

AGENDA



8:00 A.M.

CITY COUNCIL MEETING

WEDNESDAY, APRIL 22, 2026 & THURSDAY, APRIL 23, 2026

NOTES:

- Meeting room is wheelchair accessible. American Disabilities Act (ADA) accommodations are available upon request. Please phone 928-282-3113 at least two (2) business days in advance.
- City Council Meeting Agenda Packets are available on the City's website at:

www.SedonaAZ.gov

THE MEETING CAN BE VIEWED
LIVE ON THE CITY'S WEBSITE AT
WWW.SEDONAAZ.GOV OR ON
CABLE CHANNEL 4.

GUIDELINES FOR PUBLIC COMMENT

PURPOSE:

- To allow the public to provide input to the City Council on a particular subject scheduled on the agenda.
- This is not a question/answer session.
- The decision to receive Public Comment during Work Sessions/Special City Council meetings is at the discretion of the Mayor.

PROCEDURES:

- Fill out a "Comment Card" and deliver it to the City Clerk.
- When recognized, use the podium/microphone.
- State your:
 1. Name and
 2. City of Residence
- Limit comments to **2 MINUTES**.
- Submit written comments to the City Clerk.

1. CALL TO ORDER/PLEDGE OF ALLEGIANCE

2. ROLL CALL

3. SPECIAL BUSINESS

Work Session regarding City of Sedona budget for Fiscal Year 2026/2027. **The Council may take action to give direction regarding changes to the proposed City budget or Capital Improvements Plan (CIP).**

- a. Public Comment: Public comment on all budget items will be taken at the outset of the meeting. **Each person commenting will have a maximum of two minutes. The entire period for the public comment will not exceed thirty minutes.**
- b. Continuation of Decision Packages (Item 3d) from April 14, 2026 City Council Special Meeting.
- c. Year-to-Date Review
- d. FY 27 Budget Development and Zero-Base Budgeting
- e. Expenditures by Category (Salaries & Stipends, Benefits, Debt Service)
- f. Expenditures by Departmental Programs. (Departments include: City Council, City Manager's Office, Human Resources, Financial Services, Information Technology, Tourism, City Attorney, City Clerk, Parks & Recreation, General Services, Wastewater, Community Development, Public Works, Sustainability, Police, Municipal Court, and Transit)
- g. Funding Sources
- h. Funding Summaries (General, Streets, Housing, Grants & Donations, Capital Improvement, Arts, Development Impact Fee, Transit, Wastewater, Internal Service IT)
- i. Capital Improvement Projects (CIP) Overview/History and Prioritization
- j. CIP Projects and Funding Sources
- k. CIP by Category

Items not completed on Wednesday, April 22, 2026, will be carried over to Thursday, April 23, 2026 beginning at 8:00 a.m.

- k. CIP by Category Continued
- l. Wastewater Fund Capital Planning and Forecast Scenarios
- m. City Debt: Coverage, Capacity and Comparisons
- n. Budgetary Changes from FY26 to FY27
 - i. Personnel Assumptions
- o. Review of Decision Packages and Community Service Provider Contracts
- p. **Discussion** of Surplus Funds
- q. **Discussion** of Council Initiatives and School District Partnerships
- r. **Discussion and direction** from Council for the FY2026-27 Operating and Capital Budget

4. EXECUTIVE SESSION

Upon a public majority vote of the members constituting a quorum, the Council may hold an Executive Session that is not open to the public for the following purposes:

- a. To consult with legal counsel for advice regarding matters listed on this agenda per A.R.S. § 38-431.03(A)(3).
- b. Return to open session. **Discussion/possible action** regarding executive session items.

CITY COUNCIL CHAMBERS
102 ROADRUNNER DRIVE, SEDONA, AZ

The mission of the City of Sedona government is to provide exemplary municipal services that are consistent with our values, history, culture and unique beauty.

AGENDA



8:00 A.M.

CITY COUNCIL MEETING

WEDNESDAY, APRIL 22, 2026 & THURSDAY, APRIL 23, 2026

A copy of the packet with material relating to the agenda items is typically available for review by the public in the Clerk's office after 1:00 p.m. the Thursday prior to the Council meeting and on the City's website at www.SedonaAZ.gov. The Council Chambers is accessible to people with disabilities, in compliance with the Federal 504 and ADA laws. Those with needs for special typeface print, may request these at the Clerk's Office. All requests should be made **forty-eight hours** prior to the meeting.

NOTICE TO PARENTS AND LEGAL GUARDIANS: Parents and legal guardians have the right to consent before the City of Sedona makes a video or voice recording of a minor child, pursuant to A.R.S. § 1-602(A)(9). The Sedona City Council meetings are recorded and may be viewed on the City of Sedona website. If you permit your child to attend/participate in a televised City Council meeting, a recording will be made. You may exercise your right not to consent by not allowing your child to attend/participate in the meeting.

5. ADJOURNMENT

Posted: 04/16/2026

By: DJ

JoAnne Cook, CMC, City Clerk

Note: Pursuant to A.R.S. § 38-431.02(B) notice is hereby given to the members of the City Council and to the general public that the Council will hold the above open meeting. Members of the City Council will attend either in person or by telephone, video, or internet communications. The Council may vote to go into executive session on any agenda item, pursuant to A.R.S. § 38-431.03(A)(3) and (4) for discussion and consultation for legal advice with the City Attorney. Because various other commissions, committees and/or boards may speak at Council meetings, notice is also given that four or more members of these other City commissions, boards, or committees may be in attendance.

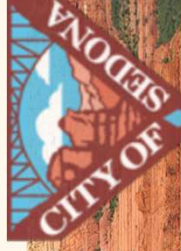
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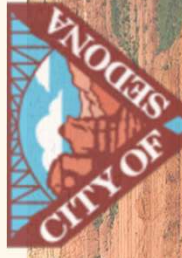
FY 27 Work Sessions

April 22nd and April 23rd, 2026



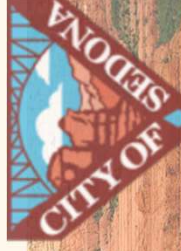
FY27 Budget Timeline

Steps - Budget Cycle		Dates
City Council Work Sessions		Wed-Thurs, Apr 22 - 23
City Council adoption of Tentative Budget		Tuesday, May 26
City Council adoption of Final Budget		Tuesday, June 23
Budget Book submission to GFOA		Monday, September 21



Agenda Day 2-3 (April 22-23, 2026)

Topic
Continuation of Decision Package review from April 15
FY26 Year-to-date Budget to Actual Review
ZBB Budget and Operating Overview
Revenue and Funding Sources
Long-Range Goals Discussion
CIP Overview



Decision Packages

Continued from April 15th

NAU Internship Program



- Department: Sustainability
- Fund internship to support sustainability initiatives.
- One-Time: \$25,000 | Ongoing: \$0
- Total: \$25,000
- FTE: 0

This is a one-year internship program. If successful, it may be submitted to Council for future ongoing funding.

Composting Pilot



- Department: Sustainability
- Pilot door-to-door composting expansion.
- One-Time: \$20,000 | Ongoing: \$0
- Total: \$20,000
- FTE: 0

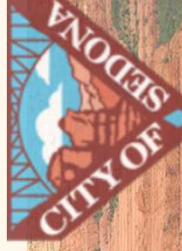
This is a one-time expenditure for a pilot program. If successful, an ongoing expenditure may be brought to Council with a future budget.

Uptown CFA Design



- Department: Community Development
- Fund design/data to complete Uptown CFA plan.
- One-Time: \$125,000 | Ongoing: \$0
- Total: \$125,000
- FTE: 0

This is a **one-time** expenditure for a plan. Implementation of the plan may require additional funds in future budgets.



Tree Planting Program



- Department: Sustainability
- Pilot residential tree planting for heat mitigation.
- One-Time: \$84,000 | Ongoing: \$0
- Total: \$84,000
- FTE: 0

This is a one-time expenditure for a pilot program. If successful, an ongoing expenditure may be brought to Council with a future budget.

Tourism Ad Contingency



- Department: Tourism & Economic Initiatives
- Contingency for targeted tourism marketing.
- One-Time: \$300,000 | Ongoing: \$0
- Total: \$300,000
- FTE: 0

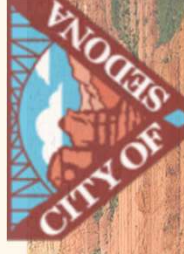
This is a **one-time** contingency amount for potential additional targeted campaigns. Any use of contingencies must be approved by Council.



America250 Event

- Department: Parks & Recreation
- Fund community celebration for America's 250th.
- One-Time: \$100,000 | Ongoing: \$0
- Total: \$100,000
- FTE: 0

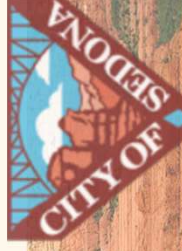
This is a **one-time** expenditure only.





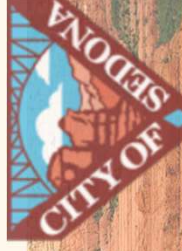
America250 Event

- Partnering with Cottonwood, Clarkdale, Jerome, Camp Verde with Community Calendar of America 250 Event.
- Promoting other local events taking place at Sedona Library, Sedona Heritage Museum, Red Rock State Park.
- Community Pole Banners through 89A & 179 for 250th Celebration
- Extra Community Concerts last Saturday in May & September as an extension of Red Dirt Concert Series.
- Continue to hold our popular community 4th of July Summer Splash event, with a 250th theme
- Add a weeklong Community Skate Event for synthetic ice skating for all ages the week of July 4th and during Summer Splash Party Event.



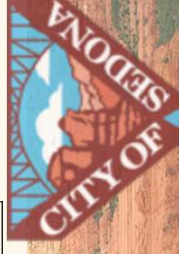
Year-to-Date FY26

Actual v. Budget



Revenue Year-to-Date (in thousands)

Category	FY25 Budget	FY25 Actuals	FY26 Budget	FY26 YTD	Forecast EOY
City Sales Taxes	\$ 33,187	\$ 34,392	\$ 33,187	\$ 19,876	\$ 36,054
Bed Taxes	9,261	9,317	9,261	5,367	10,061
Charges for Service	7,347	7,411	7,256	5,285	7,047
State Shared Revenues	5,349	5,575	5,276	3,623	5,276
Other Intergovernmental	5,267	1,596	5,190	355	2,130
Other Revenues	2,130	4,209	1,886	2,104	4,251
Capacity Fees	1,717	994	1,717	1,239	1,652
Franchise Fees	848	937	848	-	636
Licenses & Permits	579	747	578	647	862
In-Lieu Fees	570	593	570	21	570
Development Impact Fees	466	391	307	576	767
Fine & Forfeitures	445	731	435	359	479
Other Financing Sources	78	51	77	4	64
Total	\$ 67,245	\$ 66,944	\$ 66,588	\$ 39,456	\$ 69,850



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Sales & Bed Tax

Year-to-Date

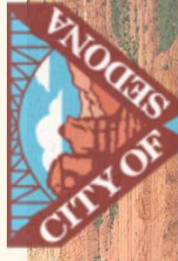
Sales & Bed Tax Revenues by Month

City Sales Tax Revenues

Month	FY 25 Actuals	FY 26 Actuals	Actual Variance	FY 26 Budget	Budget Variance
July	\$ 2,244,162	\$ 2,542,036	13%	2,314,900	10%
August	\$ 2,301,743	\$ 2,252,751	-2%	2,290,440	-2%
September	\$ 2,836,025	\$ 3,041,749	7%	2,641,150	15%
October	\$ 3,261,823	\$ 3,192,418	-2%	2,982,980	7%
November	\$ 3,005,054	\$ 3,132,438	4%	2,725,080	15%
December	\$ 2,846,370	\$ 3,066,261	8%	2,573,660	19%
January	\$ 2,517,383	\$ 2,648,815	5%	2,274,720	16%
February	\$ 2,701,527	\$ -	-	2,522,870	-
March	\$ 3,475,144	\$ -	-	3,402,080	-
April	\$ 3,542,595	\$ -	-	3,455,730	-
May	\$ 3,170,594	\$ -	-	3,170,120	-
June	\$ 2,489,089	\$ -	-	2,833,290	-
Totals	\$ 34,391,509	\$ 19,876,468	5%	\$ 33,187,020	12%

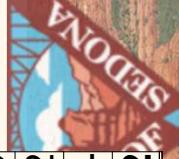
Bed Tax Revenues

Month	FY 25 Actuals	FY 26 Actuals	Actual Variance	FY 26 Budget	Budget Variance
July	\$ 488,527	\$ 720,904	48%	\$ 531,540	36%
August	\$ 570,946	\$ 521,044	-9%	\$ 563,930	-8%
September	\$ 781,516	\$ 702,045	-10%	\$ 719,610	-2%
October	\$ 995,346	\$ 986,112	-1%	\$ 917,520	7%
November	\$ 763,171	\$ 889,299	17%	\$ 766,690	16%
December	\$ 750,324	\$ 799,687	7%	\$ 648,860	23%
January	\$ 760,087	\$ 747,536	-2%	\$ 632,380	18%
February	\$ 742,074	\$ -	-	\$ 716,090	-
March	\$ 1,082,571	\$ -	-	\$ 1,065,290	-
April	\$ 1,022,271	\$ -	-	\$ 1,048,590	-
May	\$ 853,657	\$ -	-	\$ 934,730	-
June	\$ 506,217	\$ -	-	\$ 715,770	-
Totals	\$ 9,316,707	\$ 5,366,627	5%	\$ 9,261,000	12%



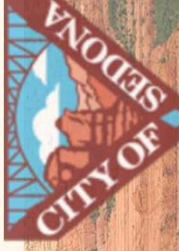
Expenditures Year-to-Date (in thousands)

Account Type	FY25 Budget	FY25 Actuals	FY26 Budget	FY26 YTD	Forecast EOY
Salary & Stipends	\$ 14,226	\$ 13,630	\$ 16,867	\$ 11,808	\$ 15,850
ERE Benefits	11,065	9,466	6,945	4,348	5,818
Debt Service Exp	9,415	9,415	10,092	7,284	10,092
Professional	5,193	4,053	5,482	2,674	4,934
Maintenance	4,775	4,362	5,528	2,253	3,454
Contracts	2,810	2,527	3,236	2,687	3,582
Operating Expenses	1,583	1,115	1,576	918	1,225
Utilities	1,262	1,203	1,376	785	1,227
Capital (Equipment)	1,003	1,172	1,596	736	1,199
Contingencies	957	2,075	5,100	106	300
Equipment & Spec. Supplies	913	876	1,492	616	1,116
Insurance	530	530	530	591	788
Office Expenses	444	342	459	227	303
Training & Certification	435	294	608	244	374
Communications	209	145	209	126	168
Special Programs	159	74	104	33	99
Public Information	45	22	25	6	22
Miscellaneous	9	1	9	-	-
Total	\$ 55,032	\$ 51,302	\$ 61,234	\$ 35,442	\$ 50,552



Budget Development

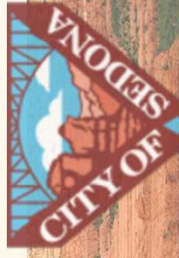
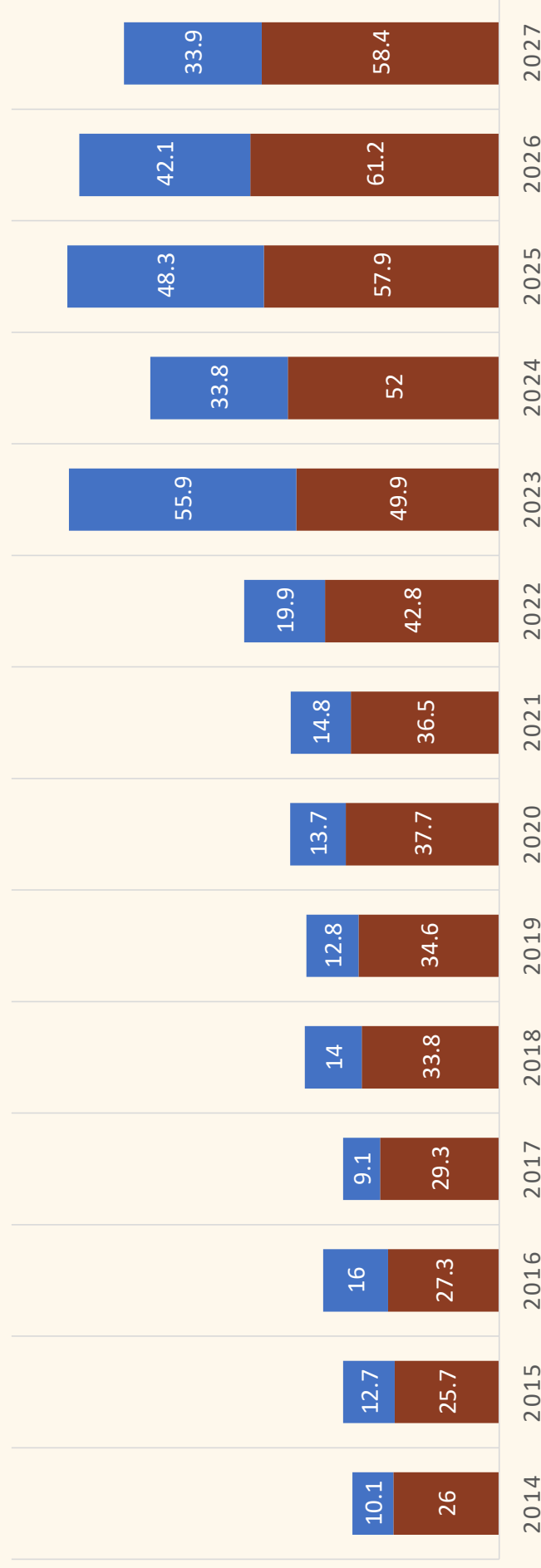
Context and Direction for FY27



Historical Budgets (Operating & Capital)

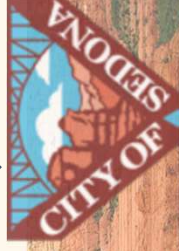
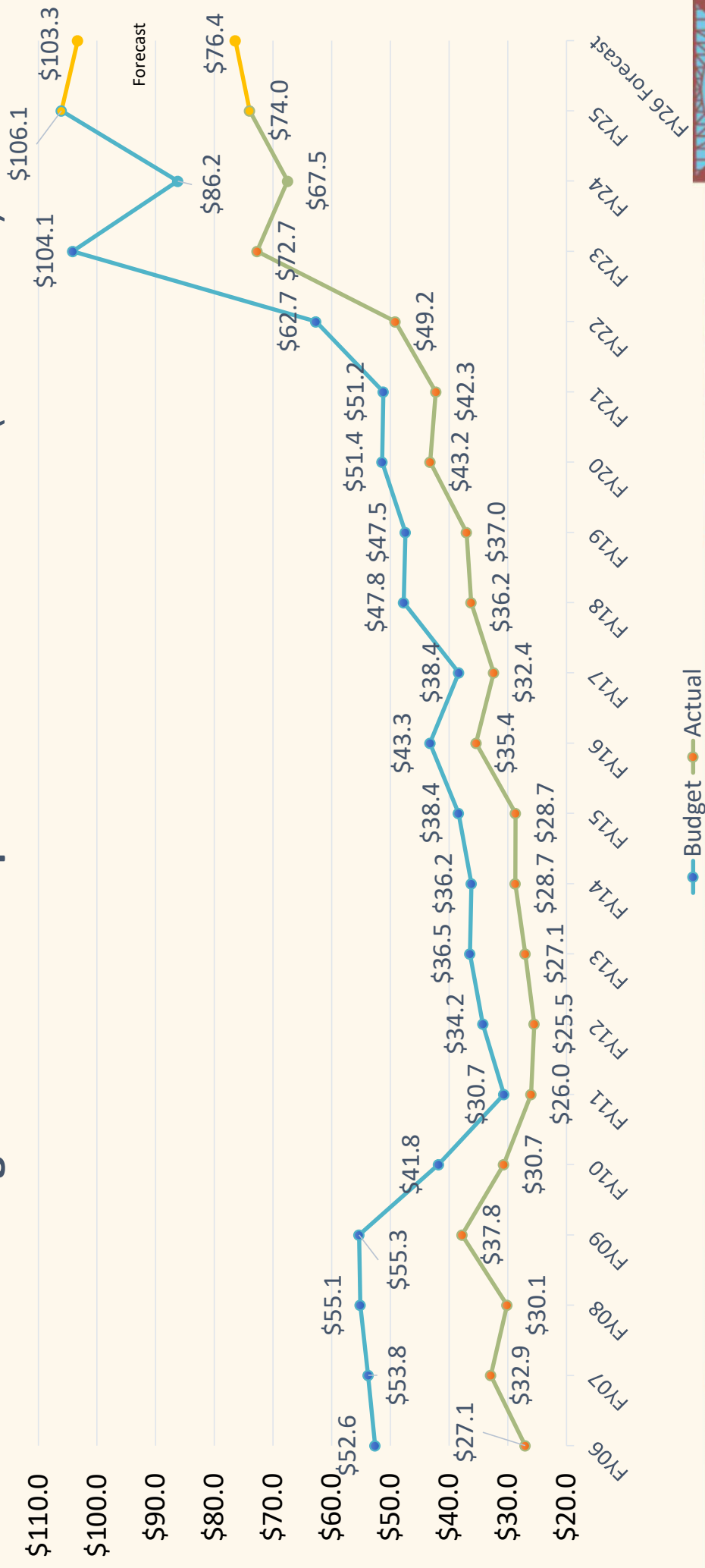
OPERATING/CAPITAL BUDGET (in millions)

■ Total Operations ■ Total CIP



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Total Budget vs. Actual Expenditures - All Funds (in millions)



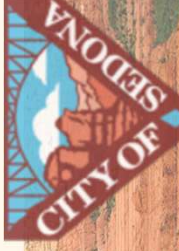
FY27 Budget and Reserves

FY27 Base Operating Budget		Decision Packages and Proposed Capital	FY 27 Operating and Capital Budget, including Decision Packages
Beginning Fund Balance	\$100,081		Beginning Fund Balance \$100,081
LESS: Policy Reserves	(61,390)	Decision Packages	LESS: Policy Reserves (61,390)
Unassigned Fund Balance/Savings	38,691		Unassigned Fund Balance/Savings 38,691
FY27 Base Operating Budget		Ongoing Exp. (814)	
		One-Time Exp. (1,580)	
		Total Dec. Pkgs. (2,394)	
Revenues	68,543		FY 27 Budget including Capital & Dec. Pkgs.
			Revenues 68,543
Base Operating Expenditures	(58,388)	Proposed Capital Budget	
		All Capital* (33,880)	Base Ops. Exp. + Dec. Pkgs. (60,782)
		Total Additions (36,274)	Proposed Capital Budget (33,880)
			Total Proposed Budget (94,662)
Net Operating Surplus/ (Use of Savings)	10,155		
			Net Surplus/(Use of Savings) (26,119)
Ending Unassigned Fund Balance/Savings	\$ 48,846		Ending Unassigned Fund Balance/Savings \$ 12,572

*Excludes Community Facility District (CFD) Revenues & Expenditures - these are reported in separate funds

Zero-Base Budgeting

Examples of ZBB in Action

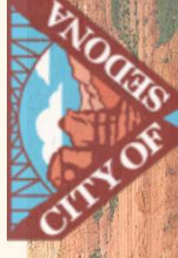


Multiple Org Unit Summary

Tourism & Economic Initiatives Program

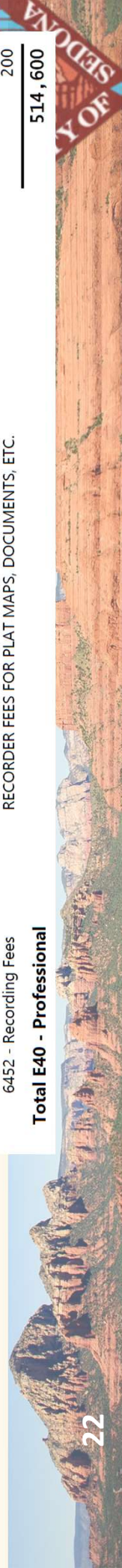
Objects	Comments	Object Subtotals	2027 Budget
E40 - Professional			
6405 - Professional Services	Contractor services - Blue Room Research, OnWard D		60,000
6413 - Marketing	AOT Co-op	25,000	
6413 - Marketing	Destination Marketing Campaign creative costs	70,000	
6413 - Marketing	DVA Annual Contract	115,000	
6413 - Marketing	Misc. Marketing	14,058	
6413 - Marketing	Sedona Visitor Guide Production	20,000	
6413 - Marketing	Transit Marketing*	100,000	
Total			344,058
			404,058
E25 - Operating Expenses			
6511 - Advertising	AOT co-op	25,000	
6511 - Advertising	Leave no trace and roundabout videos	9,600	
6511 - Advertising	Local Print Ads and Communications	15,000	
6511 - Advertising	Paid Advertising (DVA ad spend) *	350,000	
6511 - Advertising	Social Media Budget	6,000	
6511 - Advertising	transit videos	10,000	
6511 - Advertising	Visitor Behavior Messaging Campaigns	24,000	
			439,600
6703 - Dues/Subscriptions/Licenses	AZ LTA	825	
6703 - Dues/Subscriptions/Licenses	Destinations International	3,500	
6703 - Dues/Subscriptions/Licenses	HelmsBriscoe Membership	8,100	
6703 - Dues/Subscriptions/Licenses	National Tour Association (NTA)	1,000	
6703 - Dues/Subscriptions/Licenses	Smith Travel Research	16,500	
6703 - Dues/Subscriptions/Licenses	US Travel Association	2,575	
6703 - Dues/Subscriptions/Licenses	Visit USA Germany Committee	1,500	
Total			34,000
			473,600
E60 - Contracts			
6722 - Visitor Services	Sedona Chamber of Commerce Visitor Center Contract		358,892
Total			358,892

Sample reports of ZBB detail budgeting TEI: Marketing, Advertising, Dues & Subscriptions



Sample reports of ZBB detail budgeting Planning: Professional Services

Objects	Comments	Object Subtotals	2027 Budget
E40 - Professional			
6405 - Professional Services	CONSULTANT SERVICES TO UPDATE THE HISTORIC PRESERVATION RESOURCE SURVEY - HALF FUNDED LOCALLY AND HALF FUNDED BY SHPO MATCHING GRANT Notes (2025-9-29) dpuckett@sedonaaz.gov: \$20,000 funded locally and \$20,000 funded by SHPO Matching Grant	20,000	
6405 - Professional Services	THIRD-PARTY REVIEW OF WIRELESS APPLICATIONS; ARCHITECTURAL REVIEWS, ETC. Carryover from FY26: WESTERN GATEWAY CONTINUED MASTER PLANNING & IMPLEMENTATION PLAN Notes (2026-1-28) dpuckett@sedonaaz.gov: Once direction is provided, complete Master Plan and move into Implementation Plan. Notes (2026-3-3) swest@sedonaaz.gov: @dpuckett@sedonaaz.gov reduced to zero per Tony	15,000 -	
6405 - Professional Services	CARRYOVER OF LAND DEVELOPMENT CODE UPDATE Notes (2025-12-17) dpuckett@sedonaaz.gov: Carryover of \$300,000 for Land Development Code Update in FY27. Zero expenditure in FY26.	300,000	
6405 - Professional Services	CONSULTANT SERVICES FOR NEW LANDMARKS	2,000	
6405 - Professional Services	FY27 Western Gateway Continued Master Planning & Implementation	175,000	
			512,000
6420 - Legal Services	BOA HEARING OFFICER FEES FOR VARIANCE AND APPEAL HEARINGS		2,400
6452 - Recording Fees	RECORDER FEES FOR PLAT MAPS, DOCUMENTS, ETC.		200
Total E40 - Professional			514,600



E25 - Operating Expenses

6214 - Uniform Expenses	Lifeguard suits, shorts, shirts, and hats	2,800
6221 - Janitorial Supplies	Janitorial Supplies for LG staff cleaning locker rooms, office, pool deck, etc separate from custodial.	360
6703 - Dues/Subscriptions/Licenses	Yavapai County Health Permit, Starfish combined Annual Membership & Professional Development Fees, Association of Aquatics Professionals and Drowning Prevention Coalition.	2,725
		<u>5,885</u>

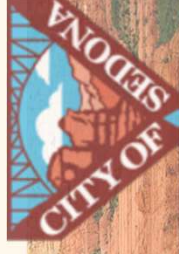
Total E25 - Operating Expenses**E30 - Maintenance**

6230 - Building Maintenance Supplies	Office and locker room cleaning supplies.	290
		<u>290</u>

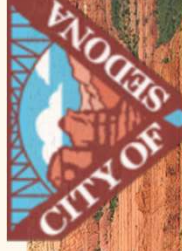
Total E30 - Maintenance**E35 - Equipment & Special Supplies**

6243 - Spec Supplies/Safety Equip/Emg	Pool Supplies & Safety Equipment Ongoing	3,150
6243 - Spec Supplies/Safety Equip/Emg	ROLLOVER AMOUNT FROM FY26 Unspent ---- Pool Open Swim Rec Activity Apparatus	13,800
		<u>16,950</u>
6253 - Pool Program Supplies	Pool Dive-In Movie Nights (Rental Screen and Movie Rights to show Dive-In Movies at the pool, one per month approx.)	1,800

Sample reports of ZBB detail budgeting P&R – Aquatics: Uniforms, Janitorial Supplies, Special Supplies



FY27 Proposed Budget Review



Zero Baseline Operating Budget

FY26 Budget
\$61,234,538



(\$4,558,504)



