.70	0.70
Maintenance Specialist	1.00	1.00	1.00
Business Manager[4]	0.30	0.30	0.40
Sr. Equipment Operator	3.00	3.00	3.00
Equipment Operator	11.00	12.00	13.00
Traffic Control Worker	2.00	2.00	2.00
Maintenance Technician[5]	1.70	1.70	1.70
Accounting Clerk	1.00	1.00	1.00
Maintenance Worker	4.00	4.00	4.00

[1] 40% of Field & Facilities Director charged to Solid Waste, 10% charged to Fleet Maintenance, and 10% charged to Facilities Maintenance.

[2] 50% of Contract Specialist charged to Solid Waste, 25% to Fleet Maintenance, 15% to Facilities Maintenance

[3] 30% of Landscape Coordinator charged to Parks, Lakes, Trails, and Landscape Maintenance.

[4] 40% of Business Manager charged to Solid Waste, 10% charged to Fleet Maintenance, and 10% charged to Facilities Maintenance.

[5] 30% of one Maintenance Technician charged to Parks, Lakes, Trails, and Landscape Maintenance.

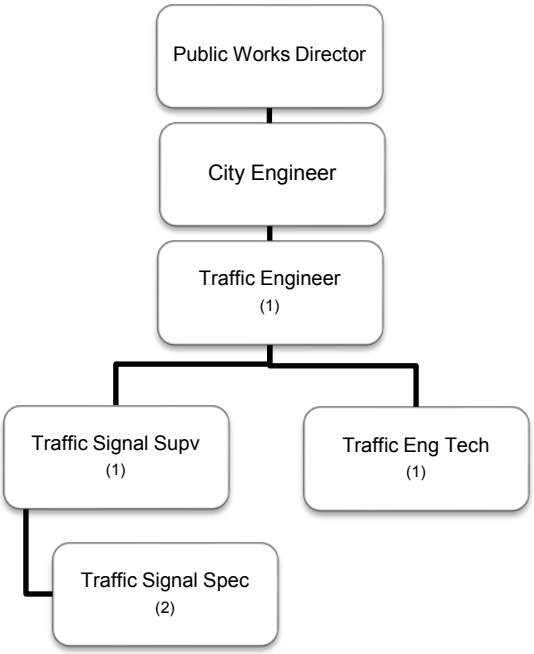
Funding Sources: The funding sources come from the Streets and Open Space Fund and are explained in detail under the Fund Summary.

Significant Expenditures Changes: The budget for Personnel includes a contingency for overtime pay for snow removal. The increase in other services and charges relates to allocating an internal cost allocation for City wide insurance directly to this division.

STREETS AND OPEN SPACE FUND

Transportation Services

Mission: To 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	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
- Review and direct the installation and maintenance of traffic signs; and install and maintain traffic signals; - Evaluate existing traffic control facilities for adequacy - Review roadway construction and development plans for conformance with current national, state and local traffic engineering and highway design policies and guidelines.	Traffic signals maintained (intersections)	54/54-100%	54/54-100%	55/55-100%
	Roundabouts maintained (intersections)	4/4 – 100%	5/5 – 100%	5/5 - 100%
	Service requests	138/141 - 8%	132/138 96%	148/148 - 100%
	Traffic volume counts (each)	240/248 - 97%	220/220 - 100%	240/240 - 100%

Prior Year Results and Outcomes

- Reviewed and approved 105 construction traffic control plans
- Installed street light mounted Christmas decorations
- Installed Park Avenue Antique Street Lighting

STREETS AND OPEN SPACE FUND

- Awarded Round II HSIP (CYMPO) grant for 706 new signs and posts
- Authored and executed IGA for 1.0 million government Canyon Bridge Replacement Project
- Installed 32 new Accessible Pedestrian System pushbuttons at six Willow Creek Road intersections
- Constructed new inspector and plan review office remodel improvements

Transportation Services
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 386,049	$ 439,101	$ 443,386
Supplies	15,322	19,314	20,575
Other Services & Charges	402,337	332,897	348,339
Capital Outlay/Projects	45,995	30,750	300,000
Total	$ 849,703	$ 822,062	$ 1,112,300

Capital Outlay/Projects

Intersection Signalization Project	$ 200,000
Signal Replacement Equipment	55,000
Traffic Calming - Vairous Streets	25,000
Street Lights (New & Replacement)	10,000
Striping Modification	10,000
Total Capital Outlay/Projects	$ 300,000

Staffing Summary

	FY14	FY15	FY16
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

Funding Sources: The funding sources come from the Streets and Open Space Fund and are explained in detail under the Fund Summary.

Significant Expenditure Changes: The 5% increase in other services and charges relates to allocating City-wide insurance to this division when in the past the insurance.

STREETS AND OPEN SPACE FUND

Street Project Administration

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.

Prior Year Results and Outcomes:

- **Streets – Design (Design by Outside Consultants)**
  - Crystal Lane Realignment
  - Montezuma Improvements
  - Pavement Management System Update
  - Robinson Drive Reconstruction
  - Rosser Street Phase IV
  - SR89/Side Road Connector Roundabout
  - Walker Road Reconstruction
  - Willow Creek Road Realignment

- **Streets – Construction**
  - City Shop UST Remediation
  - FY14 Pavement Rehabilitation
  - FY15 Pavement Preservation Program
  - FY15 Sidewalk Program
  - Park Avenue Reconstruction
  - S. Dexter Neighborhood Street Improvements

- **Drainage Projects/Programs**
  - Blackhawk Drainage Improvements
  - Granite Creek Dam Valve Replacement
  - Hummingbird Culvert Drainage Improvements
  - Lakeview Plaza Storm Drain
  - Willow Creek And Tributaries Analysis
  - Willow Creek Levee Analysis
  - Willow and Watson Lake Enhancement Program (TMDL)
  - Ecoli (TMDL)
  - Various Drainage Improvements

STREETS AND OPEN SPACE FUND

Streets Project Administration
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 155,682	$ 134,246	$ 94,261
Supplies	80,738	-	48,776
Other Services & Charges	1,065,842	1,133,577	1,363,003
Debt Service	2,270,960	2,300,580	2,245,999
Capital Outlay/Projects	4,742,362	11,447,682	23,032,609
Total	$ 8,315,584	$ 15,016,085	$ 26,784,648

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	1.30	1.30	0.90
Public Works Director[1]	0.30	0.30	0.30
Administrative Assistant	0.00	0.00	0.20
Public Works Analyst	0.00	0.00	0.20
Secretary	0.00	0.00	0.20
Environmental Coordinator	1.00	1.00	0.00

[1] 35% of Public Works Director charged to Water Administration and 35% charged to Wastewater Administration.

Funding Sources: The funding sources come from the Streets and Open Space Fund and are explained in detail under the Fund Summary.

Significant Expenditures Changes: Supplies are budgeted for in FY16 but have not been spent in FY15. The 20% increase in Other Services & Charges relates to an increase in the allocation of internal charges and insurance. Per policy, the allocation base for most internal charges is prior year budget.

STREETS AND OPEN SPACE FUND

Streets and Open Space Projects
Capital Outlay/Projects

West Airport Dist. System Loop (Willow Creek Road Realign)	$	4,450,000
Undesignated Project		2,116,000
Pavement Maintenance and Preservation		2,075,678
Rosser Street Pavement Reconstruction Phase IV		2,010,000
Smoke Tree Lane Reconst. fom Willow Creek to Birchwood Cove		1,200,000
Schemmer Drive Pavement Preservation		994,733
N. Washington/Churchill Pavement Preservation		760,350
Robinson Drive Pavement Reconstruction		734,000
Penn Avenue – Eastwood Drive Pavement Reconstruction		708,000
Carleton Street Alarcon Street Pavement Reconstruction & Drair		690,000
Walker Road Pavement Reconstruction		650,000
S. Marina Street Pavement Preservation		554,140
Hope/Autumn Breeze Pavement Preservation		546,540
Goldwater Lake – land acquisition from U.S.D.A. Forest Service		500,000
Bashford Court Alley Pavement Preservation		480,581
N. Montezuma Street Pavement Rehabilitation		475,000
Crystal Lane Realignment		470,000
Overland Road Bridge Reconstruction – Government Canyon		317,000
Goodwin Street/S Washington Avenue Pavement Reconstructior		315,000
Miscellaneous Streets Projects		300,000
Hummingbird Culvert Rehabilitation		280,000
City Shop UST Release Clean-up		270,000
Acker Park Regional Detention		250,000
Right-of-way acquisition for trails – State Trust Land		230,000
Sidewalk Replacement Program		225,000
Downtown Drainage Improvements Program		220,000
Darby Creek court Pavement Preservation		193,682
Summit/McCormick/Beach Pavement Preservation		178,028
Watson and Willow Lakes Enhancement Program (TMDL)		170,000
Annual Pavement Marking Contract		150,000
Lakeview Plaza 48" Storm Drain		100,000
Willow Creek Road Wall Repairs		100,000
Central Yavapai Metropolitan Planning Orginization (CYMPO)		52,877
Unpaved Streets Improvements		50,000
Engineering and Safety Projects		50,000
Aerial Images and limited contours generation		40,800
As-Built Mylar Scanning		40,200
Trakit9 and GIS Integration Module Upgrades		35,000
Blackhawk Subdivison Drainage Improvements		25,000
Sidewalk Improvements – ADA Compliance		25,000
Total Capital Outlay/Projects	$	23,032,609

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 FY2016 is estimated to produce $680,000. Additionally, $2,000 is anticipated in the form of audits, penalties and interest. This revenue is collected through the 3% additional tax on transient lodging within the City. In addition for FY2016, the City Liquor License fee revenues have been moved to the bed tax fund as the revenues are also limited to tourism development.

Summary of Fund

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 226,499	$ 319,216	$ 200,761
Revenues			
Transient Occupancy Tax	621,312	630,000	680,000
Liquor License	-	-	70,000
Interest Income	2,996	2,000	2,000
Miscellaneous	1,380	-	-
Total Revenues	$ 625,688	$ 632,000	$ 752,000
Expenditures	$ (512,971)	$ (730,455)	$ (897,493)
Transfers Out	(20,000)	(20,000)	(45,000)
Budgeted Fund Balance, 6/30	$ 319,216	$ 200,761	$ 10,268

Expenditures and Transfers: In FY2016, the Tourism Division's costs are now located within the Bed Tax Fund, removing all General Fund support for tourism-specific personnel and programming. The transfers to other funds are bed tax support of internal City of Prescott functions which also support tourism promotion and recreational development.

TRANSIENT OCCUPANCY TAX FUND

Tourism

Mission: To develop, promote and maintain Prescott as a year round visitor destination benefitting the community economically while contributing to quality of life.

Services: The Tourism Division increases awareness of Prescott as a destination for leisure travel, conferences and meeting. The division's objective is to promote off-season and mid-week travel to maximize utilization of current lodging inventory while encouraging the development of additional hotel/motel/resort assets in the city. The Tourism Division provides the community with additional resources through increased tourism-related sales tax collections while providing opportunities for local employment and business development.

Goal: To provide the community with additional resources through increased Transient Occupancy Tax (Bed Tax) and tourism related sales tax collections. Impacting length of stay by encouraging overnight visitation will improve tax collections by increasing revenues to hotels, restaurants, bars, retail and attractions.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Generate increased Bed Tax by increasing total room nights booked.	Fiscal Year Bed Tax Revenue	$622,692	$630,000	$680,000
Step up marketing efforts to help increase hotel occupancy rates.	Annual hotel occupancy rate	56%	61%	66%

Prior Year Results and Outcomes

- With an improvement in the national economy, continuing national but targeted outreach marketing efforts, and a year of on-the-ground tourism direct sales devoted to Metro Phoenix, Prescott is seeing solid gains in its tourism-related economy.
    - Bed tax collections in FY 2015 are up by 14% over FY 2014.
    - Projected Bed Tax year-end (FY 16) revenue is $680,000 versus a comparable figure of $630,000 for FY 14.
    - Occupancy rates for January thru April (2015) averaged 11.7% versus 9.6% for the same months in 2014.
    - Hotel operators are not only seeing an increase in occupancy rates in 2015 but also an increase in revenue per room.
    - Revenue per available room (January thru April) in 2015 is up 21.5% over the same period in 2014.

- Outcomes related to sales activity:
    - 28 Corporate group sales leads generated and disseminate
    - 4 corporate meetings booked through leads
    - 82 Leisure sales leads generated and disseminated
    - 3 new leisure tours contracted to visit Prescott

- Tourism Marketing
    - Marketing database: 16,580 active records
    - Tourism information requests: 9,421
    - Value of Prescott media coverage YTD: $6,126,621

TRANSIENT OCCUPANCY TAX FUND

Tourism
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 49,152	$ 75,880	$ 207,865
Supplies	88	-	875
Other Services & Charges	234,085	208,852	223,660
Bed Tax Allocations*	229,646	445,723	453,093
Capital Outlay/Projects	-	-	12,000
Total	$ 512,971	$ 730,455	$ 897,493

Capital Outlay/Projects

Bandwagon Refurbishing	$ 12,000
Total Capital Outlay/Projects	$ 12,000

Tourism
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	1.00	1.00	2.00
Tourism Director	0.00	0.00	1.00
Tourism Sales Manager	1.00	1.00	1.00

Funding Sources: The Tourism Division is 100% funded by the Transient Occupancy (Bed Tax) Fund.

Significant Expenditure Changes: The Tourism Division's Personnel has increased by 174% as a result of moving the Tourism Director position from the General Fund to the Bed Tax Fund in FY16. Some additional supplies and other services were moved as well. Other Services and Charges consist of mainly expenses for advertising and promotion, and internal charges. The funds available for Bed Tax allocations (support grants to local events and organizations) increased by 2%.

*The Bed Tax Allocations are support and grants to local events and organizations which promote tourism and recreation. Staff budgets available resources and the projects or grants are finalized in August/September of each year. The allocations are recommended by the Tourism Advisory Committee to the City Council for approval.

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.

Effective August 1, 2014, due to new legislation, the Library, Police, Park, Streets, and Fire impact fees were eliminated. The Public Buildings impact fee was eliminated in FY2012. The only remaining impact fees collected by the City of Prescott are the Water and Wastewater Impact Fees. The summaries of the balances following will mainly grow as a result of interest earnings and expended when eligible capital projects are identified by the City.

Total Impact Fees	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 3,552,120	$ 3,121,682	$ 3,052,041
Revenues/Transfers In	634,196	71,059	44,859
Expenditures/Transfers Out	(1,064,634)	(140,700)	(19,465)
Budgeted Fund Balance, 6/30	$ 3,121,682	$ 3,052,041	$ 3,077,435

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	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 1,532,444	$ 734,153	$ 736,653
Revenues/Transfers In	172,922	15,000	5,000
Expenditures/Transfers Out	(971,213)	(12,500)	(10,000)
Budgeted Fund Balance, 6/30	$ 734,153	$ 736,653	$ 731,653

Effective March 1, 2002 the fee charged on every residential unit building permit was increased from $500 to $715. These fees were eliminated as of August 2014, so $5,000 is projected for interest earnings.

The project budgeted in Park Development Impact Fees for FY2016 is a Picnic Area Expansion project to meet future demands for picnic areas in existing parks to include adding tables, grills, pads, garbage receptacles, and parking.

IMPACT FEE FUNDS

Fire Impact Fee. Effective March 1, 2002 the fee increased from $167 to $525. These fees were eliminated as of August 2014. The revenues in this fund consist of $24,359 in rent from Life Line Ambulance in a fire station constructed with fire impact fees and interest earned $5,000.

Fire Impact Fee	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 662,700	$ 801,938	$ 837,297
Revenues/Transfers In	151,128	35,359	29,359
Expenditures/Transfers Out	(11,890)	-	-
Budgeted Fund Balance, 6/30	$ 801,938	$ 837,297	$ 866,656

There are no budgeted expenditures for FY2016.

Library Impact Fee. Effective March 1, 2002 the Library Impact fee increased from $208 to $253. These fees were eliminated as of August 2014, so $3,000 is projected for interest earnings.

Library Impact Fee	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 382,911	$ 444,806	$ 449,806
Revenues/Transfers In	61,895	5,000	3,000
Expenditures/Transfers Out	-	-	-
Budgeted Fund Balance, 6/30	$ 444,806	$ 449,806	$ 452,806

There are no budgeted expenditures for FY2016.

Police Impact Fee. Effective March 1, 2002 the fee charged on every residential unit building permit was increased from $84 to $589. These fees were eliminated as of August 2014, so $5,000 is projected for interest earnings.

Police Impact Fee	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 707,724	$ 836,227	$ 848,727
Revenues/Transfers In	140,393	12,500	5,000
Expenditures/Transfers Out	(11,890)	-	-
Budgeted Fund Balance, 6/30	$ 836,227	$ 848,727	$ 853,727

There are no budgeted expenditures for FY2016.

IMPACT FEE FUNDS

Street Impact Fee. This impact fee increased from $456 to $469 per residential unit effective March 1, 2002. These fees were eliminated as of August 2014, so $500 is projected for interest earnings.

Street Impact Fee	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 93,036	$ 128,965	$ 8,965
Revenues/Transfers In	105,570	1,200	500
Expenditures/Transfers Out	(69,641)	(121,200)	(9,465)
Budgeted Fund Balance, 6/30	$ 128,965	$ 8,965	$ -

The FY2016 budget includes a transfer of $9,465 to Streets and Open Space Fund to reimburse that Fund for the Willow Creek Road Widening project that was completed several years ago. This is projected to be the last transfer from this fund.

Public Buildings Impact Fee. This impact fee was the latest to be adopted by the City Council and the rate was $275 per residential unit. The Public Buildings Impact Fee was implemented to provide funding for adequate public buildings to support the expanding population, but was eliminated in FY2012 due to state legislation. This impact fee has been eliminated, so the only revenue budgeted in FY2016 is for interest earnings in the amount of $2,000 on the balance of the account.

Public Buildings Impact Fee	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 173,305	$ 175,593	$ 170,593
Revenues/Transfers In	2,288	2,000	2,000
Expenditures/Transfers Out	-	(7,000)	-
Budgeted Fund Balance, 6/30	$ 175,593	$ 170,593	$ 172,593

GRANTS FUND

Mission: This represents a group of funds, which expends grant monies received by the City for various projects. This accounts for all grants City-wide, excluding Airport grants which are accounted for in the Airport fund. Grant funds must be used for the stated purpose of the grant and must meet expenditure guidelines.

Summary of Fund

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 34,424	$ 44,793	$ 160,841
Revenues			
Intergovernmental revenues	1,441,147	1,548,607	4,535,038
Interest Income	1,854	1,900	1,500
Transfers In	176,887	109,096	280,737
Total Revenues	$ 1,619,888	$ 1,659,603	$ 4,817,275
Expenditures	$ (1,609,519)	$ (1,543,555)	$ (4,847,775)
Budgeted Fund Balance, 6/30	$ 44,793	$ 160,841	$ 130,341

Significant Expenditure Changes: Expenditures are budgeted in the grant funds based on a list of grants that departments have submitted as possible grant opportunities that they intend to pursue. This allows the City to have the appropriation available to expend the grants if received. Thus, the budget is often much higher than actual expenditures.

The following schedule outlines the grants that are budgeted for FY2016, the total project, the City share and the grant share. The total budgeted grant expenditures are $4,847,775 of which total matches (transfers) from the General Fund are anticipated at a level of $280,737.

GRANT AND PURPOSE	TOTAL PROJECT	CITY'S SHARE	GRANT SHARE
Miscellaneous Grant Opportunities - Budget to enable the City to take advantage of grant opportunities that may arise during the fiscal year.	500,000	-	500,000
Boating Upgrades Grant - Provides funding to upgrade boating facilities and handicapped parking at Goldwater and Watson Lake Parks.	500,000	-	500,000
Miscellaneous Police Grant Opportunities - Budget to enable the City to take advantage of grant opportunities that may arise during the fiscal year.	500,000	-	500,000
FEMA Assistance to Firefighters Grant - Homeland Security grant provides funding for a wide range of activities aimed to increase security and prepare for emergencies.	452,400	41,127	411,273

GRANTS FUND

Bureau of Justice Assistance - Justice and Mental Health - Identifying and implementing a system for mental health evaluations for arrestees.	270,000	20,000	250,000
Arizona Commerce Authority Grant - Provides support of projects that create new jobs and new capital investment.	250,000	25,000	225,000
FEMA Homeland Security Grants - Hazard Mitigation Grant (Pre-emergency) for fuels mitigation in Wildland Urban Interface; and any other miscellaneous grant opportunities.	250,000	25,000	225,000
Arizona Wildland Hazardous Fuels (WFHF) Grant - Provides for mitigation of risk through reduction of fuels.	213,000	21,300	191,700
Technology Grant - Crime Scene Investigation	200,000	-	200,000
Arizona State Forestry Division - State Fire Assistance Grant (SFA) - Provides for hazardous forest fuels mitigation treatments to protect communities at risk of wildland fire.	169,120	84,560	84,560
Prescott Area Narcotics Task Force - Provides funding for potential drug task force operation support by SWAT.	155,000	-	155,000
Rodeo Grounds Runoff & Sediment - Provides funding to design and construct sediment and runoff control basins to aid in reducing pollutants discharged into Miller Creek.	144,000	54,000	90,000
Miscellaneous Fire Grant Opportunities - Budget to enable the Fire Department to take advantage of grant opportunities that may arise during the fiscal year.	100,000	-	100,000
Arizona Department of Homeland Security - Replacement, repair, rebuilding, of existing fire equipment.	100,000	-	100,000
Arizona Department of Homeland Security - SWAT Equipment Grant - Provides funding for ballistic rifle plates and NIOSH Masks.	88,500	-	88,500
Gang Task Force (GIITEM) - Provides funding for gang and illegal immigration specific enforcement.	85,000	-	85,000
Arizona Department of Transportation - Vehicle Impound Reimbursement - Accounts for impound fees and related expenses.	80,000	-	80,000
Victim Advocacy - Provides funding for a civilian advocate to assist victims real-time of domestic violence.	70,000	-	70,000

GRANTS FUND

Community Development Block Grant (CDBG) - West Yavapai Guidance Clinic - Provides funding to cover the cost of parking lot asphalt removal and replacement.	61,671	-	61,671
Miscellaneous Library Grant Opportunities - Budget to enable the Library to take advantage of grant opportunities that may arise during the fiscal year.	50,000	-	50,000
Tohono O'odham Nation Grant - Arizona Wildfire and Incident Management Academy - Tribal grants for wildland firefighter education and training.	50,000	-	50,000
Gila River Indian Community Grant - Arizona Wildfire and Incident Management Academy - Tribal grants for wildland firefighter education and training.	50,000	-	50,000
Community Development Block Grant (CDBG) - Administration of Entitlements - Provides funding to cover the cost of administering the CDBG grants allocated to the City.	48,000	-	48,000
Miscellaneous Grant Fund Revenues - Police Safety Equipment	47,000	-	47,000
Community Development Block Grant (CDBG) - Women's Shelter	46,963	-	46,963
RICO Grant - Provides funding for radio console replacement and work station upgrades in the Regional Communications center.	45,000	-	45,000
Governor's Office of Highway Safety - DUI Enforcement Regional Grant - Provides funding for officers' overtime costs and equipment associated with special DUI traffic enforcement.	42,000	-	42,000
ADA Dexter Grant - Provides funding to correct deficiencies in sidewalks, ramps and other pedestrian access areas to maintain compliance with ADA requirements throughout the City.	35,126	-	35,126
Arizona Governor's Office - STOP Grant - Training on sexual assault.	33,750	6,750	27,000
Yavapai Flood Control District - FEMA Flood Insurance Rate Maps Update.	33,710	-	33,710
Judicial Collection Enhancement Fund and Fill the Gap - Provides funding for court collection efforts.	31,000	-	31,000
Community Development Block Grant (CDBG) - Adult Care Service -	20,000	-	20,000

GRANTS FUND

Governor's Office of Highway Safety - Selective Traffic Enforcement - Provides funding for overtime involving traffic safety and related equipment.	18,000	-	18,000
Community Development Block Grant (CDBG) - Coalition for Compassion and Justice - Provides funding to assist in purchase of commercial range hood for code compliance.	17,889	-	17,889
Yavapai County Board of Supervisors - Forensics Academy Crime Scene Training.	16,000	-	16,000
Yavapai County Board of Supervisors - Fuels Mitigation for Fire Wise - Title III.	15,000	-	15,000
Department of Justice - JAG Grant - Purchase Ballistic Plates.	15,000	-	15,000
Community Development Block Grant (CDBG) - Meals on Wheels - Provides funding to assist Prescott Meals on Wheels to provide hot and nutritious meals.	11,096	-	11,096
Community Development Block Grant (CDBG) - Alzheimer's Association - Provides funding to expand care and support program for patients with an emphasis on the caregivers' education and support.	7,500	-	7,500
Bureau of Justice Assistance Equipment Grant - Provides funding for bullet proof vests.	6,000	3,000	3,000
Library Graphic Novels Grant - Provide support to a Library that would like to expand it existing graphic novel services and programs.	5,000	-	5,000
State Farm - Smoke Detectors	5,000	-	5,000
Alzheimer's Grant - Grant to develop pilot program to prevent and respond to missing persons with Alzheimer's.	5,000	-	5,000
Police Canine Grant - Yavapai County Community Foundation Grant for K-9 programs assist in funding the K-9 unit in the City.	4,500	-	4,500
Arizona State Parks - Historic Preservation Grant - Provides funding for conferences, training and publications.	550	-	550
Total	4,847,775	280,737	4,567,038

MISCELLANEOUS GIFTS AND DONATIONS FUND

Mission: To 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** – Coordinated and participated in the 17th 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 $17,960.

- **Police Scholarship Gift –** The Police Scholarship program helps benefit this year's Youth Role Model Scholarship program for selected graduating Prescott High School seniors.

- **Police Explorers Gift -** An Explorer is a person who is affiliated with the Boy Scouts of America. Our advisors strive to help each Explorer understand what a patrol officer's duties are along with building good character for you and others. As an Explorer you can participate in our ride along program where you can see how officers complete various patrol duties.

- **Police K-9 gifts –** The City received gifts from multiple donors to purchase supplies necessary for police dogs.

- **Fire Wildland Gift –** Funds given to support the fuels management program in the City of Prescott.

- **Fire Honor Guard –** Fire Honor Guard gifts benefit the Prescott City Fire Honor Guard for uniforms and supplies.

- **Fire Gift –** Fire Department gifts benefit the Prescott City Fire Department for any miscellaneous needs.

- **Friends of the Library Gift** - The role of the Friends of the Prescott Public Library is that of a catalyst, matching the special interests of potential donors with specific Library needs. The funds and management of the Friends of the Prescott Public Library exist separate and apart from the City of Prescott and its appointees. The Friends organization is committed to building a greater library, but it will not use funds it raises to meet library needs that are traditionally the responsibility of the City of Prescott (i.e. personnel & operations). Rather, Friends resources will be devoted exclusively to developing and augmenting Library resources which are not otherwise provided for.

- **Library gifts** - funds are received from various donors to provide funds to purchase additional library materials.

- **Gifts for Special Needs –** benefit the Prescott Special Needs Activity Program.

- **Bike Maps Gift -** The Bike Maps gift helps benefit the "Share the Trail" maps around the City.

- **Open Space Maintenance Gift –** benefits the maintenance of many Open Space areas that provide for a range of passive recreational activities.

- **Park Ranger Volunteer Gift –** fiscally support the Volunteer Park Ranger Program at the City of Prescott.

- **Trails Gift –** fiscally supports the Mile-High Trail System which contains approximately 48 miles of trails including Rails-to-Trails projects along the former Santa Fe Railroad, the Prescott Circle Trail System, and the Greenways Trails System.

MISCELLANEOUS GIFTS AND DONATIONS FUND

- **Various Parks Gifts –** the City receives various donations to support improvements at the City's parks.
- **Graffiti Gift –** The Graffiti gift helps benefit the graffiti removal program.
- **July 4th –** Discovery Communications provided support to the Destination America sponsored celebration on July 4th, 2015 to enhance the fireworks display.
- **Golf Course Gifts –** Gifts to support improvements at the Antelope Hills Golf course.

Summary of Fund

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 221,024	$ 194,635	$ 184,458
Revenues			
Gifts and Donations	114,493	86,250	-
Total Revenues	$ 114,493	$ 86,250	$ -
Expenditures	$ (140,882)	$ (96,427)	$ (235,387)
Budgeted Fund Balance, 6/30	$ 194,635	$ 184,458	$ (50,929)

Significant Expenditure Changes: Throughout the year, the City receives gifts and donations. Some of them are for a specific purpose such as the Shop-with-a-cop program and library bequests, and some are unspecified.

The City is budgeting $235,387 this year to provide spending authority for any donations/bequests that may be received.

ACKER TRUST FUND

Mission: To account for assets willed to the City of Prescott by J.S. Acker and to ensure 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

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 575,766	$ 574,368	$ 571,368
Revenues			
Interest	7,552	7,000	7,000
Total Revenues	$ 7,552	$ 7,000	$ 7,000
Expenditures	$ (8,950)	$ (10,000)	$ (10,000)
Budgeted Fund Balance, 6/30	$ 574,368	$ 571,368	$ 568,368

Significant Expenditures Changes: The Acker Trust's goal is to always maintain a balance and to primarily spend only the interest earnings off the principal. For FY2016, an expenditure allowance in the amount of $10,000 will be made to cover annual scholarships and bequests.

THIS PAGE LEFT BLANK INTENTIONALLY

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.

Summary of Fund

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 344,838	$ 367,098	$ 264,298
Revenues			
Taxes	$ 204,210	$ 75,000	$ 75,000
Special Assessments	700,044	5,045	5,045
Interest Income	32,598	11,017	1,880
Total Revenues	$ 936,852	$ 91,062	$ 81,925
Expenditures			
Principal	$ 860,044	$ 170,045	$ 180,045
Interest	53,689	21,817	15,080
Fiscal Agents Fee	859	2,000	1,000
Total Expenditures	$ 914,592	$ 193,862	$ 196,125
Budgeted Fund Balance, 6/30	$ 367,098	$ 264,298	$ 150,098

Total principal and interest payments for FY2016 will be $195,125 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 $1,000.

DEBT SERVICE FUND

Legal Debt Margins:

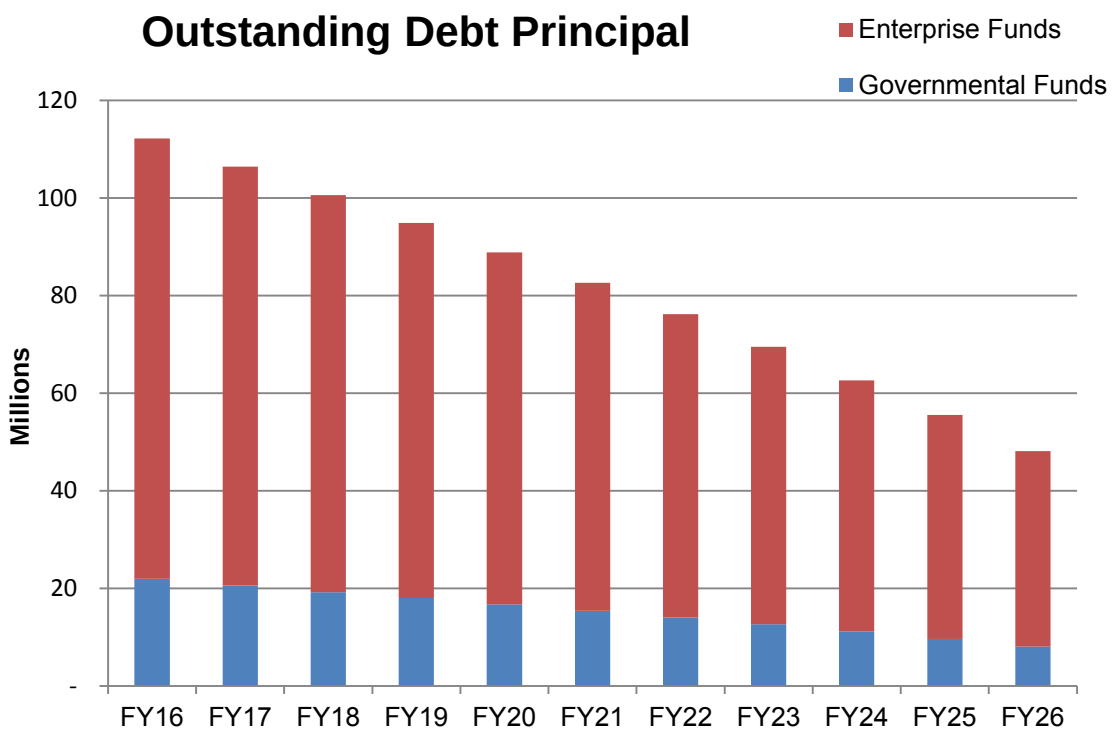
Under the provisions of the Arizona Constitution, outstanding general obligation bonded debt for combined water, sewer, lighting, parks, open space and recreational purposes may not exceed 20% of a city's net secondary assessed valuation. Outstanding general obligation bonded debt for other general municipal purposes may not exceed 6% of a city's net secondary assessed valuation. As of June 30, 2015, the City is well within its debt limits, having $123.9 million in borrowing capacity in the 20% category, and $37.2 million in borrowing capacity in the 6% category. Calculations for these figures are included in the following chart:

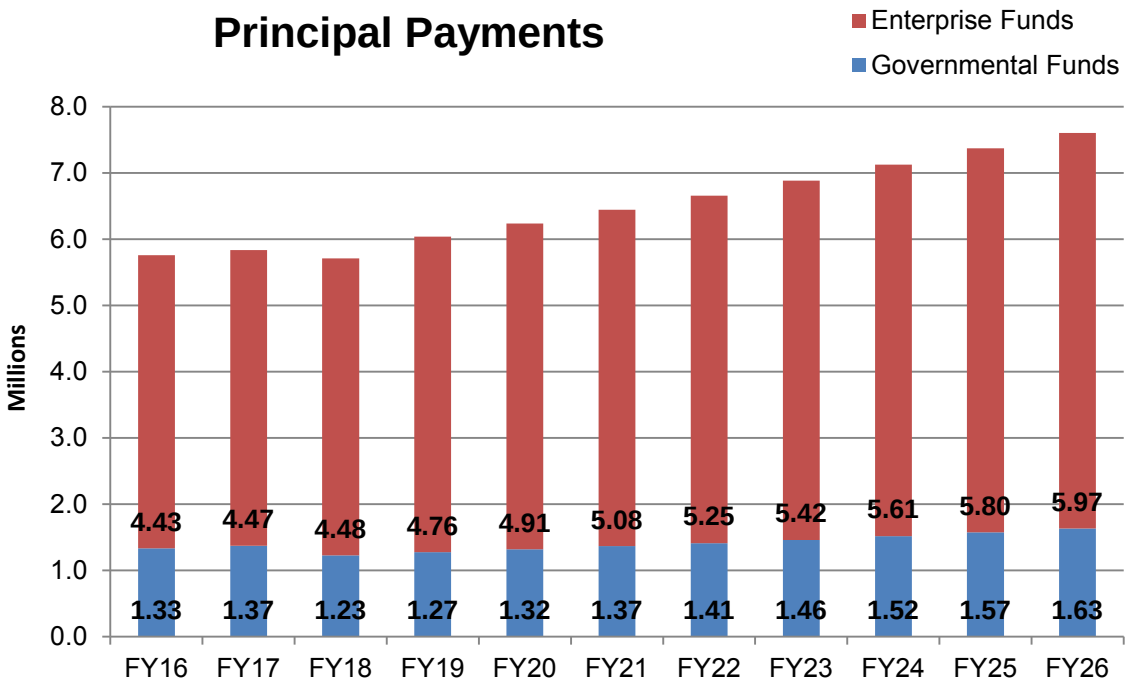
	General Obligation Bonds	
	All Others 6%	**Water & Sewer 20%**
Legal Debt Limitation		
Secondary Assessed Valuation - $621,227,271	$ 37,273,636	$ 124,245,454
Outstanding Debt		
Municipal facilities & refunding bond series 2007	-	355,000
Total outstanding debt	-	355,000
Total margin available	37,273,636	123,890,454
Total debt applicable to the limit as a percentage	0.0%	0.3%

Although the following charts are not particularly related to the Debt Service Fund specifically, they are intended to provide information on City-wide debt obligations. The debt service payments for all other debt besides the General Obligation bonds are accounted for in their respective funds.

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

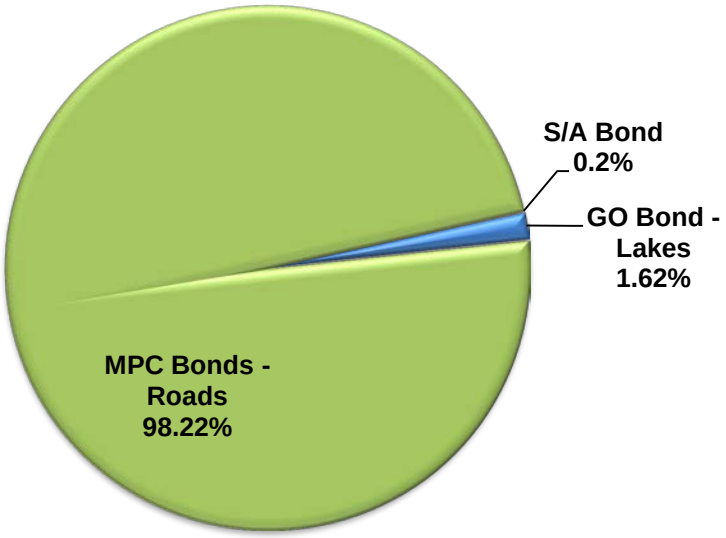
DEBT SERVICE FUND



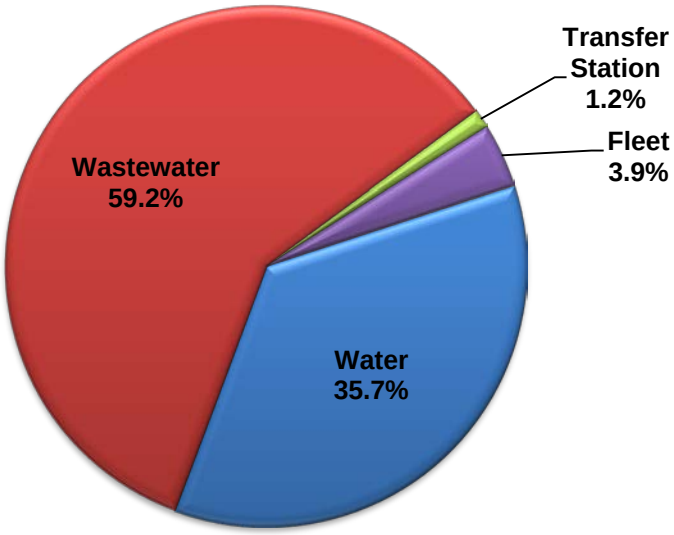


DEBT SERVICE FUND

Governmental Debt



Enterprise Fund Debt



ENTERPRISE FUNDS

WATER

WASTEWATER

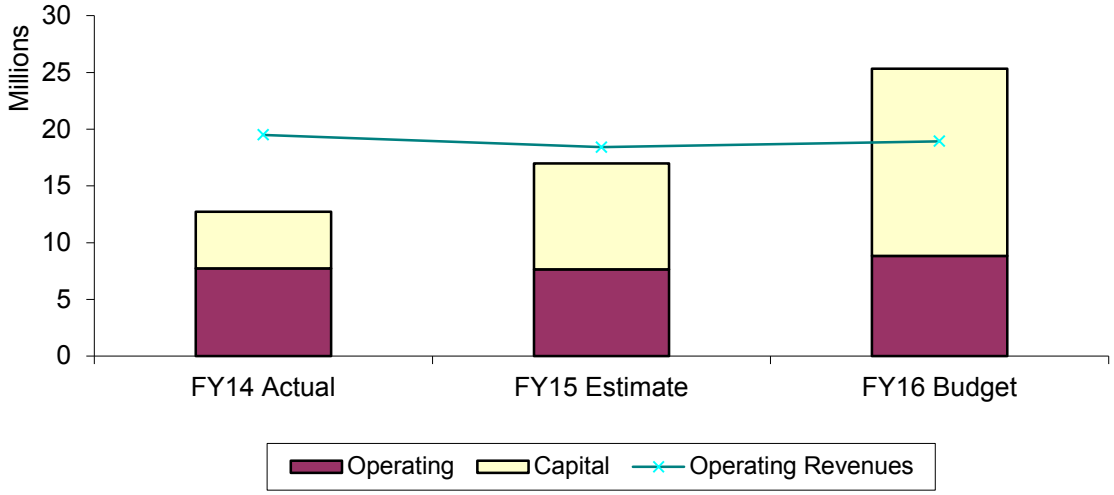
SOLID WASTE/TRANSFER STATION

AIRPORT

GOLF COURSE

WATER FUND

The purpose of the Water Fund is to insure a safe and reliable supply of water to the City's customer base through the protection of existing supplies, the acquisition of new supplies, and the continued maintenance and upgrade of the existing water delivery infrastructure. All activities necessary to provide this service are accounted for in this fund. Emphasis will continue to be placed on upgrading the City's water system during FY2016 through system improvements. The capital program will replace deficient infrastructure as standalone projects or in conjunction with street projects. The operations annual work program is focused on providing continuous service without disruption by performing preventative and predictive maintenance on existing infrastructure.



