

July 20, 2010

The Honorable Mayor and City Council

RE: Transmittal - Fiscal Year 2011 Budget

It is my pleasure to present to you the Fiscal Year 2010 Final Budget for your review. Since the Proposed Budget there have been some major changes to the budget document. There have been several budget work sessions with Council and department heads to review, in detail, their staffing, programs, and project planned expenditures. This year's total final expenditures budget is \$100,876,915. This is an overall increase of \$32,187,985 over the previous fiscal year revised of \$68,688,930 and no change over the tentative budget. This difference is largely attributed to the reallocation of resources for continuing projects, new bond issues and refunding bond issues as well as a change to operating transfers.

The largest planned single increase from FY 2010 to FY 2011 is in the Water Fund with an anticipated \$36.9M increase partially due to the refunding of the 2004 & 2006 Water Bonds. The next largest increase is in the General Fund which includes a number of reserve funds. This year's budget also includes several rollover projects that have not yet started or will not be completed prior to the close of the current fiscal year and therefore are budgeted in FY 2011. A general discussion about the funds follows; however, in-depth information is in the Key Issues section of this document.

The General Fund's operational budget is \$20,047,330. This is a \$6,873,570 increase over the previous fiscal year revision of \$13,164,635 and an \$875 increase from the tentative budget from an accounting error. This net increase includes \$4,988,255 in reserves and a full year of the Recreation Center operational costs. There is no additional staffing budgeted nor any reclassifications changes for this fiscal year.

Due to the struggling economy there is no Cost of Living Adjustment (COLA) budgeted for FY 2011, and the merit program is not being funded. Public Safety Personnel Retirement contributions increased from 20.07% to 21.94% for the Police Department and 13.37% to 14.55% for the Fire Department. As for the contributions to the Arizona State Retirement System, their rates increased from 9.4% to 9.85%. As for capital, a complete listing of the programmed capital outlay and projects is listed on pages 289-291.

The total budget for the Special Revenue Funds is \$7,506,230. This fund's expenditures increased by \$3,072,910 over last year's expenditures of \$4,433,320 and increased over the tentative budget by \$9,125 due to the transfers out to the Airport Improvement Fund for grant matching that was missed in the tentative budget. The increase is primarily due to the new projects being programmed to begin in fiscal year 2011. Currently planned for FY 2011 are the construction of the West Mingus Street Reconstruction and the 12th street from Fir to 89A reconstruction. Funding for these projects will be from reserves and a \$3.75M bond issue. Cottonwood Area Transit (C.A.T.) has \$1,069,705 programmed for maintenance and operations of the transit system, and \$158,695 programmed for equipment and infrastructure. The CDBG program does not have any programming planned for FY 2011. The Highway User Revenue Fund (HURF) reflects a decrease in its contingency account as the City finishes and begins some major construction projects. There is also \$500,000 in the Other Grants budget used to cover any sizable and unforeseen grant opportunities.

The Debt Service Fund is budgeted for \$2,537,875. Last year's revised budget was \$2,926,875. The expenditures for the Greater Arizona Development Authority (GADA) loans for the Recreation Center Debt Services were transferred back into the Debt Service Fund in FY 2008. The Library Debt Service is remaining which will continue through July 1, 2013 in this fund. The other two Greater Arizona Development Authority (GADA) loans were transferred back into the Debt Service Fund in FY 2009.

The City budgeted \$14,373,475 in the Capital Projects Fund this year which is mainly reserves. FY 2011 saw the completion of the Recreation Center and airport pavement preservation project at \$500,000. The Capital Projects Fund has reserves being held for future Capital Project needs.

The Enterprise Fund budgets, which consists of water and wastewater, have increased from last fiscal year's \$19,216,455 to \$56,114,920 for FY 2011. The \$36,898,465 increase is due to Hwy 260 construction projects and waste water treatment facility projects. As for the Water Utility, there are some major projects relating to arsenic mitigation along with reserves and the refunding of the 2004 and 2006 Water Bonds. The arsenic project has become so large, that the City dedicated a staff member and resources to handle the maintenance and operations of the arsenic project.

The Fiduciary Fund aggregate total is up by \$2,945. This is \$10,000 less than the tentative budget due to a typo in the available carryover. There is a decrease in the Employee Benefits Trust fund due to dropping interest rates and the City's short term disability being used more often by the City's Employee Benefits Trust. The Alternative Pension fund ended FY 2010 with a better interest balance than FY 2009 with the economy showing slow signs of improvement

General Commentary

The preparation of the budget continues to pose an extraordinary challenge to all department heads this year. The last few years have been especially difficult with a continuous decline in our largest revenue source, local sales tax. Prior cost containment measures are providing value back to the City of Cottonwood and helping maintain current personnel and services. Those same measures play an integral part in surviving the downturn in our local economy. There are, however, issues that are out of our control such as rising health insurance rates, utility costs, and common expenditures in general. Some external forces are also placing demands on our staffing and capital equipment requirements. These issues along with the City's dedication to the citizens' insistence for quality services are one of its highest priorities causing an increased challenge to balancing this budget.

Long range financial planning has taken the forefront in this year's budget development. Revenue and expenditure projections were prepared for a five-year period. Traditionally each department submits a five-year "base budget" spending plan. The "base budget" is defined as "the essential expenses to operate a department at its current level of service." This plan included projections of the base budget for each department allowing for inflationary price increases for the next five years. In addition to the projected increases in commodities and utilities, base salaries and associated benefits were projected to increase at an annual rate of approximately 5 percent for the period. The positions that are frozen in FY 2011 are projected to be fully funded beginning in FY 2012

Revenue projections were based on several different factors, including a detailed analysis of the past five years and economic factors provided by the State. Special attention was given to our local city sales tax since it is our single largest revenue source. The City had experienced increases in sales tax figures for five years beginning in FY 2004 but due to the current national economic situation those increases ended in FY 2008. Fiscal year 2009, reflects a drop in sales tax that would have been worse if the City had not raised sales tax by .8% in November 2008. For Fiscal Year 2011, a conservative approach is being maintained in estimating city sales tax for the year. We are currently projecting a 6% decrease in total local sales tax.

KEY ISSUES - FISCAL YEAR 2011

GENERAL FUND

Growth and the economy continue to be the major issues facing the City in the development of the budget. Most of the major issues addressed in this budget are a result of population growth and the slowing economy we continue to experience within the City and the surrounding area. Below are listed some of the major issues intended to be addressed within this budget.

-  **Slowing Economy** – After three consecutive strong fiscal years 2004 to 2006, FY 2007 brought with it the worst economic slide seen in over 16 years. This downturn in the economy is expected to continue well into FY 2011. The most critical component of this fiscal decline has been the local sales tax which has seen double digit decreases. Early on in the budget season, this was proving to be quite a fiscal dilemma. The local economy is still the single largest challenge the City of Cottonwood is facing.
-  **Taxes** – The City of Cottonwood has prided itself on managing its affairs on local transaction privilege tax, commonly called Sales tax. Though successful for many years, it has displayed the fallacy of the notion that it can continue to provide quality services on a major source of revenue that is at the mercy of the economy. The City Council passed a .08% sales tax increase that actually went into effect in November 2008 and increased Cottonwood's tax rate to 3%. This increase along with cost cutting measures is helping Cottonwood stay fiscally sound. The Council's plan is to keep the .8% until such time as the City passes a property tax.
-  **State Shared Revenues** – These revenue sources are always of concern to municipalities. The budget reflects a decrease in State Shared Income Tax of \$345,220 from last year's \$1,402,100 which is a 24.6% drop. State Shared Sales Tax is budgeted at 3% decrease for FY 2010 and another 2.4% decrease for FY 2011. State Sales Tax is anticipated to generate \$ 814,740 in 2011. The State of Arizona's budget isn't looking any more sound than FY 2009 or FY 2010 and we may see an even larger drop in these revenue streams in the future.

 **General Staffing & Compensation** – With the slowing growth of our community, the need for services has not diminished. Most departments continue to provide the necessary basic coverage wherever they are needed. Budgetary constraints have caused a delay in a compensation study that was originally budgeted in FY 2009 and have not allowed for any Cost of Living Adjustment or Merit Increases for FY 2011. Cottonwood however is doing everything it can to keep its valuable employees.

 **Public Safety Compensation**

- The Police Department continues to experience some salary compression among the different levels in the departmental hierarchy. Some Patrol Officers are earning as much as Sergeants, and Sergeants are earning as much as Commanders. The City will prepare for a compensation study to deal with these matters as soon as the economy improves.
- The Fire Department implemented their 24/48 work schedule at the start of FY 2009. This work schedule is currently a standard method of work among fire departments. This new work schedule, however, does not resolve the same issues facing the Police Department. The Fire Department hired 12 new Fire Fighters funded by a Staffing for Adequate Fire Emergency Response (S.A.F.E.R.) Grant. Along with the new fire fighters there were three new engineer positions and three new lieutenant positions which will get the Fire Department ready for staffing future fire stations.

 **Recreation Center** - The Multigenerational Recreation Center was finished in February 2010 and opened May 1, 2010. The staffing needs are a large part of the budgeted amount for the new center. In case the memberships do not bring in enough revenues to cover expenses, a reserve amount is budgeted to supplement the revenue stream. The largest concerns stem around the costs of the project and the future maintenance and operational costs of the facility. All of this being done during a slowing economy.

 **Capital Infrastructure Planning** – The City has been struggling with capital planning due to the slowing economy. Some projects will be postponed until the markets get better. Other projects will, however, move forward funded through planned resources, or other financing sources.

 **Water Issues** – The growth of Cottonwood and its neighboring communities continue the need for the City to maintain an active role in the water issues that are affecting the local area, as well as the Verde Valley region. Issues of water quality, availability, management, water rights, water system development, conservation, and fire protection are all critical issues that we need to become more involved with. Recently the City received its 100 year water adequacy designation from the Arizona Department of Water Resources (ADWR), the first in the Verde Valley.

 **Wastewater Issues** – The City of Cottonwood wastewater treatment facility is gradually getting to its capacity. It is expected that with the current growth patterns, the City found some locations to establish some satellite wastewater treatment facilities. The Riverfront Park Facility is expected to be the first satellite plant. These small package plants will be strategically placed to not only treat, but produce quality reclaimed water for use by city parks, other community areas, dust control, and many other possible uses.

City Staffing

This budget does not include the funding of the employee merit program or a Cost of Living Adjustment COLA due to the economy. This year saw no request for staffing, with City freezing 12 positions and

trying to maintain current employees. There were also 2 reclassifications requests, of which neither request is planned to be budgeted for in FY 2011.

Contributions to Dependent Health Insurance Coverage

During Fiscal Year 2010 the Verde Valley Employee Benefits Pool (VVEBP), the City’s health insurance provider, changed its name to Arizona Public Employers Health Pool (APEHP) to broaden their ability to allow new members to the Pool and contain costs. With the new name and the tough economic times came some adjustments to the plan which will increase rates by 7% and the addition of a Co-pay plan.

Below is a summary of the total costs on health insurance for employees and their dependents. The APEHP has successfully contained costs of health coverage by way of plan changes, education, and sound health care management. For families in overall good health, an employee can choose the High Deductible Health Plan and save on their dependent coverage, as well as take advantage of the City’s increased contribution from \$129 a month into their Health Savings Account (HSA). For moderately healthy families, an employee still has the option to choose the Core Plan or the Co-Pay Core Plan. And for families with some health issues, there is the Core Plus Plan with its lower out of pockets and deductibles; however, it comes with a higher premium.

Employee Health Care Rates Summary July 01, 2010 to June 30, 2011								
Category	Core Plan		Co-Pay Core Plan		Core-Plus Plan		HDHP	
	Employer	Employee	Employer	Employee	Employer	Employee	Employer	Employee
Employee	525	0	525	0	525	80	396	0
Employee +Spouse	525	517	525	517	525	677	396	388
Employee + Children	525	341	525	341	525	474	396	256
Employee + Family	525	791	525	791	525	994	396	594

Note: The High Deductible cost does not include the employer contribution to the HSA of \$129 per month.

New Programs

There are no new programs for FY 2011 budget year.

BUDGET POLICIES - FISCAL YEAR 2010

This budget reflects the fund balance policies of the City. This policy currently requires the City to restrict an amount equal to 16.67% of the previous year’s operating revenues as part of its fund balance. This requirement to the policy brought this year’s restricted fund balance reserve to \$1,996,400. This is also estimated to be about 60 days of expenditures coverage.

Additionally, an accumulating reserve of 2.67% of the previous year's general fund operating revenues is reserved for capital projects. This year represents the thirteenth year of this policy. In November 2006 the Council decided, with a recommendation from management, to fund an additional \$700,000 from excess sales tax into this capital accumulation fund.

With this fund now over \$1,000,000, the City Council, at the recommendation of management, made the decision to cap this fund at \$1,000,000 and use any excess for everyday maintenance and operational costs until the economy improves. \$236,080 is currently available in additional capital reserves, for Public Safety. This reserve comes from the excess .2% Library Debt Service sales tax. A CIP reserve of \$853,330 for capital projects is set aside from the 1% sales tax extended July 1, 2007 after the Sunset of this sales tax. In addition to these reserves two new reserves were created to insure the continued operation of the Recreation Center should the revenue stream not be what is anticipated and an Employee Merit Program Reserve. The Recreation Center Reserve is budgeted at \$352,445 for FY 2010 while the Employee Merit Program Reserves will allow a merit program adjustment if revenues meet projections, to be reviewed at mid-year. These policies, along with development of five-year budget projections, will ensure the financial stability of the City into the future.

BUDGET DEVELOPMENT

Long range financial planning played an integral part in the budget development. Revenues and expenditures were prepared for a five-year period for all funds. These projections are included within the budget. The result of this five-year analysis demonstrated that revenues barely keep up with operational expenditures for the next five years. This is mainly due to the economy and the state's future financial picture (see pages 43-50). Any capital acquisition would require some financing alternatives (see pages 33-39). All other funds will continue to operate within their respected revenues.

LONG RANGE PROGRAMMATIC AND FINANCIAL PLANNING

Included within the budget is a section establishing long-range organizational programmatic goals, and the five-year capital improvement plan. The organizational goals identified are presented programmatically, including a statement of operational fiscal impact to the City. Goals identified for FY 2011, have been integrated into the work plans of the appropriate department responsible for implementation. A summary depicting the funding resources available for the many projects is also presented.

The five-year capital plan is an integration of these current and long-range organizational goals. Each major project is detailed within this section of the budget.

CAPITAL ACQUISITION PLAN – FISCAL YEAR 2010

At this time the capital portion of the budget is still under discussion and will be finalized at future budget meetings. All capital acquisitions will be budgeted for late FY 2011 to determine the needed funds will be available.

Equipment	
Function	Estimated Cost
General Government	\$122,700
Public Safety	182,060
Health & Sanitation	145,800

Transit	24,695
Airport & Streets	0
Total Equipment	<u>\$447,255</u>

Capital Projects	
Project Description	Estimated Cost
Mobile Data Computing Connectivity-Grant	43,000
Reverse 911- Grant	33,000
Fire Station Design (GADA)	120,000
Fire Pumper – Lease Purchase	500,000
Pavement Preservation	350,000
GIS Services	48,970
Sidewalk Additions	80,000
W. Mingus Ave Reconstruction	1,275,000
12 th Street Reconstruction from SR 89A to Fir St	2,130,000
Transit Buses	134,000
Runway 32 Extension	365,000
Energy Efficient Block Grant-Solar panels at Airport	92,995
Old Town Jail remodel	70,000
Library Parking Lot Reconstruction	78,000
Remodel Old Town Court Building	100,000
City Hall	5,500,000
Regional Communications Building	360,000
Old Town Parking & Rear Utility Pavement	150,000
Ramada parking @ Riverfront Park	116,000
Fire Stations 2 (GADA)	120,000
Sewer Storage	400,000
Hwy 260 Line Extensions	1,900,000
ADEQ Brownsfield Grant	200,000
Wastewater Treatment Facility Construction	500,000
W. Mingus Reconstruction-Waterlines	255,000
Riverfront Reclamation Facility	500,000
Arsenic Mitigation Program	250,000
Well Improvements	500,000
Fire Flow Upgrades	500,000
Valves	25,000
W. Mingus Reconstruction	256,000
Hwy 260 Water System	625,000
Total Capital Projects	<u><u>\$17,626,965</u></u>

Employee Vision, Mission Statement and Values

Our Vision:

Our Vision is to be recognized by the community and our peers as a model city dedicated to progressive leadership, employee development, innovation, technology and economic, social and environmental sustainability as well as the successful provider of efficient and effective public services.

Our Mission Statement:

Cottonwood employees are committed to providing responsive, innovative, respectful and sustainable services to our community members and visitors in an effort to effectively improve the quality of life in our community.

Our Values:

-  *Treat Everyone with Dignity and Respect*
-  *Ensure for Uncompromising Integrity*
-  *Communicate and Actively Listen*
-  *Be Responsive and Accountable*
-  *Be Innovative*
-  *Be a Professional in Attitude, Conduct, and Appearance*
-  *Strive to Provide Effective and Efficient Services*

ACKNOWLEDGMENTS

The preparation of this municipal budget document is attributed to the many hours spent by the Finance Department assembling this informative document. Special thanks to the finance staff for the time spent in providing the financial information needed during the budget process. In addition, thanks to the rest of the department heads that assisted in the development of the FY 2011 Annual Budget.

Despite the challenges, the City of Cottonwood continues to be in a fiscally sound position due to the efforts of the City Council and Staff. I appreciate this opportunity as the City Manager to continue this financial condition through the preparation of this budget document.

Sincerely,



Doug Bartosh
City Manager

This page intentionally left blank

Table of Contents

CITY MANAGER’S TRANMITTAL LETTER	PAGE
Over view	i
Key Issues	iii
Capital Acquisition Plan Fiscal Year 2010	vi
EXECUTIVE SUMMARY	
City Profile - Demographic/Economics	1
Budget Philosophy/Policies	5
Budget Process	5
Process for Changing the Budget	6
Budget Monitoring	6
Budget Calendar	7
Fund Accounting	8
Budget Basis	9
Fiscal Policy	10
Debt Service Policy	11
Investment Policy	13
STRATEGIC PLANNING	
City Accomplishments FY 2010	19
Organizational Goals FY 2011	20
Organizational Goals FY 2012 - 2016	26
5 year Capital Improvement Projects	33-44
Long Range Financial Projections	45-49
Revenues and Expenditures Analysis	50
Organizational Chart	53
FINANCIAL RESOURCES	
City Sales Tax Revenues	55
State-Shared Income Tax Revenues	56
State-Shared Sales Tax Revenues	57
Motor Vehicle In-Lieu Revenues	58
Investment Revenues	59
Building Permit Revenues	60
Fines and Forfeitures	61
Franchise Tax Revenues	62
Highway User Revenues	63
Local Transportation Assistant Revenues	64
Wastewater Service Revenues	65
Water Utility User Fees	66
CONSOLIDATED SUMMARY - ALL FUNDS	
Revenues/Expenditures and Changes in Fund Balance - All Funds	67
Revenues - All Funds - Graph	68
Expenditures - All Funds - Graph	69
Budget Summary - By Fund	70

TAB #1 - GENERAL FUND	PAGE
Description and Fund Balance Presentation	71
Revenues/Expenditures and Changes in Fund Balance	72
Revenues/Expenditures Comparison - Graph	73
Revenues Summaries - Charts & Graphs.....	74
Expenditures Summaries - Charts & Graphs	78

General Government

Administration	81
Personnel.....	85
City Council.....	89
City Clerk.....	93
Natural Resources	97
Finance.....	101
IT Services	105
Planning and Zoning.....	107
Economic Development.....	113
Municipal Court.....	117
Legal	121
Non-Departmental.....	125
Engineering	129

Public Safety

Building Inspection Department	133
Public Works.....	137
Construction and Maintenance	141
Custodial Services.....	145
Police.....	149
Animal Control	153
Communications	157
Fire.....	161

Cultural and Recreation

Parks and Recreation.....	165
Recreation Center Operations	169

TAB #2 - SPECIAL REVENUE FUND	PAGE
Description and Fund Balance Presentation	173
Consolidated Revenues/Expenditures and Changes in Fund Balance	174
Departmental Budgets	
HURF Revenues/Expenditures and Changes in Fund Balance	175
Street Department	179
Street Construction.....	183
Cottonwood Area Transit System.....	187
Library.....	195
Cemetery Trust Fund	201
Airport Authority	207
Other Grants.....	213

TAB #3 - DEBT SERVICE FUND	PAGE
Description and Revenues and Reserves Presentation.....	217
Revenues/Expenditures and Changes in Fund Balance.....	218
Debt Service.....	221
Bonded Indebtedness	
Indebtedness Summary	225
Library General Obligation Bonds Information	227
Greater Arizona Development Authority-Recreation Center	229
Computation of Direct and Overlapping Debt.....	230
Computation of Legal Debt Margin.....	231
Greater Arizona Development Authority (GADA) Information	235
TAB #4 - CAPITAL PROJECTS FUND	PAGE
Fund Description.....	239
Consolidated Revenues/Expenditures and Changes in Fund Balance.....	240
Airport Improvements.....	243
Railroad Wash Improvements.....	247
Heritage Grant / Riverfront Park Improvements	251
Library Expansion Project	255
Capital Projects Fund.....	259
Recreation Projects	263
TAB #5 -PROPRIETARY/ENTERPRISE FUNDS	PAGE
Description/Revenues	267
Revenues/Expenses & Changes in Retained Earnings	268
Wastewater Department.....	271
Water System Department	275
TAB #6 - FIDUCIARY FUNDS	PAGE
Descriptions/Fund Balance	281
Consolidated Revenue/Expenditures and Changes in Fund Balance	282
Alternative Pension and Benefits Plan Fund	285
Employee Health Benefit Trust Fund	289
TAB #7 - APPENDIX	
Schedules	
Capital Outlay	290
Salary Ranges.....	296
Glossary of Terms	310
Glossary - Acronyms	316
City Map	318

EXECUTIVE SUMMARY

City Profile

The City of Cottonwood is situated in central Arizona bordering the Verde River to its north and is the retail and services center for the picturesque Valley. The community was established in 1879 and incorporated in 1960, as the Town of Cottonwood.

In 1874, soldiers from nearby Camp Verde were based in an adobe structure where the City of Cottonwood currently stands. The first real settlers were ranchers utilizing the fertile grasslands along the Verde River to feed their herds. The name of the City was derived from a circle of 16 cottonwood trees located near the Verde River where these settlers began to develop the community. In 1987, the voters approved a name change from Town to City.

Cottonwood, located in Yavapai County is approximately 100 miles north of Phoenix and 50 miles south of Flagstaff, near the geographic center of the entire state of Arizona, and close to Interstate 17 on State Highway 89A and 260. The City is at an elevation of 3,320 feet above sea level with a total geographic area of 15.75 square miles.

The 2000 census set the City's population at 9,179, depicting a 55% increase over the 1990 census. July 1, 2009 Department of Economic Security estimates the population at 11,190. The main industries are tourism, government services, retail and education.

Date of Incorporation - 1960

Form of Government - Council-Manager

Demographics/Economics

<u>Area - Square Miles</u>	<u>2009 Property Tax Assessed Valuation</u> (a)	
2007 – 15.75 Square Miles	Primary	\$ 130,562,313
	Secondary	\$ 146,396,047

Paved Streets

38 Miles

Cottonwood Labor Force Data (b)

	<u>2006</u>	<u>2007</u>	<u>2008</u>
Civilian Labor Force	5,109	5,245	5,305
Employed	4,905	5,032	4,981
Unemployed	204	213	324
Unemployment Rate	4.0%	4.1%	6.1%

Source:

- a) Arizona Department of Revenue, Property Tax Division
- b) Arizona Department of Commerce – Cottonwood Community Profile

<u>Year</u>	<u>Population</u> (a)	<u>Public School Enrollment</u> (b)	<u>Unemployment Rate</u> (c)
2009	12,180	2,876	8.4%
2008	11,260	3,369	6.1%
2007	11,130	3,008	4.1%
2006	10,925	3,190	4.0%
2005	10,860	3,432	4.4%
2004	10,665	2,981	3.7%
2003	10,240	2,642	4.3%
2002	10,020	2,559	4.5%
2001	9,770	2,510	3.8%
2000	9,179	2,432	3.6%

Sources:

- (a) Department of Economic Security - Research Administration Division – website - www.workforce.az.gov
- (b) School census - Cottonwood School Districts
- (c) Arizona Department of Commerce – Cottonwood Community Profile

<u>Gross Taxable Sales</u> (a)	<u>Building Permits</u> (b)		
	<u>Year</u>	<u>Number</u>	<u>Value</u>
2009	2009		
2008	2008		
2007	2007		
2006	2006	880	45,924,027
2005	2005	767	43,759,186
2004	2004	485	46,687,964
2003	2003	418	23,867,359
2002	2002	750	34,611,071
2001	2001	714	37,668,159
2000	2000	756	34,946,008

Source:

- (a) City of Cottonwood Finance Department
- (b) City of Cottonwood Community Development

<u>Major Private Employers</u> (a)	<u>Education</u> (b)	
Verde Valley Medical Center	Elementary Schools	2
Wal-Mart - Retail	High School	1
	Exceptional Children Program	1
	Community College	1
<u>Major Public Employers</u>	Students:	
Arizona Public Service	Grades K-8	
City of Cottonwood	Grades 9-12	
Cottonwood/Oak Creek Schools		
Mingus Union High School	Total Students	5
Yavapai County		

Source:

- (a) Arizona Department of Commerce – Community Profile for Cottonwood, AZ
- (b) Cottonwood/Oak Creek and Mingus School Districts

2010 Service Statistics

<u>Fire Protection</u>		<u>Police Protection</u>	
Stations	1	Stations	2
Employees (Full-time)	28	Employees (Full-time)	44
Fire & Haz Mat Calls	265	Sworn	27
Rescue & Medical Calls	2,060	Non-Sworn	17
Public Assist Calls	260	Part I Crimes	517
Good Intent Calls	0	Part II Crimes	4,310
Fire Inspections (various kinds)	2,000	Traffic Warnings	749
Plan Reviews & Permits	455	Traffic Citations	2,310
Public Ed Contact Hours	9,300	Calls for Service Dispatched	17,787
 <u>Public Works</u>		 <u>Library</u>	
Engineering Reviews (ea. proj)	25	Items in Collections	96,000
Subdivisions (lots)	374	Total Items Circulated	350,000
Right of Way Permits (ea)	60	Circulation Transactions Per Day	1,163
Flood Plain Inquires	160		
Streets Inspected (LF)	10,000	<u>Municipal Parks</u>	
Contract Administration	4,700,000	Developed Parks	5
		Developed Acres	38.7
		Undeveloped Acres	91.3
		Swimming Pools	2
		Tennis Center	1
		Lighted Ball fields	8
		Community Recreation Centers	2
 <u>Recreation Programs</u>		 <u>Transit System</u>	
Participation:		Annual Ridership	45,947
Adult Sports	35,000	Miles Traveled	211,506
Special Events	23,000	Cottonwood Ridership	22,757
Recreational Swimming	19,000	Disabled Ridership	3,800
Instructional Classes	21,000		
Youth Sports	10,500	 <u>Water Utility</u>	
 <u>Sewer</u>		Blue Stake Requests	1396
Sewer Line Inspected (LF)	2,000	Pumping Capacity	8.9mgd
Miles of Line	48	Average Pumpage	1.86mgd
Average Daily Treatment	.939 mgd	Number of Wells	31
Plant Capacity	1.5 mgd	Number of Storage Tanks	26
Blue Stake Requests	634		
Reclaimed Water Sold	53 mg		
Number of Sewer Accounts	4,901		
Sewer Taps installed	5		

<u>Month</u>	<u>Weather</u>		<u>Average Total Precipitation (inches)</u>
	<u>Average Daily Temperature (F)</u>		
	<u>Maximum</u>	<u>Minimum</u>	
January	58.1	28.1	0.8
February	63.3	31.7	0.8
March	68.3	35.6	0.9
April	76.6	41.9	0.5
May	84.8	49.2	0.4
June	94.8	57.8	0.5
July	98.5	65.9	1.9
August	95.5	63.8	2.2
September	91.3	57.4	1.1
October	81.2	46.4	1.0
November	68.1	35.6	0.7
December	58.6	28.7	1.1
Annual Average	78.2	45.2	1.0

Source: Arizona Department of Commerce – Community Profile for Cottonwood, AZ and Western Regional Climate Center

Governmental Organization and Services Provided

The Mayor is elected directly by the voters and serves a four-year term. The voters elect six City Council representatives for staggered four-year terms. The City Council appoints a City Manager who is responsible for the general administrative operations of the various departments within the city. An organizational chart is shown on page 53.