\$1,711,839



FY27 Budget
\$58,387,872

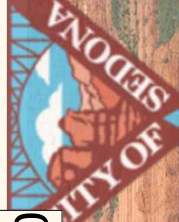
Decreases

Debt Service Exp	\$ (3,928,957)
Equipment & Special Supplies	(423,525)
Operating Expenses	(106,022)
Contingencies	(100,000)

Increases

Salary & Stipends	\$ 820,212
ERE Benefits	275,657
Capital Equipment	220,620
Ops & Maintenance	256,129
Utilities	72,050
Communications	25,470
Public Information	21,500
Insurance	20,200

Page 10 – Budget Memo

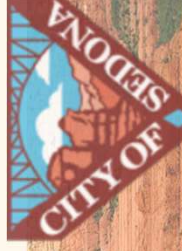


Operating Departments

Operating Departments			
Department	FY2026	FY2027	Change %
Parks & Rec	1,393	1,258	(135) -10%
Wastewater	4,212	4,105	(107) -3%
Comm. Dev.	3,505	3,258	(247) -7%
Sustainability	805	847	42 5%
Public Works	9,580	9,607	27 0%
Police	10,601	9,683	(918) -9%
Municipal Court	937	1,015	78 8%
Transit	2,924	3,462	538 18%
Tourism	2,418	1,849	(569) -24%
	36,375	35,084	(1,291) -4%

Amounts in thousands

Operating Department Budgets decreased by a total of 4% from FY26 Budget to FY27 Proposed

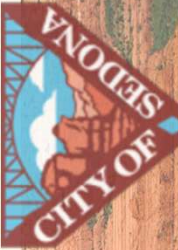


Support Functions

Support Functions				
Department	FY2026	FY2027	Change	%
Human Resources	565	566	1	0%
Finance	1,995	1992	(3)	0%
IT	3,078	3148	70	2%
City Council	78	83	5	6%
City Manager	1,210	2147	937	77%
City Attorney	969	1014	45	5%
City Clerk	601	716	115	19%
General Services	11,264	8638	(2,626)	-23%
Contingency	5,100	5000	(100)	-2%
	24,860	23,304	(1,556)	-6%

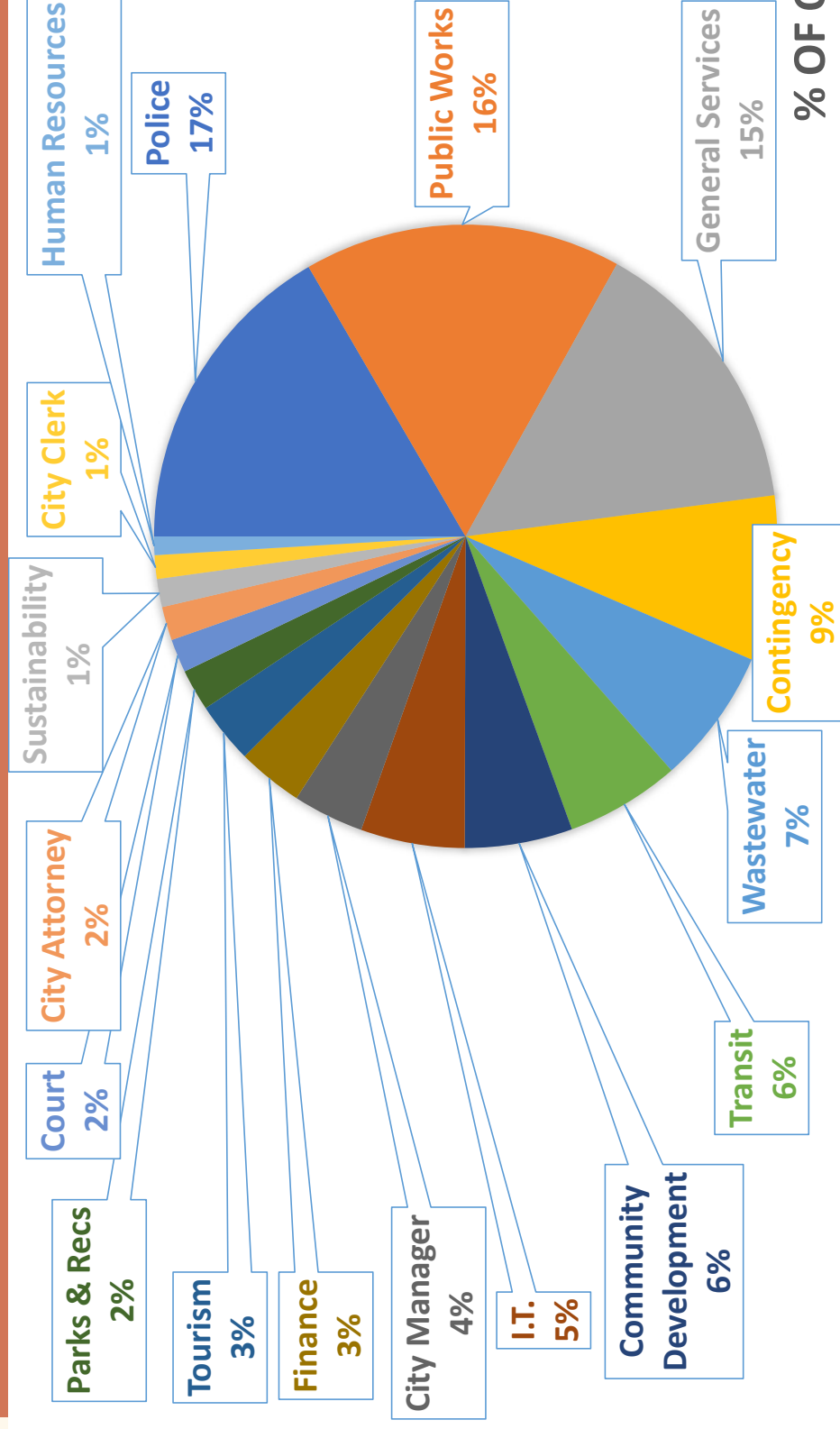
Amounts in thousands

Support Function
Department
Budgets **decreased**
by a total of **6%**
from FY26 Budget
to FY27 Proposed



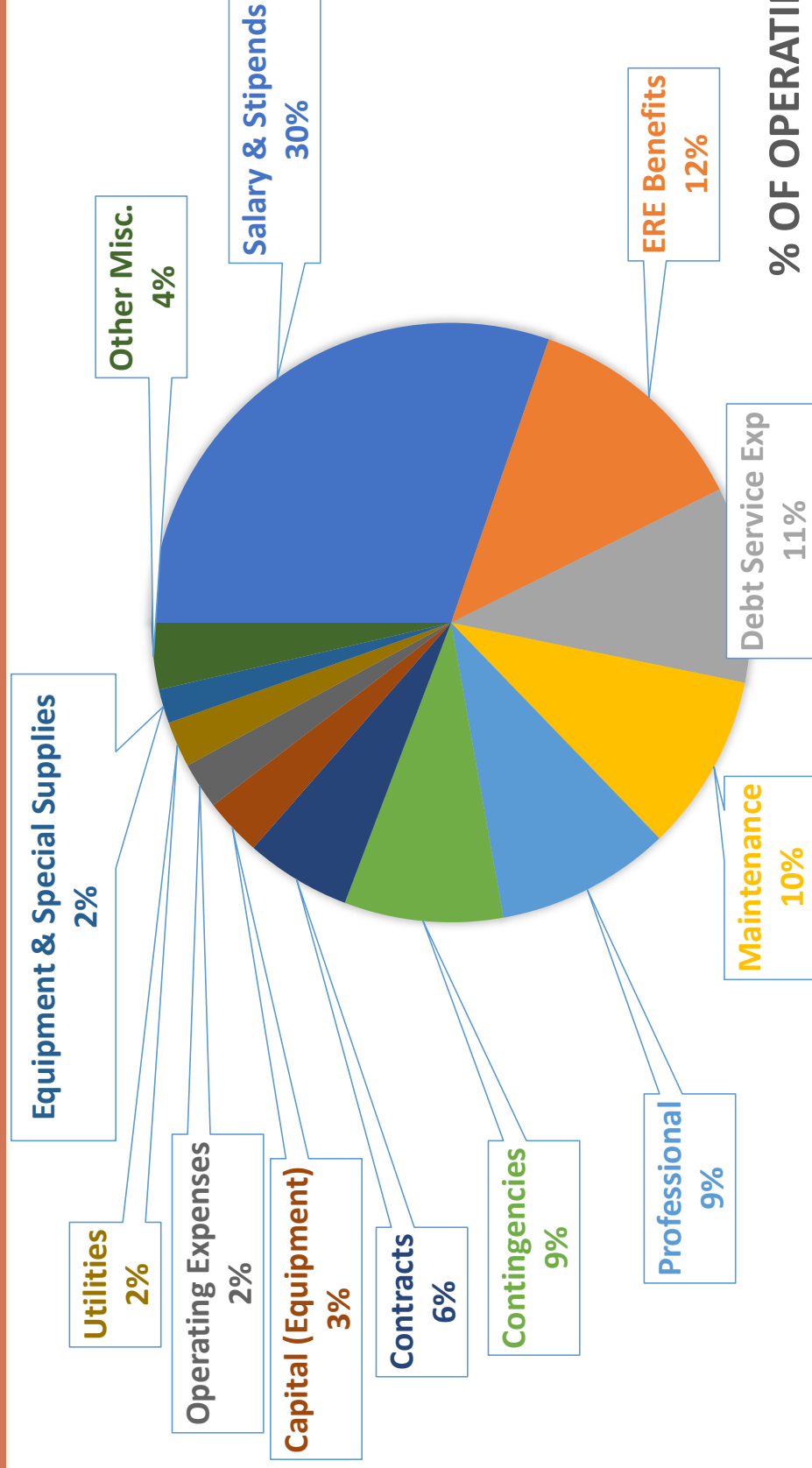
All Departments-All Funds

Operating Budget Allocation



Account Categories-All Funds

Operating Budget



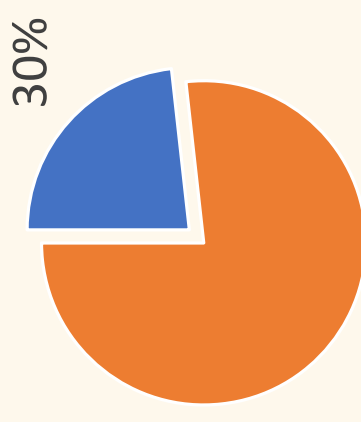
% OF OPERATING BUDGET

Account Categories

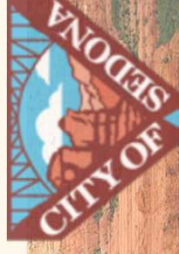
Operating Budget – Salary & Stipends

Account Category	FY27 Budget
Salary & Wages	\$ 16,325,520
Overtime	\$ 521,640
Temp Wages	\$ 414,651
Part-Time Wages	\$ 233,859
Uniform Allowance	\$ 97,150
Other Allowances	\$ 94,327
Salary & Stipends Total	\$ 17,687,146

% of Operating Budget



■ Salary & Stipends Total
 ■ Total Operating Budget



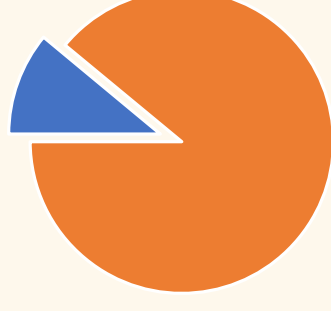
Account Categories

Operating Budget – Benefits

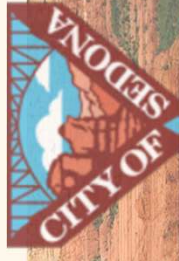
Account Category	FY27 Budget
Health/Dental/Life Insurance	\$ 3,529,953
ASRS Retirement	\$ 1,672,291
FICA	\$ 1,087,282
PSPRS Retirement	\$ 450,645
Workers Compensation Insurance	\$ 334,043
401a PSPRS Retirement	\$ 88,173
STD/LTD Insurance	\$ 58,602
ERE Benefits Total	\$ 7,220,989

% of Operating Budget

12%



■ ERE Benefits Total
■ Total Operating Budget



How Sedona Compares: Personnel Costs

City of Sedona (FY27):

- Salary & Stipends: **30%** of total operating budget
- ERE Benefits: **12%** of total operating budget
- **Total Personnel: 42%**

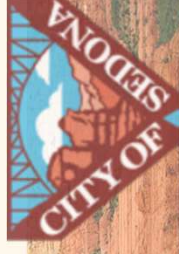
National Context (U.S. Cities):

- Personnel (salary + benefits) typically represents **50% – 70%+ of operating budgets**
- In labor-intensive cities, can reach **up to ~80%**
- Driven by public safety, public works, and benefit obligations

Article Links:

[Municipal Budgeting Secrets: What Top-Performing Cities Do Differently – MuniTemps](#)

[Municipal Labor Cost Crisis: How AI Agents Can Offset Rising Personnel Expenses](#)



Personnel and Merit Increase

- Trends: COLA v. Merit
 - Some employers are adding “peanut butter” increases
 - Specifically acknowledging the increased cost of groceries
 - Considered “egalitarian” in that these are across the board increases (COLA with a new name)
 - Analysts speak to the disconnect between a COLA and stated goals of attract and retain top talent
 - Merits without accompanying COLA growing in popularity

Corporate v. Public Sector

Compensation Gap

- Earnings and Total Compensations
 - Public earnings are 17.6% less than private sector
 - Inclusive of benefits, gap narrows to 14.5%

Education Differential

Level of Education	Private	Public
Less than High School	6.4%	1.4%
High School or GED	27.5%	15%
Some College	25.4%	21.6%
Bachelor's Degree	27%	30.7%
Advanced Degree	13.7%	31.4%

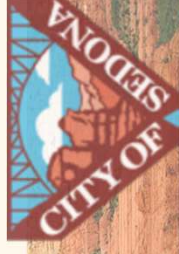
62.1% of public sector employees have a bachelor's degree or higher versus 40.7% in the private sector.

Economic Policy Institute: [The Public Sector Pay Gap is Widening...](#)

Personnel History

Pay Scale Fiscal Year (CPI Year)	Dec West Region CPI	Pay Scale Adj.	Comments
FY 2027 (Dec 2025)	2.9%	5%	5% merit proposed for FY 2027
FY 2026 (Dec 2024)	2.5%	4.3% civilian 7% sworn	This adjustment was implemented as part of the recently completed salary study.
FY 2025 (Dec 2023)	3.6%	2.5%	FY 2025 Proposed Budget included the budget for a new salary study.
FY 2024 (Dec 2022)	6.2%	2.5% +5%	2.5% cost-of-living adjustment (COLA) approved effective Jan 2024.
FY 2023 (Dec 2021)	7.1%	5%	The 2022 salary study resulted in many changes. 44 positions moved up one or two pay ranges, and a separate Police Department pay scale was created.
FY 2022 (Dec 2020)	1.5%	1.5%	

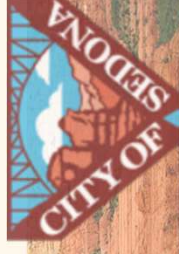
There is no COLA proposed for FY27. The budget for merit increases assumes a maximum of 5%.



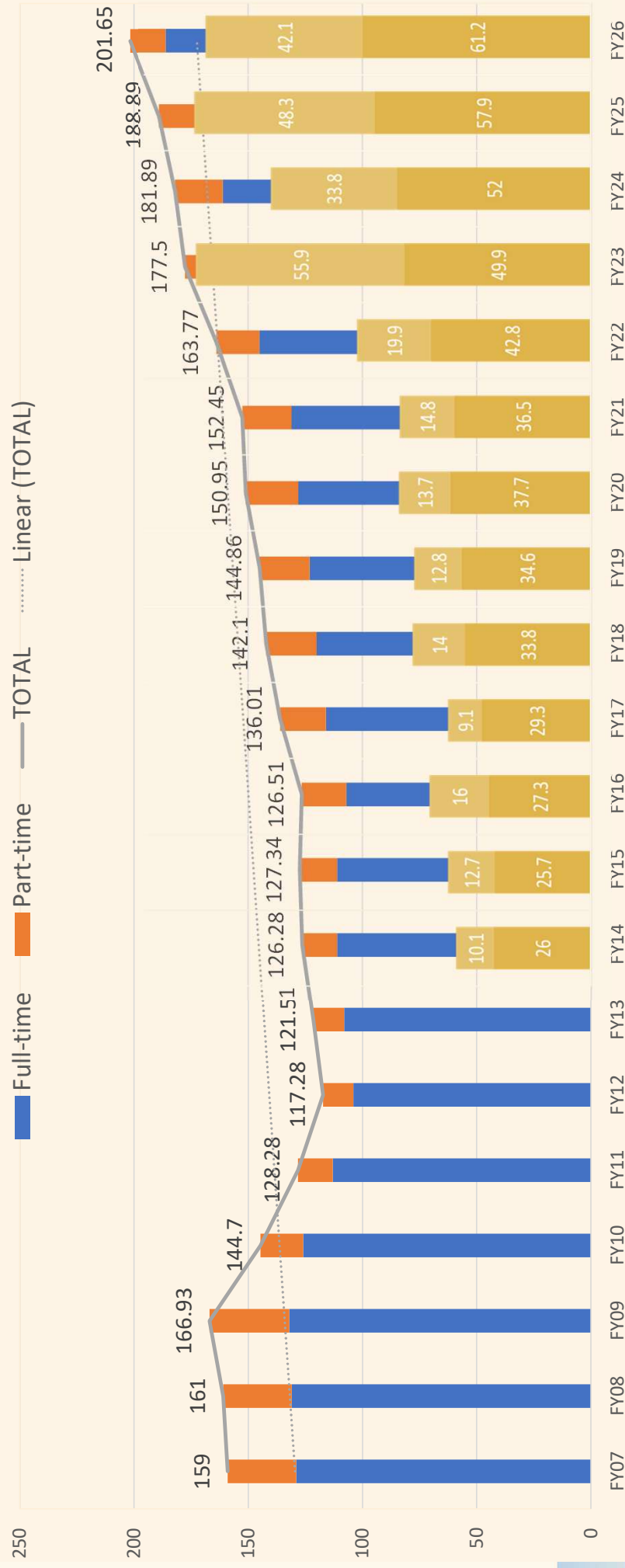
Merit Target, FY27

- The Proposed Budget includes a merit-based compensation program of up to 5%, based on individual performance
 - No COLA
 - \$820k (full 5%) – most employees receive between 3% and 4.2% historically
 - \$276k ERE Benefits impact of full 5%
- HR research into Arizona local govt's shows +3-8% salary adjustment overall, with variance in the methodology
 - Across-the-board COLA only
 - Merit only up to 5%
 - COLA of 3% AND Merit of 0-5%

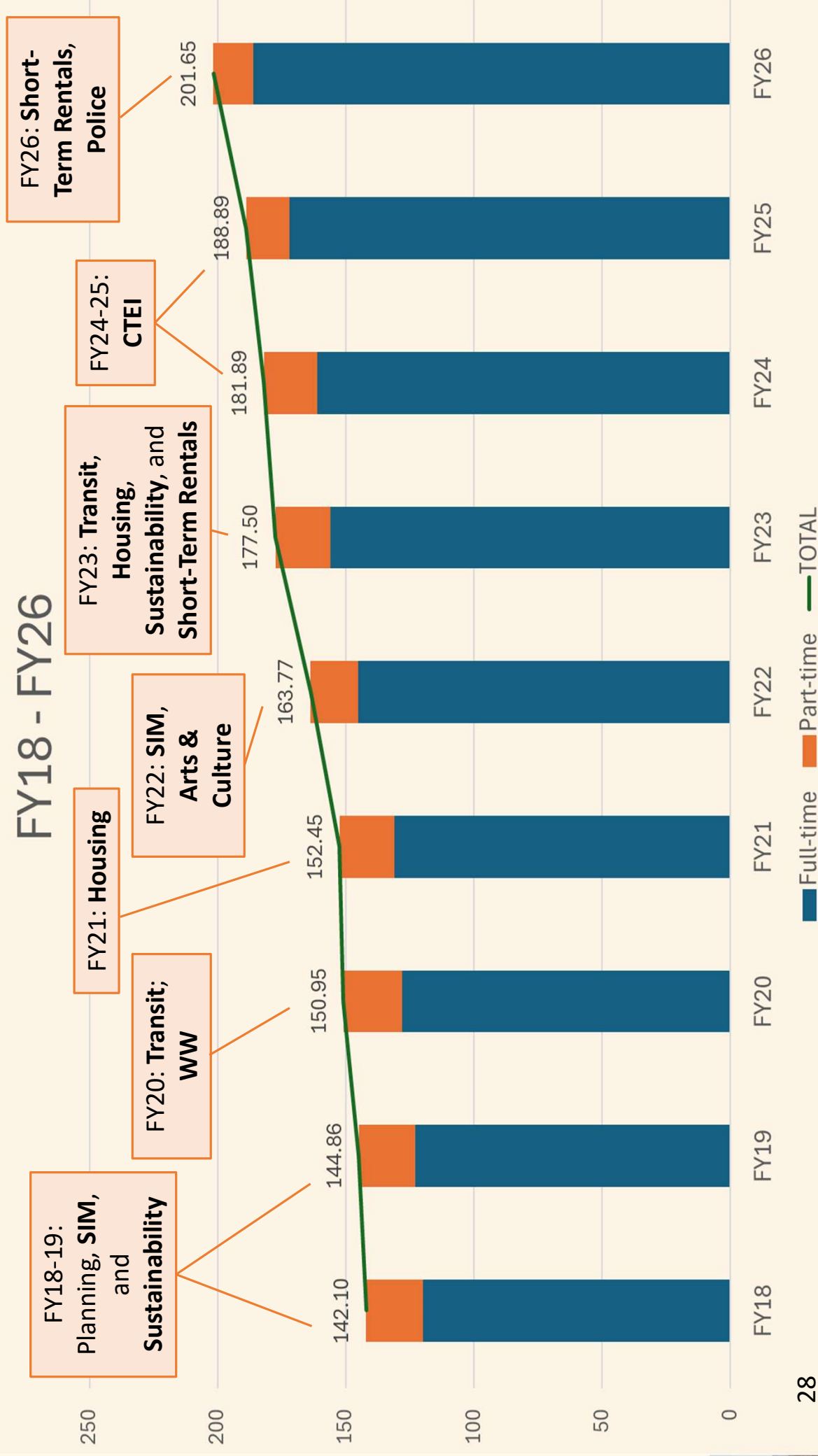
Important to note: Directors and City Management review for consistency and reasonableness of recommended merit increases



Staffing Over Time, 2007 – 2026



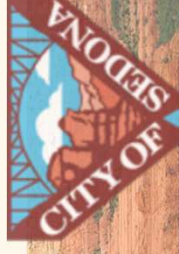
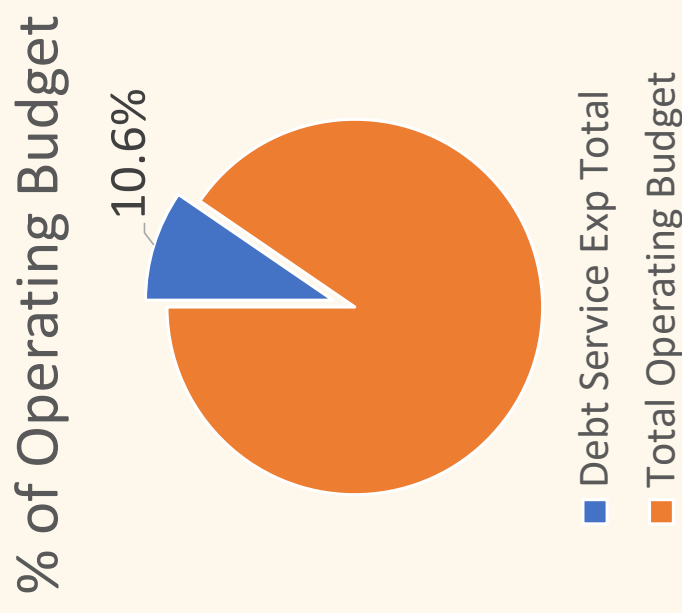
FY18 - FY26



Account Categories

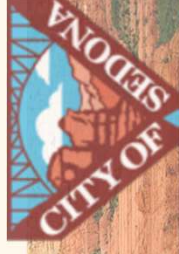
Operating Budget – Debt Service Expenses

Account Category	FY27 Budget
Trustee Administration Fees	\$ 11,000
Series 2024 - Principal	\$ 545,000
Series 2024 - Interest	\$ 861,330
Series 2022-2 - Principal	\$ 578,000
Series 2022-2 - Interest	\$ 331,800
Series 2022 - Principal	\$ 940,020
Series 2022 - Interest	\$ 942,000
Series 2015-2 - Principal	\$ 1,005,000
Series 2015-2 - Interest	\$ 19,500
Lease Payments	\$ 220,765
Financed Purchase Payments	\$ 708,212
Debt Service Exp Total	\$ 6,162,627



City Council

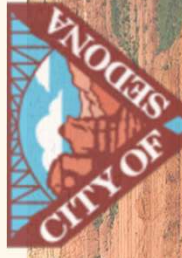
5210-01 – City Council	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$49,750	\$49,200	\$49,200	\$49,200	\$0	0%	\$0	\$49,200
ERE Benefits	\$4,587	\$4,620	\$4,625	\$5,025	\$400	9%	\$0	\$5,025
Office Expenses	\$5,405	\$6,050	\$7,950	\$8,450	\$500	6%	\$0	\$8,450
Operating Expenses	\$12,180	\$8,300	\$11,600	\$13,700	\$3,100	29%	\$0	\$13,700
Professional	\$1,073	\$5,650	\$4,075	\$5,600	\$1,525	37%	\$0	\$5,600
Special Programs	\$253	\$700	\$700	\$700	\$0	0%	\$0	\$700
Total	\$73,248	\$74,520	\$78,150	\$82,675	\$4,525	6%	\$0	\$82,675



City Council

Key Performance Indicators

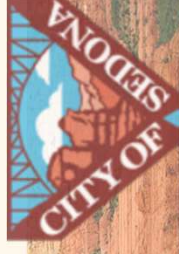
Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5210-01 - City Council communications reviewed	151	199	182	244	230	230
5210-01 - Public meetings held	51	59	59	62	69	70
5210-01 - Number of Applications to Boards and Commissions					18	3



City Manager's Office

Programs	FY25 Actuals	FY25 Budget	FY26 Budget	FY27 Budget	YOY Change	% Change	DP FY27	FY27 Total
Administration	796,117	899,740	1,050,405	1,361,989	\$311,584	30%	-	1,361,989
Public Relations	326,219	408,710	424,775	611,170	\$186,395	44%	\$75,000	686,170
Arts & Culture	146,124	146,980	159,205	173,714	\$14,509	9%	-	173,714
Total	1,268,460	1,455,430	1,634,385	2,146,873	\$512,488	31%	\$75,000	2,221,873

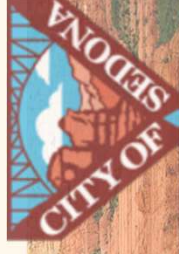
The increases in Administration and Public Relations are driven by the restructure, including moving Communications, Transit and Parking under the City Manager's Office.