The water fund budget for FY2016 totals $27,755,492 including $2,591,268 in Water Resource Management and $3,539,304 in Water System Impact. FY2016 revenues are estimated at $20,436,113 (Water Utilities - $15,007,696, Aquifer Protection Fee $261,723, Alternative Water Sources - $1,847,309, Water System Impact - $1,504,545, and Water Resource Development - $1,814,840).

Combined Water Fund Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 27,741,879	$ 35,534,432	$ 36,169,981
Water Revenues	33,330,346	20,445,003	20,436,113
Water Expenditures	(25,537,793)	(19,788,690)	(27,755,492)
Net Transfers In/(Out)	-	(20,764)	(6,748)
Budgeted Fund Balance, 6/30	$ 35,534,432	$ 36,169,981	$ 28,843,854

WATER FUND

Combined Water Fund Revenues

Revenue Source	FY14 Actual	FY15 Estimate	FY16 Budget
Water Utilities			
Water Sales	$12,625,252	$13,770,000	$14,742,550
Interest Income	327,389	200,000	67,446
Water Connection Fees	214,022	170,000	170,000
Federal Grant	-	-	-
Bond Proceeds (WIFA)	2,964,101	805,260	-
Miscellaneous	221,056	30,700	27,700
Total Water Utilities	$16,351,820	$14,975,960	$15,007,696
Aquifer Protection			
Aquifer Protection Fee	$ -	$ 127,503	$ 261,723
Total Aquifer Protection	$ -	$ 127,503	$ 261,723
Alternative Water Sources			
Bond Proceeds (WIFA)	$ 2,052,836	$ -	$ -
Alternative Water Source Fees	1,406,236	1,708,154	1,750,000
Intergovernmental Contributions	-	2,548	39,061
Interest Income	87,864	65,000	58,248
Miscellaneous	3,014	150	-
Total Alternative Water Sources	$ 3,549,950	$ 1,775,852	$ 1,847,309
Water System Impact			
Water System Impact Fee	$ 1,194,920	$ 1,496,263	$ 1,490,851
Bond Proceeds (WIFA)	2,367,016	535,000	-
Interest Income	4,027	1,500	13,694
Total Water System Impact	$ 3,565,963	$ 2,032,763	$ 1,504,545
Water Resource Development			
Bond Proceeds (WIFA)	$ 8,211,346	$ -	$ -
Intergovernmental Contributions	471,355	803,135	956,718
Water Resource Development Fee	1,174,188	725,440	851,213
Interest Income	5,724	4,350	6,909
Total Water Resource Development	$ 9,862,613	$ 1,532,925	$ 1,814,840
Total Revenues	$33,330,346	$20,445,003	$20,436,113

Explanation of Water Fund Revenues:

Water Sales: Water rates were last adjusted on January 1, 2014. During FY2014 and FY2015 the City contracted with Raftelis Financial Consultants on a utility rate update. The rate changes continue to encourage conservation through an inverted pyramid rate structure. Water sales are projected at $14,742,550 in FY2015 compared to an estimated $13,770,000 for FY2015 representing a 7.0% change. This revenue is very weather sensitive.

WATER FUND

The following chart represents the water sales revenues received since FY2005:

Water Sales

Fiscal Year	Revenues	% Change from Previous Year
2005	7,139,120	13.3%
2006	6,345,783	-11.1%
2007	8,095,182	27.6%
2008	11,272,385	39.2%
2009	10,716,675	-4.9%
2010	9,971,066	-7.0%
2011	10,956,766	9.9%
2012	11,901,210	8.6%
2013	12,744,638	7.1%
2014	12,625,252	-0.9%
2015 (est)	13,770,000	9.1%
2016 (est)	14,742,550	7.1%

Water System Impact Fee (formerly Water Buy-In Fees): Water system impact fees were adjusted during FY2014 in conjunction with Raftelis Financial Consultants. This fee is assessed during the building permit process and is based on location of development (service area) and meter size. The FY2014 fee study set forth a fee schedule that ranges from $827 for a 5/8" x ¾" meter in service area A to $218,116 for an 8" meter in service area E. This adjustment was predicated upon growth related projects, derived from the City's hydraulic utility models, needed in future years in conjunction with Arizona Revised Statutes 9-463.05.

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

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.

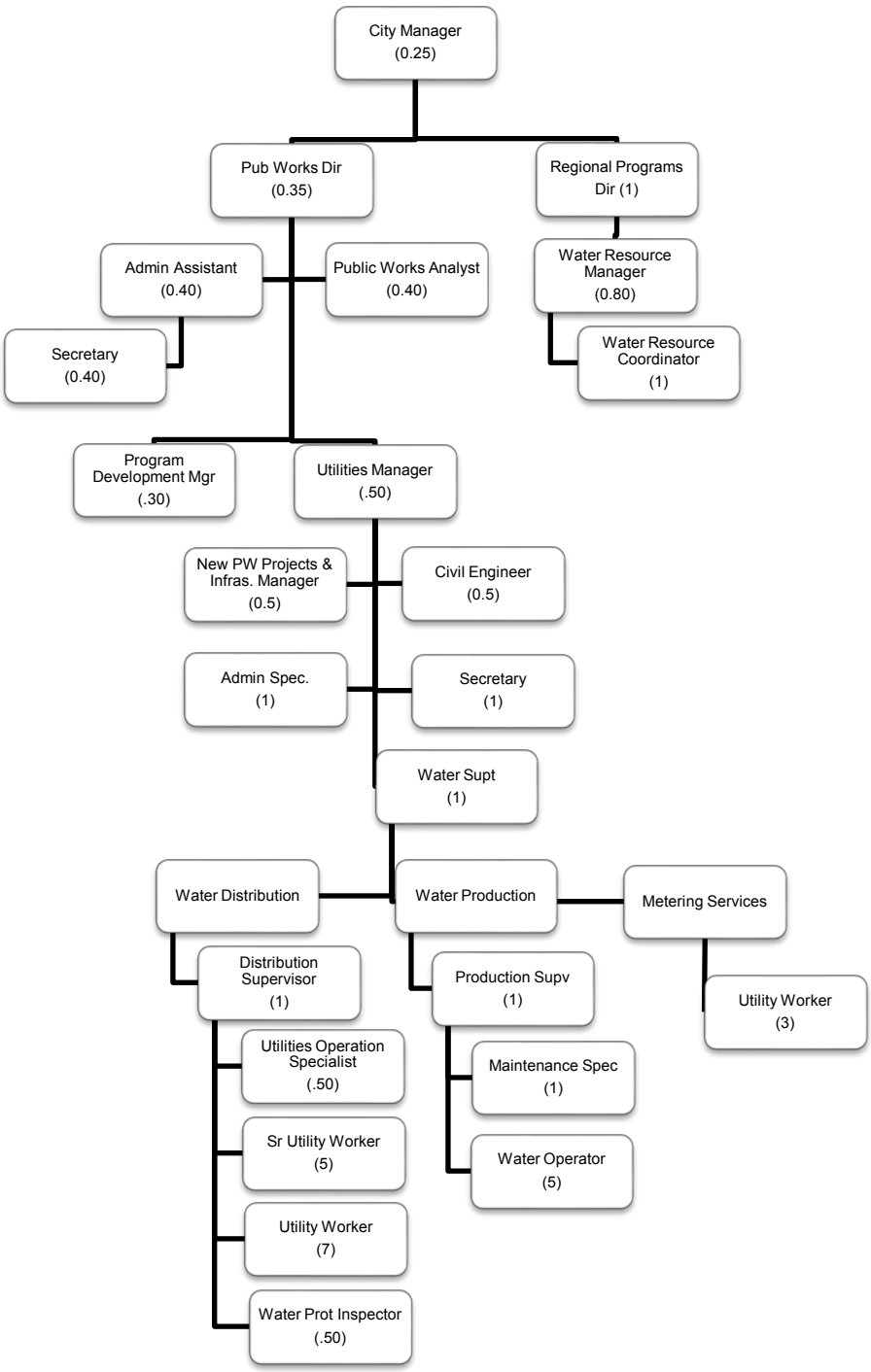
Miscellaneous: Miscellaneous income encompasses NSF charges, sales tax accounting allowance and other minor fees that may be collected by this fund throughout the year.

Alternative Water Sources: This is a surcharge fee based on water consumption to cover the research and implementation costs of alternative water sources. Effective January 1, 2015 the fee is $0.87/1,000 gallons.

Water Resource Development Fee (formerly Alternative Water Impact Fee): The City of Prescott adjusted the Water Resource Development Fee through a development fee update prepared by Raftelis Financial Consultants. This fee recovers costs associated with acquiring the Big Chino Water Ranch in accordance with Arizona Revised Statutes 9-463.05. Effective August 1, 2014, this fee is based on the customer's meter size ranging from $1,481 for a 5/8" x ¾" meter to $78,990 for an 8" meter. It is anticipated that the City will receive $851,213 in revenues during FY2016.

WATER FUND

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. Pursuant to the intergovernmental agreement, the Town of Prescott Valley is responsible for 45.9% of the costs associated with the water ranch ($534,112 in FY16)



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

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 2,802,790	$ 2,842,319	$ 2,612,134
Supplies	687,778	707,343	716,475
Other Services & Charges	4,591,067	4,460,052	5,846,726
Debt Service	12,827,581	2,803,500	2,426,963
Capital Outlay/Projects	4,970,025	9,324,384	16,509,936
Cost Recovery	(341,448)	(348,908)	(356,742)
Total	$25,537,793	$19,788,690	$27,755,492
Authorized Staffing Level	41.65	42.80	38.15
Utility Billing	4.75	4.75	4.75
Metering Services	4.15	4.20	4.20
Water Utilities Admin.	7.45	8.00	3.55
Water Production	7.75	8.00	7.90
Water Distribution	14.25	14.90	14.90
Alternative Water	3.30	2.95	2.85

WATER FUND

Utility Billing

Mission: To produce accurate, understandable utility bills in an efficient, timely manner and provide friendly, courteous and effective customer service to the 23,000+ City utility customers.

Services: The Utility Billing Division produces utility bills for City utility customers and processes utility remittance payments. City utility services include: water, solid waste, and wastewater. The Division serves the City's residential and commercial utility customers by processing service requests for starting, changing, transferring and discontinuing City utility services.

Each month, the Division produces and processes utility bill payments for 23,000+ utility customers and handles 700+ utility service requests and over 3,000 incoming phone calls. We've implemented a courtesy call for delinquent customers. This keeps our off for non pays down to about 120 per month. It also helps to limit the amount of accounts written off. This with our timely collection process of past due accounts reduces the amount of receivables written off.

In addition, we process all monies received by the City including revenues generated by other departments such as the golf course, recreational services and transfer station, as well as receive all payments for utility billing, sales tax and license fees, building permits and impact fees.

Goal: To continue to increase the number of customers that use the convenient payment options we offer. Our long term goal is to get 40% of our customer's using one of these options.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Continue to offer our convenient payment options to current and new customers. Include payment information and sign up forms in the welcome packets. Continue to advertise e-pay and e-mail options.	Number of customers that use Sure-pay per month	5,836	5,900	6,000
	Number of online Bill Pay customers	1,482	1,700	2,000
	Number of E-mail Option customers	1,100	1,600	2,000

Prior Year Results and Outcomes:

Billing

- A total of 202 new accounts were added to the system
- A total of 23,440 accounts are billed on a monthly basis
- A total of 3,493 routine on/off's were performed
- A total of 3,633 meters were re-read
- A total of 1,209 off for non pays/back on's were scheduled
- A total of 175 meters were replaced
- A total of 1,617 customers utilize our e-mail option
- Annual sewer evaluation of 18,783 accounts was performed on time

Customer Service

- Collected and processed 63,770 payments on site

WATER FUND

- Processed 69,903 surepay payments
- Lockbox payments 157,210
- Processed 19,062 online payments
- Approximately 2,500 leak letters sent
- Approximately 1,200 courtesy calls made for delinquent accounts
- Approximately 200 phone calls per day
- A total of 574 one-time credits
- A total of 8,558 promises to pay

Utility Billing
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 254,854	$ 256,629	$ 262,266
Supplies	3,826	3,500	5,000
Other Services & Charges	270,957	297,963	313,628
Cost Recovery	(341,448)	(348,908)	(356,742)
Debt Service	13,295	-	-
Total	$ 201,484	$ 209,184	$ 224,152

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	4.75	4.75	4.75
Utility Billing Manager	1.00	1.00	1.00
Utillity Billing Specialist	1.75	1.75	1.75
Utility Billing Representative	2.00	2.00	2.00

Funding Sources: This Division is funded through cost recovery and water revenues. Costs are recovered from the Wastewater and Solid Waste funds for billing services.

Significant Expenditure Changes: There is a 5% increase in Other Services & Charges for increased billing, postage, and credit card fee costs.

WATER FUND

Meter Services

Mission: To provide exceptional customer service while efficiently and effectively performing monthly reading, providing on/off services, and installing and replacing meters, and responding to customer service calls.

Services: The Metering Services Division is responsible for the scheduled retrieval of all monthly meter reads for billing purposes. Install meters and perform change out on damaged or malfunctioning equipment for current/new customer accounts, maintains Automated Meter Read equipment and software. Follow up on abnormal readings and coordination with other water sections, Public Works, Utility Billing to resolve problems and customer service issues.

Goal: Read all City water meters accurately on a monthly basis.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Provide 100 % accurate reads on a monthly basis.	Number of meters read per meter reader per month	7,545	7,570	7,590

Goal: Provide superior customer service for all requests and daily operations.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Response to all customer service requests by the next business day.	Respond to customer service requests by the next day of business	95%	95%	100%

Goal: Safely read all large meters in vaults and meters located in remote or difficult access areas.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Implement the conversion for large meters to remote-read. Change out meters based upon age and use analysis.	Average response time for emergency offs	15 min.	15 min.	15 min.

Goal: Assure that all meters are accurate and meet AWWA standards.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Maintain meter boxes (Clean out & Check Meter).	Meter Box Maintenance Occurrences	630	620	630

Goal: Continue development and use of maintenance management system to improve operational strategy and performance based budgeting.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Provide accurate data to track maintenance and operation costs in the maintenance management system.	Percentage of accurate reads	99%	99%	100%

WATER FUND

Goal: Increase efficiency in meter reading routes.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Use new routes to reduce miles and drive time by 10%.	Develop new routes shortening travel distance and time.	N/A	5%	10%

Prior Year Results and Outcomes:

- Staff received certification in forklift operation, confined space, and arc flash hazard
- Staff received portable meter reading instrumentation training
- A total of 220 new meters were added to the system
- A total of 288,288 meters read throughout the City and Chino Valley
- A total of 4,160 meters were re-read
- A total of 1,290 "off for non pays" were performed
- Performed maintenance on 2,740 meters
- Routine meter maintenance was performed to expose and remove debris from meter boxes. This provides improved response times.

Metering Services
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 208,812	$ 222,234	$ 237,401
Supplies	106,389	129,100	125,300
Other Services & Charges	34,433	34,501	45,137
Capital Outlay/Projects	-	-	-
Total	$ 349,634	$ 385,835	$ 407,838

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	4.15	4.20	4.20
Admin. Specialist	1.00	1.00	1.00
Secretary[1]	0.15	0.20	0.20
Utility Worker	3.00	3.00	3.00

[1] 40% of Secretary charged to Water Production and 40% charged to Water Distribution.

Funding Sources: This Division is funded by water revenues.

Significant Expenditure Changes: The 6% increase in Personnel is a result of a reclassification of the Meter Reader positions to Utility Worker positions. The 30% increase in Other Services & Charges relates to expected increases in equipment and vehicle maintenance.

WATER FUND

Water Utilities Administration

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.

Services: Water Administration provides 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

- Pleasant Street Water and Sewer Main Replacement
- Smoketree Water Main Improvements
- Willow Creek Transition Main Replacement and Scour Protection
- Zone 12 Interconnect Pump Station and Check Valves
- Zone 24/27 – Water Main Replacement
- 12" Line Meadowbrook, Forest Hills – Thumb Butte Rd to Thumb Butte Tank
- 12" Skyline, Horizon, Lookout – Upper Thumb Butte Pump Station to Upper Thumb Butte Tank
- Zone 56 – Yavapai Hills Lower Pump Station
- Zone 101 Pump Station Improvements

Water Projects – Construction

- Airport Recovery Well 3 Development, Building and Equipping Design
- Chino Piping Reconfiguration
- Pleasant Street Water and Sewer Main Replacement
- Small Water Main Upgrades Phase 1 and Phase 2
- White Spar Water Main Improvements
- Willow Creek Transition Main Replacement and Scour Protection
- Zone 12 Interconnect Pump Station and Check Valves
- Zone 27 Tank, Water Main and Pump Station
- Zone 101 Pump Station Improvements

WATER FUND

Water Utilities Administration
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 781,246	$ 714,988	$ 400,439
Supplies	9,224	6,826	10,825
Other Services & Charges	633,735	886,714	1,135,480
Debt Service	1,214,606	1,282,793	1,282,188
Capital Outlay/Projects	13,837	-	410,000
Total	$ 2,652,648	$ 2,891,321	$ 3,238,932

Capital Outlay/Projects	
Vehicle Replacements	410,000
Total Capital Outlay/Projects	$ 410,000

Funding Sources: This Division is funded through water utilities revenues which include water sales, interest income, connection fees, and miscellaneous other income.

Significant Expenditure Changes: There is a 44% decrease in Personnel when comparing FY2015 estimated endings to the FY2016 budget. Several positions that provide engineering or project management support to the water projects were being allocated based on a percentage basis. Beginning with FY2016, these positions are now 100% in the Engineering Fund and will charge their time to specific projects based on hours worked. Other Services & Charges experienced an increase of 28% which is largely due to increases in internal service charges (information technology City administration, human resources, accounting, legal, insurance, and facilities maintenance).

WATER FUND

Water Utilities Administration
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	7.45	8.00	3.55
Public Works Director[1]	0.35	0.35	0.35
Program Dev. Manager[2]	0.50	0.50	0.30
City Engineer[3]	0.30	0.30	0.00
Utilities Manager[4]	0.50	0.50	0.50
Capital Program Manager[5]	0.75	0.75	0.00
Senior Project Manager[6]	0.00	0.75	0.00
Civil Engineer[7]	0.50	0.50	0.50
Capital Project Manager[8]	1.65	1.65	0.00
Sr. Utilities Ops./Infra. Analyst[9]	0.50	0.50	0.00
Real Property Specialist[10]	0.00	0.30	0.00
Water Resource Specialist[11]	0.20	0.20	0.00
Sr. Engineering Technician[12]	0.50	0.50	0.00
Contract Specialist[13]	0.40	0.40	0.00
Water Protection Inspector	0.50	0.00	0.00
Administrative Assistant[14]	0.40	0.40	0.40
Secretary[15]	0.40	0.40	0.40
New PW Projects & Ifra Manager[16]	0.00	0.00	0.50
Public Works Analyst[17]	0.00	0.00	0.40
Water Resource Manager[18]	0.00	0.00	0.20

[1] 35% of Public Works Director charged to Wastewater Administration and 30% charged to Streets Project Administration.

[2] 50% of Program Development Manager charged to Wastewater Administration.

[3] 60% of City Engineer charged to Engineering and 10% charged to Wastewater Administration.

[4] 50% of Utilities Manager charged to Wastewater Administration.

[5] 25% of Capital Program Manager charged to Wastewater Administration.

[6] 25% of Senior Project Manager charged to Wastewater Administration.

[7] 50% of Civil Engineer charged to Wastewater Administration.

[8] 35% of one Capital Project Manager charged to Wastewater Administration.

[9] 50% of Senior Utilities Operations/Infrastructure Analyst charged to Wastewater Administration.

[10] 30% of Real Property Specialist charged to Wastewater Administration, 30% charged to Engineering, and 10% to Planning & Zoning.

[11] 60% of Water Resource Specialist charged to Alternative Water Sources and 20% charged to Wastewater Administration.

[12] 50% of Senior Engineering Technician charged to Wastewater Administration.

[13] 40% of Contract Specialist charged to Wastewater Administration and 20% charged to Alternative Water Sources.

[14] 40% of Administrative Assistant charged to Wastewater Administration and 20% charged to Alternative Water Sources.

[15] 40% of Secretary charged to Wastewater Administration and 20% charged to Alternative Water Sources.

[16] 50% of New Public Works Projects & Infrastructure Manager charged to Wastewater Administration

[17] 40% of Public Works Analyst charged to Wastewater Administration and 20% charged to Streets Administration

[18] 60% of Water Resource Manager charged to Alternative Water Sources and 20% charged to Wastewater Administration.

WATER FUND

Water Fund Improvements

Mission: To monitor the expenses associated with water projects not necessarily related to a specific division.

Water Capital Improvements
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Capital Outlay/Projects	$ 3,224,688	$ 5,426,884	$11,850,133

Significant Expenditure Changes: The Public Works Department budgets for system improvements through a capital program. The capital program will replace deficient infrastructure as standalone projects or in conjunction with street projects. Please see the following page for a list of projects comprising this $11,850,133 budget. More information on these projects can be found in the Capital Improvement Plan Chapter.

WATER FUND

Water Capital Improvements
Capital Outlay/Projects

Main Line Replacements	$ 2,000,278
Dam Repairs	1,000,000
Smoke Tree Lane Reconstruction from Willow Creek to Birchwood Cove	980,000
West Airport Distribution System Loop (Willow Creek Road Realignment)	705,200
Zone 24/27, Water Pipeline Upsizing – from Thumb Butte Rd to Upper…	655,455
Zone 12 Interconnection Pump Station	610,000
Zone 16 Improvements, Virginia Pumpstation, Haisley Tank and Pipelines	600,000
Transmission Main Scour Protection within Willow Creek	530,000
Production Well Rehabilitation	500,000
36″ and 18″ Emergency Check Valve	492,520
Willis-Cortez Intersection Improvements	385,000
12″ Line Sundog Ranch Road – Prescott Lakes Parkway to Bucky's Canyon	335,580
Airport Zone Production Recovery Well #4	300,000
Robinson Drive Pavement Reconstruction	285,000
CIP Water Annual Maintenance	280,000
Undesignated Project	245,000
Zone 56, Prescott Canyon Tank and Piping	240,000
Penn Avenue – Eastwood Drive Pavement Reconstruction	236,000
N. Montezuma Street Pavement Rehabilitation	230,000
City Shop UST Release Clean-up	216,000
Miscellaneous Water Projects	176,000
S. Marina Street Pavement Preservation	175,000
Solar Improvement Project	112,500
Schemmer Drive Pavement Preservation	100,000
Carleton Street Alarcon Street Pavement Reconstruction and Drainage Imp.	90,000
N. Washington/Churchill Pavement Preservation	75,000
Pavement Maintenance and Preservation	50,000
Bashford Court Alley Pavement Preservation	50,000
Crystal Lane Realignment	50,000
Traffic Control Equipment	50,000
Watson and Willow Lakes Enhancement Program (TMDL)	35,000
Trakit9 and GIS Integration Module Upgrades	35,000
Aerial Images and Limited Contours Generation	13,600
As-Built Mylar Scanning	12,000
Total Capital Outlay/Projects	$11,850,133

WATER FUND

Water Production

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.

Services: To provide the City of Prescott with a reliable supply of safe, high quality water, at adequate pressure for fire protection, in a cost-effective manner and in full compliance with regulatory requirements. To manage the maintenance and expansion of water supply infrastructure as needed to effectively support the growth and development of the City of Prescott.

Goal: Meet all U.S. EPA and Arizona Department of Environmental Quality drinking water standards and requirements

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Monitor water quality by sampling as required by the Arizona Department of Environmental Quality and taking any action required to meet standards.	Number of water quality samples collected in (calendar year)	1,080	1,120	1,300
Operate and maintain water system components and water quality monitoring necessary to meet the compliance requirements.	Percentage of samples meeting requirements.	100%	100%	100%

Goal: Maintain an adequate water supply to meet peak demands with reserve capacity

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Manage reservoir and tank levels throughout the City to maintain adequate storage volumes and optimal quality water.	Percentage of time operating at tank optimum levels	90%	95%	100%
	Peak day gallons.	10,553,000	10,700,000	10,790,000

Goal: Be proactive in reducing emergency repairs on well equipment and pump stations

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Monitor performance of existing pumps and explore new technologies to maintain equipment and provide maximum pump efficiency.	Pump Stations improved.	38	38	38
	Pressure reducing stations improved.	35	35	35

Goal: Provide emergency response for pump station and reservoir alarms to avoid disruption to service.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Respond to emergencies within 45 minutes during working hours and 60 minutes after hours.	Respond to emergencies within 30 minutes during working hours and 45 minutes after hours.	95%	95%	95%

WATER FUND

Goal: Continue development and use of maintenance management system to improve operational strategy and performance based budgeting.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Provide accurate data to track maintenance and operation costs in the maintenance management system.	SCADA Upgrades to Water Production Fac.	10	12	18

Prior Year Results and Outcomes:

- Completed Chino Water Treatment Facility piping realignment project.
- Purchased and installed new Calcium Hypochlorite feeders in wells 3 & 4.
- Collected and submitted 1,090 water quality samples to monitor for constituents to meet State and Federal regulations.
- Implemented bi–annual thermal imaging asset assessment program.
- Staff received certification in forklift operation, confined space, and arc flash hazard.
- Implemented cross training plan and in – house supervisor training.
- Produced 6,674 acre-feet of water.
- Performed 10,500 service orders (40/day average).
- Performed 37 flow tests for the Fire Department or external parties for fire flow determination.
- Documented 110 water pump station preventive maintenance checks.
- Documented 60 pressure reducing valve preventive maintenance checks and repairs.
- Performed 32 water tank maintenance checks.
- Implemented in-house daily arsenic testing.
- Commercial meters were routinely tested and/or calibrated.

WATER FUND

Water Production
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 558,614	$ 596,437	$ 610,735
Supplies	197,500	196,100	208,450
Other Services & Charges	2,597,992	2,411,934	2,377,716
Capital Outlay/Projects	13,019	115,000	718,000
Total	$ 3,367,125	$ 3,319,471	$ 3,914,901

Capital Outlay/Projects

Storage Tank Maintenance Program	$ 582,000
Telemetry (SCADA) System Install/Upgrade Program	136,000
Total Capital Outlay/Projects	$ 718,000

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	7.75	8.00	7.90
Comm. Tech. Manager[1]	0.00	0.10	0.00
Water Superintendent[2]	0.50	0.50	0.50
Water Production Supervisor	1.00	1.00	1.00
Maintenance Specialist	1.00	1.00	1.00
Water Operator	5.00	5.00	5.00
Secretary[3]	0.25	0.40	0.40

[1] 80% of Communications Technician Manager charged to Regional Communications and 10% charged to Waste Water Treatment Plant.

[2] 50% of Water Superintendent charged to Water Distribution.

[3] 40% of Secretary charged to Water Distribution and 20% charged to Metering Services.

Funding Sources: This Division is funded through water utilities revenues which include water sales, interest income, connection fees, and miscellaneous other income.

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

WATER FUND

Water Distribution

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.

Services: To distribute water to the City of Prescott that is safe, high quality water, at adequate pressure for fire protection, in a cost-effective manner and in full compliance with regulatory requirements.

Goal: Respond to system wide water issues to minimize water losses and disruptions to service.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Respond to emergencies within 45 minutes during working hours and 60 minutes after hours.	Respond to emergencies within 45 minutes during working hours and 60 minutes after hours	95%	45%	60%

Goal: Provide superior customer service for all requests and daily operations.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Inspect, document and exercise 600 main line valves. Replace faulty main line valves	Services repaired or replaced.	32	40	50

Goal: Maintain water system to reduce leaks and ensure adequate fire flows.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Inspect, document and exercise 400 fire hydrants. Repair or replace identified substandard fire hydrants	Fire hydrants inspected, repaired, or replaced	86	220	400

Goal: Maintain water system maps to provide accurate and prompt response for Blue Stake requests.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Update 50 maps per year.	Map assets updated for Blue stake	46	50	750

Goal: Continue development and use of maintenance management system to improve operational strategy and performance based budgeting.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Survey Utility locations to provide accurate data in maps for tracking maintenance and operation costs in the maintenance management system.	Main line valves inspected	5	320	600
	Water mains repaired.	41	65	60

WATER FUND

Prior Year Results and Outcomes:

- Implemented cross training plan and in-house supervisor training.
- Staff received certification in forklift operation, confined space, and arc flash hazard.
- Staff received training in design plan reading, leak detection.
- Responded to and performed 10,240 Blue Stakes (marking water and sewer facilities).
- Performed 27 inspections for public and private improvement projects.
- Conducted 65 water system shutdowns for public and private improvement projects.
- Repaired 41 mains and 28 service lines.
- Performed 45 water main taps.
- Leak Detection was performed on approximately 65,000 lineal feet of water mains.
- Investigated 135 reported leaks, 65 positive and repaired.
- Performed 590 hydrant inspections. Replaced or repaired 133 fire hydrants.
- 1,425 valves were exercised.
- 23 valves were repaired/replaced.
- 83 valve riser repaired.

WATER FUND

Water Distribution
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 822,261	$ 898,976	$ 927,654
Supplies	361,767	362,462	353,000
Other Services & Charges	231,072	186,438	197,310
Capital Outlay/Projects	81,488	-	-
Total	$ 1,496,588	$ 1,447,876	$ 1,477,964

Water Distribution
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	14.25	14.90	14.90
Water Superintendent[1]	0.50	0.50	0.50
Water Distribution Supervisor	1.00	1.00	1.00
Utilities Operation Specialist[2]	0.50	0.50	0.50
Water Protection Specialist	0.00	0.00	0.00
Water Protection Inspector	0.00	0.50	0.50
Senior Utility Worker	5.00	5.00	5.00
Utility Worker	7.00	7.00	7.00
Secretary[3]	0.25	0.40	0.40

[1] 50% of Water Superintendent charged to Water Production.

[2] 50% of Utilities Operation Specialist charged to Wastewater Treatment Plant.

[3] 40% of Secretary charged to Water Production and 20% charged to Metering Services.

Funding Sources: This Division is funded through water utilities revenues which include water sales, interest income, connection fees, and miscellaneous other income.

Significant Expenditure Changes: No significant changes in expenditures

WATER FUND

Private Development

Mission: To provide an account in which to charge plan reviews of water infrastructure installations for new private developments.

Private Development
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Other Services & Charges	$ 241,814	$ 200,000	$ 250,000

Funding Sources: This Division is funded in its entirety through water utilities revenues which include water sales, interest income, connection fees, and miscellaneous other income.

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. Plan reviews by staff will be charged to this account based on time spent.

WATER FUND

Water Resource Management

Mission: To manage the City of Prescott 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 water customers through conservation, pricing, and other strategies.

Goal: Maintain efforts as a community within the Prescott Active Management Area to achieve safe-yield by 2025.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Review City water history focusing on existing legal documents and water infrastructure for the formulation and implementation of the next series of long-term policies and actions including those related to Big Chino Water Ranch monitoring and modeling.	Assured Water Supply (AWS) Designation	Management to achieve commitment in the D&O	Completed review of City's alternative water supplies, and determination of 2009 D&O water physical availability	Continued management to achieve commitments in the D&O with a focus on treated effluent supplies. D&O modification process to commencement in late CY 2016.
	Develop Long Term Water Policy (formulation and evaluation of water management scenarios including all available/potential resources and conservation measures)	Evaluate ADWR's Fourth Management Plan and its relation to City water management needs.	Continue formulation of Long-Term Water Policy	Conclude formulation of the Long Term Water Policy and provide a draft to the Council's Water Issues subcommittee
	Comprehensive Agreement No.1	Executed contracts for surface water, geophysical and gravity, and weather data collection	Data gathering equipment installed for ephemeral surface water, gravity, and precipitation. First annual report completed	Continued management of the contract

WATER FUND

Water Resource Management
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 177,003	$ 153,055	$ 173,639
Supplies	9,072	9,355	13,900
Other Services & Charges	581,064	442,502	1,527,455
Debt Service	10,974,157	840,930	465,400
Capital Outlay/Projects	51,288	75,000	410,874
Total	$11,792,584	$ 1,520,842	$ 2,591,268

Capital Outlay/Projects

CA Agreement No 1	410,874
Total Capital Outlay/Projects	$ 410,874

Water Resource Management
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	3.30	2.95	2.85
City Manager[1]	0.25	0.25	0.25
Regional Programs Director	1.00	1.00	1.00
Water Resource Manager[2]	0.00	0.00	0.60
Water Resource Specialist[3]	0.60	0.60	0.00
Water Resource Coordinator	0.00	0.00	1.00
Planner	0.35	0.00	0.00
Water Conservation Coord.	0.50	0.00	0.00
Program Manager	0.00	0.50	0.00
Contract Specialist[4]	0.20	0.20	0.00
Administrative Assistant[5]	0.20	0.20	0.00
Secretary[6]	0.20	0.20	0.00

[1] 75% of City Manager charged to City Manager Division.

[2] 20% of Water Resource Manager charged to Water Administration and 20% charged to Wastewater Administration.

[3] 20% of Water Resource Specialist charged to Water Administration and 20% charged to Wastewater Administration.

[4] 40% of Contract Specialist charged to Water Administration and 40% charged to Wastewater Administration.

[5] 40% of Administrative Assistant charged to Water Administration and 40% charged to Wastewater Administration.

[6] 40% of Secretary charged to Water Administration and 40% charged to Wastewater Administration.

WATER FUND

Funding Sources: This Division is funded in through alternative water source fees, water resource development fees, intergovernmental contributions, interest income, and miscellaneous other income.

Significant Expenditures Changes: The increase in FY2015 estimated endings to FY2016 budget is significant in Other Services & Charges as a result of increased operating activity at the Big Chino Water Ranch.

WATER FUND

Water System Impact

Mission: To ensure that new development contributes its proportionate share towards the cost of public infrastructure needed to serve new development.

Water System Impact
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Debt Service	625,523	679,777	679,375
Capital Outlay/Projects	1,585,705	3,707,500	2,859,929
Total	$ 2,211,228	$ 4,387,277	$ 3,539,304

Capital Outlay/Projects		Impact Zone
West Airport Distribution System Loop (Willow Creek Road Realignment)	$ 705,200	B
Smoke Tree Lane Reconstruction from Willow Creek to Birchwood Cove	420,000	C
Zone 16 Improvements, Virginia Pumpstation, Haisley Tank and Pipelines	400,000	G
Zone 24/27, Water Pipeline Upsizing – from Thumb Butte Rd to Upper…	280,909	H
Airport Zone Production Recovery Well #4	300,000	B
Zone 56, Prescott Canyon Tank and Piping	360,000	F
12″ Line Sundog Ranch Road – Prescott Lakes Parkway to Bucky's Canyon	143,820	C
Zone 101, Pump Station	250,000	D
Total Capital Outlay/Projects	$ 2,859,929	

Funding Sources: This Division is funded through water system impact fee revenues collected to contribute to costs associated with infrastructure attributed to new growth.

Significant Expenditures Changes: These funds were created to separate and track funding for projects that are needed due to growth impacts. Starting in FY2015, new Impact Fee Funds were created to identify each district. These impact districts are denoted above as A through H. Information on the individual projects can be located in the Capital Improvement Plan Chapter.

WATER FUND

Aquifer Protection

Mission: To provide a dedicated funding source for design, construction and operation of facilities and implementation of other measures and practices necessary to achieve and maintain water quality mandated by state and federal law applicable to surface, reuse and recharge assets.

Aquifer Protection Fund
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Capital Outlay/Projects	-	-	261,000
Total	$ -	$ -	$ 261,000

Water System Impact
Capital Outlay/Projects

Watson and Willow Lakes Enhancement Program (TMDL)	$ 261,000
Total Capital Outlay/Projects	$ 261,000

Funding Sources: This Water subfund was created when a new fee was added through the Water Rate Study effective January 1, 2015. The fee is assessed as a fixed monthly charge at $0.70 per month for a 5/8" meter.

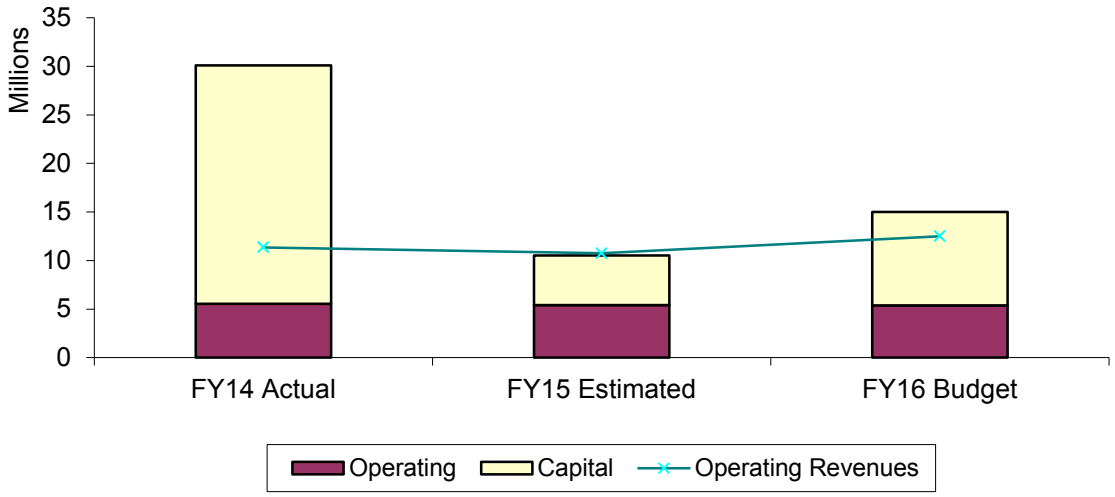
Significant Expenditures Changes: The Aquifer Protection subfund began accumulating fund balance January 1, 2015 and the first capital budget exists for FY2016.

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 approximately 370 miles of main line, 8,800 manholes and 63 lift stations. System maintenance includes main line repairs, manhole rehabilitation, and pump replacement/repairs.