The City of Cottonwood is mandated by the State of Arizona to provide a variety of services including law enforcement and other public safety needs. Other support services include road maintenance, park services, regulation of building and zoning codes, animal control and public library. City utilities include a water distribution system, sewer system, cemetery and municipal airport.

BUDGET POLICY

These budget policies provide general guidance for preparing the City of Cottonwood's operational budget, as well as its adoption, and implementation. These policies are presented below in the various categories as follows.

Budget Philosophy

The City's budget philosophy includes planning based on available information, developing a process by which financial guidelines and goals are established, implementation of those financial and programmatic goals, and the review and evaluation of the achievement of those goals. Policies are set forth to provide support guidance for the City's budget philosophy.

The role of the Finance Department is to facilitate the budget process and to assist the City Council and City Manager to execute the budget. A part of this execution is the desire to review issues, which challenge city government, and to allow the City to meet these challenges.

Balanced Budget – The City of Cottonwood will develop a balanced budget in which current resources (current revenues plus fund balance) will equal or exceed current expenditures. The City will avoid budgetary or accounting procedures that balance the budget at the expense of meeting future year's expenditures, such as: postponing expenditures, accruing future year's revenues, or rolling over short-term debt. The budget will provide for adequate maintenance and replacement of capital plant and equipment.

Budget Process - The budget process is always a cyclical process. A "beginning point" is the preparation of the base budget by each department head. These budgets are based on expenditures to date and the previous years' experience. The departments' base budgets, along with any requests for new positions, programs or services are then presented to the City Manager. City management then meets with each department head to review their base budget and requests for new services and/or programs. Once management has reviewed the departments' requests, a tentative budget is presented to the City Council by the City Manager in May.

In accordance with Arizona Revised Statutes, the City Manager submits a proposed budget for the fiscal year commencing the following July 1 to the City Council. The budget includes proposed expenditures and the means of financing them.

The City is subject to the State of Arizona's Spending Limitation Law for Towns and Cities. This law does not permit the City to spend more than budgeted revenues plus the carry-over unrestricted cash balance from the prior fiscal year. The limitation is applied to the total of the combined funds. All appropriations lapse at year-end requiring actual fund balances to be re-budgeted each fiscal year.

The City operates under the voter approved alternative expenditure limitation. The electorate authorized the City in accordance with Arizona Revised Statutes, to establish a local annual expenditure limitation each fiscal year. The City sets the annual expenditure limitation for all fund types as a whole with the adoption of the annual budget.

Public hearings on the budget are held each year in accordance with legal requirements in order to obtain comments from local taxpayers. To ensure compliance with the state imposed expenditure limitation, a uniform expenditure report must be filed with the state each year. This report reconciles

total City expenditures from the audited financial statements to total expenditures for reporting in accordance with the state's uniform expenditure reporting system (ARS §41-1279.07).

Expenditures may not legally exceed the expenditure limitation of all fund types as a whole per state law. For management purposes, the City adopts a budget by department for each individual fund and establishes the legal level of local budgetary control at this level. The adopted budget cannot be amended in any way without City Council approval.

The implementation process consists of city management and departments monitoring revenues and expenditures in conjunction to responding to the demands of the community. These activities lead directly to the preparation of next year's budget. Thus, some part of the budgetary process for the current year is occurring simultaneously with preparation for the next year's budget.

Prior to FY 1995-96, the City's budget process focused only on line item budgeting. City management recognized the need to improve the process and we began by directing departments to:

-  Provide a summary of their department's function and mission.
-  Establish performance indicators departmentally.
-  Identify service accomplishments in relation to established goals for the previous year.
-  Establish goals for their departments for the new fiscal year.

As in the past, all department heads were required to justify expenditures within their department consistent with the mission of their service. Each department requesting new personnel or any reclassification of existing positions will provide sufficient justification for each request. All capital acquisitions also require supporting justification.

Process For Changing the Budget

A budget is a plan and therefore instances will arise during the fiscal year that requires changes to be made. Although some minor adjustments can be made administratively within a department's budget (less than \$500), increases or decreases to a department's total budget legally must be approved by the City Council. The budget amendment process has been developed to provide for such adjustments.

Expenditures may not legally exceed expenditure limitations of all fund types as a whole. The types of adjustments that must be handled through the budget amendment process include additional funding above the department's budget allocations, requests for new positions, reclassification of existing positions, capital projects exceeding \$500, and requests for increases in revenue and expenditure authority when outside funding sources are available. Departments must first submit requests to the City Manager. The City Manager reviews the request and other background material. If he supports the request, a recommendation is made to the City Council. Requests are then placed on the council's agenda for discussion, review and action. If City Council approves a request, necessary adjustments are made to the budget.

Budget Monitoring

The Finance Department will monitor, on an ongoing basis, the expenditures and revenues of all city departments. Any significant variances will be reported to the city management for action. On a monthly basis, an expenditure and revenue report with year-end projections will be distributed to the City Council and all city department heads.

Budget Calendar for FY 2011

The calendar is structured similar to those of past years and keeps the process moving forward. There can be additional items added to the calendar as needed. Ultimately, the process will produce a balanced budget that we can all live with, as well as a sound fiscal and capital plan. As a reminder, this budget is always subject to changes as the year progresses and revenue projections can be reasonably measured.

	Distribute Budget Worksheets & Instructions	February 23, 2010
	Distribute Goals & Performance Measures Forms & Instructions	February 23, 2010
	Distribute Personnel Request & Reclassification Forms	February 23, 2010
	Distribute Capital Improvements Schedules, Forms, & Instructions	March 01, 2010
	Budget Worksheets Due to Finance	March 02, 2010
	Personnel Requests & Reclassifications due to Finance	March 02, 2010
	Capital Improvement Forms due back to Finance	March 09, 2010
	Potential Budget Issues & Goal Setting Meeting - City Manager	March 09, 2010
	Goals & Performance Measures due to Finance	March 10, 2010
	Council Annual Goal Setting Workshop	March 11, 2010
	1 st Round Departmental Budget Meetings	March 29-April 2, 2010
	Distribute <u>Proposed</u> FY2011 Budget to City Council by	May 20, 2010
	Budget Work Sessions with City Council @ Council Chambers	May/June 2010
	Introduction to the Budget / Personnel Matters / Capital Requests	May 25, 2010
	Departmental Presentations / Budgetary Wrap-up	May 26, 2010
	Reserved for additional Budget Meeting	June 03, 2010
	Reserved for additional Budget Meeting	June 08, 2010
	Distribute <u>Tentative</u> to Council by	July 02, 2010
	Public Hearings, Adopt <u>Tentative</u> Budgets, set Expenditure Limitation	July 06, 2010
	Distribute <u>Final</u> to Council by	July 16, 2010
	Public Hearing, and Adopt <u>Final</u> FY2011	July 20, 2010
	Budget Due to GFOA for Award Review	October 20, 2010

Fund Accounting

This budget includes all of the funds of the City of Cottonwood. The City of Cottonwood is financially responsible for the Municipal Property Corporation; therefore, this activity is included in the budget as a component unit. Component units are legally separate entities for which the primary government is financially accountable.

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped in the budget, into generic fund types and broad categories.

Governmental Funds

General Fund - The General Fund serves as the chief operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Fund – Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.

Debt Service Fund – Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

Capital Project Fund – Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Proprietary Funds

Enterprise Fund - The Enterprise Fund is used to account for operations of the City's water and wastewater fund. This fund is financed and operated in a manner similar to private business enterprises-where the intent of the governing body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The governing body also has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Fiduciary Funds

Alternative Pension and Benefits Plan Fund - The Pension Trust Fund is used to account for the City's Volunteer Firefighter's Relief and Pension Fund, a defined contribution plan for which the City holds the assets in a trustee capacity. Contributions are made by the City as well as the City's Volunteer Firefighters.

Employee Benefit Trust Fund – This fund is used to account for accumulated resources designated to providing City employees with benefits not provided through normal avenues. Currently this fund provides short term disability to all City employees.

All Governmental Funds are accounted for using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available. Taxpayers assessed income, gross receipts, and sales taxes are considered “*measurable*” when in the hands of intermediary collecting governments or agents and are recognized as revenue at that time. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred.

The Proprietary and Fiduciary Funds are accounted for using the accrual basis of accounting. This method of accounting recognizes the financial effects, on a government, of transactions and other events and circumstances that have cash consequences, for the government, in the periods in which transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

Budget Basis

The budgets of general government type funds (for example, the General Fund, Special Revenue, Debt Service, and Capital Projects Funds) are prepared on a modified accrual basis. Briefly, this means that obligations of the City (for example outstanding purchase orders) are budgeted as expenses, but revenues are recognized only when they are actually received.

The Proprietary and Fiduciary Funds (Enterprise, Internal Service, Pension, and Agency Funds), on the other hand, are budgeted on a full accrual basis. Not only are expenditures recognized when a commitment is made (i.e. through a purchase order) but revenues are also recognized when they are obligated to the City (for example, sewer user fees are recognized as revenue when bills are produced).

The Comprehensive Annual Financial Report (CAFR) shows the status of the City’s finances on the basis of “*generally accepted accounting principles*” (GAAP). In most cases this conforms to the way the City prepares its budget. Two exceptions are:

1. The treatment of depreciation expense (these are not shown in the budget, although the full purchase price of equipment and capital improvements is, while purchases of capital improvements are depreciated in the CAFR for enterprise funds), and
2. Compensated absences (accrued but unused sick and vacation leave) are treated slightly differently in the budget and in the CAFR.

Compensated absences and depreciation are not budgeted.

The Comprehensive Annual Financial Report shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

FISCAL POLICY

The overall goal of the City's fiscal policy is to establish and maintain effective management of the City's financial resources. The City's formal policy statements and major objective provide the foundation for achieving this goal. Accordingly, this section outlines the policies used to guide the preparation and management of the City's overall budget and major objectives to be accomplished.

-  A comprehensive annual budget will be prepared for all funds expended by the City.
-  The Budget will be prepared in such a manner as to facilitate its understanding by citizens and elected officials.
-  In addition to any required hearings, the Council will hold work sessions on the budget which will be open to the public.
-  Copies of the budget will be made available to citizens and elected officials prior to work sessions.
-  Budgetary emphasis will focus on providing those municipal services which provide the maximum level of services, to the most citizens, in the most cost effective manner, with due consideration to economic, fiscal, and social costs.
-  The budget will provide for adequate maintenance of capital, plant, and equipment and their timely replacement.
-  The City will avoid budgetary practices that balance current expenditures at the expense of meeting future years' expenses.
-  The City will give highest priority in the use of one-time revenues to the funding of capital assets or other non-recurring expenditures.
-  The City will maintain a budgetary control system to help it adhere to the established budget.
-  Reports comparing actual revenues and expenditures to budgeted amounts will be prepared monthly.

Financial stability of the City

To insure the financial stability of the City, some strict guidelines have been set forth by City Council and implemented by City management.

-  Maintain a restricted General Fund Balance of 16.67% of the previous year's operating revenues.
-  Continue a capital projects accumulation fund of 2.67% of the previous year's General Fund operating revenues, capped at \$1,000,000.
-  Develop five-year revenues and expenditures projections and analyze trends.
-  Ensure that operating expenditures remain within operating revenues for all funds.

DEBT SERVICE POLICY

The goal of the City of Cottonwood’s debt management policy is to maintain the City’s ability to incur debt at the most favorable interest rates in the amounts needed for financing capital projects and equipment, while keeping adverse affects to the City’s ability to finance essential City services to a minimum.

The City may issue bonds for general improvement purposes or for specific programs within the statutory limitations on the amount of bonds sold as a percentage of secondary assessed valuation. Twenty percent (20%) of secondary assessed valuation represents the amount of bonding that can be used for water, sewer, lights, parks, open space and recreational facilities. An additional six percent (6%) of secondary assessed valuation can be used for all other "general municipal uses".

General obligation bonds are secured by the ad valorem taxing of the City. Within the percentage of assessed valuation limitation above, the City may issue bonds for general improvement purposes or for specific projects. For statutory purposes, the City's current outstanding bonds are not considered general obligation bonds subject to the statutory limits listed above because the City's bonds outstanding at June 30, 2010 were secured by sales taxes and user fee revenues instead of property taxes.

Computation of Legal Debt Margin	
June 30, 2009	
Net secondary assessed valuation (Full Cash Value)	\$146,396,047
<u>Calculation of 20% Debt Limitation</u>	
20% of secondary net assessed valuation	\$29,279,209
Bonds outstanding	0
Net 20% Debt Limitation	\$29,279,209
<u>Calculation of 6% Debt Limitation</u>	
6% of secondary net assessed valuation	\$8,783,763
Bonds outstanding	0
Net 20% Debt Limitation	\$8,783,763
Total Bonding Capacity	\$38,062,972

Policy Statement

-  A five year Capital Improvements Plan will be developed and updated annually along with corresponding funding sources.
-  Financing of Capital projects will not exceed the useful life of the project.
-  Debt Service Schedules will be prepared and included in the Annual Budget as well as the Five Year Capital Improvement Plan with annual updates.
-  Debt Service payment will be scheduled in equal installments over the life of the bonds.
-  Efforts will be made to maintain and improve the City’s bond rating.
-  Timely submittal to the E.M.M.A. – Electronic Municipal Market Access
-  Pay-as-you-go financing will be an essential part of the City’s Capital Improvement Plan

 The City will carefully monitor compliance with all bond covenants.

Debt Performance

-  The City will limit long-term debt to only those capital improvements that cannot be financed through current revenues or designated capital reserves.
-  Terms of repayment for any debt will not exceed the estimated useful life of the asset acquired.
-  Debt will not be issued for recurring expenditures normally considered maintenance and operational expenditures.
-  Minimize debt service impact to taxpayers by:
 - Creating sinking funds when possible to provide for expansion or replacement of capital equipment.
 - Seeking grant funding opportunities and lower interest debt options such as Water Infrastructure Finance Authority (WIFA) or Greater Arizona Development Authority (GADA), or the State Revolving Loan Funds to lower the size of the debt obligation.
 - Working closely with the City’s financial advisors to structure debt in such a way that the debt load is explicitly related to the operating budget yet not impair operational needs.
 - Maintaining a good working relationship with City Financial Advisors, bond rating agencies, and insurance carriers, and providing full disclosure on all financial reports.

The following is a list of the City’s current bond obligations along with their respective funding source.

Total Outstanding Debt by Type of Bond As of June 30, 2010				
Project	Term	Principal	Interest	Funding Revenue
GO Bonds-Library Expansion	07/2013	290,000	47,850	0.2% Sales Tax
GADA-Railroad Wash Improvements	07/2013	185,000	32,000	0.2% Sales Tax
GADA-Public Safety Building	07/2013	505,000	67,255	0.2% Sales Tax
GADA – Recreational Center	08/2027	17,285,000	8,165,060	1.0% Sales Tax
MPC-Senior Lien Water Rev Bonds - 2004	07/2029	11,420,000	6,273,020	User Fees
MPC-Senior Lien Water Rev Bonds - 2006	07/2035	22,270,000	16,987,730	User Fees
Total Debt Service		\$51,955,000	\$31,572,915	

INVESTMENT POLICY

Policy

It is the policy of the City of Cottonwood to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the city and conforming to all applicable state and city statutes governing the investment of public funds.

Scope

This investment policy applies to all financial assets of the City of Cottonwood. These funds are defined in the City of Cottonwood's Comprehensive Annual Financial Report (CAFR) and include:

-  General Funds
-  Special Revenue Funds
-  Debt Service Reserve Funds
-  Debt Service Sinking Funds
-  Capital Project Funds
-  Proprietary Funds
-  Fiduciary Funds
-  Expendable Trust Funds
-  Any new funds created unless specifically exempted by council

Objectives

The primary objectives, in priority order, of the City of Cottonwood's investment activities shall be:

Safety of Principal - The City recognizes its fiduciary responsibility for the stewardship of public funds with which it has been entrusted. Therefore, its foremost investment objective is to ensure safety of principal. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

Liquidity - City of Cottonwood's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements, which might be reasonably anticipated.

Yield - City of Cottonwood's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account City of Cottonwood's investment risk constraints and the cash flow characteristics of the portfolio.

Standard of Care

Prudence - This policy shall apply the "prudent person" standard, as defined in the glossary, in the context of managing the overall portfolio. Investment officials acting in accordance with procedures consistent with this policy and exercising due diligence, shall not be held personally liable for market price changes or the credit risk of a certain investment, provided that any unexpected deviations are reported in a timely manner and that appropriate action is taken to control adverse developments.

Ethics and Conflicts of Interest - Investment officials shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Investment officials shall

disclose to the City Manager any material personal financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City, particularly with regard to the time of purchases and sales.

Delegation of Authority - Authority to manage the investment program is granted to the Finance Director, and derived from the Arizona Revised Statutes §35-323. Procedures for investing of Trust and Sinking Funds are specified in Arizona Revised Statutes §35-324 and §35-328. Investments in the State Treasurer's Pool investment fund for collective investments of public funds is authorized in Arizona Revised Statutes §35-326. Responsibility for the operation of the investment program is hereby delegated to the Finance Director, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Procedures should include references to: safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements, and collateral/depository agreements, and resolutions for participation in the State Treasurer's Local Government Investment Pool – LGIP are included with this. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the investment officer within the City's Financial Operations Guide. The Finance Director, with the concurrence of the City Manager, shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

Authorized Financial Dealers and Institutions

The Finance Director shall maintain a list of financial institutions, which are authorized to provide investment services. In addition, a list will be maintained of approved security brokers/dealers selected by credit worthiness who are authorized to provide investment services in the State of Arizona. No public deposit shall be made except in a qualified public depository as established by state laws.

Banks and Savings and loans shall provide their most recent "Consolidated Report of Condition" (call report) at the request of the city.

Securities dealers not affiliated with a bank shall be required to be classified as reporting dealers affiliated with the New York Federal Reserve Bank as primary dealers, or meet certain other criteria as determined by the Finance Director.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Finance Director with the following:

-  Most recent audited annual financial statements
-  Proof of National Association Security Dealers membership,
-  Proof of State of Arizona registration, and a
-  Completed broker/dealer questionnaire

An annual review of the financial condition and registrations of qualified bidders will be conducted by the Finance Director.

A current audited financial statement is required to be on file for each financial institution and broker/dealer with which the city does business.

Safekeeping and Custody

Delivery vs. Payment - All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.

Safekeeping - All securities shall be held by a third party custodian designated by the Finance Director. The third party custodian shall be required to issue a safekeeping receipt to the city listing the specific instrument, rate, maturity and other pertinent information.

Collateralization shall be required on two types of investments:

-  Certificates of deposits
-  Repurchase agreements

In order to anticipate market changes and provide a level of additional security for all funds, the collateralization level will be 102% of market value of principal and accrued interest. Acceptable types of collateral for repurchase agreements shall consist of treasuries and agency notes with a maximum maturity of 5 years and a collateralization level of 102% of market value of principal and accrued interest.

Internal Controls - The Finance Director shall establish a system of written internal controls, which will be reviewed annually with the independent auditor. This review will provide internal control by assuring compliance with policies and procedures.

Suitable and Authorized Investments

Authorized Investments

The City is empowered by statute to invest in the following types of securities. If an investment is not specifically listed in the suitable list, it is prohibited.

-  Fully insured or collateralized certificates of deposit and other evidence of deposit at banks and savings and loan associations;
-  Interest bearing savings accounts in banks and savings and loan institutions doing business in Arizona whose accounts are insured by federal deposit insurance.
-  Repurchase agreements with a maximum maturity of one hundred eighty days, collateralized at no less than 102 percent, provided a signed PSA Master Repurchase Agreement is on file with the counterpart bank or broker\dealer;
-  Deposits in the local government investment pool operated by the Treasurer of the State of Arizona.
-  Bonds or other evidences of indebtedness of the United States or any of its agencies or instrumentalities if the obligations are guaranteed as to principal and interest by the United States or by any agency of instrumentality of the United States.
-  Bonds or other evidences of indebtedness of this state or any of its counties, incorporated cities or towns, school districts, or municipal improvement districts which carry as a minimum one of the A ratings of Moody's Investors Service or one of the A ratings of Standard and Poor's Rating Service or their successors.
-  Commercial Paper with an A-1/P-1 rating or higher rating.
-  Mortgage-backed securities

Prohibited Investments

-  Reverse Repurchase Agreements
-  Futures, Contractual Swaps, Options
-  Inverse Floaters
-  Interest Only Securities
-  Interest Bearing Securities that have the possibility of not accruing current income
-  Closed end management type companies
-  Securities whose yield/market value is based on currency, commodity or non-interest indices
-  Bearer-form securities
-  Securities lending
-  Any security product not described in this document until reviewed and approved by the City Council.

Investment Pools

A thorough investigation of any investment pool is required prior to investing. There shall be a questionnaire developed which will answer the following general questions:

-  A description of eligible investment securities, and a written statement of investment policy and objectives.
-  A description of interest calculations and how it is distributed, and how gains and losses are treated.
-  A description of how the securities are safe kept (including the settlement processes), and how often are the securities priced and the program audited.
-  A description of who may invest in the program, how often, what size deposit and withdrawal.
-  A schedule for receiving statements and portfolio listings.
-  Are reserves, retained earnings, etc. utilized by the pool?
-  A fee schedule, and when and how is it assessed.
-  Is the pool eligible for bond proceeds and/or will it accept such proceeds?

Diversification and Maturity Limitations

The City will diversify its investment portfolio to minimize the risk of loss resulting from over concentration of assets in a specific maturity, specific issuer, or specific class of securities. Diversification standards by security type and issuer shall not exceed the following:

 Fully insured or collateralized CD's	no more than 25%
 U.S. Treasuries and securities having principal and interest guaranteed by the U.S. Government or agencies or instrumentalities of the U.S. Government	100%
 State, county, school district and other district municipal bonds or debt with an A rating or better	no more than 25%
 Repurchase agreements	100%
 Local Government Investment Pool	100%

The Finance Director shall be required to diversify maturities. To the extent possible, the Finance Director and the City Manager will attempt to match investments with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior

to maturity, thus reducing market risk. Unless matched to a specific requirement, the Finance Director may not invest more than 25% of the portfolio for a period greater than three years. Unless matched to a specific requirement, the Finance Director may not invest any portion of the portfolio for a period greater than 5 years.

Reporting

Method

The Finance Director shall prepare quarterly reports for the City Manager's review, which provide a clear picture of the status of the current investment portfolio. The management reports shall include:

-  Comments on fixed income markets and economic conditions,
-  Discussions regarding restrictions on percentage of investment by category,
-  Possible changes in portfolio structure going forward, and
-  Thoughts on investment strategies.
-  Any schedules should include:
 -  A listing of individual securities held at the end of the reporting period by authorized investment category
 -  Weighted average maturity and final maturity of all investments listed
 -  Coupon, discount or earnings rate
 -  Par Value, Amortized Book Value and Market Value
 -  Percentage of the portfolio represented by each investment category

The City Manager and Finance Director shall be responsible for making recommendations to the City Council of changes in the investment policy and in establishing performance benchmarks based upon City of Cottonwood's portfolio composition and current investment strategy.

The Finance Director shall include a market report on investment activity and returns in City of Cottonwood's Comprehensive Annual Financial Report - CAFR.

Performance Standards

The City of Cottonwood's cash management portfolio shall be designed with the objective of regularly meeting or exceeding a selected performance benchmark, which could be the average return on three-month U.S. Treasury bills, the state investment pool, a money market mutual fund or the average rate of Fed funds. These indices are considered benchmarks for lower risk investment transactions and therefore comprise a minimum standard for the portfolio's rate of return.

Investment Policy Adoption

City of Cottonwood's Investment Policy shall be adopted by the City Council. The policy shall be reviewed on an annual basis by the City Manager and significant modifications thereto must be approved by the City Council.