City Manager Admin

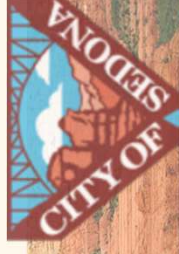
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5220-01 - Established Council Priorities	14	14	19	17	4	0
5220-01 - % of City Council annual priority goals in progress towards completion		80%	80%	95%	100%	100%
5220-01 - National Citizen Survey: Overall customer service by Sedona employees	0%	82%	0%	78%	0%	80%
5220-01 - National Citizen Survey: Quality of all local government services (% responses favorable)		55%	0%	60%	0%	63%
5220-01 - Small grant applications vs. how many received funding	92%	94%	93%	93%	93%	95%



City Manager - Communications

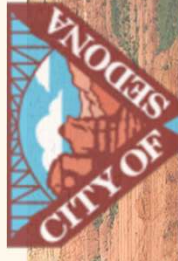
Communications	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$198,932	\$195,900	\$219,165	\$332,938	\$113,774	52%	\$0	\$332,938
ERE Benefits	\$87,977	\$85,260	\$98,060	\$144,682	\$46,622	48%	\$0	\$144,682
Office Expenses	\$871	\$400	\$400	\$6,400	\$6,000	1500%	\$0	\$6,400
Operating Expenses	\$951	\$11,000	\$11,000	\$11,000	\$0	0%	\$0	\$11,000
Maintenance	\$1,260	\$0	\$0	\$0	\$0	0%	\$0	\$0
Professional	\$13,380	\$75,000	\$75,000	\$75,000	\$0	0%	\$75,000	\$150,000
Communications	\$498	\$650	\$650	\$650	\$0	0%	\$0	\$650
Public Information	\$20,145	\$40,500	\$20,500	\$40,500	\$20,000	98%	\$0	\$40,500
Total	\$324,013	\$408,710	\$424,775	\$611,170	\$186,395	44%	\$75,000	\$686,170



City Manager Communications

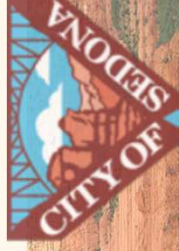
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5220-03 - Digital reach of City issued e-notifications		5,015	5,841	6,791	7,100	7,500
5220-03 - Employee Survey: Overall, I am satisfied with internal City communication (% responses favorable)		66%	66%	56%	70%	66%
5220-03 - National Citizen Survey: Quality of public information services (% responses favorable)		69%	0%	64%	0%	68%
5220-03 - Citizens Academy Participants Survey: Experience was valuable (% responses favorable)		100%	100%	100%	100%	100%
5220-03 - Work Group Participants Survey: Experience was valuable (% responses favorable)		100%	100%	90%	93%	92%
5220-03 - Open rates for enotifications		46%	43%	47%	48%	47%
5220-03 - Active work groups	6	13	13	9	8	8
5220-03 - Citizens participating in City work groups	42	81	83	51	44	45
5220-03 - City Talk columns published	21	24	24	24	24	24
5220-03 - New citizen work groups created	4	11	7	4	6	5
5220-03 - Press releases issued	101	126	99	105	100	100
5220-03 - Sedona resident Facebook followers	1,191	1,129	1,203	1,408	1,628	1,824
5220-03 - Total Facebook followers	9,288	10,366	11,689	12,800	14,800	15,200
5220-03 - Total Instagram followers	2,990	3,267	3,870	4,500	5,700	5,900



City Manager – Arts & Culture

Arts & Culture	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$92,494	\$84,490	\$90,909	\$101,392	\$10,483	12%	\$0	\$101,392
ERE Benefits	\$30,935	\$29,640	\$31,796	\$33,922	\$2,126	7%	\$0	\$33,922
Office Expenses	\$2,313	\$7,550	\$6,300	\$3,500	(\$2,800)	-44%	\$0	\$3,500
Operating Expenses	\$349	\$200	\$200	\$300	\$100	50%	\$0	\$300
Maintenance	\$0	\$4,500	\$5,000	\$5,000	\$0	0%	\$0	\$5,000
Capital	\$0	\$0	\$10,000	\$7,500	(\$2,500)	-25%	\$0	\$7,500
Special Programs	\$18,934	\$20,600	\$15,000	\$22,100	\$7,100	47%	\$0	\$22,100
Total	\$145,026	\$146,980	\$159,205	\$173,714	\$14,509	9%	\$0	\$173,714



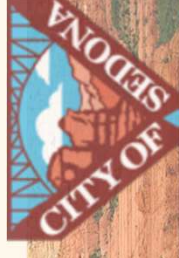
City Manager Arts & Culture

Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5220-41 - Artist Survey: Artist in the Classroom experience was valuable (% responses favorable)	90%	95%	96%	95%	100%	95%
5220-41 - Teacher Survey: Artist in the Classroom experience was valuable (% responses favorable)	90%	90%	95%	98%	100%	95%
5220-41 - Artist in the Classroom number of assignments assigned per year	10	25	28	40	50	60
5220-41 - Artist in the Classroom number of students reached per year	250	450	475	500	550	550
5220-41 - City Hall Art Rotation Program number of artists exhibited per year	11	26	30	54	56	70
5220-41 - City Hall Art Rotation Program viewings plus attendees for Artist Receptions	40	230	250	300	325	350
5220-41 - Moment of Art number of artists presented to City Council per year	13	16	40	56	65	20

Human Resources

Human Resources	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$216,357	\$237,420	\$255,370	\$273,354	\$17,984	7%	\$0	\$273,354
ERE Benefits	\$96,490	\$107,110	\$115,769	\$118,986	\$3,217	3%	\$0	\$118,986
Office Expenses	\$2,557	\$6,670	\$8,300	\$7,500	(\$800)	-10%	\$0	\$7,500
Operating Expenses	\$107,498	\$149,500	\$152,500	\$131,900	(\$20,600)	-14%	\$0	\$131,900
Equipment & Special Supplies	\$1,742	\$1,000	\$1,000	\$2,000	\$1,000	100%	\$0	\$2,000
Professional	\$32,681	\$25,000	\$5,000	\$3,500	(\$1,500)	-30%	\$0	\$3,500
Special Programs	\$20,306	\$27,000	\$27,000	\$29,000	\$2,000	7%	\$0	\$29,000
Total	\$477,632	\$553,700	\$564,938	\$566,240	\$1,301	0%	\$0	\$566,240



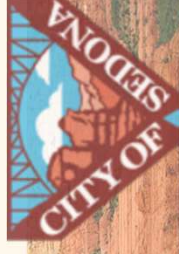
Human Resources

Key Performance Indicators

Measure Name	2023	2024	2025	2026 Est.	2027 Goal
5221-01 - Employee Survey: Employees feel the City is a good place to work (% responses favorable)		92%	91%	95%	95%
5221-01 - Turnover percentages	22%	18%	19%	15%	12%

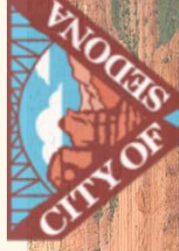
Financial Services

Programs	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Change	% Change	Dec. Pkgs.	FY27 Total
Administration	\$456,922	\$647,768	\$730,375	\$82,607	13%	\$0	\$730,375
Payroll	\$88,273	\$125,651	\$119,110	(\$6,541)	-5%	\$0	\$119,110
Payables	\$96,182	\$139,489	\$120,542	(\$18,946)	-14%	\$0	\$120,542
Budget	\$165,883	\$240,056	\$267,962	\$27,906	12%	\$0	\$267,962
Uptown Paid Parking	\$41,398	\$49,345	\$45,587	(\$3,758)	-8%	\$0	\$45,587
Procurement	\$139,395	\$158,886	\$262,844	\$103,958	65%	\$0	\$262,844
Revenue Management	\$525,771	\$629,896	\$441,918	(\$187,978)	-30%	\$0	\$441,918
Verde Shuttle	\$2,010	\$4,000	\$4,000	\$0	0%	\$0	\$4,000
Total	\$1,515,834	\$1,995,091	\$1,992,338	-\$2,752	36%	\$0	\$708,762



Financial Services

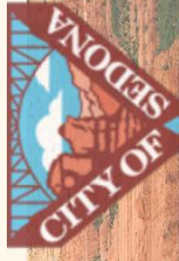
Financial Services	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Decision Packages	FY27 Total
Salary & Stipends	\$797,487	\$894,840	\$1,010,456	\$1,001,913	(\$8,543)	-1%	\$0	\$1,001,913
ERE Benefits	\$310,418	\$373,940	\$398,235	\$398,746	\$511	0%	\$0	\$398,746
Office Expenses	\$199,926	\$262,350	\$257,550	\$252,750	(\$4,800)	-2%	\$0	\$252,750
Operating Expenses	\$16,499	\$39,860	\$25,900	\$30,330	\$4,430	17%	\$0	\$30,330
Maintenance	\$24,015	\$40,000	\$75,000	\$40,000	(\$35,000)	-47%	\$0	\$40,000
Professional Services	\$266,122	\$338,900	\$223,900	\$263,900	\$40,000	18%	\$0	\$263,900
Insurance	\$50	\$50	\$50	\$50	\$0	0%	\$0	\$50
Contracts	\$2,010	\$4,000	\$4,000	\$4,000	\$0	0%	\$0	\$4,000
Communications	\$0	\$0	\$0	\$650	\$650	0%	\$0	\$650
Totals	\$1,616,527	\$1,953,970	\$1,995,091	\$1,992,338	-\$2,752	0%	\$0	\$1,992,338



Finance Administration

Key Performance Indicators

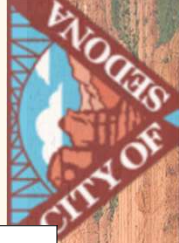
Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5222-01 - Audit findings		0%	0%	0%	0%	0%
5222-01 - Average investment yield as of 6/30		3.09%	3.60%	3.78%	3.61%	4.40%
5222-01 - GFOA Certificate of Achievement in Financial Reporting		100%	100%	100%	100%	100%
5222-01 - Issue monthly financial reports within 60 days of the end of the month		100%	100%	100%	100%	100%
5222-01 - Wastewater account transfers	729	478	470	408	400	540
5222-01 - Wastewater accounts on environmental penalty	18	15	17	16	16	16
5222-01 - Wastewater accounts with deferred connection agreements	3	2	1	1	1	1



Finance (Other)

Key Performance Indicators

Payables	2023	2024	2025	2026 Est.	2027 Goal
5222-12 - Accounts payable transactions processed within 30 calendar days	85%	85%	90%	95%	95%
5222-12 - Cost per accounts payable transaction	24.50	26.00	27.00	28.00	25.78
5222-12 - Purchases made via purchasing card/credit card as a percentage of all purchases	48%	51%	48%	30%	48%
Budget	2023	2024	2025	2026 Est.	2027 Goal
5222-14 - GFOA Distinguished Budget Presentation Award	100%	100%	100%	100%	100%
5222-14 - Percentage difference in budgeted expenditures to actuals	30%	22%	26%	27%	15%
5222-14 - Percentage difference in budgeted revenues to actuals	-8%	8%	10%	13%	10%



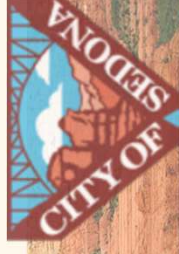
Finance (Other)

Key Performance Indicators

Procurement	2022	2023	2024	2025	2026 Est.	2027 Goal
5222-57 - Purchase orders processed			170	359	375	400
5222-57 - Responses to solicitations received and reviewed			17	82	60	70
5222-57 - Formal Solicitations			10	16	10	12
Revenue	2022	2023	2024	2025	2026 Est.	2027 Goal
5222-88 - Cost per cash receipt transaction		5.96	6.12	4.50	4.75	4.75
5222-88 - Wastewater customers paying electronically		76%	78%	82%	82%	90%
5222-88 - Wastewater delinquency rate		13%	11%	13%	13%	12%
5222-88 - Delinquent wastewater accounts and total delinquent balance	58	40	39	35	35	0
5222-88 - Outstanding liens	33	33	35	18	18	0
5222-88 - Wastewater account transfers (New Accounts)	750	750	800	408	400	540

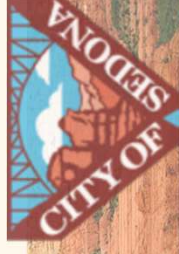
Information Technology

Program	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Change	% Change	Dec. Pkgs.	FY27 Total
Geographic Information Systems	\$193,863	\$218,615	\$195,538	(\$23,077)	-11%	\$0	\$195,538
Information Technology	\$1,733,858	\$2,859,287	\$2,951,972	\$92,686	3%	\$255,031	\$3,207,003
Total	\$1,927,721	\$3,077,902	\$3,147,511	\$69,609	2%	\$255,031	\$3,402,542



IT - GIS

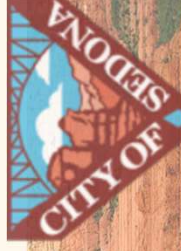
Geographic Information Systems	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$128,886	\$160,712	\$121,687	\$117,549	(\$4,138)	-3%	\$0	\$117,549
ERE Benefits	\$40,016	\$56,424	\$37,479	\$36,639	(\$839)	-2%	\$0	\$36,639
Office Expenses	\$2,984	\$3,000	\$5,000	\$4,500	(\$500)	-10%	\$0	\$4,500
Maintenance	\$20,207	\$22,100	\$40,450	\$36,850	(\$3,600)	-9%	\$0	\$36,850
Equipment & Special Supplies	\$707	\$2,000	\$2,000	\$0	(\$2,000)	-100%	\$0	\$0
Capital	\$0	\$0	\$12,000	\$0	(\$12,000)	-100%	\$0	\$0
Total	\$192,800	\$244,236	\$218,615	\$195,538	(\$23,077)	-11%	\$0	\$195,538



IT - GIS

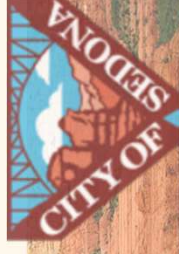
Key Performance Indicators

GIS	2022	2023	2024	2025	2026 Est.	2027 Goal
5224-20 - GIS problem/issue reports		1	6	9	6	6
5224-20 - Public access to GIS information (web page hits)		9,051	5,400	6,660	6,700	6,700
5224-20 - Active GIS layers supported	190	190	190	240	240	240
5224-20 - GIS requests	124	220	250	95	200	200



IT - Administration

Information Technology	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$528,156	\$513,290	\$552,257	\$556,790	\$4,533	1%	\$106,252	\$663,042
ERE Benefits	\$187,069	\$186,870	\$200,545	\$201,442	\$897	0%	\$46,599	\$248,042
Office Expenses	\$3,001	\$1,350	\$1,350	\$1,350	\$0	0%	\$0	\$1,350
Operating Expenses	\$16,155	\$32,560	\$28,500	\$16,000	(\$12,500)	-43%	\$0	\$16,000
Maintenance	\$889,149	\$1,031,500	\$1,515,264	\$1,554,670	\$39,406	3%	\$95,350	\$1,650,020
Equip. & Spec. Supp.	\$184,618	\$253,800	\$261,430	\$252,000	(\$9,430)	-4%	\$6,830	\$258,830
Professional	\$33,907	\$25,800	\$58,680	\$48,900	(\$9,780)	-17%	\$0	\$48,900
Communications	\$74,509	\$151,710	\$136,200	\$166,260	\$30,060	22%	\$0	\$166,260
Capital	\$53,835	\$116,610	\$51,500	\$86,000	\$34,500	67%	\$0	\$86,000
Debt Service Exp	\$26,708	\$53,320	\$53,560	\$68,560	\$15,000	28%	\$0	\$68,560
Total	\$1,997,106	\$2,366,810	\$2,859,287	\$2,951,972	\$92,686	3%	\$255,031	\$3,207,003



IT - Administration

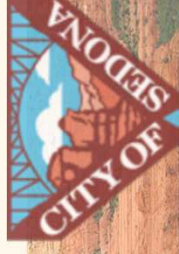
Key Performance Indicators

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Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5224-21 - % of Help Desk requests resolved within 4 Hours		81%	83%	81%	80%	80%
5224-21 - End points served	383	389	375	377	356	356
5224-21 - Help Desk requests per end point	10	10	11	7	9	10
5224-21 - Help Desk requests percentage fielded by Engineers	31%	26%	25%	30%	33%	55%
5224-21 - Help Desk requests received	3,910	3,716	3,900	2,668	3,000	3,000
5224-21 - Inventory total count (devices needing yearly verification)			1,242	2,187	2,500	3,000
5224-21 - Number of facilities with full networking systems	10	9	9	11	13	14
5224-21 - SQL databases/total size MB	582	582	455	300	300	300
5224-21 - Supported network devices (total major devices IE switches/firewalls)	103	120	120	210	250	275
5224-21 - Unique systems (unique technologies)	543	597	600	709	750	750

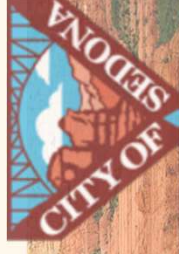
TEI – Tourism Program

Program	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Change	% Change	Dec. Pkgs.	FY27 Total
Tourism Bureau	\$1,406,623	\$1,831,490	\$1,699,387	(\$132,103)	-7%	\$300,000	\$1,999,387
Destination Development	\$66,647	\$80,000	\$80,000	\$0	0%	-	\$80,000
Economic Diversification	\$36,882	\$81,271	\$69,255	(\$12,016)	-15%	-	\$69,255
Total	\$1,510,152	\$1,992,762	\$1,848,643	(\$144,119)	-22%	\$300,000	\$2,148,643



TEI – Tourism Program

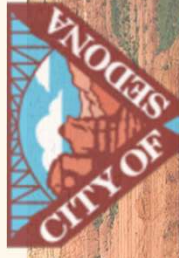
Economic Initiatives Program	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$304,052	\$384,700	\$399,284	\$307,461	(\$91,824)	-23%	\$0	\$307,461
ERE Benefits	\$116,547	\$182,850	\$188,756	\$148,476	(\$40,280)	-21%	\$0	\$148,476
Office Expenses	\$3,151	\$800	\$800	\$1,250	\$450	56%	\$0	\$1,250
Operating Expenses	\$350,243	\$430,150	\$490,600	\$478,600	(\$12,000)	-2%	\$0	\$478,600
Equip. & Spec. Supplies	\$0	\$7,500	\$0	\$0	\$0	0%	\$0	\$0
Professional	\$287,753	\$415,000	\$396,400	\$404,058	\$7,658	2%	\$0	\$404,058
Contracts	\$299,919	\$350,000	\$350,000	\$358,892	\$8,892	3%	\$0	\$358,892
Communications	\$0	\$0	\$5,650	\$650	(\$5,000)	-88%	\$0	\$650
Total	\$1,361,665	\$1,771,000	\$1,831,490	\$1,699,387	(\$132,103)	-7%	\$0	\$1,699,387



TEI - Tourism

Key Performance Indicators

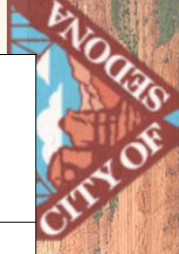
Measure Name	2023	2024	2025	2026 Est.	2027 Goal
5227-72 - Annual daily room rate for hotels (ADR)	343.70	345.00	351.00	335.00	360.00
5227-72 - City sales tax (in millions)	31.70	33.44	34.39	34.00	35.00
5227-72 - Email newsletter open rate		0%	45%	46%	45%
5227-72 - Hotel occupancy rate	65%	68%	67%	68%	62%
5227-72 - New social media followers		882	6,300	8,000	29,500
5227-72 - Return on ad spend (in dollars) from trackable destination marketing campaign; winter		8.70	67.00	12.00	12.00
5227-72 - Social media engagements		7,500	23,500	67,000	80,000
5227-72 - Unique website visits		55,000	234,400	250,000	400,000
5227-72 - Visitor Guide views			500	7,500	30,000
5227-72 - Bed tax collections (in millions)	8.60	9.34	9.37	9.40	9.50



TEI - Tourism

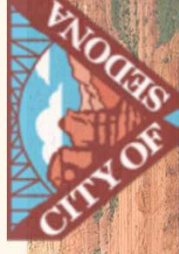
Key Performance Indicators (continued)

Measure Name (continued)	2023	2024	2025	2026 Est.	2027 Goal
5227-72 - Return on ad spend (in dollars) from trackable destination marketing campaign; summer		89	12	12	12
5227-72 - Digital Kiosk Interactions					30,000
5227-72 - Destination Marketing Campaigns launched		2	2	2	2
5227-72 - Newsletter subscribers		252	250	300	6,000
5227-72 - Social media posts created		165	500	830	550
5227-72 - Tourism Advisory Board Meetings		6	9	8	8
5227-72 - Visitors assisted at Visitor Center via in person, email and telephone	144,074	163,795	170,000	170,000	170,000
5227-72 - Digital newsletters sent			5	21	21
5227-72 - Businesses assisted for listing/database needs		605	226	150	200



TEI – Destination Development

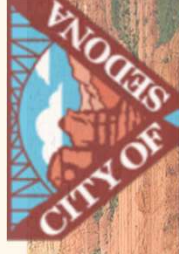
Destination Development	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Decision Packages	FY27 Total
Office Expenses	\$5,602	\$10,000	\$10,000	\$15,000	\$5,000	50%	\$0	\$15,000
Operating Expenses	\$30,891	\$30,000	\$20,000	\$20,000	\$0	0%	\$0	\$20,000
Professional	\$20,504	\$60,000	\$50,000	\$45,000	(\$5,000)	-10%	\$0	\$45,000
Total	\$56,997	\$100,000	\$80,000	\$80,000	\$0	0%	\$0	\$80,000



TEI – Destination Development

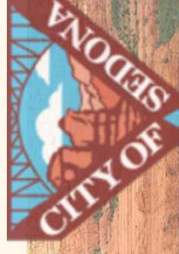
Key Performance Indicators

Measure Name	2024	2025	2026 Est.	2027 Goal
5227-73 - Media professionals assisted	29	120	120	150
5227-73 - Meeting planners assisted	30	68	50	75
5227-73 - Travel Trade and Media Missions attended	4	6	6	6
5227-73 - Travel Trade professionals assisted	175	175	150	200
5227-73 - Fam tours/site inspections hosted		37	50	50
5227-73 - FAM & Press trip attendees		187	175	175



TEI – Economic Initiatives

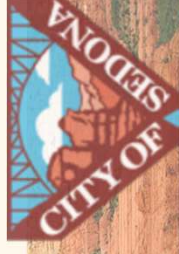
Economic Initiatives	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$14,009	\$14,240	\$15,325	\$7,240	(\$8,086)	-53%	\$0	\$7,240
ERE Benefits	\$5,835	\$7,070	\$7,546	\$4,016	\$3,530)	-47%	\$0	\$4,016
Office Expenses	\$0	\$2,000	\$2,000	\$2,000	\$0	0%	\$0	\$2,000
Operating Expenses	\$15,985	\$21,400	\$21,400	\$1,000	(\$20,400)	-95%	\$0	\$1,000
Professional	\$891	\$30,000	\$30,000	\$35,000	\$5,000	17%	\$0	\$35,000
Special Programs	\$0	\$5,000	\$5,000	\$20,000	\$15,000	300%	\$0	\$20,000
Total	\$36,720	\$79,710	\$81,271	\$69,255	(\$12,016)	-15%	\$0	\$69,255



TEI – Economic Initiatives

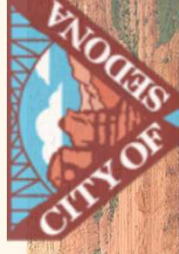
Key Performance Indicators

Measure Name	2023	2024	2025	2026 Est.	2027 Goal
5227-76 - Fuerza Local Sedona graduates			12	0	12
5227-76 - VVREO revolving loans gives to Sedona businesses			5	8	5
5227-76 - Developers assisted via Econa to promote building workforce housing in N. Arizona			5	10	10
5227-76 - Econa recruitment guides produced and distributed to Sedona area			100	100	100



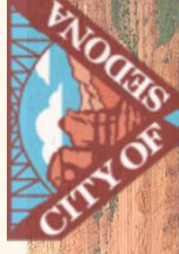
City Attorney

Program	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Change	% Change	Dec. Pkgs.	FY27 Total
Administration	\$167,254	\$277,859	\$281,850	\$3,991	1%	\$0	\$281,850
Criminal Prosecution	\$247,494	\$273,273	\$286,421	\$13,148	5%	\$0	\$286,421
Land Development	\$105,875	\$120,417	\$128,656	\$8,238	7%	\$0	\$128,656
General Civil	\$210,748	\$297,188	\$317,254	\$20,066	7%	\$0	\$317,254
Total	\$731,370	\$968,738	\$1,014,180	\$45,442	18%	\$0	\$1,014,180



City Attorney

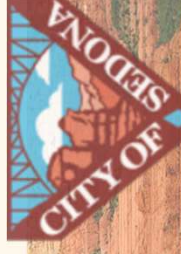
City Attorney's Office	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$498,151	\$505,830	\$543,920	\$574,221	\$30,301	11%	\$0	\$574,221
ERE Benefits	\$175,127	\$189,360	\$200,368	\$205,509	\$5,141	5%	\$0	\$205,509
Office Expenses	\$1,280	\$2,750	\$2,750	\$2,750	\$0	0%	\$0	\$2,750
Operating Expenses	(\$26,379)	\$82,000	\$82,000	\$87,000	\$5,000	6%	\$0	\$87,000
Professional	\$35,219	\$122,000	\$137,000	\$142,000	\$5,000	4%	\$0	\$142,000
Professional Services	\$0	\$1,200	\$1,200	\$1,200	\$0	0%	\$0	\$1,200
Special Programs	\$0	\$1,500	\$1,500	\$1,500	\$0	0%	\$0	\$1,500
Grand Total	\$683,399	\$904,640	\$968,738	\$1,014,180	\$45,442	26%	\$0	\$1,014,180



City Attorney – Criminal Prosecution

Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5230-17 - Cases filed	363	231	293	348	390	325
5230-17 - Cases managed	265	284	310	376	424	332
5230-17 - Hours of training provided to Police Department on operational matters	20	16	24	16	16	18
5230-17 - Provide an annual case law update to Police Department	2	2	2	4	3	5



City Attorney – General Civil

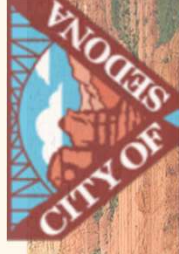
Key Performance Indicators

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Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5230-19 - Admin - City Council agenda bill items reviewed	182	182	244	230	230	214
5230-19 - Admin - Contracts reviewed	165	105	132	165	280	167
5230-19 - Admin - Legal opinions provided	331	357	370	362	366	357
5230-19 - Admin - Ordinances processed	9	15	12	14	15	13
5230-19 - Admin - Public meetings attended	67	68	62	69	70	67
5230-19 - Admin - Resolutions processed	40	45	33	32	32	37
5230-19 - General Civil - Claims against City resolved without litigation	10	8	6	11	8	9
5230-19 - General Civil - Claims and suits against City	10	10	8	13	7	10
5230-19 - General Civil - Claims regarding property damage to City property	28	13	8	13	6	14
5230-19 - General Civil - Traffic accidents involving City vehicles	16	19	20	10	18	17
5230-19 - Land Development - Planning and zoning matters reviewed	13	7	13	13	15	12

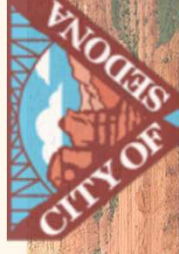
City Clerk

Program	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Change	% Change	Dec. Pkgs	FY27 Total
City Council Support	\$103,803	\$130,285	\$147,641	\$17,356	13%	\$0	\$147,641
Elections	\$31,321	\$53,393	\$88,676	\$35,283	66%	\$0	\$88,676
Customer Relations	\$85,869	\$60,227	\$68,565	\$8,339	14%	\$0	\$68,565
Records Management	\$76,708	\$97,530	\$121,213	\$23,683	24%	\$0	\$121,213
Permits/Licenses/ Registrations	\$40,726	\$57,007	\$63,043	\$6,036	11%	\$0	\$63,043
STR Monitoring/ Administration	\$95,132	\$202,236	\$226,972	\$24,737	12%	\$0	\$226,972
Total	\$433,560	\$600,678	\$716,111	\$115,433	19%	\$0	\$716,111



City Clerk

City Clerk's Office	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$272,567	\$270,050	\$346,516	\$416,660	\$70,143	78%	\$0	\$416,660
ERE Benefits	\$122,175	\$121,190	\$167,222	\$178,912	\$11,690	31%	\$0	\$178,912
Office Expenses	\$3,216	\$9,450	\$5,350	\$5,350	\$0	0%	\$0	\$5,350
Operating Expenses	\$28,624	\$21,110	\$23,840	\$23,740	(\$100)	-0.4%	\$0	\$23,740
Equipment & Special								
Supplies	\$0	\$0	\$0	\$1,200	\$1,200	0%	\$0	\$1,200
Insurance	\$0	\$50	\$0	\$200	\$200	0%	\$0	\$200
Professional Services	\$40,251	\$46,900	\$56,750	\$89,050	\$32,300	99%	\$0	\$89,050
Communications	\$739	\$0	\$1,000	\$1,000	\$0	0%	\$0	\$1,000
Total	\$467,573	\$468,750	\$600,678	\$716,111	\$115,433	181%	\$0	\$716,111



City Clerk

Key Performance Indicators

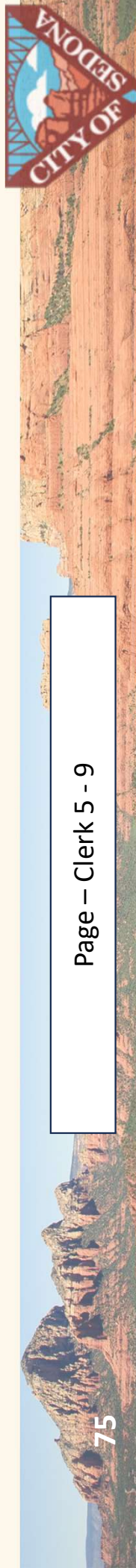
Council Support		2022	2023	2024	2025	2026 Est.	2027 Goal
5240-05 - City Council agenda bills processed		151	199	182	244	230	230
5240-05 - City Council agendas posted		51	59	59	62	69	70
5240-05 - City Council meetings attended with minutes completed		51	59	59	62	69	70
5240-05 - Resolutions processed		40	43	41	33	32	32
Elections		2022	2023	2024	2025	2026 Est.	2027 Goal
5240-06 - Cost of alternative expenditure limitation election				0	0	7,500	9,000
5240-06 - Cost of general election for City Council			0	0	17,917	0	9,500
5240-06 - Cost of primary election					25,632	0	19,500
5240-06 - City elections		0	2	0	2	0	2

City Clerk

Key Performance Indicators

Customer Relations		2022	2023	2024	2025	2026 Est.	2027 Goal
5240-07 - Notary service				35	97	75	81
5240-07 - Sedona Citizens Connect issues processed		385	362	316	335	325	380
5240-07 - Special business licenses issued		200	133	140	273	240	307

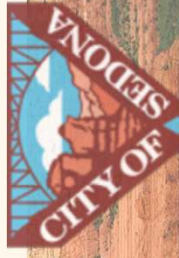
Records Management		2022	2023	2024	2025	2026 Est.	2027 Goal
5240-08 - Records requests processed		149	225	305	320	330	330