Wastewater collected by the City wastewater system flows to the Wastewater Treatment Plants, where it undergoes a multi-faceted biological process to separate out the solids and treat the water for reuse and recharge. The Wastewater Fund operates and maintains two wastewater treatment plants: Sundog – 6.0 million gallons per day and Airport – 2.2 million gallons per day. All plants are operated in accordance with Environmental Protection Agency and Arizona Department of Environmental Quality standards. The treated water, called effluent, is sold for use in watering golf courses and construction to reduce potable water demand. The solids are used in land application and/or hauled off to a landfill for disposal.

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



Fiscal Year 2016 revenues are estimated at $16,526,281 and expenditures are estimated at $19,372,112.

Combined Wastewater Fund Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 4,895,985	$ 4,332,610	$ 9,130,069
Wastewater Revenues	33,247,600	19,706,340	16,526,281
Wastewater Expenditures	(33,810,975)	(14,891,578)	(19,372,112)
Net Transfers In/(Out)	-	(17,303)	(5,624)
Budgeted Fund Balance, 6/30	$ 4,332,610	$ 9,130,069	$ 6,278,614

WASTEWATER FUND

Wastewater Fund Revenues

Revenue Source	FY14 Actual	FY15 Estimate	FY16 Budget
Wastewater Utilities			
Bond Proceeds (WIFA)	$ 4,377,080	$ 1,330,436	$ -
Wastewater User Charges	9,968,403	9,900,000	11,688,857
Effluent Sales	639,765	599,000	563,833
Interest Earned	120,878	75,000	78,026
Miscellaneous	630,111	167,800	172,700
Total Wastewater Utilities	$ 15,736,237	$ 12,072,236	$ 12,503,416
Wastewater System Impact			
Bond Proceeds (WIFA)	$ 17,172,424	$ 5,321,744	$ 2,666,286
Wastewater Impact Fees	338,939	2,312,360	1,343,549
Interest Earned	-	-	13,030
Total Wastewater System Impact	$ 17,511,363	$ 7,634,104	$ 4,022,865
Total Revenues	$ 33,247,600	$ 19,706,340	$ 16,526,281

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 were evaluated during the FY15 utility rate update prepared by Raftelis Financial Consultants. With the increased rate, wastewater revenues are projected at $11,688,857 in FY2016 compared to $9,900,000 for FY2015 representing an 18% increase. Below is a summary of Wastewater utility fees collected from Fiscal Years 2005-2016.

Wastewater Fees

Fiscal Year	Revenues	% Change
2005	3,914,983	6.88%
2006	3,887,777	-0.69%
2007	4,148,814	6.71%
2008	4,225,537	1.85%
2009	5,589,293	32.27%
2010	6,063,719	8.49%
2011	7,019,393	15.76%
2012	8,232,761	17.29%
2013	9,000,507	9.33%
2014	9,968,403	10.75%
2015 (est)	9,900,000	-0.69%
2016 (est)	11,688,857	18.07%

WASTEWATER FUND

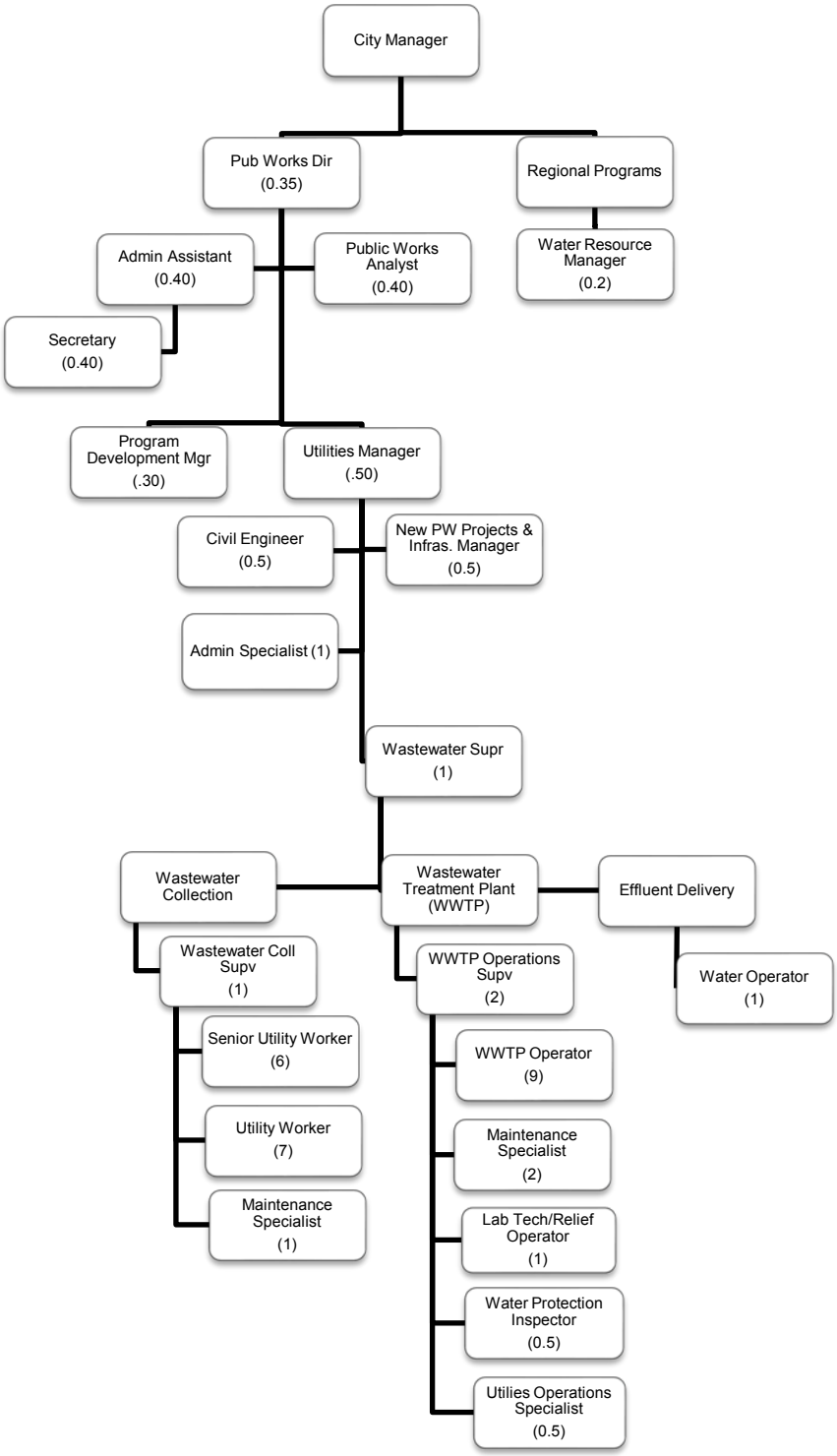
Wastewater Impact Fees (formerly Wastewater Buy-In Fees): Wastewater system impact fees were adjusted during FY2014. This fee is assessed based on location of development (service area) and meter size. The FY2014 fee study modified the service unit (fixtures to meter size) which yielded fees ranging from $193 for a 5/8" x ¾" meter in service area A to $189,980 for an 8" meter in service area G. This adjustment was predicated upon growth related projects, derived from the City's hydraulic utility models, needed in future years in conjunction with Arizona Revised Statutes 9-463.05.

Effluent Sales: The City of Prescott charges for the sale of effluent. This revenue category reflects the sale of effluent to Hassayampa and Prescott Lakes golf courses. 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 courses. Finally, budget numbers include the rechargeable effluent fee that is charged to the Water Fund. This is the 18th 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

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 2,372,799	$ 2,628,628	$ 2,617,605
Supplies	418,310	392,702	516,410
Other Services & Charges	2,776,342	2,398,241	2,251,651
Cost Recovery	(18,659)	-	-
Debt Service	3,703,137	4,384,360	4,369,966
Capital Outlay/Projects	24,559,046	5,087,647	9,616,480
Total	$33,810,975	$ 14,891,578	$19,372,112
Authorized Staffing Level	35.10	37.40	36.55
Wastewater Utilities Admin	5.85	5.90	3.55
Wastewater Treatment Plant	14.00	16.50	16.00
Wastewater Collection	14.25	14.00	16.00
Effluent Delivery	1.00	1.00	1.00

WASTEWATER FUND

Wastewater Utilities Administration

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

- Pleasant Street Water and Sewer Main Replacement
- Sewer Mainline Replacement/ Rehabilitation
- Sundog Trunk Main

Sewer Projects – Construction

- Airport WRF Phase 1 Expansion Construction
- Cliff Rose Lift Station Replacement
- Pleasant Street Water and Sewer Main Replacement
- Sewer Mainline Replacement/ Rehabilitation Design
- Willow Creek Transition Main Replacement and Scour Protection

Wastewater Utilities Administration
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 519,723	$ 536,769	$ 402,552
Supplies	4,590	5,279	8,150
Other Services & Charges	793,770	1,006,723	898,172
Debt Service	1,654,208	1,795,935	1,782,905
Capital Outlay/Projects	-	-	282,000
Total	$ 2,972,291	$ 3,344,706	$ 3,373,779

Expenditure Summary

Vehicle Replacements	$ 282,000
Total Capital Outlay/Projects	$ 282,000

Funding Sources: This Division is funded through wastewater revenues which include user charges, effluent sales, interest income, and miscellaneous other income.

Significant Expenditures Changes: There is a 25% decrease in Personnel when comparing FY2015 estimated endings to the FY2016 budget. Several positions that provide engineering or project management support to the water projects were being allocated based on a percentage basis. Beginning with FY2016, these positions are now 100% in the Engineering Fund and will charge their time to specific projects based on hours worked.

WASTEWATER FUND

Wastewater Utilities Administration
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	5.85	5.90	3.55
Public Works Director[1]	0.35	0.35	0.35
Program Dev. Manager[2]	0.50	0.50	0.30
City Engineer[3]	0.10	0.10	0.00
Utilities Manager[4]	0.50	0.50	0.50
Capital Program Manager[5]	0.25	0.25	0.00
Senior Project Manager[6]	0.00	0.25	0.00
Civil Engineer[7]	0.50	0.50	0.50
Capital Project Manager[8]	0.75	0.75	0.00
Sr. Utilities Ops./Infra. Analyst[9]	0.50	0.50	0.00
Real Property Specialist[10]	0.00	0.30	0.00
Water Resource Specialist[11]	0.20	0.20	0.00
Sr. Engineering Technician[12]	0.50	0.50	0.00
Contract Specialist[13]	0.40	0.40	0.00
Water Protection Inspector	0.50	0.00	0.00
Administrative Assistant[14]	0.40	0.40	0.40
Secretary[15]	0.40	0.40	0.40
Public Works Analyst[16]	0.00	0.00	0.40
New PW Projects & Infrastructure Manager[17]	0.00	0.00	0.50
Water Resource Manager[18]	0.00	0.00	0.20

[1] 35% of Public Works Director charged to Water Administration and 30% charged to Streets Project Administration.

[2] 40% of Program Development Manager charged Streets Admin, 30% to Water Administration.

[3] 60% of City Engineer charged to Engineering and 30% charged to Water Administration.

[4] 50% of Utilities Manager charged to Water Administration.

[5] 75% of Capital Program Manager charged to Water Administration.

[6] 75% of Senior Project Manager charged to Water Administration.

[7] 50% of Civil Engineer charged to Water Administration.

[8] 25% of Capital Project Manager charged to Water Administration.

[9] 50% of Senior Utilities Operations/Infrastructure Analyst charged to Water Administration.

[10] 30% of Real Property Specialist charged to Water Administration, 30% charged to Engineering, and 10% to Planning & Zoning.

[11] 60% of Water Resource Specialist charged to Alternative Water Sources and 20% charged to Water Administration.

[12] 50% of Senior Engineering Technician charged to Water Administration.

[13] 40% of Contract Specialist charged to Water Administration and 20% charged to Alternative Water Sources.

[14] 40% of Administrative Assistant charged to Water Administration and 20% charged to Alternative Water Sources.

[15] 40% of Secretary charged to Water Administration and 20% charged to Alternative Water Sources.

[16] 40% of Public Works Analyst charged to Water Administration and 20% charged to Streets Administration

[17] 50% of New Public Works Projects & Infrastructure Manager charged to Water Administration

[18] 60% of Water Resource Manager charged to Alternative Water Sources and 20% charged to Waster Administration.

WASTEWATER FUND

Wastewater Improvements

Mission: To monitor the expenses associated with wastewater projects not necessarily related to a specific division.

Wastewater Capital Improvements
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Other Services & Charges	$ 25,224	$ -	$ -
Capital Outlay/Projects	5,783,680	2,644,992	7,689,966
Total	$ 5,808,904	$ 2,644,992	$ 7,689,966

Capital Outlay/Projects	
Sundog Trunk Main	$ 1,599,772
Fluoride Reduction	1,550,000
Main Line Replacements	926,021
Sewer Mainline Rehabilitation	750,000
Sundog Wastewater Treatment Plant Improvements	550,000
Sundog Equalization Basin	300,000
Storage Tank Maintenance Program	300,000
Penn Avenue – Eastwood Drive Pavement Reconstruction	236,000
CIP Wastewater Annual Maintenance	220,273
N. Montezuma Street Pavement Rehabilitation	200,000
Miscellaneous Wastewater Projects	181,000
Robinson Drive Pavement Reconstruction	171,000
Undesignated Project	168,000
Bashford Court Alley Pavement Preservation	150,000
Smoke Tree Lane Reconstruction from Willow Creek to Birchwood Cove	80,000
City Shop UST Release Clean-up	54,000
N. Washington/Churchill Pavement Preservation	50,000
Solar Improvement Project	37,500
Pavement Maintenance and Preservation	35,000
Trakit9 and GIS Integration Module Upgrades	35,000
Watson and Willow Lakes Enhancement Program (TMDL)	35,000
Carleton Street Alarcon Street Pavement Reconstruction & Drainage Improv.	20,000
Willis-Cortez Intersection Improvements	20,000
Aerial Images and Limited Contours Generation	13,600
As-Built Mylar Scanning	7,800
Total Capital Outlay/Projects	$ 7,689,966

WASTEWATER FUND

Wastewater Treatment

Mission: To protect public health and the environment by providing high quality wastewater treatment services in an effective, efficient, and responsive manner. To always meet State regulations and stay in compliance with the facilities Aquifer Protection Permit (APP).

Services: Wastewater collected by the City sewer system flows to the Wastewater Treatment Plants, where it undergoes a multi-faceted biological process to separate out the solids and treat the water for reuse and recharge.

Goal: Treat all wastewater to meet and maintain full regulatory compliance.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Utilize the expertise of facility personnel to execute the best operational practices.	1,894 compliance results will meet permit limit requirements.	1,890	1,890	1,890

Goal: Treat all wastewater received to the highest quality for reuse & recharge.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Treat all wastewater to meet regulatory standards for reuse and recharge	Acre-feet of effluent produced at Sundog WWTP	2,730	2,700	2,600
	Acre-feet of effluent produced at Airport WRF	1,250	1,250	1,250

Goal: Treat all wastewater bio-solids to the highest standards for land application and landfill.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Operate digesters and solids dewatering equipment to produce land applicable bio-solids.	Dry tons of bio-solids removed from both treatment plants.	825	800	700

Goal: Reduce operation and maintenance costs.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Maintain a sufficient inventory of replacement parts and equipment.	Percentage of key equipment with parts or replacements in stock.	80%	85%	90%

Goal: Operate anaerobic digester facility solely on methane gas.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Utilize only methane gas produced at the Sundog WWTP for heating demands of the digester facility.	Percentage of time methane used to heat digester.	100%	100%	100%

WASTEWATER FUND

Prior Year Results and Outcomes:

Airport Water Reclamation Facility

- Produced 402,396,362 gallons (1235 ac/ft) of treated effluent for reuse and recharge.
- Competed major facility expansion project and performed start-up on August 4, 2015.
- Hired and trained one additional operator and one new maintenance specialist to supplement operations and maintenance of the larger facility.
- Developed a preventative maintenance program and index for spare parts inventory.
- Equipped the maintenance shop with the necessary tools and equipment to maintain the facility.

Sundog Wastewater Treatment Plant

- Produced 873,043,698 gallons (2679 ac/ft) of treated effluent for reuse and recharge.
- Installed new gas detection equipment in the solids handling building and all three levels of the digester building to maintain a safe work environment and comply with NFPA Standards.
- Conducted training for the digester gas system, chlorine safety, confined space, storm water pollution prevention and sampling procedures. Continued in-house safety training and operator training.
- Completed SCADA conversion project to remove from service a 1990's era SCADA system to current Citect system.
- Performed tank maintenance on the final clarifiers which included pump down, cleaning and inspection.

Water Protection

- Inspected 100 backflow installations for building inspections.
- Sent over 3,500 backflow test due notifications.
- Responded to over 1,100 customer service calls.
- Entered over 1,500 backflow test reports.
- Performed 22 backflow tests.
- Updated customer information in Lucity for over 400 accounts.
- Issued an Industrial Wastewater Discharge Permit to Ester-C

WASTEWATER FUND

Wastewater Treatment Plant
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 923,894	$ 1,139,993	$ 1,136,091
Supplies	258,698	252,000	302,200
Other Services & Charges	1,374,608	858,178	767,061
Capital Outlay/Projects	3,386	62,655	78,000
Total	$ 2,560,586	$ 2,312,826	$ 2,283,352

Capital Outlay/Projects

Telemetry (SCADA) System Install/Upgrade Program	78,000
Total Capital Outlay/Projects	$ 78,000

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	14.00	16.50	16.00
Capital Project Manager[1]	0.40	0.40	0.00
Comm. Tech. Manager[2]	0.00	0.10	0.00
WW Superintendent[3]	0.50	0.50	0.50
WWTP Operations Supervisor	2.00	2.00	2.00
Utilities Operation Specialist[4]	0.00	0.50	0.50
WWTP Operator	8.00	9.00	9.00
WW Lab Tech/Relief Operator	1.00	1.00	1.00
Water Protection Specialist[5]	0.50	0.50	0.50
WWTP Maint. Specialist	1.00	2.00	2.00
Administrative Specialist[6]	0.50	0.50	0.50
Secretary	0.10	0.00	0.00

[1] 60% of Capital Project Manager charged to Wastewater Administration.

[2] 80% of Communications Technician Manager charged to Regional Communications and 10% charged to Water Production.

[3] 50% of Wastewater Superintendent charged to Wastewater Collection.

[4] 50% of Utilities Operation Specialist charged to Water Distribution

[5] 50% of Water Protection Specialist charged to Water Distribution

[6] 50% of Administrative Specialist charged to Wastewater Collection.

Funding Sources: This Division is funded through wastewater revenues which include user charges, effluent sales, interest income, and miscellaneous other income.

Significant Expenditure Changes: There is a 19% increase in from FY2015 estimated endings to the FY2016 budget. This is a result of making sure the budget for supplies is sufficient to not impede operations.

WASTEWATER FUND

Effluent Delivery

Mission: To ensure the availability of high quality effluent from the City's wastewater treatment facilities, and surface water from the City's lakes to the Airport recharge facility and/or end users for beneficial reuse.

Services: The treated water, called effluent, from the wastewater treatment plant 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.

Goal: Provide effluent to meet required customer demand.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Monitor and regulate flows to maintain effluent availability.	Percentage of time that effluent is available for immediate delivery.	100%	100%	100%

Goal: Deliver all surplus effluent to recharge facility.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Monitor and regulate effluent flows for recharge and reuse.	Acre-feet of effluent delivered to recharge.	2,515	2,300	2,400

Goal: Deliver maximum amount of surface water to recharge facility.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Operate and maintain surface water delivery system to convey water to the recharge facility	Acre-feet of surface water delivered to recharge	911	2400	1200

Goal: Divert surface water to meet irrigation water right agreements.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Communicate with downstream users to deliver irrigation waters	Acre-feet of effluent delivered for reuse	1398	1300	1300

Goal: Maintain surface water and effluent delivery facilities.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Perform inspections daily, weekly and quarterly for compliance and O&M	Percent of system inspected quarterly	100%	100%	100%

WASTEWATER FUND

Prior Year Results and Outcomes:

- A total of 893,628,700 gallons (2,742 ac/ft) of surface water combined from Watson Lake and Willow Lake was delivered to the Aquifer Recharge Facility**.**
- A combined total flow of 1,047,712,019 million gallons (3,215 ac/ft) of treated effluent was delivered to the Aquifer Recharge Facility.
- A total of 379,675,068 gallons (1,165 ac/ft) of treated effluent was delivered to the following users:
    - Antelope Hills Golf Course 671 ac/ft
    - Prescott Lakes Golf Course 379 ac/ft
    - Hansen Materials 56 ac/ft
    - Construction Use 60 ac/ft
- Routine inspections were performed on Granite Creek Dam, Willow Lake Dam, and the cross-cut channel connecting the two lakes
- Recharge basins were ripped multiple times to improve percolation rates, and brush was removed from the berms.
- Roads around recharge basins were graded and milled with material from Park Avenue project.
- Surface Water Recharge was executed from Willow Lake on April 1, 2015, the first time since 2010 that resources were available for recharge.

Effluent Delivery
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 72,154	$ 75,230	$ 75,931
Supplies	19,458	9,573	30,660
Other Services & Charges	54,836	38,700	66,638
Total	$ 146,448	$ 123,503	$ 173,229

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	1.00	1.00	1.00
Water Operator	1.00	1.00	1.00

Funding Sources: This Division is funded in its entirety through wastewater revenues which include user charges, effluent sales, interest income, and miscellaneous other income.

Significant Expenditure Changes: Supplies and Other Services & Charges show increases from FY2015 Estimated endings to FY2016 Budget. The budget includes supplies and services that may be necessary to maintain equipment and infrastructure. The estimated actual expenses were less than budgeted in FY2015.

WASTEWATER FUND

Wastewater Collection

Mission: To protect the environment by the proper collection of wastewater in compliance with ADEQ regulations. To provide our customers excellent service at the most economical rate while maintaining our infrastructure and facilities in the best condition possible within our limits.

Services: The Wastewater Collections Division provides operation and maintenance of the City's wastewater collection system, which includes 371 miles of sewer line, 63 lift stations, 7,923 manholes and 1,602 clean outs

Goal: Maintain sewer mains free of system back-ups and overflows.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Clean fifty percent of 333 miles of gravity sewer mains each year.	Percentage of all sewer mains cleaned each year.	62%	68%	60%

Goal: Operate and maintain lift stations to prevent mechanical failures.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Clean all 63 sewer lift stations quarterly or more as needed.	Percentage of all sewer lift stations cleaned quarterly.	100%	100%	100%

Goal: Provide condition assessment for future Capital Improvement Projects.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
CCTV ten percent of 333 miles of gravity sewer mains each year.	Percentage of CCTV on all sewer mains.	9.0%	9.0%	10%

Goal: Provide emergency response for sewer back-ups to minimize overflows and property damage.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Respond to emergencies within 30 minutes during working hours and 45 minutes after hours.	Percentage of emergencies responded to within 30 minutes during working hours and 45 minutes after hours.	100%	100%	100%

Goal: Provide superior customer service at all times.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Respond to non-emergency customer service requests within 24 hours.	Percentage of non-emergency customer service requests responded to within 24 hours.	100%	100%	100%

WASTEWATER FUND

Goal: Continue development and use of maintenance management system to improve operational strategy and performance based budgeting.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Provide accurate data to track maintenance and operation costs in the maintenance management system. Develop master plan to provide implement SCADA at each lift station site.	Percentage of data populated in the maintenance management system.	100%	100%	100%

Prior Year Results and Outcomes:

- Abandoned Ranch #2 Lift Station.
- Purchased new Vac-Con combination cleaning truck.
- Treated 70,030 feet of sewer main with root control herbicide to aid in reducing sanitary sewer overflows and damage to existing sewer lines**.**
- Repaired 13 manholes and raised 24 cleanouts/manholes identified during preventative maintenance of sewer lines.
- Cleaned 1,133,846 feet (215+ miles) of sewer main integral to the structured cleaning program.
- Performed 169,240 feet (32+ miles) of CCTV inspection in sewer mains as part of condition assessment, preventive maintenance, and follow-up inspections.
- A total of 33 spot repairs were performed for sewer main deficiencies identified during CCTV inspections.
- Cleaned a total of 279 Lift Stations as part of the Quarterly Lift Station Maintenance Program.
- Completed 2,102 site visits to lift stations for observation and/or maintenance.
- Performed 26 sewer line taps**.**
- Supported contractors on capital improvement projects through system knowledge of sewer line and manhole locations
- Assisted Wastewater Treatment for 597 hours, Water Distribution for 638 hours, other departments for 563 hours, and 313 hours for utility Blue Stakes.

WASTEWATER FUND

Wastewater Collection
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 857,028	$ 876,636	$ 1,003,031
Supplies	135,564	125,850	175,400
Other Services & Charges	375,657	344,640	419,780
Cost Recovery	(18,659)	-	-
Capital Outlay/Projects	41,006	380,000	300,000
Total	$ 1,390,596	$ 1,727,126	$ 1,898,211

Capital Outlay/Projects

CCTV Camera Van	300,000
Total Capital Outlay/Projects	$ 300,000

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	14.25	14.00	16.00
WW Superintendent[1]	0.50	0.50	0.50
WW Collections Supervisor	1.00	1.00	1.00
Senior Utility Worker	5.00	5.00	6.00
Utility Worker	6.00	6.00	7.00
Maintenance Specialist	1.00	1.00	1.00
Administrative Specialist[6]	0.50	0.50	0.50
Secretary	0.25	0.00	0.00

[1] 50% of Wastewater Superintendent charged to Wastewater Treatment Plant.
[2] 50% of Administrative Specialist charged to Wastewater Treatment Plant.

Funding Sources: This Division is funded through wastewater revenues which include user charges, effluent sales, interest income, and miscellaneous other income.

Significant Expenditure Changes: There is a 14% increase in Personnel from FY2015 estimated endings to the FY2016 budget. Two positions were added, Senior Utility Worker and Utility Worker, in order to perform more routine inspections of the entire collection system through a Closed Circuit Television (CCTV) as a result of Arizona Department of Environmental Quality (ADEQ) requirements. Supplies and Other Services & Charges include budgets necessary for operations. Supplies and Other Services & Charges show increases from FY2015 Estimated endings to FY2016 Budget. The budget includes supplies and services that may be necessary to maintain equipment and infrastructure. The estimated actual expenses were less than budgeted in FY2015.

WASTEWATER FUND

Private Development

Mission: To provide an account in which to charge plan reviews of wastewater infrastructure installations for new private developments.

Private Development
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Other Services & Charges	152,247	150,000	100,000

Funding Sources: This Division is funded through wastewater revenues which include user charges, effluent sales, interest income, and miscellaneous other income.

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. Plan reviews by staff will be charged to this account based on time spent.

WASTEWATER FUND

Wastewater System Impact

Mission: To ensure that new development contributes its proportionate share towards the cost of public infrastructure needed to serve new development.

Wastewater System Impact
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Other Services & Charges	$ -	$ -	$ -
Debt Service	2,048,929	2,588,425	2,587,061
Capital Outlay/Projects	18,730,974	2,000,000	1,266,514
Total	$ 20,779,903	$ 4,588,425	$ 3,853,575

Capital Outlay/Projects		Impact Zone
Sundog Trunk Main	$ 1,066,514	B
Sundog Equalization Basin	200,000	B
Total Capital Outlay/Projects	$ 1,266,514	

Funding Sources: This Division is funded in its entirety through water system impact fee revenues collected to contribute to costs associated with infrastructure attributed to new growth

Significant Expenditures Changes: Effective August 1, 2015, after the completion of the impact fee study, new impact fee structure was developed that separates the City into zones. The goal is to fund only system improvements that directly benefit that area. New Impact Fee Funds were created to identify each zone to separately track revenues and expenses for each. These impact zones are denoted for each project above. Information on the individual projects can be located in the Capital Improvement Plan Chapter.

SOLID WASTE/TRANSFER STATION FUND

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

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

The City is responsible for providing solid waste collection services to its residents according to Arizona State law and City Ordinance. Collection is provided weekly for residential customers, and collection for commercial customers ranges from once per week to six times per week depending on the individual commercial customer's needs.

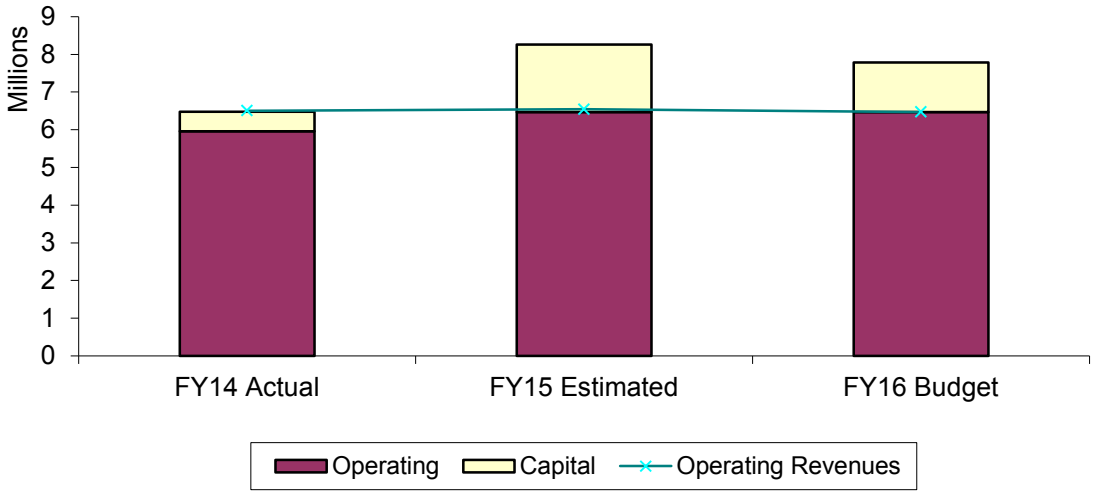
During FY1992, the landfill was officially closed to residential and commercial customers with the exception of continuing to accept construction debris from City accounts and private contractors. The partial closure was necessary because the landfill had almost reached capacity. The collected solid waste and recyclables are now taken to the City's Transfer Station and then hauled by a contracted firm to a private disposal site.

Voluntary curbside recycling began in 1992, following a very successful pilot program. Recyclables are collected on a weekly basis with the City providing the containers to the customers. In June 1996, the City added plastics to items collected for recycling purposes. During FY1999, the City mailed a survey along with the utility bills asking the public their opinions on expanding the residential recycling program. As a result of the favorable responses, Council approved expanding and automating the program to enable collection and transportation of commingled recyclable materials. The new program commenced in spring of FY2000.

During FY1992, the Sundog Transfer Station was constructed in partnership with Yavapai County. The partnership was subsequently dissolved in 2009. All vehicles, including the City's solid waste trucks, are weighed at the station and are charged accordingly. This fund accounts for the payments of tipping fees and hauling costs to private companies for the transporting and disposal of solid waste and recyclables and accounts for tipping fees paid by individuals, contractors and private collection companies opting to use the Transfer Station. Beginning in FY2009, the Transfer Station Fund was combined with the Solid Waste Fund.

Fiscal Year 2016 revenues are estimated at $6,472,500 and expenditures are estimated at $7,788,813.

SOLID WASTE/TRANSFER STATION FUND



Solid Waste/Transfer Station Fund Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 6,302,335	$ 6,293,812	$ 5,580,272
Restricted Fund Balance, 7/1	$ 980,987	$ 1,019,855	$ 1,378
Revenues	6,506,953	6,543,540	6,472,500
Expenditures	(6,476,608)	(8,262,703)	(7,788,813)
Transfers Out	-	(12,854)	(4,178)
Budgeted Fund Balance., 6/30	$ 6,293,812	$ 5,580,272	$ 4,187,781
Restricted Fund Balance, 6/30	$ 1,019,855	$ 1,378	$ 73,378

SOLID WASTE/TRANSFER STATION FUND

Solid Waste/Transfer Station Fund Revenues

Revenue Source	FY14 Actual	FY15 Estimate	FY16 Budget
Solid Waste/Transfer Station			
Refuse Collection Charges	$ 4,799,614	$ 4,812,000	$ 4,770,000
Transfer Station Fees	1,042,471	1,200,000	1,200,000
Recycling Revenue	400,293	309,000	300,000
Interest Earned	84,688	75,000	75,000
Landfill Closure Surcharge	118,560	120,000	120,000
Miscellaneous	61,327	27,540	7,500
Total Revenues	$ 6,506,953	$ 6,543,540	$ 6,472,500

Explanation of Solid Waste/Transfer Station Fund Revenues:

Refuse Collection Charges: FY2016 Refuse collection charges are expected to yield $4,770,000. Until 2010, the City collected all solid waste within its city limits. In 2010, as a result of a change in the Arizona State Statute, commercial companies now have the ability to service commercial solid waste customers located within the City of Prescott city limits. 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 July 27, 2010, the tipping fee increased from $57.25 per ton to $59.00 per ton ($2.95 per 100 pounds) with a $5.00 minimum. Tipping fees are also charged internally. When City departments use the landfill to dispose of inert debris, these departments are billed for their usage. With the closure of the MSW (municipal solid waste) landfill in FY1999, the City opened a transfer station for debris disposal.

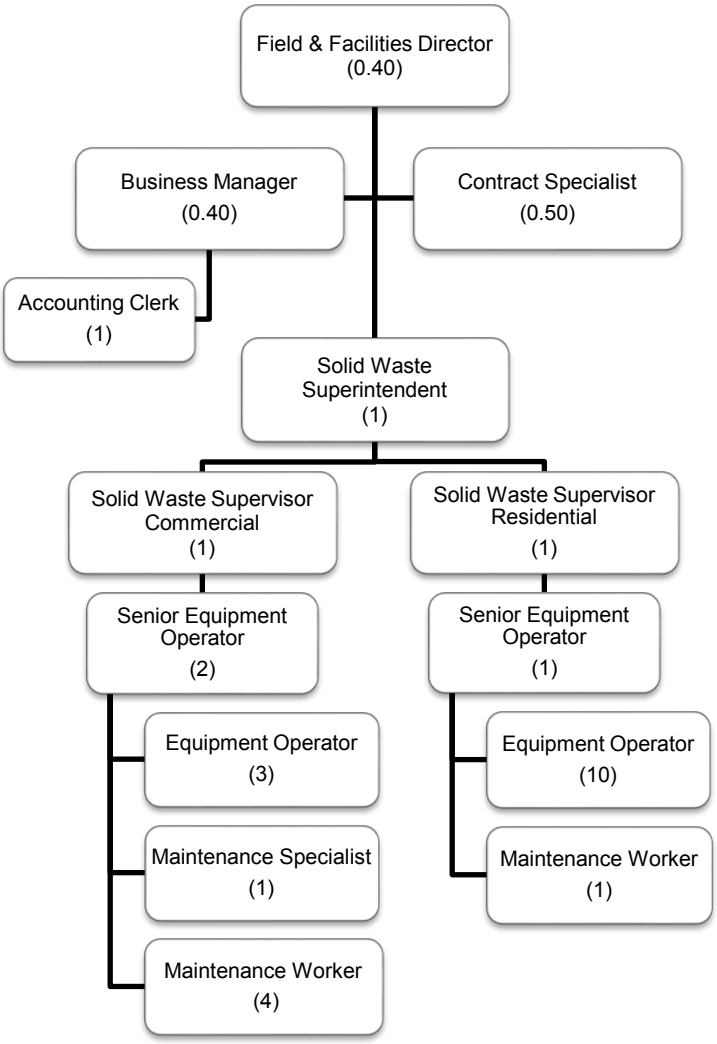
Recycling Revenue: Revenues received from the sale of recyclables obtained from residents and commercial customers. FY2015 estimates remain conservative in comparison to FY2014 actual revenue due to this revenue stream being based on, and sensitive to, the market value of recyclable materials.

Interest Earned: This is interest earned on the available cash in the Solid Waste/Transfer Station Fund.

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

Miscellaneous Revenue: This consists of the Yavapai County tire contribution and charge account permits. The tire contribution is for the County's use of land south of the Transfer Station for their 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. With regard to charge account permits, the City of Prescott handles approximately 350 charge accounts for users of the Transfer Station. Each account is charged a $12 plate fee.

SOLID WASTE/TRANSFER STATION FUND



SOLID WASTE/TRANSFER STATION FUND

Mission: To 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	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Use existing Transfer Station to accept and process approximately 200 tons of solid waste per day. (Maximum capacity is 250 tons per day).	Number of tons per day/year.	198 / 61,407	206 / 63,752	200 / 62,000

Goal: Increase the number of commercial recycle accounts by 5% during the fiscal year.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Contact high volume commercial customers and demonstrate the cost savings associated with the diversion of recyclable materials out of the trash container.	Number of commercial recycling accounts.	259	272	285

Goal: To increase the diversion rate by utilizing an informative app to encourage recycling and inform citizens of recyclable materials.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Implement a co-mingled curbside glass recycling and recovery program. Proactively recover as many recyclables as possible from solid waste received before delivering to the landfill through hands-on diversion utilizing Transfer Station staff, both full time and temporary workers.	Tons of metal diverted to recycling	137	227	240
	Tons of cardboard diverted	982	800	800
	Tons of inert materials diverted	7,580	9,380	6,500
	Tons of green waste diverted	2,945	3,943	4,000
	Tons of comingled recyclables diverted	3,750	4,300	4,400

Prior Year Results and Outcomes:

- Serviced 967 trash dumpsters, 31,400 residential trash containers, and 296 300-gallon containers for solid waste removal each week.
- Serviced 169 recycle dumpsters and 23,550 residential recycle bins for recycling of materials each week.
- Performed 212 roll off container services.
- Performed solid waste services at 36 special events.
- Removed 140.19 tons of trash from neighborhoods during the Annual Clean-up.

SOLID WASTE/TRANSFER STATION FUND

- Continued to recycle materials from the in-bound solid waste at the Transfer Station, including cardboard, paper, plastic, aluminum, steel, and copper. Collected 963 tons of additional recyclable material from the Transfer Station. The Division saved $53,514 by not sending this material to the landfill.
- Renewed an Intergovernmental Agreement with the City of Phoenix for comingled recycling processing. The Division sent 4,250 tons of material to the North Gateway MRF for a total of $21,928 in revenue. The Division saved $236,128 by not sending the material to the landfill.
- Completed 3,480 delivery/repair service orders for residential containers.
- Completed 340 delivery/repair service orders for commercial containers.
- Collected 4,730 gallons of used motor oil and 685 gallons of used antifreeze.
- Recycled 13 tons of electronic waste.
- Diverted and processed 3,757 tons of brush. The Division saved $208,790 by not sending the brush to the landfill.
- Diverted 8,186 tons of inert debris from the landfill. The Division saved $454,874 by not sending inert debris to the landfill.
- The total savings from diversion efforts was $953,306 in tipping and hauling fees.
- Purchased a new Automated Front Load collection vehicle.
- Purchased two new Automated Side Load collection vehicle and one vehicle body.
- Hosted a successful multi-jurisdictional household hazardous waste (HHW) event (762 vehicles).
- Processed 23,500 tons of inert debris through a multi-year contract.
- Completed the Landfill Cap Repair project under budget with a final cost of $1,052,739.28.