This page intentionally left blank

STRATEGIC PLANNING

City Accomplishments for Fiscal Year 2010

The following depicts the continued commitment of the City of Cottonwood to make the community a better place to live. Fiscal year 2010 goals obtained are summarized within this list of accomplishments:

Physical Development

-  Completed remodel of new court house
-  Completed remodel of new Utilities / Planning / Evidence Building
-  Completion of new Recreation Center
-  Separated Cottonwood and Clarkdale water systems
-  Completion of new CAT / NAIPTA transportation building
-  Completion of the S. 12th Street Improvement project from Mingus to Birch
-  Design of W. Mingus Avenue from 89A to Willard
-  Design of S. 12th Street from 89A to Fir Street
-  Completed the Apron Pavement Maintenance Project that placed a seal coat over the 11 acre apron
-  Purchased Quail Canyon and Spring Creek wells to increase water capacity

Community and Economic Development

-  Coordinated City offices to participate in a recycling program
-  Actively promoted 2010 Census
-  Expanded Fire Marshal American Flag Display Project to other high visibility areas of the City
-  Bus Shelters are now solar powered with lights running for security at night

Public Safety

-  Pursued an Automated Fingerprint Identification System (AFIS) Livescan station for booking and made it accessible to other law enforcement agencies.
-  Obtained and established a crime mapping program
-  Developed a full-time Terrorism Liaison Officer position
-  Implemented Unruly Gathering Ordinance
-  Completed development of Mobile Command Unit
-  Participated in 17 DUI Task Force events that netted 119 total arrests
-  Had the largest ever National Night Out with over 600 attending
-  Obtained 2 grants from GOHS and ACJC for underage drinking and DUI enforcement
-  Completed fire code planning & compliance on several major construction projects in the City including: Verde Valley Medical Center, Catholic Church, Mingus High School, City Rec. Center & Library

General

-  Revised the City's organizational structure
-  Created "Inside Cottonwood" television show to inform the public on matters of interest
-  Applied for and received training grants through NACOG, which brought in approximately \$50,000 in on-the-job training monies
-  Applied for a Council VISTA worker. Supervised and assisted the VISTA worker with the creation of an art and sports program for at-risk youth
-  Obtained 10th Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA) for Fiscal Year 2010
-  Developed contract with SmartWorks Plus to re-hire retired experienced workers

Organizational Goals - Fiscal Year 2011

The following goals have been identified and included within the budget. These goals, established during budget planning sessions with the City Council, are integrated into departmental work plans for fiscal year 2011.

Physical Development

Project – Utilities – Well Improvements (reprogrammed)

This project was a prerequisite to installation of the arsenic remediation equipment mandated by the United States Environmental Protection Agency (USEPA). Continued construction and improvement of the well sites will enhance the ability of the utilities to take care of all the arsenic remediation necessary.

Fiscal/Programmatic Impact

This \$500,000 project is funded through system improvements reserves. It provides a more efficient and reliable operation directly related to less crisis management and a reduction in the amount of time staff spends monitoring and maintaining the system.

Project – Utilities - Arsenic Mitigation (reprogrammed)

The federal regulations require reduction in arsenic concentrations in potable water to ten (10) parts per billion or less. This regulation is an unfunded mandate and the City is required to bear the full cost of compliance. This program will lease the arsenic treatment systems.

Fiscal/Programmatic Impact

This program will provide customers with drinking water in compliance with new federal arsenic regulations and avoid costly noncompliance fines and sanctions. The \$250,000 project will be funded through system improvement reserves currently in the water fund.

Project – Utilities – Fire Flow Upgrades(reprogrammed)

This project will enhance the Fire Department's ability to provide fire suppression services by installing properly sized water lines and adding and/or replacing fire hydrants throughout the City's water service area.

Fiscal/Programmatic Impact

The addition of fire hydrants coupled with properly sized water lines will lower the local fire departments ISO rating which will result in lower homeowners insurance rates for our customers. Having adequately sized water lines will allow more volume of water flow which in turn decreases the amount of water hammer and associated damage to the distribution system. The \$500,000 budgeted will be funded through water reserves.

Project – Waste Water – Hwy 260 extension

This project will extend the sanitary sewer collection system from Fir Street southeast to just before Goddard Road. The project involves installation of a gravity collection system, lift station and force mains.

Fiscal/Programmatic Impact

This area currently does not have sanitary sewer service to a large commercial area which has stifled commercial growth. An increase in commercial activity and the associated sales tax revenues will be a fiscal bonus to the general fund. Currently the funding of \$1,900,000 is planned through existing reserves and other financing sources.

Project – Waste Water – Storage

Fiscal/Programmatic Impact

This project will be funded through existing capital reserves and is budgeted at \$400,000. The reclaimed water reservoir will allow this system to meet peak demands and reduce the cycling of the reclaimed water booster pumps.

Project – Waste Water – ADEQ Brownsfield Grant

ADEQ grant funded site assessment testing of former recycling yard.

Fiscal/Programmatic Impact

The location and condition of this property is currently preventing business growth in Old Town. The grant funded site assessment testing of former recycling yard is the first step to clean it up. This project will be funded through grant through ADEQ and is budgeted at \$200,000.

Project – Waste Water – W. Mingus Reconstruction- Reclaimed Water

NOT AVAILABLE AT PRINTING

Fiscal/Programmatic Impact

This project will be funded through existing capital reserves and is budgeted at \$255,000.

Project – Waste Water – Waste Water Treatment Plant Construction

NOT AVAILABLE AT PRINTING

Fiscal/Programmatic Impact

This project will be funded through existing capital reserves and is budgeted at \$500,000.

Project – Waste Water – Riverfront Park Reclamation Facility Project

Planned construction of a new water reclaim facility at Riverfront Park to ease the burden on the current facility. The plant will recycle waste water and produce quality effluent to help with the irrigation needs at Riverfront Park. This project will help with the increasing need to take some of the load off of the Waste Water plant on Mingus Ave.

Fiscal/Programmatic Impact

As the current plant reaches capacity, the ability to safely and effectively treat wastewater begins to deteriorate. We have a high priority to protect the public health and safety. The City is recognized as the wastewater treatment provider for the Cottonwood area. The new plant would allow the City to redirect wastewater flow from the southeastern side of the City to the new plant and reduce pumping distance and cost. This project will be funded through existing capital reserves and is budgeted at \$500,000 for FY 2011 for the design phase and \$8,000,000 estimated for FY 2012.

Project – Utilities – West Mingus Reconstruction – Replace Failing

NOT AVAILABLE AT PRINTING

Fiscal/Programmatic Impact

Currently the funding of \$256,000 is planned through existing reserves and other financing sources.

Project – Utilities – Hwy 260 Water system

NOT AVAILABLE AT PRINTING

Fiscal/Programmatic Impact

This project will be funded with current reserves. The total project will be \$1,275,000.

Project – HURF – Pavement Maintenance (on-going)

Execute pavement maintenance contracts to extend the useful life of the streets. Pavement maintenance has typically been chip seal coating. Other types of seal coats such as slurry coats may also be used. Chip seals are the only affordable treatment for most “local streets”. Cottonwood historically gets a very long useful life out all pavement types, far in excess of the expected useful life. Routine pavement maintenance is required to keep the streets from “going to gravel”.

Fiscal/Programmatic Impact

Funding for this program has been transferred solely to the HURF, with the allocation of a portion of 1% sales tax taking place January 1, 2006. There is a strong need to upgrade our streets, including the addition of sidewalks when funds are available. There is \$350,000 allocated to maintain streets, bridges and sidewalks throughout the community. The City’s Street Maintenance Department will be responsible for the program.

Project – HURF – 12st. Reconstruction 89A to Fir (Reprogrammed)

This is a 3700 foot reconstruction project from SR 89A to Fir Street. The existing collector street lacks a sidewalk and is constantly potholing due to clayey sub-soils. The vertical alignment does not meet standards (hills too high and valleys too low). The project would need to address the poor sub-soils and add curb, gutter and sidewalk.

Fiscal/Programmatic Impact

The City is planning to obtain a bond for this project and other streets projects in the amount of \$3,750,000. The total cost of the project is budgeted at an expenditure of \$2,130,000

Project – HURF – Sidewalk Additions

Add sidewalks city-wide to fill in gaps in the sidewalk system. Provide facilities for bicycles such as signing and marking of bike lanes.

Fiscal/Programmatic Impact

Costs are expected to be \$80,000 per year and are potentially being funded through the HURF and Contracting Sales Tax.

Project – Airport Grants- Runway 32 Extension

The project will convert the existing 300’ of pavement (runway safety area) at the end of Runway 32 into usable runway for take offs. The addition of 300’ is an increase of 7% to the existing 4280’ runway. Aircraft that require longer take-off runs, like small business jets, will use the runway extension. Once the parallel taxiway is extended to the south end of the extension all aircraft will use the 300’ extension for take-offs.

Fiscal/Programmatic Impact

This project will be funded through Federal & State grants and is budgeted at \$365,000. The City’s share of that will be \$9,125.

Project – Airport Grants- Energy Efficient Block Grant- Electrical Panels

The project will install an array of solar voltaic panels at the airport. The panels will supply renewable electric power to energize the airport runway lighting systems. The solar system will be able to supply power to the grid when the airport’s demand cannot use the full amount of power produced.

Fiscal/Programmatic Impact

This project includes design and construction costs and will be funded 100% through the grant for \$92,995. The clean energy produced on-site will benefit the airport fund through lower power bills for the 20 year life of the project.

Project – Administration - City Hall & Old Town Cultural Park

This project is to design and ultimately construct a New City Hall and cultural park to be located in Old Town on city-owned property.

Fiscal/Programmatic Impact

The fiscal impact of about \$5,500,000 will be bonded to cover total cost over FY 2011 & FY 2012. Currently the facilities are over-crowded, old, and scattered throughout Old Town and the community. A new facility would be up to current life safety code standards, it would centralize more of city staff, eliminating unnecessary pedestrian and vehicle trips, for staff and the public.

Project – Parks – Riverfront Parking & Overlay

This project depicts the need for combined parking lot areas at Riverfront Park needing major renovations. The project includes the removal of current asphalt surface materials, site prep, and installation of new asphalt/concrete mix overlay. Project will also entail the installation of curb systems along the current northeast parking lot area (200 x 150 foot parking lot) and the inside island area of the Skate-park/Roller Hockey parking lot area.

Fiscal/Programmatic Impact

These combined projects will cost approximately \$116,000 and will prevent further damage of the parking area and asphalt that is already there.

Public Safety

Project – Police - Vehicle Replacement Program (on-going)

This project provides for the systematic replacement of police patrol vehicles before they become too costly to maintain. This year the Police Dept will purchase a motorcycle and four vehicles.

Fiscal/Programmatic Impact

This year the budgeted amount for this program is \$101,800, which will be paid through the .2% sales tax reserve. By having a newer fleet, maintenance costs are reduced down time is avoided.

Project – Public Safety – Regional Communications Building

Design and construct a Regional Communications Building to handle all of the local dispatching for the Verde Valley Area. The new building will be constructed on land owned by the City next to the current Public Safety Building.

Fiscal/Programmatic Impact

The budget amount for this project is \$3,700,000 with \$360,000 being allocated in FY 2011 This project will be funded by bonding and paid through the .2% sales tax reserves.

Project – Public Safety – Fire Engine Pumper Type 1

Due to increased demand for emergency services and related activities we were awarded a SAFER grant to hire 12 additional firefighters to man another engine company. Currently we have two first line fire engines; however one of these engines is over 12 years old and has in excess of 140,000 miles. While we anticipate that this engine will meet our needs for the next 12 to 24 months, we will need to make provision for a replacement.

Fiscal/Programmatic Impact

The budget amount for the Fire Engine Pumper Type 1 is \$500,000 and will be funded by lease purchase paid through the .2% sales tax reserves.

Project – Public Safety – Mobile Data Computing Connectivity

This item represents the deployment of NetMotion as a cellular method for officers to connect to the Spillman server.

Fiscal/Programmatic Impact

Officers currently use the DPS microwave method for connecting to Spillman. DPS's ability to properly maintain their system has come into question as there has been an increase in their system's downtime and very slow problem resolution on their part. NetMotion will give officers a supplemental way of connecting to the Police Department network when the DPS microwave system is unavailable. The budgeted amount of \$43,000 is 100% grant funded.

Project – Public Safety – Reverse 911 Grant

This technology provides public safety operations with communication tools necessary for mass community notification. Utilizing all available communication methods, such as land line telephones, cell phones, text messaging, and email messages, public safety officials can rapidly notify citizens of emergency public safety information, such as evacuation notices, major incident details, or other public safety related information.

Fiscal/Programmatic Impact

This program provides the software, equipment and implementation for the Reverse 911 System. Managing and tracking the safety of citizens and responders during an emergency is the primary purpose of this technology. Examples of community notifications include, but are not limited to, severe weather, fires, flooding, power outages, street closures, gas leaks, major law enforcement or fire incidents, hazardous materials incidents, or acts of violence or terrorism. Information can be relayed to citizens to help reduce misinformation, rumors, and panic associated with emergency operations and situations. The budgeted amount of \$33,000 is 100% grant funded.

Project – Public Safety – Radio Upgrade program

This project involves the replacement of exiting fire department mobile and portable radio equipment with equipment meeting the requirements of new federal interoperability and narrow band frequency requirement mandates which becomes effective January 1, 2013.

Fiscal/Programmatic Impact

This program involves the purchase of at least 8 mobile radios and at least 20 portable radios at an estimated cost of \$57,000 “phased in” at \$19,000 annually over the next three years. In order to meet the federal mandates we must upgrade our equipment before January 1, 2013. This project is funded though the .2% sales tax reserves and grant funds.

Project –Public Safety – Fire Stations

Design and construct a fire station on or near Bill Gray Road to serve the development and growth projections for the Cornville Road/Mingus Avenue & Hwy 89A annexation area. New development plans for that area indicate the need to establish a fire station in that area in the next two to three years. By establishing the City’s presence in that area with a future fire station, the City is positioned for the expected growth and development and for future annexations of areas to the north and east.

Fiscal/Programmatic Impact

The need for an additional Fire Station is evident as growth in the area has the current Fire staff very busy. The fiscal impact would be to obtain bonding to fund the construction and design of the new building, the planned costs are FY 2011 \$120,000 and FY 2012 \$1,500,000

Organizational Goals for the Future - Fiscal Year 2012-16

The following long-range goals address issues facing the City in the future. The timing of the various programs and projects are reflected on the five-year Capital Improvement Plan on pages 33-40. The current year is included in the City's organizational goals – Fiscal year 2012 on pages 20-25.

Grant Funds

Project - Airport – Acquire Land II (12.4 acres)

This program is to acquire 12.4 AC at the southwest line of the airport to meet standards for object free area (OFA) for the relocated Taxiway A. And to acquire property to meet standards for parallel taxiway object free area (OFA) area. This property adjoins the SW property line of the airport.

Fiscal/Programmatic Impact

The acquisition will allow for the taxiway parallel to the runway to move an additional 90' away from the runway. This greater separation will increase safety for the Airport users. Funding for this project is \$825,000 and is anticipated that a 97.5% FAA and ADOT grant will assist along a City contribution of 2.5% local share from the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and Airport Layout Plan (ALP).

Project – Airport - Install Automatic Weather Observation Station (AWOS)

This project installs an Automatic Weather Observation Station (AWOS), a weather instrument with radio and phone communication capability that allows pilots to get remote, real-time weather information for the airport. This is required for instrument approaches and commuter service.

Fiscal/Programmatic Impact

This equipment that provides accurate weather information is an important safety issue for airport users as the airport becomes increasingly busy. The \$80,000 expense is funded 97.5% FAA and ADOT grant, with a 2.5% local share provided by the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and ALP.

Project - I Airport – Design T-Hangars Apron/Taxiway

This project is to design an apron and taxiway for new T-hangars.

Fiscal/Programmatic Impact

This project allows aircraft to have a paved surface to protect propellers and jet engines from debris. The \$350,000 cost is funded 97.5% FAA and ADOT grant, with a 2.5% local share provided by the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and ALP.

Project - Airport – Master Plan

The Airport Master Plan periodically needs updating to ensure that the airport can continue to adapt and provide the necessary facilities required to meet increasing aviation demand.

Fiscal/Programmatic Impact

This project updates the current Airport Master Plan in FY 2013. The \$200,000 expense is funded 97.5% FAA and ADOT grant funding, with 2.5% local share provided by the Airport Plan.

Project - Airport – Grading for T-Hangars

This project is for site preparation for new T-hangars in the vicinity of the current parachute drop zone. Site will need substantial excavation of material to bring the site down to the airfield elevation.

Fiscal/Programmatic Impact

This preliminary work prior to construction will provide additional safety by reducing the risk of vandalism/tampering of aircraft by providing more secure storage in hangars. The \$1,200,000 price tag is funded 97.5% FAA and ADOT grant, with a 2.5% local share provided by the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and ALP.

Project - Airport – Environmental Review

An environmental review is needed prior to acquiring additional land for the Cottonwood Airport. Purchase of 18 acres of land at the southwest line of the airport is contemplated for several projects: relocate skydive drop zone, relocate Taxiway A, relocate the segmented circle and install an AWOS.

Fiscal/Programmatic Impact

This Project creates access to the new parachute drop zone; relocate taxiway and AWOS needed for health and safety of the users. The \$200,000 cost is funded 97.5% FAA and ADOT grant, with a 2.5% local share provided by the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and ALP.

Project - Airport – GPS Approach Survey

Provide a detailed survey of the terrain and obstructions for the end of Runway 32.

Fiscal/Programmatic Impact

This Project provides a detailed survey of the terrain and obstructions for the end of Runway 32 so that a GPS approach can be created for the airport by the FAA. Currently, there are no instrument approaches for the airport. The \$80,000 cost is funded 97.5% FAA and ADOT grant, with a 2.5% local share provided by the Airport Fund. This project is programmed in the 2003 Cottonwood Airport Master Plan and ALP.

Project - Airport – Install JetA Tank

Provide the installation of a JetA tank at the airport.

Fiscal/Programmatic Impact

This Project provides the installation of a JetA tank at the airport. Cottonwood owns a 100LL (low load) fuel (aviation gasoline) tank but not a JetA tank. JetA fuel powers larger more sophisticated aircraft used for business including air ambulances, business travel and helicopters. The \$95,000 is anticipated to be funded through the State Aviation Loan Program and the Airport Fund.

Physical Development**Project –Parks - Civic Center Rehabilitation**

This project is for the restoration of a valuable historical building in Old Town Cottonwood. Both internal and external renovations are needed. Such restoration would allow for the facility to continue being a functional “Civic Center” for meetings, social gatherings and cultural needs of residents.

Fiscal/Programmatic Impact

The rehabilitation is expected to carry a price tag of approximately \$130,000 and is scheduled for FY 2013. This project anticipates financing through the State Historic Preservation Office (SHPO) since the building is on the Historical Registry in the form of a grant. The General Fund would need a 50% match in funds. Maintenance and operation expenditures should go down as the building is restored.

Project – Parks – Tennis Center Resurface

This program is to install a polyurethane coating materials to the surface of the Cottonwood Tennis Center courts. The city has four (4) tennis center courts at Garrison Park which will be resurfaced and then have the lines and court interior/exterior boundaries marked.

Fiscal/Programmatic Impact

An estimated cost of \$120,000 is to be funded in FY 2014 from the City’s 1% sales tax dedicated to general government facilities. The resurface will extend the life of the courts which are used heavily year-round.

Project – Parks –Roofing Project

City owned facilities will need roofing renovations by 2012. In addition, the Public Safety Building and the Public Works buildings will also need major work on roofing sections by this date. Each of these nine (9) facility roofs will need membrane coating applications by a licensed/certified contractor.

Fiscal/Programmatic Impact Current Buildings facilities should be properly maintained for building integrity purposes and for the health and safety of employees, public and city equipment. This project is funded at \$120,000 dollars and will come out of ordinary operating revenues.

Project – Parks – Urban Trail System

This land purchase will enable the city to expand the current park acreage throughout the community to serve an ever growing community population base. The current park system and open space element has two small pocket/neighborhood parks throughout the 110 acre system. Additional trails are necessary to mitigate vehicular traffic, allow for the pursuit of outdoor recreation throughout the Cottonwood areas and provide various alternate flows for pedestrian traffic.

Fiscal/Programmatic Impact

General Fund obligation and potential for State Heritage Funds to offset most of the acquisition and construction costs are planned. This project begins FY 2014 and is planned over a period of three years.

Project HURF - Pavement Maintenance Program

This program executes pavement maintenance contracts to extend the useful life of the streets. Pavement maintenance has typically been chip seal coating.

Fiscal/Programmatic Impact

The first two years of the program will also include crack sealing. Other types of seal coats such as slurry coats may also be used. Chip seals are the only affordable treatment for most “local streets”. Cottonwood historically gets a very long useful life out of all pavement types, far in excess of the expected useful life. Routine pavement maintenance is required to keep the streets from “going to gravel”. This ongoing program is funded through HURF and the 1% construction sales tax initiated January 1, 2006.

Project – HURF - 6th Street Reconstruction

This reconstructs 2,600 feet of pavement from Mingus Avenue to SR 89A. The pavement thickness will be improved with the project, to ensure it can handle the weight and the volume of traffic. The drainage problem will also be addressed.

Fiscal/Programmatic Impact

This \$700,000 reconstruction will have a 20 year useful life. A street of this quality in industrial areas as this one promotes business retention and development. This is a HURF and 1% construction sales tax project.

Project – HURF – 10th Street Reconstruction

From N. Main Street to Mingus Avenue, reconstruct the 1500-foot street adding curb, gutter and sidewalk on both sides. Mill and overlay the pavement to tie the project in.

Fiscal/Programmatic Impact

Create a safe place for pedestrians. Use local “Sidewalk” The distorted existing pavement will be completely replaced. Sidewalks will be added to a street that is close to the elementary and middle schools. Possible funding through HURF, 1% sales tax or Street Reserves is anticipated to be \$525,000.

Project – HURF – E Mingus Reconstruction

Mill and overlay the pavement on East Mingus Avenue. This 4800-foot segment of major collector street from Willard Street to Main Street has failing pavement and lacks sidewalk in some areas.

Fiscal/Programmatic Impact

Since Mingus Avenue was extended to Cornville Road in 2004, this segment of Mingus Ave has 9,000 trips per day. The project is in two phases with the first in FY 2013 being Willard to 10th Street, at \$1,300,000 having federal grant funds.

Project – HURF – W. Mingus Reconstruction

This 1800-foot segment of Mingus Avenue, from SR 89A to Willard Street, is narrow, lacks sidewalk and bike lanes, and has poor drainage. Since the completion of the Mingus Avenue Extension to Cornville Road in 2004, trips on this segment of Mingus have grown to 6,000 per day. The existing pavement condition is poor.

Fiscal/Programmatic Impact-

This project will be funded through HURF and Contracting Sales Tax. The total project will be \$3,000,000 and is projected to begin in FY 2015.

Project – HURF – North Main Street Paving

Mill and overlay the pavement on North Main Street from the north city limits to Willard Street through Old Town

Fiscal/Programmatic Impact

This major collector street is cracked and distorted. The existing pavement is over 30-40 years old. This project is funded through HURF and Contracting Sales Tax. \$1,200,000 is budgeted in FY 2015

Project – HURF – S. 12th Street Improvements

This is a 3700 LF reconstruction project from SR 89A to Fir Street.

Fiscal/Programmatic Impact

The existing collector street lacks a sidewalk and is currently potholing due to clayey sub-soils. The vertical alignment (hills and valleys) does not meet standards. The project would need to address the poor sub-soils and addition of curb and sidewalk. This project is funded through HURF and Contracting Sales Tax. \$600,000 is budgeted in FY 2013

Project – HURF – Sidewalk Additions Alternative

Add sidewalks city-wide to fill in gaps in the sidewalk system.

Fiscal/Programmatic Impact

This project provides for added sidewalks city-wide to fill in gaps in the sidewalk systems and provides facilities for bicycles such as signing and marking of bike lanes. This project is funded through HURF and Contracting Sales Tax. \$80,000 is budgeted in FY 2012

Project – HURF – Main St to Mingus

Mill and overlay the pavement on Main Street to Mingus Ave

Fiscal/Programmatic Impact

This major collector street is cracked and distorted. The existing pavement is over 30-40 years old. This project is funded through HURF and Contracting Sales Tax. \$3,000,000 is budgeted in FY 2015

Project – Utilities – Water System Upgrades (on-going)

This project is the continued funding of water system upgrades to track the arsenic mitigation needs and the development of the water infrastructure.

Fiscal/Programmatic Impact

Fiscal impact will be \$500,000 per year to cover needed maintenance and construction to the existing water lines and to further develop the water system. These funds will be covered by the current water reserves.

Project – Utilities - Replacement of Main Line Valves (on-going)

This project calls for the progressive replacement of defective or damaged main line valves.

Fiscal/Programmatic Impact

This continuous program replaces defective or damaged valves that are discovered during valve exercising procedures. Funding for this project is through system improvements reserves.

Project – Utilities – Fire Flow Upgrades

This program replaces undersized, substandard and defective water lines and installs fire hydrants in areas which do not currently have a sufficient flow amount to provide adequate fire protection

Fiscal/Programmatic Impact

This program will allow increased fire protection capability and replace substandard and/or defective water lines which inhibit safe delivery of potable water. It will also reduce the amount of waterline repairs. The \$500,000 annual cost will be provided through system improvement reserves and user fees.

Project – Utilities – Other System Improvements

This program provides for improving well capacity, as well as storage and booster pumping.

Fiscal/Programmatic Impact

The \$250,000 annual allocation will improve overall capacity of the system over the next five years and will provide for the continued growth in the Cottonwood area. The funding will be absorbed by the system improvements fund and user fees.

Public Safety

Project – Public Safety – Fire Vehicle Replacement

This project provides for the systematic replacement of Fire Vehicles before they become too costly to maintain.

Fiscal/Programmatic Impact

The budget amounts for the next five years total \$200,000 and will be funded by lease purchase paid through the .2% sales tax reserves. By having a newer fleet, maintenance costs are reduced as well as avoiding down time.

Project – Public Safety – Police Vehicle Replacement

This project provides for the systematic replacement of police patrol vehicles before they become too costly to maintain.

Fiscal/Programmatic Impact

The budget amounts for the next five years total \$594,000 and will be funded by lease purchase paid through the .2% sales tax reserves. By having a newer fleet, maintenance costs are reduced as well as avoiding down time.

Project – Public Safety – Fire Rescue/Extrication-Jaws of Life

This project also allows for the purchase of miscellaneous rescue, extrication and special operations equipment on an annual basis to replace worn out, outdated or out of commission equipment and personal protection and to keep up with changing technology to meet service delivery demands in our rapidly growing community

Fiscal/Programmatic Impact

This project also includes the purchase in FY 12/13 of a hydraulic rescue tool including power unit, spreader tool, cutter tool and hydraulic rams. This unit (the “jaws of life”) is used to facilitate rescue of persons from vehicles, buildings, etc. where entrapment makes rescue difficult or impossible without removing metal, doors, concrete, wood, superstructure, etc. This project is funded through the .2% sales tax reserves.