City Clerk

Key Performance Indicators

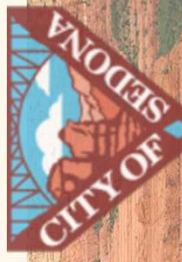
Permits/Licenses & Registrations	2022	2023	2024	2025	2026 Est.	2027 Goal
5240-10 - Business licenses processed within 30 days		90%	80%	100%	100%	100%
5240-10 - Home-base Business Licenses				257	255	279
5240-10 - Liquor licenses processed within the 60-day deadline				100%	100%	100%
5240-10 - Special Event Liquor licenses processed within the 20-day deadline				100%	100%	100%
5240-10 - Business license renewals issued				1,081	1,089	1,227
5240-10 - Business Licenses Issued				223		125
5240-10 - Civil union registrations	2	19	52	63	44	54
5240-10 - Closed business licenses	115	115	135	113	110	129
5240-10 - Special event liquor licenses	37	37	54	61	20	40



City Clerk

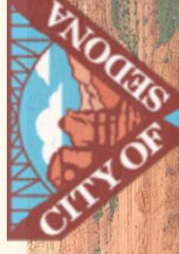
Key Performance Indicators

STR Monitoring	2022	2023	2024	2025	2026 Est.	2027 Goal
5240-58 - Percentage of short-term rental complaints resolved within 7 business days			100%	100%	100%	100%
5240-58 - Percentage of short-term rentals in compliance with permit requirements		90%	93%	98%	98%	98%
5240-58 - Total number of complaints from the short-term rental issues hotline		830	795	522	538	750
5240-58 - Total number of short-term rentals within city limits	1,215	1,215	1,160	1,270	1,270	1,300



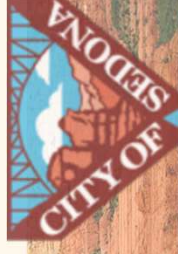
Parks & Recreation

Program	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Change	% Change	Dec. Pkgs.	FY27 Total
Parks & Recreation	\$240,591	\$315,419	\$313,055	(\$2,364)	-1%	-	\$313,055
Special Events	\$418,088	\$451,602	\$488,706	\$37,103	8%	\$100,000	\$588,706
Aquatics	\$329,676	\$398,554	\$356,697	(\$41,856)	-11%	-	\$356,697
Parks Facilities & Maintenance	\$109,517	\$217,901	\$90,735	(\$127,166)	-58%	-	\$90,735
Military Park Inscriptions	\$1,172	\$1,500	\$0	(\$1,500)	-100%	-	\$0
Capital Projects	\$7,256	\$7,564	\$9,132	\$1,568	21%	-	\$9,132
Total	\$1,106,299	\$1,392,539	\$1,258,325	(\$134,215)	-10%	\$100,000	\$1,358,325



Parks & Recreation - Administration

Parks & Recreation	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$117,948	\$119,230	\$125,437	\$134,667	\$9,230	7%	\$0	\$134,667
ERE Benefits	\$42,562	\$41,980	\$41,849	\$45,918	\$4,069	10%	\$0	\$45,918
Office Expenses	\$4,150	\$3,900	\$3,900	\$4,350	\$450	12%	\$0	\$4,350
Operating Expenses	\$12,928	\$16,810	\$11,250	\$17,850	\$6,600	59%	\$0	\$17,850
Maintenance	\$0	\$0	\$35,463	\$0	(\$35,463)	-100%	\$0	\$0
Equipment & Special Supplies	\$21,151	\$23,500	\$30,720	\$37,970	\$7,250	24%	\$0	\$37,970
Professional	\$40,137	\$31,600	\$45,500	\$51,000	\$5,500	12%	\$0	\$51,000
Communications	\$224	\$0	\$0	\$0	\$0	0%	\$0	\$0
Capital	\$0	\$2,100	\$21,300	\$21,300	\$0	0%	\$0	\$21,300
Total	\$239,101	\$239,120	\$315,419	\$313,055	(\$2,364)	-1%	\$0	\$313,055



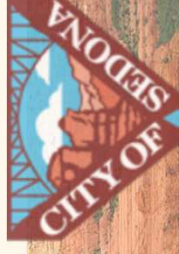
Parks & Recreation - Administration

Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5242-00 - Community Partnerships: P&R Activities that were in partnership with a Verde Valley Organization		13	15	14	23	25
5242-00 - NEW: Number of volunteer hours at City Parks & Rec Programming and Events		0	0	0	1,107	1,250
5242-23 - Parks and recreation class/program/facility registrants per 1,000 population		1,431	1,868	1,912	1,980	1,869
5242-23 - Organized sports programs offered		15	17	20	20	21
5242-23 - Parks and recreation class/program/facility registrants (only programs that take registrations)	13,762	17,658	18,500	19,125	19,800	18,690
5242-23 - Unique Recreation Programs: Recreational/Educational Opportunities Outside of Sports	13	13	14	15	12	15

Parks & Recreation – Special Events

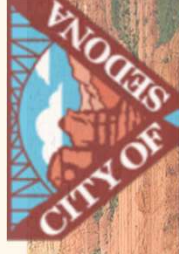
Special Events	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$132,672	\$128,180	\$139,514	\$162,694	\$23,180	17%	\$0	\$162,694
ERE Benefits	\$55,207	\$53,700	\$55,438	\$61,511	\$6,073	11%	\$0	\$61,511
Office Expenses	\$1,455	\$150	\$1,000	\$6,600	\$5,600	560%	\$0	\$6,600
Operating Expenses	\$20,851	\$38,100	\$24,650	\$25,550	\$900	4%	\$0	\$25,550
Equipment & Special Supplies	\$32,980	\$24,500	\$57,800	\$58,600	\$800	1%	\$0	\$58,600
Professional	\$166,438	\$196,000	\$173,200	\$173,800	\$600	0%	\$100,000	\$273,800
Total	\$409,604	\$440,630	\$451,602	\$488,706	\$37,103	8%	\$100,000	\$588,706



Parks & Recreation – Special Events

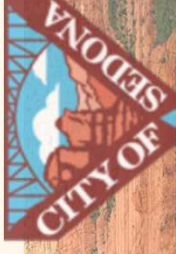
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5242-24 - Days of City-run special events	13	26	26	24	27	28
5242-24 - Parks & Recreation Special Event Attendance for City Led Events	12,400	12,400	15,455	15,800	14,350	15,800
5242-24 - Days of Facility Rentals - days rented between Hub, Rec Room, Posse Fields, and Pavilion combined		326	350	386	394	440



Parks & Recreation – Aquatics

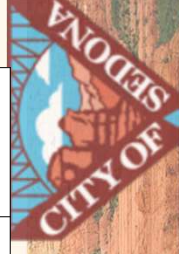
Aquatics	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$244,704	\$221,630	\$278,968	\$240,830	(\$38,138)	-14%	\$0	\$240,830
ERE Benefits	\$45,717	\$44,350	\$58,035	\$55,232	(\$2,803)	-5%	\$0	\$55,232
Office Expenses	\$544	\$750	\$750	\$2,010	\$1,260	168%	\$0	\$2,010
Operating Expenses	\$8,459	\$8,830	\$12,070	\$10,985	\$205	4%	\$0	\$10,985
Maintenance	\$0	\$0	\$0	\$290	\$290	100%	\$0	\$290
Equipment & Special Supplies	\$16,934	\$21,830	\$29,730	\$21,300	(\$8,430)	-28%	\$0	\$21,300
Utilities	\$19,159	\$17,500	\$19,000	\$26,050	\$7,050	37%	\$0	\$26,050
Total	\$335,518	\$314,890	\$398,554	\$356,697	(\$41,856)	-11%	\$0	\$356,697



Parks & Recreation – Aquatics

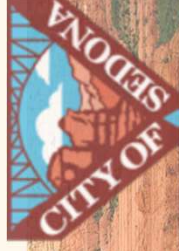
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5242-25 - Combined Attendance at lap swim and open swim - City Operated Season	6,900	6,898	7,900	9,856	10,480	10,500
5242-25 - Attendance for Aqua Fitness Pool Classes		714	765	1,105	1,025	1,200
5242-25 - Days swimmers were in the pool		339	351	350	351	351
5242-25 - Swim lessons taught	188	188	226	376	524	550
5242-26 - Aquatics: Customer Satisfaction Survey: Swim lessons (% responses favorable)		100%	100%	100%	100%	100%
5242-26 - Aquatics: Attendance at lap swim and recreational swim	6,900	6,898	7,900	9,856	10,480	10,500
5242-26 - Aquatics: Days pool in use	365	339	351	350	351	351
5242-26 - Aquatics: Days pool open under City operations (non-rental)	72	72	89	122	139	139



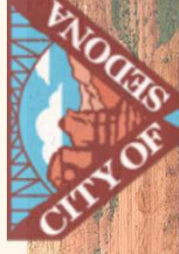
Parks & Recreation – Facilities & Maintenance

Parks Facilities & Maintenance	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$51,376	\$50,250	\$57,553	\$66,176	\$8,622	15%	\$0	\$66,176
ERE Benefits	\$21,416	\$21,180	\$20,087	\$24,559	\$4,472	22%	\$0	\$24,559
Maintenance	\$25	\$0	\$28,600	\$0	(\$28,600)	-100%	\$0	\$0
Equipment & Special Supplies	\$8,122	\$5,200	\$5,200	\$0	(\$5,200)	-100%	\$0	\$0
Professional	\$3,563	\$12,500	\$12,500	\$0	(\$12,500)	-100%	\$0	\$0
Capital	\$0	\$0	\$70,500	\$0	(\$70,500)	-100%	\$0	\$0
Debt Service Exp	\$26,411	\$23,460	\$23,460	\$0	(\$23,460)	-100%	\$0	\$0
Total	\$110,913	\$112,590	\$217,901	\$90,735	(\$127,166)	-58%	\$0	\$90,735



General Services - Administration

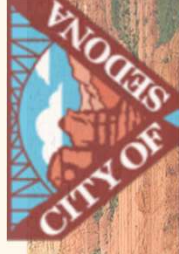
General Services - Administration	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Chg	% Chg	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$0	\$10,000	\$0	\$0	\$0	0%	\$0	\$0
Office Expenses	\$13,986	\$26,000	\$26,000	\$24,000	(\$2,000)	-8%	\$0	\$24,000
Operating Expenses	\$37,864	\$31,340	\$31,590	\$31,840	\$250	1%	\$0	\$31,840
Maintenance	\$3,733	\$5,990	\$6,590	\$6,000	(\$590)	-9%	\$0	\$6,000
Professional Svcs.	\$128,730	\$245,430	\$127,502	\$122,500	(\$5,002)	-4%	\$0	\$122,500
Insurance	\$530,144	\$530,000	\$530,000	\$550,000	\$20,000	4%	\$0	\$550,000
Contracts	\$348,900	\$350,000	\$550,000	\$550,000	\$0	0%	\$0	\$550,000
Capital	\$2,661	\$6,700	\$0	\$0	\$0	0%	\$0	\$0
Debt Service Exp	\$51,109	\$36,180	\$33,920	\$152,205	\$118,285	349%	\$0	\$152,205
Total	\$1,005,128	\$1,129,640	\$1,183,602	\$1,314,545	\$130,943	11%	\$0	\$1,314,545



General Services Administration

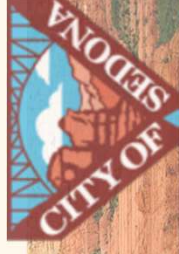
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5245-01 - Average small grant award amount	10,394	10,100	7,200	11,667	9,233	10,000
5245-01 - Maximum of small grant awards	25,000	15,000	20,000	40,000	40,000	40,000
5245-01 - Small grants awarded	26	28	28	29	43	40
5245-01 - Total small grants awarded	270,256	190,275	185,000	350,000	350,000	350,000



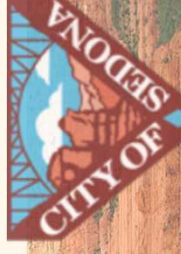
General Services – Community Contracts

Community Contracts	FY25 Budget	FY26 Budget	Requested Cont. Amt.	Contract YoY Chge	% Chge	One-Time	FY27 Total
Sedona Recycles	\$259,000	\$278,420	\$289,000	\$10,580	4%	\$50,000	\$339,000
Humane Society	\$100,770	\$151,747	\$323,127	\$171,380	53%	\$0	\$323,127
Sedona Historical Society	\$155,400	\$167,050	\$200,000	\$32,950	20%	\$40,000	\$240,000
Sedona Public Library	\$896,350	\$963,518	\$1,058,963	\$95,445	10%	\$150,000	\$1,208,963
Sedona Community Center	\$244,500	\$262,825	\$342,825	\$80,000	30%	\$75,000	\$417,825
Verde Valley Caregivers	\$82,880	\$89,094	\$130,000	\$40,906	46%	\$0	\$130,000
Hope House	\$0	\$0	\$135,000	-	-	\$0	\$135,000
Total	\$1,738,900	\$1,912,654	\$2,478,915	\$431,261	25%	\$315,000	\$2,793,915



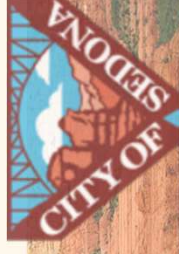
General Services – Contingency

	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Chg	% Cng	Dec. Pkgs.	FY27 Total
All Cont.	\$0	\$956,850	\$5,100,000	\$5,000,000	(\$100,000)	-2%	\$300,000	\$5,300,000



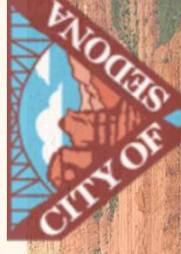
General Services – Contingency Detail

	FY 2026 Budget	FY 2027 Proposed	Increase/ (Decrease)
General Fund Operating	\$1,500,000	\$1,500,000	\$0
Wastewater Fund Operating	100,000	100,000	\$0
Judgments	100,000	100,000	\$0
Housing*	2,000,000	2,000,000	\$0
Grants	1,400,000	1,300,000	(\$100,000)
Grand Totals	\$5,100,000	\$5,000,000	(\$100,000)



General Services – Debt Service

Debt Service	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Debt Service Exp	\$8,028,250	\$8,028,250	\$8,046,195	\$5,233,650	(\$2,812,545)	-35%	\$0	\$5,233,650



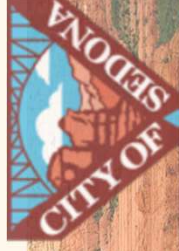
General Services – Debt Service

General Services Debt Service Budget Changes	
FY26 Operating Budget	\$ 8,046,195
Decrease for retirement of Series 2021 principal	(4,233,000)
Decrease for retirement of Series 2021 interest	(74,240)
Increase for Series 2015 principal	35,000
Decrease for Series 2015 interest	(28,620)
Increase for Series 2022 principal	940,020
Increase for Second Series 2022 principal	46,000
Decrease for Second Series 2022 interest	(34,560)
Increase for Series 2024 principal	545,000
Increase for Series 2024 interest	5
Decrease for Trustee Admin Fees	(8,150)
FY27 Operating Budget	\$ 5,233,650

General Services – Debt Service

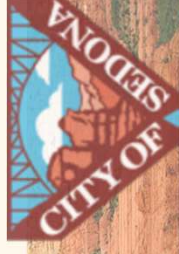
Fiscal Year	General Fund		Transportation Sales Tax Fund		Development Impact Fees Fund		Capital Improvement Project Fund		Totals
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2026-27	\$1,934	703	341	342	248	249	545	861	\$5,223
2027-28	\$966	642	354	325	257	236	575	834	\$4,189
2028-29	\$1,011	598	372	307	270	223	600	814	\$4,195

Amounts in thousands



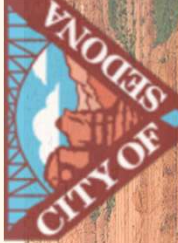
Wastewater

Program	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Change	% Change	Dec. Pkgs.	FY27 Total
Administration	\$239,814	\$293,433	\$289,867	(\$3,567)	-1%	\$0	\$289,867
Capital Projects	\$86,369	\$188,942	\$268,277	\$79,335	42%	\$0	\$268,277
Wastewater Plant Operations	\$1,488,640	\$2,023,097	\$1,906,245	(\$116,852)	-6%	\$0	\$1,906,245
Wastewater Collection System	\$1,223,780	\$1,357,638	\$1,302,474	(\$55,164)	-4%	\$0	\$1,302,474
Lab	\$262,468	\$348,973	\$337,868	(\$11,104)	-3%	\$0	\$337,868
Total	\$3,301,070	\$4,212,083	\$4,104,731	(\$107,352)	-3%	\$0	\$4,104,731



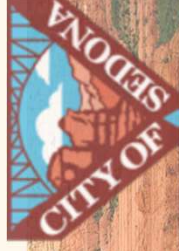
Wastewater - Administration

Wastewater Administration	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$137,893	\$139,220	\$159,043	\$165,416	\$6,373	4%	\$0	\$165,416
ERE Benefits	\$56,892	\$57,440	\$71,990	\$74,091	\$2,101	3%	\$0	\$74,091
Office Expenses	\$3,110	\$4,000	\$5,120	\$5,130	\$10	0%	\$0	\$5,130
Operating Expenses	\$37,915	\$41,090	\$42,600	\$32,270	(\$10,130)	-24%	\$0	\$32,270
Maintenance	\$4,252	\$2,280	\$2,980	\$2,170	(\$810)	-27%	\$0	\$2,170
Equipment & Special Supplies	\$202	\$350	\$300	\$100	(\$200)	-67%	\$0	\$100
Professional	\$6,705	\$9,670	\$10,910	\$10,230	(\$680)	-6%	\$0	\$10,230
Communications	\$409	\$460	\$490	\$460	(\$30)	-6%	\$0	\$460
Total	\$247,378	\$254,510	\$293,433	\$289,867	(\$3,567)	-1%	\$0	\$289,867



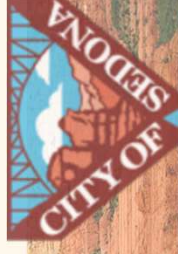
Wastewater – Capital Projects Mgmt.

Capital Projects	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$63,996	\$121,310	\$130,950	\$183,611	\$52,661	40%	\$0	\$183,611
ERE Benefits	\$21,912	\$54,300	\$57,992	\$76,006	\$18,014	31%	\$0	\$76,006
Operating Expenses	\$0	\$0	\$0	\$8,510	\$8,510	100%	\$0	\$8,510
Professional	\$0	\$0	\$0	\$150	\$150	100%	\$0	\$150
Total	\$85,909	\$175,610	\$188,942	\$268,277	\$79,335	42%	\$0	\$268,277



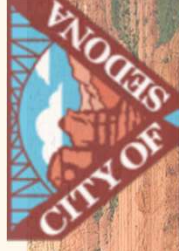
Wastewater – Plant Operations

Wastewater Plant Operations	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$900,151	\$951,470	\$1,012,305	\$1,003,113	(\$9,193)	-1%	\$0	\$1,003,113
ERE Benefits	\$382,640	\$411,180	\$427,712	\$417,605	(\$10,108)	-2%	\$0	\$417,605
Office Expenses	\$2,905	\$750	\$3,450	\$2,450	(\$1,000)	-29%	\$0	\$2,450
Operating Expenses	\$59,253	\$95,530	\$92,220	\$89,210	(\$3,010)	-3%	\$0	\$89,210
Maintenance	\$716,959	\$852,320	\$753,990	\$788,580	\$34,590	5%	\$0	\$788,580
Equipment & Special Supplies	\$108,209	\$118,700	\$118,280	\$116,950	(\$1,330)	-1%	\$0	\$116,950
Professional Services	\$126,878	\$110,220	\$237,870	\$124,850	(\$113,020)	-48%	\$0	\$124,850
Utilities	\$521,431	\$558,300	\$571,710	\$561,870	(\$9,840)	-2%	\$0	\$561,870
Communications	\$6,600	\$7,510	\$8,140	\$7,740	(\$400)	-5%	\$0	\$7,740
Capital (Equipment)	\$324,597	\$299,860	\$314,000	\$286,220	(\$27,780)	-9%	\$0	\$286,220
Debt Service Exp	\$174,042	\$186,800	\$190,030	\$148,000	(\$42,030)	-22%	\$0	\$148,000
Totals	\$3,323,665	\$3,592,640	\$3,729,708	\$3,546,587	(\$183,121)	-5%	\$0	\$3,546,587



Wastewater – Collection System

Wastewater Collection System	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$378,863	\$377,180	\$404,888	\$420,628	\$15,740	4%	\$0	\$420,628
ERE Benefits	\$154,754	\$158,870	\$165,860	\$165,596	(\$263)	0%	\$0	\$165,596
Office Expenses	\$1,551	\$300	\$1,800	\$1,300	(\$500)	-28%	\$0	\$1,300
Operating Expenses	\$32,963	\$55,860	\$48,330	\$49,750	\$2,570	3%	\$0	\$49,750
Maintenance	\$247,251	\$262,360	\$277,700	\$266,970	(\$10,730)	-4%	\$0	\$266,970
Equipment & Special Supplies	\$28,092	\$22,200	\$13,820	\$23,310	\$9,490	69%	\$0	\$23,310
Professional	\$17,206	\$15,390	\$36,490	\$13,870	(\$22,620)	-62%	\$0	\$13,870
Utilities	\$202,738	\$198,100	\$211,390	\$202,290	(\$9,100)	-4%	\$0	\$202,290
Communications	\$6,082	\$6,890	\$7,520	\$7,260	(\$260)	-3%	\$0	\$7,260
Capital	\$145,784	\$46,000	\$7,500	\$3,500	(\$4,000)	-53%	\$0	\$3,500
Debt Service Exp	\$163,361	\$179,440	\$182,340	\$148,000	(\$34,340)	-19%	\$0	\$148,000
Total	\$1,378,646	\$1,322,590	\$1,357,638	\$1,302,474	(\$55,164)	-4%	\$0	\$1,302,474



Wastewater

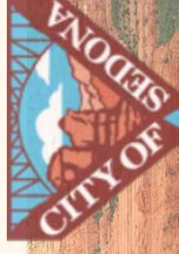
Key Performance Indicators

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Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5253-55 - Cost per million gallons for aquifer recharge		1,310	1,520	3,070	4,690	2,020
5253-55 - Cost per million gallons for irrigation		810	860	990	1,050	950
5253-55 - Cost per million gallons for wetlands		1,320	1,480	880	1,280	1,140
5253-55 - Cost for collecting 1 million gallons		1,610	1,600	2,300	2,460	2,460
5253-55 - Cost for testing 1 million gallons		580	1,600	610	810	760
5253-55 - Cost for treating 1 million gallons		1,410	1,710	1,450	1,600	1,530
5253-55 - Cost per million gallons for solids handling		750	860	880	940	842
5253-55 - Average daily influent flow (million gallons per day)	1.22	1.16	1.16	1.14	1.13	1.17
5253-55 - Volume of treated effluent sent to aquifer recharge (million gallons)	115.00	105.13	100.50	47.41	39.09	100.00
5253-55 - Volume of treated effluent sent to irrigation (million gallons)	225.51	214.93	217.76	245.88	283.93	260.00
5253-55 - Volume of treated effluent sent to wetlands (million gallons)	62.40	56.06	64.55	88.42	82.87	85.00

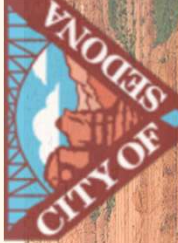
Wastewater – Lab

Wastewater Lab	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$110,710	\$131,540	\$130,527	\$130,179	(\$349)	0%	\$0	\$130,179
ERE Benefits	\$56,238	\$61,080	\$62,085	\$62,010	(\$76)	0%	\$0	\$62,010
Office Expenses	\$475	\$250	\$1,150	\$650	(\$500)	-43%	\$0	\$650
Operating Expenses	\$5,247	\$7,260	\$7,440	\$6,880	(\$560)	-8%	\$0	\$6,880
Maintenance	\$15,271	\$13,200	\$14,200	\$15,600	\$1,400	10%	\$0	\$15,600
Equipment & Special Supplies	\$45,773	\$52,800	\$56,700	\$71,100	\$14,400	25%	\$0	\$71,100
Professional	\$32,916	\$44,070	\$54,870	\$47,350	(\$7,520)	-14%	\$0	\$47,350
Capital	\$0	\$0	\$22,000	\$4,000	\$18,000)	-82%	\$0	\$4,000
Total	\$266,631	\$310,200	\$348,973	\$337,868	(\$11,104)	-3%	\$0	\$337,868



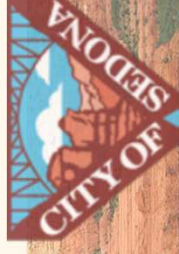
Community Development

Program	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Change	% Change	Dec. Pkgs.	FY27 Total
Administration	\$81,968	\$100,353	\$123,056	\$22,703	23%	-	\$123,056
Planning	\$538,162	\$1,207,858	\$1,461,977	\$254,119	21%	\$125,000	\$1,586,977
Building Safety	\$588,317	\$756,350	\$754,386	(\$1,965)	0%	\$100,000	\$854,386
Code Enforcement	\$218,240	\$290,378	\$388,318	\$97,940	34%	-	\$388,318
Long Range Planning	\$169,569	\$383,433	\$0	(\$383,433)	-100%	-	\$0
Housing Administration	\$247,918	\$766,730	\$530,330	(\$236,400)	-31%	-	\$530,330
Total	\$1,844,173	\$3,505,102	\$3,258,067	(\$247,035)	-7%	\$225,000	\$3,483,067



Community Development - Admin

Administration	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$59,852	\$55,150	\$71,938	\$92,170	\$20,232	28%	\$0	\$92,170
ERE Benefits	\$17,903	\$15,930	\$22,814	\$26,756	\$3,942	17%	\$0	\$26,756
Office Expenses	\$2,013	\$3,900	\$3,800	\$3,680	(\$120)	-3%	\$0	\$3,680
Operating Expenses	\$80	\$250	\$200	\$0	(\$200)	-100%	\$0	\$0
Maintenance	\$0	\$400	\$400	\$300	(\$100)	-25%	\$0	\$300
Equipment & Special Supplies	\$141	\$200	\$200	\$150	(\$50)	-25%	\$0	\$150
Professional	\$1,165	\$1,500	\$1,000	\$0	(\$1,000)	-100%	\$0	\$0
Total	\$81,154	\$77,330	\$100,353	\$123,056	\$22,703	23%	\$0	\$123,056



Community Development - Planning

Planning	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Chg	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$374,217	\$457,420	\$477,465	\$622,344	\$144,879	30%	\$0	\$622,344
ERE Benefits	\$137,549	\$208,100	\$177,563	\$239,583	\$62,020	35%	\$0	\$239,583
Office Expenses	\$4,092	\$5,610	\$7,650	\$46,500	\$38,850	508%	\$0	\$46,500
Operating Expenses	\$11,649	\$28,750	\$33,480	\$37,950	\$4,470	13%	\$0	\$37,950
Equip. & Spec. Supplies	\$374	\$900	\$900	\$1,000	\$100	11%	\$0	\$1,000
Professional	\$7,317	\$17,700	\$510,200	\$514,600	\$4,400	1%	\$125,000	\$639,600
Communications	\$450	\$600	\$600	\$0	(\$600)	-100%	\$0	\$0
Total	\$535,647	\$719,080	\$1,207,858	\$1,461,977	\$254,119	21%	\$125,000	\$1,586,977

Community Development Planning

Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5310-31 - Sign permits, permanent: Average days to issue		12	4	4	5	5
5310-31 - Certificates of Appropriateness issued - Historic Preservation Commission	0	0	0	0	1	0
5310-31 - Certificates of No Effect issued - Historic Preservation Commission	1	1	1	1	2	2
5310-31 - Community Plan Amendments/CFAs	6	4	1	2	3	2
5310-31 - Conditional Use permits	7	7	2	4	6	5
5310-31 - Development reviews - major	18	15	9	8	6	12
5310-31 - Development reviews - minor	1	1	0	2	3	0
5310-31 - Education training exercises - Historic Preservation Commission	1	1	2	2	3	2
5310-31 - Film permits	8	8	6	7	15	10
5310-31 - Land Development Code amendments	1	1	2	3	2	2

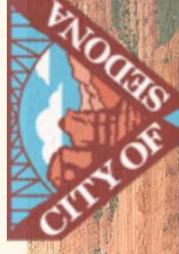
Community Development Planning

Key Performance Indicators (continued)

Measure Name (continued)	2022	2023	2024	2025	2026 Est.	2027 Goal
5310-31 - Land Division permits	30	17	13	13	20	15
5310-31 - Minor Modifications (formerly Admin. Waiver)	0	2	1	0	1	2
5310-31 - New landmarked properties - Historic Preservation Commission	0	0	2	0	1	1
5310-31 - Public meetings - Historic Preservation Commission	7	5	8	10	9	9
5310-31 - Public meetings and work sessions - City Council	15	13	13	17	15	15
5310-31 - Public meetings and work sessions - Planning and Zoning Commission	15	12	15	14	15	15
5310-31 - Sign permits, permanent	60	49	34	34	40	40
5310-31 - Subdivisions	5	5	4	5	5	5
5310-31 - Temporary Use permits	41	48	51	55	55	50

Community Development – Building Safety

Building Safety	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Chg	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$314,208	\$373,980	\$411,240	\$427,237	\$15,997	4%	\$0	\$427,237
ERE Benefits	\$122,628	\$143,110	\$157,050	\$159,229	\$2,178	1%	\$0	\$159,229
Office Expenses	\$879	\$2,100	\$2,450	\$4,450	\$2,000	82%	\$0	\$4,450
Operating Expenses	\$8,910	\$13,890	\$14,090	\$14,970	\$880	6%	\$0	\$14,970
Maintenance	\$989	\$2,140	\$2,920	\$2,800	(\$120)	-4%	\$0	\$2,800
Equip. & Special Supplies	\$266	\$3,800	\$4,800	\$2,600	(\$2,200)	-46%	\$0	\$2,600
Professional	\$122,180	\$160,700	\$162,600	\$141,900	(\$20,700)	-13%	\$100,000	\$241,900
Communications	\$450	\$600	\$1,200	\$1,200	\$0	0%	\$0	\$1,200
Capital	\$16,937	\$6,700	\$0	\$0	\$0	0%	\$0	\$0
Debt Service Exp	\$7,304	\$7,060	\$0	\$0	\$0	0%	\$0	\$0
Total	\$594,751	\$714,080	\$756,350	\$754,386	(\$1,965)	0%	\$100,000	\$854,386