Solid Waste
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 1,529,821	$ 1,715,582	$ 1,753,982
Supplies	508,078	591,964	392,500
Other Services & Charges	5,875,347	6,186,846	6,108,854
Cost Recovery	(2,071,476)	(2,140,000)	(1,900,000)
Debt Service	116,817	116,811	116,077
Capital Outlay/Projects	518,021	1,791,500	1,317,400
Total	$ 6,476,608	$ 8,262,703	$ 7,788,813

SOLID WASTE/TRANSFER STATION FUND

Solid Waste
Capital Outlay/Projects

Transfer Station Brush Grinder	$ 550,000
Transfer Station Floor Repair	250,000
Transfer Station Main Scale Replacement	200,000
Vehicle Replacement – Residential Collections	122,400
Paving at Sundog Solid Waste/Street Maintenance Yard	100,000
Electrical Infrast. and Security Lighting at Transfer Station	75,000
Transfer Station Fee Booth Renovation	20,000
Total Capital Outlay/Projects	$ 1,317,400

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	25.90	27.90	27.30
Field & Facilities Director[1]	0.40	0.40	0.40
Solid Waste Superintendent	1.00	1.00	1.00
Solid Waste Supervisor	2.00	2.00	2.00
Maintenance Specialist	1.00	1.00	1.00
Business Manager[2]	0.50	0.50	0.40
Senior Equipment Operator	3.00	3.00	3.00
Equipment Operator	12.00	13.00	13.00
Accounting Technician	1.00	1.00	0.00
Accounting Clerk	1.00	1.00	1.00
Maintenance Worker	4.00	5.00	5.00
Contract Specialist[3]	0.00	0.00	0.50

[1] 10% of Field & Facilities Director charged to Fleet Maintenance, 40% charged to Street Operations, and 10% charged to Facilities Maintenance.

[2] 10% of Business Manager charged to Facilities Maintenance, 40% charged to Street Operations, and 10% charged to Fleet Maintenance.

[3] 25% of Contract Specialist charged to Fleet Maintenance, 15% to Facilities, 10% to Streets Operations

Funding Sources: This Division is funded through solid waste revenues which include refuse collection charges, transfer station fees, recycling revenue, interest income, and miscellaneous other income.

Significant Expenditures Changes: FY2016 Budget decreased as compared to the FY2015 estimated endings. Work was done during the FY2016 Budget process to align the operating expenditures budget to the estimated operating revenues. The Capital Outlay/Projects is expected to use fund balance.

AIRPORT FUND

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

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

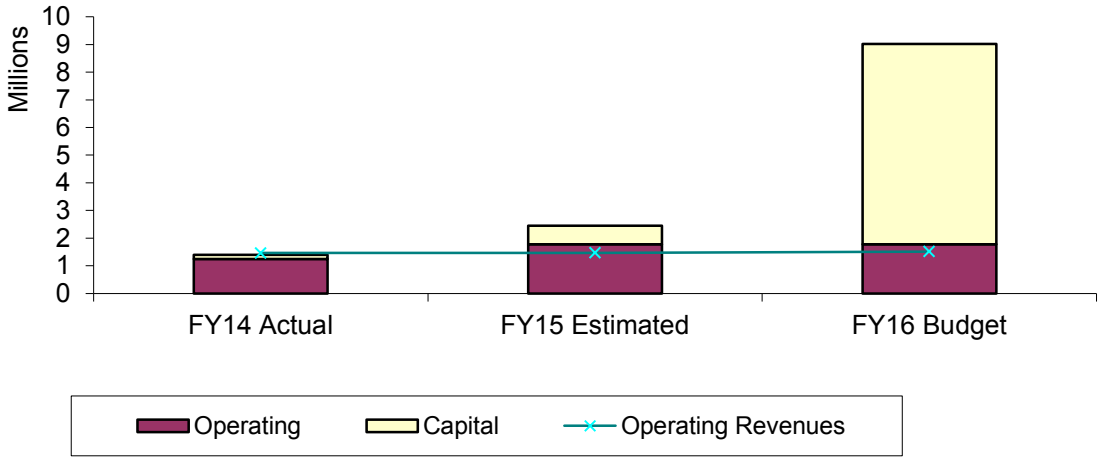
Embry-Riddle Aeronautical University (ERAU), the world's only accredited 100% aviation-oriented university, has conducted flight training operations at Love Field since 1977. The university opened their western campus in Prescott in 1978 and currently hosts over 1,500 students annually.

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

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

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

Airport Fund - Revenues vs Expenditures



AIRPORT FUND

The total Airport budget, including grant and airport operations capital projects, is $9,020,055. Revenues are estimated to be insufficient to cover expenditures and a transfer from the General Fund is estimated at $970,786.

Airport Fund Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ (344,338)	$ 394,189	$ 394,189
Revenues	1,766,682	1,922,372	8,049,269
Transfers In	365,117	525,213	970,786
Expenditures	(1,393,272)	(2,447,585)	(9,020,055)
Budgeted Fund Balance, 6/30	$ 394,189	$ 394,189	$ 394,189

Airport Fund Revenues

Revenue Source	FY14 Actual	FY15 Estimate	FY16 Budget
Operating Revenues			
Hangars, Tie Down and Storage Rentals	$ 653,640	$ 651,474	$ 647,105
Fuel Flowage Fee	88,498	90,300	90,300
Ground Rentals	437,415	466,938	516,490
Facility Rentals	184,847	196,377	201,705
Landing Fees	27,371	23,700	21,700
Miscellaneous	34,997	29,533	33,180
Police - TSA Grant	34,335	10,000	-
Total Operating Revenues	$ 1,461,103	$ 1,468,322	$ 1,510,480
Other Sources			
FAA & ADOT Grants	$ 305,579	$ 454,050	$ 6,538,789
Transfer In/Grants Matches	365,117	525,213	970,786
Total Other Sources	$ 670,696	$ 979,263	$ 7,509,575
Total Combined Sources	$ 2,131,799	$ 2,447,585	$ 9,020,055

Explanation of Revenue Sources:

The Airport Enterprise Fund Budget is organized into two categories: Operating Budget and Capital Budget.

A. The Airport Operating Budget is divided into three functional program areas which are intended to operate on a cost recovery basis:

AIRPORT FUND

(1) The AIRSIDE program funds the operation and maintenance of the physical airfield facilities. Costs are recovered through aviation fuel flowage fees for retail sale of aviation fuels, bulk self-service non-retail fueling and commercial landing fees. Fees are reviewed annually to provide adequate resources to cover expenses.

The goal of this program is to provide a safe, secure, efficient and cost effective environment for airfield activities. Monies received from this program are used to help fund maintenance of airport pavements and the airfield lighting & signage system.

a. 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 (retail sale or bulk self-service non-retail).
b. Landing Fees: Landing fees are assessed to all air carriers, cargo carriers, and chartered flights/large commercial aircraft above 12,500 pounds gross landing weight using the airport per landing.

(2) The LANDSIDE program funds the public-use infrastructure. Costs are recovered through ground leases, facility leases, rental of city-operated aircraft storage hangars and storage units, license agreements and miscellaneous revenues.

The goal of this program is to utilize and promote available property and facilities for aeronautical development/re-development. Landside revenues are used to provide a safe, secure, efficient and cost effective environment for aviation businesses, recreational uses, aircraft storage and aviation-related activities.

a. Ground Rentals: Based upon fair market appraisals for vacant property as well as existing ground leases.
b. Facility Rentals: Based upon fair market appraisals for vacant facilities as well as existing leases facilities.
c. Hangar Rentals, Tie-downs and Storage Unit Rentals: Rates for monthly rental of city-operated aircraft hangars, shades, open tie-downs and storage units. Rental fees are evaluated on an annual basis.
d. Miscellaneous: Miscellaneous revenues consist of other revenue items that do not occur on a regular basis or are minor in total revenues received. This includes transient aircraft overnight parking fees, facility transfer fees, aviation self-fuel permits, vehicles storage permits, etc.

(1) The TERMINAL OPERATIONS program funds the operation and maintenance of the Airport Terminal. Costs are recovered through facility leases, license agreements and miscellaneous revenues.

The goal of this program is to provide a safe, efficient, and attractive environment in support of airline service and airline-related support activities. Revenues received from this program are used to help fund the operation, maintenance, safety and security of the terminal, terminal area and vehicle parking lot.

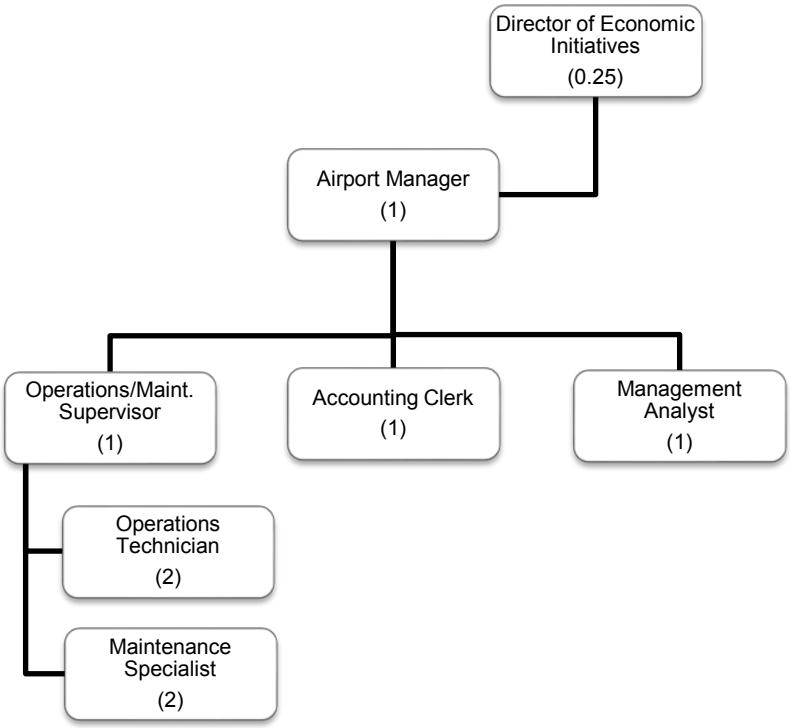
a. Facility Rentals: Represent facility lease and license agreement charges for commercial tenants operating in the terminal building.
b. Rental Car Commissions: Represents concession charges to rental car companies operating at the airport. The airport receives a negotiated amount per vehicle rental.
c. Miscellaneous Revenues: Miscellaneous revenues consist of other revenue items that do not occur on a regular basis are minor in total revenues received. This includes vending concessions, fingerprinting, and advertising concessions.

B. The purpose of the Airport Capital Budget is to plan, design and construct capital improvement projects (over $5,000) at the Airport.

1. For federally-eligible projects, the Federal Aviation Administration provides Airport Improvement Program (AIP) grant funding for 95% of eligible project costs, with the Arizona Department of Transportation Aeronautics Division contributing 2.5% of eligible project costs through the State Aviation Fund. The City contributes the remaining 2.5%.

AIRPORT FUND

2. For state-eligible projects, the Arizona Department of Transportation Aeronautics Division provides State Aviation Funds for 90% of eligible project costs with the City contributing the remaining 10%.
3. For local-only projects, the City provides 100% of all project costs.



Note: *Fire personnel report to the Fire Chief; therefore, they are not reflected on the Airport organizational chart.*

AIRPORT FUND

Airport Operations and Capital

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 is to provide a safe, efficient and user-friendly airport while achieving compliance with applicable Federal, State, and Local rules, regulations, policies and standards governing the 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, aeronautical development; and
5. Operating the airport as a financially self-sustaining enterprise fund.

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

Administration is responsible for the management of the airport, planning and implementing development of the airport 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.

Operations and Maintenance 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 customers.

Goal: Operate and maintain the airport and its facilities in a safe and efficient manner while ensuring compliance with all applicable standards to include Federal Aviation Regulation and Transportation Security Administration Regulation. Airport personnel will inspect and maintain the airport and its facilities in a safe and efficient manner through enhanced training and increased routine & preventative maintenance while improving the facilities visual aesthetics and providing timely response to customer requests.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Convert two (2) Temporary-Part Time positions into one (1) Full Time Airport Operations Technician.	FAA Part 139 Inspection Discrepancies Issued	12	7	5
	Airport Work Orders issued and resolved.	1,117	1,130	1,150
Continue to effectively allocate and maximize available resources: staffing, equipment, and operating budget.	Number of cycles of complete airport mowing of approx. 300+ acres (including public/landside areas)	2	3	3
Continue development and funding of dedicated preventative maintenance programs (pavement preservation, pavement markings, airfield lighting & signage, etc.).	Number of miles (single lane) of airfield pavements swept	500	500	500
Implementation of new technology and equipment to allow airport staff to dedicate more time on the airport property creating a safe, efficient, and compliant facility.	Number of Vehicle/Pedestrian Deviations (VPDs)	3	2	1

AIRPORT FUND

Goal: Develop and retain professional staff to administer, operate, and maintain the airport to meet the current and future air transportation needs of the Prescott region and its citizens. Staff training and development is critical to providing a safe, efficient, and user-friendly facility while achieving compliance with the demanding requirements of all applicable Federal, state, and local rules, regulations, policies, and standards. Minimizing staff turnover is a critical outcome and directly impacts the airport's ability to achieve all other goals or objectives.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Provide all full-time staff with opportunities to acquire professional certifications and credentials in order to increase professional skills, abilities, and overall knowledge through attendance at advanced training opportunities.	Reduce total annual number of personnel transactions (hiring/termination).	16	17	12
Continue to provide, and explore new opportunities for, implementation of internet-based computer training programs to assist with providing quality initial/recurrent training for required training programs; improve recordkeeping and records retention.	Number of Webinar or Web-based seminars attended by staff.	15	3	15
Increase professional development and training through maximum use of webinar training opportunities.	Number of ANTN Digicast training videos viewed by staff with duties under the Airport Certification Manual – measured by videos per staff member.	0	25	35
Development of a credit-based Airport Management Internship Program in coordination with the Embry-Riddle Aeronautical University's Aviation Business Administration degree program.	Number of hours worked by interns for school credits.	300	300	600

Goal: Enhance airport financial management

The Airport is designated as an enterprise fund division with the goal of operating as a self-sustaining business unit. Therefore, it is imperative the airport effectively manages its revenues, expenditures and cost recovery consistent with sound fiscal policy and annual fiscal goals.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Develop airport cost centers to enhance financial management of revenues, expenses and improve cost recovery at the airport.	Develop airport cost centers (Airside, Landside & Terminal) and cost recovery. Percent project complete	15%	40%	75%
Reduce expenses through participation in existing procurement contracts, to take advantage of economies of scale for the planning, design, bidding, purchasing, implementation and management of programs/projects.	Utilize existing procurement contracts and joint-use contracts	2	6	5

AIRPORT FUND

Goal: Maximize the planning, design, construction and maintenance of airport infrastructure to support commercial and recreational activities while improving revenue generation to support airport operations.

This goal will enhance the safety, capacity and services at the airport to meet current and future growth of aeronautical business uses, recreational aviation uses, governmental uses and scheduled airline service including but not limited to:

1. Land Acquisition and Infrastructure Development;
2. Airfield Construction and Modernization projects;
3. Building and Facility Improvements; and
4. Vehicle and Equipment Acquisition.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Seek all available funding sources including non-traditional.	Number of federal or state grants applied for to support capital development	4	5	5
	Number of federal or state grants awarded for capital projects	0	7	5
Develop and implement long-term, strategic capital planning based upon the guidance provided through the Airport Area Strategic Planning process.	Number of airport planning meetings attended with ADOT and FAA representatives	4	6	6
Participate in regional area development meetings.	Seek capital development funds, loans and/or grants for infrastructure development	0	0	1

Prior Year Results and Outcomes:

- 277,540 Flight Operations (recorded during daily tower operational hours between 6 am and 10 pm). A prior year increase of over 7,000 flights.
- 32nd busiest airport in the U.S.; 4th busiest in AZ behind Phoenix-Sky Harbor International Airport, Phoenix-Deer Valley Airport and Mesa-Falcon Field Airport.
- 4,394 passenger enplanements on Great Lakes Airline. A 906 passenger decrease from prior year.
- Pavement preservation to Airport Administration parking lot – repairs, seal coat and re-marking. Completed July 2014.
- Pavement preservation to the Bottleneck hangar area and several other smaller airside areas – crack seal, seal coat and remarking. Completed July 2014.
- Discontinued Law Enforcement Reimbursable Agreement for security at the Airline Terminal and TSA passenger screening checkpoint.
- Solicited and received over $7M in grants for Capital Improvement Projects.

AIRPORT FUND

Airport
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 537,596	$ 1,183,161	$ 1,140,312
Supplies	122,044	111,671	122,600
Other Services & Charges	437,200	482,842	517,051
Debt Service	148,438	-	-
Grant Projects	135,460	504,500	6,860,092
Capital Outlay/Projects	12,534	165,411	380,000
Total	$ 1,393,272	$ 2,447,585	$ 9,020,055

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	8.25	11.25	11.25
Director of Economic Initiatives[1]	0.25	0.25	0.25
Airport Manager	1.00	1.00	1.00
Operations Maint. Supervisor	1.00	1.00	1.00
Airport Operations Technician	3.00	3.00	2.00
Maintenance Specialist	1.00	1.00	2.00
Management Analyst	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Fire Engineer	0.00	3.00	3.00

[1] *75% of Director of Economic Initiatives charged to Economic Development.*

Airport Capital Outlay/Projects

	FY16 Budget	Federal Grant	State Grant	City Share
Funded by City Only				
Airport Pavement Preservation Program – City	$ 300,000	$ -	$ -	$ 300,000
F Hangar Fire Sprinkler System	80,000	-	-	80,000
Grant Projects				
TWY E Lights, Electrical Vault Relocation, Emergency Generator Repl.	3,818,815	3,627,875	95,470	95,470
USFS and Large Aircraft Apron Rehabilitation	1,515,292	-	1,363,782	151,510
Replace ARFF Truck	473,685	450,000	11,842	11,843
Airport Master Plan	315,000	300,000	7,500	7,500
RWY 3R-21L and 3L-21R and TWY A and C Lighting and Signage	280,000	-	252,000	28,000
Security Upgrades	250,000	237,500	6,250	6,250
RWY 12-30 PAPI and REIL Both Ends and RWY 3R-21L PAPI Both	169,300	-	152,370	16,930
Airspace Obstruction Mitigation	38,000	-	34,200	3,800
Total Airport Capital Outlay/Projects	$7,240,092	$4,615,375	$1,923,414	$ 701,303

AIRPORT FUND

Funding Sources: Airport operations are primarily funded through facility usage fees. The capital improvement program is largely funded through State and Federal grants. When the Airport experiences a deficit, it is supplemented by the General Fund.

Significant Expenditure Changes: There is a 7% increase in Other Services & Charges when comparing FY2015 estimated endings to FY2016 Budget. This primarily results from increased internal charges. The Supplies budget in FY2016 shows an increase of 10% as compared to FY2015 estimated endings. The budget includes supplies that may be necessary to maintain equipment and infrastructure. The estimated actual expenses were less than budgeted in FY2015, which has a comparable budget to FY2016.

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.

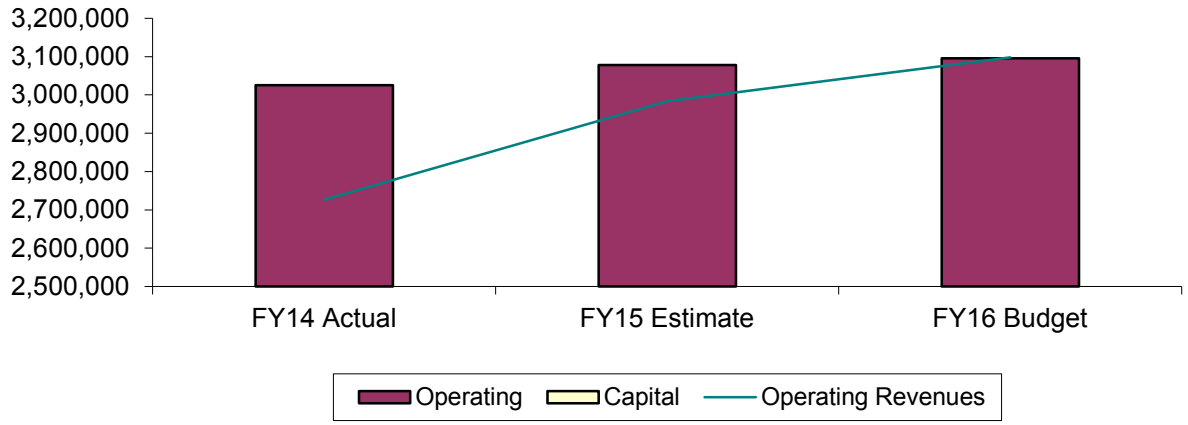
Wastewater effluent from the City's wastewater treatment plant is used to irrigate the golf course turf on both courses. A well organized golf maintenance and development program is carried out including daily upkeep of golf course greens, fairways, tees and rough.

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

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

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

Golf Course Fund - Revenues vs Expenditures



GOLF COURSE FUND

Golf Course revenues and expenditure activity for the past two years and current year is as follows:

Golf Course Fund Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ (3,920,045)	$ (4,219,055)	$ (4,312,972)
Revenues	2,726,173	2,983,740	3,398,032
Expenditures	(3,025,183)	(3,077,657)	(3,395,518)
Budgeted Fund Balance, 6/30	$ (4,219,055)	$ (4,312,972)	$ (4,310,458)

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	FY14 Actual	FY15 Rev. Est.	FY16 Budget
Greens Fees	$1,315,567	$1,458,252	$1,524,817
Restaurant	752,125	867,728	907,655
Cart Rentals	511,723	524,379	532,660
Pro Shop Sales	145,924	123,786	132,000
Miscellaneous	834	9,595	900
Contingency	-	-	300,000
Total Combined Sources	$2,726,173	$2,983,740	$3,398,032

Explanation of Golf Course Fund Revenue Sources:

All of the revenues projected were provided to the City by Billy Casper Golf as they will be managing the operations of the course, restaurant, and pro shop.

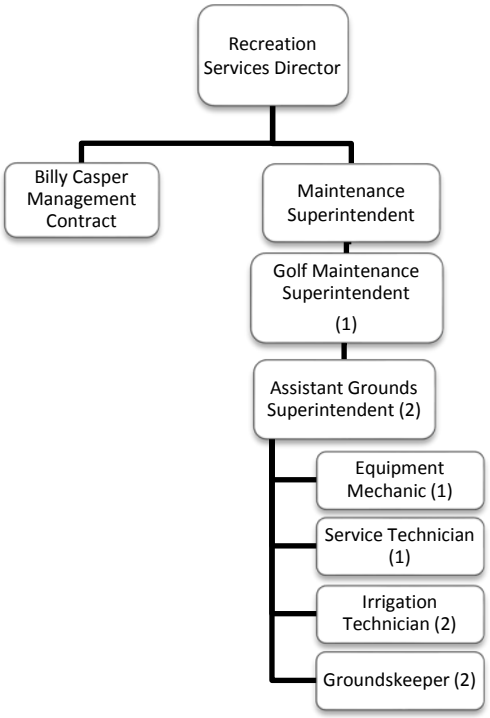
Greens Fees: There is a projected increase in greens fees of 4.6% over the FY2015 revised estimates. This projected increase is a result of marketing, tournaments, and loyalty programs.

Cart Rentals: This revenue is derived from cart rentals. Cart rental fees are also expected to increase by 1.6% during FY2016.

Pro Shop Sales: FY2016 merchandise sales are expected to increase 6.6% over FY2015 due to an anticipated larger volume of rounds played at the golf course.

Restaurant: This revenue source is estimated to increase by 4.6 % in FY2016 over FY2015 with the continued popularity of the restaurant and concessions at the golf course.

GOLF COURSE FUND



Consolidated Departmental Expenditure and Staffing Level Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 1,441,078	$ 671,128	$ 713,541
Supplies	705,442	238,200	238,200
Other Services & Charges	672,219	402,401	456,034
Debt Service	133,954	137,922	3,000
Contract for Operation	72,490	1,628,006	1,684,743
Contingency	-	-	300,000
Total	$ 3,025,183	$ 3,077,657	$ 3,395,518
Authorized Staffing Level	16.00	9.00	9.00
Maintenance	8.34	9.00	9.00
Pro Shop	3.58	0.00	0.00
Manzanita Grill	3.58	0.00	0.00
Golf Carts	0.50	0.00	0.00

GOLF COURSE FUND

Golf Course Maintenance

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.

Services: This Division takes care of any maintenance at the Golf Course. This includes; care of the facilities, care and upkeep of the green, any other maintenance required for successful operation.

Goal: To replace all current Tee Signs with new ones with at no cost to the City or the Golf Course

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Provide 36 new tee signs that are painted Cape Cod Gray (no decals) by renegotiating with BenchMark. Our old signs are worn, weathered and sun-faded. BenchMark has agreed through contract to provide this service to us free of charge in exchange for collecting advertising revenue from local sponsors in the Prescott area.	Install in February 2015.	0%	100%	100%

Goal: To complete hole- by - hole Master Plan for both Golf Courses

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
Prepare 50'-100' scale plan showing cart path needs, tree removal, tree planting, areas in need of renovation, proposed bunker work, tee leveling needs and other miscellaneous projects.	Complete by May of 2015	0%	100%	100%

GOLF COURSE FUND

Golf Course Maintenance
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 669,440	$ 671,128	$ 713,541
Supplies	236,844	238,200	238,200
Other Services & Charges	415,418	402,401	456,034
Debt Service	3,379	3,000	3,000
Total	$ 1,325,081	$ 1,314,729	$ 1,410,775

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	8.34	9.00	9.00
Grounds Superintendent	1.00	1.00	1.00
Assis. Grounds Supt.	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	1.34	2.00	2.00

Funding Sources: This Division is funded by Golf Course revenues. If there is a shortfall of revenues, then a loan from the General Fund may be necessary.

Significant Expenditures Changes: There is a 13% increase in Other Services & Charges. Most of the increase is a result of internal charges that are now charged to the Maintenance division as that is the only city run division remaining in the Golf Course fund. The other increase is a budget for Effluent which allows for sufficient watering and may vary with fluctuations in weather patterns.

GOLF COURSE FUND

Pro Shop

Mission: 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.

Pro Shop
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 355,360	$ -	$ -
Supplies	121,525	-	-
Other Services & Charges	130,117	-	-
Total	$ 607,002	$ -	$ -

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	3.58	0.00	0.00
General Manager	1.00	0.00	0.00
Golf Tour./Marketing Coord.	1.00	0.00	0.00
Restaurant Manager	0.25	0.00	0.00
Outside Services Manager	1.00	0.00	0.00
Groundskeeper	0.33	0.00	0.00

Significant Expenditure Changes: Effective May 1, 2015, the Pro Shop operations and its employees are the responsibility of Billy Casper Golf.

GOLF COURSE FUND

Manzanita Grill

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.

Manzanita Grill
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 391,599	$ -	$ -
Supplies	344,177	-	-
Other Services & Charges	97,367	-	-
Total	$ 833,143	$ -	$ -

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	3.58	0.00	0.00
Restaurant Manager	0.75	0.00	0.00
Executive Chef	1.00	0.00	0.00
Sous Chef	1.00	0.00	0.00
Beverage Service Coordinator	0.50	0.00	0.00
Groundskeeper	0.33	0.00	0.00

Significant Expenditure Changes: Effective May 1, 2015, the Manzanita Grill operations and its employees are the responsibility of Billy Casper Golf.

GOLF COURSE FUND

Golf Carts

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 resident and non- resident golfers.

Golf Carts
Expenditure Summary

	FY14 Actual	FY15 Estimate	FY16 Budget
Personnel	$ 24,679	$ -	$ -
Supplies	2,896	-	-
Other Services & Charges	29,317	-	-
Debt Service	130,575	134,922	-
Total	$ 187,467	$ 134,922	$ -

Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	0.50	0.00	0.00
Cart Service Coordinator	0.50	0.00	0.00

Significant Expenditure Changes: Effective May 1, 2015, the cart barn / cart rental operations and its employees are the responsibility of Billy Casper Golf. The remaining expense in FY2015 was servicing the debt on the golf carts which has been paid in full.

INTERNAL SERVICE FUNDS

RISK MANAGEMENT

FLEET MAINTENANCE

ENGINEERING

FACILITIES MAINTENANCE

RISK MANAGEMENT

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 completely 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 and the Legal division was expanded to include Risk Management's operational costs.

Summary of Fund

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 2,163,293	$ 1,807,528	$ 1,393,764
Revenues			
Charges for Services	595,215	895,947	950,001
Interest Income and Misc.	36,980	25,000	40,000
Total Revenues	$ 632,195	$ 920,947	$ 990,001
Expenditures			
Personnel	$ 11,591	$ -	$ -
Supplies	1,171	100	-
Other Services & Charges	975,198	1,334,611	1,675,963
Total Expenditures	987,960	1,334,711	1,675,963
Budgeted Fund Balance, 6/30	$ 1,807,528	$ 1,393,764	$ 707,802

RISK MANAGEMENT

Funding Sources: Funding is provided primarily through cost recovery (Charges for Services) to other departments based on estimated insurance costs, awards, and judgements.

Significant Expenditure Changes: There is an increase of 26% in Other Services & Charges in the FY2016 budget as compared to the FY2015 estimated ending to cover estimated expenditures such as legal services, insurance premiums, workers compensation awards and liability judgement awards.

FLEET MAINTENANCE FUND

The Fleet Services Division manages the City's vehicles and equipment, which incorporates five areas: legal requirements, general management, fleet asset management, fleet operations management, and risk management. The major functions of the Division include vehicle and equipment acquisition and retirement; preventive maintenance in accordance with Original Equipment Manufacturers' (OEM) recommendations; motor pool operations; and maintenance and repairs as needed and as requested by end users.

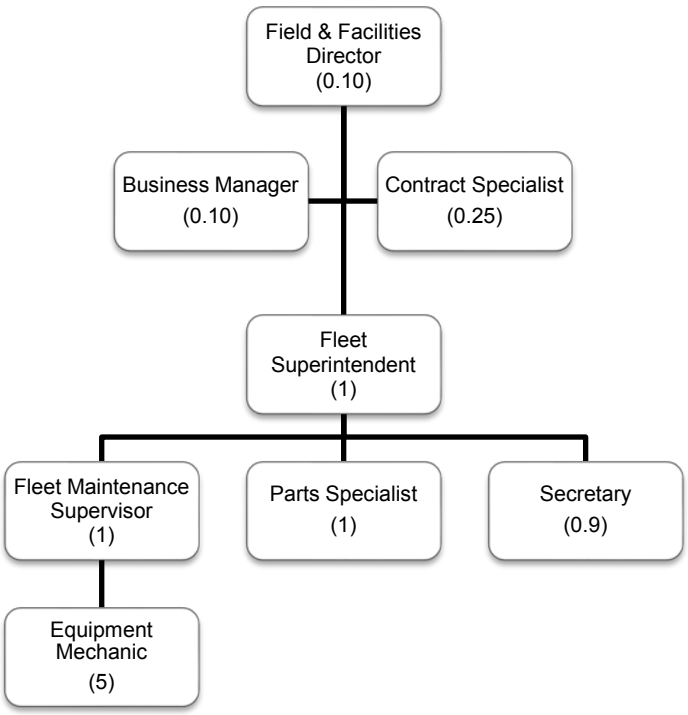
The fleet replacement fund is directly tied to any economic impacts that would affect the stability and growth of the General Fund since the General Fund is its source of funds. Continued funding of fleet replacements is essential to keeping fleet costs low. If vehicles are not replaced in a timely manner, reductions in vehicle replacement spending can result in immediate increases in fleet maintenance and repair costs. Deferring replacement purchases increases future replacement spending needs, and, if deferring replacement becomes a continuous practice, large replacement backlogs can be created that are difficult to overcome.

The fleet plays a major supporting role in the City's primary mission of providing governmental services to the public. Failure to fund the vehicle replacement fund at an adequate level will result in an aging fleet, requiring a trade-off with operating maintenance and repair funds to keep it running.

Mission: To provide vehicles, equipment, and services to the officials and employees of the City of Prescott; providing critical support to the quality of life to the residents of Prescott.

The primary objective of Fleet Services is to perform our mission:

FASTER
BETTER
MORE EFFICIENT



FLEET MAINTENANCE FUND

Goal: Maximize equipment availability and serviceability and provide excellent customer service. Acquire and retire fleet vehicles and maximize return on investment.				
Strategy	**Performance Measures**	**FY14 Actual**	**FY15 Estimate**	**FY16 Forecast**
Use Fleet management software to interface with user department management systems.	%FY Budget : Cost Recovery	$2,004,587	$1,825,000 $2,059,000 =113%	$2,000,000 $2,000,000 = 100%
Review and discuss customer concerns and provide customer with maintenance cost reports.	Efficiency % = Number of hours billed on repair orders: hours available.	7,915 / 8,575	8,002 / 8,882	9,042 / 9,862
Monitor equipment utilization, cumulative operating and repair costs, and market value of units to be surplused.	Efficiency % = labor hours billed on repair orders : labor hours available per year	92%	93%	92%
Perform truck and equipment inspections to minimize breakdowns, cost of emergency repairs and maximize up-time.	Efficiency % = Number of P.M.'s scheduled: Number of P.M.'s completed.	901 / 869 = 96%	920 / 878 = 95%	950 / 925 = 97%

Prior Year Results and Outcomes:

- Fleet Services proactively provides preventive maintenance for the City fleet in accordance with OEM recommendations and responsively provides fleet vehicle repairs as requested by city departments. 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 98% 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 % for FY15.

- Fleet Services performs bi-weekly truck safety inspections for City of Prescott Fire Department and the Solid Waste Division. This keeps our fleet safe and ready for service the city.

- Fleet Services also continues to provide "Emergency Power Generators" services for the City of Prescott ~ performs PM's, repairs and coordinates the load bank testing with an outside vendor.

- Fleet Services provides preventive maintenance and safety inspections for Groom Creek Fire District vehicles and equipment. We are currently working on a new IGA for maintenance, service, repairs and sale of Truck #910 IGA. Revenue through the existing IGA produced approximately $63,000 total

- Fleet Services used the final report from the LAC study to produce a current action plan.

- Fleet Services provides additional services to City Departments at no charge as a Customer Support Service. This service includes vehicle pick-up and delivery for service. Other complementary services includes roadside service (flat tires, jump starts, etc.), installing snow chains, obtaining quotes for accident damage, transporting vehicles to outside vendors for repairs that can't be completed at Fleet Services as well as transporting vehicles to dealerships for factory warranty repair.

- Fleet Services also works with Risk Management to have vehicles repaired if involved in an accident and make sure the work was completed correctly and can safely return to our roads.

FLEET MAINTENANCE FUND

- Fleet Services works with the accounting office to assign a City Asset number to newly purchased vehicles and equipment. We also insure that all vehicles and on/off road equipment are issued an Arizona title & registration and then forward the original title to City Clerk.

- Fleet Services replaces lost or damaged license plates, has windshields replaced, new tires installed and balanced, has seats re-upholstered and front end alignments performed. Additionally, we will have a vehicle washed and cleaned inside and out.

- Fleet Services does have a City of Prescott Car Pool, which is available to all City Departments. We provide vans, trucks, sedans and economy cars. This gives vehicle usage to all departments at no cost except their fuel. Each vehicle is well maintained and ready for use.

- Fleet Services staff of equipment mechanics currently holds a variety of 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 mechanics received no pay increase for obtaining these certifications for professional 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 FY16.

- 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 Meetings and OSHA Mandatory trainings. Each mechanic performs a monthly OSHA safety check list. There are annual inspections for the overhead cranes, the fire extinguishers, chains, jacks, the portable vehicle lifts and above ground lifts, etc. We also discuss any issues with tools, guards or equipment that need to be Locked Out ~ Tagged Out, repaired or replaced to be in compliance with OSHA regulations during each Fleet Services safety meetings.

- The Job Task Analysis Manual is current and all staff members have reviewed the manual as required annually. This manual covers in detail each job task and how to perform it safely

- A recap of Fleet Services work order volume for FY15:
    - 2,254 - Total estimated number of work orders completed
    - 890- Repair order line estimates performed by outside vendors and billed by Fleet Services
    - 980 - Estimated preventative maintenance (PM) work orders completed.
    - Fleet Services will cost recover a combined for total of parts and labor of approximately $2,111,000 during FY2015

FLEET MAINTENANCE FUND

Summary of Fund

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 5,544,786	$ 4,306,606	$ 3,443,801
Revenues			
Charges for Services	$ 2,004,588	$ 2,062,000	$ 1,875,000
Interest Income and Miscellaneous	59,328	51,246	35,000
Total Revenues	$ 2,063,916	$ 2,113,246	$ 1,910,000
Expenditures			
Personnel	$ 653,392	$ 627,665	$ 713,429
Supplies	747,088	860,700	857,050
Other Services & Charges	415,334	446,336	443,446
Debt Service	390,643	390,450	388,164
Capital Outlay/Projects	1,095,639	650,900	655,700
Total Expenditures	$ 3,302,096	$ 2,976,051	$ 3,057,789
Budgeted Fund Balance, 6/30	$ 4,306,606	$ 3,443,801	$ 2,296,012

Capital Outlay/Projects

Vehicle Replacements (as appproved by Fleet Maintenance Manager)	$ 617,200
Mobile Data Devices for Mechanics	15,000
Vehicle Electronic Diagnostic Equipment	15,000
Portable Pressure Washer	8,500
Total Capital Outlay/Projects	$ 655,700

FLEET MAINTENANCE FUND

Fleet Maintenance
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	9.10	9.10	9.35
Field & Facilities Director[1]	0.10	0.10	0.10
Business Manager[2]	0.10	0.10	0.10
Fleet Maintenance Superintendent	1.00	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	1.00
Equipment Mechanic	5.00	5.00	5.00
Parts Specialist	1.00	1.00	1.00
Secretary[3]	0.90	0.90	0.90
Contract Specialist[4]	0.00	0.00	0.25

[1] 40% of Field & Facilities Director charged to Solid Waste, 40% charged to Street Operations, and 10% charged to Facilities Maintenance.

[2] 50% of Business Manager charged to Solid Waste, 30% charged to Street Operations, and 10% charged to Facilities Maintenance.

[3] 10% of Secretary charged to Facilities Maintenance.

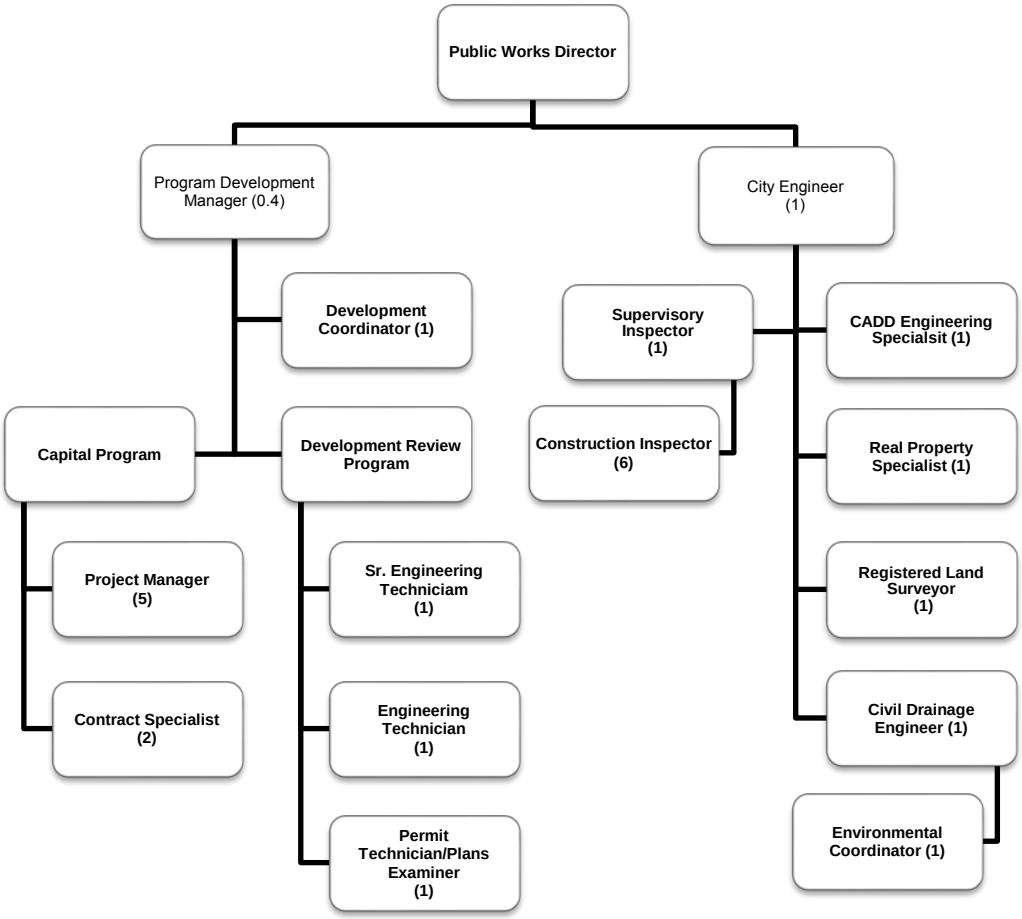
[4] 50% of Contract Specialist charged to Solid Waste, 15% to Facilities Maintenance, 10% to Streets Operations.