Project – Public Safety – Fire Emergency Preemption System

This is a combination police and fire program to establish a traffic light pre-emption system that allows an emergency vehicle to obtain a priority green light and turn the other directions of the intersection red until the emergency vehicle clears the intersection

Fiscal/Programmatic Impact

This program will have a direct impact on public and employee safety by reducing emergency response time and more so by reducing the likelihood of intersection accidents involving emergency vehicles and the public. This project is Grant funded.

Project – Public Safety – Fire Prevention Safety House

This project involves the purchase of a mobile Fire Prevention Safety House.

Fiscal/Programmatic Impact

This project will provide a realistic training prop for Fire Prevention and Life Safety Training to the citizens of Cottonwood. Primary audience will be children, the elderly and other “at risk” groups. This project is funded through Grants.

Five-Year Capital Improvement Plan

A Capital Improvement Plan (CIP) is a multi-year plan that projects spending for anticipated capital projects. The City's CIP represents a five-year program totaling \$88,514,159. This figure is imposing and cannot realistically be funded from normal operating revenues (pay-as-you-go financing). It will be necessary for many of the proposed improvements to be funded through other sources. Such funding sources may be the issuance of bonds, lease purchases and grants.

It is important to note that the CIP is intended to be a plan and a process, rather than a budget. Therefore, projects may be altered in subsequent years. Projects qualifying for the City's CIP shall have a total value of \$35,000 or greater.

As in the past fiscal years, we have programmed and will continue restricting revenues specifically designated to capital improvements projects. There are policies outlining the requirements of the various restricted revenue sources. Restricted revenues have multiple projects assigned based on council guidance.

GRANTS FUND POLICY

-  Any grant that is programmed yet funding is not attained, will not be allowed to proceed.
-  Grants will only be budgeted if there is a strong indication that it will be obtained.
-  All grant application will be reviewed by staff for funding ability prior to application to ensure availability of matching funds.
-  Priority will be given to grant matching funds.
-  Sizeable matching funds and/or large percentage of contribution may keep some grants from being solicited.

Funding Availability	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	\$0	\$0	\$0	\$0	\$0
Transfers In		11,902	11,902	50,902	11,902
FAA Aeronautic Grants	332,500	508,250	190,000	1,923,750	
Energy Efficient Block Grant					
ADOT Airport Matching	8,750	13,375	5,000	50,625	
GPS Approach - Grant Funded	80,000				
LP - Jet A Tank	95,000				
Airport Fund Matching	8,750	13,375	5,000	50,625	
Funds Available	\$525,000	\$546,902	\$211,902	\$2,075,902	\$11,902
Financing Commitments					
LP - Jet A Tank		11,902	11,902	11,902	11,902
Subtotal Commitments	0	11,902	11,902	11,902	11,902
Revenue (net of commitments)	\$525,000	\$535,000	\$200,000	\$2,064,000	\$0
Planned Expenditures					
<u>Airport</u>					
Airport Master Plan		200,000			
Relocate Segmented Circle				39,000	
Land Acquisition (12.4 acres)				825,000	
Install All Weather Operating System		335,000			
Construct T-hangar Apron - GRANT	350,000				
Apron Expansion Grading				1,200,000	
Relocate Drop Zone/Environmental Review			200,000		
Install JetA Tank	95,000				
GPS Approach Survey - GRANT	80,000				
Subtotal Planned Expenditures	525,000	535,000	200,000	2,064,000	0
Resources Available	\$0	\$0	\$0	\$0	\$0

0.2% SALES TAX

This revenue source is derived from a .2% sales tax originally designated for the payment of debt service on the Public Library. November of 1998 voters requested that any amount collected above the necessary debt service be restricted to capital improvements. Any deficits showing in the five year plan will be covered by General Fund reserves.

- | | |
|--|--|
| <ul style="list-style-type: none"> ○ Library Debt Service ○ Public Safety Building – GADA Loan ○ Public Safety Lease Purchase | <ul style="list-style-type: none"> ○ 1st priority is fleet ○ 2nd priority is to other projects |
|--|--|

Funding Availability	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	\$366,516	\$501,774	(\$185,115)	(\$191,178)	(\$552,416)
Annual Deposit (net of DS)	461,205	474,386	651,667	671,217	694,710
Grant Funding					
GOHS /RICO	25,000				
Aerial Ladder Truck	1,018,248				
Fire Emergency Preemption System - Grant Funded	90,000				
Fire Prevention Safety House	75,000				
Miscellaneous Income					
Interest Income	7,330	10,035			
Other Financing Sources					
LP - Engine Pumper Type I			550,000		
LP - PD Vehicles - 10-15	287,000		307,000		
LP - FD Vehicles - 10-15	77,000		81,000		
LP - Fire Engine Pumper Type 3	300,000				
GADA - Fire Stations - 2	1,620,000				
GADA - Fire Stations - 3					2,300,000
Bonds - Regional Communications Bldg	4,060,000				
Revenue	8,387,299	986,195	1,404,552	480,039	2,442,294
Financing Commitments					
GADA - Public Safety Building	267,725	271,700			
Other Financing Uses					
LP - PS Vehicles 09-10	44,760	44,760	44,760	22,380	
LP - Police Vehicles	101,800				
LP - Fire Dept.	90,000	90,000	90,000	10,790	
LP - Police Vehicles	33,300	66,600	66,600	102,100	102,100
LP - Fire Dept.	9,000	18,000	18,000	27,000	
LP - FD Engine Pumper Type I	46,200	46,200	46,200	97,015	97,015
LP - Fire Engine Pumper Type 3		18,800	18,800	18,800	18,800
LP-Mobile Data Terminals, PD Vehicles 08-09	171,900	82,880			
GADA - Fire Stations - 2		123,700	123,700	123,700	123,700
GADA - Regional Communications Bldg		272,170	272,170	272,170	272,120
Subtotal Commitments	764,685	1,034,810	680,230	673,955	613,735
Revenue (net of commitments)	7,622,614	(48,615)	724,322	(193,916)	1,828,559
Planned Expenditures					
Fire					
Grant - Aerial Ladder Truck	1,071,840				
Fire Engine Pumper Type 3	300,000				
Fire Stations GADA - 2	1,500,000				
Fire Stations GADA - 3				300,000	2,000,000
Fire Engine Pumper Type 1			550,000		
Fire Vehicle Replacements	38,000	39,000	40,000	40,000	43,000
Fire Rescue/Extrication-Jaws of Life		35,000			
Fire Emergency Preemption System - Grant Funded	90,000	8,500	8,500	8,500	8,500
EMS Equip-Cardiac Monitor/Defib replacement	40,000	35,000	10,000	10,000	10,000
Fire Prevention Safety House - Grant Funded	75,000				
Radio Upgrade program	19,000	19,000			
Police					
Police Vehicle Replacement - 09-10 Lease Purchase	287,000		307,000		
Regional Communications Bldg	3,700,000				
Subtotal Planned Expenditures	7,120,840	136,500	915,500	358,500	2,061,500
Resources Available	501,774	(185,115)	(191,178)	(552,416)	(232,941)

1.0% SALES TAX

This revenue source is derived from a 1.0% sales tax originally designated for the payment of debt service on the Wastewater Treatment Plant. This tax was to sunset on July 1, 2007, however, the City Council approved to implement a 1% Sales Tax effective July 1, 2007 to be used for capital improvement projects.



Anticipated commitment of funds

- Remaining revenue prorated among remaining areas
 - 50% Recreation Center Debt Service
 - Remaining 50% split
 - 50% General Government M&O
 - 20% Government Facilities
 - 30% Street Improvements

Funding Availability	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	\$1,032,941	\$884,415	\$446,855	\$330,648	\$3,992,623
Annual Deposit	1,674,091	1,677,026	1,687,131	1,695,237	1,706,505
Grant Funding					
Urban Trails System			45,000	180,000	350,000
Tennis Center 6 Plex Facility					200,000
Pocket Neighborhood Parks		250,000		450,000	
OT Field Conversion to Cultural Park			50,000	120,000	
Miscellaneous Income					
Interest Income	20,659	17,688	8,937	6,613	79,852
Other Financing Sources					
GADA - Youth/Adult Sports, Leisure & Open space Facilities					3,800,000
GADA - Large Park Acreage - Future Ball Field				3,500,000	
Funds Available	2,727,690	2,829,130	2,237,923	6,282,498	10,128,980
Financing Commitments					
GADA - Recreation Center	1,543,275	1,538,275	1,542,275	1,539,875	1,541,275
GADA - Large Park Acreage - Future Ball Field					267,240
Subtotal Commitments	1,543,275	1,538,275	1,542,275	1,539,875	1,808,515
Revenue (net of commitments)	\$1,184,415	\$1,290,855	\$695,648	\$4,742,623	\$8,320,465
Planned Expenditures					
<u>Culture & Recreation</u>					
Civic Center Renovation		130,000			
Urban Trail System - <u>Heritage Grant</u>			45,000	180,000	350,000
Tennis Center Resurface			120,000		
Tennis Center 6 Plex Facility - <u>Grant Funded</u>					550,000
Large Park Acreage - Future Ball Field & Sports Park					2,000,000
Park Acreage-Pocket Neighborhood Parks - <u>Grant Funded</u>		250,000		450,000	
Kids Park Restroom Facility			150,000		
Kids Park Play Apparatus		39,000			
Youth/Adult Sports, Leisure & Open space Facilities		250,000			3,800,000
Rainbow Colors Pool Play System/Rec Cntr Eqpt	180,000				
Park Open space & Master Plan Study		70,000			
Roller Hockey Court Board Replacement		60,000			
Skate Park Completion		45,000			
<u>General Government</u>					
City Wide - Roofing Project	120,000				
Old Town Field Conversion to Cultural Park - <u>Grant Funded</u>			50,000	120,000	
Subtotal Planned Expenditures	300,000	844,000	365,000	750,000	6,700,000
Resources Available	\$884,415	\$446,855	\$330,648	\$3,992,623	\$1,620,465

HIGHWAY USER REVENUE FUND AND TRANSIT

These funding sources come from several areas. State HURF may be used for maintenance and operations as well as capital projects. The City also approved an increase in the city's tax on construction activities by 1% to be designated to street improvements. Another is grant funding for major street projects, and finally 30% of half of the 1% City Sales Tax mentioned in the previous restricted revenue section. These sources have council imposed guidelines.

-  1% construction sales tax will be used by this fund.
-  A portion of the 1% sales tax will be allotted here to cover costs
-  Uses of these revenue resources
 - Street Department M&O
 - Street construction
- Street Capital
- Transit programs
-  All major street projects will have a 10% restricted funding component to be used for
 - Sidewalks
 - Landscape
 - Bike paths & trails

Funding Availability	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	\$999,715	\$506,967	\$6,575,845	\$6,088,489	\$1,747,746
HURF Funds (net M&O)	581,262	592,888	610,674	628,994	654,154
1% Construction Sales Tax	100,000	105,000	110,250	115,763	121,551
General Fund Contribution (including portion of 1% Sales Tax)	400,000	420,000	441,000	463,050	486,203
Grants					
Other Financing Sources					
Loan - N Main, E Mingus, Main to Mingus,		7,625,000			
Funds Available	\$2,080,977	\$9,249,855	\$7,737,769	\$7,296,296	\$3,009,653
Financing Commitments					
GADA Loan - 12th St. & Mingus Ave.	344,010	344,010	344,010	344,010	344,010
GADA Loan - N Main, E Mingus, Main to Mingus, & 10th St.			350,270	704,540	704,540
Subtotal Commitments	344,010	344,010	694,280	1,048,550	1,048,550
Revenue (net of commitments)	\$1,736,967	\$8,905,845	\$7,043,489	\$6,247,746	\$1,961,103
Planned Expenditures					
<u>Streets Construction & Maintenance</u>					
Pavement Maintenance Program	300,000	350,000	350,000	375,000	375,000
Sidewalk Additions Alternative	80,000	80,000	80,000	80,000	80,000
6th St. Reconstruction	700,000				
North Main Street Paving					1,200,000
E. Mingus Ave. Reconstruction		1,300,000		1,000,000	
Main St to Mingus				3,000,000	
10th Street Reconstruction			525,000		
12 S. St. Reconstruction		600,000			
Street Sweeper	150,000				
Gannon Tractor				45,000	
Subtotal Planned Expenditures	1,230,000	2,330,000	955,000	4,500,000	1,655,000
Resources Available	\$506,967	\$6,575,845	\$6,088,489	\$1,747,746	\$306,103

WASTERWATER USER FEES

User fees for Wastewater are not sufficient enough to cover capital projects that are planned for the future in this department. Other revenue sources have been allocated to assist this enterprise fund with its capital needs.

Funding Availability	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	\$3,187,575	\$2,524,806	\$1,858,779	\$1,763,690	\$995,191
Miscellaneous					
Interest Income	95,627	88,368	65,057	61,729	34,832
Other Funding Sources					
Bonding/WIFA Loan 2012-13			1,000,000		
Transfer in from Capital Construction Fund	8,000,000				
Funds Available	\$11,283,202	\$2,613,175	\$2,923,836	\$1,825,419	\$1,030,023
Financing Commitments					
Bonding / WIFA Loan FY 2011	268,146	264,146	260,146	256,146	252,146
Bonding / WIFA Loan FY 2013				74,082	74,082
Subtotal Commitments	268,146	264,146	260,146	330,228	
Revenue (net of commitments)	\$11,015,056	\$2,349,029	\$2,663,690	\$1,495,191	\$1,030,023
Planned Expenditures					
<u>Wastewater</u>					
Storage			400,000		
Riverfront Wastewater Reclamation Plant	8,000,000				
Future Projects or Upgrades			500,000	500,000	500,000
Wastewater Treatment Plant Construction	490,250	490,250			
Subtotal Planned Expenditures	8,490,250	490,250	900,000	500,000	500,000
Resources Available	\$2,524,806	\$1,858,779	\$1,763,690	\$995,191	\$530,023

WATER USER FEES

The Water Utility, unlike the Wastewater, is designed to be self sufficient. It provides enough revenue to cover maintenance, operations, administration, debt service, and capital improvements. User fees provide the majority of the revenue for this utility. Upon acquisition of the water companies, the City included additional proceeds in the bond issue for future system improvements. That has come in useful since the system was in need of some serious attention.

Funding Availability	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	\$5,835,064	\$5,360,610	\$7,141,660	\$7,282,528	\$7,721,417
User Fees	3,193,800	3,449,304	3,725,248	4,023,268	4,345,130
Other Funding Sources					
Bonding or WIFA Loan		2,000,000			
<hr/>					
Funds Available	\$9,028,864	\$10,809,914	\$10,866,908	\$11,305,797	\$12,066,546
Financing Commitments					
Bonding or WIFA Loan	2,818,254	2,818,254	2,818,254	2,818,254	2,818,254
			166,126	166,126	166,126
<hr/>					
Subtotal Commitments	2,818,254	2,818,254	2,984,380	2,984,380	2,984,380
<hr/>					
Revenue (net of commitments)	\$6,210,610	\$7,991,660	\$7,882,528	\$8,321,417	\$9,082,166
<hr/>					
Planned Expenditures					
Valves	100,000	100,000	100,000	100,000	100,000
Wells Improvements	150,000	150,000	150,000	150,000	150,000
Fire Flow Upgrades	500,000	500,000	250,000	250,000	250,000
Storage/Well Booster Station	100,000	100,000	100,000	100,000	100,000
<hr/>					
Subtotal Planned Expenditures	850,000	850,000	600,000	600,000	600,000
<hr/>					
Resources Available	\$5,360,610	\$7,141,660	\$7,282,528	\$7,721,417	\$8,482,166

The City will enter into an operating lease contract for its arsenic treatment equipment and will be hiring a Arsenic Specialist to help defray cost and will explore new technologies as they develop in the future.

WATER RESOURCE RESERVE FUND

These reserve funds are accumulated from specific fees collected in the water utility for a very specific purpose. These sources are expected to cover the costs of acquiring water rights, defending legal challenges, and providing conservation incentives. It also includes ancillary costs involved with getting these objectives accomplished.

Funding Availability	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	\$3,468,558	\$4,193,720	\$4,959,373	\$5,751,828	\$6,572,024
Resource Development	463,600	475,190	475,191	475,192	475,192
WAC	37,085	38,010	38,011	38,012	38,012
Adjudication	53,720	55,065	55,066	55,067	55,067
Conservation	28,940	29,680	29,681	29,682	29,682
Interest Income	141,817	167,708	194,506	222,242	250,949
Funds Available	4,193,720	4,959,373	5,751,828	6,572,024	7,420,926

Planned Expenditures

Water Development

Resource Development

Water Advisory

Adjudication

Conservation

Subtotal Planned Expenditures

Resources Available

0	0	0	0	0
\$4,193,720	\$4,959,373	\$5,751,828	\$6,572,024	\$7,420,926

CAPITAL IMPROVEMENTS FUND

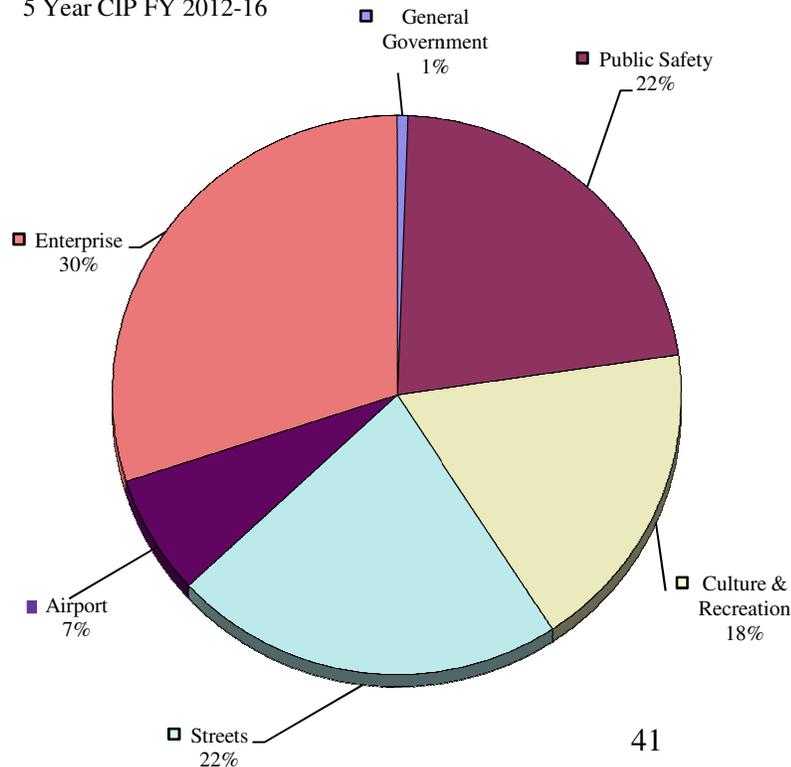
These accumulations are from a excess sales tax accumulated prior to July 1, 2007 and set aside for capital improvements throughout the City organization.

Funding Availability	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	\$6,777,780	\$4,513,336	\$4,626,169	\$4,326,963	\$4,041,912
Miscellaneous Income					
Interest Income	135,556	112,833	115,654	129,809	121,257
Other Financing Sources					
Bonds - City Hall	5,600,000				
Funds Available	12,513,336	4,626,169	4,741,823	4,456,772	4,163,169
Financing Commitments					
Bonds - City Hall			414,860	414,860	414,860
Transfers Out - Sewer Fund	8,000,000				
Subtotal Commitments	8,000,000	0	414,860	414,860	414,860
Revenue (net of commitments)	\$4,513,336	\$4,626,169	\$4,326,963	\$4,041,912	\$3,748,309
Planned Expenditures					
Subtotal Planned Expenditures	0	0	0	0	0
Resources Available	\$4,513,336	\$4,626,169	\$4,326,963	\$4,041,912	\$3,748,309

SUMMARY OF CAPITAL

Funding Availability	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	\$22,768,149	\$19,587,628	\$26,528,116	\$26,460,133	\$25,628,875
Taxes	2,635,296	2,676,412	2,890,048	2,945,267	3,008,968
User Fees	3,193,800	3,449,304	3,725,248	4,023,268	4,345,130
Excess Revenue	581,262	592,888	610,674	628,994	654,154
Grants	1,629,498	771,625	290,000	2,724,375	550,000
Interest Income	427,989	424,184	421,769	458,608	525,202
Water Resource Fees	583,345	597,945	597,949	597,953	597,953
Other Financing Sources	20,185,306	9,723,565	2,017,752	3,601,527	6,111,902
Revenue	52,004,644	37,823,551	37,081,556	41,440,125	41,422,184
Financing Commitments					
Annual Debt Service - Bonds & Capital Leases	13,836,519	6,109,685	6,685,923	7,038,750	6,916,942
Subtotal Commitments	13,836,519	6,109,685	6,685,923	7,038,750	6,916,942
Revenue (net of commitments)	\$38,168,125	\$31,713,866	\$30,395,633	\$34,401,375	\$34,505,242
Planned Expenditures					
General Government	120,000	0	50,000	120,000	0
Public Safety	7,120,840	136,500	915,500	358,500	2,061,500
Culture & Recreation	180,000	844,000	315,000	630,000	6,700,000
Streets	1,230,000	2,330,000	955,000	4,500,000	1,655,000
Airport	525,000	535,000	200,000	2,064,000	0
Enterprise	9,340,250	1,340,250	1,500,000	1,100,000	1,100,000
Subtotal Planned Expenditures	18,516,090	5,185,750	3,935,500	8,772,500	11,516,500
Resources Available	\$19,652,035	\$26,528,116	\$26,460,133	\$25,628,875	\$22,988,742

Consolidated Expenditures
5 Year CIP FY 2012-16

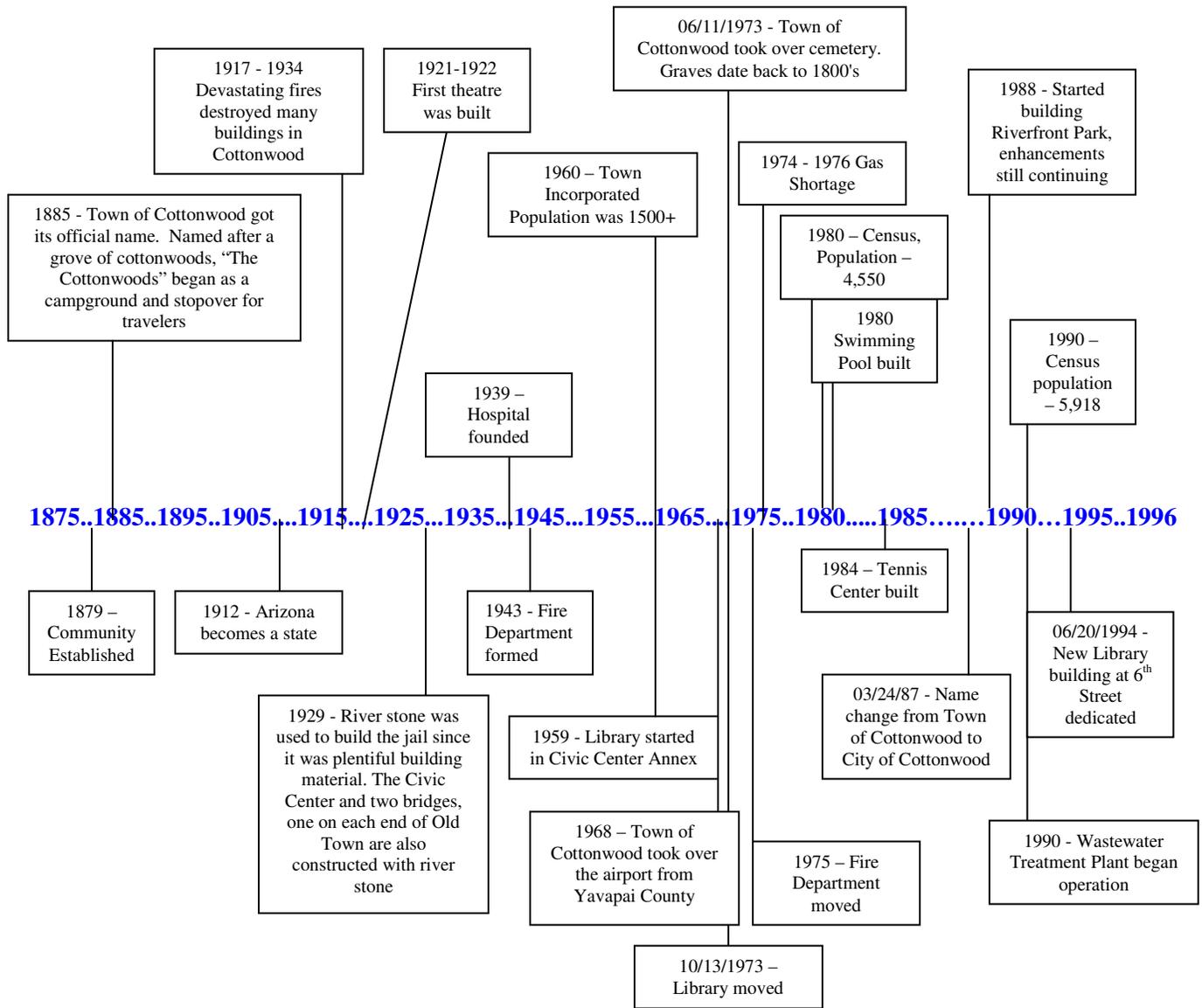


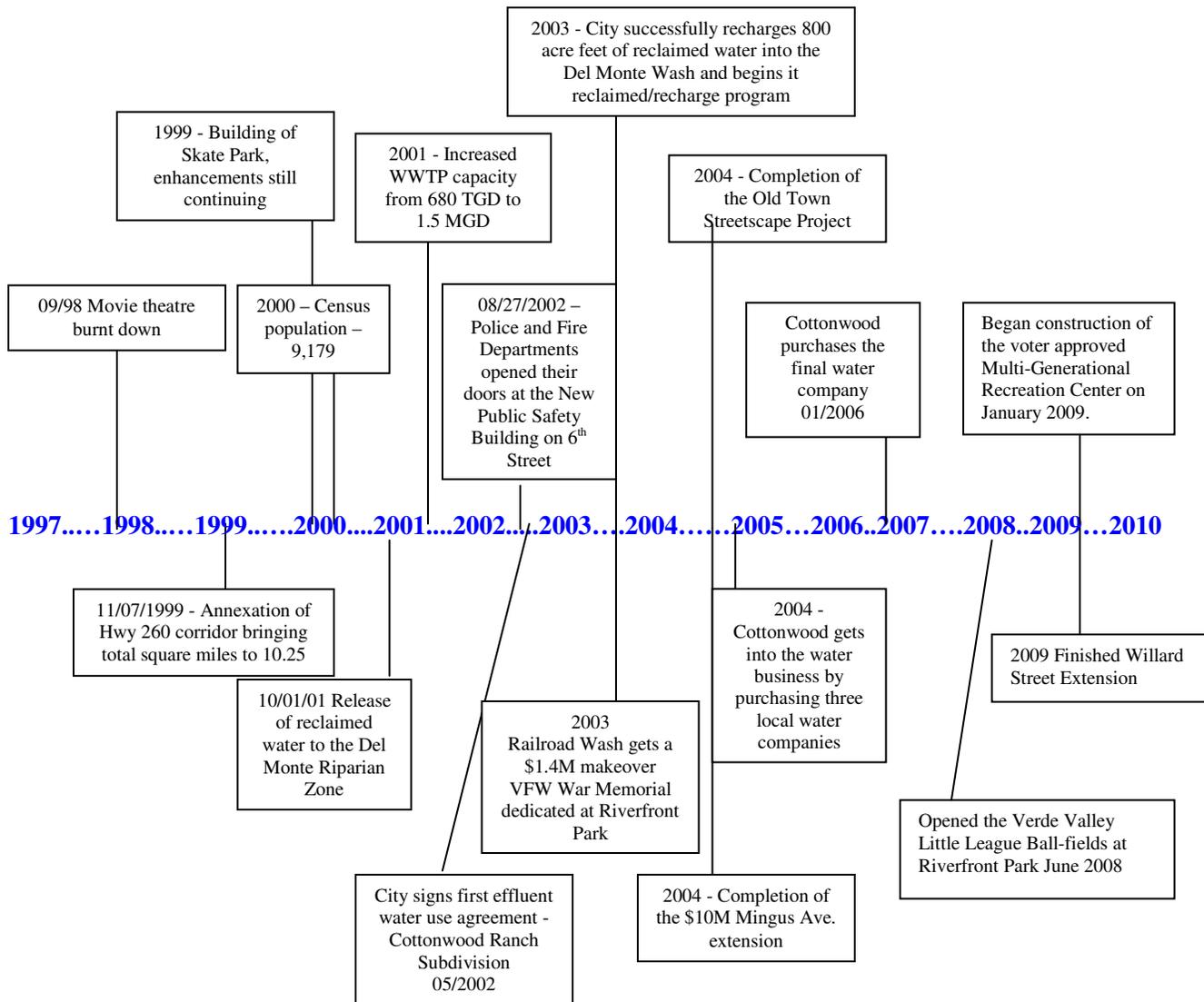
Planned Expenditures

General Government	\$290,000
Public Safety	10,592,840
Culture & Recreation	8,669,000
Streets	10,670,000
Airport	3,324,000
Enterprise	14,380,500
Capital Purchases	47,926,340
Other Financing Uses	40,587,819
Total Capital & Financing	\$88,514,159