Community Development Building Safety

Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026Est.	2027 Goal
5310-32 - Initial plan review: Timeframe in days - Commercial permits		10	11	10	10	10
5310-32 - Initial plan review: Timeframe in days - Miscellaneous permits		4	4	3	3	3
5310-32 - Initial plan review: Timeframe in days - Photovoltaic		6	8	7	9	7
5310-32 - Initial plan review: Timeframe in days - Residential Alterations		8	9	6	7	7
5310-32 - Initial plan review: Timeframe in days - Residential permits		5	6	6	8	7
5310-32 - Initial plan review: Timeframe in days - Tenant Improvements (Includes Commercial Alterations)		10	11	9	10	10
5310-32 - Initial plan review: Timeframe in days - Tenant Occupancy		3	3	2	3	3
5310-32 - Commercial building permits - new construction	4	7	1	1	6	11

Community Development Building Safety

Key Performance Indicators (continued)

Measure Name (continued)	2022	2023	2024	2025	2026 Est.	2027 Goal
5310-32 - Commercial building permits - remodel/rehab	96	40	44	66	42	42
5310-32 - Commercial building permits - remodel/rehab - Total valuation	32.5M	13.75M	22.5M	8.1M	6M	6.5M
5310-32 - Commercial building permits, new construction - Total valuation	3.8M	26.1M	26.1M	3.3M	30M	50M
5310-32 - Inspections	4,623	2,100	2,000	3,091	2,800	3,300
5310-32 - Manufactured Homes building permits	3	6	1	2	4	4
5310-32 - Manufactured Homes building permits - Total valuation	80,000	341,500	100,000	217,000	225,000	250,000
5310-32 - Miscellaneous permits - Total valuation	7.3M	3.7M	4.5M	6.9M	10M	9M
5310-32 - Miscellaneous permits (sheds, decks, fences, pools, etc.)	233	236	210	257	295	270

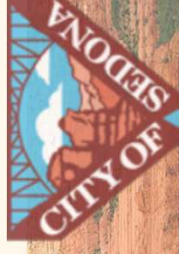
Community Development Building Safety

Key Performance Indicators (continued)

Measure Name (continued)	2022	2023	2024	2025	2026 Est.	2027 Goal
5310-32 - Off-premise Sign permits	22	26	22	17	30	25
5310-32 - Photovoltaic building permits	106	119	96	66	80	75
5310-32 - Photovoltaic building permits - Total KW	740	1,130	700	1,029	1,050	1,050
5310-32 - Photovoltaic building permits - Total valuation	3.5M	3.7M	2M	2.2M	2.8M	2.8M
5310-32 - Single-family building permits - new construction	71	59	30	70	40	50
5310-32 - Single-family building permits - remodel/rehab	177	140	130	101	160	150
5310-32 - Single-family permits - new construction - Total valuation	51M	36M	28M	56M	32M	40M
5310-32 - Single-family permits - remodel/rehab - Total valuation	10.5M	10.7M	15M	6.7M	8.1M	8.5M
5310-32 - Temporary Sign permits	30	45	60	30	32	32

Community Development – Code Enforcement

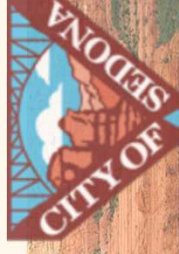
Code Enforcement	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$147,633	\$162,700	\$175,553	\$221,601	\$46,048	26%	\$0	\$221,601
ERE Benefits	\$61,274	\$68,080	\$72,205	\$85,246	\$13,042	18%	\$0	\$85,246
Office Expenses	\$669	\$850	\$850	\$1,850	\$1,000	118%	\$0	\$1,850
Operating Expenses	\$3,906	\$9,150	\$7,800	\$7,040	(\$760)	-10%	\$0	\$7,040
Maintenance	\$1,587	\$2,900	\$2,970	\$2,920	(\$50)	-2%	\$0	\$2,920
Equipment & Special Supplies	\$81	\$720	\$900	\$1,260	\$360	40%	\$0	\$1,260
Professional	\$500	\$4,400	\$28,900	\$67,200	\$38,300	133%	\$0	\$67,200
Communications	\$899	\$1,200	\$1,200	\$1,200	\$0	0%	\$0	\$1,200
Total	\$216,550	\$250,000	\$290,378	\$388,318	\$97,940	34%	\$0	\$388,318



Community Development - Code Enforcement

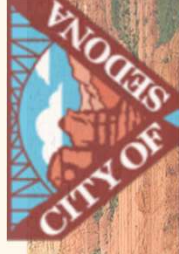
Key Performance Indicators

Measure Name	2025	2026 Est.	2027 Goal
5310-33 - Average days from complaint to first investigation	2	1	1
5310-33 - Average days from investigation to forced compliance (Abatement)	90	90	90
5310-33 - Average days from investigation to transfer to court	90	90	90
5310-33 - Average days from investigation to voluntary compliance	39	40	30
5310-33 - Cases resolved through forced compliance (Abatement)	1	2	1
5310-33 - Cases resolved through voluntary compliance	230	230	224



Community Development – Housing

Housing - Administration	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$111,101	\$178,720	\$185,396	\$218,479	\$33,083	18%	\$0	\$218,479
ERE Benefits	\$43,829	\$66,230	\$68,034	\$80,501	\$12,467	18%	\$0	\$80,501
Office Expenses	\$708	\$1,000	\$2,000	\$2,300	\$300	15%	\$0	\$2,300
Operating Expenses	\$4,055	\$120,820	\$7,000	\$8,900	\$1,900	27%	\$0	\$8,900
Professional	\$106,574	\$712,100	\$454,000	\$170,000	(\$284,000)	-63%	\$0	\$170,000
Special Programs	\$30,765	\$100,500	\$50,300	\$50,150	(\$150)	0%	\$0	\$50,150
Utilities	\$0	\$26,700	\$0	\$0	\$0	0%	\$0	\$0
Total	\$297,032	\$1,206,070	\$766,730	\$530,330	-\$236,400	-31%	\$0	\$530,330



Community Development Housing

Key Performance Indicators

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Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5340-01 - Down-payment assistance applications approved and funded		1	3	1	2	3
5340-01 - Housing Investment: Affordable housing projects assisted with housing funds		0		1	0	2
5340-01 - Housing Production: New affordable housing units under construction		3	3	30	30	60
5340-01 - Housing Production: New affordable housing units approved		3	60	30	90	120
5340-01 - New affordable housing units completed and available (Certificate of Occupancy issued)		0	0	0	30	60
5340-01 - People housed through Rent Local Program			6	7	8	10
5340-01 - Voluntary deed restrictions placed			12	0	2	2
5340-01 - Down-payment assistance applications	14	14	25	12	10	10
5340-01 - Housing inquiries			54	123	100	100
5340-01 - Outreach and engagement events attended/hosted		4	10	5	6	4
5340-01 - Rent Local applications			7	2	4	4

Public Works

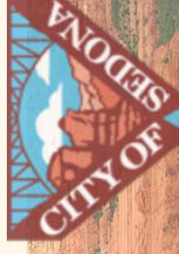
Programs	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Change	% Chng	Dec. Pkg	FY27 Total
Sustainability	\$148,116	\$145,100	\$165,100	\$20,000	14%	-	\$165,100
Posse Grounds Hub	\$27,312	\$35,350	\$34,910	(\$440)	-1%	-	\$34,910
Aquatics	\$108,939	\$171,120	\$160,896	(\$10,224)	-6%	-	\$160,896
Parks Facilities & Maint.	\$975,415	\$1,158,540	\$1,162,810	\$4,270	0%	\$75,920	\$1,238,730
Storm Clean-Up	\$93,085	\$181,850	\$161,581	(\$20,268)	-11%	-	\$161,581
Traffic Control	\$262,921	\$352,550	\$368,375	\$15,825	4%	-	\$368,375
Engineering Svcs	\$820,559	\$1,067,411	\$968,039	(\$99,372)	-9%	-	\$968,039
Streets	\$2,669,947	\$3,146,797	\$3,326,015	\$179,218	6%	-	\$3,326,015
Stormwater	\$136,805	\$186,837	\$265,959	\$79,121	42%	-	\$265,959
Parking and ST&PS	\$115,956	\$192,372	\$2,750	(\$189,622)	-99%	-	\$2,750
Transportation Svcs	\$375,100	\$435,044	\$472,539	\$37,496	9%	-	\$472,539
Facilities Maint.	\$1,161,937	\$1,558,729	\$1,476,303	(\$82,426)	-5%	\$257,000	\$1,733,303
Capital Projects	\$851,674	\$948,726	\$1,041,852	\$93,126	10%		\$1,041,852
Total	\$7,747,766	\$9,580,424	\$9,607,129	\$26,704	0.3%	\$332,920	\$9,940,049

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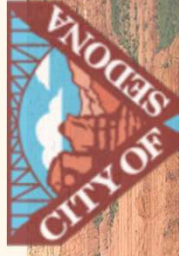
Public Works – Traffic Control

Traffic Control	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$111,487	\$112,380	\$120,129	\$128,010	\$7,881	7%	\$0	\$128,010
ERE Benefits	\$48,478	\$52,350	\$56,921	\$58,505	\$1,584	3%	\$0	\$58,505
Operating Expenses	\$9,328	\$17,000	\$17,000	\$13,000	(\$4,000)	-24%	\$0	\$13,000
Maintenance	\$5,188	\$22,500	\$22,500	\$69,010	\$46,510	207%	\$0	\$69,010
Equipment & Special Supplies	\$62,262	\$65,800	\$65,800	\$77,800	\$12,000	18%	\$0	\$77,800
Professional	\$0	\$51,500	\$51,500	\$0	(\$51,500)	-100%	\$0	\$0
Utilities	\$19,342	\$18,200	\$18,700	\$22,050	\$3,350	18%	\$0	\$22,050
Total	\$256,086	\$339,730	\$352,550	\$368,375	\$15,825	4%	\$0	\$368,375



Public Works – Engineering

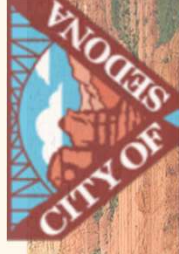
Engineering Services	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$495,922	\$496,360	\$578,069	\$579,673	\$1,604	0%	\$0	\$579,673
ERE Benefits	\$201,537	\$218,570	\$233,980	\$241,775	\$7,795	3%	\$0	\$241,775
Office Expenses	\$2,257	\$6,200	\$6,200	\$6,000	(\$200)	-3%	\$0	\$6,000
Operating Expenses	\$11,807	\$20,460	\$20,460	\$13,660	(\$6,800)	-33%	\$0	\$13,660
Maintenance	\$3,715	\$20,060	\$20,132	\$20,500	\$368	2%	\$0	\$20,500
Equip. & Spec. Supplies	\$9,182	\$13,900	\$8,300	\$5,800	(\$2,500)	-0%	\$0	\$5,800
Professional	\$9,245	\$29,770	\$38,760	\$97,050	\$58,290	150%	\$0	\$97,050
Communications	\$2,910	\$3,780	\$3,780	\$3,580	(\$200)	-5%	\$0	\$3,580
Capital	\$231,641	\$0	\$87,100	\$0	(\$87,100)	-100%	\$0	\$0
Debt Service Exp	\$75,382	\$75,620	\$70,630	\$0	(\$70,630)	-100%	\$0	\$0
Total	\$1,043,598	\$884,720	\$1,067,411	\$968,039	(\$99,372)	-9%	\$0	\$968,039



Public Works Engineering

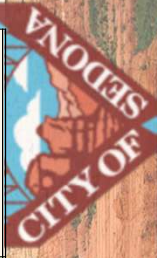
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5320-38 - Blue stakes completed	3,310	2,738	3,120	3,088	4,030	4,030
5320-38 - Building permits reviewed	450	454	370	400	390	390
5320-38 - Commercial permits reviewed	225	167	160	200	190	190
5320-38 - Emergency blue stakes completed within required time.	100%	100%	100%	92%	125%	100%
5320-38 - PW Inquiries - external calls fielded				815	784	800
5320-38 - PW Inquiries - internal calls fielded				584	545	565
5320-38 - PW Inquiries - walk-in customers served				256	205	231



Public Works – Streets

Public Works - Streets	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$391,827	\$318,250	\$360,451	\$374,003	\$13,551	4%	\$0	\$374,003
ERE Benefits	\$159,226	\$145,160	\$166,086	\$168,823	\$2,737	2%	\$0	\$168,823
Office Expenses	\$2,305	\$3,000	\$3,850	\$3,850	\$0	0%	\$0	\$3,850
Operating Expenses	\$48,609	\$57,770	\$63,100	\$61,100	(\$2,000)	-3%	\$0	\$61,100
Maintenance	\$1,715,832	\$1,985,750	\$2,134,450	\$2,117,350	(\$17,100)	-1%	\$0	\$2,117,350
Equip. & Spec. Supplies	\$26,929	\$50,500	\$55,400	\$55,400	\$0	0%	\$0	\$55,400
Professional	\$4,947	\$24,820	\$70,870	\$23,450	(\$47,420)	-67%	\$0	\$23,450
Utilities	\$71,807	\$71,390	\$103,530	\$118,340	\$14,810	14%	\$0	\$118,340
Communications	\$4,311	\$4,720	\$5,060	\$5,900	\$840	17%	\$0	\$5,900
Capital	\$354,161	\$146,480	\$108,000	\$375,000	\$267,000	247%	\$0	\$375,000
Debt Service Exp	\$120,269	\$136,900	\$76,000	\$22,800	(\$53,200)	-70%	\$0	\$22,800
Total	\$2,900,224	\$2,944,740	\$3,146,797	\$3,326,015	\$179,218	6%	\$0	\$3,326,015



Public Works Streets

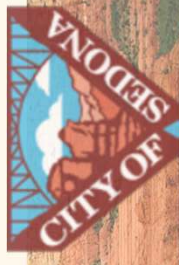
Key Performance Indicators

Measure Name	2023	2024	2025	2026 Est.	2027 Goal
5320-39 - Centerline miles of streets rehabilitation completed (Benchmark based on program goal)	5.50	7.43	7.64	11.31	8.00
5320-39 - FAC: Administrative/office facilities, custodial expenditure per square foot	2.46	2.62	2.61	3.15	3.38
5320-39 - PARK: Park maintenance expenditure per developed park acre	7,921	9,288	10,000	10,290	10,599
5320-39 - Paved lane miles assessed as satisfactory as a percentage of miles assessed	69%	85%	90%	95%	95%
5320-39 - Pavement rehabilitation cost per mile (* = cost includes CIP Overlay)	188,181	338,103	264,375	194,518	250,000
5320-39 - ST: Centerline miles of streets rehabilitation completed (average annual goal 5.0 miles)	1.25	5.00	7.64	11.30	8.00
5320-39 - ST: Maintained NACOG Funding Eligibility (provided traffic count data)	100%	100%	100%	100%	100%
5320-39 - ST: National Citizen Survey: Quality of street repair (% responses favorable)	58%		60%		70%

Public Works Streets

Key Performance Indicators (continued)

Measure Name (continued)	2022	2023	2024	2025	2026 Est.	2027 Goal
5320-39 - ST: Paved road rehabilitation expenditures, per paved lane mile		7,143	7,370	7,591	113,917	181,375
5320-39 - ST: Storm emergencies requiring response and responded to		100%	100%	100%	100%	100%
5320-39 - PARK: In-house projects completed	8	8	10	8	8	6
5320-39 - Paved lane miles of city-maintained streets	175	175	177	176	177	177
5320-39 - Pavement rehab cost	1.035M	1.04M	1.96M	2.02M	2.2M	2.3M
5320-39 - ST: Culverts cleaned	40	40	300	45	40	50
5320-39 - ST: Pavement rehabilitation cost	1.2M	1.3M	1.3M	1.4M	1.3M	1.5M
5320-39 - ST: Storms responded to after normal business hours	6	6	7	5	4	5
5320-39 - ST: Traffic control signs damaged and replaced	16	16	22	260	60	80



Public Works Streets

Impact of Global Oil prices on Streets Preservation

Revised Estimate from Public Works:

- FY27 budget currently: \$1,451,000
- Request to increase by \$149,000 (~10%)
 - New total: \$1,600,000

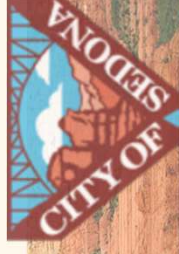
Reason: Higher-than-expected bids due to fuel and market cost pressures

Call Out

This amount will be called out at the Tentative budget adoption
(Any changes between Work Sessions and Tentative Adoption)

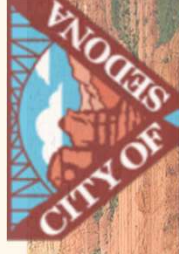
Public Works – Posse Grounds Hub

Posse Grounds Hub	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Maintenance	\$10,953	\$19,400	\$9,000	\$9,000	\$0	0%	\$0	\$9,000
Equipment & Special Supplies	\$312	\$2,000	\$2,000	\$2,000	\$0	0%	\$0	\$2,000
Professional	\$0	\$500	\$500	\$0	(\$500)	-100%	\$0	\$0
Utilities	\$10,554	\$11,750	\$12,650	\$12,710	\$60	0%	\$0	\$12,710
Capital	\$14,950	\$18,000	\$11,200	\$11,200	\$0	0%	\$0	\$11,200
Total	\$36,768	\$51,650	\$35,350	\$34,910	(\$440)	-1%	\$0	\$34,910



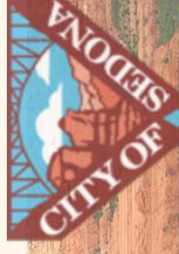
Public Works – Aquatics

Aquatics	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$38,527	\$42,760	\$54,516	\$55,576	\$1,060	2%	\$0	\$55,576
ERE Benefits	\$17,272	\$19,750	\$27,704	\$27,920	\$216	1%	\$0	\$27,920
Operating Expenses	\$0	\$700	\$700	\$700	\$0	0%	\$0	\$700
Maintenance	\$24,391	\$21,000	\$25,500	\$41,500	\$16,000	63%	\$0	\$41,500
Equipment & Special Supplies	\$23,300	\$26,200	\$30,200	\$35,200	\$5,000	17%	\$0	\$35,200
Professional	\$250	\$2,500	\$2,500	\$0	(\$2,500)	-100%	\$0	\$0
Capital	\$9,999	\$34,000	\$30,000	\$0	(\$30,000)	-100%	\$0	\$0
Total	\$113,740	\$146,910	\$171,120	\$160,896	(\$10,224)	-6%	\$0	\$160,896



Public Works – Parks Maintenance

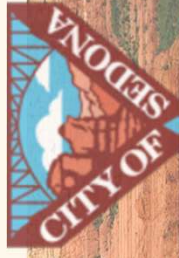
Parks Maintenance	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$276,665	\$222,330	\$275,686	\$281,446	\$5,760	2%	\$41,078	\$322,525
ERE Benefits	\$118,046	\$123,130	\$123,955	\$124,113	\$159	0%	\$34,841	\$158,954
Office Expenses	\$389	\$1,500	\$1,500	\$1,500	\$0	0%	\$0	\$1,500
Operating Expenses	\$38,405	\$39,200	\$46,120	\$53,120	\$7000	15%	\$0	\$53,120
Maintenance	\$233,246	\$176,500	\$216,600	\$226,620	\$10,020	5%	\$0	\$226,620
Equipment & Special Supplies	\$99,985	\$97,350	\$98,350	\$107,950	\$9,600	10%	\$0	\$107,950
Professional	\$9,741	\$3,600	\$4,160	\$2,700	(\$1,460)	-35%	\$0	\$2,700
Utilities	\$185,378	\$201,480	\$272,370	\$270,160	(\$2,210)	-1%	\$0	\$270,160
Communications	\$2,659	\$3,100	\$3,100	\$3,200	\$100	3%	\$0	\$3,200
Capital	\$304,009	\$180,500	\$97,000	\$92,000	(\$5,000)	-5%	\$0	\$92,000
Debt Service Exp	\$13,072	\$17,750	\$19,699	\$0	(\$19,699)	-100%	\$0	\$0
Total	\$1,281,595	\$1,066,440	\$1,158,540	\$1,162,810	\$4,270	0%	\$75,920	\$1,238,729



Public Works Parks Maintenance

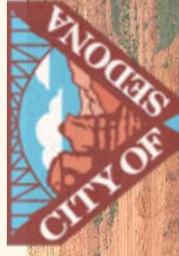
Key Performance Indicators

Measure Name	2023	2024	2025	2026	2027
5320-26 - Park maintenance expenditure per developed park acre	\$7,666	\$7,844	\$10,000	\$10,000	\$10,000



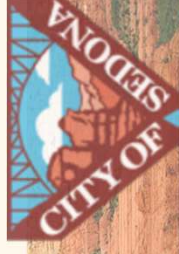
Public Works – Stormwater Cleanup

Storm Clean-Up	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$39,323	\$28,300	\$46,764	\$49,667	\$2,903	6%	\$0	\$49,667
ERE Benefits	\$16,558	\$11,980	\$16,416	\$17,005	\$589	4%	\$0	\$17,005
Office Expenses	\$0	\$500	\$500	\$500	\$0	0%	\$0	\$500
Operating Expenses	\$4,987	\$8,400	\$9,500	\$9,500	\$0	0%	\$0	\$9,500
Maintenance	\$5,452	\$69,610	\$69,610	\$69,910	\$300	0%	\$0	\$69,910
Equip. & Spec. Supplies	\$0	\$5,000	\$5,000	\$5,000	\$0	0%	\$0	\$5,000
Professional	\$1,679	\$1,680	\$1,680	\$0	(\$1,680)	-100%	\$0	\$0
Utilities	\$0	\$10,000	\$10,000	\$10,000	\$0	0%	\$0	\$10,000
Capital	\$61,223	\$0	\$0	\$0	\$0	0%	\$0	\$0
Debt Service Exp	\$20,515	\$22,380	\$22,380	\$0	(\$22,380)	-100%	\$0	\$0
Total	\$149,737	\$157,850	\$181,850	\$161,581	(\$20,268)	-11%	\$0	\$161,581



Public Works – Stormwater

Stormwater	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$85,151	\$88,180	\$93,147	\$98,850	\$5,703	6%	\$0	\$98,850
ERE Benefits	\$34,287	\$37,740	\$41,140	\$42,289	\$1,148	3%	\$0	\$42,289
Operating Expenses	\$8,090	\$18,750	\$18,750	\$15,750	(\$3,000)	-16%	\$0	\$15,750
Maintenance	\$0	\$4,800	\$5,500	\$5,500	\$0	0%	\$0	\$5,500
Equipment & Special Supplies	\$3,776	\$3,000	\$3,400	\$3,400	\$0	0%	\$0	\$3,400
Professional	\$630	\$20,000	\$20,000	\$95,000	\$75,000	375%	\$0	\$95,000
Communications	\$9,889	\$4,900	\$4,900	\$5,170	\$270	6%	\$0	\$5,170
Total	\$141,823	\$177,370	\$186,837	\$265,959	\$79,121	42%	\$0	\$265,959



Public Works Stormwater

Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5320-68 - MS4 Compliant		100%	100%	100%	100%	100%
5320-68 - Private development post-construction BMP inspections		4	5	5	5	5
5320-68 - Single family home active construction site inspections		104	74	72	80	80
5320-68 - CIP project post-construction Best Management Practices (BMP) inspections	5	5	5	5	5	5
5320-68 - Dry weather outfall monitoring inspections	3	3	3	3	3	3
5320-68 - Internal inspections of City maintenance yards	12	12	12	12	12	12
5320-68 - Letters sent regarding illicit discharges to the MS4	2	5	5	1	3	3

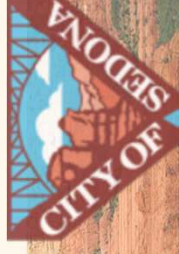
Public Works Stormwater

Key Performance Indicators (continued)

Measure Name (continued)	2022	2023	2024	2025	2026 Est.	2027 Goal
5320-68 - Letters written to property owners regarding Pre-Monsoon Program inspection outcomes	3	22	5	0	22	25
5320-68 - Pounds of dog feces collected through semi-monthly pet waste station maintenance	4,956	5,130	5,300	6,409	6,900	7,200
5320-68 - Presentations to local organizations	3	1	2	0	2	2
5320-68 - Public outreach tabling events	8	9	16	8	8	8
5320-68 - Stormwater based articles in news outlets	4	8	15	12	12	15
5320-68 - Stormwater compliance inspections (active CIP projects - every two weeks)	40	40	30	61	45	50
5320-68 - Stormwater compliance inspections (active private development projects - every month)	114	104	60	72	80	80
5320-68 - Visual and analytical wet weather monitoring inspections	2	6	6	2	6	6

Public Works – Transportation Services

Transportation Services	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Chg	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$297,610	\$225,480	\$280,656	\$281,587	\$931	0%	\$0	\$281,587
ERE Benefits	\$59,001	\$52,740	\$101,997	\$101,952	(\$45)	0%	\$0	\$101,952
Office Expenses	\$146	\$250	\$250	\$250	\$0	0%	\$0	\$250
Operating Expenses	\$10,715	\$11,000	\$12,200	\$12,200	\$0	0%	\$0	\$12,200
Maintenance	\$2,818	\$2,000	\$2,500	\$2,500	\$0	0%	\$0	\$2,500
Equipment & Special Supplies	\$2,020	\$3,750	\$4,050	\$4,050	\$0	0%	\$0	\$4,050
Professional	\$0	\$0	\$80	\$0	(\$80)	-100%	\$0	\$0
Capital	\$0	\$0	\$15,000	\$70,000	\$55,000	367%	\$0	\$70,000
Debt Service Exp	\$0	\$0	\$18,310	\$0	(\$18,310)	-100%	\$0	\$0
Total	\$372,310	\$295,220	\$435,044	\$472,539	\$37,496	9%	\$0	\$472,539



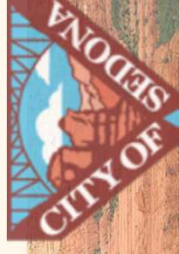
Public Works Transportation Services

Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5320-77 - Days of delays > 10 min. – SR 89A Cooks Hill		85	31	54	20	20
5320-77 - Days of delays > 15 min. – SR 89A NB - Y to Rainbow Trout Farm		35	11	11	45	25
5320-77 - Days of delays > 15 min. – SR 89A Uptown		24	2	2	5	2
5320-77 - Days of delays > 30 min. – SR 179		30	62	31	25	25
5320-77 - Holiday weekends w/ delays > 10 min Cooks Hill		9	11	12	12	12
5320-77 - Holiday weekends w/ delays > 15 min. Uptown		1	2	2	2	2
5320-77 - Holiday weekends w/ delays > 30 min. – SR 179		9	9	12	12	12
5320-77 - Percentage of congested weekends providing assistance with management of trailhead parking		100%	100%	100%	100%	100%
5320-77 - Traffic control operations maintained for days experiencing high congestion (> 30 min.) on SR 179		90%	95%	100%	100%	100%
5320-77 - Days with traffic control on SR 179	135	135	235	272	272	272
5320-77 - Days with traffic control on SR 89A	110	110	120	242	242	272
5320-77 - Holiday weekends with traffic control	12	12	12	12	12	12
5320-77 - Total miles of ST&PS complete	2.42	1.03	0.44	5.52	1.68	1.38

Public Works – Facilities Maintenance

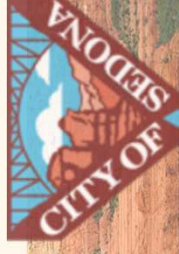
Facilities Maintenance	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$314,969	\$365,600	\$390,268	\$367,604	(\$22,664)	-6%	\$0	\$367,604
ERE Benefits	\$157,801	\$219,010	\$244,200	\$212,549	(\$31,652)	-13%	\$0	\$212,549
Operating Expenses	\$65,845	\$86,350	\$93,100	\$81,600	(\$11,500)	-12%	\$0	\$81,600
Maintenance	\$192,401	\$183,110	\$193,070	\$215,790	\$22,720	12%	\$0	\$215,790
Equipment & Special Supplies	\$52,750	\$74,690	\$83,040	\$66,850	(\$16,190)	-19%	\$7,000	\$73,850
Professional	\$54,410	\$27,780	\$42,700	\$45,900	\$3,200	7%	\$0	\$45,900
Utilities	\$201,550	\$192,510	\$212,830	\$252,160	\$39,330	18%	\$0	\$252,160
Communications	\$3,157	\$4,780	\$3,810	\$5,010	\$1,200	31%	\$0	\$5,010
Capital	\$177,862	\$182,700	\$208,000	\$188,000	(\$20,000)	-10%	\$250,000	\$438,000
Debt Service Exp	\$69,464	\$88,940	\$87,710	\$40,840	(\$46,870)	-53%	\$0	\$40,840
Total	\$1,290,209	\$1,425,470	\$1,558,729	\$1,476,303	(\$82,426)	-5%	\$257,000	\$1,733,303