Funding Sources: Fleet Maintenance is funded largely through cost recovery to other departments (Charges for Services) based on actual work orders and hourly shop charges for vehicles maintained.

Significant Expenditure Changes: There is a 14% increase in Personnel as a result of 0.25 of the Contract Specialist position charged to the Fleet Maintenance Fund. The position is responsible for assisting with procurement of new or replacement fleet vehicles and equipment. Also, an increased is partially a result of the overtime budget for on call, weekends, and additional workload due to weather events.

ENGINEERING FUND

Mission: To provide superior engineering, quality designs, and customer service through procurement of professional services, performing in-house engineering and design review for construction and operation of the public infrastructure (streets, drainage, and utilities) to ensure public safely, protect the environment, and meet community needs cost effectively.



ENGINEERING FUND

Goal: Use sound, practical, engineering judgement to provide excellent customer service to our residents, developers, contractors and internal customers. Improve the standard of service through clear and responsive communication and treat every task, project or request to establish a new "personal best" in customer service and quality.

Strategy	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
- Prepare professional-level biddable civil plans and specifications for In-House capital improvement projects utilizing in-house design staff. This includes: drainage, roadway, and utility projects. Develop in-house skill sets and cross-train staff that will provide benefit to the City as well as staff. - Provide timely and clear direction to outside engineering firms to ensure a high level of professional designs for streets, traffic and drainage for both private development and capital improvement projects in conformance with current municipal, state and national design policies and standards - Provide engineering and land services to other City departments in evaluating land and infrastructure conditions, costs for proposed annexation, infrastructure policy generation and public information requests.	Amount of Construction dollars designed In-House Design (new performance measure)	N/A	$100,000	$200,000
	Ratio of actual number of in-house designs completed vs. total number planned. Target: 80%	14/17=82%	7/8=80%	14/x=80%
	Development Review for Private & Public Improvements	N/A	900/1000	1000
	Ratio of actual number of street and utility infrastructure construction inspections including subdivisions and commercial projects	N/A	500/500	600
	Ratio of actual number of construction inspections for rights-of-way permits	N/A	320/320	350

Prior Year Results and Outcomes:

Streets Design (In-House Designs)

- FY15 Pavement Preservation Program
- FY15 Sidewalk Replacement Program
- FY15 Small Water Main Replacements Phase 1 and 2
- FY16 Pavement Preservation Program
- Lakeview Plaza Storm Drain
- Willis/Cortez Intersection Reconstruction
- Various Drainage Improvements

Engineering Design and Construction Standards

- Updated Drainage Criteria Manual
- Updated Standard Details
- Developed Engineering Design and Construction Standards in the areas of:
    - Roadways
    - Traffic/Transportation
    - Water
    - Wastewater
    - Drainage
    - Dry Utilities

ENGINEERING FUND

- o Plan Review and Checklists
- o CADD Standards
- o Variance Process

Traffic Engineering

- Reviewed and approved 105 construction traffic control plans
- Installed street light mounted Christmas decorations
- Installed Park Avenue Antique Street Lighting
- Awarded Round II HSIP (CYMPO) grant for 706 new signs and posts
- Authored and executed IGA for 1.0 million government Canyon Bridge Replacement Project
- Installed 32 new Accessible Pedestrian System pushbuttons at six Willow Creek Road intersections
- Constructed new inspector and plan review office remodel improvements

Development Review

Capital Improvement Program Project Plan Review

- 115 Engineering Plan Reviews
- 27 Submittals and Tech Memo Reviews
- 51 Utility Reviews

Private Development Plan Reviews

- 669 Engineering Plan Reviews
- 350 Utility Plan Reviews
- 58 Revision/Modification Reviews
- 321 Right of Way Permits
- 125 Pre-Application Conference (PAC) Reviews

Approvals to Construct/Approvals to Operate

- 29 Approval to construct (construction permits
- 14 Approval to operate (completed engineering permits)

ENGINEERING FUND

Summary of Fund

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 1,026,265	$ 1,370,087	$ 1,144,943
Revenues			
Charges for Services	1,856,096	1,631,415	2,516,143
Interest Income and Miscellaneous	15,743	13,000	10,000
Total Revenues	$ 1,871,839	$ 1,644,415	$ 2,526,143
Expenditures			
Personnel	$ 1,249,448	$ 1,508,077	$ 2,177,585
Supplies	35,867	36,021	35,500
Other Services & Charges	242,702	325,461	303,058
Total Expenditures	$ 1,528,017	$ 1,869,559	$ 2,516,143
Budgeted Fund Balance, 6/30	$ 1,370,087	$ 1,144,943	$ 1,154,943

Funding Sources: Engineering is funded largely through cost recovery (Charges for Services) to other departments based on engineering services provided.

Significant Expenditure Changes: There is a 44% increase in Personnel when comparing FY2015 estimated endings to the FY2016 budget. Several positions that provide engineering or project management support were being allocated either on a percentage basis or fully to the Streets, Water, and Wastewater funds. Beginning with FY2016, these positions are now 100% in the Engineering Fund and will charge their time to specific projects based on hours worked. The increase in expenditures will be offset by the increase in charges for services.

ENGINEERING FUND

Engineering
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	17.30	17.10	24.40
City Engineer[1]	0.60	0.60	1.00
Civil Drainage Engineer	1.00	1.00	1.00
Program Development Manager[2]	0.00	0.00	0.40
Capital Project Manager	2.20	2.20	5.00
Contract Specialist	1.00	1.00	2.00
CADD Engineering Specialist	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00
Registered Land Surveyor	1.00	1.00	1.00
Development Coordinator	1.00	1.00	1.00
Real Property Specialist[3]	0.50	0.30	1.00
Supervisory Inspector	1.00	1.00	1.00
Construction Inspector	6.00	6.00	6.00
Permit Technician/Plans examiner	1.00	1.00	1.00
Engineering Technician	0.00	0.00	1.00
Environmental Coordinator	0.00	0.00	1.00

[1] 30% of City Engineer charged to Water Administration and 10% charged to Wastewater Administration.

[2] 30% of Program Development Manager charged to Water Administration and 30% to

[3] 30% of Real Property Specialist charged to Wastewater Administration, 30% charged to Water Administration, and 10% to Planning & Zoning.

FACILITIES MAINTENANCE FUND

The Facilities Maintenance Division is responsible for City facilities that participate within the facilities maintenance fund. The major functions within facilities maintenance include operations and maintenance (O & M), custodial services, landscaping, contracting, and commissioning. O & M typically includes the day-to-day activities necessary for the building and its systems and equipment to perform their intended function. With adequate maintenance, buildings can be useful almost indefinitely.

The Facilities Maintenance Fund is directly tied to any economic impacts that would affect the stability and growth of the General Fund since the General Fund is its fund source. Continued funding of the facilities maintenance fund will increase the safety of all staff, as properly maintained equipment is safer equipment; ensure the comfort, health and safety of building occupants through properly functioning equipment providing a healthy indoor environment; ensure the design life expectancy of equipment is achieved; and facilitate compliance with Federal legislation such as the Clean Air Act and the Clean Water Act. Additionally, targeted building energy efficiencies will result in lower energy bills with minimal capital investment.

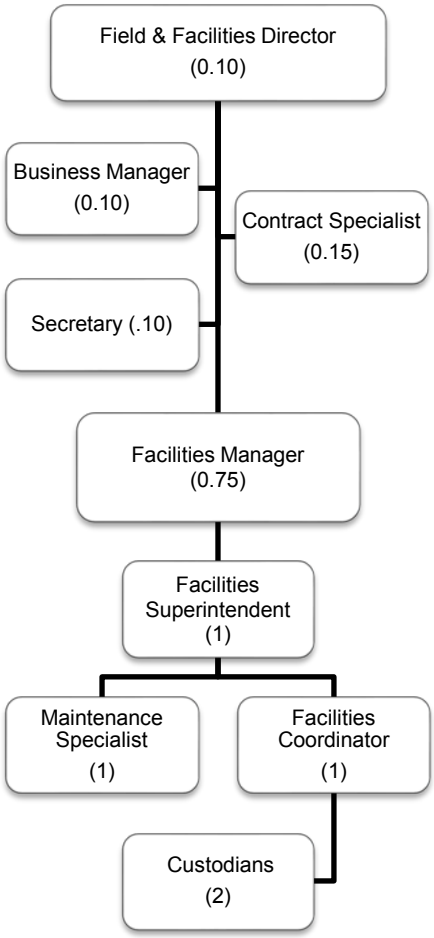
Failure to fund the Facilities Maintenance Fund at an adequate level will result in deterioration of building systems and infrastructure resulting in greater future expense. A facility cannot operate at peak efficiency without being operated and maintained properly which includes coordination of operating systems, maintenance, space utilization efficiencies, infrastructure maintenance, and interior environmental advocacy for staff and their associated activities that optimize facility efficiency and usage.

The Facilities Maintenance Division also manages the Rodeo Grounds and the Parking Garage. The Rodeo Grounds and Parking Garage are shown in the General Fund portion of the Annual Budget book because the primary financing comes from this fund. Financial health of the Rodeo Grounds and the Parking Garage are directly tied to any economic impacts that would affect the stability and growth of the General Fund since the General Fund is the main source of funds for these functions. More information regarding these areas can be found throughout the book.

Mission: Provide safe, clean and well maintained buildings and facilities that serve the needs of the public and employees of the City.

Improve efficiency and longevity of electrical, mechanical, plumbing, HVAC and other facility systems when repairs or replacements are warranted or budgeted.

FACILITIES MAINTENANCE FUND



FACILITIES MAINTENANCE FUND

Goal: Maintain all City facilities consistent with the facilities mission and decrease energy use of the facilities by replacing old inefficient lighting and HVAC systems and controls. Identify and improve energy efficiency using other measures. 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	Performance Measures	FY14 Actual	FY15 Estimate	FY16 Forecast
	Percentage of emergency work orders completed within 4 hours	100%	100%	100%
Increase work order turnarounds of both short and long-term projects, monitor schedules, prevent costly repairs, and increase workloads to complete energy efficiency upgrades.	Percentage of routine Work Orders completed on time	94%	90%	90%
	Work orders completed	580	550	550
	Work Orders: Special Projects (remodels, restorations, etc.) and Capital Projects	• Golf Course Clubhouse roof replacement • GSAC and Mackin parking lot replacement & crack seal • Purchase new software for Maintenance Management System. • PD evidence storage remodel. • Replace carpet & linoleum at Goldwater Residence and Rec Services administration building	• Airport Kitchen remodel • Exterior paint for Virginia Complex • Rehab of Watson Lake residence • Security gate for Virginia Street campus • New carpet and paint for Public Works, Golf Course, Transfer Station and Regional CC • Epoxy floors installed in Watson Lake restrooms • Maint. Management software input • Roof coatings for GSAC, ES, City Hall, Centennial Ctr, and Payroll. New roof for Pioneer park concessions • New sidewalk & lot for Annex buildings	• McCormick building rehab • Engineering Services/Inspectors/ Motor cops rehab • Add Fire Department buildings to Facilities fund • 1- New generator for PD, 1- new portable backup generator for facilities • Parking lot rehab for City lots • Paint exterior of Traffic Warehouse, GSAC, Fire Department buildings • Roofs and HVAC for Fire Department buildings in need • Continue new carpet and paint where interior finishes warrant work
	Replace inefficient lighting and other systems in City facilities. Decrease electricity consumption.	• LED's installed at Golf Course clubhouse • Assist Fire Department in APS rebate paperwork for 5 buildings	• Install LED landscape lighting around Police Department and exterior of City Hall	• Assess Fire Department buildings and other City buildings for maintenance & capital improvement opportunities

FACILITIES MAINTENANCE FUND

	Replace inefficient HVAC in excess of 20 years of age.	• Police Dept. HVAC (4) replaced • Golf Course HVAC in clubhouse (6) replaced	• Replace WW Lab HVAC	• New HVAC for Grace Sparks Activity Center, Aero duct seal
	Other energy saving measures	• Continue bi-annual HVAC preventive maintenance contracts • Large bay Waste oil heater saved $6,112 in natural gas costs in Fleet Facility form prior year • Natural gas costs City-wide were down $13,841 from prior year, electric costs down $11,528 • Aeroseal Golf Clubhouse and Payroll ducts in buildings	• Continue bi-annual HVAC preventive maintenance contracts • New waste oil heater for Fleet Facility small bays installed, to reduce natural gas consumption • Install new drop ceiling in ES Plan Review, Survey offices for reduced HVAC use	• Continue bi-annual HVAC preventive maintenance contracts • Dual glazed, low E glass for Centennial Center
	Safety measures	• Fleet door operators replaced (1/2) to include electric-eye safety stops • Asphalts replacement at GSAC	• Fleet door operators replaced (1/2) to include electric-eye safety stops • Add OSHA signs for fire extinguishers	• Ongoing staff training, arc flash labeling, City wide contract for fire safety

Prior Year Results and Outcomes:

- Completed over 600 work orders with a very high satisfaction rate of 99.9%.
- Ensured staff attended OSHA, personal protection equipment, and other safety classes as scheduled. Kept current General Contractor's and Electrical Contractor's licenses for Superintendent and Specialist.
- Ensured all generators were load-bank tested and received preventive maintenance. Ensured all facilities' building-attached cranes, lifts, and compressors were inspected and completed preventive maintenance checks. Installed new generator ports on four critical buildings and purchased cam locks for backup generator emergency use reducing downtime.
- Conceived, designed, and implemented the Snow Response Policy and Procedures for multi-tenant City facilities. Procured ice melt spreader for service truck to apply ice melt product to multi-tenant parking lots and Bashford Courts parking lot to improve safety.
- Installed Granite Mountain Hot Shot plaque at City Hall, repaired historic doors, and removed boiler room concrete obstruction and installed shelves in boiler room.
- Standardized interior paint colors and carpet squares for City-wide installations. Began carpet square installations in-house.

FACILITIES MAINTENANCE FUND

- Ensured facilities staff attended PPE safety, JHA, and "other" safety classes and videos as scheduled.

- Continued Snow Response Policy and Procedures for multi-tenant City facilities and Parking Garage. Utilized ice melt spreader for facility service truck to apply ice melt product to multi-tenant parking lots and Bashford Courts parking lot to improve safety.

- Installed six new door operators with safety stops via electric eyes on last half (6) of the Fleet Maintenance Facility bay doors. All operators have now been replaced.

- Conducted MRSA testing for PD holding area, tests negative. Conducted air quality testing in Fleet Maintenance Facility bays, air quality good.

- Replaced failing handrails at Legal building entrance, repaired City Hall "legacy doors".

- Kept current General Contractors and Electrical Contractors licenses for Superintendent.

- Updated and secured certificates of insurance documents, and renewed all leases, licenses, and contracts as directed for City of Prescott, including parking spaces, NACOG, and the Chamber of Commerce use agreements. Provided elevator certifications to OSHA.

- Planned, directed, executed, and supervised electrical needs for the City's Pioneer Park July 4th Extravaganza.

- Ensured all generators were exercised and received preventive maintenance (PM). Ensured all facilities' building-attached cranes, lifts, and compressors were PM'ed and certified annually.

- Ensured all fire extinguishers, fire sprinklers, enunciators, hood systems, backflow preventers, fire and security alarms received annual inspections, were certified, and carried proper OSHA signage. Had all back flow preventers certified. Ensured Manzanita Grille kitchen drains were hydro-jetted, and hot water heater and ice machine repairs were completed

- Ensured pest control and annual professional window cleaning at all facility buildings under the custodian umbrella.

- Provided preventive maintenance for all electronic doors and elevators. Renewed all elevator certifications. Ensured best pricing for Library elevator maintenance agreement through Federal agreements contract pricing, saving $4,020 per year at the Library.

- Conducted professional building assessments for five Fire Stations, City Hall, Police Department, Library, Grace Sparks Activity Center, and RP Simmons Adult Center.

- Renewed bi-annual HVAC preventive maintenance agreements for Library and City facilities. Monitored work, received condition reports, and affected repairs "in-house", where economies of scale dovetailed with Facilities' staff abilities. Completed bi-annual filter changes by Facilities staff.

- Ensured procurement process, best pricing, and proper timing for installation and removal of holiday lights placed on City Hall for "Arizona's Christmas City".

FACILITIES MAINTENANCE FUND

- Continued the cleaning rotation of all VCT floors for stripping, waxing, and burnishing for a more professional office look. Continued the rotation of all carpets for spotting, stain removal, bonnet cleaning and/or hot water extraction.

- Burnished the gym floors at Grace Sparkes Activity Center (GSAC) and RP Simmons Adult Center. New electronic faucets, drinking fountain, and restroom clean-out installed in GSAC. Patched and painted multiple rooms at the GSAC and RP Simmons Adult Center.

- Completed over 600 work orders placed by internal customers, with a very high satisfaction rate - 99.7%.

- Repaired City Hall electrical issues from circuit breaker, assisted with the installation of large TV's which required new electrical, mounting boards, and paint. Installed electrical connections for the electrical switch for the Solid Waste pressure washer and Whiskey Row trash compactors.

- Renovated the Watson Lake residence to include new linoleum, new carpet squares, smoke detectors, weather stripping, new air conditioner, stove and bathroom exhaust fans, LED lighting, new countertops, shower enclosure, new faucets and gutters. Replaced rotted subfloor. Applied epoxy to Lower Watson Lake restrooms floors. Deep-cleaned Granite Creek restrooms, painted interior, applied epoxy to floors, and powder coated the lavatories and drinking fountains. Added LED exterior to the buildings.

- Renovated Airport restaurant kitchen to include architectural procurement, all new electrical panels and service, new plumbing to include backwater and backflow valves and preventers, and a grease interceptor. Installed new gas lines equipped with quick-disconnects, new lighting, and kitchen equipment to include new exhaust hood and makeup air, stove-top range, 3-compartment sink, hand sink, dishwasher, hot table, stainless steel shelving and deep fat fryer. Added new epoxy flooring, repaired and re-finished the walls with epoxy paint, patched VCT flooring, and installed a new grid ceiling in the office. Assisted the Airport staff in carpet square installation for the Terminal building, and repair of sewer line from TSA.

- Assisted Planning and Zoning in an office remodel which included new reception area countertops, a new wall door, and a new electronic door.

- Assisted the IT Department in the inspection and repair of their newly acquired Radio Towers to include HVAC, pest control, and ensured propane levels were topped-up. Re-keyed their shop building.

- Installed a new security lock with crash bar at Engineering Services. Installed a new grid ceiling which lowered the ceiling in two sets of offices, which reduced heating and air conditioning space, added high efficiency lighting, HVAC re-ducting, and relocated the fire sprinklers. This project reduced energy consumption and provided better lighting and a more professional work environment. Reception area carpet was removed and new VCT was installed. The old VCT was stripped, waxed, and burnished.

- Installed new carpet squares, patched and painted the Public Works building. Installed new countertops, gate-door, and desktops. Balanced the HVAC airflow throughout building for better comfort.

- Installed new carpet squares in the Restaurant, Bar, and Pro Shop at Antelope Hills Golf Course Clubhouse and one Finance Department office. Repaired parking lot lights in Golf

FACILITIES MAINTENANCE FUND

Course parking lot. Repaired sinks, ice machine, and attended to various plumbing issues at the Clubhouse.

- Installed new carpet squares, repaired and patched drywall, and painted the entire interior of the Regional Communications Center.

- Repaired VCT floor at the Transfer Station. Patched and painted the walls, and replaced VCT floors in meter-reader offices of Water Administration building. Also, installed LED emergency exit, exterior lights and workstation lights throughout. Balanced the air flow from the HVAC for a more comfortable office environment.

- Repaired concrete walkways and installed new asphalt at the parking lot of the City Annex buildings. New "high-visibility" directional signage was installed at Annex building's entrances in two locations, and individual office signage was upgraded.

- Various roof repairs were completed on Public Works, Fleet Maintenance, Transfer Station, and the Water Administration buildings. The Centennial Center, Annex Payroll offices, Meals on Wheels, Fire Station 51 equipment bays, and Wastewater Lab roofs all received Gacosil silicone coatings. Replaced the roof on Pioneer Park concessions building, and repaired the roof on the Administration building of Recreation Services. Grace Sparks Activity Center (GSAC) received a new foam roof coating, extending the warranty by five years. GSAC roof scuppers were repaired, damaged ceiling tiles were replaced, ceiling drywall was repaired, and energy efficient T-8's fluorescent lighting was installed. The stage wall in the gym was repaired and painted at the GSAC. The exterior ductwork on the roofs of the Golf Course Centennial Center, Fleet Maintenance Facility, Wastewater Lab building, and the Payroll offices were repaired.

- New workstations were installed in the Transfer Station Administration offices, Facility's staff offices, Finance offices, and the Contract Specialists' office. The Facilities shop bays' single pane window was replaced with dual-glazed glass having thermal breaks for energy efficiency.

- HVAC units were replaced at Fire Station 51, the Library, and Wastewater Lab. New thermostats and fan supply motors were installed in Fleet Superintendent's office, and auxiliary heating and wireless thermostats were added at PD in two offices. Replace batteries in three solar parking lot lights.

- Installed an electronic security gate at Virginia Street complex at the Mt. Vernon access, and key fobs were provided to all Divisions that needed them. The Facilities Shops building received a numerical ID.

- Replaced a collapsed sewer pipe under the Facilities shop. The damaged wall on Marina Street adjacent to the Finance offices was replaced and painted.

- The Human Resource offices and a Finance office were painted. The Legal building received a new, secure electric panel cover.

- The Police Department and Library windows that were vandalized were replaced. The Police Department lift was repaired and their exterior landscape lights were converted to LED's. The Pella window operators were repaired, and hot water heater repairs were completed

FACILITIES MAINTENANCE FUND

- City Hall exterior cone lights were retrofitted with LED's. Purchased and installed new conference tables for City Hall basement conference room and painted the room.

- Ken Lindley Field house received all new exterior paint

- Secured the McCormick building's Professional Services Agreement and facilitated the plans and budgets with Otwell Associates Architects for the Fire Department. Repaired all OSHA concerns at Fire Station 51 and had their VCT flooring replaced. Assisted the Fire Department by reviewing air-scrubbing apparatus bids and vehicle bays painting bids. Repaired damaged drywall and painted in Station 51. Corrected concrete issues, obtained quotes for multiple roof coatings and bids for replacement. Sealed ductwork and corrected HVAC issues. Completed professional building assessments in order to program maintenance, repair and replacement of City assets. Replaced the generator at Fire Station #75 with newer model not being used by the Radio Shop. Replacement included design plans, electrical retrofit, concrete pad and connectivity to transfer switch. Replaced a failing concrete floor under the ladder truck at Fire Station #71, which included design, core samples, and pinning the new concrete to the old. Completed the maintenance of all Fire Station items identified in the City's Safety Inspection

- Installed a new waste oil heater in the small bays of the Fleet Maintenance Facility, repaired the large waste oil heater, and checked the air quality in these areas

- Energy Efficiency updates included installation of high-efficiency HVAC systems, ductwork sealing, and installation of dual-glazed low-E glass and occupancy sensors. High efficiency T-8's with electronic ballasts were installed to replace low efficiency magnetic ballasts with T-12 lights. LED lights were installed on many of the City's exterior buildings. Weather-stripping was added with all of these ongoing efforts having positive effects on energy consumption for the City, in opposition to rising energy costs since inception of these energy efficiency programs. (Actual Costs/Fiscal Years for Facilities in umbrella).

Natural Gas	**2011**	**2012**	**2013**	**2014**	**2015**
	$67,075	$58,764	$50,045	$36,204	$30,000(est)
Savings over base year (2011)		$ 8,311	$17,030	$30,871	$36,538
Electricity	**2011**	**2012**	**2013**	**2014**	**2015**
	$220,885	$209,956	$202,935	$191,407	$180,000(est)
Savings over base year (2011)		$ 10,929	$ 17,950	$ 29,478	$40,885

- Assisted in the installation of the Maintenance Management System "Lucity" for Facilities that dovetails into the current system used by Public Works and identifies sites, buildings, and rooms via the City's GIS system. Ensured the building assessments done by ISES were input into Lucity for programming repairs, maintenance, and capital needs.

- City-wide carpet square installations have amassed 24 tons of verified greenhouse gas emission reduction credits, as verified by SGS (Société Générale de Surveillance) a Swiss, internationally accredited company. Through this carbon footprint reduction, the City has saved the equivalent of enough gasoline to drive coast to coast 20 times.

FACILITIES MAINTENANCE FUND

Summary of Fund

	FY14 Actual	FY15 Estimate	FY16 Budget
Budgeted Fund Balance, 7/1	$ 299,558	$ 260,815	$ 172,664
Revenues			
Charges for Services	$ 1,183,080	$ 1,332,197	$ 1,541,816
Interest Income and Miscellaneous	4,444	3,500	2,000
Total Revenues	$ 1,187,524	$ 1,335,697	$ 1,543,816
Expenditures			
Personnel	$ 412,066	$ 419,746	$ 476,260
Supplies	103,042	122,870	135,550
Other Services & Charges	584,368	831,158	913,276
Capital Outlay/Projects	126,791	50,074	-
Total Expenditures	$ 1,226,267	$ 1,423,848	$ 1,525,086
Budgeted Fund Balance, 6/30	$ 260,815	$ 172,664	$ 191,394

FACILITIES MAINTENANCE FUND

Facilities Maintenance
Staffing Summary

	FY14	FY15	FY16
Authorized Staffing Level	6.05	6.05	6.20
Field & Facilities Director[1]	0.10	0.10	0.10
Facilities Manager[2]	0.75	0.75	0.75
Business Manager[3]	0.10	0.10	0.10
Facilities Maintenance Superintendent	1.00	1.00	1.00
Facilities Coordinator	1.00	1.00	1.00
Maintenance Specialist	1.00	1.00	1.00
Custodian	2.00	2.00	2.00
Secretary[4]	0.10	0.10	0.10
Contract Specialist[5]	0.00	0.00	0.15

[1] 40% of Field & Facilities Director charged to Solid Waste, 40% charged to Street Operations, and 10% charged to Fleet Maintenance.

[2] 15% of Facilities Manager charged to Rodeo Grounds and 10% charged to Parking Garage.

[3] 50% of Business Manager charged to Solid Waste, 30% charged to Street Operations, and 10% charged to Fleet Maintenance.

[4] 90% of Secretary charged to Fleet Maintenance.

[5] 50% of Contract Specialist charged to Solid Waste, 25% to Fleet Maintenance and 10% to Streets Operations

Funding Sources: Facilities Maintenance is funded primarily by other departments through a cost recovery matrix. This allocation is based on separate rates for utilities, maintenance, and janitorial based on the type of space. The rates are examined each year by Facilities and adjusted to meet funding requirements.

Significant Expenditure Changes: There is a 10% increase in both Supplies and Other Services & Charges when comparing FY2015 to the FY2016 budget. The increase is a result of a utilities budget to allow for fluctuating demand and for increased building maintenance costs. Effective FY2016, Facilities is responsible for maintaining the 5 Fire Stations when in years prior it was handled by the Fire Department, this also increased the estimated costs for building maintenance which was offset by an increase in cost recoveries (Charges for Services).

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 FY2015 Annual Budget. Also included is the Five Year Capital Plan covering FY2016-2020 and the Unfunded Capital List that were approved by Council.

CAPITAL IMPROVEMENT PLAN

Page No.	Project Title	FY2016 Budget
	General Government (General Fund)	
291	Agenda Management Program (cost recovered)	$ 5,104
291	Time & Attendance Software and Equipment	71,500
	Recreation Services (General Fund)	
291	Concrete Repair Program	30,000
292	City Playgrounds – Compliance w/ A.D.A. & National Playground Safety	20,000
292	Acker Park Improvements (reimbursed with developer monies)	20,000
	Regional Communications (General Fund)	
292	Public Safety Software System Upgrade	1,000,000
292	Copy Machine for PRCC	10,000
	Fire Department (General Fund)	
293	Self Contained Breathing Apparatus (SCBA)	450,000
293	Hazmat Vehicle #781 HMT 75 (Utility Type)	300,000
293	Diesel Exhaust Systems - Scrubbers	110,000
293	Station Refurbishment	45,000
294	Center for Public Safety Excellence Technical Assistance Program	42,000
	Subtotal General Fund	$ 2,103,604
	Park Development Impact Fee	
294	Picnic Area Expansion Program	$ 10,000
	Subtotal Impact Fees	$ 10,000
	Open Space	
294	Goldwater Lake – land acquisition from U.S.D.A. Forest Service	$ 500,000
295	Right-of-way acquisition for trails – State Trust Land	230,000
	Streets	
295	Rosser Street Pavement Reconstruction Phase IV	2,010,000
295	Walker Road Pavement Reconstruction	650,000
296	Hope/Autumn Breeze Pavement Preservation	546,540
296	Vehicle Replacement – Street Maintenance	545,000
296	Overland Road Bridge Reconstruction – Government Canyon	317,000
296	Goodwin Street/S Washington Avenue Pavement Reconstruction	315,000
297	Miscellaneous Streets Projects	300,000
297	Hummingbird Culvert Rehabilitation	280,000
297	Acker Park Regional Detention	250,000
298	Sidewalk Replacement Program	225,000
298	Downtown Drainage Improvements Program	220,000
298	Intersection Signalization Project	200,000
299	Darby Creek court Pavement Preservation	193,682
299	Summit/McCormick/Beach Pavement Preservation	178,028
299	Annual Pavement Marking Contract	150,000
300	Lakeview Plaza 48" Storm Drain	100,000
300	Willow Creek Road Wall Repairs	100,000
300	Signal Replacement Equipment	55,000
300	Central Yavapai Metropolitan Planning Orginization (CYMPO)	52,877
301	Unpaved Streets Improvements	50,000
301	Engineering and Safety Projects	50,000
301	Sidewalk Improvements – ADA Compliance	25,000
301	Traffic Calming – Various Streets	25,000
302	Blackhawk Subdivison Drainage Improvements	25,000
302	Striping Modifications	10,000
302	Street Light (New and Replacement)	10,000
	Subtotal Streets & Open Space	$ 7,613,127

CAPITAL IMPROVEMENT PLAN

Page No.	Project Title	FY2016 Budget
	Water	
303	Dam Repairs	1,000,000
303	Zone 16 Improvements, Virginia Pumpstation, Haisley Tank and Pipeli	1,000,000
303	Zone 24/27, Water Pipeline Upsizing – from Thumb Butte Rd to Upper	936,364
304	Zone 12 Interconnection Pump Station	610,000
304	Airport Zone Production Recovery Well #4	600,000
304	Zone 56, Prescott Canyon Tank and Piping	600,000
304	Transmission Main Scour Protection within Willow Creek	530,000
305	Production Well Rehabilitation	500,000
305	36″ and 18″ Emergency Check Valve	492,520
305	12″ Line Sundog Ranch Road – Prescott Lakes Parkway to Bucky's Ca	479,400
306	CA1 with SRP and Prescott Valley	410,874
306	Vehicle Replacements	410,000
306	CIP Water Annual Maintenance	280,000
306	Zone 101, Pump Station	250,000
307	Miscellaneous Water Projects	176,000
307	Traffic Control Equipment	50,000
	Subtotal Water	$ 8,325,158
	Wastewater	
307	Sundog Trunk Main	$ 2,666,286
308	Fluoride Reduction	1,550,000
308	Sewer Mainline Rehabilitation	750,000
308	Sundog Wastewater Treatment Plant Improvements	550,000
309	Sundog Equalization Basin	500,000
309	CCTV Camera Van	300,000
309	Vehicle Replacements	282,000
310	CIP Wastewater Annual Maintenance	220,273
310	Miscellaneous Wastewater Projects	181,000
	Subtotal Wastewater	$ 6,999,559
	Solid Waste	
310	Transfer Station Brush Grinder	$ 550,000
310	Transfer Station Floor Repair	250,000
311	Transfer Station Main Scale Replacement	200,000
311	Vehicle Replacement – Residential Collections	122,400
311	Paving at Sundog Ranch Solid Waste/Street Maintenance Yard	100,000
311	Transfer Station Fee Booth Renovation	20,000
	Subtotal Solid Waste	$ 1,242,400
	Joint (Multifund) Projects	
312	West Airport Distribution System Loop (Willow Creek Road Realignme	$ 5,860,400
312	Main Line Replacements	2,926,299
312	Smoke Tree Lane Reconstruction from Willow Creek to Birchwood Cov	2,680,000
313	Undesignated Project	2,529,000
313	Pavement Maintenance and Preservation	2,160,678
314	Robinson Drive Pavement Reconstruction	1,190,000
314	Penn Avenue – Eastwood Drive Pavement Reconstruction	1,180,000
314	Schemmer Drive Pavement Preservation	1,094,733
315	N. Montezuma Street Pavement Rehabilitation	905,000
315	N. Washington/Churchill Pavement Preservation	885,350
315	Storage Tank Maintenance Program	882,000
316	Carleton Street Alarcon Street Pavement Reconstruction & Drainage Im	800,000
316	S. Marina Street Pavement Preservation	729,140

CAPITAL IMPROVEMENT PLAN

Page No.	Project Title	FY2016 Budget
316	Bashford Court Alley Pavement Preservation	680,581
317	City Shop UST Release Clean-up	540,000
317	Crystal Lane Realignment	520,000
317	Watson and Willow Lakes Enhancement Program (TMDL)	501,000
318	Willis-Cortez Intersection Improvements	405,000
318	SCADA System Installation and Upgrade	214,000
318	Solar Improvement Project	150,000
319	Electrical Infrastructure and Security Lighting at Sundog Transfer Statio	120,000
319	Trakit9 and GIS Integration Module Upgrades	105,000
320	Aerial Images and limited contours generation	68,000
320	As-Built Mylar Scanning	60,000
	Subtotal Joint (Multifund) Projects	$ 27,186,181
	Airport (Mostly grant funded)	
320	TWY E Lights, Electrical Vault Relocation, Emergency Generator Repl	$ 3,818,815
321	USFS and Large Aircraft Apron Rehabilitation	1,515,292
321	Replace ARFF Truck	473,685
321	Airport Master Plan	315,000
322	Airport Pavement Preservation Program – City	300,000
322	RWY 3R-21L and 3L-21R and TWY A and C Lighting and Signage	280,000
322	Security Upgrades	250,000
323	RWY 12-30 PAPI and REIL Both Ends and RWY 3R-21L PAPI Both Er	169,300
323	F Hangar Fire Sprinkler System	80,000
324	Airspace Obstruction Mitigation	38,000
	Subtotal Airport	$ 7,240,092
	Fleet	
324	Vehicle Replacements	$ 617,200
324	Mobile Data Devices for Mechanics	15,000
325	Vehicle Electronic Diagnostic Equipment	15,000
325	Portable Pressure Washer	8,500
	Subtotal Fleet	$ 655,700
	Other Capital Budgets	
325	Acker (Trust Fund)	10,000
325	Gifts & Donations (Trust Fund)	235,387
326	Grant Funds	4,847,775
	Subtotal Other Capital Budgets	$ 5,093,162
	Total Capital Budget	**$ 66,468,983**

General Government (General Fund)

Agenda Management Program (Cost Recovered)

Depart/Division:	City Clerk
Project Type:	Information Technology
Budget:	$19,524 (Net $5,104 after cost recovery)
Description:	Purchase and implementation of an enterprise wide agenda management program that will allow for the integration between the agenda process and the electronic document management system. The product will incorporate the management of all of the City's Boards, Commissions, and Committees. This will replace the current system and create efficiencies in all departments.
Operating Impact:	The ongoing licensing cost will be $19,524 annually.

Time and Attendance Software and Equipment

Depart/Division:	Human Resources
Project Type:	Software and Equipment for HR/Payroll Management of Resources
Budget:	$71,500 (Carryover from FY15)
Description:	Automate the time and attendance procedures for 700 employees and 300+ volunteers in over 62 payroll locations throughout the City. Tracking and resolving liability issues such as FMLA, Industrial, and ACA compliance. As well as providing strong time management tools for supervisors, offering them the ability to resolve issues before they become a liability. Employees will have better access to view their hours and benefits and will have improved communication capabilities with their supervisors.
Operating Impact:	Annual maintenance expense approx. $15,000.

Recreation Services (General Fund)

Concrete Repair Program

Depart/Division:	Recreation Services
Project Type:	Construction
Budget:	$30,000
Description:	This item addresses the deterioration of aging concrete throughout the park system, to include sidewalks, retaining walls, and various foundations. This is the creation of a new program to initiate repairs annually to bring condition to more optimum level.
Operating Impact:	A reduction of operating and maintenance costs expected for deteriorating facilities.

City Playgrounds – Compliance with ADA & National Playground Safety Institute

Depart/Division:	Recreation Services
Project Type:	Repair
Budget:	$20,000
Description:	This project entails repairs and replacement of playground components city-wide such as engineered wood fiber and/or rubberized surface to be incompliance with National standards for playgrounds
Operating Impact:	An expected decrease in operating expense after improvements made.

Acker Park Improvements (to be reimbursed with developer monies)

Depart/Division:	Recreation Services
Project Type:	Construction
Budget:	$20,000
Description:	Improvements to Acker Park, and includes but is not limited to parking upgrades, lighting, and other amenities.
Operating Impact:	Initially the improvements will have no effect on the operating budget, with minimal maintenance needed in the future.

Regional Communications (General Fund)

Public Safety Software System Upgrade

Depart/Division:	Regional Communications
Project Type:	Information Technology
Budget:	$1,000,000
Description:	Replace the current ADSi public safety software system with new and updated system necessary for supporting the ongoing efforts of Public Safety in the regional community. This upgrade is necessary to meet current and projected needs and would provide greater capabilities to enable operational efficiencies through increased automation and data integration. The system is a constellation of public safety related software which encompasses dispatchers, field units, records, and administrative staff.
Operating Impact:	The operating expense associated with the new technology is unknown at this point in time

Copy Machine for PRCC

Depart/Division:	Regional Communications
Project Type:	Equipment purchase
Budget:	$10,000

Description:	Purchase of a new copy machine to support PRCC needs
Operating Impact:	Replaces existing equipment

Fire Department (General Fund)

Self Contained Breathing Apparatus (SCBA)

Depart/Division:	Fire
Project Type:	Equipment purchase
Budget:	$450,000
Description:	The purchase of 50 new SCBA's plus 80 masks and parts. To replace aging equipment that is 11 years old. SCBAs are the most important tool for firefighter safety with an average useful life of 10 years.
Operating Impact:	Replaces existing equipment

Hazmat Vehicle #781 HMT 75 (Utility Type)

Depart/Division:	Fire
Project Type:	Vehicle Replacement
Budget:	$300,000 (Carryover from FY15)
Description:	Replacement of utility type medium Hazardous Materials Response vehicle.
Operating Impact:	Annual servicing, fuel, and maintenance cost as approximately $2,500

Diesel Exhaust Systems - Scrubbers

Depart/Division:	Fire
Project Type:	Building Equipment
Budget:	$110,000 (Carryover from FY15)
Description:	Firehouse engine exhaust removal system. Current fan systems do not meet the standards for removal of exhaust gases, carcinogens, and particulates.
Operating Impact:	Annual servicing of exhaust filters estimated at approximately $4,400

Station Refurbishment

Depart/Division:	Fire
Project Type:	Building Maintenance
Budget:	$45,000 (Carryover from FY15)
Description:	Basic preventative maintenance and repairs on fire stations. The current

	budget is a carryover of some existing projects from FY15. Beginning with FY16, the fire stations' maintenance will be managed by Facilities.
Operating Impact:	$5,000 annually per fire station is recommended for basic maintenance, totaling $25,000.