Funding Availability

Taxes	\$14,155,991
User Fees	18,736,750
Excess Revenue	3,067,973
Grants	5,965,498
Interest Income	2,257,751
Water Resource Fees	2,975,145
Total Funding Sources	47,159,108
Other Financing Sources	41,368,742
Use of Reserves	0
Total Finance Available	\$88,514,159





This page intentionally left blank

Long Range Financial Projections

GENERAL FUND

<u>Revenues</u>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Taxes	\$8,084,855	\$8,319,149	\$8,608,706	\$8,903,955	\$9,252,761
Licenses and Permits	120,450	123,460	126,550	129,710	132,950
Intergovernmental Revenues	2,923,578	2,653,305	2,445,599	2,275,840	2,231,798
Charges for Services	2,067,340	2,096,300	2,126,061	2,156,633	2,188,015
Fines and Forfeitures	528,055	541,284	554,838	568,736	582,816
Use of Monies & Properties	25,630	26,270	26,930	27,600	28,290
Miscellaneous Revenues	26,660	27,321	28,002	28,703	29,414
Other Financing Sources	6,660	8,800	8,800	8,800	8,800
Total Revenues	\$13,783,228	\$13,795,888	\$13,925,486	\$14,099,978	\$14,454,845
<u>Expenditures</u>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
General Government	\$6,750,483	\$7,036,104	\$7,335,083	\$7,648,072	\$7,975,677
Public Safety	6,981,200	7,352,370	7,743,720	8,156,450	8,591,650
Culture & Recreation	2,551,119	2,682,440	2,820,570	2,965,940	3,118,830
Total Expenditures	\$16,282,802	\$17,070,914	\$17,899,373	\$18,770,462	\$19,686,157
Gain/(Loss)	(\$2,499,574)	(\$3,275,026)	(\$3,973,886)	(\$4,670,484)	(\$5,231,313)

CONCLUSION

The result of this five-year analysis demonstrates that operating revenues will not keep up with operating expenditures for the General Fund in the next five years. This situation is reflective of the City's inability to increase substantially the current revenue streams via rate increases or through diversifying the current revenues through additional fees or charges for services. The current economic situation will also stifle future revenue generation.

Other issues that are out of the City's control are some of the rising employee benefits costs. Health insurance for employees and their dependents will mostly likely increase after July 01, 2011. A 7.5% increase is reflected in this forecast. Fortunately, workman's compensation has been improving in recent years, thus lowering City's experience modifier (E-mod).

There are required capital reserves that need to be met. To fund these reserves the General Fund will run a deficit in current operating that will have to be covered by fund balance. That, too, poses a different set of issues. The S.A.F.E.R. Grant revenue, which funds 90% of the cost of the 12 new firefighters in 2010, will reduce every year until it is completely eliminated in FY 2014. At that time the City will be solely responsible for funding the 12 new firefighters. The new Multi-generational Recreation Center will be fully operational for a whole year starting in FY 2011 and is forecasted to cover 40% of its expenditures through its own revenue stream.

The above analysis reflects a conservative view of current City revenues sources and the Department Heads estimated costs to carry on current level of services into the projected periods. Staff will monitor and make recommendations as the various budget periods come up for funding. Currently the General Fund has reserves to handle any of these deficits, but efforts will be made to avoid tapping into reserves.

SPECIAL REVENUE FUND

Revenues	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Street Department	\$1,873,380	\$1,951,700	\$2,030,080	\$2,118,650	\$2,209,550
Transit System	970,650	999,770	1,029,780	1,060,670	1,092,480
Library	1,542,350	1,619,480	1,700,450	1,785,480	1,874,760
Airport	121,900	125,570	129,340	133,230	137,220
Grants	500,000	500,000	500,000	500,000	500,000
CDBG	0	0	0	0	0
Total Revenues	\$5,008,280	\$5,196,520	\$5,389,650	\$5,598,030	\$5,814,010

Expenditures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Street Department	\$1,098,685	\$1,155,140	\$1,214,520	\$1,276,950	\$1,342,650
Transit System	1,159,970	1,217,990	1,278,910	1,342,860	1,410,020
Library	930,228	976,780	1,025,590	1,076,850	1,130,690
Airport	99,290	104,250	109,460	114,940	120,690
Grants	500,000	500,000	500,000	500,000	500,000
CDBG	0	0	0	0	0
Total Expenditures	\$3,788,173	\$3,954,160	\$4,128,480	\$4,311,600	\$4,504,050
Gain/(Loss)	\$22,290	(\$8,030)	(\$44,230)	(\$76,510)	(\$113,060)

CONCLUSION**Street Department**

Revenues are a bit more stable in the HURF due to the City Council approving a 1% Contracting Activities Sales Tax designated for street improvements which will be reestablished when the economy improves. Deficits are anticipated, however, the shift of Capital Projects will help ease this fund's fiscal problems.

Transit System

Revenues are primarily from Arizona Department of Transportation (ADOT) – Transit Division grants that reimburse 50% of operational costs and 80% of administrative costs to run the program. Additional funds come from intergovernmental agreements with the Town of Clarkdale, Yavapai County, Northern Arizona Council of Governments (NACOG), Department of Economic Security (DES), and some local area assisted living facilities. Any expenditure over revenues is absorbed by HURF funding not used by the Street Department.

Other Departments

The remaining departmental expenditures are tied to the actual revenues received. Any expenditure that exceeds the projected revenue sources will be paid for through a General Fund transfer in. Deficits will be covered by existing fund balances availability.

DEBT SERVICE FUND

<u>Revenues</u>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Interest Income	\$14,930	\$15,880	\$16,300	\$13,280	\$13,610
User Fees	0	0	0	0	0
City Sales Tax	1,701,775	1,694,325	1,700,575	1,539,875	1,541,275
Total Revenues	\$1,716,705	\$1,710,205	\$1,716,875	\$1,553,155	\$1,554,885
<u>Expenditures</u>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Trustee Fees	\$20,500	\$21,010	\$21,540	\$22,080	\$22,630
Interest Payments	816,775	779,325	740,575	699,875	666,275
Principal Payments	885,000	915,000	960,000	840,000	875,000
Total Expenditures	\$1,722,275	\$1,715,335	\$1,722,115	\$1,561,955	\$1,563,905
Gain/(Loss)	\$11,879	\$39,819	\$40,619	\$42,299	\$44,179

CONCLUSION

The special two-tenths of a percent (.2 %) city sales tax enacted in 1992, funds the debt service of the Library Project of 1992. The coverage of income to debt payment is expected to increase from 5.4x in FY 2008-09 to 6.4x in FY 2009-10. This trend is expected to continue to increase, demonstrating exceptional coverage. Final disposition of the library debt service and the .2% sales tax is July 1, 2013.

The Debt Service for the recreation center is reflected in this debt service fund. The revenues to cover the Recreation Center payments come directly from sales tax and are transferred into the debt service fund on a monthly basis. The Recreation Center payments will be reflected in the Debt Services Fund until August 2027.

The Debt Service for the water company is reflected in the Enterprise Funds. January 2006 was the month in which the City of Cottonwood completed the acquisition of the Cottonwood Water Company. Currently this fund has ample reserves to cover this deficit.

ENTERPRISE FUND – SEWER & WATER

<u>Revenues</u>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Interest Income	190,830	195,590	200,460	205,440	210,560
User Fees	6,523,550	6,693,060	6,866,980	7,045,460	7,228,600
Miscellaneous Income	138,930	142,650	146,460	150,380	154,410
Total Revenues	\$6,853,310	\$7,031,300	\$7,213,900	\$7,401,280	\$7,593,570

<u>Expenses</u>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Operations	3,912,595	4,113,120	4,317,890	4,532,940	4,758,720
Administration	1,114,160	1,169,910	1,228,390	1,289,840	1,354,300
Debt Service	2,549,810	2,525,680	2,512,410	2,578,615	2,574,900
Total Expenses	\$7,576,565	\$7,808,710	\$8,058,690	\$8,401,395	\$8,687,920
Gain/(Loss)	(\$723,255)	(\$777,410)	(\$844,790)	(\$1,000,115)	(\$1,094,350)

CONCLUSION

The Enterprise Funds, which includes the Water and Wastewater Divisions are both self-sufficient and depend on their user fees to fund their operations. The Wastewater Division is no longer being subsidized by the special one-percent sales tax enacted in 1987, or the General Fund. The City began “weaning” itself off the dependence of this subsidy in FY 2000-01 and now relies predominately on user fees.

The Water Division also relies on only its user fees to fund all of its operations, including capital projects and debt service. Original bond distributions assist the company to handle some system improvements. Other revenue sources for both divisions are interest on investments, building rentals, sale of effluent, and miscellaneous income. Currently the City is projecting to increase it’s revenues by 8% through rate increases, predominately directed to heavy users.

INTERNAL SERVICE FUND

<u>Revenues</u>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Interest Income	24,720	25,460	26,230	27,020	27,840
Contributions	24,470	25,210	25,970	26,750	27,560
Total Revenues	\$49,190	\$50,670	\$52,200	\$53,770	\$55,400
<u>Expenditures</u>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Benefits Paid	31,500	33,080	34,730	36,470	38,290
Total Expenditures	\$31,500	\$33,080	\$34,730	\$36,470	\$38,290
Gain/(Loss)	\$17,690	\$17,590	\$17,470	\$17,300	\$17,110

CONCLUSION

The Fiduciary Fund includes our Employee Benefits Trust Fund, which used to be the City's health insurance for employees and dependents. In FY 2001-02, the City became a member of the Verde Valley Employee Benefits Pool, which provides health, dental, and vision coverage for many of the schools and cities in the Verde Valley. This fund now funds the City's short-term disability coverage for the City employees. Reserves will be used to fund deficits. The Fiduciary Fund also includes the Alternate Pension and Benefit Trust, which provides retirement benefits to Volunteer Firefighters.

CEMETERY TRUST FUND

<u>Revenues</u>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Other Income	\$40	\$40	\$40	\$40	\$40
Charges for Services	2,060	2,120	2,180	2,250	2,320
Total Revenues	\$3,650	\$3,760	\$3,870	\$3,990	\$4,110
<u>Expenditures</u>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Operations	27,220	28,590	30,010	31,510	33,090
Total Expenditures	\$27,220	\$28,590	\$30,010	\$31,510	\$33,090
Gain/(Loss)	(\$23,570)	(\$24,830)	(\$26,140)	(\$27,520)	(\$28,980)

CONCLUSION

The City will continue to subsidize the operations of the cemetery from the General Fund for the next five years. Volunteers established the cemetery in the 1880's. Burials were provided at cost over the years and perpetual care funds were never established. The City took over the operations of the cemetery in 1976. At that time, most plots were either reserved or filled. The City is responsible for the perpetual maintenance of the cemetery. The General Fund will insure this fund does have sufficient revenues to cover any deficits.

REVENUE AND EXPENDITURE ANALYSIS

Consolidated Revenues - All Funds

Revenue projections were based on several different factors this year, including a detailed analysis of the past five years and economic factors provided by the State. Special attention was given to our local sales tax and the economic situation at the State and Federal level. Due to a .8% hike in FY 2009, the FY2010 City Sales Tax is projected at an 8.7% increase despite a downward trend of 6%. FY 2010 has an estimated decrease of 7%.

The City in the past had experienced an average annual growth in available revenues and this year is no different, with growth in all funds at 62% mainly due to an increase in bonds that are planned to be obtained during FY 2010. These numbers are inclusive of all Other Funding Sources. A listing of All Funds Consolidated Revenues by Sources is on page 66. A further breakdown by source and fund may be found on page 68.

Consolidated Expenditures - All Funds

Expenditure projections for Fiscal Year 2011 began with the preparation of a “*base budget*” for each department. The base budget is defined as “*the essential expenses to operate a department at its current level of service*”. Projections were made in commodities and utilities based on an inflationary projection of 5-7% due to anticipated increases being proposed by the various local utilities and rising cost of fuel. All though Salaries and associated benefits were projected to decrease slightly over 3% for FY2011 due to the City Wide hiring freeze. They are projected to increase at an annual rate of slightly over 4%, excluding any personnel requests and salary adjustments for future years beginning in FY2012

With the completion of the base budget, departmental budget requests were reviewed. Requests for new programs, buildings projects, position reclassifications and equipment were reviewed with each department head individually and in a general budget update work session.

General Fund - Revenues

Revenue projections for the General Fund are based on both historic years’ receipts and the best future assumptions known at this time. General Fund Revenues Schedule is provided on pages 72 and 73 of this document.

Taxes

Special attention was given to our local city sales tax. Despite a .8% hike in FY 2009, the FY 2011 City Sales Tax is projected to decrease 6 Local sales tax compared to total operating revenues is still important despite the downward trend in sales tax and the transfer of sales tax to pay the Recreation Center Debt Service. Large fluctuations in the economy can dramatically affect this revenue source.

State shared revenues constitute 12.87% of total operating revenues or about \$2.47M for FY 2011. State finances as well as state legislation can have a dramatic affect on the City’s budget. These revenue sources are being watched closely for any legislative action that could trickle down to cities, especially with the current State Government economic climate.

Franchise revenues are a percentage of utility sales to customers. The City no longer receives a 1% fee for water, since it acquired all the local water companies. It does, however, collect 1% from power, 2% for gas, and a 3% fee for cable television. Franchise revenues have increased an average of 7.5% per year over the past five years. This year's budget reflects an increase of 8.2 %.

Licenses and Permits

License and permit revenues which had peaked in FY 1998 and have declined again due to the poor economy and are budgeted at \$114,000 for FY 2011 which is a increase of 3.64% from FY 2010. It is expected to stay in the lower to mid \$100K for the next years until the economy starts to improve and growth resumes.

Intergovernmental Revenues

Intergovernmental revenues are based on a sharing of state sales taxes, state income taxes and motor vehicle in-lieu tax on a per capita basis. Using the 2000 census and the Department of Economic Security (DES) population estimates, intergovernmental revenues were adjusted to the new per capita formula. The City can expect a combined decrease of 14.95% for this year, including all police and fire grants. The State Shared Income Tax is distributed to the cities based on collections two years prior.

Charges for Services

Charges for services have increased over the past five years. An increase of 43.4% is planned for FY 2011 due to the opening of the new Recreation Center and the increase in memberships for the center.

Fines and Forfeitures

Fines and forfeitures have decreased an average of .6.2% per year over the past five years. There was a sharp increase in 2005-06 due to a new judge being sworn in. The subsequent years traditionally taper off with the trend expected to change with a replacement judge having been sworn in for the past judge. For the upcoming year, revenues in this area are expected to increase about 5.2%.

Uses of Monies and Properties

Uses of monies and properties revenues showed an all time high in FY 2001 with the high returns on City investments, around 6.5+%. Things changed drastically since then with reserves being used for capital projects and earnings of slightly under 2% interest. Since shifting investments out of the State's Local Government Investment Pool (LGIP) and moving toward fixed income with the assistance of an Investment Advisor, we are expecting a increase in this revenue source of 31.58%. The City adopted an investment policy to allow greater investment flexibility to capitalize on opportunities other than strictly the State's Local Government Investment Pool (LGIP). With the preparation of the five year capital plan, this policy will be a very useful tool.

Miscellaneous

Miscellaneous revenues have always fluctuated wildly with donations and one-time revenues that do not fit into other revenue line accounts. This category is conservatively budgeted to increase due to the expected financing of a new fire truck.

General Fund - Expenditures

The General Fund is used to account for resources traditionally associated with government that are not to be accounted for in another fund. The general fund provides for municipal services including public safety (police, fire and building code enforcement), cultural and recreational activities, community planning and zoning, and general administrative services.

Expenditures

Total General Fund expenditures are projected to increase by 52.3% this fiscal year. This translates to a \$6,882,695 increase over the previous fiscal year of \$13,164,635. This net increase includes some rollover projects and reserves. No additional staffing has been budgeted for FY2011.

The City provides paid Health Insurance coverage for all employees and part of dependent coverage based on a tiered system, implemented as a cost containment measure to offset rising premiums. The tiered system is based on the number of dependents being covered dictating the amount of contribution from the employee. A containment effort by the Verde Valley Employee Benefits Pool helped to keep the rate constant for two years but the rate was increased by 7.5% in FY 2010.

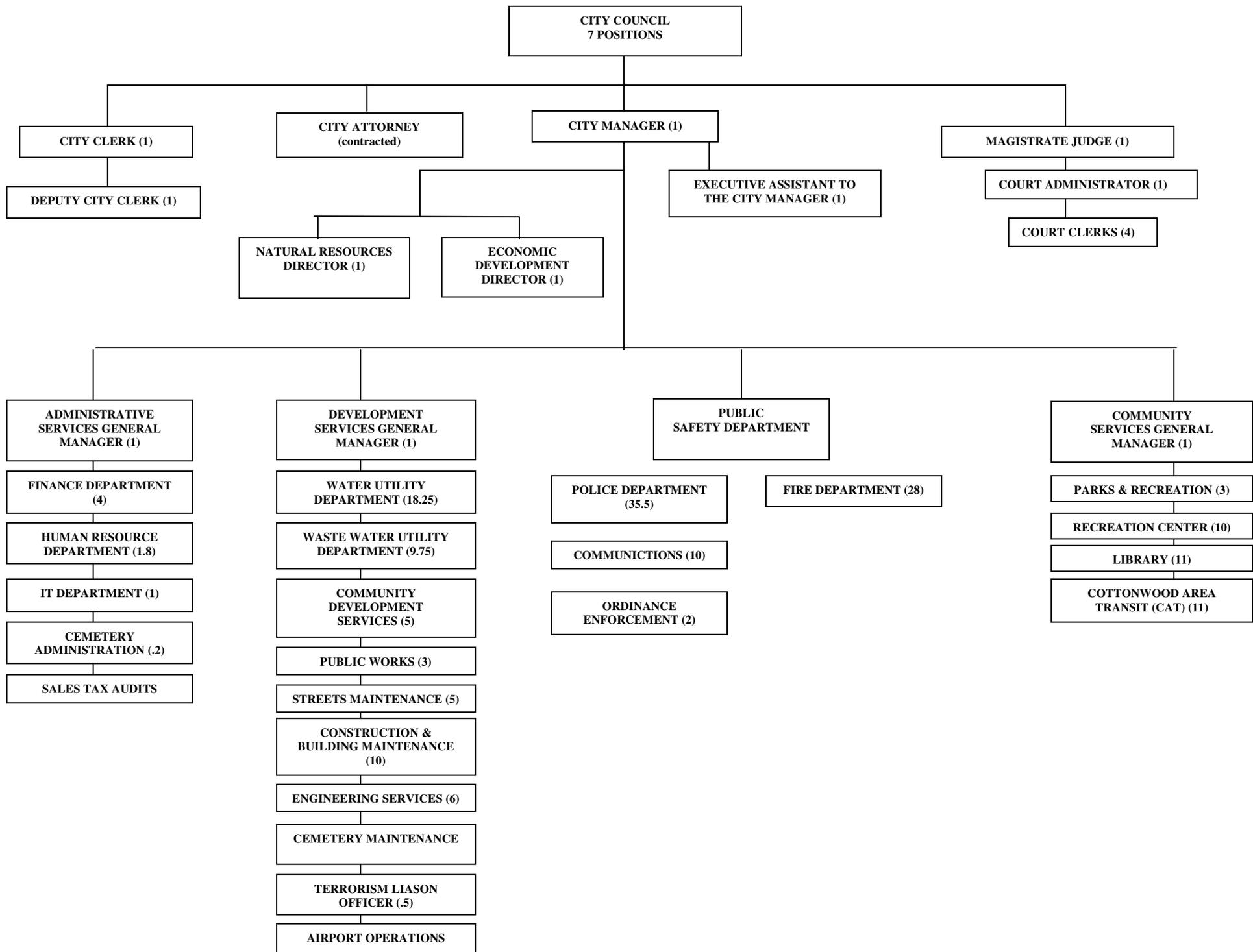
Operating supplies category has increased from \$533,755 last year to \$549,575 this year. This increase is due to the general growth of the City government and increases in cost charged by vendors due to the economy. Cost control measures set in place in previous years due to uncertain local economic slowdowns and the dependency on local and state shared sales tax revenues are keeping this category from escalating even further. Department heads take a very close look at their operating supplies and most are able to stay within their overall requests.

Contractual Services is anticipated to decrease by 14.84%.

Other services and charges reflect a 45.52% decrease, which is mainly due to the FY 2010 budgeted Fire Act Grant for an Aerial Ladder Truck that was not received and has been put on hold until the economy recovers. This category also contains changes in other grant funding for the Police and Fire.

Capital Outlay increased by \$511,530 or 247.8% over last year's revised figure of \$346,230. This large increase is due to the rollover of the acquisition of some needed fire apparatus and capital grants that are being budgeted this fiscal year.

More information may be viewed in the summary pages of the individual funds and departments.



This page intentionally left blank

Fiscal Year 2011 Budget
City Sales Tax Revenue

Description:

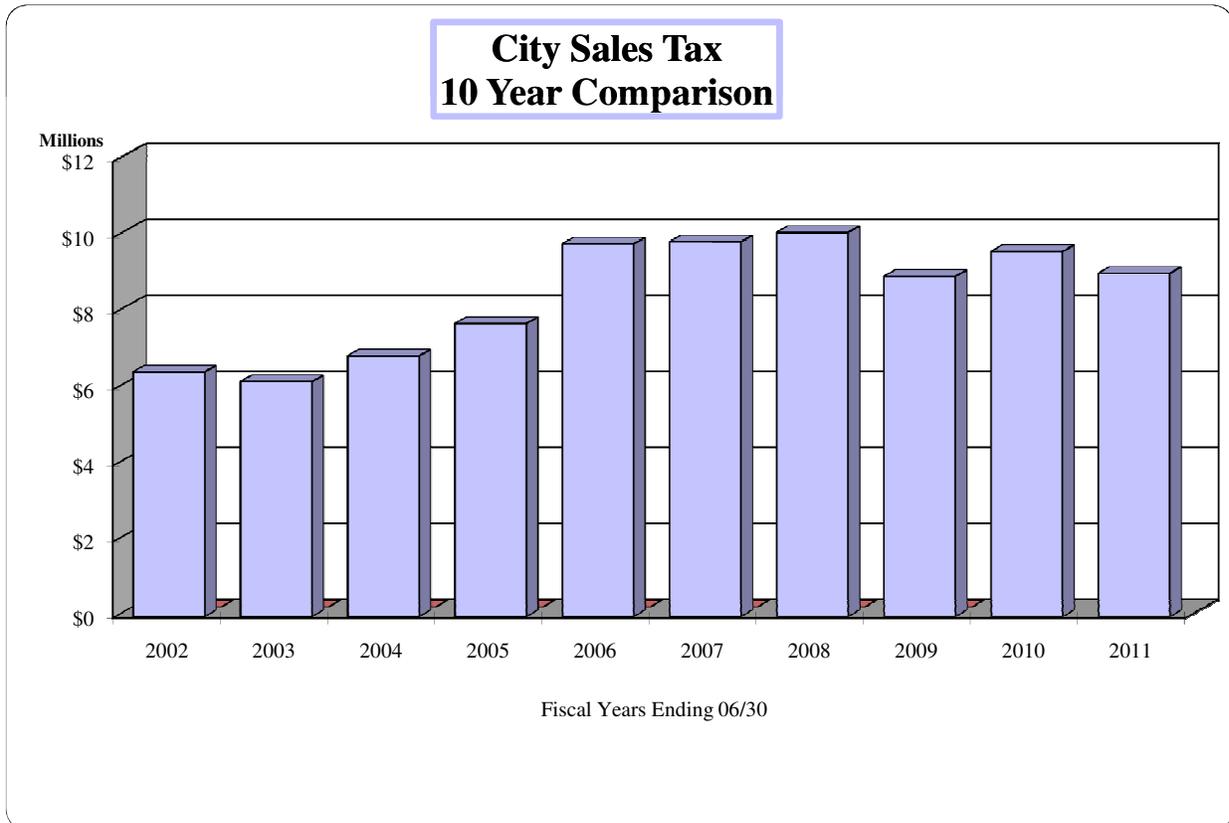
The transaction privilege tax (sales tax) is collected on the gross receipts of business activities. Until 1987 the tax rate was one percent. In 1987, the voters approved an increase of one percent to fund the construction of the wastewater collection/treatment system. Again, in 1992, the voters approved an additional two tenths percent increase to construct a new city library. In 1999 an accrual change was made to coincide with the State of Arizona's collections from a 30-day period to a 60-day period. This change carried over to following years. The current tax rate is three percent (3%) after an increase of .8% for FY 2009 which is reflected below.