Public Works Facilities Maintenance

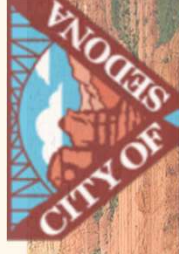
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5320-79 - Administrative/office facilities, custodial expenditure per square foot		1.46	1.50	1.52	1.55	1.65
5320-79 - Facilities maintenance cost	596,251	596,251	626,117	786,460	938,700	980,000
5320-79 - Property Manager requests submitted	225	225	450	490	530	610



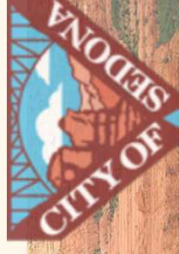
Public Works – Capital Projects

Capital Projects	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$580,127	\$579,250	\$622,309	\$705,544	\$83,235	13%	\$0	\$705,544
ERE Benefits	\$223,506	\$227,360	\$269,116	\$285,908	\$16,792	6%	\$0	\$285,908
Office Expenses	\$763	\$3,500	\$3,600	\$1,800	(\$1,800)	-50%	\$0	\$1,800
Operating Expenses	\$5,967	\$7,230	\$12,030	\$11,180	(\$850)	-7%	\$0	\$11,180
Maintenance	\$27,332	\$30,950	\$30,950	\$31,370	\$420	1%	\$0	\$31,370
Equipment & Special Supplies	\$1,559	\$800	\$900	\$2,750	\$1,850	206%	\$0	\$2,750
Professional	\$376	\$380	\$1,380	\$1,000	(\$380)	-28%	\$0	\$1,000
Communications	\$1,226	\$1,350	\$1,500	\$2,300	\$800	53%	\$0	\$2,300
Capital	\$20,358	\$0	\$0	\$0	\$0	0%	\$0	\$0
Debt Service Exp	\$6,948	\$6,940	\$6,940	\$0	(\$6,940)	-100%	\$0	\$0
Total	\$868,163	\$860,760	\$948,726	\$1,041,852	\$93,126	10%	\$0	\$1,041,852



Public Works - Sustainability

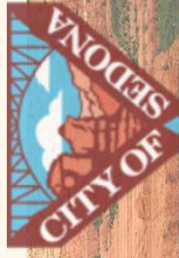
Public Works - Sustainability	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Office Expenses	\$4,836	\$4,800	\$5,000	\$5,000	\$0	0%	\$0	\$5,000
Operating Expenses	\$0	\$350	\$400	\$400	\$0	0%	\$0	\$400
Utilities	\$143,280	\$139,700	\$139,700	\$159,700	\$20,000	14%	\$0	\$159,700
Total	\$148,116	\$144,850	\$145,100	\$165,100	\$20,000	14%	\$0	\$165,100



Public Works Sustainability

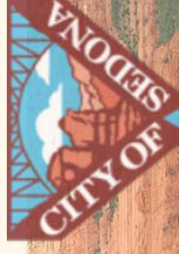
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5320-09 - Cubic yards of mulch taken	100	100	100	20	30	30
5320-09 - Cubic yards of yard waste collected (chipped)	400	4,000	3,500	3,600	3,800	4,000



Sustainability Program

Administration	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Chg	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$236,074	\$235,560	\$255,166	\$277,978	\$22,812	9%	\$25,000	\$302,978
ERE Benefits	\$84,056	\$84,020	\$90,298	\$94,904	\$4,606	5%	\$0	\$94,904
Office Expenses	\$3,655	\$2,100	\$2,250	\$2,450	\$200	9%	\$0	\$2,450
Operating Expenses	\$22,864	\$34,500	\$34,500	\$31,950	(\$2,550)	-7%	\$0	\$31,950
Maintenance	\$21,810	\$70,000	\$70,000	\$70,000	\$0	0%	\$0	\$70,000
Equip. & Spec. Supplies	\$33	\$0	\$0	\$0	\$0	0%	\$0	\$0
Professional	\$262,859	\$307,800	\$331,000	\$357,150	\$26,150	8%	\$154,000	\$511,150
Utilities	\$23,147	\$12,500	\$12,500	\$12,500	\$0	0%	\$0	\$12,500
Debt Service Exp	\$10,873	\$9,660	\$9,660	\$0	(\$9,660)	-100%	\$0	\$0
Total	\$662,373	\$756,140	\$805,373	\$846,931	\$41,558	5%	\$179,000	\$1,025,931



Sustainability

Key Performance Indicators

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Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5350-01 - Electronics recycling collected from community events (weight in pounds)		25,874	12,100	18,300	43,800	20,000
5350-01 - Estimated annual emissions reduced by Home Energy Retrofit Project households		30	32	31	30	35
5350-01 - Estimated annual utility savings from Home Energy Retrofit Project Households (mBTU & cost Savings)		7,014	7,000	6,800	7,000	10,000
5350-01 - Food and associated waste diverted from landfills (Benchmark = baseline before program start)		8,820	9,500	12,000	15,000	20,000
5350-01 - Greenhouse gas emissions from municipal operations (metric tons of CO2 equivalent)	2,673	2,230	1,411	1,489	1,600	1,600
5350-01 - Household hazardous waste collected (weight in pounds)		12,900	18,600	11,607	31,456	22,000
5350-01 - Active residences managed in Community Foods Scraps Program	50	50	90	110	125	200
5350-01 - Host annual household hazardous waste and electronics collection events	1	1	3	2	5	4
5350-01 - Host community watershed cleanup events		4	6	6	8	8
5350-01 - Residences through the Home Energy Retrofit Project annually	20	23	20	28	25	25

Police

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Programs	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Chg	% Chg	Dec. Pkgs.	FY27 Total
Administration	\$664,218	\$382,139	\$406,865	\$24,726	6%	\$0	\$406,865
Uptown Pd Parking	\$58,130	\$49,890	\$18,890	(\$31,000)	-62%	\$0	\$18,890
Patrol	\$3,737,880	\$6,522,898	\$5,666,826	(\$856,072)	-13%	\$103,951	\$5,770,777
Investigations	\$402,995	\$854,102	\$920,252	\$66,150	8%	\$0	\$920,252
Communications	\$1,006,891	\$1,311,025	\$1,309,796	(\$1,229)	0%	\$0	\$1,309,796
SRO	\$1111,296	\$102,220	\$91,447	(\$10,773)	-11%	\$0	\$91,447
CSA	\$27,016	\$53,591	\$56,172	\$2,581	5%	\$0	\$56,172
PANT Officer	\$5,423	\$145,154	\$128,366	(\$16,788)	-12%	\$0	\$128,366
Comm. Relations	\$263,670	\$366,235	\$399,164	\$32,930	9%	\$0	\$399,164
Support Services	\$346,004	\$274,244	\$284,544	\$10,300	4%	\$0	\$284,544
S.W.A.T.	\$19,661	\$26,482	\$28,225	\$1,743	7%	\$0	\$28,225
Traffic & Parking	\$4,690	\$3,500	\$3,500	\$0	0%	\$0	\$3,500
Volunteers	\$3,359	\$6,700	\$6,700	\$0	0%	\$0	\$6,700
Cadet Program	\$3,586	\$4,000	\$4,000	\$0	0%	\$0	\$4,000
K-9 Program	\$10,563	\$136,250	\$149,669	\$13,419	10%	\$0	\$149,669
Emergency Mgmt	\$0	\$197,831	\$178,602	(\$19,229)	-10%	\$0	\$178,602
Total	\$6.665.382	\$10.436.261	\$9.653.019	(\$783.242)	-8%	\$103.951	\$9.756.970

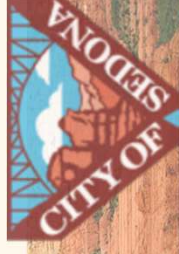
Police - Administration

Police - Administration	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$571,608	\$622,850	\$514,605	\$552,754	\$38,149	31%	\$0	\$552,754
ERE Benefits	\$683,664	\$715,210	\$188,497	\$208,713	\$20,216	31%	\$0	\$208,713
Office Expenses	\$20,721	\$23,700	\$39,050	\$36,050	(\$3,000)	-20%	\$0	\$36,050
Operating Expenses	\$26,713	\$26,100	\$27,145	\$29,175	\$2,030	27%	\$0	\$29,175
Maintenance	\$3,365	\$1,240	\$380	\$1,400	\$1,020	268%	\$0	\$1,400
Equipment & Special Supplies	\$0	\$100	\$4,333	\$0	(\$4,333)	-100%	\$0	\$0
Communications	\$1,449	\$1,960	\$2,660	\$2,200	(\$460)	-64%	\$0	\$2,200
Miscellaneous	\$30	\$200	\$200	\$200	\$0	0%	\$0	\$200
Professional	\$4,052	\$2,100	\$53,844	\$16,020	(\$37,824)	-135%	\$0	\$16,020
Debt Service Exp	\$26,542	\$16,240	\$0	\$0	\$0	0%	\$0	\$0
Training	\$13,739	\$13,500	\$23,500	\$23,500	\$0	0%	\$0	\$23,500
Capital	\$119,755	\$0	\$0	\$0	\$0	0%	\$0	\$0
Total	\$1,471,638	\$1,423,200	\$854,214	\$870,012	\$15,798	2%	\$0	\$870,012

Police Administration

Key Performance Indicators

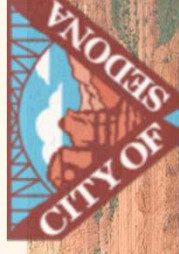
Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5510-01 - FTEs: Sworn positions per 1,000 population	2.30	2.40	2.30	2.80	3.30	3.30
5510-01 - Retention of civilian employees (excluding retirement)	86%	94%	93%	82%	96%	100%
5510-01 - Retention of sworn employees (excluding retirement)	85%	89%	83%	83%	97%	97%
5510-01 - Sworn personnel turnover	15%	11%	16%	17%	10%	10%
5510-01 - Sworn police overtime as % of total sworn police compensation	5%	3%	4%	3%	3%	3%



Police Support Services

Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5510-74 - Calls for service (animal related)	462	440	465	484	608	625
5510-74 - Crime prevention presentations conducted by SRO	3	2	2	45	40	40
5510-74 - Parking citations written in the Uptown three-hour parking lots		1,135	1,895	3,530	4,790	4,900
5510-74 - Parking citations written at trailhead locations		511	395	590	400	450



Police – Patrol (includes SWAT, SRO, PANT & K-9 units)

Police - Patrol	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Chg	% Chg	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$2,059,523	\$1,849,780	\$2,855,879	\$2,999,608	\$143,729	-24%	\$4,000	\$3,003,608
ERE Benefits	\$4,125,879	\$4,864,320	\$1,263,162	\$1,351,587	\$88,424	-11%	\$0	\$1,351,587
Office Expenses	\$1,658	\$300	\$300	\$300	\$0	0%	\$0	\$300
Operating Expenses	\$90,858	\$102,720	\$153,180	\$113,325	(\$39,855)	159%	\$0	\$113,325
Maintenance	\$102,096	\$86,500	\$141,110	\$119,500	(\$21,610)	-16%	\$0	\$119,500
Equipment & Special Supplies	\$103,646	\$73,160	\$541,372	\$166,475	(\$374,897)	-89%	\$0	\$166,475
Professional	\$12,901	\$26,250	\$40,586	\$28,880	(\$11,706)	-29%	\$0	\$28,880
Utilities	\$1,152	\$1,290	\$2,300	\$2,300	\$0	0%	\$0	\$2,300
Communications	\$10,767	\$11,660	\$17,960	\$14,850	(\$3,110)	-28%	\$0	\$14,850
Training	\$69,067	\$74,950	\$214,725	\$226,000	\$11,275	146%	\$0	\$226,000
Capital	\$36,975	\$0	\$470,000	\$679,000	\$209,000	44%	\$99,951	\$778,951
Grants	\$1,443	\$9,000	\$9,000	\$9,000	\$0	0%	\$0	\$9,000
Debt Service Exp	\$225,076	\$321,140	\$1,087,180	\$204,040	(\$883,140)	-81%	\$0	\$204,040
Total	\$6,841,041	\$7,421,070	\$6,796,754	\$5,914,865	(\$881,890)	-13%	\$103,951	\$6,018,816

Police Patrol

Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5510-43 - Average response time (minutes) - Priority 1	5.39	4.13	3.22	3.41	4.26	4.00
5510-43 - Average response time (minutes) - Priority 2	5.12	5.17	4.30	4.23	4.35	4.15
5510-43 - Average response time (minutes) - Priority 3	7.32	7.29	5.55	5.42	5.41	5.25
5510-43 - Calls for service from the community and officer-initiated activity per 1,000 population	2,027	2,145	1,771	2,091	2,235	2,301
5510-43 - Calls for service from the community per 1,000 population	1,353	1,255	891	1,041	1,138	1,176
5510-43 - DUI arrests per 1,000 population	4.60	5.51	3.44	4.55	4.91	5.11
5510-43 - Maintain a response time of seven minutes or less 90% of the time to emergency calls	80%	90%	92%	96%	97%	97%
5510-43 - UCR Part 2 crime reported per 1,000 population	51.65	44.47	45.99	30.78	55.64	55.14
5510-43 - UCR Part I property crimes reported per 1,000 population	18.19	13.85	11.42	14.11	12.07	12.27
5510-43 - UCR Part I violent crimes reported per 1,000 population	3.64	3.12	3.44	5.01	3.89	4.10

Police Patrol

Key Performance Indicators (continued)

Measure Name (continued)	2022	2023	2024	2025	2026 Est.	2027 Goal
5510-43 - Arrests - DUI	44	53	34	45	48	50
5510-43 - Arrests - Felony	71	92	73	81	74	80
5510-43 - Arrests - Misdemeanor	258	379	338	387	392	400
5510-43 - Calls for service from the community	13,006	12,069	8,818	10,296	11,130	11,500
5510-43 - Citations	1,449	1,952	2,415	2,302	1,954	2,000
5510-43 - Officer-initiated activity	6,482	8,550	8,709	10,153	10,726	11,000
5510-43 - UCR Part 2 crimes *Criminal damage, disorderly conduct, drug offense, fraud, assault.	511	440	455	301	544	500
5510-43 - UCR Part I property crimes *Burglary, theft and arson	180	137	113	138	118	120
5510-43 - UCR Part I violent crimes *Criminal homicide, sexual assault, rape, robbery and aggravated assault	35	30	34	49	38	40
5510-43 - Warnings (Written warnings/repair orders)	1,521	2,319	2,786	2,345	2,522	2,500

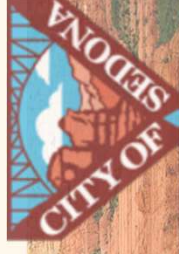
Police – Investigations

Investigations	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$217,489	\$274,690	\$551,089	\$565,399	\$14,310	3%	\$0	\$565,399
ERE Benefits	\$549,719	\$686,960	\$200,891	\$235,408	\$34,516	17%	\$0	\$235,408
Office Expenses	\$0	\$50	\$50	\$2,000	\$1,950	3900%	\$0	\$2,000
Operating Expenses	\$14,632	\$20,830	\$33,227	\$34,085	\$858	3%	\$0	\$34,085
Maintenance	\$1,157	\$5,250	\$10,250	\$12,250	\$2,000	20%	\$0	\$12,250
Equipment & Special Supplies	\$6,744	\$3,000	\$5,875	\$10,000	\$4,125	70%	\$0	\$10,000
Professional	\$0	\$840	\$1,110	\$500	(\$610)	-55%	\$0	\$500
Contracts	\$17,160	\$17,160	\$17,160	\$17,160	\$0	0%	\$0	\$17,160
Communications	\$1,149	\$1,900	\$1,900	\$2,900	\$1,000	53%	\$0	\$2,900
Training	\$8,590	\$6,000	\$32,000	\$40,000	\$8,000	25%	\$0	\$40,000
Public Information	\$211	\$450	\$450	\$450	\$0	0%	\$0	\$450
Capital	\$14,201	\$9,000	\$0	\$0	\$0	0%	\$0	\$0
Debt Service Exp	\$0	\$18,320	\$0	\$0	\$0	0%	\$0	\$0
Miscellaneous	\$35	\$100	\$100	\$100	\$0	0%	\$0	\$100
Total	\$831,086	\$1,044,550	\$854,102	\$920,252	\$66,150	8%	\$0	\$920,252

Police Investigations

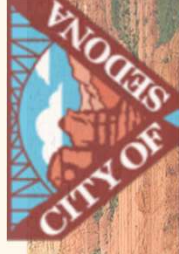
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5510-44 - Exceed annual state crime clearance rate (16.73%*) for property crime	43%	21%	29%	39%	37%	37%
5510-44 - Exceed annual state crime clearance rate (38.17%*) for violent crime	66%	73%	33%	80%	80%	75%
5510-44 - Felony cases sent to Coconino Prosecuting Attorney office for filing charges		17	21	26	22	25
5510-44 - Felony cases sent to Yavapai County Prosecuting Attorney office for filing charges		63	70	73	96	100
5510-44 - Misdemeanor cases sent to Sedona City Attorney office for filing charges		139	230	311	336	350



Police – Communications/Records

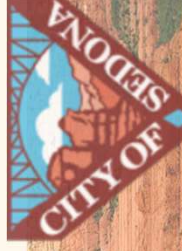
Communications/Records	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$673,693	\$744,730	\$875,265	\$864,149	(\$11,117)	-1%	\$0	\$864,149
ERE Benefits	\$264,157	\$329,120	\$358,368	\$354,928	(\$3,440)	-1%	\$0	\$354,928
Office Expenses	\$25	\$0	\$0	\$0	\$0	0%	\$0	\$0
Operating Expenses	\$1,317	\$2,000	\$2,020	\$2,270	\$250	12%	\$0	\$2,270
Maintenance	\$1,249	\$1,500	\$1,500	\$1,500	\$0	0%	\$0	\$1,500
Equipment & Special Supplies	\$1,159	\$1,200	\$1,700	\$3,000	\$1,300	76%	\$0	\$3,000
Professional	\$50,425	\$55,850	\$59,092	\$61,050	\$1,958	3%	\$0	\$61,050
Communications	\$781	\$1,080	\$1,080	\$900	(\$180)	-17%	\$0	\$900
Training	\$8,080	\$10,000	\$12,000	\$22,000	\$10,000	83%	\$0	\$22,000
Total	\$1,000,884	\$1,145,480	\$1,311,025	\$1,309,796	(\$1,229)	<1%	\$0	\$1,309,796



Police Communications/Records

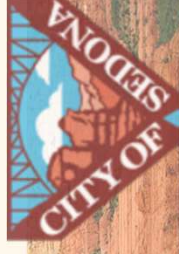
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5510-45 - Average time to answer 9-1-1 calls (seconds) - National Emergency Number Association (NENA)	4	4	6	5	4	4
5510-45 - Average time to dispatch call to field unit (seconds)	100	92	104	90	85	85
5510-45 - Telephone calls received - Emergency	7,721	8,159	7,274	6,918	7,582	7,600
5510-45 - Telephone calls received - Non-Emergency	28,103	30,778	30,729	30,499	30,266	30,300



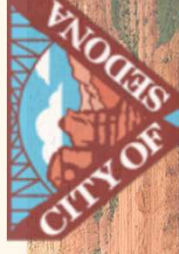
Police – Community Service Aides

Community Services Aides	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$23,785	\$46,880	\$47,955	\$50,353	\$2,398	5%	\$0	\$50,353
ERE Benefits	\$2,563	\$17,190	\$5,636	\$5,819	\$183	3%	\$0	\$5,819
Operating Expenses	\$668	\$0	\$0	\$0	\$0	0%	\$0	\$0
Total	\$27,016	\$64,070	\$53,591	\$56,172	\$2,581	5%	\$0	\$56,172



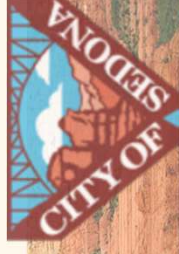
Police – Community Relations

Community Relations	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$154,129	\$229,190	\$217,231	\$245,413	\$28,182	13%	\$0	\$245,413
ERE Benefits	\$74,827	\$130,090	\$137,925	\$142,728	\$4,803	3%	\$0	\$142,728
Office Expenses	\$0	\$100	\$100	\$100	\$0	0%	\$0	\$100
Operating Expenses	\$7,515	\$5,100	\$3,900	\$4,000	\$100	3%	\$0	\$4,000
Maintenance	\$2,453	\$1,150	\$1,150	\$863	(\$287)	-25%	\$0	\$863
Equipment & Special Supplies	\$310	\$1,180	\$500	\$500	\$0	0%	\$0	\$500
Professional	\$4,034	\$6,070	\$2,888	\$2,660	(\$228)	-8%	\$0	\$2,660
Communications	\$368	\$540	\$540	\$900	\$360	67%	\$0	\$900
Training	\$1,399	\$4,000	\$2,000	\$2,000	\$0	0%	\$0	\$2,000
Capital	\$51,802	\$0	\$0	\$0	\$0	0%	\$0	\$0
Debt Service Exp	\$16,405	\$17,170	\$0	\$0	\$0	0%	\$0	\$0
Total	\$313,241	\$394,590	\$366,235	\$399,164	\$32,930	9%	\$0	\$399,164



Municipal Court Administration

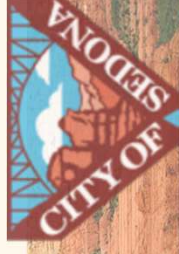
Administration	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$470,541	\$495,490	\$548,787	\$641,066	\$92,279	17%	\$26,514	\$667,580
ERE Benefits	\$172,470	\$218,810	\$259,796	\$275,264	\$15,468	6%	\$38,547	\$313,810
Office Expenses	\$6,651	\$8,700	\$8,900	\$8,700	(\$200)	-2%	\$0	\$8,700
Operating Expenses	\$5,412	\$12,900	\$17,250	\$17,650	\$400	2%	\$0	\$17,650
Maintenance	\$11,172	\$0	\$0	\$15,000	\$15,000	0%	\$1,500	\$16,500
Equipment & Special Supplies	\$0	\$950	\$500	\$600	\$100	20%	\$500	\$1,100
Professional	\$32,415	\$47,000	\$47,000	\$53,700	\$6,700	14%	\$0	\$53,700
Communications	\$110	\$120	\$120	\$120	\$0	0%	\$0	\$120
Special Programs	\$470	\$2,900	\$3,500	\$3,000	(\$500)	-14%	\$0	\$3,000
Debt Service Exp	\$57,475	\$51,060	\$51,060	\$0	(\$51,060)	-100%	\$0	\$0
Total	\$756,717	\$837,930	\$936,913	\$1,015,099	\$78,186	8%	\$67,061	\$1,082,160



Municipal Court

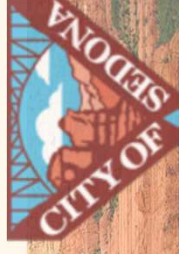
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5520-01 - Civil Traffic citations filed	1,236	2,326	2,489	2,505	2,600	2,800
5520-01 - Local - Non-Criminal Ordinance citations filed	56	27	87	70	120	250
5520-01 - Orders of Protection and Injunctions Against Harassments filed	31	30	34	30	12	40
5520-01 - Parking citations/cases filed	16	14	16	7	12	18
5520-01 - Criminal DUI citations filed						40
5520-01 - Criminal Domestic Violence citations filed						25
5520-01 - Criminal Misdemeanors (non DV) citations filed						325
5520-01 - Criminal Traffic (non DUI) citations filed						350



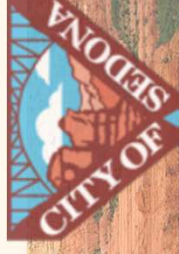
Transit Administration

Programs	FY25 Actuals	FY26 Budget	FY27 Budget	YOY Change	% Change	Dec. Pkgs.	FY27 Total
Administration	\$165,508	\$247,129	\$194,661	(\$52,468)	-21%	\$0	\$194,661
Parking and STPS Mgmt	\$0	\$0	\$205,914	\$205,914	100%	\$0	\$205,914
Transit Contracts	\$1,891,402	\$2,229,150	\$2,594,042	\$364,892	16%	\$0	\$2,594,042
Verde Shuttle	\$350,000	\$402,500	\$422,630	\$20,130	5%	\$0	\$422,630
Capital Projects	\$39,282	\$44,969	\$44,592	(\$376)	-1%	\$0	\$44,592
Total	\$2,446,192	\$2,923,748	\$3,461,840	\$538,092	18%	\$0	\$3,461,840



Transit Administration

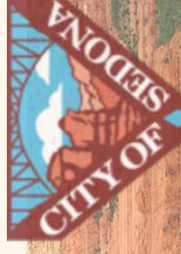
Transit Administration	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$156,023	\$162,810	\$174,954	\$172,797	(\$2,157)	-2%	\$0	\$172,797
ERE Benefits	\$45,139	\$50,110	\$53,644	\$53,206	(\$437)	-2%	\$0	\$53,206
Office Expenses	\$0	\$500	\$2,000	\$1,000	(\$1,000)	-50%	\$0	\$1,000
Operating Expenses	\$250	\$9,850	\$11,350	\$8,750	(\$2,600)	-7%	\$0	\$8,750
Professional	\$1,700	\$50,150	\$50,150	\$3,500	(\$46,650)	-93%	\$0	\$3,500
Communications	\$43	\$0	\$0	\$0	\$0	0%	\$0	\$0
Total	\$203,155	\$273,420	\$292,098	\$239,253	(\$52,844)	-18%	\$0	\$239,253



Transit Administration

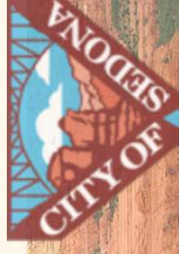
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5610-01 - Cost per vehicle revenue hour		131.86	121.00	84.22	84.00	82.71
5610-01 - Farebox recovery ratio (Benchmark = 2021 national average for urban transit bus)			0.05	0.05	0.05	0.05
5610-01 - Passengers per vehicle revenue hour		33	35	22	16	17



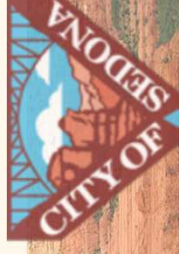
Transit – ST&PS and Parking Management

ST&PS and Parking Management	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Salary & Stipends	\$87,579	\$86,600	\$120,512	\$105,000	(\$15,512)	-13%	\$0	\$105,000
ERE Benefits	\$18,736	\$40,300	\$50,069	\$46,924	-\$3,146	-6%	\$0	\$46,924
Office Expenses	\$1,718	\$1,750	\$1,750	\$1,750	\$0	0%	\$0	\$1,750
Operating Expenses	\$5,271	\$5,150	\$9,550	\$9,550	\$0	0%	\$0	\$9,550
Maintenance	\$164	\$500	\$500	\$32,700	\$32,200	6440%	\$0	\$32,700
Equipment & Special Supplies	\$41	\$8,420	\$8,450	\$8,450	\$0	0%	\$0	\$8,450
Professional	\$0	\$800	\$1,000	\$1,000	\$0	0%	\$0	\$1,000
Communications	\$331	\$540	\$540	\$540	\$0	0%	\$0	\$540
Total	\$113,840	\$144,060	\$192,372	\$205,914	\$13,542	7%	\$0	\$205,914



Transit – Transit Operations

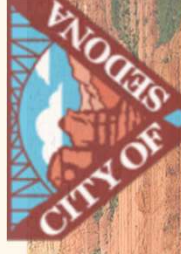
Transit Operations	FY25 Actual	FY25 Budget	FY26 Budget	FY27 Budget	YoY Change	% Change	Dec. Pkgs.	FY27 Total
Office Expenses	\$2,554	\$0	\$0	\$0	\$0	0%	\$0	\$0
Operating Expenses	\$90,366	\$153,000	\$138,000	\$142,500	\$4,500	3%	\$0	\$142,500
Maintenance	\$43,473	\$65,000	\$59,700	\$66,180	\$6,480	11%	\$0	\$66,180
Equipment & Special Supplies	\$5,078	\$5,500	\$5,500	\$5,500	\$0	0%	\$0	\$5,500
Professional	\$1,336,395	\$1,698,500	\$1,730,600	\$2,087,330	\$356,730	21%	\$0	\$2,087,330
Utilities	\$863	\$500	\$500	\$0	(\$500)	-100%	\$0	\$0
Debt Service Exp	\$297,570	\$297,570	\$294,850	\$292,532	(\$2,318)	-1%	\$0	\$292,532
Contracts	\$195,350	\$350,000	\$402,500	\$422,630	\$20,130	5%	\$0	\$422,630
Total	\$1,971,649	\$2,570,070	\$2,631,650	\$3,016,672	\$385,022	15%	\$0	\$3,016,672



Transit Operations

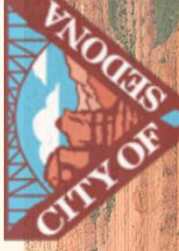
Key Performance Indicators

Measure Name	2022	2023	2024	2025	2026 Est.	2027 Goal
5620-93 - Miles traveled between preventable collisions (Benchmark = industry minimum standard of 100,000)		43,648	155,000	201,798	205,000	230,000
5620-93 - On-time performance		72%	80%	80%	82%	82%
5620-93 - Annual ridership (Benchmark = Average pre-pandemic for 21 rural Arizona agencies)	95,978	309,559	375,247	373,203	398,000	413,000



Operating Budget Recap

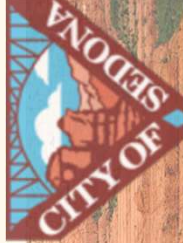
FY26 Budget: \$ 61.24 Million
FY27 Proposed: \$ 58.39 Million
Decrease: (\$ 2.85) Million