Center for Public Safety Excellence Technical Assistance Program

Depart/Division:	Fire
Project Type:	Consulting Services
Budget:	$42,000
Description:	Enlist the support from the Center for Public Safety Excellence to aid the Prescott Fire Department with the development for both a Strategic Management Plan (SMP) and a Standards of Cover/Community Risk Management Plan as recommended by the recently completed ICMA study. This is a process using experts familiar with nationally recognized practices.
Operating Impact:	Possible reduction of operating expenses through efficiencies gained.

Park Development Impact Fee

Picnic Area Expansion Program

Depart/Division:	Recreation Services
Project Type:	Equipment
Budget:	$10,000
Description:	This item address meeting future demands for picnic area expansion, to include adding tables, grills, pads, garbage receptacles, and parking.
Operating Impact:	This item will reduce the operating budget impacts as it will also replace deteriorating picnic area amenities.

Open Space

Goldwater Lake – land acquisition from U.S.D.A. Forest Service

Depart/Division:	Recreation Services
Project Type:	Acquisition
Budget:	$500,000
Description:	The project entails using the U.S.D.A. Forest Service - Townsite Act process to purchase 50 acres southeast of existing City-owned land at upper Goldwater Lake. The desired 50 acres will allow the City to better utilize and manage the lands adjacent to the lake and parklands, and will create the future opportunity to develop a revenue-producing public campground, and disc golf course.

Operating Impact:	Adding 50 acres to the parkland has very little impact to the operating budget.

Right-of-way acquisition for trails – State Trust Land

Depart/Division:	Recreation Services
Project Type:	Acquisition
Budget:	$230,000
Description:	This item allows expansion of the Mile-High Trail System to Glassford Hill summit, and a major connector trail to Prescott Gateway Mall from the 50-mile Prescott Circle Trail. Costs associated with this project include the cultural resource survey and required report, botanical inventory and reimbursement to ASLD for plants removed, real estate appraisal, survey work if necessary, and purchase of 10-year and 50-year rights-of-way. There is no cost for trail construction except fuel funded by existing trails operating budget. All construction shall be implemented with Parks and Recreation equipment and volunteers.
Operating Impact:	No impact to operating budget is created with this item.

Streets

Rosser Street Pavement Reconstruction Phase IV

Depart/Division:	Public Works Projects
Project Type:	Pavement
Budget:	$2,010,000
Description:	Remove and reconstruct the pavement on Rosser Street between Campbell Avenue to Eagle View Drive. Minor sidewalk and driveway improvements will also be made. Limited utility and drainage improvements are incorporated into the project
Operating Impact:	Completion of this project will result in a reduction in overall maintenance and operational expenses, due to the improved condition of the transportation system.

Walker Road Pavement Reconstruction

Depart/Division:	Public Works Projects
Project Type:	Pavement
Budget:	$650,000
Description:	Remove and reconstruct Walker Road pavement between SR69 and the City Limits. Minor drainage improvements are included in this project.
Operating Impact:	Completion of this project will result in a reduction in overall maintenance and operational expenses, due to the improved condition of the transportation system.

Hope/Autumn Breeze Pavement Preservation

Depart/Division:	Public Works Projects
Project Type:	Pavement - Utility
Budget:	$546,540
Description:	This is part of the annual pavement maintenance, preservation, and reconstruction on various streets. Maintenance and preservation activities include the annual chip sealing program, microsurfacing and mill/overlay. The list of streets to be maintained, rehabilitates or reconstructed is evaluated on an annual basis. As part of the program, minor curb, gutter, and sidewalk repairs are made concurrently with the pavement preservation program.
Operating Impact:	Continued maintenance of the city's pavement asset, will result in a reduction in overall maintenance and operational expenses, due to improved condition of the pavement system, as well as the elimination or reduction of pre-existing maintenance problems.

Vehicle Replacement – Street Maintenance

Depart/Division:	Streets Operation
Project Type:	Equipment Purchase
Budget:	$545,000
Description:	This is for the funding for the replacement of vehicles and equipment as recommended by the Fleet Maintenance Manager.
Operating Impact:	Operation and maintenance costs for vehicles are already budgeted in the Street Maintenance Division's operating fund.

Overland Road Bridge Reconstruction – Government Canyon

Depart/Division:	Public Works Projects
Project Type:	Bridge
Budget:	$317,000
Description:	To design and construct a replacement bridge on Overland Road east of Gurley Street. Project design and construction to be administered by ADOT Bridge Group. The budgeted amount in FY16 is the estimated City Match to be paid to ADOT.
Operating Impact:	No on-going maintenance and operations budget impacts.

Goodwin Street/S Washington Avenue Pavement Reconstruction

Depart/Division:	Public Works Projects
Project Type:	Pavement - Utility
Budget:	$315,000

Description:	Remove and reconstruct the pavement along Goodwin Street and S. Washington Avenue. The project includes updated/upgraded water, sewer, dry utility and drainage features. The limits of the project are S. Mt. Vernon Avenue to S. Washington Avenue.
Operating Impact:	Completion of this project will result in a reduction in overall maintenance and operational expenses, due to the improved condition of the transportation and utility systems

Miscellaneous Streets Projects

Depart/Division:	Public Works Projects
Project Type:	Roadway
Budget:	$300,000
Description:	Funding source for roadway projects that become a priority that may not have been specifically budgeted for in the Pavement Preservation and Rehabilitation Program.
Operating Impact:	Completion of this project will result in a reduction in overall maintenance and operational expenses, due to the improved condition of the transportation systems.

Hummingbird Culver Rehabilitation

Depart/Division:	Public Works Projects
Project Type:	Drainage
Budget:	$280,000
Description:	Study overall drainage in the Alberson Wash to determine the repairs or replacement of the Hummingbird Way and other culverts along the Wash.
Operating Impact:	No on-going maintenance and operations budget impacts. The completion of the project will reduce the efforts that the Street Maintenance department directs toward the maintenance and repairs of the culverts along Alberson Wash.

Acker Park Regional Detention

Depart/Division:	Public Works Projects
Project Type:	Drainage
Budget:	$250,000
Description:	As part of the City's Regional Stormwater Management Program (RSMP), the Acker Park Regional Detention facility will mitigate flooding potential for properties along the Virginia Street wash flow corridor by decreasing peak discharge rates from the upper end of the watershed. The City previously entered into a development agreement with "The Homestead" subdivision to secure $120,000 in lieu of onsite detention. The subdivision was renamed "Tenny Ranch", with plat and construction plan approval in FY15. The in lieu monies were also received by the City in FY15. Design of the detention

facility has begun in FY15 and will be completed in FY16. Construction is anticipated in late FY16/FY17.

Operating Impact: On-going maintenance costs will be associated with this improvement.

Sidewalk Replacement Program

Depart/Division: Public Works Projects

Project Type: Sidewalk Improvements

Budget: $225,000

Description: This project is an annual recurring project to improve pedestrian circulation and connectivity within the City.

Operating Impact: No on-going maintenance and operations budget impacts.

Downtown Drainage Improvements Program

Depart/Division: Engineering

Project Type: Drainage/Streets

Budget: $220,000

Description: In 2006 the Downtown Prescott Drainage Study identified nine potential drainage improvement projects that would benefit the downtown area by improving capture and conveyance of stormwater. One of the identified drainage projects is the West Goodwin Street project that will consist of the design and construction of an underground storm drain system along Goodwin Street and a portion of Summit Avenue between Glenwood and Goodwin. The West Goodwin Street project will address stormwater that concentrates onto Goodwin from the upper Park Ave/Glenwood Ave system recently installed. Another identified project is the East Goodwin Street project that includes for the design and construction of an underground storm drain system along Goodwin Street between Marina Street and Granite Creek. The East Goodwin Street project will reduce potential flooding due to street overflows along the portion of Whiskey Row between Goodwin and Gurley Street. Lastly, another project identified in the Downtown Prescott Drainage Study is the East Gurley Street project that calls for the design and construction of an underground storm drain system along Gurley Street between Marina Street and Granite Creek. The East Gurley Street project will include the portion of Cortez Street between Gurley and Union, and will significantly reduce street surface flows in Gurley Street.

Operating Impact: There is no budget impact as the infrastructure will be newly upgraded.

Intersection Signalization Project

Depart/Division: Engineering

Project Type: Intersection Enhancement

Budget: $200,00

Description:	Design and install complete signal system at one (1) intersection as needed. Currently the City is monitoring Prescott Lakes Parkway @ Blooming Hills and Prescott Lakes Parkway @ Willow Lake Road intersections for meeting a signal warrant.
Operating Impact:	Expands the maintained traffic signal system from 50 signals to 51.

Darby Creek Court Pavement Preservation

Depart/Division:	Public Works Projects
Project Type:	Pavement - Utility
Budget:	$193,682
Description:	This is part of the annual pavement maintenance, preservation, and reconstruction on various streets. Maintenance and preservation activities include the annual chip sealing program, microsurfacing and mill/overlay. The list of streets to be maintained, rehabilitates or reconstructed is evaluated on an annual basis. As part of the program, minor curb, gutter, and sidewalk repairs are made concurrently with the pavement preservation program.
Operating Impact:	Continued maintenance of the city's pavement asset, will result in a reduction in overall maintenance and operational expenses due to improved condition of the pavement system, as well as the elimination or reduction of pre-existing maintenance problems.

Summit/McCormick/Beach Pavement Preservation

Depart/Division:	Public Works Projects
Project Type:	Pavement - Utility
Budget:	$178,028
Description:	This is part of the annual pavement maintenance, preservation, and reconstruction on various streets. Maintenance and preservation activities include the annual chip sealing program, microsurfacing and mill/overlay. The list of streets to be maintained, rehabilitates or reconstructed is evaluated on an annual basis. As part of the program, minor curb, gutter, and sidewalk repairs are made concurrently with the pavement preservation program.
Operating Impact:	Continued maintenance of the city's pavement asset, will result in a reduction in overall maintenance and operational expenses due to improved condition of the pavement system, as well as the elimination or reduction of pre-existing maintenance problems.

Annual Pavement Marking Contract

Depart/Division:	Engineering
Project Type:	Traffic Safety
Budget:	$150,000
Description:	This project provides for the annual striping of long line, parking stalls,

crosswalks, stop bars and legends. It includes striping of both streets and various public parking lots in the downtown area.

Operating Impact: No impact to operating budget.

Lakeview Plaza 48” Storm Drain

Depart/Division: Public Works Projects

Project Type: Drainage

Budget: $100,000

Description: Construction of 48” drainage pipe under Willow Lake Road, from junction structure at Lakeview Plaza to outfall onto Willow Lake.

Operating Impact: No impact to operating budget.

Willow Creek Road Wall Repairs

Depart/Division: Public Works Projects

Project Type: Street Maintenance

Budget: $100,000

Description: This project will facilitate the removal of the stone veneer finish and subsequent repainting of several retaining walls along Willow Creek Road. The stone veneer appears to be not adhering to the existing concrete retaining walls. The project includes 10 retaining walls of various heights and lengths totaling about 40,000 square feet of wall surface. At this time, three of the walls have had the rock removed and two have been repainted. This is a joint project lead by the Street Maintenance Department.

Operating Impact: No on-going maintenance and operations budget impacts; if the wall veneer is removed.

Signal Replacement Equipment

Depart/Division: Engineering

Project Type: Intersection Enhancement

Budget: $55,000

Description: Annual replacement of signal equipment as needed.

Operating Impact: N/A

Central Yavapai Metropolitan Planning Organization (CYMPO)

Depart/Division: Public Works Projects

Project Type: Transportation

Budget:	$52,877
Description:	Annual budgeted amount (prorated by population) for the Cities participation in the Central Yavapai Metropolitan Planning Organization (CYMPO). These funds provide for the CYMPO staff to operate on behalf of the local public agencies.
Operating Impact:	N/A

Unpaved Streets Improvements

Depart/Division:	Public Works Projects
Project Type:	Pavement Preservation
Budget:	$50,000
Description:	To provide asphalt paving base material and other street construction materials for various unpaved streets to be improved by Public Works and/or Streets Maintenance.
Operating Impact:	No on-going maintenance and operations budget impacts.

Engineering and Safety Projects

Depart/Division:	Public Works Projects
Project Type:	Engineering
Budget:	$50,000
Description:	This project is an annual recurring project to provide for unforeseen and unanticipated engineering and safety needs that may occur.
Operating Impact:	No operating impacts.

Sidewalk Improvements – ADA Compliance

Depart/Division:	Public Works Projects
Project Type:	Sidewalk Improvements
Budget:	$25,000
Description:	To provide a funding source to address pedestrian access (sidewalks) ADA compliance issues that may arise annually.
Operating Impact:	No on-going maintenance and operations budget impacts.

Traffic Calming – Various Streets

Depart/Division:	Engineering
Project Type:	Traffic Safety

Budget:	$25,000
Description:	Annual project to fund the installation of new traffic calming devices based on warranted need
Operating Impact:	Construction of this project may minimally increase maintenance expenses due to additional marking and calming facilities.

Blackhawk Subdivision Drainage Improvements

Depart/Division:	Public Works Projects
Project Type:	Pavement - Drainage
Budget:	$25,000
Description:	In August 2010, the City of Prescott ad the Yavapai County Flood Control District (YCFCD) entered into an Intergovernmental Agreement (IGA) to design and/or construct several projects that would focus on drainage issues within the City limits. As part of the Cliffrose/Blackhawk/Prescott Lakes area Masterplan performed by Civiltec Engineering under this IGA, the Blackhawk Subdivision was identified as having localized drainage issues after a storm event that occurred there in 2009. The most severely affected homes during that event were located on S Lakeview, Goldenhawk Dr. and Golden Bear. To increase the level of protection to the entire subdivision, the City entered into a design contract in FY13 for the development of 100% plans, specifications and bid documents for the construction of the Blackhawk Drainage Improvements for FY14. The construction documents were completed in FY15 and construction was scheduled to be completed in FY15. The Blackhawk Subdivision drainage improvements have been scheduled for FY15 to coincide with pavement reconstruction.
Operating Impact:	No on-going maintenance and operations budget impacts.

Striping Modifications

Depart/Division:	Engineering
Project Type:	Traffic Safety
Budget:	$10,000
Description:	Annual project to fund striping modifications as need arises.
Operating Impact:	N/A

Street Light (New and Replacement)

Depart/Division:	Engineering
Project Type:	Roadway Enhancement
Budget:	$10,000
Description:	Annual project to fund the replacement of existing and install new street

	lights.
Operating Impact:	N/A

Water

Dam Repairs

Depart/Division:	Public Works Projects
Project Type:	Recharge System - Dams
Budget:	$1,000,000
Description:	This project will be to design and complete repairs and remediation measures identified by the Arizona Department of Water Resources (ADWR) Dam Safety Division. This phase will replace two original large diameter valves at Granite Creek Dam and also provide required access at Granite Creek dam. Ongoing phases will address maintenance needs identified by City personnel and/or ADWR Dam Safety Inspectors.
Operating Impact:	No impact to the operating budget.

Zone 16 Improvements, Virginia Pump Station, Haisley Tank and Pipelines

Depart/Division:	Public Works Projects
Project Type:	Water System Improvement
Budget:	$1,000,000
Description:	This project is to replace and upsize the Haisley Tank, replace and upsize the Virginia Street Pump Station and replace and upsize the distribution pipeline from the south end of Virginia Street to Valley Ranch Circle. This project will increase the capacity to the areas served by Zone 16.
Operating Impact:	Reduced maintenance due to elimination of aged infrastructure.

Zone 24/27, Water Pipeline Upsizing – from Thumb Butte Rd to Upper Thumb Butte Tank

Depart/Division:	Public Works Projects
Project Type:	Distribution - Pipes
Budget:	$936,364
Description:	This project is to upgrade the existing 6” water line that currently supplies water to the Lower and Upper Thumb Butte Tanks to a new 12” water line. This line will connect to the 12” water line in Thumb Butte Road, proceed up to the existing Lower Thumb Butte Water Tank and continue to the Upper Thumb Butte Water Tank. This line would increase the capacity and fire flow to the Hassayampa Village and Thumb Butte service areas.
Operating Impact:	This project will reduce maintenance costs due to elimination of aged infrastructure.

Zone 12 Interconnection Pump Station

Depart/Division:	Public Works Projects
Project Type:	Transmission
Budget:	$610,000
Description:	The project consists of constructing a pump station at the southwest corner of Pioneer Parkway and Willow Creek Road. The pump station will provide the City the ability to utilize airport area wells to serve properties throughout the Cities service area. This configuration will also provide water supply redundancy in the event of a failure at the Chino Valley Water Production Facility.
Operating Impact:	The upgrade will have an impact on the operating budget through additional facility O&M, however, the cost to pump from this location is more cost effective and will reduce the electricity consumption.

Airport Zone Production Recovery Well #4

Depart/Division:	Public Works Projects
Project Type:	Water - Production
Budget:	$600,000
Description:	This on-going project will complete siting and development of additional production/recovery wells within the airport area.
Operating Impact:	No significant impact to the operating budget is expected.

Zone 56, Prescott Canyon Tank and Piping

Depart/Division:	Public Works Projects
Project Type:	Water - Tank
Budget:	$600,000
Description:	This project will consist of a new 1.25 million gallon tank for pressure zone 56. Included is 6,440 LF of piping extending from the new tank to the Zone 7 pump station and continuing westward to U-Haul along the SR69 corridor and connecting to the existing system.
Operating Impact:	Additional long-term maintenance including cleaning and painting.

Transmission Main Scour Protection within Willow Creek

Depart/Division:	Public Works Projects
Project Type:	Water Production
Budget:	$530,000
Description:	The project is to design and construct scour protection for the 36”, 18”, and

14” water transmission mains that cross Willow Creek. Presently portions of the 18” and 14” transmission mains are exposed and vulnerable to damage due to weather and/or vandalism. The 36” is installed deeper, but is still at risk due to poorly graded soils within the channel bed. 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.

Production Well Rehabilitation

Depart/Division: Public Works Projects

Project Type: Public Works – Utilities - Water

Budget: $500,000

Description: Well #5 is located in the Chino Meadows Sub Division in Chino Valley. This well is the City of Prescott’s second largest producer of safe drinking water rated at a capacity of 2300 GPM. The City upgraded this well in 1985 which included a new 300 hp motor, pump controls, electrical components, a pump base and assorted piping 2015 is well fives 30th anniversary of continued service. The well house, its electrical controls, and HVAC components are failing beyond service repair. Projects in subsequent years will re-drill or re-equip production wells to meet regulatory standards.

Operating Impact: Positive impacts include improved electrical efficiency, improved environmental (sanitary) conditions, and health and safety effects (security).

36" and 18" Emergency Check Valve

Depart/Division: Public Works Projects

Project Type: Transmission Piping

Budget: $492,520

Description: The project consists of installing check valves and associated vaults on the Cities transmission mains between Chino Valley and Prescott.

Operating Impact: No significant impact to the operating budget is expected because the check valves require minimal maintenance.

12" Line Sundog Ranch Road - Prescott Lakes Parkway to Bucky's Canyon

Depart/Division: Public Works Projects

Project Type: Distribution Pipe

Budget: $479,400

Description: Construction of an upsized water main along Sundog Ranch Road to improve water movement with in Zone 0. 8826 feet of 12" water main from Prescott Lakes Parkway to the Bucky’s Casino canyon on the Yavapai Prescott Indian Tribe.

Operating Impact: Completion of this project will expand the City’s water system with a corresponding increase in the maintenance inventory.

CA1 with SRP and Prescott Valley

Depart/Division:	Water Resource Management
Project Type:	Comprehensive Agreement
Budget:	$410,874
Description:	City Contract No. 2013-058, Exhibit 4 (Big Chino Sub-basin Data Collection and Monitoring Plan) outlines the need for up to ten (10) new groundwater monitor wells and four (4) weather stations. Exhibit 5 of the contract further defines and provides cost estimates for the siting/drilling of 5 shallow wells (spanning 2 years), 2 deep wells, and two (2) new weather stations.
Operating Impact:	The operating budget will not be applicable until the project is completed and in service. The current activity includes monitoring and feasibility studies.

Vehicle Replacements

Depart/Division:	Public Works Projects
Project Type:	Utilities - Vehicles
Budget:	$410,000
Description:	Equipment replacement for Fleet #'s 1009, 960, 948, 813, 887, 923, 1025, 1033, 1220, and 1073. This equipment is used on a daily basis to perform routine maintenance and as-needed emergency repairs of utility infrastructure.
Operating Impact:	Reduced maintenance costs due to elimination of high mileage/hour. A reduction to the operating budget is expected because this is a replacement for an existing unit.

CIP Water Annual Maintenance

Depart/Division:	Publics Works Projects
Project Type:	Water System Maintenance
Budget:	$280,000
Description:	This project is comprised of several on-going routine maintenance items that occur annually in the water system. This includes PRV upgrades, booster station upgrades, leak detection program, production well maintenance and other routine maintenance items. These activities are essential to the on-going maintenance of the overall system and are budgeted for annually.
Operating Impact:	Regular maintenance of the system will increase service levels and reduce call-outs.

Zone 101, Pump Station

Depart/Division:	Public Works Projects
Project Type:	Production – Pump Station

Budget:	$250,000
Description:	New booster station to be located within Zone 101 in the Airport area adjacent to the new Zone 12 Reservoir.
Operating Impact:	Additional electrical usage is expected along with manpower and equipment.

Miscellaneous Water Projects

Depart/Division:	Public Works Projects
Project Type:	Water System
Budget:	$176,000
Description:	Unforeseen and unexpected water system failures happen from time to time due to the City's aging infrastructure. Repairs to water pipe failures and/or valve or other system components are sometimes beyond normal maintenance repairs. This item is to provide for unanticipated design and construction necessary when a capital project has not been identified.
Operating Impact:	No operating budget impact as this item is contemplated to repair existing facilities.

Traffic Control Equipment

Depart/Division:	Public Works Projects
Project Type:	
Budget:	$50,000
Description:	Purchase of various traffic control devices for use during routine and emergency repairs of utility infrastructure within the right of way. Equipment includes: message board, light plants, vertical panels, and various other directional/advisory signage.
Operating Impact:	None anticipated.

Wastewater

Sundog Trunk Main

Depart/Division:	Public Works Projects
Project Type:	Wastewater Collections Systems
Budget:	$2,666,286
Description:	This project is to design replacements and upgrades to the Sundog Trunk Main and to begin construction of Phase 1 replacements.
Operating Impact:	This project will correct pipe slope deficiencies which will reduce maintenance to the system.

Fluoride Reduction

Depart/Division:	Public Works Projects
Project Type:	Treatment – Process Equipment
Budget:	$1,550,000
Description:	This project will provide pretreatment to reduce fluoride prior to discharging into the Publically Owned Treatment Works. An engineering analysis will be performed to determine the most economically advantageous life cycle costs of the various pretreatment technologies, location of the pretreatment facility, and other ancillary infrastructure necessary to deliver a complete project. The required infrastructure to convey the fluoride concentrated flow to an area where it can be treated may include gravity sewer mains, manholes, lift station, and force main. Other costs include litigation expenses borne out of the United States District Court Ruling (Arizona Case No. 3:13-cv-08236-JAT).
Operating Impact:	The process will increase the operational budget due to electricity, chemicals, supplies, disposal, permitting, and labor.

Sewer Mainline Rehabilitation

Depart/Division:	Public Works Projects
Project Type:	Collection - Pipes
Budget:	$750,000
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 cured in place rehabilitations.
Operating Impact:	Reduced O&M expense due to fewer blockages, overflows and call-outs. Reduced pumping and treatment cost due to reduced infiltration.

Sundog Wastewater Treatment Plant Improvements

Depart/Division:	Public Works Projects
Project Type:	Treatment Plant & Equipment
Budget:	$550,000
Description:	This project consists of multiple improvements to replace/retrofit aging equipment at the Sundog Wastewater Treatment Plant. This project includes necessary improvements to continue operations in a safe and complaint manner. Improvements include an analysis and reconstruction of the dewatering building, electrical evaluation, hydraulic upgrades to the dewatering equipment, washer/compactor for the headworks, gas detection equipment and alarms, and a bar screen rehabilitation. The improvement has been identified through site investigations and analysis.
Operating Impact:	The upgrade will increase efficiency by decreasing reactive repairs and associated maintenance costs. This project will also reduce the potential of a catastrophic failure that will result in increased cost due to emergency

response and repairs.

Sundog Equalization Basin

Depart/Division:	Public Works Projects
Project Type:	Collection
Budget:	$500,000
Description:	This project is to design and construct an equalization pond and lift station at the Sundog Wastewater Treatment Plant to scalp and hold peak flows that enter the treatment plant during high moisture events within the city. The lift station will pump the equalized flow back to the treatment process after the peak flow scenario has passed.
Operating Impact:	The addition of the equalization pond and pump station has the ability to have a small reduction in operation costs due to the reduced need for emergency efforts during the peak moisture events.

CCTV Camera Van

Depart/Division:	Wastewater Collection
Project Type:	Equipment & Vehicle
Budget:	$300,000
Description:	Wastewater Collection System Condition Assessment Program. / Hi-Cube Van TV Inspection Vehicle - gas engine, automatic transmission, cab air conditioning, includes: aluminum hi-cube body with full height walk thru to viewing room from cab; Evolution Hi-Cube interior carpentry and outfitting; 5.5KW on-board generator; Digital Side Scanning Universal Camera System (DUC); rack-mounted Power Control Unit (PCU); Pro Data display system with 19” LCD rack-mounted monitor; rack-mounted DVD; TV cable reel with drop-down cable guide, footage head, and 1000’ of multi-conductor cable; Ultra Shorty self propelled tractor for 6”-15” lines; maintenance kit, downhole equipment and two (2) days training.
Operating Impact:	An increase to the operating budget is expected for this is a Utility Worker and a Senior Utility Worker. The estimated personnel costs are $113,576.

Vehicle Replacements

Depart/Division:	Public Works Projects
Project Type:	Utilities - Vehicles
Budget:	$282,000
Description:	Equipment replacement for Fleet #'s 1009, 960, 948, 813, 887, 923, 1025, 1033, 1220, and 1073. This equipment is used on a daily basis to perform routine maintenance and as-needed emergency repairs of utility infrastructure.
Operating Impact:	Reduced maintenance costs due to elimination of high mileage/hour. A reduction to the operating budget is expected because this is a replacement for an existing unit.

CIP Wastewater Annual Maintenance

Depart/Division:	Public Works Projects
Project Type:	Wastewater System
Budget:	$220,273
Description:	This project is comprised of several on-going routine maintenance items that occur annually in the wastewater system. This includes chemical root control, lift station rehabilitation, Sundog digester cleaning and other routine maintenance items. These activities are essential to the on-going maintenance of the overall system and are budgeted for annually.
Operating Impact:	Regular maintenance of the system will increase service levels and reduce call-outs.

Miscellaneous Wastewater Projects

Depart/Division:	Public Works Projects
Project Type:	Wastewater System
Budget:	$181,000
Description:	Unforeseen and unexpected wastewater system failures happen from time to time due to the City's aging infrastructure. Repairs to wastewater pipe failures and/or system components are sometimes beyond normal maintenance repairs. This item is to provide for unanticipated design or construction necessary when a capital project has not been identified.
Operating Impact:	No operating budget impact as this item is contemplated to repair existing facilities.

Solid Waste

Transfer Station Brush Grinder

Depart/Division:	Transfer Station
Project Type:	Equipment Purchase
Budget:	$550,000
Description:	Purchase of new brush grinder for the processing of green waste at the Sundog Transfer Station.
Operating Impact:	One time purchase of equipment.

Transfer Station Floor Repair

Depart/Division:	Transfer Station
Project Type:	Construction
Budget:	$250,000

Description:	Repairs to the Transfer Station floor at loading pit walls inside and outside of the building.
Operating Impact:	None. One time construction project.

Transfer Station Main Scale Replacement

Depart/Division:	Transfer Station
Project Type:	Equipment Purchase
Budget:	$200,000
Description:	Purchase two above ground scales for weighing in and out all vehicles that use the Transfer Station.
Operating Impact:	One time purchase and installation of equipment.

Vehicle Replacement – Residential Collections

Depart/Division:	Transfer Station
Project Type:	Equipment Replacement
Budget:	$122,400
Description:	2016-Replace body only on vehicle no. 1336, Autocar Side Load collection vehicle.
Operating Impact:	None. Operational and maintenance costs for vehicles are already budgeted in the Solid Waste operating fund.

Paving at Sundog Ranch Solid Waste/Street Maintenance Yard

Depart/Division:	Streets Operation
Project Type:	Construction
Budget:	$100,000
Description:	Grading and paving at the Transfer Station haul road. Elimination of dust, an air quality hazard. Elimination of mud, a maintenance issue and a slip and fall hazard. Establishment of drainage pathways, in accordance with SWPPP mandates. FY16: Roadway used by truck/trailer rigs transporting solid waste and recyclables.
Operating Impact:	One time construction costs will eliminate annual costs for materials and repairs to dirt surfaces.

Transfer Station Fee Booth Renovation

Depart/Division:	Transfer Station
Project Type:	Construction

Budget:	$20,000
Description:	Renovation of the fee booth at the Transfer Station to include new siding, windows, a safe, and cabinetry.
Operating Impact:	None. One time construction project.

Joint (Multifund Projects)

West Airport Distribution System Loop (Willow Creek Road Realignment)

Depart/Division:	Public Works Project
Project Type:	Pavement – Utility
Project Funding	Streets, Water, Water Impact, Yavapai County Partnering
Budget:	$5,860,400
Description:	The project provides for the design and construction of the realignment of Willow Creek Road between Pioneer Parkway and Deep Well Ranch Road. The project also includes the construction of a section of Deep Well Ranch Road between Willow Creek Road and SR89. A water main will be extended along a portion of the realigned Willow Creek Road and then to the east to connect with existing water mains at the Airport.
Operating Impact:	Completion of this project will result in an increase in City roadway maintenance due to the addition of three miles of new roadway. The increased maintenance costs should be fairly minor in the first five years of operation.

Main Line Replacements

Depart/Division:	Public Works Projects
Project Type:	Distribution - Pipes
Project Funding	Water, Wastewater
Budget:	$2,926,299
Description:	This project will replace existing deficient mains (age, condition, capacity) with new mains.
Operating Impact:	Positive impacts to the operating budget are expected, as these projects replace mains that require continuous and extensive repairs.

Smoke Tree Lane Reconstruction from Willow Creek to Birchwood Cove

Depart/Division:	Public Works Projects
Project Type:	Pavement - Utilities
Project Funding	Water, Water Impact, Streets, Wastewater
Budget:	$2,680,000

Description:	This project is to reconstruct a portion of Smoketree Lane roadway and utilities from Willow Creek Road to Birchwood Cove. The project includes construction of an 18" water main in Smoke Tree Ln from the 30" main in Willow Creek Road to Birchwood Cove, reconnection of existing services and resolution of wastewater conflicts and pavement reconstruction. This main line will serve as distribution/transmission main and will provide connectivity to mains in the Prescott Lakes area.
Operating Impact:	No impact to the operating budget. Reduced maintenance due to elimination of aged infrastructure.

Undesignated Project

Depart/Division:	Council
Project Type:	Undesignated
Project Funding	Streets & Open Space, Water, Wastewater
Budget:	$2,529,000
Description:	This project was the allocation for the SR89 Widening and Side Road Connector Roundabout (Phippen). Council moved the project to the 5 year capital plan out of FY2016 and left the budget appropriation to be used at Council's discretion.
Operating Impact:	N/A

Pavement Maintenance and Preservation

Depart/Division:	Public Works Projects
Project Type:	Pavement – Utility
Project Funding	Streets, Water, Wastewater
Budget:	$2,160,678
Description:	This is a recurring, annual program that includes pavement maintenance, preservation and reconstruction on various streets. Maintenance and preservation activities include the annual chip sealing program, microsurfacing and mill/overlay projects. Pavement rehabilitation typically includes milling and overlay of various streets. Pavement reconstruction typically includes the complete reconstruction of the paved surface that has failed to a point beyond rehabilitation. The list of streets to be maintained, rehabilitated or reconstructed is evaluated on an annual basis using the Pavement Maintenance Program and is subject to change based on the actual performance of the pavement from year to year. As part of this program, minor curb, gutter and sidewalk repairs are made concurrently with the pavement preservation program
Operating Impact:	Continued maintenance of the city's pavement asset, will result in a reduction in overall maintenance and operational expenses, due to improved condition of the pavement system, as well as the elimination or reduction of pre-existing maintenance problems.

Robinson Drive Pavement Reconstruction

Depart/Division:	Public Works Project
Project Type:	Pavement – Utilities
Project Funding	Streets, Water, Wastewater
Budget:	$1,190,000
Description:	Remove and reconstruct Robinson Drive between Gurley Street and the City Limits, including new curb, gutter, and sidewalks on one side of the street. Subsurface water, sewer, other dry utilities and drainage improvements will be included in the project. The project also includes replacement/updating of 900 lineal feet of water line beyond the pavement repairs due to condition related failures.
Operating Impact:	Completion of this project will result in a reduction in overall maintenance and operational expenses, due to the improved condition of the transportation and utility systems.

Penn Avenue - Eastwood Drive Pavement Reconstruction

Depart/Division:	Public Works Projects
Project Type:	Pavement – Utilities
Project Funding	Streets, Water, Wastewater
Budget:	$1,180,000
Description:	Remove and reconstruct existing pavement section, water and sewer connections and other dry utilities as necessary. An evaluation of street drainage will also be conducted. The limits of the project include Penn Avenue from Gurley Street to Eastwood Drive and Eastwood Drive from Penn Avenue to Nevada Drive.
Operating Impact:	Completion of this project will result in a reduction in overall maintenance and operational expenses, due to the improved condition of the transportation and utility systems.

Schemmer Drive Pavement Preservation

Depart/Division:	Public Works Projects
Project Type:	Pavement – Utility
Project Funding	Streets, Water, Wastewater
Budget:	1,094,733
Description:	This is part of the annual pavement maintenance, preservation, and reconstruction on various streets. Maintenance and preservation activities include the annual chip sealing program, microsurfacing and mill/overlay. The list of streets to be maintained, rehabilitates or reconstructed is evaluated on an annual basis. As part of the program, minor curb, gutter, and sidewalk repairs are made concurrently with the pavement preservation program.
Operating	Continued maintenance of the city's pavement asset, will result in a reduction

Impact:	in overall maintenance and operational expenses, due to improved condition of the pavement system, as well as the elimination or reduction of pre-existing maintenance problems.

N. Montezuma Street Pavement Rehabilitation

Depart/Division:	Public Works Projects
Project Type:	Pavement - Utility
Project Funding	Streets, Water, Wastewater
Budget:	$905,000
Description:	Mill and overlay N. Montezuma Street between Gurley Street and Sheldon Street. Update/upgrade water line and drainage facilities within project area.
Operating Impact:	Completion of this project will result in a reduction in overall maintenance and operational expenses, due to the improved condition of the transportation and utility systems.

N Washington/Churchill Pavement Preservation

Depart/Division:	Public Works Projects
Project Type:	Pavement - Utility
Project Funding	Streets, Water, Wastewater
Budget:	$885,350
Description:	This is part of the annual pavement maintenance, preservation, and reconstruction on various streets. Maintenance and preservation activities include the annual chip sealing program, microsurfacing and mill/overlay. The list of streets to be maintained, rehabilitates or reconstructed is evaluated on an annual basis. As part of the program, minor curb, gutter, and sidewalk repairs are made concurrently with the pavement preservation program.
Operating Impact:	Continued maintenance of the city's pavement asset, will result in a reduction in overall maintenance and operational expenses, due to improved condition of the pavement system, as well as the elimination or reduction of pre-existing maintenance problems.

Storage Tank Maintenance Program

Depart/Division:	Public Works Projects
Project Type:	Water System
Project Funding	Streets, Water, Wastewater
Budget:	$882,000
Description:	This project is to perform maintenance and coating of existing tanks. This includes washouts, inspections, interior and exterior coating replacement to prolong service life. It will also include work on the Airpark effluent tank.
Operating	Reduced future potential emergency repairs.

Impact:

Carleton Street Alarcon Street Pavement Reconstruction and Drainage Improvements

Depart/Division: Public Works Projects

Project Type: Pavement – Drainage – Utilities

Project Funding Streets, Water, Wastewater

Budget: $800,000

Description: This project will remove and replace the entire pavement section along Carleton Street between Montezuma Street and Cortez Street. Between Cortez Street and Alarcon Street, the pavement will be milled and overlaid. A new storm drain system will be constructed between Alarcon Street and Granite Creek. Water system and sewer system improvements will also be incorporated into the project.

Operating Impact: Completion of this project will result in a reduction in overall maintenance and operational expenses, due to the improved condition of the street and drainage systems.

S. Marina Street Pavement Preservation

Depart/Division: Public Works Projects

Project Type: Pavement – Utility

Project Funding Streets, Water, Wastewater

Budget: $729,140

Description: This is part of the annual pavement maintenance, preservation, and reconstruction on various streets. Maintenance and preservation activities include the annual chip sealing program, microsurfacing and mill/overlay. The list of streets to be maintained, rehabilitates or reconstructed is evaluated on an annual basis. As part of the program, minor curb, gutter, and sidewalk repairs are made concurrently with the pavement preservation program.

Operating Impact: Continued maintenance of the city's pavement asset, will result in a reduction in overall maintenance and operational expenses, due to improved condition of the pavement system, as well as the elimination or reduction of pre-existing maintenance problems.

Bashford Court Alley Pavement Preservation

Depart/Division: Public Works Projects

Project Type: Pavement - Utility

Project Funding Streets, Water, Wastewater

Budget: $680,581

Description: This is part of the annual pavement maintenance, preservation, and reconstruction on various streets. Maintenance and preservation activities include the annual chip sealing program, microsurfacing and mill/overlay. The

	list of streets to be maintained, rehabilitates or reconstructed is evaluated on an annual basis. As part of the program, minor curb, gutter, and sidewalk repairs are made concurrently with the pavement preservation program.
Operating Impact:	Continued maintenance of the city's pavement asset, will result in a reduction in overall maintenance and operational expenses, due to improved condition of the pavement system, as well as the elimination or reduction of pre-existing maintenance problems.

City Shop UST Release Clean-up

Depart/Division:	Public Works Projects
Project Type:	Environmental
Project Funding	Streets, Water, Wastewater
Budget:	$540,000
Description:	Many years ago, at the City maintenance facility on Virginia Street had underground storage tanks (UST) that were removed. As part of the removal process, a monitoring and remediation plan was prepared. This project will provide resampling of the aquifer for several wells previously drilled in accordance with the site characterization and remediation plan previously approved by ADEQ. Additional actions, depending on the results of the resampling, may lead to further quarterly sampling or complete remediation requiring monthly pumping and testing.
Operating Impact:	No on-going maintenance and operations budget impacts.

Crystal Lane Realignment

Depart/Division:	Public Works Projects
Project Type:	Pavement - Utility
Project Funding	Streets, Water
Budget:	$520,000
Description:	The project will realign the portion of Crystal Lane between Ruger Road and the Janine Drive intersection at the private aviation side of the Prescott Airport. The length of the roadway project is approximately 500 feet and includes utility relocations and abandonments.
Operating Impact:	No on-going maintenance and operations budget impacts.