Analysis:

The City of Cottonwood serves as the retail center of the upper Verde Valley. Gross business sales continue to increase proportionally to the population increase in the upper Verde Valley Area. Most of the population growth continues to be in the unincorporated areas.

The method in which the City accounts for sales tax accruals changed in FY 2003 with the introduction of GASB 34, as reflected by the decrease in revenues for that year. Since the economy is still not improving revenues are projected to decrease for fiscal year 2011. With FY 2010 being the first full year of the 3% sales tax an increase was expected but due to the economy a decrease was actually seen. The FY 2011 Budget also reflects a decrease due to the current economic outlook.

Fiscal Year	Amount	% inc. / dec
Ending 6/30		
2002	6,432,732	6.26%
2003	6,176,084	-3.99%
2004	6,856,170	11.01%
2005	7,703,224	12.35%
2006	9,798,510	27.20%
2007	9,853,864	0.56%
2008	10,102,433	2.52%
2009	8,943,592	-11.47%
Est. 2010	9,599,970	7.34%
Est. 2011	9,023,975	-6.00%



Fiscal Year 2011 Budget
State Shared Income Tax Revenue

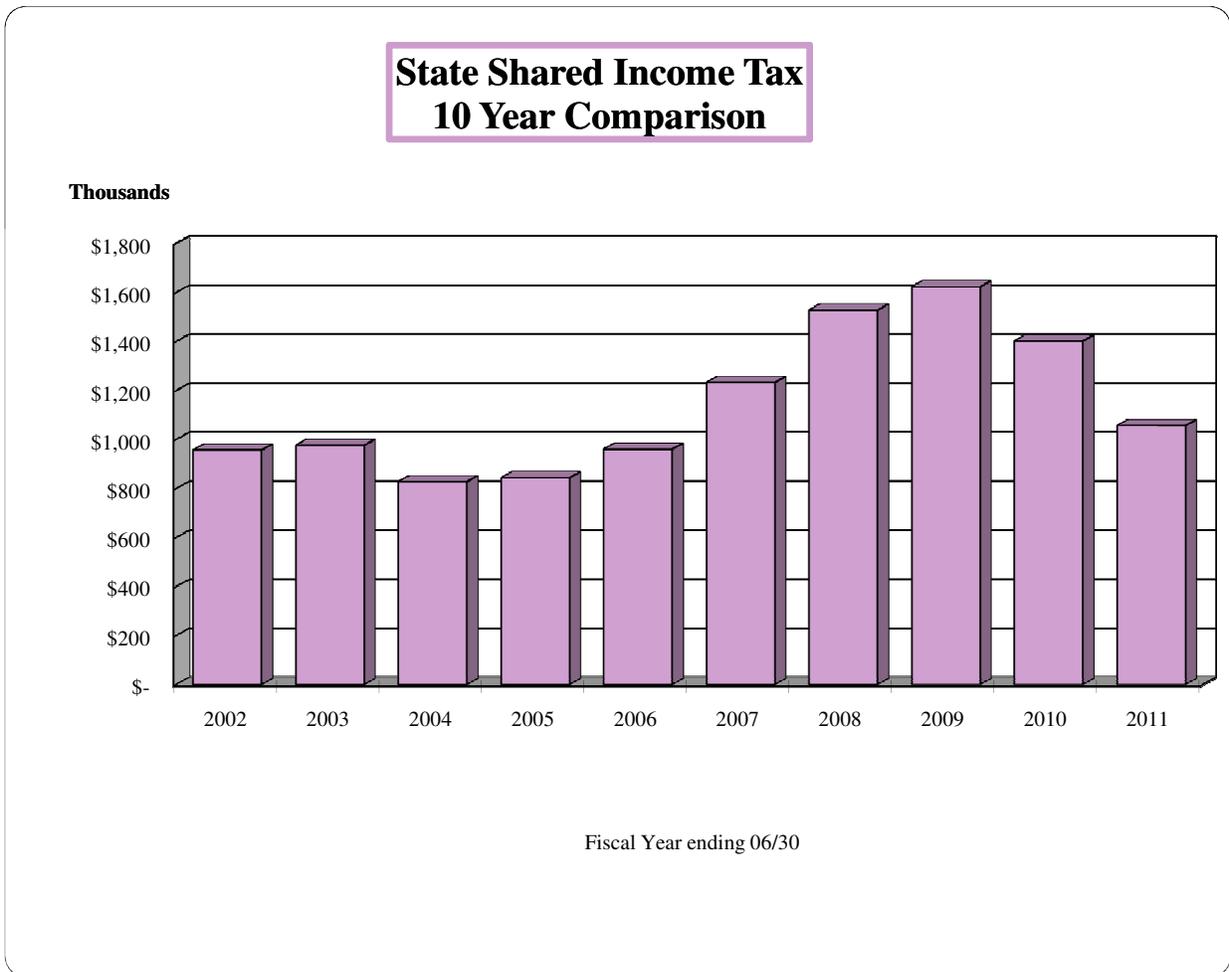
Description:

Arizona cities and towns share a portion of the total amount collected from the State Income Tax. A city's portion of the State Income Tax is based on the relationship of its population to the total population of all cities and towns within the state. These estimates are provided by the Arizona Department of Revenue and the League of Arizona Cities and Towns.

Analysis:

The growth of this revenue has not been very consistent over the past few years with the economy, however, the 2000 census increase is reflected in our receipts for the 2002 fiscal year. These revenues are disbursed by the State two years after collection by the Arizona Department of Revenue. In year 2004 and 2005, this source suffered due to the slowing of the economy in 2001 and 2002, forcing the loss of jobs and since the State Income Tax system closely mirrors the Federal Income Tax system with similar allowed deductions, federal tax cuts initiated by the federal government affected this State Shared revenue. The state estimates for FY 2011 are down by 24.62% over last fiscal year, due to the declining economy.

	Fiscal Year Ending 6/30	Amount	% inc. / dec
	2002	957,382	22.88%
	2003	976,932	2.04%
	2004	827,665	-15.28%
	2005	843,803	1.95%
	2006	961,036	13.89%
	2007	1,232,997	28.30%
	2008	1,528,328	23.95%
	2009	1,623,403	6.22%
Est.	2010	1,402,098	-13.63%
Est.	2011	1,056,875	-24.62%



Fiscal Year 2011 Budget
State Shared Sales Tax Revenue

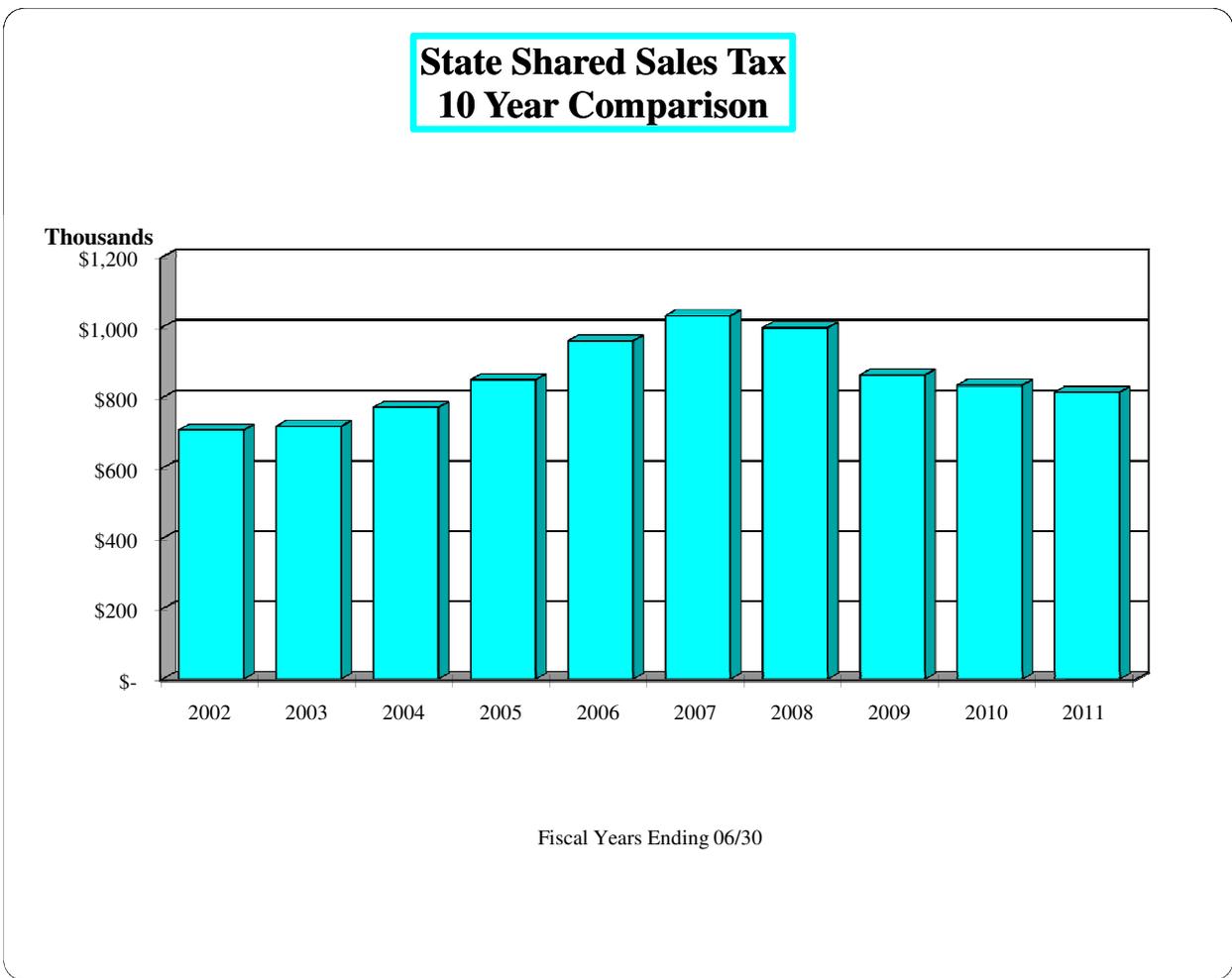
Description:

Arizona cities and towns share a portion of the total amount collected from the State Sales Tax. A city's portion of the State Sales Tax is based on the relationship of its population to the total population of all cities and towns within the state. The state has a separate tax code that differs from the city. For example, the state does not tax food whereas the city does. Correlations between the city sales tax projection and state shared sales tax do not relate. This estimate is provided by the Arizona Department of Revenue and the League of Arizona Cities and Towns.

Analysis:

The substantial growth in the Verde Valley, as reflected in the 2000 Census, is substantiated in the distributions made by the state for fiscal year 2002. The increase in population numbers deferred the impact of the slowing economy until FY 2004. Since then the economy has been showing signs of slowing and the state has projected a decrease in revenues of about of 2.42% in FY 2010. The last four years have had decreasing numbers due to the decline in the economy.

Fiscal Year		Amount	% inc. / dec
Ending 6/30			
	2002	707,338	15.15%
	2003	717,869	1.49%
	2004	772,232	7.57%
	2005	850,346	10.12%
	2006	961,036	13.02%
	2007	1,032,214	7.41%
	2008	998,077	-3.31%
	2009	864,056	-13.43%
Est.	2010	834,925	-3.37%
Est.	2011	814,742	-2.42%



Fiscal Year 2011 Budget
Motor Vehicle In-Lieu Revenue

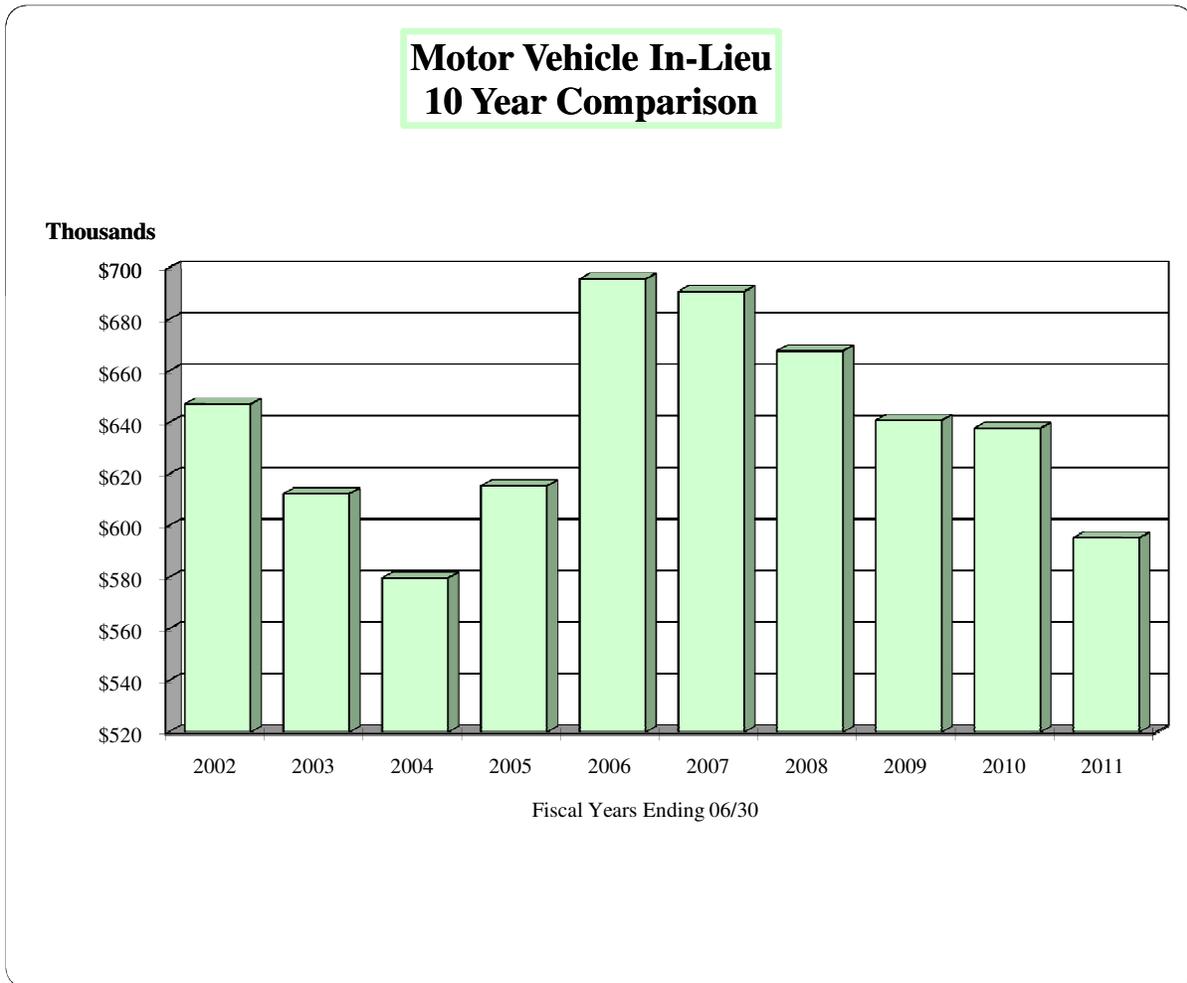
Description:

Arizona cities receive a 25% share of the net revenues collected for the licensing of vehicles in the county. Each city's share within their county is determined based on the city's population in relation to the county as a whole. These revenues are distributed by the State Treasurer.

Analysis:

Fiscal year 2002 was a big year for auto sales with the zero percent financing incentives helping boost vehicle taxes over the 20% mark. The substantial drop in FY 2004 and again in FY 2009 is a reflection of the dramatic after effect of these incentives. Also in FY 2002, the State began distributing the revenues collection directly to the communities rather than giving it to the County and letting them distribute the funds. This change reduced the lag time for the communities to receive their revenues by half. There is a 6.66% decrease planned for FY 2011.

Fiscal Year		
Ending 6/30	Amount	% inc. / dec
2002	647,294	20.20%
2003	612,487	-5.38%
2004	579,864	-5.33%
2005	615,579	6.16%
2006	695,836	13.04%
2007	690,992	-0.70%
2008	667,929	-3.34%
2009	640,992	-4.03%
Est. 2010	637,940	-0.48%
Est. 2011	595,439	-6.66%



Fiscal Year 2011 Budget
Investment Revenues

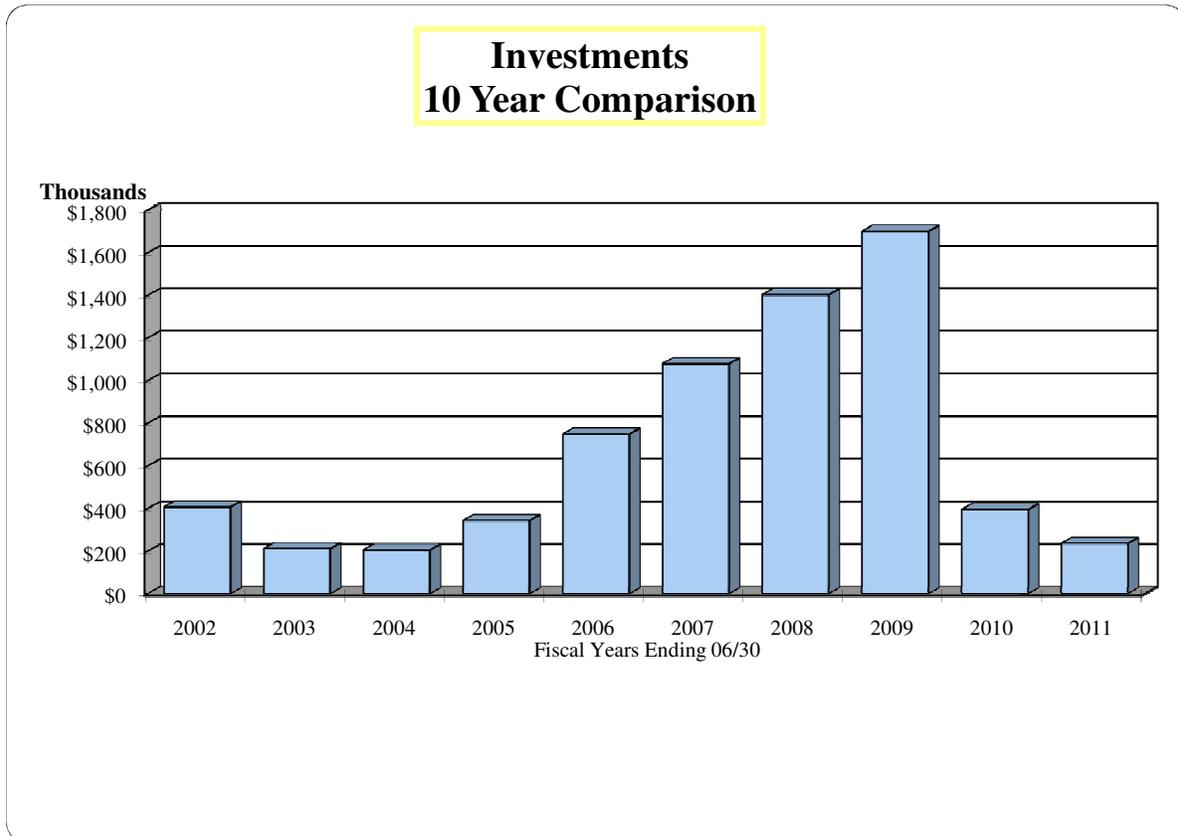
Description:

Investment income is derived from idle funds which include the proceeds from bonds during the time of construction, planned reserves, fund balances and operating funds received in advance of required needs.

Analysis:

Interest revenues had been increasing since 1993 with the establishment of a fund balance policy for the General Fund, the capital accumulation fund, the excess .2% library sales tax reserve and debt service reserves. As planned, loan proceeds and investments of \$3,755,000 were consumed by the construction of the Public Safety Building in 2002 & 2003. This drop in investments and the very low interest income return dramatically affected this revenue source. In 2005, the rise in interest rates and the acquisition of four water companies requiring substantial debt service and capital improvement reserves are driving these revenues to such growth. The growth stopped in these revenues as interest rates dropped and the City began to use funds from its capital reserves for major projects, in FY 2010.

Fiscal Year		Amount	% inc. / dec
Ending 6/30			
	2002	407,996	-45.20%
	2003	212,205	-47.99%
	2004	206,174	-2.84%
	2005	344,890	67.28%
	2006	749,981	117.46%
	2007	1,079,902	43.99%
	2008	1,403,868	30.00%
	2009	1,701,210	21.18%
Est.	2010	396,392	-76.70%
Est.	2011	237,400	-40.11%



Fiscal Year 2011 Budget
Building Permits Revenue

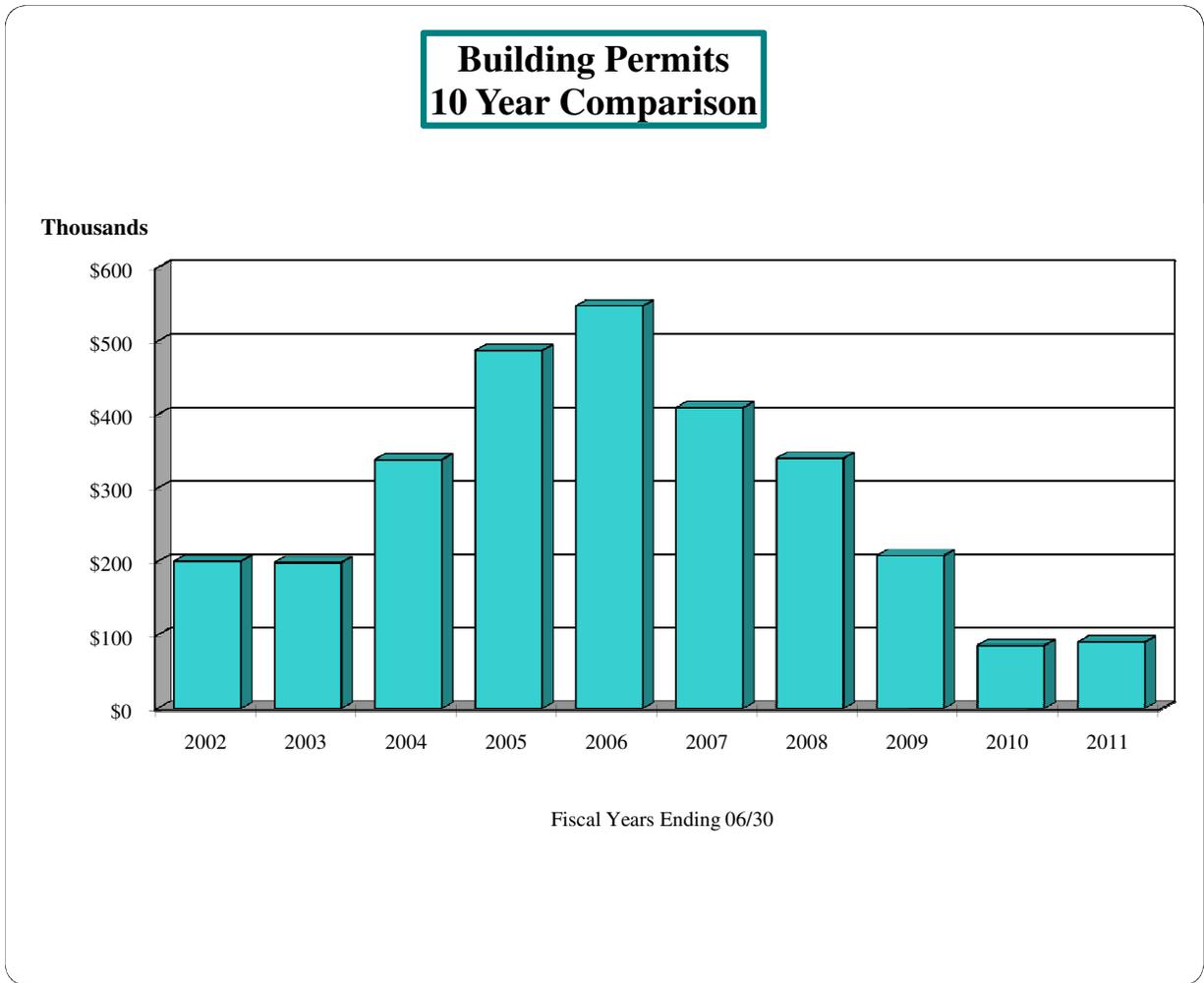
Description:

Building permits are assessed based on the City's building codes. Fees are charged for building, plumbing, mechanical and electrical activities. Inclusive, fees are assessed for plan checks and signs.

Analysis:

This City revenue fluctuates each year based on commercial and residential development. Construction increased steadily from 1993 to peak out in 1998. Low interest rates and the need for services due to rapid growth in the area played a major factor in this expansion. In 1997 the City boomed with the expansion of the local hospital and the development of three new subdivisions. In FY 2006, the City again saw growth as the local hospital and medical facilities were expanded. Included in the growth was a Wal-Mart Supercenter which opened its doors early in the third calendar quarter of 2004. In FY 2007, a slowing economy led to the decrease in the amount of building permits. FY 2011 is budgeted at 5.40% above FY 2010.