Operating Departments

Operating Departments			
Department	FY2026	FY2027	Change %
Parks & Rec	1,393	1,258	(135) -10%
Wastewater	4,212	4,105	(107) -3%
Comm. Dev.	3,505	3,258	(247) -7%
Sustainability	805	847	42 5%
Public Works	9,580	9,607	27 0%
Police	10,601	9,683	(918) -9%
Municipal Court	937	1,015	78 8%
Transit	2,924	3,462	538 18%
Tourism	2,418	1,849	(569) -24%
	36,375	35,084	(1,291) -4%

Operating Department Budgets decreased by a total of 4% from FY26 Budget to FY27 Proposed

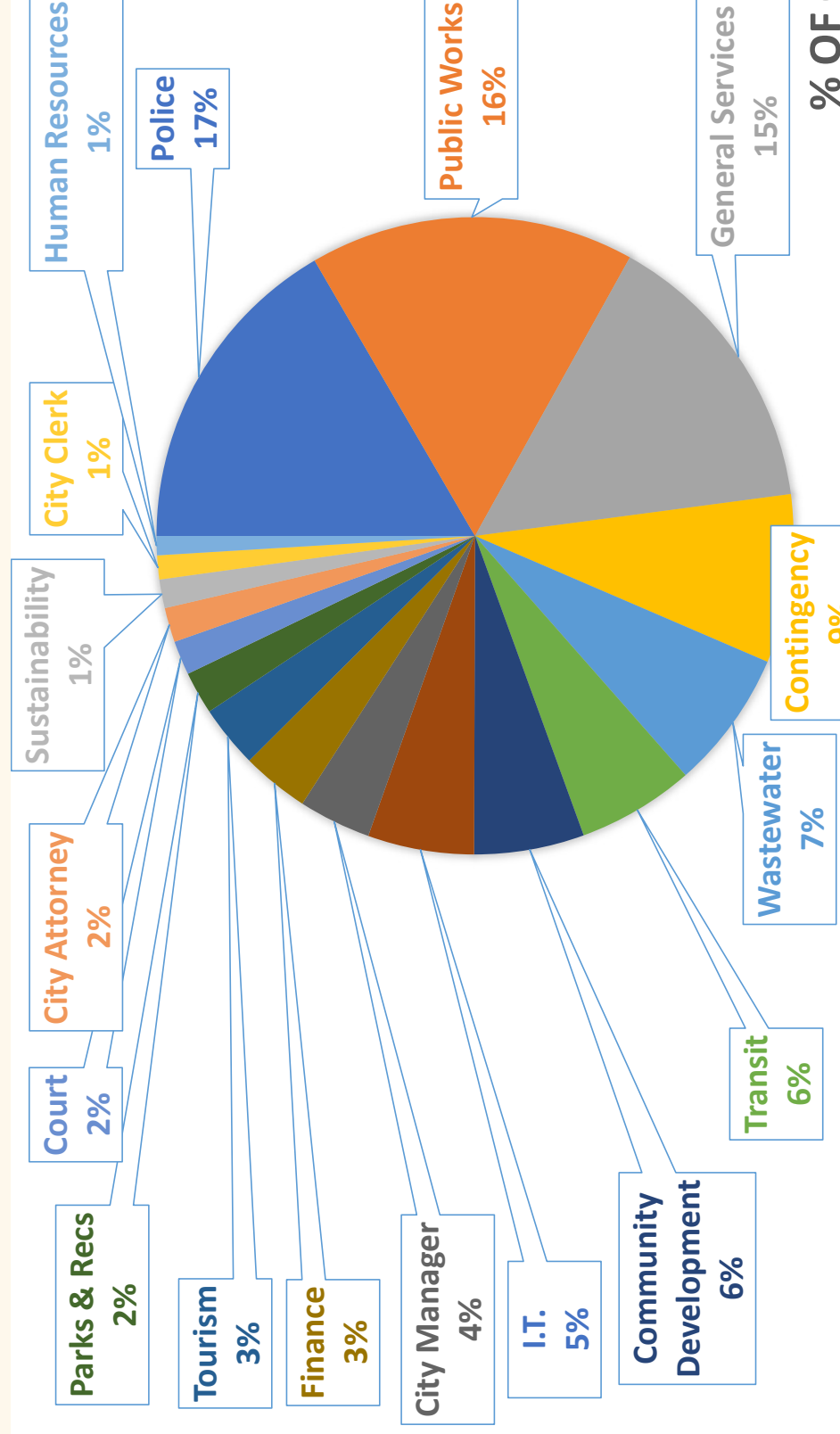


Support Functions

Support Functions				
Department	FY2026	FY2027	Change	%
Human Resources	565	566	1	0%
Finance	1,995	1992	(3)	0%
IT	3,078	3148	70	2%
City Council	78	83	5	6%
City Manager	1,210	2147	937	77%
City Attorney	969	1014	45	5%
City Clerk	601	716	115	19%
General Services	11,264	8638	(2,626)	-23%
Contingency	5,100	5000	(100)	-2%
	24,860	23,304	(1,556)	-6%

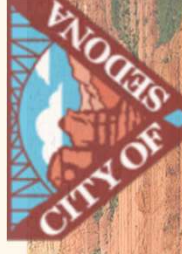
Support Function
Department
Budgets **decreased**
by a total of **6%**
from FY26 Budget
to FY27 Proposed

All Departments - Operating Budget



Funding Sources

Operating Revenues and Performance

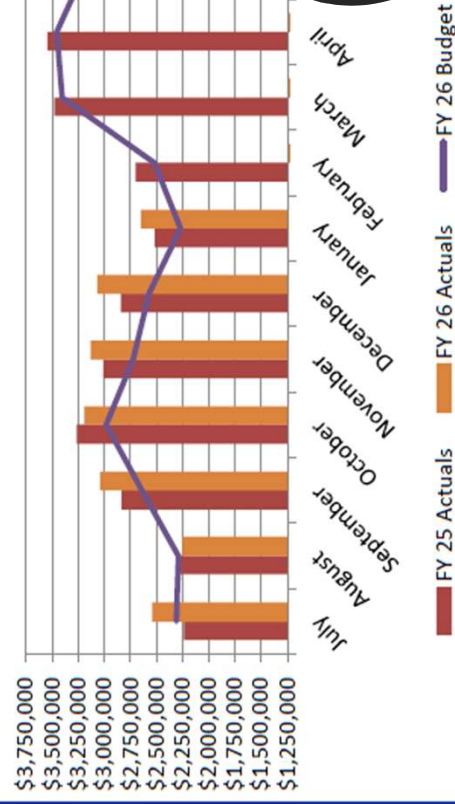


Sales & Bed Tax Revenues by Month

City Sales Tax Revenues

Month	FY 25 Actuals	FY 26 Actuals	Actual Variance	FY 26 Budget	Budget Variance
July	\$ 2,244,162	\$ 2,542,036	13%	\$ 2,314,900	10%
August	\$ 2,301,743	\$ 2,252,751	-2%	\$ 2,290,440	-2%
September	\$ 2,836,025	\$ 3,041,749	7%	\$ 2,641,150	15%
October	\$ 3,261,823	\$ 3,192,418	-2%	\$ 2,982,980	7%
November	\$ 3,005,054	\$ 3,132,438	4%	\$ 2,725,080	15%
December	\$ 2,846,370	\$ 3,066,261	8%	\$ 2,573,660	19%
January	\$ 2,517,383	\$ 2,648,815	5%	\$ 2,274,720	16%
February	\$ 2,701,527	\$ -	-	\$ 2,522,870	-
March	\$ 3,475,144	\$ -	-	\$ 3,402,080	-
April	\$ 3,542,595	\$ -	-	\$ 3,455,730	-
May	\$ 3,170,594	\$ -	-	\$ 3,170,120	-
June	\$ 2,489,089	\$ -	-	\$ 2,833,290	-
Totals	\$ 34,391,509	\$ 19,876,468	5%	\$ 33,187,020	12%

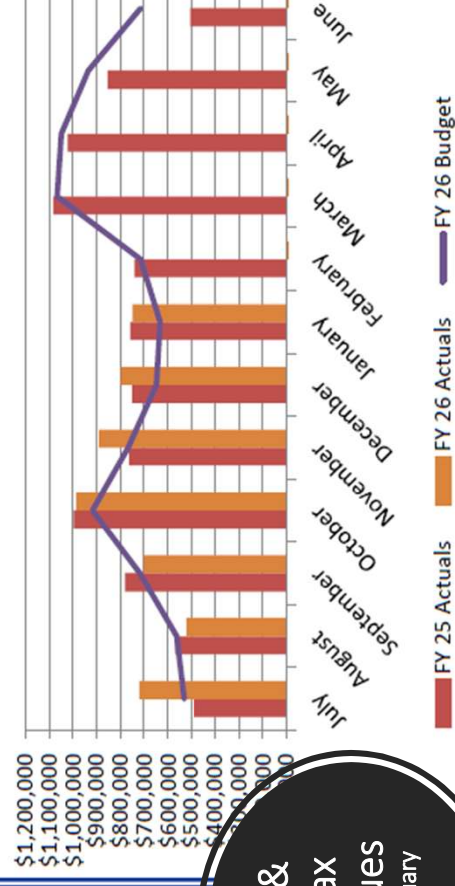
City Sales Tax Revenues



Bed Tax Revenues

Month	FY 25 Actuals	FY 26 Actuals	Actual Variance	FY 26 Budget	Budget Variance
July	\$ 488,527	\$ 720,904	48%	\$ 531,540	36%
August	\$ 570,946	\$ 521,044	-9%	\$ 563,930	-8%
September	\$ 781,516	\$ 702,045	-10%	\$ 719,610	-2%
October	\$ 995,346	\$ 986,112	-1%	\$ 917,520	7%
November	\$ 763,171	\$ 889,299	17%	\$ 766,690	16%
December	\$ 750,324	\$ 799,687	7%	\$ 648,860	23%
January	\$ 760,087	\$ 747,536	-2%	\$ 632,380	18%
February	\$ 742,074	\$ -	-	\$ 716,090	-
March	\$ 1,082,571	\$ -	-	\$ 1,065,290	-
April	\$ 1,022,271	\$ -	-	\$ 1,048,590	-
May	\$ 853,657	\$ -	-	\$ 934,730	-
June	\$ 506,217	\$ -	-	\$ 715,770	-
Totals	\$ 9,316,707	\$ 5,366,627	5%	\$ 9,261,000	12%

Bed Tax Revenues



Revenues by Category

(In Thousands)

	FY 2026 Budget	FY 2027 Proposed	Increase/ (Decrease)	%
City Sales Taxes	\$ 33,187,000	\$ 33,187,000	\$ 0	0%
Bed Taxes	9,261,000	9,261,000	0	0%
Franchise Fees	848,000	636,000	(212,000)	-25%
State Shared Revenues	5,275,900	5,275,900	0	0%
Licenses & Permits	577,700	651,700	74,000	13%
Other Intergovernmental	5,190,000	5,938,000	748,000	14%
Charges for Service	7,256,195	8,427,000	1,170,805	16%
Fine & Forfeitures	435,400	569,000	133,600	31%
In-Lieu Fees	569,700	575,500	5,800	1%
Other Revenues	1,886,020	2,612,704	726,684	39%
Development Impact Fees	306,800	370,000	63,200	21%
Community Facility District	158,100	158,100	0	0%
Capacity Fees	503,000	\$503,000	\$0	0%
Total	\$ 65,454,815	\$ 68,164,904	\$ 2,710,089	4%

Revenue Changes

Page – Memo 24

- Franchise fees – a net decrease with APS no longer sending the City franchise fees to offset the cost of the new water station on SR179.
- Licenses & Permits – increases in the building permit fees and STR permit fees are expected to increase revenues to the City.
- Other Intergovernmental – increases to grant revenue projections are included in the budget as the City is pursuing several grants for various capital projects.
- Charges for Service – new revenue has been added to account for the paid parking fees at the parking garage.
- Fines & Forfeitures – anticipation of increased Court Fines & Parking enforcement fees.
- Other Revenues – increases from interest income from City investments.

Fund Revenues vs Expenses (Operating Only)

(In Thousands)

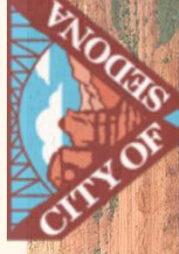
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Memo 26

Fund	Revenues	Expenses	Net Incr / (Decr)
10 - General Fund	\$ 45,977	\$ 37,227	\$ 8,749
11 - Streets Fund	1,101	2,803	(1,702)
12 - Housing Fund	71	2,407	(2,337)
13 - Court Restricted Revenues Fund	42	-	42
14 - RICO Fund	0.5	-	0.5
15 - Donations & Contributions Fund	26	23	3
16 - Operating Grants Fund	1,778	1,423	355
17 - Transportation Sales Tax Fund	4,897	847	4,050
18 - COVID Relief Funding	30	-	30
19 - Parking Garage Fund	1,300	102	1,198
20 - Smart and Safe Fund	75	77	(2)
22 - Capital Improvements Fund	3,223	1,406	1,816
26 - Art in Public Places Fund	6	-	6
36 - 48 Dev. Impact Fees	450	497	(46)
52 - Public Transit Fund	1,390	3,628	(2,238)
59 - Wastewater Enterprise Fund	8,156	4,849	3,307
60 - Info Tech Internal Service Fund	22	3,099	(3,078)
Total	\$ 68,543	\$ 58,388	\$ 10,155

FY 2027 Inter-Fund Transfers

(In Thousands)

Transfers Out	Transfers In							
	General Fund	Streets Fund	CIP Fund	DIF Fund	Art Fund	Transit Fund	WW Fund	IT Fund
General Fund	-	2,000	6,000	-	-	900	2,800	2,494
Streets	231	-	-	-	-	-	-	32
Housing	30	-	-	-	-	-	-	17
Transp. Sales Tax	-	-	-	-	-	1,000	-	-
CIP	-	-	-	2,200	50	-	-	-
Transit	296	-	-	-	-	-	-	19
Wastewater	1,232	-	-	-	-	-	-	281
IT Internal	129	-	-	-	-	-	-	-
Totals	1,918	2,000	6,000	2,200	50	1,900	2,800	2,844
								\$ 19,712



Page – Memo 26



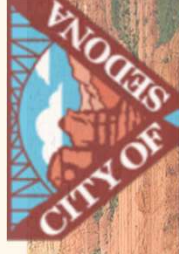
New Items

Post Budget Rollup for Council Work Sessions

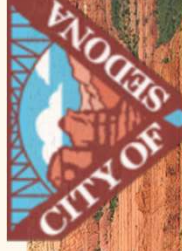
Work Sessions to Tentative **(Budget amounts not presented before council today)**

- Fund Changes for Bond allocation payments:
 - (Reassign Bonded Debt Payments to the Parking Garage)
- Parks & Recs:
 - Promotional budget only included 6 months of cost, adding \$1,400 to budget line.
- Finance:
 - DebtBook Contract increase, adding \$1,160 to budget.
- PW:
 - Streets Pavement Preservation – higher fuel prices driving contract price quotes up, adding \$149,000 to budget.
- Police:
 - State 911 Funding – no longer 100% funded by the state, adding \$20,070 to budget.
 - AZ Water Company licensing fee for Emergency Siren, adding \$250 to budget.

Call Out



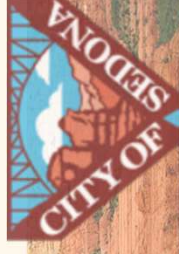
Fund Summaries



Fund Summaries – General Fund

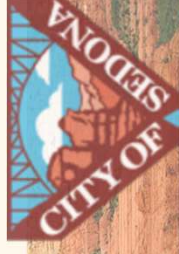
	FY2026 Budget	FY2027 Budget
Revenues	\$ 45,961,230	\$ 45,976,830
Expenditures	38,114,986	37,526,358
Net Transfers	(12,225,070)	(12,276,454)
Beginning Fund Balance	28,894,283	27,942,780
Total Ending Fund Balances	\$ 24,780,688	\$ 24,130,672

Policy reserves fully funded



Fund Summaries – General Fund

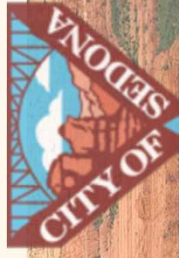
	FY2027 Budget
Operating Reserve	\$ 11,257,907
Equipment Replacement Reserve	2,015,352
Pledged to Wastewater	4,802,941
FY25 Surplus available to be allocated	5,545,323
Budget Carryovers	419,320
Remaining Available Fund Balance	89,828
Total Ending Fund Balances	\$ 24,130,672



Fund Summaries – Streets Fund

	FY2026 Budget	FY2027 Budget
Revenues	\$ 1,097,600	\$ 1,101,000
Expenditures	2,730,874	3,052,699
Net Transfers	2,206,490	1,736,496
Beginning Fund Balance	868,238	1,549,829
Total Ending Fund Balances	\$ 1,510,829	\$ 1,339,626

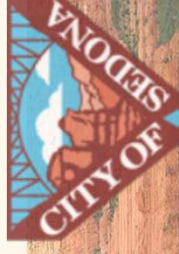
Policy reserves fully funded



Fund Summaries – Streets Fund

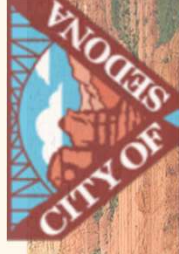
	FY2027 Budget
Operating Reserve	\$ 915,810
Equipment Replacement Reserve	204,215
Remaining Available Fund Balance	219,601
Total Ending Fund Balances	\$ 1,339,626

Policy reserves fully funded



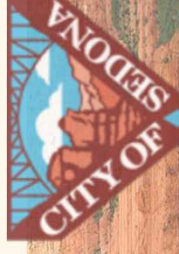
Fund Summaries – Housing Fund

	FY2026 Budget	FY2027 Budget
Revenues	\$ 61,600	\$ 70,500
Expenditures	2,491,730	2,407,330
Net Transfers	28,790	(47,093)
Beginning Fund Balance	21,321,254	21,121,644
Total Ending Fund Balances	\$ 18,919,914	\$ 18,737,721



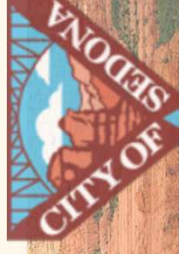
Fund Summaries – Housing Fund

	FY2027 Budget
Nonspendable portion - Down Payment Assist. Loans	108,864
Reserve for Down Payment Assistance Loans	291,136
Reserve for Future Projects	14,450,000
Remaining Available Fund Balance	3,887,721
Total Ending Fund Balances	\$ 18,737,721



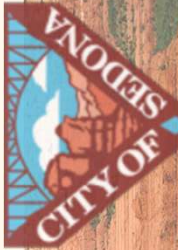
Fund Summaries – Grants & Donations Fund

	FY2026 Budget	FY2027 Budget
Revenues	\$ 1,986,630	\$ 1,951,537
Expenditures	1,920,600	1,523,100
Net Transfers	-	-
Beginning Fund Balance	533,649	603,064
Total Ending Fund Balances	\$ 599,679	\$ 1,031,501



Fund Summaries – Transportation Sales Tax

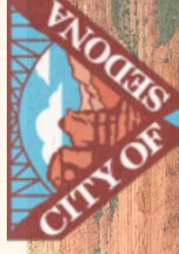
	FY2026 Budget	FY2027 Budget
Revenues	\$ 4,885,500	\$ 4,897,000
Expenditures	497,852	4,559,880
Net Transfers	(1,963,000)	(1,000,000)
Beginning Fund Balance	(130,053)	2,294,595
Total Ending Fund Balances	\$ 2,294,595	\$ 1,631,716



Fund Summaries – Capital Improvements Fund

	FY2026 Budget	FY2027 Budget
Revenues	\$ 779,873	\$ 3,222,625
Expenditures	20,559,359	21,578,420
Net Transfers	5,230,355	3,749,918
Beginning Fund Balance	41,374,082	26,824,950
Total Ending Fund Balances	\$ 20,868,460	\$ 12,219,073

Policy reserves fully funded

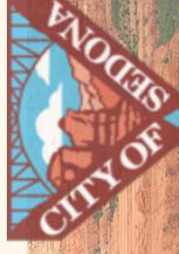


Fund Summaries – Development Impact Fees

	FY2026 Budget	FY2027 Budget
Revenues	\$ 592,636	\$ 450,442
Expenditures	633,070	554,970
Net Transfers	-	2,200,000
Beginning Fund Balance	(1,993,137)	(2,033,571)
Total Ending Fund Balances	\$ (2,033,571)	\$ 61,901

Fund Summaries – Arts

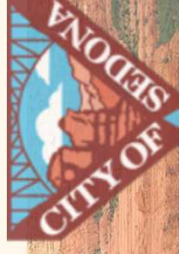
	FY2026 Budget	FY2027 Budget
Revenues	\$ 25,747	\$ 5,500
Expenditures	76,378	35,000
Transfers from CIP Funds	69,645	50,083
Beginning Fund Balance	143,263	145,787
Total Ending Fund Balances	\$ 145,787	\$ 166,369



Fund Summaries – Transit Fund

	FY2026 Budget	FY2027 Budget
Revenues	\$ 285,800	\$ 1,389,800
Expenditures	4,230,870	4,569,310
Net Transfers	2,068,950	1,584,756
Beginning Fund Balance	9,042,979	7,417,508
Total Ending Fund Balances	\$ 7,417,508	\$ 5,999,507

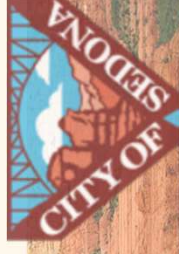
Policy reserves fully funded



Fund Summaries – Transit Fund

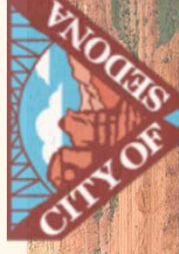
	FY2027 Budget
Future System Reserve	\$ 5,300,000
Equipment Replacement Reserve	664,113
Remaining Available Fund Balance	35,394
Total Ending Fund Balances	\$ 5,999,507

Policy reserves fully funded



Fund Summaries – Internal IT Fund

	FY2026 Budget	FY2027 Budget
Revenues	\$ 55,600	\$ 21,600
Expenditures	2,971,628	3,099,181
Net Transfers	3,467,790	2,714,482
Beginning Fund Balance	3,003,011	3,696,401
Total Ending Fund Balances	\$ 3,696,401	\$ 3,448,397



Fund Summaries – Wastewater Fund

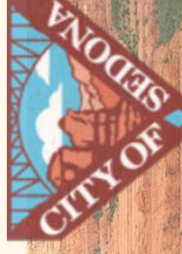
	FY2026 Budget	FY2027 Budget
Revenues	\$ 8,337,300	\$ 8,156,400
Expenditures	14,415,344	14,414,403
Net Transfers	1,116,050	1,287,813
Beginning Fund Balance	14,992,474	10,162,280
Total Ending Fund Balances	\$ 10,162,280	\$ 5,307,370

Fund Summaries – Wastewater Fund

	FY2027 Budget
Operating Reserve	\$ 1,616,408
Capital Improvements Reserve	5,500,000
Equipment Replacement Reserve	2,285,648
Major Maintenance Reserve	637,255
Budget Carryovers	71,000
Shortfall/xfer from General Fund	(4,802,941)
Total Ending Fund Balances	\$ 5,307,370

Wastewater Fund

Short and Long-Term Planning



Wastewater Fund

10 Year Capital Plan

All Projects	CIP Budget
FY27	\$ 9,215
FY28	8,707
FY29	8,300
FY30	17,882
FY31	14,959
FY32	492
FY33	11,929
FY34	394
FY35	1,137
FY36	4,245

Recharge Wells, Drying Beds, Treatment Process Upgrades, Collection Pipe Rehabs, SCADA MP, Secondary Clarifier
Recharge Wells, Drying Beds, Reservoir Liner, Collection System, Lift Station Rehabs
Recharge Wells, Treatment Process Upgrades, Collection System, Lift Station Rehabs, Odor Control, Master Plan, Lab
PFAS Treatment, Paving, Lift Station Rehabs, Collection System Improvements
PFAS Treatment, Collection System, Lift Station Rehabs, Collection System Improvements
Recharge Wells, Secondary Clarifier, Collection System Improvements
Collection System, PFAS Treatment
Collection System, PFAS Treatment

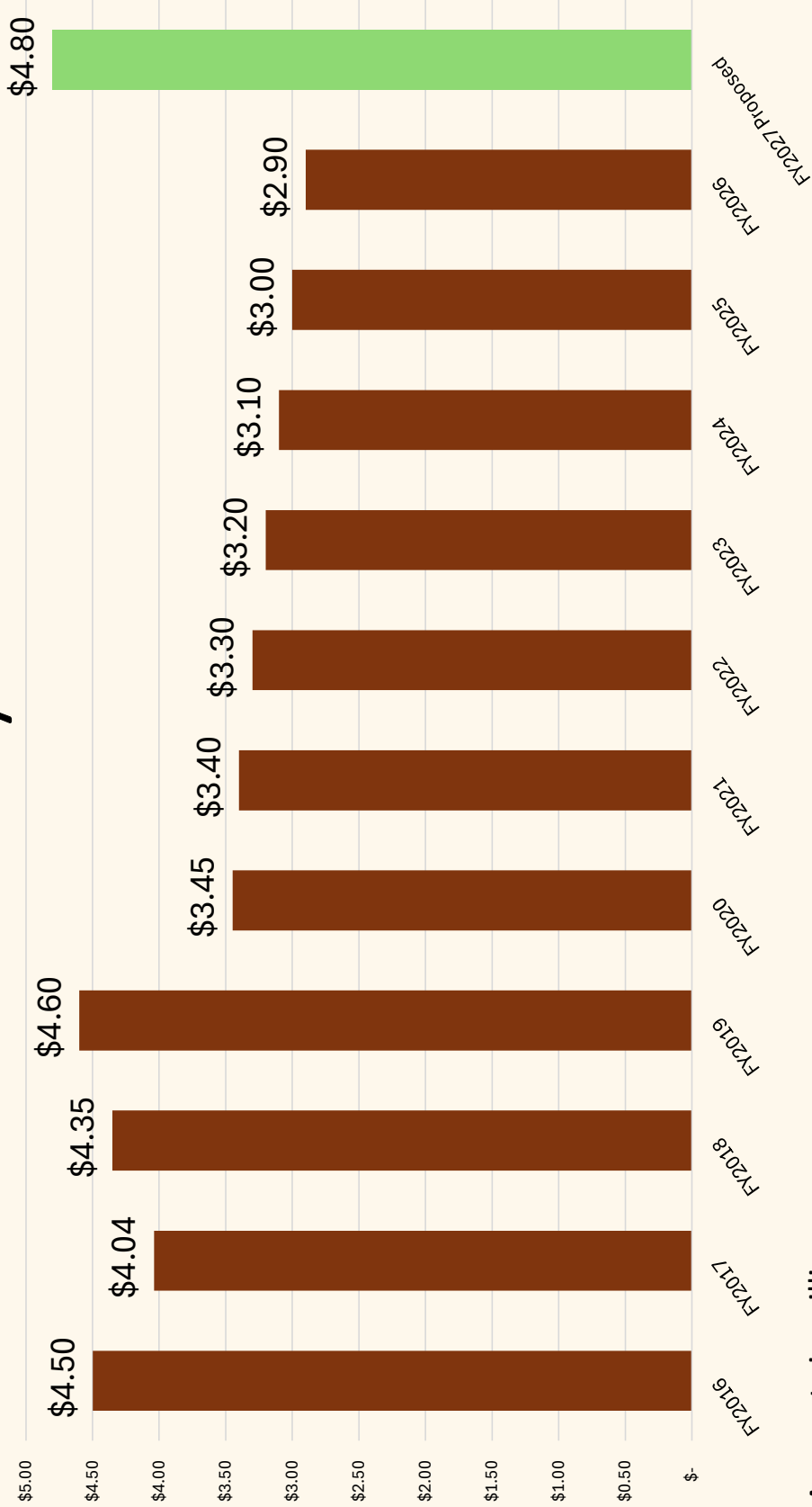
Wastewater CIP Planning

- RFP for Rate Study, Spring 2026
 - In progress
- Cash Funding FY27 Wastewater Projects
- Debt Issuance FY27 (spring-summer) for projects scheduled 2028-2031

Wastewater Fund Subsidy

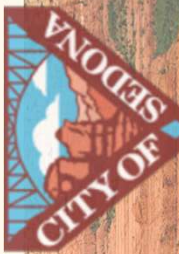
- The Wastewater Fund is routinely subsidized by the General Fund
 - City issued Excise Tax Revenue bonds to cover WW capital needs (Series 2021-2 refunding bonds)
 - Taxpayers should not support rate-driven activities (enterprise or “business-type” funds)

General Fund Subsidy of Wastewater



FY27
Operating
and Capital
Budget will
exhaust
WW
reserves
without an
additional
GF subsidy

Amounts in millions



Wastewater Enterprise Fund

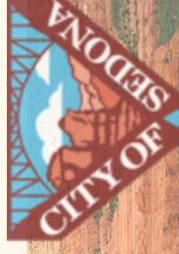
- Council Direction for Capital Improvements (January 2026)
- An RFP for a Rate Study is in progress
 - Long-Range Planning
 - Rate structure to meet operating and capital requirements
 - Achievable plan to end subsidy