Watson and Willow Lakes Enhancement Program (TMDL)

Depart/Division:	Public Works Projects
Project Type:	Water Quality
Project Funding	Water, Water Impact, Streets, Aquifer Protection Fees
Budget:	$501,000

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 improvement projects. Funding will be required for on-going data collection and analysis of the City's lakes and watershed and to identify TMDL reduction projects that can be implemented to meet required EPA and ADEQ pollutant load reductions.
Operating Impact:	No impact to operating budget.

Willis-Cortez Intersection Improvements

Depart/Division:	Public Works Projects
Project Type:	Pavement – Utilities
Project Funding	Streets, Water, Wastewater
Budget:	$405,000
Description:	This project consists of repairs and improvements to the Willis and Cortez intersection as a result of a previous water line break. At the time of the break, temporary repairs were made and a larger improvement project was identified. The project includes water line replacement, sewer line replacement, drainage system improvements, decorative paver replacement and other utility upgrades. The asphalt surface will be replaced as well. The project design will be completed by our in-house Engineering Department.
Operating Impact:	The upgrades will reduce the potential for future utility failures and reactive repairs through the lifecycle of the infrastructure.

SCADA System Installation and Upgrade

Depart/Division:	Public Works Projects
Project Type:	Technology
Project Funding	Water, Wastewater
Budget:	$214,000
Description:	The installation/upgrades of the Telemetry (SCADA) System will allow automatic control and monitoring (alarm conditions - high low level/pressure conditions) associated with the City's water Production facilities and wastewater facilities. This program will be implemented (phased in) over a period of years based on budgetary allowances.
Operating Impact:	Reduced labor and transportation costs due to ability to monitor system remotely. Reduced system failure-related costs due to ability to respond to emergency situations more promptly.

Solar Improvement Project

Depart/Division:	Public Works Projects
Project Type:	Utility

Project Funding	Water, Wastewater
Budget:	$150,000
Description:	This project will initiate a solar energy program to offset the City's electrical consumption. Partnering options will be explored to develop cost-benefit analyses. Initial capital outlay (if any) will be evaluated in the cost-benefit analysis.
Operating Impact:	The project may have a decrease to the overall operating budget by reducing electrical demand from the City's electrical provider.

Electrical Infrastructure and Security Lighting at Sundog Transfer Station

Depart/Division:	Transfer Station
Project Type:	Construction
Project Funding	Streets, Solid Waste
Budget:	$120,000
Description:	Install electrical infrastructure to support parking lot lighting, equipment ready line lighting, automated gates, scales, and other facility locations.
Operating Impact:	Increased APS electric service bill is estimated at $500 per month and will be split 50/50 between Street Maintenance (1% Streets Open Space Sales Tax) and Solid Waste.

Trakit9 and GIS Integration Module Upgrades

Depart/Division:	Public Works Projects
Project Type:	Software Upgrade
Project Funding	Streets, Water, Wastewater
Budget:	$105,000
Description:	The City of Prescott uses the CRW Trakit software program to support the Capital Improvement Program (CIP) and Private Development projects. The program tracks project progression, plan review, inspections and reports. The foundation of the program, Landtrak is supported by ArcView GIS and housed on a server at the City. The GEO (land record) updates from the main GIS server that occur regularly throughout the year are actively managed by City staff. There are currently 115 active users of the program in three Departments within the City. There are 6 full-time Public Works Inspectors. The number of inspections for both capital improvements and private development projects has nearly doubled since 2009. Inspectors spend approximately 6-hours a day in the field and 2-hours a day in the office doing paperwork to support their field work This project will upgrade the current program from a server based unit to a cloud based program, Trakit9. It will also Include GIS integration into the software, thus eliminating the need for IT staff time to maintain the GEO land records from Yavapai County and add a mobile application that will allow inspectors to have their work loaded onto a mobile device, (i.e. IPad or laptop). The implementation of a mobile solution will include both fixed software costs as well as annual costs for data access.

Operating Impact:	Additional Operating Budget Costs for this upgrade will include an increase of $14,000 per year in the annual software maintenance cost as well as a monthly charge for wireless data for each iPad device installed, approximately $220 per year per device.

Aerial Images and limited contours generation

Depart/Division:	Information Technology
Project Type:	Professional Service and Product
Project Funding	Streets, Water, Wastewater
Budget:	$68,000
Description:	This project would produce a new set of high resolution aerial imagery for City limits and the immediate surrounding area. The imagery with ground control and flight information can then be used to produce 2ft contours for any portion of the flight area. Contours are only needed for limited areas that have seen change since the 2012 flight.
Operating Impact:	Imagery and contours can be used for ongoing project for Engineering, Planning, Public Safety, Parks, Economic Development, and other city departments. Having the data available for these projects will save time and money for future project involving outside consultants.

As-Built Mylar Scanning

Depart/Division:	Public Works Projects
Project Type:	Engineering – Records
Project Funding	Streets, Water, Wastewater
Budget:	$60,000
Description:	This is an on-going project that was started in 2012 to preserve as-built plan records in accordance with the State Retention Schedule. Purchase of flat files will be complete in FY16; Input of city as-built infrastructure into the GIS System is not yet complete.
Operating Impact:	No operating impact.

Airport

TWY E Lights, Electrical Vault Relocation, Emergency Generator Replacement

Depart/Division:	Airport
Project Type:	Design & Construction
Budget:	$3,818,815
Description:	FY 15 Design installation of taxiway lighting for Twy E; Relocate primary airfield electrical vault; Replace and Upgrade the Airfield Emergency Generator; Replace the Segmented Circle

	FY16 Construct installation of taxiway lighting for Twy E; Relocate primary airfield electrical vault; Replace and Upgrade the Airfield Emergency Generator; Replace the Segmented Circle
Operating Impact:	This project will, in the short-term, increase airfield electrical expenditures with the addition of new Twy E lighting and signage. As the Airport transitions to an all Light Emitting Diode (LED) system from the current incandescent light system, airfield lighting and signage system electrical costs will gradually decrease. The installation of LED lights will reduce the amount of lights needing annual replacement, staff time spent replacing bulbs, and the amount of replacement parts ordered. The purchase and upgrade of the airport emergency generator will reduce the long-term maintenance costs associated with maintaining the existing unit which is approximately 40 years old.

USFS and Large Aircraft Apron Rehabilitation

Depart/Division:	Airport
Project Type:	Design & Reconstruction
Budget:	$1,515,292
Description:	Design and construct a rehabilitation of the US Forest Service/large aircraft apron.
Operating Impact:	Reduction in airport staff time to sweep the disintegrating asphalt (which causes damage to aircraft).

Replace ARFF Truck

Depart/Division:	Airport
Project Type:	Equipment
Budget:	$473,685
Description:	Purchase new Aircraft Rescue and Fire Fighting (ARFF) vehicle. While the bids will be received in FY15, and the FAA and ADOT grants received in FY15, the Airport will not physically take delivery of the new vehicle until FY16; therefore the need to carry over funds.
Operating Impact:	The Fire Department will operate and maintain both ARFF vehicles.

Airport Master Plan

Depart/Division:	Airport
Project Type:	Planning
Budget:	$315,000
Description:	Conduct a comprehensive Airport Master Plan Update to include Federal Aviation Regulation Part 77 and Part 150 studies
Operating Impact:	None

Airport Pavement Preservation Program - City

Depart/Division: Airport

Project Type: Design & Construction

Budget: $300,000

Description: FY16 - Crack repair and seal coat Taxiway D

Operating Impact: Proper pavement maintenance, to include crack seal and seal coating on a regularly scheduled basis will allow the City to maximize the useful lifecycle of airport pavements and reduce the needs for more costly pavement overlays and/or reconstruction.

RWY 3R-21L and 3L-21R and TWY A and C Lighting and Signage

Depart/Division: Airport

Project Type: Design & Construction

Budget: $280,000

Description: FY16 - Design and environmental for Runway 3R-21L and 3L-21R and Taxiway A and C lighting and signage and navigation aid replacement and upgrade

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

Airport staff inspects the airfield at least twice daily to ensure proper operation of all airfield lighting, signage and condition of pavement markings. Items that are non-functioning or need preventative care are performed in-house by staff. This requires the purchase of replacement parts and staff time to perform the repairs. Tasks that are beyond the ability of staff are contracted out to the private sector. Typically this includes complex airfield electrical repairs, repairs to externally-supported systems by third party contractors, and pavement markings.

Security Upgrades

Depart/Division: Airport

Project Type: Design & Construction

Budget: $250,000

Description: FY16 - Design upgrade of security fencing to include approximately 29,000 linear feet of fencing, with cameras, access control devices to meet FAA

Runway Safety Action Team Report Item PRC-2006-006. -- This will coordinate with the design of the new ARFF and Airport Operations Building and the Master Lock System.

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

RWY 12-30 PAPI and REIL Both Ends and RWY 3R-21L PAPI Both Ends

Depart/Division: Airport

Project Type: Design & Construction

Budget: $169,000

Description: FY15 Design - RW12/30 PAPI REIL Both Ends RW 3R/21L PAPI Both Ends

FY16 Construct - RW12/30 PAPI REIL Both Ends RW 3R/21L PAPI Both Ends

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

Airport staff inspects the airfield at least twice daily to ensure proper operation of all airfield lighting, signage and condition of pavement markings. Items that are non-functioning or need preventative care are performed in-house by staff. This requires the purchase of replacement parts and staff time to perform the repairs. Tasks that are beyond staff's ability are contracted out to the private sector. Typically this includes complex airfield electrical repairs, repairs to externally-supported systems by third party contractors, and pavement markings.

F Hangar Fire Sprinkler System

Depart/Division: Airport

Project Type: Improvement

Budget: $80,000

Description: The City owns and operates the "F" Hangar for the storage of private aircraft under a storage agreement on a month-to-month basis. The fire sprinkler system has experienced continuous maintenance related problems since construction in the early 1990s. The Airport has been forced to continue spending money to repair the system. This project will perform a complete

	overhaul of the existing system to eliminate the recurring problems, and will upgrade the system to meet all current fire codes.
Operating Impact:	These repairs will reduce the needs to expend operating dollars on recurring repairs to the system.

Airspace Obstruction Mitigation

Depart/Division:	Airport
Project Type:	Design & Construction
Budget:	$38,000
Description:	FY16 - Environmental Assessment for Mitigation of identified airspace obstructions to the runway approaches Project continues into FY17 and FY18.
Operating Impact:	The installation of additional obstruction lighting will require a small amount of additional personnel hours and spare parts on hand; however the use of newer LED lights will reduce the replacement cycle versus traditional incandescent lights. LEDs use less electricity which will help reduce the airports electric costs in the long-term. Trees and bushes identified as obstructions and not removed, will need to be monitored and periodically trimmed.

Fleet

Vehicle Replacements

Depart/Division:	Fleet Services
Project Type:	Vehicle Replacements
Budget:	$617,200
Description:	This is for the funding of the replacement of vehicles and equipment as recommend by the Fleet Maintenance Superintendent.
Operating Impact:	There is an expected decrease in maintenance costs due to the replacement of older vehicles.

Mobile Data Devices for Mechanics

Depart/Division:	Fleet Maintenance
Project Type:	Equipment
Budget:	$15,000
Description:	To provide mobile data devices for Fleet Services mechanics to access the vehicle maintenance database and vehicle histories when working in the field, to provide a system upgrade as needed and to improve customer repair order billing accuracy.
Operating Impact:	Annual maintenance fee and monthly data plan costs.

Vehicle Electronic Diagnostic Equipment

Depart/Division:	Fleet Maintenance
Project Type:	Equipment
Budget:	$15,000
Description:	Purchase new vehicle diagnostic equipment and yearly updates. Diagnostics to include Autel vehicle diagnostics with tire pressure monitoring.
Operating Impact:	Software updates and technical support annually.

Portable Pressure Washer

Depart/Division:	Fleet Maintenance
Project Type:	Equipment
Budget:	$8,500
Description:	Portable Pressure Washer
Operating Impact:	None

Other Capital Budgets

Acker (Trust Fund)

Depart/Division:	Recreation Services
Project Type:	Trust Funds
Budget:	$10,000
Description:	Scholarships, support for cultural and recreation purposes. See the Acker Trust Fund detail in the Special Revenue Funds section.
Operating Impact:	N/A

Gifts & Donations (Trust Fund)

Depart/Division:	Various
Project Type:	Gifts & Donations
Budget:	$235,387
Description:	Expenditures of contributions for purposes. See the Miscellaneous Gifts and Donations Fund detail in the Special Revenue Funds section.
Operating Impact:	N/A

Grant Funds

Depart/Division:	Various
Project Type:	Grants
Budget:	$4,847,775
Description:	See the description of grants in the Special Revenue Funds section.
Operating Impact:	N/A

UNFUNDED CAPITAL

	FY16 Projection	FY17 Projection	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
Economic Initiatives						
Economic Development Incentive Fund	$ 150,000	$ 150,000	$ 157,500	$ 157,500	$ 165,375	$ 165,375
Field and Facilities						
Rodeo Grounds Rehabilitation	609,357	275,700	833,529	392,603	28,000	-
Total Unfunded Projects	**$ 759,357**	**$ 425,700**	**$ 991,029**	**$ 550,103**	**$ 193,375**	**$ 165,375**

Five Year Plan FY2017-FY2021

Project	FY17 Projection	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
Water					
Chino Valley Tank	$ 5,200,000	$ -	$ -	$ -	$ -
Zone 16 Improvements, Virginia Pumpstation, Haisley Tank and Pipelines	3,756,700	-	-	-	-
Zone 56, Prescott Canyon Tank and Piping	3,422,209	-	-	-	-
Airport Zone Production Recovery Well #4	2,000,000	-	-	-	-
Zone 56/76, Prescott Resort Pump Station #1 Upgrade	1,931,000	-	-	-	-
12″ Line Sundog Ranch Road – Prescott Lakes Parkway to Bucky's Canyon	1,598,000	-	-	-	-
SR69 Corridor (YPIT)	1,430,505	-	-	-	-
Main Line Replacements	1,396,000	1,482,000	1,573,000	1,669,000	1,769,000
Zone 7, Yavapai Hills Lower Pump Station Upgrade	1,250,000	-	-	-	-
CA1 with SRP and Prescott Valley	1,212,240	383,310	-	-	-
Zone 24/27, Water Pipeline Upsizing – from Thumb Butte Rd to Upper…	1,191,736	-	-	-	-
Upper Rancho Vista Pump Station Upgrade	755,000	-	-	-	-
Zone 41, Mingus Pump Station, Tank and Pipeline	665,600	2,827,500	-	-	-
Storage Tank Maintenance Program	588,000	594,000	600,000	606,000	615,000
Goodwin Street/S Washington Avenue Pavement Reconstruction	495,000	-	-	-	-
Pavement Maintenance and Preservation	450,000	450,000	450,000	450,000	450,000
Production Well Rehabilitation	400,000	400,000	400,000	-	-
West Airport Distribution System Loop (Willow Creek Road Realignment)	355,000	-	-	-	-
Penn Avenue – Eastwood Drive Pavement Reconstruction	328,000	-	-	-	-
Dam Repairs	300,000	-	50,000	-	50,000
CIP Water Annual Maintenance	290,000	300,000	310,000	320,000	330,000
Watson and Willow Lakes Enhancement Program (TMDL)	261,000	261,000	261,000	261,000	261,000
Robinson Drive Pavement Reconstruction	250,000	-	-	-	-
SR89 Widening and Side Road Connector Roundabout (Phippen)	245,000	105,000	-	-	-
Miscellaneous Water Projects	182,000	188,000	194,000	200,000	206,000
SCADA System Installation and Upgrade	141,000	145,000	150,000	-	-
Vehicle Replacements	50,000	50,000	50,000	50,000	50,000
Heckthorn Water Main (DA)	38,000	343,000	-	-	-
Carleton Street Alarcon Street Pavement Reconstruction and Drainage Imp.	30,000	-	-	-	-
City Shop UST Release Clean-up	6,400	6,400	6,400	6,400	6,400
Intermediate Pump Station, Tanks and Pipeline	-	4,638,400	4,638,400	-	-
Chino Valley Booster Facility Upgrades	-	2,340,000	2,340,000	-	-
Zone 61/Zone 41/ Zone 40/Zone 0, Water Main Upgrades	-	1,903,300	-	-	-
Zone 39, 12″ Pipeline Upgrade to Zone 31 Tank	-	1,220,700	-	-	-
Water and Wastewater Models Update	-	301,600	-	-	-
Zone 41, Cedarwood Tank Upsizing	-	225,000	750,000	-	-
Impact Fee Ordinance Project	-	195,000	-	-	-
Zone 42, Pipeline Upgrade	-	97,500	-	-	-
Haisley Road Pavement Reconstruction	-	50,000	-	-	-
Sundog Connector Road (Storm Ranch DA)	-	15,000	150,000	-	-
Subtotal Water	$ 30,218,390	$ 18,521,710	$ 11,922,800	$ 3,562,400	$ 3,737,400

CAPITAL IMPROVEMENT PLAN

Five Year Plan FY2017-FY2021

Project	FY17 Projection	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
Wastewater					
Sundog Trunk Main	$ 7,000,000	$ 2,600,000	$ 6,000,000	$ -	$ -
Sundog Equalization Basin	4,800,000	-	-	-	-
Single Wastewater Treatment Plant (Centralization)	3,657,000	10,142,398	12,000,000	6,250,000	7,600,000
Granite Dells Development (DA) Wastewater Requirements Airport	2,774,000	-	-	-	-
Sewer Mainline Rehabilitation	750,000	750,000	750,000	750,000	750,000
Main Line Replacements	600,000	650,000	700,000	750,000	800,000
Penn Avenue – Eastwood Drive Pavement Reconstruction	328,000	-	-	-	-
CIP Wastewater Annual Maintenance	235,000	565,000	245,000	258,000	265,000
Sundog Wastewater Treatment Plant Improvements	200,000	200,000	200,000	200,000	200,000
Goodwin Street/S Washington Avenue Pavement Reconstruction	200,000	-	-	-	-
Miscellaneous Wastewater Projects	187,000	193,000	199,000	205,000	212,000
SR89 Widening and Side Road Connector Roundabout (Phippen)	168,000	72,000	-	-	-
Robinson Drive Pavement Reconstruction	150,000	-	-	-	-
SCADA System Installation and Upgrade	81,000	84,000	87,000	-	-
Vehicle Replacements	50,000	50,000	50,000	50,000	50,000
Pavement Maintenance and Preservation	50,000	50,000	50,000	50,000	50,000
Carleton Street Alarcon Street Pavement Reconstruction and Drainage	10,000	-	-	-	-
City Shop UST Release Clean-up	1,600	1,600	1,600	1,600	1,600
Hassayampa Sewer Trunk Main Upsizing	-	1,106,000	-	-	-
15″ Montezuma Trunk Main Upsizing	-	449,000	-	-	-
8″ Willow Creek Main Upsizing	-	325,000	-	-	-
5th St, 6th St and Hillside Sewer Main Upsize	-	234,000	-	-	-
Impact Fee Ordinance Project	-	150,000	-	-	-
City Lights Sewer Main Replacement	-	108,000	-	-	-
Water and Wastewater Models Update	-	100,000	-	-	-
Sun Drive Sewer Main Upgrade	-	70,000	-	-	-
Sundog Connector Road (Storm Ranch DA)	-	40,000	395,000	-	-
Thumb Butte/Meadowbrook Sewer Main Upsizing	-	-	180,760	-	-
Subtotal Wastewater	$ 21,241,600	$ 17,939,998	$ 20,858,360	$ 8,514,600	$ 9,928,600
Open Space					
Goldwater Lake – land acquisition from U.S.D.A. Forest Service	$ 70,000	$ -	$ 500,000	$ -	$ -
Streets					
Pavement Maintenance and Preservation	$ 4,500,000	$ 4,500,000	$ 4,500,000	$ 4,500,000	$ 4,500,000
SR89 Widening and Side Road Connector Roundabout (Phippen)	2,116,000	920,000	-	-	-
Downtown Drainage Improvements Program	1,665,000	520,000	-	-	-
Goodwin Street/S Washington Avenue Pavement Reconstruction	1,400,000	-	-	-	-
West Airport Distribution System Loop (Willow Creek Road Realignment)	1,100,000	-	-	-	-
Penn Avenue – Eastwood Drive Pavement Reconstruction	984,000	-	-	-	-
Carleton Street Alarcon Street Pavement Reconstruction & Drainage Improv.	815,000	-	-	-	-
Vehicle Replacement – Street Maintenance	646,135	610,011	486,405	618,906	266,758
Robinson Drive Pavement Reconstruction	600,000	-	-	-	-
Miscellaneous Streets Projects	300,000	300,000	300,000	300,000	300,000
Sidewalk Replacement Program	250,000	275,000	300,000	300,000	300,000
Haisley Road Pavement Reconstruction	225,000	1,450,000	-	-	-
Annual Pavement Marking Contract	150,000	150,000	150,000	150,000	150,000
Central Yavapai Metropolitan Planning Orginization (CYMPO)	54,463	56,097	57,780	59,513	61,298
Unpaved Streets Improvements	50,000	50,000	50,000	50,000	50,000
Engineering and Safety Projects	50,000	50,000	50,000	50,000	50,000
Sidewalk Improvements – ADA Compliance	25,000	25,000	25,000	25,000	25,000
Signal Replacement Equipment	25,000	25,000	25,000	25,000	25,000
Traffic Calming – Various Streets	25,000	25,000	25,000	25,000	25,000
Intersection Signalization Project	20,000	200,000	20,000	200,000	20,000
Street Light (New and Replacement)	10,000	10,000	10,000	10,000	10,000
Striping Modifications	10,000	10,000	10,000	10,000	10,000
City Shop UST Release Clean-up	8,000	8,000	8,000	8,000	8,000
Sundog Connector Road (Storm Ranch DA)	-	570,000	5,705,000	-	-
Impact Fee Ordinance Project	-	100,000	-	-	-
Subtotal Streets & Open Space	$ 15,098,598	$ 9,854,108	$ 12,222,185	$ 6,331,419	$ 5,801,056
Total	$ 66,558,588	$ 46,315,816	$ 45,003,345	$ 18,408,419	$ 19,467,056

THIS PAGE LEFT BLANK INTENTIONALLY

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

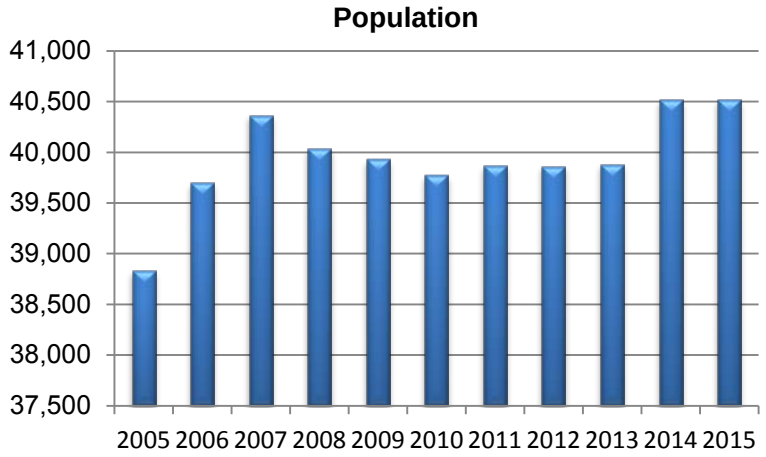
The council-manager form of government was adopted in 1958. The Mayor is elected on a nonpartisan ballot to represent the entire City for a two-year term. The six members of Council are elected at large for four year terms on a nonpartisan ballot. Three of the six positions and the Mayor's position are 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

Population and Area				
Year	Population	Yavapai County	Population as % of County	Land Area
2005	38,838	196,629	19.8%	38.63 square miles
2006	39,699	202,764	19.6%	38.72 square miles
2007	40,371	211,137	19.1%	40.00 square miles
2008	40,041	212,137	18.9%	40.80 square miles
2009	39,932	212,585	18.8%	40.85 square miles
2010	39,771	210,899	18.9%	41.50 square miles
2011	39,873	211,247	18.9%	41.50 square miles
2012	39,865	211,583	18.8%	41.50 square miles
2013	39,888	213,294	18.7%	42.67 square miles
2014	40,520	215,357	18.8%	42.67 square miles
2015	40,520	220,774	18.4%	42.67 square miles



Source: Population Estimates from Office of Employment & Population Statistics, Arizona Department of Administration

COMMUNITY PROFILE

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

Population by Sex, 2010	
Male	49.20%
Female	50.80%

Population by Age, 2010	
Under 5	3.10%
5-9	4.30%
10-14	4.70%
15-19	4.70%
20-24	4.50%
25-34	8.50%
35-44	9.40%
45-54	13.80%
55-59	8.20%
60-64	8.40%
65-74	17.51%
75 and Over	13.29%

Households by Income, 2010	
$200,000 or more	4.00%
150,000 to 199,999	3.00%
100,000 to 149,999	5.00%
75,000 to 99,999	8.00%
50,000 to 74,999	16.00%
35,000 to 49,999	13.00%
25,000 to 34,999	17.00%
15,000 to 24,999	17.00%
10,000 to 14,999	10.00%
under 14,999	9.00%

Average Income	$ 39,151
Median Income	$ 41,514
Per Capita Income	$ 27,199

Source: 2010 US Census data

Economy

Although small in population, 40,520, the City is not dependent on any one company or industry for economic vitality. The region is diverse in nature. The sales tax revenue for this City is largely retail based as shown by the following top ten taxpayers in the City of Prescott:

Top 10 Taxpayers
Arizona Public Service
Costco
Fry's
Prescott Honda
Lamb Auto Sales
Lowe's
Safeway
Tim's Auto Group
Walmart
York Dodge Chrysler Jeep Ram

Source: City of Prescott Finance Department

COMMUNITY PROFILE

Calendar Year	Income (thousands of dollars) (1)	Capita Personal Income (1)	Annual Unemployment Rate (2)	School Enrollment (3)
2004	4,839,973	25,769	4.6%	5,242
2005	5,471,859	28,000	4.0%	5,476
2006	6,058,552	29,687	4.0%	5,688
2007	6,602,162	31,624	3.7%	5,766
2008	6,602,128	31,258	6.2%	5,766
2009	6,272,906	29,705	10.5%	5,652
2010	6,245,478	29,721	10.7%	5,229
2011	6,498,204	30,817	9.9%	5,095
2012	6,800,376	31,997	8.7%	4,961
2013	6,992,574	32,503	7.7%	4,917
2014			6.3%	4,454

(1) Income Statistics are show n for the Prescott Metropolitan Statistical Area (MSA)
Latest Data available is for 2013. Source: Bureau of Economic Analysis, US Department of Commerce
(2) For the Prescott Metropolitan Statistical Area (MSA). Source: Arizona Office of Employment and Population Statistics
(3) Enrollment for Prescott Unified School District as of Oct 1 of each year. Excludes Charter Schools
Source: Arizona Department of Education

Financial

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Total Operating Budget (000s)	$ 70,857	$ 74,654	$ 76,727	$ 76,340	$ 80,310	81,955
Total Regular Employees[1]	512	514	505	508	506	501
Total Employees per 1000 population	13	13	13	13	12	12
Primary Assessed Valuation[2]	$720,770	$634,923	$554,022	$510,235	$522,426	$621,227
Property Tax Rate	0.3830	0.4433	0.4832	0.3108	0.3149	0.3047
City Prop Tax Paid per Capita	65	71	67	42	41	41
City Sales Tax Rate[3]	2%	2%	2%	2%	2%	2%
City Sales Tax Revenue per Capita[4]	287.34	315.91	337.48	346.16	337.36	337.36

Notes:
[1] Regular employees does not include temporary or seasonal employees.
[2] Source: Yavapai County
[3] Sales Tax Rate set to decrease to 1.75% January 1, 2016
[4] Sales Tax Revenue for General Fund

COMMUNITY PROFILE

City Services

Neighborhood Resources	
Parks	21
Park/Lakes Acres	990
Golf Courses	2
Miles of Trails	68
Open Space - Natural Parklands (acres)	1,200
Libraries	1
Circulation of Library Materials	759,675

Public Safety	
Police Employees	91
Calls for Services	25,617
Part 1 Crimes	1,289
Part 2 Crimes	3,293
Fire Stations	5
Fire Employees	65
Calls for Services	8,014
Fire Inspections	1,098

Building Inspections	
Number of Permits Issued	1,843
Value of Permits (in millions)	$106.80

Transportation	
Total of Miles of Streets (lane miles)	601
Cold Mix Repairs (lbs)	136,000
Hot Mis Repairs (tons)	2,040

Refuse Collection	
Household Accounts	17,815
Commercial Accounts	1,421
Refuse Collected (tons)	61,979
Recycle Collected (tons)	17,406

Airport	
Passengers	4,394
FAA Traffic Count	277,540

City of Prescott Water	
Miles of Water Mains	517
Number of Connections	23,440

City of Prescott Wastewater	
Miles of Wastewater Lines	371
Number of Connections	18,783

BUDGET RESOLUTIONS

RESOLUTION NO. 4296-1505

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 2016, 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 2016. 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 23rd day of June, 2015, 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 2016 for the City of Prescott. The proposed budget may be examined on weekdays at 201 South Cortez Street, Prescott, Arizona, between 8:00 A.M. and 5:00 P.M.

B. That the City Council will further meet at a Regular Meeting on the 14th day of July, 2015, 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 2016 for the City of Prescott.

BUDGET RESOLUTIONS

RESOLUTION NO. 4296-1505 PAGE 2

SECTION 3. THAT upon the recommendation by the City Manager and with the approval of the Council, expenditures may be made from the appropriation for contingencies. The transfers of any sums within or without any specific appropriations shall conform to Article VI, Section 11, Prescott City Charter.

SECTION 4. THAT money from any fund may be used for any of these appropriations except money specifically restricted by State Law, City Charter, codes, ordinance, or resolution.

PASSED and ADOPTED by the Mayor and Council of the City of Prescott, Arizona, on this 9th day of June, 2015.

MARLIN D. KUYKENDALL, Mayor

ATTEST:

DANA E. DeLONG, City Clerk

APPROVED AS TO FORM:

JON M. PALADINI, City Attorney

BUDGET RESOLUTIONS

RESOLUTION NO. 4234-1443

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 2015, DECLARING THAT THE SAME SHALL CONSTITUTE THE BUDGET FOR THE CITY OF PRESCOTT FOR SAID FISCAL YEAR, ESTABLISHING THE EXPENDITURE LIMITATION, APPROVING AND UPDATING THE JOB ROSTER FOR THE CITY OF PRESCOTT, ADOPTING THE CAPITAL IMPROVEMENT PLAN FOR FISCAL YEARS 2016 THROUGH 2020, 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 10th day of June, 2014, 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 24, 2014, 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, during the budgeting process for fiscal year 2015 the Council established a Capital Improvement Plan for fiscal year 2016 through fiscal year 2020; 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 exhibits to this resolution and such projects have been determined not to be funded by the City of Prescott in the 2015 fiscal year; 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 8, 2014, in Prescott City Council Chambers at 201 South Cortez Street, Prescott, Arizona for the purpose of making tax levies as set forth in said estimates; and

WHEREAS, it appears that the sums to be raised by primary taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in Arizona Revised Statutes, Title 42, Section 17051.A.

BUDGET RESOLUTIONS

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF PRESCOTT AS FOLLOWS:

SECTION 1. THAT, the said estimates of revenue and expenditures shown on the accompanying schedules as now increased, reduced or changed by and the same are hereby adopted as the budget of the City of Prescott for the fiscal year 2015.

SECTION 2. THAT, all sums contained in said estimated expenditures shall be considered as specific appropriation and authority for the expenditure thereof, as provided for and in said budget, the laws of the United States, the State of Arizona, and the Charter and Code of the City of Prescott.

SECTION 3. THAT, the expenditure limitation for the City of Prescott for fiscal year 2015 be established at $170,390,239.

SECTION 4. THAT, the Roster of Jobs shown in the attached accompanying exhibit be adopted and approved by the City of Prescott and in accordance with Article IV of the Prescott City Charter.

SECTION 5. THAT, the Capital Improvement Plan shown in the accompanying exhibit be adopted by the City of Prescott for the fiscal years 2016 through 2020.

SECTION 6. 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, has exercised its legislative discretion in determining available funding and resources for the purchase of equipment, personnel, construction, reconstruction or maintenance of the unfunded proposals and projects contained in or referred to in the "Unfunded Capital" exhibit. Further, the City Council has exercised its budgetary and legislative discretion with respect to its decision not to provide governmental funding or services for the Unfunded Capital items, as well as for the requested equipment, personnel, construction or maintenance of facilities or capital items requested in departmental budgetary proposals considered by the Council in its review of the budget proposals of each city department, (including all proposals for capital funding and the decision not to fund, to repair, to improve, maintain, reconstruct these capital items. The Council has determined not to spend existing resources for the purchase of equipment, personnel, construction, reconstruction or maintenance of the unfunded proposal 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 unfunded proposals as well as the determination of which capital projects are to be funded, including specifically the decision as to which streets, sidewalks, sanitary sewers, and parking lots will be repaired, maintained, and reconstructed or otherwise funded and those that will not, in the exercise of the Council's budgetary discretion, for the ensuing fiscal year.

BUDGET RESOLUTIONS

RESOLUTION NO. 4234-1443 PAGE 3

PASSED and ADOPTED by the Mayor and Council of the City of Prescott, Arizona, on this 24th day of June, 2014.

MARLIN D. KUYKENDALL, Mayor

ATTEST:

DANA R. DeLONG, City Clerk

APPROVED AS TO FORM:

JON M. PALADINI, City Attorney

CITY OF PRESCOTT
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2016

Fiscal Year		Sch	FUNDS							
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
2015	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	33,821,289	43,454,801	193,862			84,844,428	7,897,859	170,212,239
2015	Actual Expenditures/Expenses**	E	31,582,017	21,638,187	193,862			48,468,213	7,604,169	109,486,448
2016	Fund Balance/Net Position at July 1***		26,090,469	25,328,584	3,653,064			43,748,550	4,802,793	103,623,460
2016	Primary Property Tax Levy	B	1,596,518							1,596,518
2016	Secondary Property Tax Levy	B			75,000					75,000
2016	Estimated Revenues Other than Property Taxes	C	31,300,719	23,104,271	6,925			52,215,909	6,969,960	113,597,784
2016	Other Financing Sources	D	1,000,000	0	0			2,666,286	0	3,666,286
2016	Other Financing (Uses)	D	0	0	0			0	0	0
2016	Interfund Transfers In	D	67,334	290,202	0			970,786	0	1,328,322
2016	Interfund Transfers (Out)	D	1,251,523	60,249	0			16,550	0	1,328,322
2016	Reduction for Amounts Not Available:									
LESS:	Amounts for Future Debt Retirement:									0
										0
										0
										0
2016	Total Financial Resources Available		58,803,517	48,662,808	3,734,989			99,584,981	11,772,753	222,559,048
2016	Budgeted Expenditures/Expenses	E	33,942,465	38,178,301	196,125			67,331,990	8,774,981	148,423,862

EXPENDITURE LIMITATION COMPARISON	2015	2016
1. Budgeted expenditures/expenses	$ 170,212,239	$ 148,423,862
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	170,212,239	148,423,862
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	$ 170,212,239	$ 148,423,862
6. EEC expenditure limitation	$	$

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

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

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

CITY OF PRESCOTT
Tax Levy and Tax Rate Information
Fiscal Year 2016

	2015	2016
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 1,570,938	$ 1,628,338
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	$ 1,570,938	$ 1,596,518
B. Secondary property taxes	75,000	75,000
C. Total property tax levy amounts	$ 1,645,938	$ 1,671,518
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 1,523,810	
(2) Prior years' levies	21,652	
(3) Total primary property taxes	$ 1,545,462	
B. Secondary property taxes		
(1) **Current** year's levy	$ 72,750	
(2) Prior years' levies	3,165	
(3) Total secondary property taxes	$ 75,915	
C. Total property taxes collected	$ 1,621,377	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.3007	0.2910
(2) Secondary property tax rate	0.0142	0.0137
(3) Total city/town tax rate	0.3149	0.3047

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating 0 special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

CITY OF PRESCOTT
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
GENERAL FUND			
Local taxes			
Privilege and Use Tax	$ 13,840,000	$ 13,800,000	$ 13,840,000
Frachise Taxes	1,636,000	1,636,000	1,610,000
Licenses and permits	547,900	549,700	495,600
Intergovernmental			
State	10,622,238	10,622,238	10,964,562
Local Jurisdictions	2,248,864	2,249,842	2,204,557
Charges for services	1,201,499	1,339,605	1,364,800
Fines and forfeits	492,400	454,035	498,900
Interest on investments	193,300	163,900	193,300
In-lieu property taxes	67,000	67,000	95,000
Miscellaneous	32,000	32,000	34,000
Total General Fund	$ 30,881,201	$ 30,914,320	$ 31,300,719
SPECIAL REVENUE FUNDS			
Streets and Open Space Fund			
Streets and Opens Space Tax	$ 13,220,000	$ 13,220,000	$ 11,567,500
Intergovernmental - State	2,967,629	2,967,629	2,994,582
Intergovernmental - County	3,760,402	3,730,402	2,400,000
Interest Earned	150,000	150,000	150,000
Miscellaneous	539,424	518,370	651,792
Total Streets and Open Space Fund	$ 20,637,455	$ 20,586,401	$ 17,763,874
Transient Occupancy Tax			
Transient Occupancy Tax	$ 630,000	$ 630,000	$ 680,000
Miscellaneous	2,000	2,000	72,000
Total Transient Occupancy Tax	$ 632,000	$ 632,000	$ 752,000
Impact Fee Funds			
Impact Fees	$ 81,319	$ 500	$
Miscellaneous	63,559	63,559	44,859
Total Impace Fee Funds	$ 144,878	$ 64,059	$ 44,859
Grant Funds			
Miscellaneous Grants	$ 5,266,039	$ 1,525,507	$ 4,536,538
Total Grant Funds	$ 5,266,039	$ 1,525,507	$ 4,536,538
Acker Trust			
Interest Earned	$ 7,000	$ 7,000	$ 7,000
Total Acker Trust	$ 7,000	$ 7,000	$ 7,000
Total Special Revenue Funds	$ 26,687,372	$ 22,814,967	$ 23,104,271

* 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
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
DEBT SERVICE FUNDS			
Special Assessments	$ 5,045	$ 5,045	$ 5,045
Interest Earned	11,017	11,017	1,880
Total Debt Service Funds	$ 16,062	$ 16,062	$ 6,925
ENTERPRISE FUNDS			
Water	$ 18,403,223	$ 20,445,003	$ 20,436,113
Wastewater	11,898,147	13,054,160	13,859,995
Solid Waste/Transfer Station	6,360,720	6,543,540	6,472,500
Golf Course	3,231,577	2,982,234	3,398,032
Airport	4,778,822	1,922,372	8,049,269
Total Enterprise Funds	$ 44,672,489	$ 44,947,309	$ 52,215,909
INTERNAL SERVICE FUNDS			
Fleet Maintenance	$ 1,890,000	$ 2,113,246	$ 1,910,000
Self-Insurance	920,947	920,947	990,001
Engineering	1,644,415	1,644,415	2,526,143
Facilities Maintenance	1,335,697	1,335,697	1,543,816
Total Internal Service Funds	$ 5,791,059	$ 6,014,305	$ 6,969,960
TOTAL ALL FUNDS	$ 108,048,183	$ 104,706,963	$ 113,597,784

* 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
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2016