Fiscal Year	Amount	% inc. / dec
Ending 6/30		
2002	200,576	-10.00%
2003	198,971	-0.80%
2004	338,815	70.28%
2005	487,417	43.86%
2006	547,891	12.41%
2007	409,752	-25.21%
2008	340,638	-16.87%
2009	208,297	-38.85%
Est. 2010	86,050	-58.69%
Est. 2011	90,700	5.40%



Fiscal Year 2011 Budget
Fines And Forfeitures

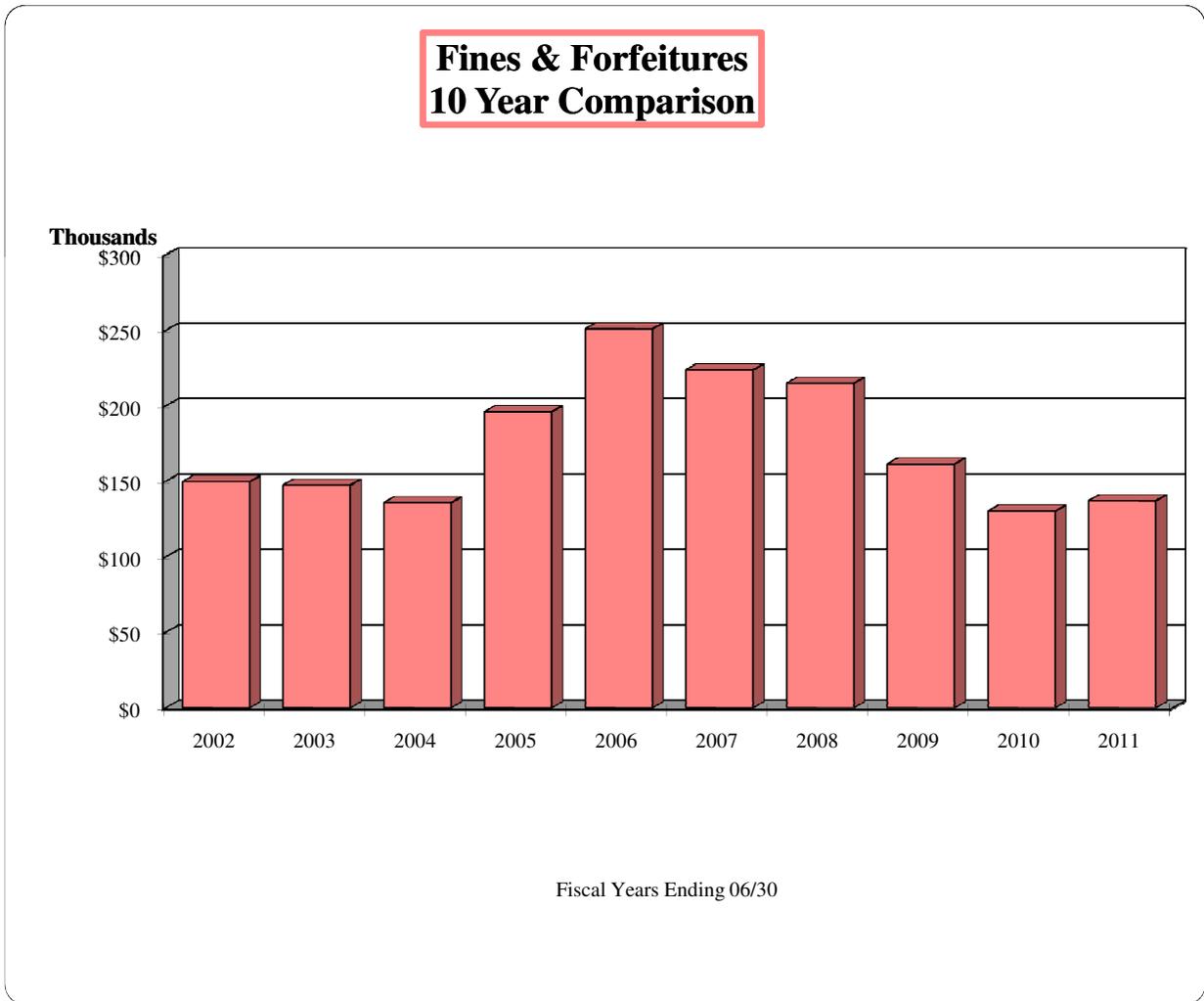
Description:

Fines and forfeitures are generated as a result of imposed fines for the violation of various state laws and city ordinances. They include traffic violations, violations of city code and other criminal misdemeanors.

Analysis:

This City revenue fluctuates each year based on traffic enforcement. The hiring of a new municipal court judge is reflective in the 1999 revenues. That same judge moved the offices to the county court building and shared county staff which is also reflected in the FY 2002 revenues. An interim magistrate was appointed in early FY 2005 after the sitting judge resigned his position. The new judge made some major changes in the way the court conducted business which in turn improved the collections. Since that time, a full-time magistrate was appointed by the Council. This judge plans to continue the current established practices and we anticipate a modest increase in these revenues.

Fiscal Year		
Ending 6/30	Amount	% inc. / dec
2002	149,726	14.00%
2003	147,505	-1.48%
2004	135,839	-7.91%
2005	196,084	44.35%
2006	250,972	27.99%
2007	223,768	-10.84%
2008	214,940	-3.95%
2009	161,562	-24.83%
Est. 2010	130,300	-19.35%
Est. 2011	137,100	5.22%



Fiscal Year 2011 Budget
Franchise Tax Revenues

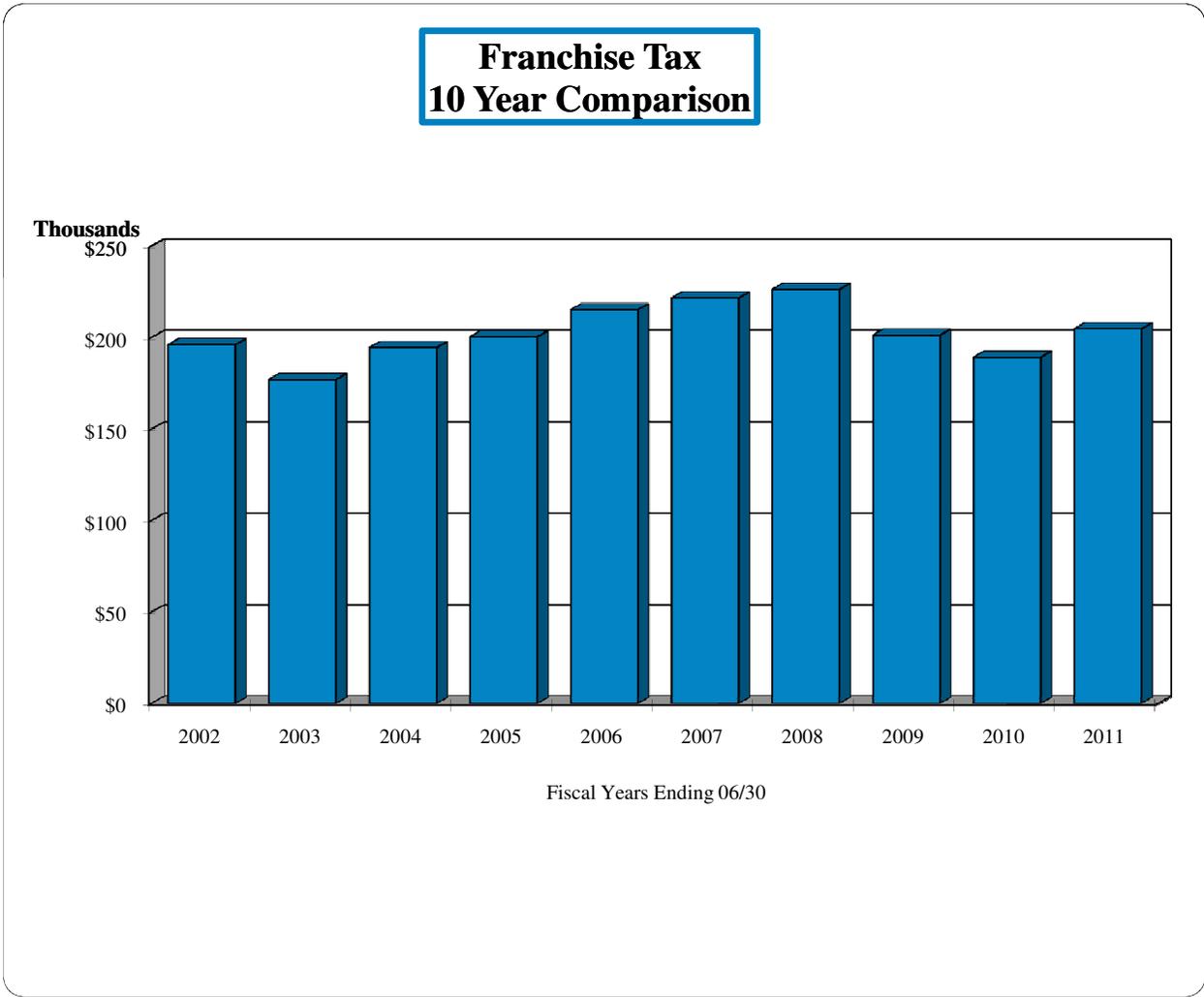
Description:

The franchise tax is based on the gross sales of the utility companies. Those currently paying the tax are: Arizona Public Service (1%), Citizens Gas (2%), Cable One (3%), and CableComm (1%).

Analysis:

This year's budget reflects an increase in this revenue source. The sharp increase in 2002 is due to additional franchise fees submitted by A.P.S. in annexed areas that they had not recorded as part of the corporate boundaries of the City. The City experienced a slight decline in this revenue source due to the purchase of the four water companies and the creation of Cottonwood Municipal Utilities in 2006. Just as a note, this revenue is affected by fluctuations in weather patterns.

Fiscal Year		Amount	% inc. / dec
Ending 6/30			
	2002	196,115	21.79%
	2003	177,065	-9.71%
	2004	194,534	9.87%
	2005	200,448	3.04%
	2006	215,249	7.38%
	2007	221,675	2.99%
	2008	226,368	2.12%
	2009	201,322	-11.06%
Est.	2010	189,250	-6.00%
Est.	2011	204,800	8.22%



Fiscal Year 2011 Budget
Highway User Revenue Funds - HURF

Description:

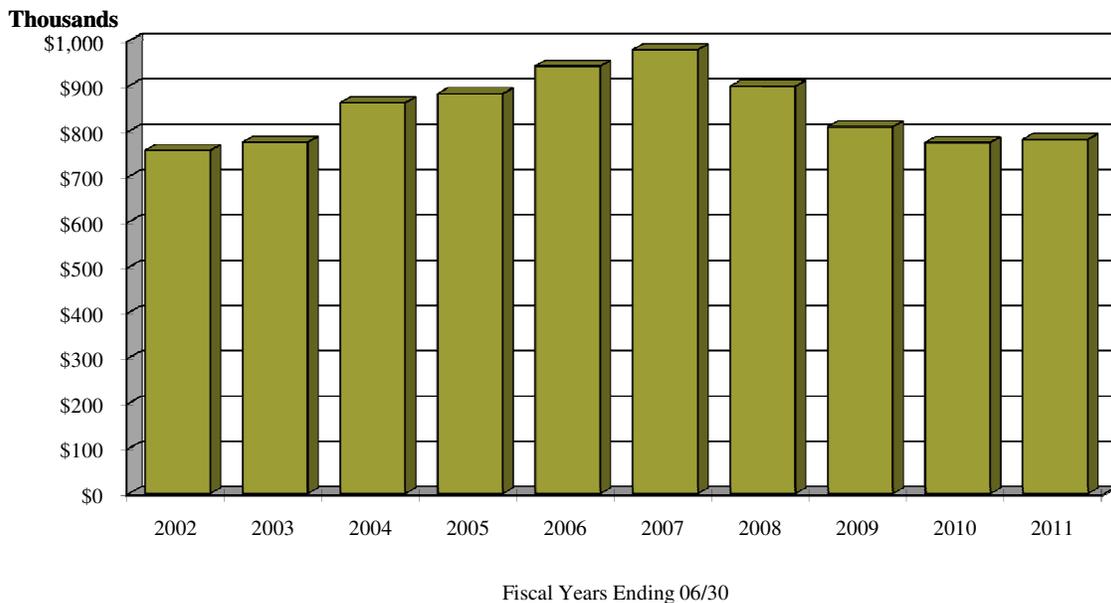
Arizona cities receive a share of state motor vehicle fuel taxes, and the formula is based on two separate calculations. The first half is based on a city's population in relation to the state's total population, the second is based on the county in which the revenues were generated. These funds must be utilized for the construction and maintenance of streets and highways.

Analysis:

This State Shared revenue has been fluctuating. The revenue is based on a fixed charge per gallon of fuel and not a percentage of the fuel purchased. That shows that actual fuel consumption has decreased over the last three years. Based on the State Department of Revenue, the FY2010 year will be lower than original estimates. The State estimates that FY 2011 will only be .87% over FY2010

Fiscal Year		Amount	% inc. / dec
Ending 6/30			
	2002	757,505	14.13%
	2003	775,795	2.41%
	2004	862,813	11.22%
	2005	882,656	2.30%
	2006	943,333	6.87%
	2007	979,659	3.85%
	2008	899,089	-8.22%
	2009	809,827	-9.93%
Est.	2010	775,000	-4.30%
Est.	2011	781,725	0.87%

**Highway User Revenue Fund - HURF
 10 Year Comparison**



Fiscal Year 2011 Budget
Local Transportation Assistance Fund Revenues - LTAF

Description:

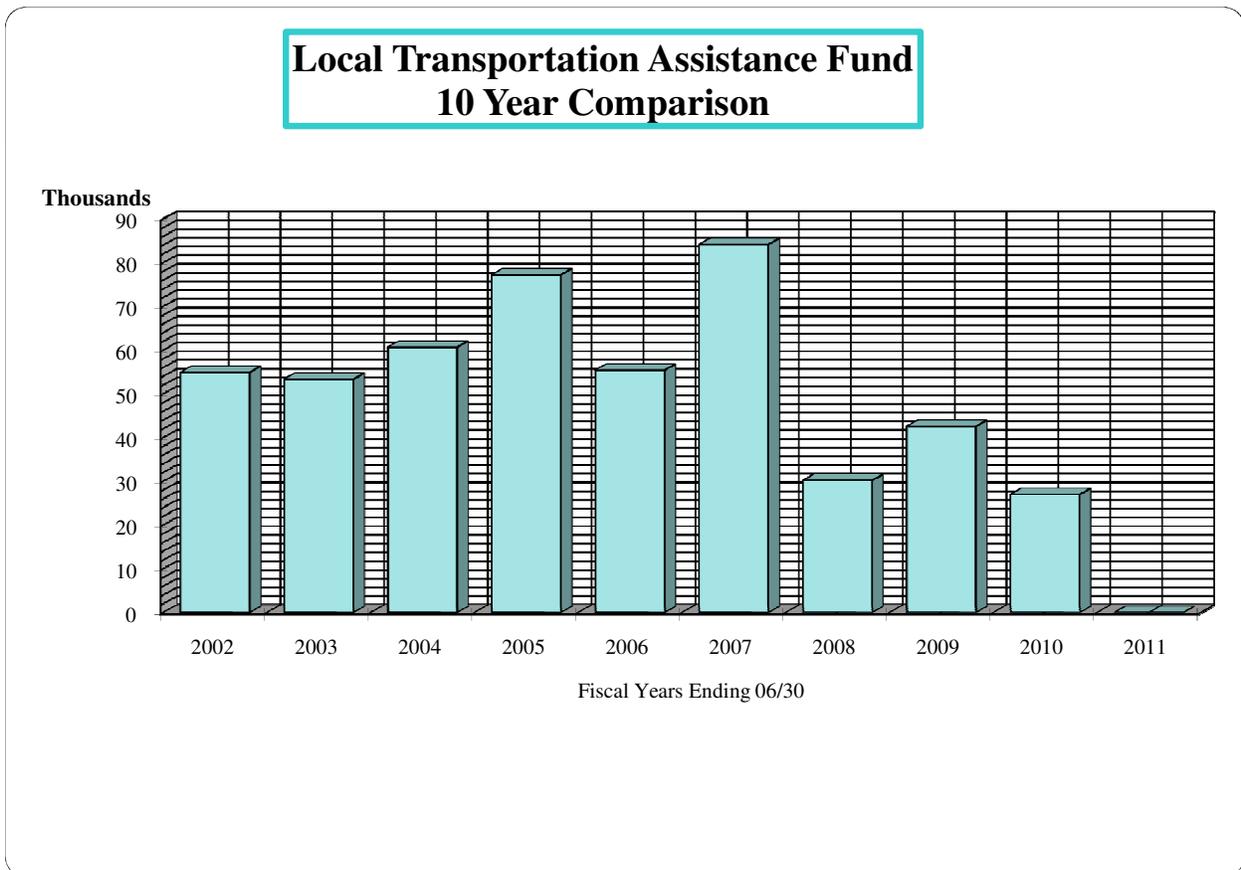
These revenues consist of two LTAF distributions. Arizona cities have been receiving a portion of the proceeds of the Arizona lottery since 1982. The original LTAF allocation is based on individual cities' population in relation to the total state population. Eligible expenditures for these funds include street and highway projects as well as transit programs.

The State has also been distributing proceeds from the Powerball Lottery in the form of LTAF II distributions since 1997. The LTAF II allocations are awarded as a grant to Cities and Towns on a one to four match and can only be used for public transportation services, including operating and capital purposes.

Analysis:

The legislature set a ceiling on the amount of lottery funds which the state would have to share. This ceiling was set at \$23,000,000 since the program's inception, which explains the minimal fluctuation within this revenue. Occasionally, the City will receive an additional contribution from LTAF when funds are available. As of FY 2011 this program will no longer be funded by the State due to the need to keep the funds at the State level.

Fiscal Year		Amount	% inc. / dec
Ending 6/30			
2002		54,912	-7.26%
2003		53,341	-2.86%
2004		60,665	13.73%
2005		77,213	27.28%
2006		55,405	-28.24%
2007		84,155	51.89%
2008		30,207	-64.11%
2009		42,541	40.83%
Est.	2010	27,000	-36.53%
Est.	2011	0	-100.00%



Fiscal Year 2011 Budget
Wastewater User Fees

Description:

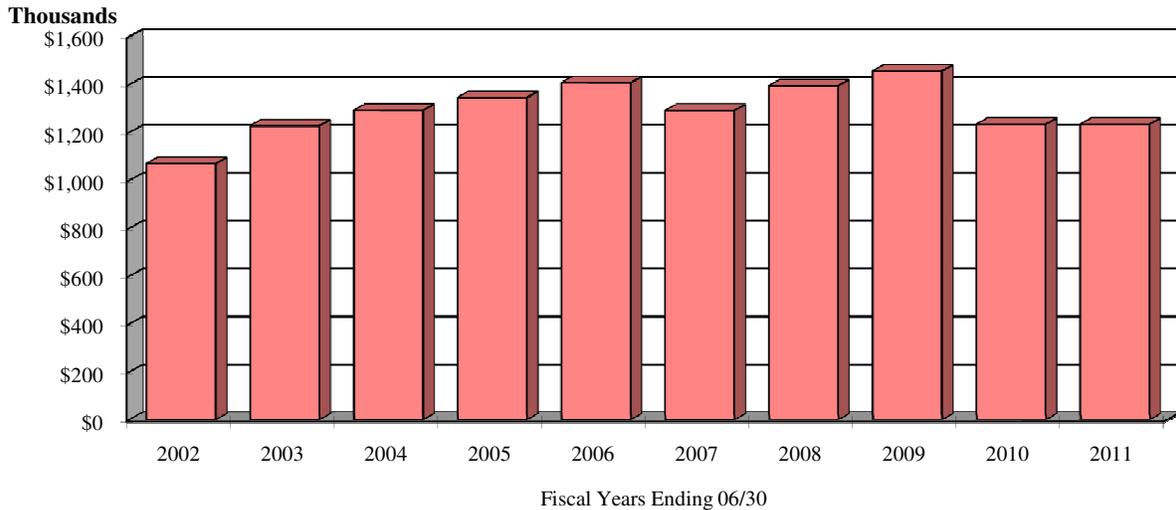
User fees are charged to residential, commercial and industrial customers for the collection and treatment of wastewater. In addition, the city levies tap fees on all new construction.

Analysis:

These revenues had increased due to steady city growth. The system became operational October 1, 1990. The initial residential user fee was \$6.75 per month. The rate was increased in 1995 to \$13.20 per month, which the council at the time froze for a five year period. In 1997 another sudden increase is the result of the many construction projects within the City, including three new subdivisions, and the expansion of the local hospital. Still another substantial increase in 2000 is the result of increasing rates after five years of maintaining the same rate. The current rate is \$16.75 and these fees continue to be studied annually to determine if an increase is necessary.

Fiscal Year		Amount	% inc. / dec
Ending 6/30			
	2002	1,070,159	9.79%
	2003	1,228,051	14.75%
	2004	1,292,709	5.27%
	2005	1,346,191	4.14%
	2006	1,408,017	4.59%
	2007	1,291,744	-8.26%
	2008	1,395,464	8.03%
	2009	1,456,567	4.38%
Est.	2010	1,234,400	-15.25%
Est.	2011	1,234,400	0.00%

**Wastewater Service
 10 Year Comparison**



Fiscal Year 2011 Budget
Water Utility User Fees

Description:

User fees are charged to residential, commercial and industrial customers for the distribution of water. These user fees are not only for the maintenance and operations of the system, but also for administration, utility billing, debt service payments, as well as future capital improvements to the system. Conservation fees are also collected by the City, however, not tracked as a major revenue source.

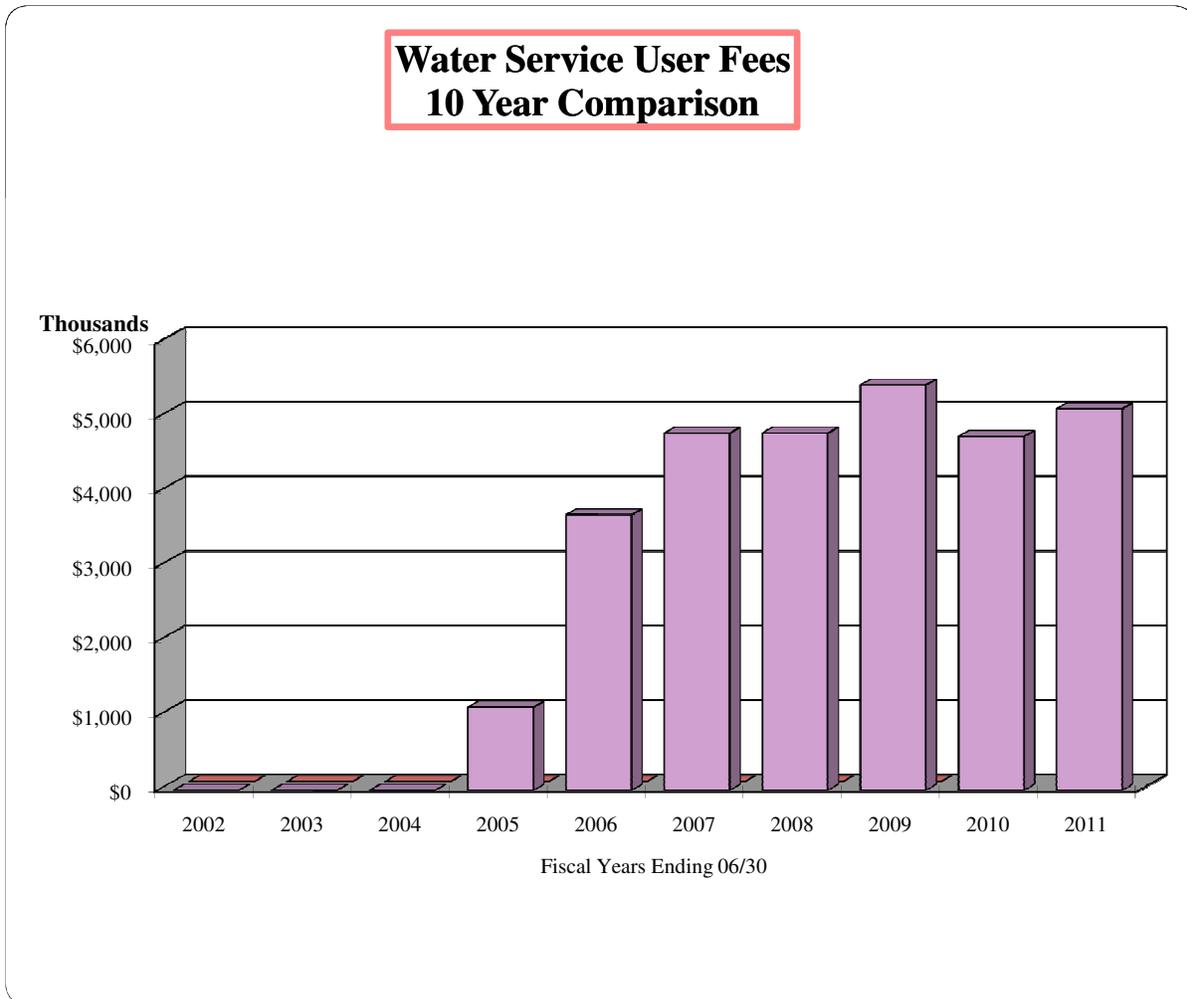
Analysis:

These revenues are steadily growing for the City of Cottonwood, with the acquisition of the last area water company in early 2006. FY 2010 reflects the sixth full year of the Cottonwood Municipal Water and Wastewater Utility. The base fee is \$21.98 for the 1st 1,000 gallons. A tiered structure above 1,000 gallons is as follows: These figures may be changing for FY 2011.

Block 1 (1,001-10,000gal)	2.90
Block 2 (10,001-20,000gal)	4.06
Block 3 (>20,001 gal)	5.68

Fiscal Year		
Ending 6/30	Amount	% inc. / dec
2002	0	0.00%
2003	0	0.00%
2004	0	0.00%
2005	1,114,035	0.00%
2006	3,692,409	0.00%
2007	4,787,501	29.66%
2008	4,789,358	0.04%
2009	5,434,000	13.46%
Est. 2010	4,744,900	-12.68%
Est. 2011	5,114,960	7.80%

Council will be reviewing a possible rate increase to Water Utility fees.