Capital Improvement Program



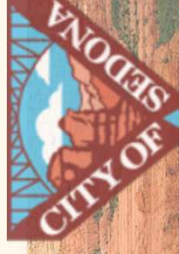
CIP by Fund

Fund	FY27 Budget
17 - Transportation Sales Tax Fund	\$ 3,713,297
22 - Capital Improvements Fund	20,172,090
26 - Art in Public Places Fund	35,000
48 - Dev. Impact Fees - Streets	58,350
52 - Public Transit Fund	686,000
59 - Wastewater Enterprise Fund	9,215,177
Total	\$ 33,879,914



CIP By Category

Category	FY27 Budget
Arts & Culture	\$ 35,000
Information Technology	1,500,000
Municipal Court	200,000
Police	2,941,000
Parks & Recreation	2,052,500
Public Transit	2,889,797
Public Works	1,926,000
Storm Drainage	1,002,000
Sedona in Motion (SIM)	11,087,190
Sustainability	1,031,250
Wastewater	9,215,177
Grand Total	\$ 33,879,914

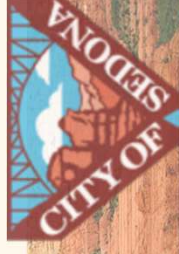


CIP Changes

(In Thousands)

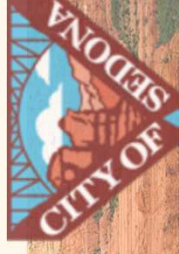
FY 2026 Budget	\$ 42,057
Arts increase	15
ERP Project	-
Court increase	130
Police increase	1,280
Parks & Recs increase	663
Public Transit increase	317
Public Works increase	54
Storm Drainage increase	622
Sedona in Motion decrease	(14,501)
Streets decrease	(67)
Sustainability increase	175
Wastewater increase	3,135
FY 2027 Budget	\$ 33,880

Category	FY 2026	FY 2027	Incr / (Decr)
Arts & Culture	\$20	\$35	\$15
Affordable Housing	-	-	-
Information Technology	1,500	1,500	-
Municipal Court	70	200	130
Police	1,661	2,941	1,280
Parks & Recreation	1,390	2,053	663
Public Transit	2,573	2,890	317
Public Works	1,873	1,926	54
Storm Drainage	380	1,002	622
Sedona in Motion (SIM)	25,588	11,087	(14,501)
Streets & Transportation	67	-	(67)
Sustainability	856	1,031	175
Wastewater	6,080	9,215	3,135
Grand Totals	\$ 42,057	\$ 33,880	\$ (8,177)



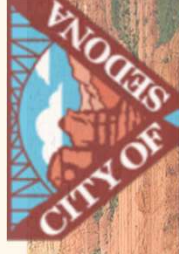
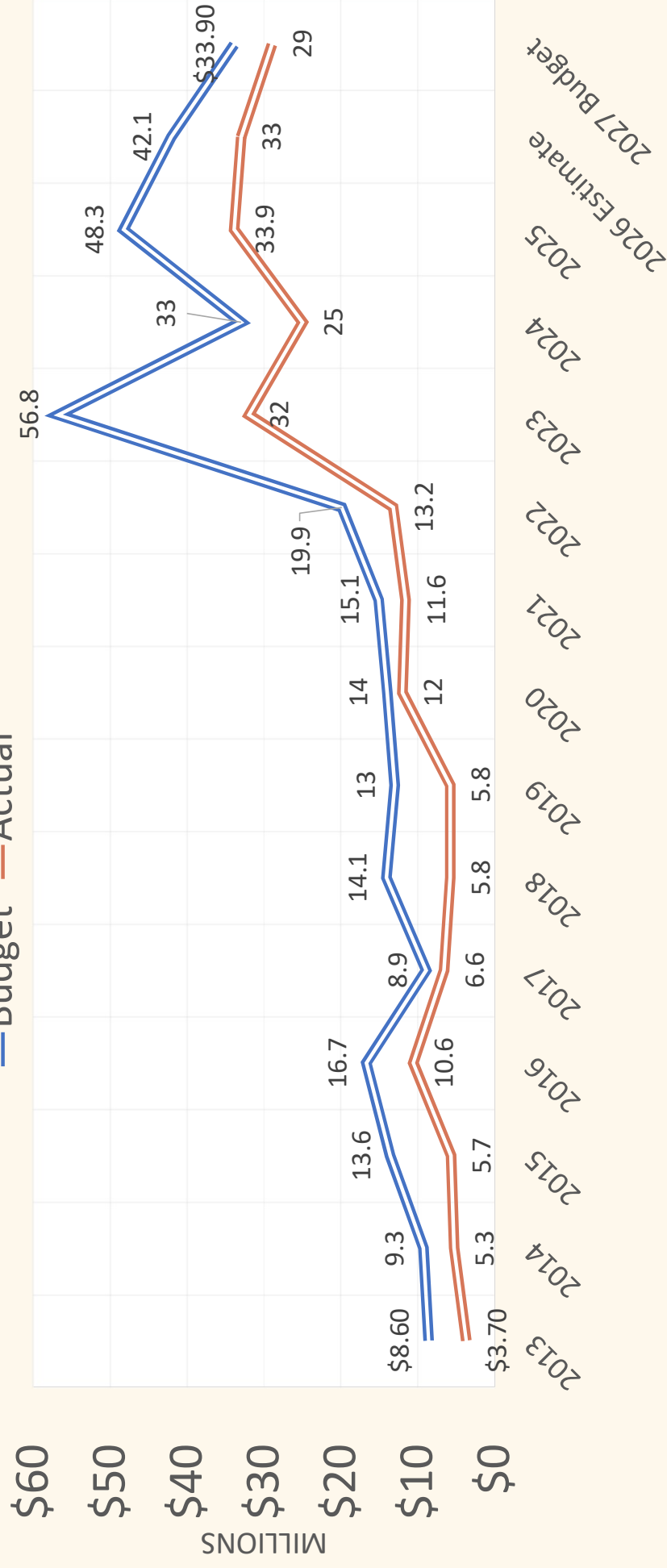
CIP History

Fiscal Year	Budget	Actual	% of Budget	Land	Total less Land
2013	\$ 8.6	\$ 3.7	43%	\$ 0.9	\$ 2.8
2014	9.3	5.3	58%	0.7	4.6
2015	13.6	5.7	42%	0.0	5.7
2016	16.7	10.6	63%	0.9	9.7
2017	8.9	6.6	74%	0.0	6.6
2018	14.1	5.8	41%	0.0	5.8
2019	13.0	5.8	45%	0.0	5.8
2020	14.0	12.0	86%	0.0	12.0
2021	15.1	11.6	76%	3.1	8.5
2022	19.9	13.2	66%	2.6	10.6
2023	56.8	32.0	56%	22.1	9.9
2024	33.0	25.0	76%	1.9	23.1
2025	48.3	33.9	70%	3.0	32.0
2026 Estimate	42.1	33.0	78%	0.0	33.0
2027 Budget	\$ 33.9				



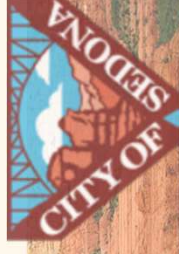
CIP History

==Budget ==Actual



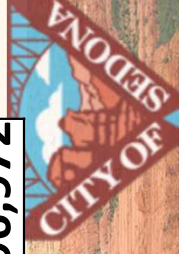
Funding Sources

Funding Source	Amount
1% for Arts	\$ 35,000
Capital Reserves	16,277,926
Court Restricted Revenues	40,000
Debt Financing	100,000
Development Impact Fees	58,350
Grants	4,030,964
Transportation Sales Tax	3,822,497
Wastewater Revenues/Reserves	9,215,177
Yavapai County Flood Control	300,000
Total	\$ 33,879,914

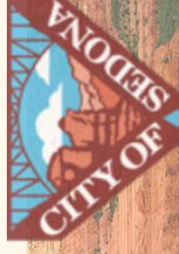


Projects Completing in FY 2026

Project	FY 2026 Budget
PR-03E - Ranger Station Park Shade Structure	\$64,500
PR-04 - Sunset Park Improvements	115,000
PR-12 - Multi-Use Field Lighting	150,000
PW-06 - City Hall Window and Door Replacement (Phase 1)	497,500
SIM-03a - Uptown Parking Garage	12,967,062
SIM-05a - Portal Lane to Brewer Road Connection	1,508,310
SIM-11m - Dry Creek Road Pathway, Gringo to White Bear	1,500,000
SIM-11n - Andante Shared-Use Path and Drainage Improvements	3,024,600
SIM-11s - Little Horse Shared-Use Path	150,000
ST-02 - Rodeo Drive/Thunder Mountain Road Drainage Improvements	67,000
WW-18 - WWRP Recharge Well Filter Backwash System (Design Only)	153,000
Total	\$20,196,972



Projects Starting in FY 2027



Project	FY 2027 Budget
PD-10 - Safety and Security Enhancements West Sedona City Campus	\$175,000
PR-03C - Build-Out of Ranger Station Park	656,500
PR-14 - Dog Park Small Dog Area Upgrades	50,000
PT-09 - Transit Master Plan Refresh	150,000
PW-11 - Goodrow Lane Improvements	30,000
SD-16 - Red Hawk Ln	300,000
SIM-03c - Wayfinding Signage (Parking Garage)	120,000
SIM-04e - Ranger/SR 179 Intersection Improvements	150,000
SIM-05e - Forest/Ranger/SR 89A Intersection Improvements	927,190
SIM-06 - Neighborhood Street Connections (Study)	50,000
SIM-10 - West SR 89A Access Improvements and Adaptive Signal Control	50,000
SIM-11-11 - SUP Amenities	150,000
SIM-11p - Brewer Road Shared-Use Path	302,000
SIM-11x - Zane Grey Shared-Use Path	75,000
SIM-11z - Gun Fury Shared-Use Path	100,000
SUS-14 - On-site Renewables - Solar PV	300,000
WW-04 - SCADA System Master Plan	310,000
WW-06 - WWRP Recharge Wells	1,421,820
Total	\$5,317,510

Projects Continuing from FY26 to FY27

Project	FY 2026	FY 2027	Est. Completion Date
AC-03 - City Art Community Projects	\$20,000	\$35,000	N/A
IT-01 - Citywide Business Software	1,500,000	1,500,000	6/30/2028
MC-02 - Court Remodel	70,000	200,000	6/30/2027
PD-02 - Radio Infrastructure	1,200,000	1,200,000	6/30/2027
PD-07 - Body-Worn, Vehicle Camera Upgrade; Taser Upgrade & Standardization	261,000	446,000	10/30/2029
PD-11 - Police Station Remodel - Phase 2	200,000	1,120,000	6/30/2028
PR-01 - Concession Stand/Restrooms Building - Renovation and Redesign	30,000	200,000	6/30/2027
PR-03B - Improvements at Ranger Station / Interior Restoration of House and Barn	1,000,000	1,036,000	6/30/2028
PR-11 - Sunset Park Playground Structure	150,000	310,000	6/30/2027
PR-13 - Improvements to Posse Grounds Park	150,000	190,000	6/30/2027
PT-04 - Bus Stop Improvements	175,000	400,000	6/30/2029
PT-04b - North SR 179 Park and Ride	960,000	1,715,000	6/30/2027

Projects Continuing from FY26 to FY27 (continued)

Project	FY 2026	FY 2027	Est. Completion Date
PW-05 - Real Estate/Land Acquisition	1,300,000	1,300,000	N/A
PW-06 - City Hall Window and Door Replacement	497,500	596,000	6/30/2027
SD-08 - Mystic Hills Lift Station Access Improvements (Coconino County)	80,000	402,000	6/30/2028
SD-13 - El Camino Rd Area Drainage	300,000	300,000	6/30/2027
SIM-03b - Uptown Residential Parking Improvements	100,000	100,000	6/30/2027
SIM-03d - East Forest Road Improvements	1,600,000	1,450,000	6/30/2027
SIM-04c - Pedestrian Crossing at Oak Creek	300,250	507,650	6/30/2027
SIM-04f - Y Roundabout Adaptive Signals	450,000	390,000	6/30/2027
SIM-05d - Ranger Road / Brewer Road RAB Intersection & Ranger Extension	2,490,485	1,780,850	6/1/2029
SIM-10a - Traffic Calming and SUP - White Bear Rd to Pinon Dr	250,000	1,509,500	6/30/2027
SIM-11-03 - Cook's Hill (USFS) Shared-Use Path	10,000	50,000	6/30/2028
SIM-11q - Shelby II Shared-Use Path	750,000	362,500	6/30/2029

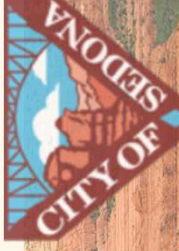
Projects Continuing from FY26 to FY27 (continued)

Project	FY 2026	FY 2027	Est. Completion Date
SIM-11t - Coffee Pot Shared-Use Path	407,500	2,212,500	9/1/2027
SIM-11u - Navoti II Shared Use Path	80,000	200,000	12/31/2026
SUS-10 - Decarbonization Planning & Design	250,000	125,000	6/30/2028
SUS-12 - Electrical Capacity Upgrades	306,250	306,250	6/30/2030
SUS-13 - EV Infrastructure	300,000	300,000	6/30/2030
WW-01M - Collections Pipe Rehabs	600,000	575,000	6/30/2027
WW-01N - Manhole Rehabs (continuous repairs, separate sub-projects)	200,000	100,000	6/30/2027
WW-08 - WWRP Drying Beds Replacement	200,000	2,335,000	6/30/2028
WW-09 - WWRP Treatment Process Upgrades (FY26 UVU upgrades; FY27 influent flow channel improvements)	4,426,700	3,502,012	6/30/2030
WW-15 - VACCON Storage Building	350,000	321,345	6/30/2027
WW-16 - WWRP Secondary Clarifier Rehabilitation	150,000	650,000	6/30/2027
Totals	\$21,114,685	\$27,727,607	

City Debt

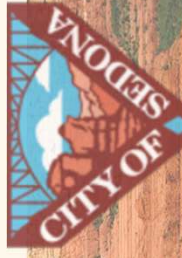
Coverage, Capacity and Comparables

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Outstanding Debt

Issuance	Original Issue Amount	Final Maturity Date	Outstanding Principal
2 nd Series 2025 Excise Tax Rev. Refunding Bonds	\$ 8,030,000	7/1/2027	\$ 1,995,000
Series 2022 Excise Tax Revenue Bonds	21,640,000	7/1/2042	21,640,000
2 nd Series 2022 Excise Revenue Bonds	10,148,000	7/1/2037	8,436,000
Series 2024 Excise Tax Revenue Bonds	17,645,000	7/1/2055	17,645,000
Series 2021-2 Excise Tax Rev. Refunding Bonds	8,890,000	7/1/2026	4,283,000
TOTAL	\$ 66,353,000		\$ 53,999,000



Pledged Revenue Coverages

Fiscal Year	Pledged Excise Tax Revenues	Principal	Interest	Total	Coverage
2027 (proj.)	42,802,640	3,068,000	2,154,612	5,222,612	8.20
2028 (proj.)	45,127,180	2,152,000	2,036,531	4,188,531	10.77
2029 (proj.)	46,343,730	2,253,000	1,942,312	4,195,312	11.05
2030 (proj.)	47,607,470	2,384,000	1,834,623	4,218,623	11.29
2031 (proj.)	49,035,694	2,492,000	1,720,590	4,212,590	11.64

Call Out

The bond covenants require that excise tax revenues be equal to at least 1.50 times the total payments for all bonds secured by a pledge of excise tax revenues. If at any time it appears that the excise tax revenues will not be sufficient to meet this 1.50 coverage requirement, the City must either impose a new excise tax or increase the rates for taxes currently imposed to reach the 1.50 coverage requirement, to the extent permitted by law.

Industry Benchmarks

(Debt affordability – Percentage of Total Budget)

Municipal Benchmark Ranges

(Based on guidance from Government Finance Officers Association and public finance best practices)

- 0% – 10% → Low debt burden (generally considered sustainable)
- 10% – 15% → Moderate range
- 15% – 20%+ → Elevated; may impact financial flexibility

City of Sedona Position: 5.67% (Total Budget)

Links on municipal debt management:

[Debt Management Policy](#) – GFOA

[Debt Service Expenditure Ratio in Large Cities](#) | [Civic Federation](#) – GRA (Government Research Association)

[Annual Report on Capital Debt and Obligations, Fiscal Year 2026 - Office of the New York City Comptroller Mark Levine](#)

[City of Sedona – Debt Management Policy](#)

Call Out

City Debt Position

Debt Service Overview

FY27 debt service totals \$5.23 million

- Represents:
 - **5.67%** of the **total budget** (operating + capital)
 - **8.2** coverage ratio (debt to pledged excise tax revenue)

The City's debt level remains manageable and within accepted municipal standards

Links on municipal debt management:

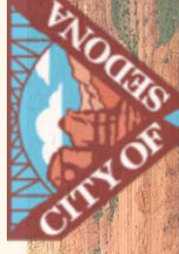
[Debt Management Policy](#) – GFOA

[Debt Service Expenditure Ratio in Large Cities](#) | [Civic Federation](#) – GRA (Government Research Association)

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[City of Sedona – Debt Management Policy](#)

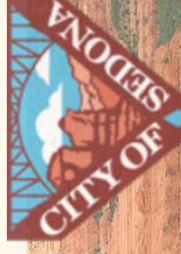
Call Out



Recap

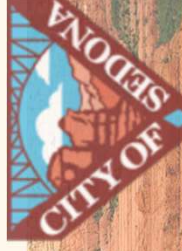
Proposed Operating & Capital Budgets

211



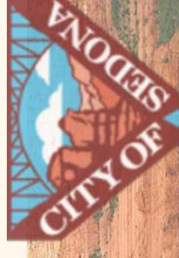
FY27 Proposed Budget v FY26

	FY 26 Final Budget	FY 27 Base Budget	Incr/ (Decr)	%	Decision Packages	TOTAL
Personnel	\$23,812,267	\$24,908,135	\$1,095,869	5%	\$322,832	25,230,967
Operations	24,276,076	22,317,110	(1,958,966)	-8%	1,771,379	24,088,489
Subtotal	48,088,343	47,225,245	(863,097)	-2%	2,094,211	49,319,456
Debt Service	8,046,195	6,162,627	(1,883,568)	-23%	0	6,162,627
Contingency	5,100,000	5,000,000	(100,000)	-2%	300,000	5,300,000
TOTAL Operations	61,234,538	58,387,872	(2,846,665)	-5%	2,394,211	60,782,083
Capital Projects	42,057,157	33,879,914	(8,177,243)	-19%	0	33,879,914
TOTAL Budget	\$103,291,695	\$92,267,786	\$(11,023,908)	-11%	\$2,394,211	\$94,661,997



Account Categories	FY2026	FY2027	Change	% Change
Salary & Stipends	\$ 16,867	\$ 17,687	\$ 820	5%
ERE Benefits	6,945	7,221	276	4%
Office Expenses	459	489	30	7%
Operating Expenses	2,184	2,114	(70)	-3%
Maintenance	5,528	5,581	53	1%
Equipment & Special Supplies	1,492	1,069	(424)	-28%
Professional	5,482	5,511	29	1%
Utilities	1,376	1,448	72	5%
Insurance	530	550	20	4%
Contracts	3,236	3,321	84	3%
Communications	209	234	25	12%
Public Information	25	47	22	85%
Capital (machine/equipment)	1,596	1,816	221	14%
Special Programs	104	127	23	23%
Debt Service Exp	10,092	6,163	(3,929)	-39%
Contingencies	5,100	5,000	(100)	-2%
Miscellaneous	9.3	9.3	-	0%
Total	\$ 61,235	\$ 58,388	(\$ 2,847)	-5%

Operating Budget by Account Category

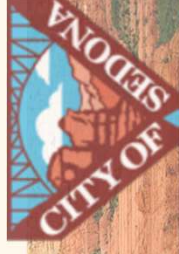


Operating Budget by Department

Department	FY2026	FY2027	Change	% Change
City Council	\$78	\$83	\$5	6%
City Manager	1,210	2,147	937	77%
Human Resources	565	566	1	0%
Finance	1,995	1,992	(3)	0%
I.T.	3,078	3,148	70	2%
Tourism	2,418	1,849	(569)	-24%
City Attorney	969	1,014	45	5%
City Clerk	601	716	115	19%
Parks & Rec	1,393	1,258	(134)	-10%
General Services	11,264	8,638	(2,626)	-23%
Contingency	5,100	5,000	(100)	-2%
Wastewater	4,212	4,105	(107)	-3%
Community Development	3,505	3,258	(247)	-7%
Public Works	9,580	9,607	27	0%
Sustainability	805	847	42	5%
Police	10,601	9,683	(918)	-9%
Municipal Court	937	1,015	78	8%
Transit	2,924	3,462	538	18%
Totals	\$61,235	\$58,388	-\$2,847	-5%

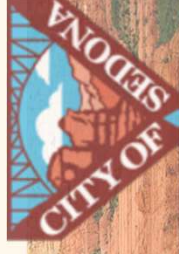
Debt Service Changes

FY 2026 Budget	\$8,028
Change in Series 2024 Principal	545
Change in Series 2022 Principal	940
Change in Series 2021 Principal (Matured)	(4,233)
Change in Series 2021 Interest (Matured)	(74)
Change in Series 2015 Principal	35
Change in 2nd Series 2022 Principal	46
Change in 2nd Series 2022 Interest	(63)
FY 2027 Budget	\$5,224



Contingency Summary

	FY 2026 Budget	FY 2027 Proposed	Increase/ (Decrease)
General Fund Operating	\$1,500,000	\$1,500,000	\$0
Wastewater Fund Operating	100,000	100,000	\$0
Judgments	100,000	100,000	\$0
Housing*	2,000,000	2,000,000	\$0
Grants	1,400,000	1,300,000	(\$100,000)
Grand Totals	\$5,100,000	\$5,000,000	(\$100,000)



Capital Budget by Category

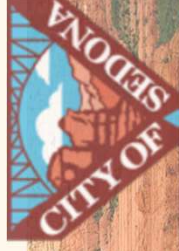
Category	FY 2026 Budget		FY 2027 Proposed		Increase/ (Decrease)
Arts & Culture	\$	20,000	\$	35,000	\$ 15,000
Information Technology (ERP)		1,500,000		1,500,000	0
Municipal Court		70,000		200,000	130,000
Police		1,661,000		2,941,000	1,280,000
Parks & Recreation		1,389,500		2,052,500	663,000
Public Transit		2,573,000		2,889,797	316,797
Public Works		1,872,500		1,926,000	53,500
Storm Drainage		380,000		1,002,000	622,000
Sedona in Motion (SIM)		25,588,207		11,087,190	(14,501,017)
Streets & Transportation		67,000		0	(67,000)
Sustainability		856,250		1,031,250	175,000
Wastewater		6,079,700		9,215,177	3,135,477
Grand Totals	\$	42,057,157	\$	33,879,914	\$ (8,177,243)

FY27 Budget and Reserves

Base Operating Budget		Decision Packages and Proposed Capital		FY 27 Operating and Capital Budget, including Decision Packages	
Beginning Fund Balance	\$ 100,081			Beginning Fund Balance	\$ 100,081
LESS: Policy Reserves	(61,390)			LESS: Policy Reserves	(61,390)
Unassigned Fund Balance/Savings	38,691			Unassigned Fund Balance/Savings	38,691
FY27 Base Operating Budget		Decision Packages			
		Ongoing Exp.	(814)		
		One-Time Exp.	(1,580)		
		Total Dec. Pkgs.	(2,394)		
Revenues	68,543			FY 27 Budget including Capital & Dec. Pkgs.	68,543
Base Operating Expenditures	(58,388)	Proposed Capital Budget			
		All Capital*	(33,880)	Base Ops. Exp. + Dec. Pkgs.	(60,782)
		Total Additions	(36,274)	Proposed Capital Budget	(33,880)
				Total Proposed Budget	(94,662)
Net Operating Surplus/(Use of Savings)	10,155			Net Surplus/(Use of Savings)	(26,119)
Ending Unassigned Fund Balance/Savings	\$ 48,846			Ending Unassigned Fund Balance/Savings	\$ 12,572

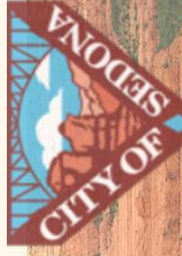
*Excludes Community Facility District (CFD) Revenues & Expenditures - these are reported in separate funds

FY27 budgeted revenues exceed the proposed base operating budget by a little over 10 million.



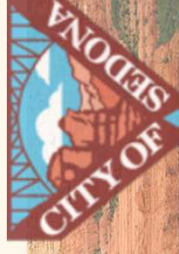
Decision Packages & Community Service Provider Funding

Recap and Direction/Confirmation



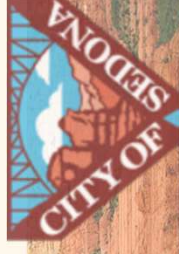
Summary of Decision Package Recommendations

Dept	Item	FTE	TOTAL Cost	One-Time	Ongoing	CBWG	City Mgr.
City Mgr.	Website Upgrades	-	75,000	75,000	-	Yes	Yes
Com. Dev.	Pre-approved plans	-	100,000	100,000	-	Yes	Yes
Com. Dev.	Uptown CFA Plan	-	125,000	125,000	-	Yes	Yes
IT	Tech Support	1.00	157,046	-	157,046	Yes	Yes
Muni. Court	Staffing capacity	0.20	71,351	21,603	49,748	Yes	Tier 2
Parks & Rec	250 th Celebration	-	100,000	100,000	-	Yes	Yes
Police	Climate Plan, EV vehicle	-	103,951	99,951	4,000	No	Yes
PW	Mini Street Sweeper	-	250,000	250,000	-	Yes	Yes
PW	F/T Bike/Ped Coordinator	0.75	83,615	6,570	77,045	No	Yes



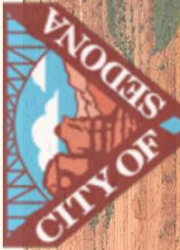
Summary of Decision Package Recommendations (cont.)

Dept	Item	FTE	TOTAL Cost	One-Time	Ongoing	CBWG	City Mgr.
Sustainability	Hazardous Waste door-to-door pilot	-	50,000	50,000	-	No	Yes
Sustainability	Sustainability Plans Mgmt. Platform (Technology)	-	18,000	8,000	10,000	Yes	Yes
Sustainability	NAU Intern Partnership	-	25,000	25,000	-	Yes	Yes
Sustainability	Composting door-to-door pilot	-	20,000	20,000	-	No	Yes
Sustainability	Residential tree planting pilot	-	84,000	84,000	-	No	Yes
Tourism & EI	Advertising contingency	-	300,000	300,000	-	Yes	Yes
TOTALS		1.95	\$1,562,963	\$1,265,124	\$297,839		



City Manager Decisions Package Recommendations

YES	Tier 2
Total Cost	Total Cost
\$ 1,491,612	\$ 71,351
One-Time	One-Time
1,243,521	21,603
Ongoing	Ongoing
248,091	49,748
FTE	FTE
1.75	0.20



Summary of Community Service Provider Recommendations

Provider	FY27 Request	One-Time	CBWG	City Mgr.
Hope House of Sedona	\$ 135,000	\$ -	Yes	Yes
Humane Society	323,127	-	Yes	Yes
Sedona Public Library	1,058,963	150,000	Yes	Yes
Verde Valley Caregivers	130,000	-	Yes	Yes
Sedona Community Center	342,825	75,000	\$302,825 – operations \$0 one-time	Yes
Sedona Historical Society	200,000	40,000	Yes – operations No – one-time	Yes
Sedona Recycles	289,000	50,000	Yes – operations No – one-time	Yes
TOTALS	\$ 2,478,915	\$ 315,000		

Council Proposed Initiatives

Partnership with Sedona-Oak Creek School
District

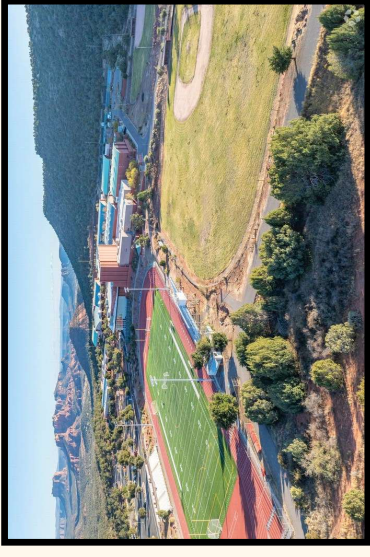


Additional After School “Camp” Programs



- Department: Parks & Recreation
 - Expand Parks and Recreation camps year-round, open to all, with City-funded programming and optional fees.
 - One-Time: \$TBD | Ongoing: \$TBD
 - Total: \$TBD
 - FTE: TBD

School District Park/Landscaping Maintenance



- Department: Public Works
- Assume maintenance of school facilities for public access and evaluate tennis court resurfacing options.
- One-Time: \$322,610 | Ongoing: \$1,505,224
- Total: \$1,827,834
- FTE: 5

Hire School Security Consultant



- Department: Police
- Fund a consultant to assess school safety and recommend improvements.
- One-Time: \$TBD | Ongoing: \$TBD
- Total: \$TBD
- FTE: TBD

Surplus Funds Discussion

What is a surplus

Policy

- Eliminate shortfalls in other funds
- Reduction or avoidance of debt
- One-time capital needs
- Tax, fee, or rate stabilization

\$7.2M of remaining FY24 surplus allocated to capital reserves (in FY25 budget work sessions)

\$5.5M of FY25 surplus may be allocated during FY27 budget process.

Surplus FY25
Funds available
for allocation:
\$ 5,545,323

Surplus is *after* all
policy reserves are
fully funded.

Discussion and Direction

Changes to Operating and Capital Budgets
Additional Initiatives to be considered