FUND	OTHER FINANCING 2016 SOURCES	OTHER FINANCING 2016 <USES>	INTERFUND TRANSFERS 2016 IN	INTERFUND TRANSFERS 2016 <OUT>
GENERAL FUND				
Parking Garage	$	$	$ 20,000	$
General Fund	1,000,000		25,000	
Airport				970,786
Water			6,748	
Wastewater			5,624	
Streets and Open Space			5,784	
Solid Waste			4,178	
Grants				280,737
Total General Fund	$ 1,000,000	$	$ 67,334	$ 1,251,523
SPECIAL REVENUE FUNDS				
Streets and Open Space	$	$	$ 9,465	$ 5,784
Streets Impact Fees				9,465
Transient lodging tax				45,000
Grants			280,737	
Total Special Revenue Funds	$	$	$ 290,202	$ 60,249
ENTERPRISE FUNDS				
Water	$	$	$	$ 6,748
Wastewater	2,666,286			5,624
Airport			970,786	
Solid Waste				4,178
Total Enterprise Funds	$ 2,666,286	$	$ 970,786	$ 16,550
TOTAL ALL FUNDS	$ 3,666,286	$	$ 1,328,322	$ 1,328,322

CITY OF PRESCOTT
Expenditures/Expenses by Fund
Fiscal Year 2016

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
GENERAL FUND				
City Council	$ 51,669	$	$ 49,908	$ 40,761
City Clerk	134,402		99,266	140,968
City Court	581,411		532,530	600,161
City Manager	872,863		760,808	616,068
Legal	373,802		373,419	329,225
Budget & Finance	414,125		387,546	393,421
Field and Facilities	152,946		108,809	105,386
Community Development	1,200,672		1,149,186	1,118,073
Recreation Services	3,104,214		3,068,408	3,174,676
Library	2,316,955		2,285,683	2,360,794
Police Department	12,271,834		11,788,980	12,166,621
Regional Communications	1,456,978		1,435,495	2,289,864
Fire Department	10,238,347		8,932,016	10,133,340
Economic Initiatives	651,071		609,963	473,107
Total General Fund	$ 33,821,289	$	$ 31,582,017	$ 33,942,465
SPECIAL REVENUE FUNDS				
Streets and Open Space	$ 36,204,138	$	$ 19,245,250	$ 32,177,646
Transient Occupancy Tax	735,723		730,455	897,493
Impact Fees	25,000		12,500	10,000
Grants	6,171,608		1,543,555	4,847,775
Trust Funds	318,332		106,427	245,387
Total Special Revenue Funds	$ 43,454,801	$	$ 21,638,187	$ 38,178,301
DEBT SERVICE FUNDS	$ 193,862	$	$ 193,862	$ 196,125
ENTERPRISE FUNDS				
Water	$ 41,502,765	$	$ 19,788,690	$ 27,755,492
Wastewater	25,222,836		14,891,578	19,372,112
Solid Waste/Transfer Station	9,135,923		8,262,703	7,788,813
Golf Course	3,231,577		3,077,657	3,395,518
Airport	5,751,327		2,447,585	9,020,055
Total Enterprise Funds	$ 84,844,428	$	$ 48,468,213	$ 67,331,990
INTERNAL SERVICE FUNDS				
Fleet Maintenance	$ 3,193,490	$	$ 2,976,051	$ 3,057,789
Self-Insurance	1,364,588		1,334,711	1,675,963
Engineering	1,871,405		1,869,559	2,516,143
Facilities Maintenance	1,468,376		1,423,848	1,525,086
Total Internal Service Funds	$ 7,897,859	$	$ 7,604,169	$ 8,774,981
TOTAL ALL FUNDS	$ 170,212,239	$	$ 109,486,448	$ 148,423,862

* 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
Expenditures/Expenses by Department
Fiscal Year 2016

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Public Works				
Streets and Open Space	$ 32,499,608	$	$ 15,961,597	$ 28,021,944
Engineering	1,871,405		1,869,559	2,516,143
Water	38,829,385		17,987,798	24,940,072
Wastewater	25,222,836		14,891,578	19,372,112
Department Total	$ 98,423,234	$	$ 50,710,532	$ 74,850,271
Field and Facilities				
Streets and Open Space	$ 3,704,530	$	$ 3,283,653	$ 4,155,702
Solid Waste/Transfer Station	9,135,923		8,262,703	7,788,813
General Fund	152,946		108,809	105,386
Fleet Maintenance	3,193,490		2,976,051	3,057,789
Facilities Maintenance	1,468,376		1,423,848	1,525,086
Department Total	$ 17,655,265	$	$ 16,055,064	$ 16,632,776
Economic Initiatives				
General Fund	$ 651,071	$	$ 609,963	$ 473,107
Airport	5,751,327		2,447,585	9,020,055
Tranient Occupancy Tax	735,723		730,455	897,493
Department Total	$ 7,138,121	$	$ 3,788,003	$ 10,390,655
Budget & Finance				
General Fund	$ 414,125	$	$ 387,546	$ 393,421
Water	221,531		209,184	224,152
Department Total	$ 635,656	$	$ 596,730	$ 617,573
City Manager				
General Fund	$ 872,863	$	$ 760,808	$ 616,068
Water	2,451,849		1,591,708	2,591,268
Department Total	$ 3,324,712	$	$ 2,352,516	$ 3,207,336
Recreation Services				
General Fund	$ 3,104,214	$	$ 3,068,408	$ 3,174,676
Golf Course	3,231,577		3,077,657	3,395,518
Impact Fees	25,000		12,500	10,000
Department Total	$ 6,360,791	$	$ 6,158,565	$ 6,580,194

* 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
Full-Time Employees and Personnel Compensation
Fiscal Year 2016

FUND	Full-Time Equivalent (FTE) 2016	Employee Salaries and Hourly Costs 2016	Retirement Costs 2016	Healthcare Costs 2016	Other Benefit Costs 2016	Total Estimated Personnel Compensation 2016
GENERAL FUND	324.70	$ 18,310,674	$ 5,459,786	$ 2,641,691	$ 1,565,952	$ 27,978,103
SPECIAL REVENUE FUNDS						
Streets and Open Space	39.20	$ 1,853,392	$ 209,721	$ 344,531	$ 266,193	$ 2,673,837
Transient Occupancy Tax	2.00	158,512	18,181	18,251	12,921	207,865
Grants	11.75	697,899	40,057	17,992	33,972	789,920
Trust	0.25	7,800	905		907	9,612
Total Special Revenue Funds	53.20	$ 2,717,603.00	$ 268,864.00	$ 380,774.00	$ 313,993.00	$ 3,681,234.00
ENTERPRISE FUNDS						
Water	39.45	$ 1,891,172	$ 214,264	$ 317,735	$ 188,963	$ 2,612,134
Wastewater	36.85	1,869,438	212,009	336,551	199,607	2,617,605
Solid Waste/Transfer Station	29.30	1,217,484	136,144	236,384	163,970	1,753,982
Golf Course	14.00	518,673	59,662	85,143	50,063	713,541
Airport	14.25	761,046	213,816	101,292	64,158	1,140,312
Total Enterprise Funds	133.85	$ 6,257,813	$ 835,895	$ 1,077,105	$ 666,761	$ 8,837,574
INTERNAL SERVICE FUND						
Fleet Maintenance	10.35	$ 523,549	$ 54,859	$ 81,834	$ 53,187	$ 713,429
Engineering	24.70	1,613,932	178,050	239,926	145,677	2,177,585
Facilities Maintenance	7.20	351,528	36,499	50,131	38,102	476,260
Total Internal Service Fund	42.25	$ 2,489,009	$ 269,408	$ 371,891	$ 236,966	$ 3,367,274
TOTAL ALL FUNDS	554.00	$ 29,775,099	$ 6,833,953	$ 4,471,461	$ 2,783,672	$ 43,864,185
	See Note					

Note:

Full-Time Equivalent (FTE) includes 501 FTE permanent employees and estimated 53 FTE temporary employees.

FY2016 BUDGET SALARY RANGES

Salary Range	Annual Minimum	Annual Midpoint	Annual Maximum
23	16,224.00	19,760.00	23,275.20
24	16,452.80	20,030.40	23,608.00
25	16,868.80	20,529.60	24,190.40
26	17,284.80	21,049.60	24,814.40
27	17,721.60	21,590.40	25,438.40
28	18,158.40	22,110.40	26,062.40
29	18,616.00	22,672.00	26,707.20
30	19,073.60	23,233.60	27,372.80
31	19,552.00	23,816.00	28,059.20
32	20,051.20	24,426.58	28,766.40
33	20,550.40	25,022.40	29,494.40
34	21,070.40	25,646.40	30,222.40
35	21,590.40	26,291.20	30,971.20
36	22,131.20	26,936.00	31,740.80
37	22,672.00	27,622.40	32,552.00
38	23,254.40	28,308.80	33,363.20
39	23,836.80	29,016.00	34,195.20
40	24,419.20	29,744.00	35,048.00
41	25,043.20	30,492.80	35,921.60
42	25,667.20	31,241.60	36,816.00
43	26,312.00	32,032.00	37,731.20
44	26,956.80	32,822.40	38,688.00
45	27,643.20	33,654.40	39,665.60
46	28,329.60	34,507.20	40,664.00
47	29,036.80	35,360.00	41,662.40
48	29,764.80	36,233.60	42,702.40
49	30,513.60	37,148.80	43,763.20
50	31,262.40	38,084.80	44,886.40
51	32,052.80	39,020.80	45,988.80
52	32,843.20	39,998.40	47,132.80
53	33,675.20	40,996.80	48,318.40
54	34,507.20	42,016.00	49,524.80
55	35,380.80	43,076.80	50,772.80
56	36,254.40	44,158.40	52,041.60
57	37,169.60	45,260.80	53,352.00
58	38,105.60	46,384.00	54,662.40
59	39,041.60	47,548.80	56,035.20
60	40,019.20	48,734.40	57,428.80
61	41,017.60	49,940.80	58,864.00
62	42,057.60	51,209.60	60,340.80
63	43,097.60	52,478.40	61,859.20
64	44,179.20	53,788.80	63,398.40
65	45,281.60	55,140.80	64,979.20
66	46,425.60	56,513.60	66,601.60
67	47,569.60	57,928.00	68,265.60
68	48,776.00	59,384.00	69,971.20
69	49,982.40	60,860.80	71,718.40
70	51,230.40	62,379.20	73,528.00

Salary Range	Annual Minimum	Annual Midpoint	Annual Maximum
71	52,520.00	63,939.20	75,358.40
72	53,830.40	65,540.80	77,251.20
73	55,182.40	67,184.00	79,185.60
74	56,555.20	68,868.80	81,161.60
75	57,969.60	70,595.20	83,200.00
76	59,425.60	72,342.40	85,259.20
77	60,902.40	74,152.00	87,380.80
78	62,420.80	76,003.20	89,585.60
79	63,980.80	77,916.80	91,832.00
80	65,582.40	79,851.20	94,099.20
81	67,225.60	81,848.00	96,470.40
82	68,910.40	83,907.20	98,883.20
83	70,636.80	86,008.00	101,358.40
84	72,384.00	88,150.40	103,896.00
85	74,193.60	90,334.40	106,475.20
86	76,065.60	92,601.60	109,137.60
87	77,958.40	94,910.40	111,862.40
88	79,913.60	97,302.40	114,670.40
89	81,910.40	99,736.00	117,540.80
90	83,948.80	102,211.20	120,473.60
91	86,049.60	104,769.60	123,489.60
92	88,212.80	107,390.40	126,568.00
93	90,417.60	110,073.60	129,729.60
94	92,664.00	112,819.20	132,974.40
95	94,993.60	115,648.00	136,302.40
96	97,364.80	118,539.20	139,713.60
97	99,798.40	121,513.60	143,208.00
98	102,294.40	124,550.40	146,785.60
99	104,852.80	127,649.60	150,446.40
100	107,473.60	130,852.80	154,232.00
101	110,156.80	134,118.40	158,059.20
102	112,902.40	137,467.20	162,032.00
103	115,731.20	140,920.00	166,088.00
104	118,622.40	144,435.20	170,227.20
105	121,596.80	148,054.40	174,491.20
106	124,633.60	151,756.80	178,859.20
107	127,753.60	155,542.40	183,310.40
108	130,936.00	159,411.20	187,886.40
109	134,222.40	163,425.60	192,608.00
110	137,571.20	167,502.40	197,433.60
PD Ofc	42,660.80		62,254.40
PD Sgt	61,484.80		76,668.80
PD Lt	76,752.00		95,721.60
FF	40,355.92		58,851.12
FE	50,361.52		62,823.04
FC	61,276.72		76,406.40
BC	83,652.88		100,328.88

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range 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	1.00	40,019	57,429	60
Secretary	0.50	0.50	0.75	26,957	38,688	44
Total City Clerk	2.50	2.50	2.75			
City Court						
Senior Court Clerk	1.00	1.00	1.00	28,330	40,664	46
Court Clerk	5.00	5.00	5.00	25,667	36,816	42
Total City Court	6.00	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
Total City Manager	2.75	2.75	2.75			
Public Communications						
Comm & Public Affairs Mngr	1.00	1.00	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	56,555	81,162	74
HR/Payroll Budget & Systems Analyst	1.00	1.00	1.00	48,776	69,971	68
HR Specialist	-	1.00	2.00	38,106	54,662	58
Benefits Specialist	1.00	1.00	-	38,106	54,662	58
Human Resources Assistant	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	6.00	7.00	7.00			
Information Technology						
Director of Information Technology	-	-	1.00	Unclassified		
GIS Coord\Historic Preservation	-	-	0.50	57,970	83,200	75
Network Engineer	-	-	2.00	51,230	73,528	70
Help Desk Manager	-	-	1.00	51,230	73,528	70
Wireless Communication Technician	-	-	1.00	51,230	73,528	70
Web Development Specialist	-	-	1.00	46,426	66,602	66
IT Specialist	-	-	2.00	46,426	66,602	66
IT Technician	-	-	1.00	46,426	66,602	66
GIS Specialist	-	-	1.00	46,426	66,602	66
Help Desk Technician	-	-	3.00	42,058	60,341	62
Total Information Technology	-	-	13.50			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Legal Department						
City Attorney	1.00	1.00	1.00	Unclassified		
Assistant City Attorney	3.00	3.00	3.00	79,914	114,670	88
Legal Services Administrator	1.00	1.00	1.00	68,910	98,883	82
Legal Secretary	1.50	1.50	1.50	32,053	45,989	51
Risk Management Technician	1.00	1.00	1.00	34,507	49,525	54
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	**33.75**	**34.75**	**48.50**			
Budget and Finance Department						
Budget & Privilege Tax						
Budget & Privilege Tax Manager	1.00	1.00	1.00	56,555	81,162	74
Privilege Tax Auditor	1.00	1.00	1.00	48,776	69,971	68
Budget Specialist	1.00	1.00	-	36,254	52,042	56
Tax & Licensing Representative	2.00	1.00	2.00	33,675	48,318	53
Accounting Clerk-Tax	1.00	1.00	1.00	31,262	44,886	50
Total	6.00	5.00	5.00			
Accounting Services						
Finance Director	1.00	1.00	1.00	Unclassified		
Senior Accountant	1.00	1.00	-	56,555	81,162	74
Account Services Manager	-	-	1.00	56,555	81,162	74
Accountant	1.00	1.00	1.00	48,776	69,971	68
Accounts Payable & Purchasing Specialist	1.00	1.00	1.00	36,254	52,042	56
Accounts Rec. & Assessments Specialist	1.00	1.00	1.00	36,254	52,042	56
Total	5.00	5.00	5.00			
Information Technology						
IT Manager	1.00	1.00	-	72,384	103,896	84
GIS Coord\Historic Preservation	0.50	0.50	-	57,970	83,200	75
Network Engineer	2.00	2.00	-	51,230	73,528	70
Help Desk Manager	1.00	1.00	-	51,230	73,528	70
Web Development Specialist	1.00	1.00	-	46,426	66,602	66
IT Specialist	2.00	2.00	-	46,426	66,602	66
GIS Specialist	1.00	1.00	-	46,426	66,602	66
Help Desk Technician	2.00	3.00	-	42,058	60,341	62
Total	10.50	11.50	-			
Total Finance Department	**21.50**	**21.50**	**10.00**			
Field and Facilities-General Fund						
Rodeo						
Facilities Manager	0.15	0.15	0.15	56,555	81,162	74
Total	0.15	0.15	0.15			
Parking Garage Fund						
Facilities Manager	0.10	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**			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Community Development						
Administration/Planning & Zoning						
Comm. Devel. Director	0.50	0.50	0.50	Unclassified		
Planning Manager	0.60	1.00	1.00	60,902	87,381	77
GIS Coord\Historic Preservation	0.50	0.50	0.50	57,970	83,200	75
Planner	1.65	1.00	1.00	51,230	73,528	70
Progam Manager	0.50	0.50	-	46,426	66,602	66
Real Property Specialist	-	0.10	-	56,555	81,162	74
Administrative Specialist	1.00	1.00	1.00	32,843	47,133	52
Total	4.75	4.60	4.00			
Building Safety						
Comm. Devel. Director	0.30	0.50	0.50	Unclassified		
Chief Building Official	1.00	1.00	1.00	60,902	87,381	77
Plans Examiner/Bldg. Insp	2.00	1.00	3.00	45,282	64,979	65
Plans Examiner	1.00	1.00	-	44,179	63,398	64
Building Inspector	-	2.00	1.00	38,106	54,662	58
Permit Tech	1.00	1.00	1.00	31,262	44,886	50
Total	5.30	6.50	6.50			
Code Enforcement						
Comm. Devel. Director	0.20	-	-	Unclassified		
Planning Manager	0.40	-	-	60,902	87,381	77
Code Enforcement Supervisor	1.00	-	-	48,776	69,971	68
Code Enforcement Officer	1.00	-	-	29,037	41,662	47
Total	2.60	-	-			
Total Community Development	**12.65**	**11.10**	**10.50**			
Parks and Recreation						
Administration						
Recreation Director	1.00	1.00	1.00	Unclassified		
Recreation Coordinator	1.00	1.00	1.00	37,170	53,352	57
Total	2.00	2.00	2.00			
Recreation Programming						
Recreation Supervisor	1.00	1.00	1.00	56,555	81,162	74
Recreation Coordinator	1.00	1.00	1.00	37,170	53,352	57
Secretary	1.00	1.00	1.00	26,957	38,688	44
Total	3.00	3.00	3.00			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Parks, Lakes, Trails, and Landscape Maintenance						
Special Projects Administrator	1.00	1.00	1.00	48,776	69,971	68
Maintenance Superintendent	1.00	1.00	1.00	56,555	81,162	74
Recreation Services Supervisor	-	-	1.00	48,776	69,971	68
Parks Regional Coordinator	2.00	2.00	-	42,058	60,341	62
Maintenance Coordinator	-	-	1.00	40,019	57,429	60
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 Coordinator	1.00	1.00	1.00	37,170	53,352	57
Trails/Natural Parklands Coordinator	1.00	1.00	1.00	37,170	53,352	57
Community Services Work Monitor	2.00	2.00	2.00	26,957	38,688	44
Maintenance Worker	1.30	2.30	2.30	25,043	35,922	41
Maintenance Technician	3.00	3.00	3.00	32,843	47,133	52
Total	13.60	14.60	14.60			
Total Parks and Recreation	**18.60**	**19.60**	**19.60**			
Library						
Library/Public Services						
Library Director	1.00	1.00	1.00	Unclassified		
Library Manager, Public Services	1.00	1.00	1.00	56,555	81,162	74
Lead Librarian	2.00	2.00	2.00	45,282	64,979	65
Librarian	5.00	5.00	5.00	41,018	58,864	61
Library Specialist	2.00	2.00	2.00	32,053	45,989	51
Library Assistant	5.00	5.00	5.00	27,643	39,666	45
Total	16.00	16.00	16.00			
Library/Support Services						
Library Manager, Support Services	1.00	1.00	1.00	51,230	73,528	70
Librarian	1.00	1.00	1.00	41,018	58,864	61
Help Desk Technician	1.00	-	-	42,058	60,341	62
Library Assistant	2.00	2.00	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	6.00	6.00			
Total Library	**23.00**	**22.00**	**22.00**			
Police Department						
Administration						
Police Chief	1.00	1.00	1.00	Unclassified		
Deputy Police Chief	1.00	1.00	1.00	79,914	114,670	88
Police Lieutenant	1.00	1.00	-	76,752	95,722	PD Lt
Public Safety Specialist	-	0.50	0.50	30,514	43,763	49
Business Manager	1.00	1.00	1.00	38,106	54,662	58
Administrative Services Specialist	1.00	1.00	1.00	38,106	54,662	58
Total	5.00	5.50	4.50			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Records						
Police Records Supervisor	1.00	1.00	1.00	48,776	69,971	68
Police Records Clerk	5.00	5.00	4.00	32,053	45,989	51
Total	6.00	6.00	5.00			
Traffic						
Police Sergeant	1.00	1.00	1.00	61,485	76,669	PD Sgt
Police Officer	5.00	5.00	5.00	42,661	62,254	PD Ofc
Parking Control Monitor	1.00	1.00	1.00	29,037	41,662	47
Total	7.00	7.00	7.00			
Investigations						
Police Lieutenant	1.00	1.00	1.00	76,752	95,722	PD Lt
Police Sergeant	1.00	1.00	1.00	61,485	76,669	PD Sgt
Police Officer	9.00	7.00	9.00	42,661	62,254	PD Ofc
Secretary	1.00	0.50	0.50	26,957	38,688	44
Prop/Ev Tech-CSI	2.00	2.00	2.00	42,058	60,341	62
Public Safety Specialist	1.00	0.50	0.50	30,514	43,763	49
Total	15.00	12.00	14.00			
Patrol						
Police Lieutenant	1.00	1.00	1.00	76,752	95,722	PD Lt
Police Sergeant	6.00	6.00	6.00	61,485	76,669	PD Sgt
Police Officer	41.00	46.00	42.00	42,661	62,254	PD Ofc
IT Technician	0.50	0.50	-	33,675	48,318	53
Station Coordinator	-	-	0.50	33,675	48,318	53
Secretary	1.00	1.00	0.50	26,957	38,688	44
Total	49.50	54.50	50.00			
Training						
Police Officer	1.00	1.00	-	42,661	62,254	PD Ofc
Police Training Coordinator	-	-	1.00	42,661	62,254	PD Ofc
Total	1.00	1.00	1.00			
Support Services						
Police Sergeant	1.00	1.00	1.00	61,485	76,669	PD Sgt
Police Officer	4.00	1.00	2.00	42,661	62,254	PD Ofc
Crime Prevention Specialist	0.50	1.00	1.00	30,514	43,763	49
Secretary	-	0.50	0.50	26,957	38,688	44
Total	5.50	3.50	4.50			
Animal Control						
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			
Code Compliance Section						
Chief Code Compliance Officer	-	1.00	1.00	48,776	69,971	68
Code Enforcement Officer	-	1.00	1.00	38,106	54,662	58
Total	-	2.00	2.00			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Regional Communications						
Police Lieutenant	1.00	-	-	76,752	95,722	PD Lt
Communications Tech Manager	1.00	-	-	65,582	94,099	80
IT Technician	1.00	-	-	46,426	66,602	66
Business Manager	1.00	-	-	38,106	54,662	58
Communications Specialist Supervisor	4.00	-	-	41,018	58,864	61
Communications Specialist	24.75	-	-	35,381	50,773	55
Total	32.75	-	-			
Total Police Department	**124.75**	**94.50**	**91.00**			
Regional Communications						
Police Lieutenant	-	1.00	1.00	76,752	95,722	PD Lt
Communications Tech Manager	-	0.80	-	65,582	94,099	80
IT Technician	-	1.00	-	46,426	66,602	66
Business Manager	-	1.00	1.00	38,106	54,662	58
Communications Specialist Supervisor	-	4.00	4.00	41,018	58,864	61
Communications Specialist	-	24.75	24.00	35,381	50,773	55
Total Regional Communications	**-**	**32.55**	**30.00**			
Fire Department						
Administration						
Fire Chief	1.00	1.00	1.00	Unclassified		
Business Manager	1.00	1.00	1.00	38,106	54,662	58
Administrative Assistant	1.00	1.00	-	33,675	48,318	53
Administrative Specialist	-	1.00	-	32,843	47,133	52
Secretary	1.00	1.00	1.00	26,957	38,688	44
Total	4.00	5.00	3.00			
Community Risk Reduction						
Division Chief/Battalion Chief	1.00	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
Fuels Management Coordinator	-	-	1.00	36,254	52,042	56
Fuel Reduction Technician	-	-	2.00	34,507	49,525	54
Total	3.00	3.00	6.00			
Suppression						
Division Chief/Battalion Chief	3.00	3.00	3.00	83,653	100,329	BC
Fire Captain	15.00	15.00	15.00	61,277	76,406	FC
Fire Engineer	18.00	15.00	15.00	50,362	62,823	FE
Firefighter	21.00	21.00	21.00	40,356	58,851	FF
Total	57.00	54.00	54.00			
Fire Professional Services						
Division Chief/Battalion Chief	1.00	1.00	1.00	83,653	100,329	BC
Administrative Specialist	-	-	1.00	32,843	47,133	52
Total	1.00	1.00	2.00			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Fire Vegetation Crew						
Division Chief	1.00	1.00	-	72,384	103,896	84
Wildland Crew Supervisor	1.00	-	-	48,776	69,971	68
Wildland Captain	1.00	-	-	42,058	60,341	62
Squad Boss	3.00	-	-	38,106	54,662	58
Code Enforcement Officer	1.00	-	-	29,037	41,662	47
Fuels Management Supervisor	-	1.00	-	38,106	54,662	58
Lead Fuels Technician	-	3.00	-	34,507	49,525	54
Fuels Tech/Wildland FF	1.00	-	-	31,262	44,886	50
Total	8.00	5.00	-			
Total Fire Department	**73.00**	**68.00**	**65.00**			
Economic Initiatives						
Economic Development						
Director of Economic Initiatives	0.75	0.75	0.75	Unclassified		
Tourism/Economic Dev Coordinator	0.50	0.50	1.00	40,019	57,429	60
Total	1.25	1.25	1.75			
Tourism						
Tourism Director	1.00	1.00	-	Unclassified		
Tourism/Economic Dev Coordinator	0.50	0.50	-	40,019	57,429	60
Total	1.50	1.50	-			
Special Events						
Special Events Manager	1.00	1.00	1.00	43,098	61,859	63
Total	1.00	1.00	1.00			
Total Economic Enterprises	**3.75**	**3.75**	**2.75**			
Total General Fund	**311.25**	**308.00**	**299.60**			
Transient Occupany Tax Fund						
Tourism						
Tourism Director	-	-	1.00	Unclassified		
Tourism Sales Manager	1.00	1.00	1.00	48,776	69,971	68
Total	1.00	1.00	2.00			
Total Transient Occupany Tax Fund	**1.00**	**1.00**	**2.00**			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Streets and Open Space Fund						
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
Contract Specialist	-	-	0.10	41,018	58,864	61
Business Manager	0.30	0.30	0.40	38,106	54,662	58
Supervisor/Bldg Project Manager	1.00	1.00	-	48,776	69,971	68
Streets Maintenance Supv	3.00	2.00	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	12.00	13.00	34,507	49,525	54
Accounting Clerk	1.00	1.00	1.00	26,957	38,688	44
Maintenance Worker	4.00	4.00	4.00	25,043	35,922	41
Total	28.70	28.70	29.90			
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 Technician	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		
Administrative Assistant	-	-	0.20	33,675	48,318	53
Public Works Analyst	-	-	0.20	55,182	79,186	73
Secretary	-	-	0.20	26,957	38,688	44
Environmental Coordinator	1.00	1.00	-	51,230	73,528	70
Total	1.30	1.30	0.90			
Total Streets and Open Space	**36.40**	**36.40**	**37.20**			
Water Fund						
Utility Billing						
Utility Billing Supervisor	1.00	-	-	48,776	69,971	68
Utility Billing Manager	-	1.00	1.00	51,230	73,528	70
Utility Billing Specialist	1.75	1.75	1.75	36,254	52,042	56
Utility Billing Representative	2.00	2.00	2.00	33,675	48,318	53
Total	4.75	4.75	4.75			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Meter Reading						
Metering Service Worker	3.00	3.00	-	26,312	37,731	43
Utility Worker	-	-	3.00	29,765	42,702	48
Secretary	0.15	0.20	0.20	26,957	38,688	44
Admin Specialist	1.00	1.00	1.00	32,843	47,133	52
Total	4.15	4.20	4.20			
Water Administration						
Public Works Dir.	0.35	0.35	0.35	Unclassified		
Program Development Manager	0.50	0.50	0.30	79,914	114,670	88
Senior Project Manger	-	0.75	-	68,910	98,883	82
Capital Program Manager	0.75	0.75	-	76,066	109,138	86
Utilities Manager	0.50	0.50	0.50	77,958	111,862	87
City Engineer	0.30	0.30	-	79,914	114,670	88
Civil Engineer	0.50	0.50	0.50	68,910	98,883	82
Capital Project Manager	1.65	1.65	-	67,226	96,470	81
Sr Utilities Ops/Infrastructure Analyst	0.50	0.50	-	63,981	91,832	79
New PW Projects & Infrastructure Manager	-	-	0.50	65,582	94,099	80
Real Property Specialist	-	0.30	-	56,555	81,162	74
Public Works Analyst	-	-	0.40	55,182	79,186	73
Water Resource Manager	-	-	0.20	62,421	89,586	78
Water Resource Spec	0.20	0.20	-	51,230	73,528	70
Sr Engineering Technician	0.50	0.50	-	51,230	73,528	70
Contract Specialist	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	7.45	8.00	3.55			
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
Communications Tech Manager	-	0.10	-	65,582	94,099	80
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	0.40	0.40	26,957	38,688	44
Total	7.75	8.00	7.90			
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
Utilities Operation Specialist	0.50	0.50	0.50	41,018	58,864	61
Water Protection Inspector	-	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	0.40	0.40	26,957	38,688	44
Total	14.25	14.90	14.90			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Water Resource Management						
City Manager	0.25	0.25	0.25	Unclassified		
Regional Programs Director	1.00	1.00	1.00	Unclassified		
Water Resource Manager	-	-	0.60	62,421	89,586	78
Water Resource Specialist	0.60	0.60	-	51,230	73,528	70
Water Resource Coordinator	-	-	1.00	42,058	60,341	62
Planner	0.35	-	-	51,230	73,528	70
Water Conservation Coord.	0.50	-	-	46,426	66,602	66
Program Manager	-	0.50	-	46,426	66,602	66
Contract Specialist	0.20	0.20	-	41,018	58,864	61
Administrative Asst	0.20	0.20	-	33,675	48,318	53
Secretary	0.20	0.20	-	26,957	38,688	44
Total	3.30	2.95	2.85			
Total Water Fund	**41.65**	**42.80**	**38.15**			
Wastewater Fund						
Wastewater Utilities Administration						
Public Works Dir.	0.35	0.35	0.35	Unclassified		
Utilities Manager	0.50	0.50	0.50	77,958	111,862	87
Senior Project Manger	-	0.25	-	68,910	98,883	82
City Engineer	0.10	0.10	-	79,914	114,670	88
Civil Engineer	0.50	0.50	0.50	68,910	98,883	82
Program Development Manager	0.50	0.50	0.30	79,914	114,670	88
Sr Utilities Ops/Infrastructure Analyst	0.50	0.50	-	63,981	91,832	79
New PW Projects & Infrastructure Manager	-	-	0.50	65,582	94,099	80
Capital Program Manager	0.25	0.25	-	76,066	109,138	86
Capital Project Manager	0.75	0.75	-	67,226	96,470	81
Public Works Analyst	-	-	0.40	55,182	79,186	73
Real Property Specialist	-	0.30	-	56,555	81,162	74
Water Resource Manager	-	-	0.20	62,421	89,586	78
Water Resource Spec	0.20	0.20	-	51,230	73,528	70
Sr Engineering Technician	0.50	0.50		51,230	73,528	70
Contract Specialist	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	5.85	5.90	3.55			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Wastewater Treatment Plant						
Wastewater Supt	0.50	0.50	0.50	60,902	87,381	77
WWTP Operations Supervisor	2.00	2.00	2.00	51,230	73,528	70
WWTP Operator	8.00	9.00	9.00	39,042	56,035	59
Communications Tech Manager	-	0.10	-	65,582	94,099	80
Wastewater Lab Tech/Relief Operator	1.00	1.00	1.00	39,042	56,035	59
Water Protection Inspector	0.50	0.50	0.50	39,042	56,035	59
Utilities Operation Specialist	-	0.50	0.50	41,018	58,864	61
WWTP Maint. Spec.	1.00	2.00	2.00	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	-	67,226	96,470	81
Secretary	0.10	-	-	26,957	38,688	44
Total	14.00	16.50	16.00			
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	6.00	32,843	47,133	52
Utility Worker	6.00	6.00	7.00	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	-	-	26,957	38,688	44
Total	14.25	14.00	16.00			
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	**35.10**	**37.40**	**36.55**			
Solid Waste Fund						
Transfer Station						
Field & Facilities Director	0.40	0.40	0.40	Unclassified		
Solid Waste Supt.	0.34	0.34	0.34	56,555	81,162	74
Solid Waste Supv.	0.50	0.50	0.50	48,776	69,971	68
Business Manager	0.50	0.50	0.40	38,106	54,662	58
Contract Specialist	-	-	0.50	41,018	58,864	61
Senior Equip. Operator	2.00	2.00	2.00	36,254	52,042	56
Maintenance Specialist	0.25	0.25	0.25	39,042	56,035	59
Maintenance Worker	3.00	5.00	5.00	25,043	35,922	41
Accounting Tech	0.34	0.34	-	33,675	48,318	53
Accounting Clerk	1.00	1.00	1.00	26,957	38,688	44
Total	8.33	10.33	10.39			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Residential Refuse						
Solid Waste Supt.	0.33	0.33	0.33	56,555	81,162	74
Solid Waste Supv.	1.00	1.00	1.00	48,776	69,971	68
Senior Equip. Operator	1.00	1.00	1.00	36,254	52,042	56
Equipment Operator	7.00	9.00	10.00	34,507	49,525	54
Maintenance Specialist	0.50	0.50	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	11.16	12.16	12.83			
Commercial Refuse						
Solid Waste Supt.	0.33	0.33	0.33	56,555	81,162	74
Solid Waste Supv.	0.50	0.50	0.50	48,776	69,971	68
Equipment Operator	5.00	4.00	3.00	34,507	49,525	54
Maintenance Specialist	0.25	0.25	0.25	39,042	56,035	59
Accounting Tech	0.33	0.33	-	33,675	48,318	53
Total	6.41	5.41	4.08			
Total Solid Waste Fund	**25.90**	**27.90**	**27.30**			
Airport Fund						
Terminal, Airside, Landside						
Director of Economic Initiatives	0.25	0.25	0.25	Unclassified		
Airport Manager	1.00	1.00	1.00	68,910	98,883	82
Operations & Maintenance Supervisor	1.00	1.00	1.00	48,776	69,971	68
Airport Operations Tech.	3.00	3.00	2.00	32,843	47,133	52
Maintenance Specialist	1.00	1.00	2.00	39,042	56,035	59
Management Analyst	1.00	1.00	1.00	46,426	66,602	66
Secretary	1.00	1.00	1.00	26,957	38,688	44
Total	8.25	8.25	8.25			
Suppression						
Fire Engineer	-	3.00	3.00	50,362	62,823	FE
	-	3.00	3.00			
Total Airport Fund	**8.25**	**11.25**	**11.25**			
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	1.34	2.00	2.00	25,043	35,922	41
Total	8.34	9.00	9.00			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Pro Shop						
General Manager	1.00	-	-	68,910	98,883	82
Golf Tournaments/Mktg Coord	1.00	-	-	34,507	49,525	54
Restaurant Manager	0.25	-	-	40,019	57,429	60
Outside Services Manager	1.00	-	-	38,106	54,662	58
Groundskeeper	0.33	-	-	25,043	35,922	41
Total	3.58	-	-			
Manzanita Grill						
Restaurant Manager	0.75	-	-	40,019	57,429	60
Executive Chef	1.00	-	-	48,776	69,971	68
Sous Chef	1.00	-	-	28,330	40,664	46
Beverage Service Coordinator	0.50	-	-	16,224	23,275	21
Groundskeeper	0.33	-	-	25,043	35,922	41
Total	3.58	-	-			
Golf Carts						
Cart Service Coordinator	0.50	-	-	25,043	35,922	41
Total	0.50	-	-			
Total Golf Course Fund	**16.00**	**9.00**	**9.00**			
Fleet Maintenance Fund						
Fleet Maintenance						
Field & Facilities Director	0.10	0.10	0.10	Unclassified		
Business Manager	0.10	0.10	0.10	38,106	54,662	58
Contract Specialist	-	-	0.25	41,018	58,864	61
Fleet Maintenance Superintendent	0.60	0.60	-	56,555	81,162	74
Fleet Manager	-	-	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	0.80	26,957	38,688	44
Total	8.10	8.10	8.75			
Vehicle Replacement Fund						
Fleet Maintenance Superintendent	0.40	0.40	-	56,555	81,162	74
Fleet Maintenance Supervisor	0.10	0.10	0.10	48,776	69,971	68
Fleet Manager	-	-	0.40	56,555	81,162	74
Secretary	0.50	0.50	0.10	26,957	38,688	44
Total	1.00	1.00	0.60			
Total Fleet Maintenance Fund	**9.10**	**9.10**	**9.35**			

FY2016 BUDGET AUTHORIZED POSITIONS BY FISCAL YEAR

Authorized Positions Job Classifications	FY 2014	FY 2015	FY 2016	Salary Range Min	Salary Range Max	Range Number
Engineering Fund						
Engineering						
City Engineer	0.60	0.60	1.00	79,914	114,670	88
Civil Drainage Engineer	1.00	1.00	1.00	68,910	98,883	82
Capital Project Manager	2.20	2.20	-	67,226	96,470	81
Contract Specialist	1.00	1.00	-	41,018	58,864	61
Program Development Manager	-	-	0.40	79,914	114,670	88
CADD Engineering Specialist	1.00	1.00	1.00	46,426	66,602	66
Senior Engineering Tech	1.00	1.00	-	51,230	73,528	70
Registered Land Surveyor	1.00	1.00	1.00	51,230	73,528	70
Development Coordinator	1.00	1.00	-	36,254	52,042	56
Real Property Specialist	0.50	0.30	1.00	56,555	81,162	74
Permit Technician	1.00	1.00	-	31,262	44,886	50
Environmental Coordinator	-	-	1.00	51,230	73,528	70
Total	10.30	10.10	6.40			
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			
Program Development						
Capital Project Manager	-	-	5.00	67,226	96,470	81
Senior Engineering Tech	-	-	1.00	51,230	73,528	70
Engineering Tech	-	-	1.00	43,098	61,859	63
Contract Specialist	-	-	2.00	41,018	58,864	61
Development Coordinator/Records Officer	-	-	1.00	37,170	53,352	57
Permit Tech/Plans Examiner	-	-	1.00	37,170	53,352	57
Total	-	-	11.00			
Total Engineering Fund	**17.30**	**17.10**	**24.40**			
Facilities Maintenance Fund						
Field & Facilities Director	0.10	0.10	0.10	Unclassified		
Facilities Manager	0.75	0.75	0.75	56,555	81,162	74
Facilities 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	0.10	0.10	38,106	54,662	58
Contract Specialist	-	-	0.15	41,018	58,864	61
Secretary	0.10	0.10	0.10	26,957	38,688	44
Custodian	2.00	2.00	2.00	21,590	30,971	35
Total Facilities Maint. Fund	**6.05**	**6.05**	**6.20**			
Total City-wide Authorized	**508.00**	**506.00**	**501.00**			

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.

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.

GLOSSARY OF TERMS

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).

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.

GLOSSARY OF TERMS

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 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.

GLOSSARY OF TERMS

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.

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.

GLOSSARY OF TERMS

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.

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.

GLOSSARY OF TERMS

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.

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).