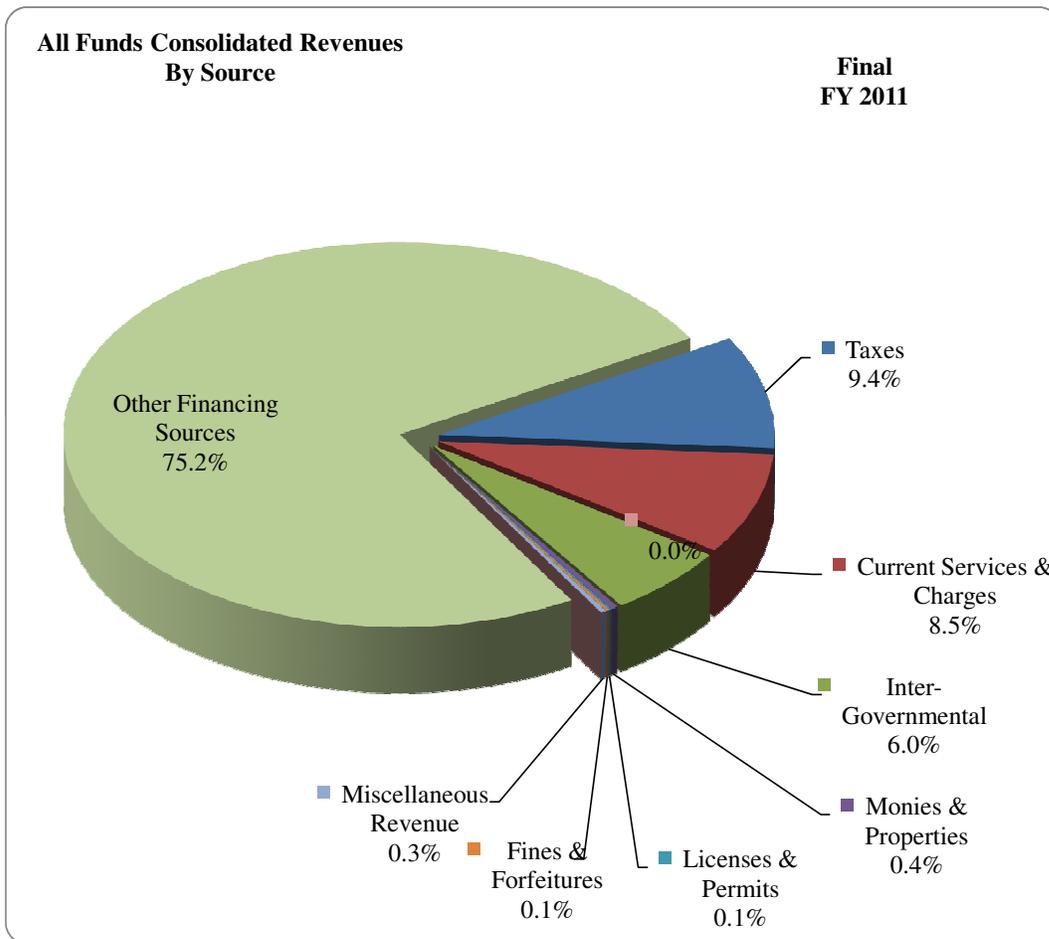


Fiscal Year 2011 Budget
 Consolidated Summary of Revenues/Expenditures/Changes in Fund Balance & Retained Earnings
 All Funds

Fund	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenues Sources:					
General Fund	13,014,117	17,381,365	13,632,345	13,022,515	-4.47%
Special Revenue Funds	4,062,871	4,142,195	2,091,625	2,593,285	23.98%
Capital Projects Funds	1,409,975	1,337,500	1,005,780	448,870	-55.37%
Debt Service Funds	1,711,657	1,732,005	1,697,585	1,701,885	0.25%
Enterprise Funds	7,389,577	8,575,000	6,852,675	7,203,680	5.12%
Fiduciary Funds	75	45,600	62,200	47,750	-23.23%
Total Revenues	27,588,272	33,213,665	25,342,210	25,017,985	-1.28%
Other Financing Sources:					
Transfers In	769,960	9,357,095	860,855	1,181,740	37.28%
Carryover	0	48,911,545	48,608,615	29,517,190	-39.28%
Residual Equity Interfund Tran:	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	110,713	41,080,100	379,450	45,160,000	100.00%
Total Other Financing Sources	880,673	99,348,740	49,848,920	75,858,930	52.18%
Total Available Resources	28,468,945	132,562,405	75,191,130	100,876,915	34.16%
Expenditures:					
General Fund	11,282,032	16,663,090	12,339,970	14,400,825	16.70%
Special Revenue Funds	4,768,913	10,233,420	4,397,130	7,473,615	69.97%
Capital Projects Funds	5,175,229	22,003,740	28,654,380	13,873,475	-51.58%
Debt Service Funds	2,119,799	3,124,185	2,926,875	2,537,875	-13.29%
Enterprise Funds	8,690,766	66,115,490	19,216,455	56,114,920	192.01%
Fiduciary Funds	84,665	374,770	293,265	296,210	1.00%
Total Expenditures	32,121,404	118,514,695	67,828,075	94,696,920	39.61%
Other Uses:					
Transfers Out	769,960	9,357,095	860,855	1,181,740	37.28%
Reserves	0	4,690,615	0	4,998,255	0.00%
Total Other Financing Uses	769,960	14,047,710	860,855	6,179,995	617.89%
Total Expenditures and Other Uses	32,891,364	132,562,405	68,688,930	100,876,915	46.86%
Net Income	(\$4,422,419)	\$0	\$6,502,200	\$0	

Fiscal Year 2011 Budget

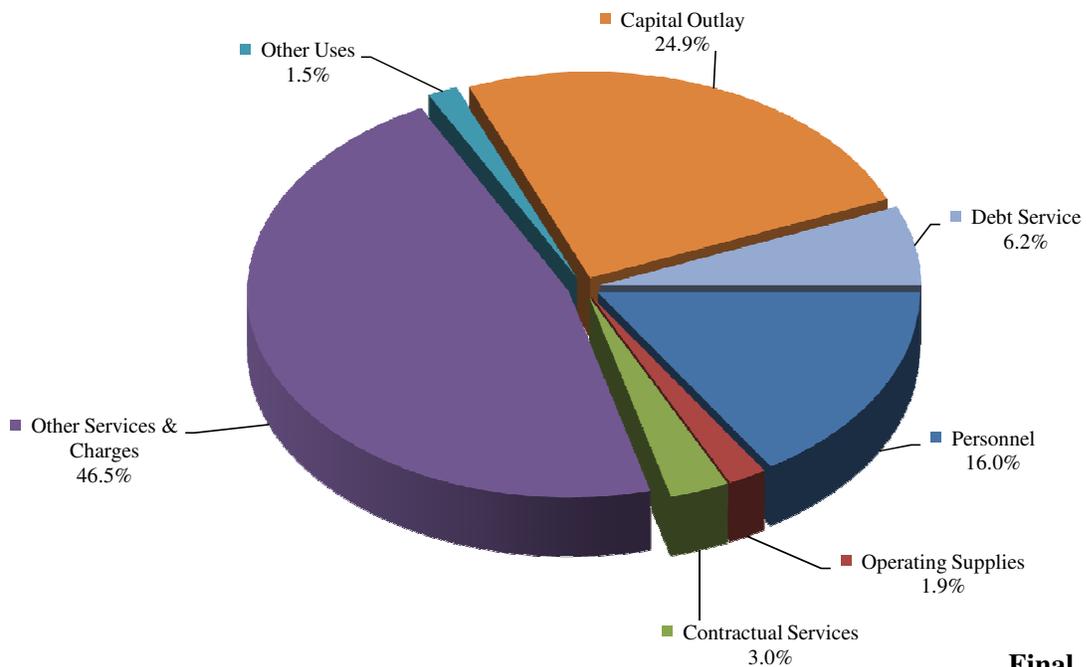
Revenues for All Funds	
Taxes	\$9,527,655
Current Services & Charges	8,576,020
Inter-Governmental	6,014,395
Monies & Properties	356,490
Licenses & Permits	114,000
Fines & Forfeitures	147,100
Miscellaneous Revenue	<u>282,325</u>
Other Financing Sources	<u>75,858,930</u>
Total Revenues for All Funds	<u><u>\$100,876,915</u></u>



Fiscal Year 2011 Budget

Expenditures for All Funds	
Personnel	\$12,888,930
Operating Supplies	1,565,785
Contractual Services	2,414,005
Other Services & Charges	37,453,340
Other Uses	1,181,740
Capital Outlay	20,080,895
Debt Service	5,030,535
Reserves	<u>20,261,685</u>
Total Expenditures for All Funds	<u><u>\$100,876,915</u></u>

**All Funds Consolidated Expenditures
By Category**



**Final
FY 2011**

Fiscal Year 2011 Budget
Consolidated Budget Summary - By Fund

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Fund	Enterprise Fund	Internal Services Fund	Fiduciary Funds	Grand Total
Funding Sources								
Taxes	\$7,825,880	\$0	\$1,701,775	\$0	\$0	\$0	\$0	\$9,527,655
Licenses & Permits	114,000	0	0	0	0	0	0	114,000
Intergovernmental	3,251,160	2,290,615	0	448,870	0	0	23,750	6,014,395
Charges for Services	1,622,000	71,830	0	0	6,882,190	0	0	8,576,020
Fines and Forfeitures	147,100	0	0	0	0	0	0	147,100
Uses of Monies & Prop.	31,500	114,690	110	0	186,190	0	24,000	356,490
Miscellaneous	30,875	116,150	0	0	135,300	0	0	282,325
Other Financing Sources	7,025,690	4,912,945	835,990	13,924,605	48,911,240	0	248,460	75,858,930
Total Revenue & Other Financing Sources	20,048,205	7,506,230	2,537,875	14,373,475	56,114,920	0	296,210	100,876,915
Total Available All Sources	\$20,048,205	\$7,506,230	\$2,537,875	\$14,373,475	\$56,114,920	\$0	\$296,210	\$100,876,915
Expenditures								
Personnel	9,853,925	1,392,515	0	0	1,642,490	0	0	12,888,930
Operating Supplies	549,575	368,860	0	0	647,350	0	0	1,565,785
Contractual Services	1,118,755	395,600	20,000	0	842,050	0	37,600	2,414,005
Other Services & Charges	1,539,100	577,300	0	0	35,324,540	0	12,400	37,453,340
Capital Outlay	897,760	4,739,340	0	7,056,995	7,386,800	0	0	20,080,895
Reserves	4,998,255	0	447,850	6,816,480	7,752,890	0	246,210	20,261,685
Debt Services	441,710	0	2,070,025	0	2,518,800	0	0	5,030,535
Transfers Out	649,125	32,615	0	500,000	0	0	0	1,181,740
Total Expenditures & Other Uses	20,048,205	7,506,230	2,537,875	14,373,475	56,114,920	0	296,210	100,876,915
Net Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Fiscal Year 2011 Budget

GENERAL FUND

The General Fund is the general operating fund of the city. It is used to account for all financial resources except those to be accounted for in another fund. The General Fund includes the basic governmental functions of the city, such as, General Government, Public Safety and Culture and Recreation.

Fund Number
01

Description
General Fund

The following departments are funded by the General Fund:

General Government

Administration	Economic Development
City Clerk	Municipal Court
Personnel	Legal
City Council	Non-Departmental
Natural Resources	Engineering Services
Finance	Public Works
Information Technology	Building Maintenance
Planning & Zoning	Custodial

Public Safety

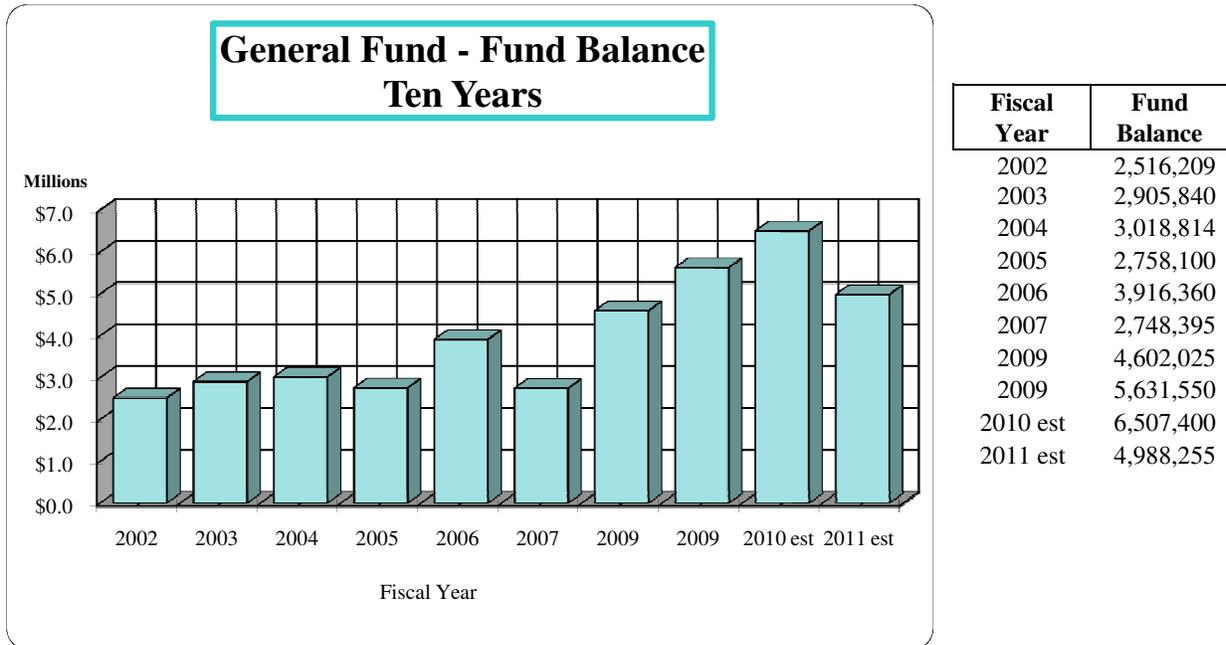
Police
Animal Control
Communications
Fire

Culture & Recreation

Parks & Recreation
Recreation Center

Fund Balance:

The following illustration depicts a ten-year presentation of the fund balance for the General Fund:

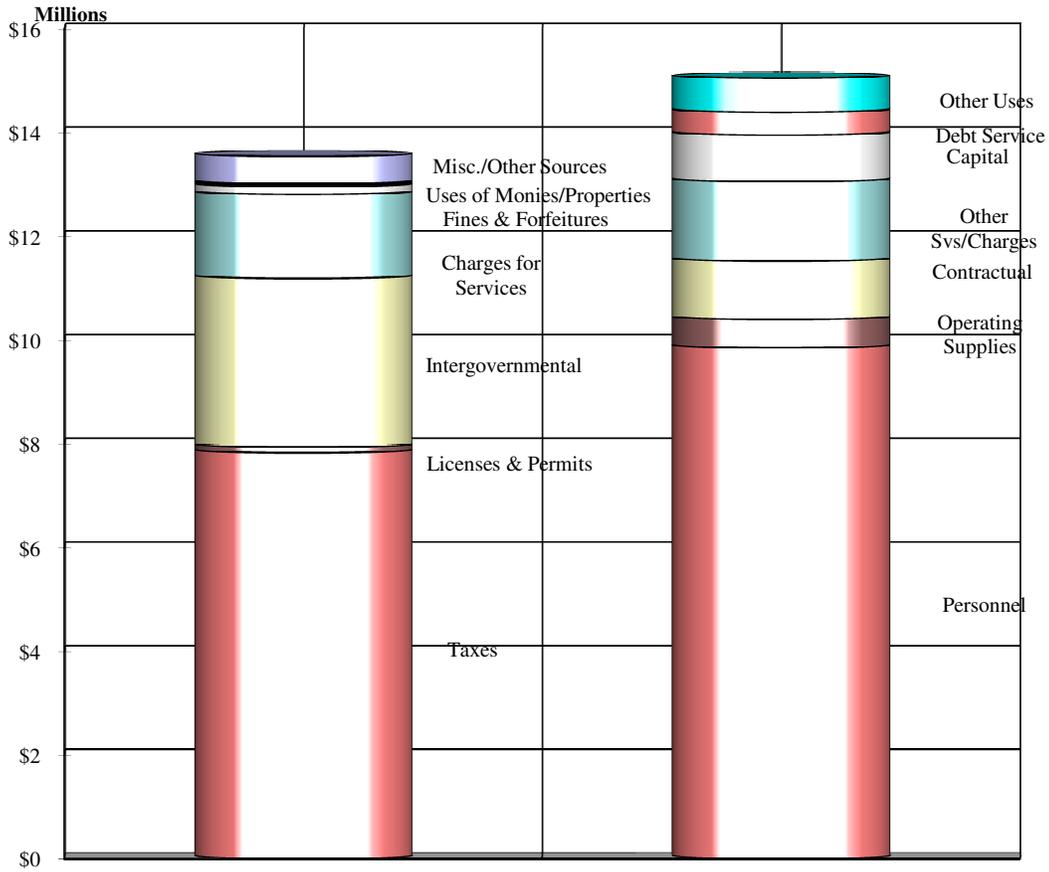


The sharp decline in the General Fund balance is due to the use of capital reserves to do some projects. All transfers out affecting this fund balance can be viewed on page 127

Fiscal Year 2011 Budget
General Fund Consolidated Revenues & Expenditures

Item Description	2009	2010		2011
	Actual	Budget	Revised	Final
Revenue Sources:				
Taxes	7,760,458	8,929,140	8,378,015	7,825,880
Licenses & Permits	225,516	280,000	110,000	114,000
Intergovernmental Revenues	3,549,591	6,069,175	3,822,480	3,251,160
Charges for Services	1,053,894	1,801,550	1,130,825	1,622,000
Fines & Forfeitures	161,562	195,000	139,200	147,100
Uses of Monies & Properties	112,442	66,000	25,500	31,500
Miscellaneous Revenues	150,654	40,500	26,325	30,875
Total Revenue Sources	13,014,117	17,381,365	13,632,345	13,022,515
Other Financing Sources:				
Transfers In	23,490	23,490	23,490	23,490
Carryforward	0	4,958,855	5,631,550	6,502,200
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	230,100	379,450	500,000
Total Other Financing Sources	23,490	5,212,445	6,034,490	7,025,690
Total Available Resources	13,037,607	22,593,810	19,666,835	20,048,205
Expenditures:				
Personnel	7,531,083	9,371,790	8,802,995	9,853,925
Operating Supplies	481,422	534,905	457,070	549,575
Contractual Services	1,023,730	1,290,295	984,430	1,118,755
Other Services and Charges	1,343,086	2,817,570	1,391,665	1,539,100
Capital Outlay	517,897	1,885,910	346,230	897,760
Debt Service	384,814	762,620	357,580	441,710
Total Expenditures	11,282,032	16,663,090	12,339,970	14,400,825
Other Uses:				
Transfers Out	725,986	1,240,105	824,665	649,125
Reserves	0	4,690,615	0	4,998,255
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	725,986	5,930,720	824,665	5,647,380
Total Expenditures and Other Uses	12,008,018	22,593,810	13,164,635	20,048,205
Net Income / (Loss)	\$1,029,589	\$0	\$6,502,200	\$0

**Revenues vs. Expenditures
Fiscal Year 2011 Budget**



Available Revenues - \$20,038,205

Expenditures - \$20,038,205

Revenues		Expenditures	
Taxes	\$7,825,880	Personnel	\$9,853,925
Licenses & Permits	114,000	Operating Supplies	549,575
Intergovernmental Revenues	3,251,160	Contractual Services	1,118,755
Charges for Services	1,622,000	Other Services and Charges	1,539,100
Fines & Forfeitures	147,100	Capital Outlay	897,760
Uses of Monies & Properties	31,500	Debt Service	441,710
Miscellaneous Revenues	30,875		
Total Operating Revenues	13,022,515	Total Operating Expenditures	14,400,825
Carryover Balance	6,502,200	Reserves	4,998,255
Other Sources	523,490	Other Uses	649,125
Total Revenues Available	\$20,048,205	Total Expenditures	\$20,048,205

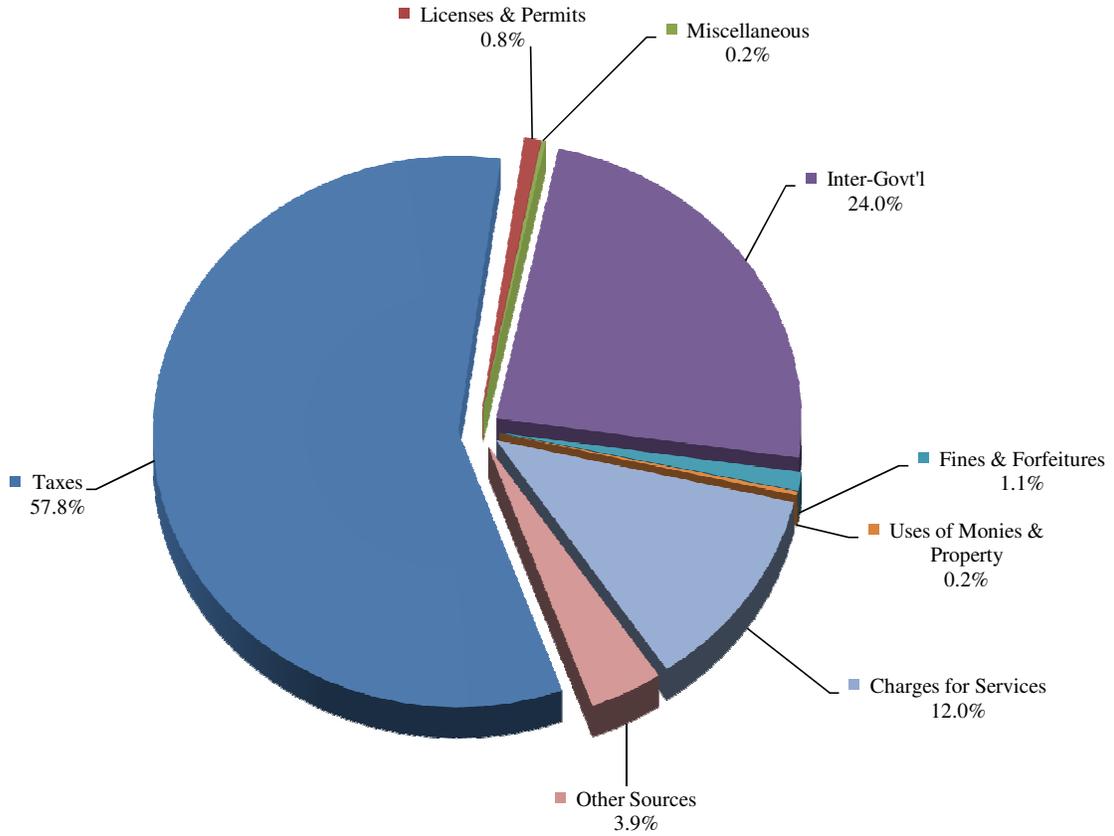
Fiscal Year 2011 Budget
General Fund Revenues Schedule

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Taxes					
Franchise Taxes	\$201,322	\$238,800	\$189,250	\$204,800	8.22%
City Sales Tax	7,268,056	8,382,340	7,902,495	7,322,200	-7.34%
Bed Tax	118,170	120,000	94,000	97,000	3.19%
Construction Sales Tax	0	0	0	0	0.00%
Utility Tax	172,910	188,000	192,270	201,880	5.00%
Subtotal	7,760,458	8,929,140	8,378,015	7,825,880	-6.59%
Licenses & Permits					
Business Licenses	31,219	30,000	30,000	30,000	0.00%
Construction Permits	162,298	210,000	72,000	75,000	4.17%
Planning & Zoning Fees	31,999	40,000	8,000	9,000	12.50%
Subtotal	225,516	280,000	110,000	114,000	3.64%
Intergovernmental					
M.V. Lieu Tax	640,922	637,940	590,000	595,440	0.92%
Yavapai County	0	0	0	0	0.00%
State Revenue Sharing	1,623,403	1,402,100	1,402,100	1,056,880	-24.62%
State Shared Sales Tax	864,056	834,925	834,925	814,740	-2.42%
Pant Grant	32,107	40,000	173,925	83,000	-52.28%
School Resource Grant	114,176	136,460	125,000	118,250	-5.40%
Miscellaneous Police Grants	2,618	5,000	5,500	29,750	440.91%
Emergency Med Serv Grant	0	0	0	2,500	0.00%
GOHS Grant	54,303	110,000	5,000	29,400	488.00%
Victims Rights Grant	2,621	0	2,600	2,600	0.00%
Y.C. - FEMA Grants	0	0	0	51,460	0.00%
Fire Act Grant	0	1,171,250	0	0	0.00%
AZ. Criminal Justice Grant	13,440	0	0	0	0.00%
Miscellaneous Fire Grants	1,438	0	5,000	0	-100.00%
AZ DUI Abatement Grant	14,177	0	5,965	0	-100.00%
DOJ -JAG & Computers	0	581,020	25,000	0	-100.00%
AZ Auto Theft Grant	0	10,000	2,225	0	-100.00%
DOJ Internet Crimes	0	0	0	0	0.00%
Homeland Security Grant	130,272	612,300	93,240	51,040	-45.26%
Yavapai Apache Revenue Share	56,058	60,000	10,000	0	-100.00%
State Land Dpt Reimbursement	0	0	6,000	0	-100.00%
NACOG-EWD OJT Funding	0	0	45,000	0	-100.00%
S.A.F.E.R Fire Grant	0	468,180	491,000	416,100	-15.25%
Subtotal	3,549,591	6,069,175	3,822,480	3,251,160	-14.95%
Fines & Forfeitures					
Court Fines	150,805	175,000	114,900	120,600	4.96%
Court-Deferred Surcharge	(2,725)	5,000	2,000	2,500	25.00%
Court Restitution	108	1,000	0	0	0.00%
Court Atty Reimbursement	13,374	14,000	13,400	14,000	4.48%
Court Enhancement Fee	0	0	8,900	10,000	12.36%
Subtotal	161,562	195,000	139,200	147,100	5.68%
Uses of Monies & Properties					
Interest Income	105,379	60,000	19,000	25,000	31.58%
Building Rental	7,063	6,000	6,500	6,500	0.00%
Subtotal	112,442	66,000	25,500	31,500	23.53%

Fiscal Year 2011 Budget
General Fund Revenues Schedule

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Charges for Service					
Spillman Fees	17,779	0	19,350	18,000	-6.98%
Dispatch Fees	145,576	150,000	145,950	147,300	0.92%
Animal Control Fees	3,642	1,500	1,200	1,500	25.00%
Recreation Fees	18,949	234,000	15,000	15,000	0.00%
HURF - Indirect Cost	164,314	176,100	157,210	144,000	-8.40%
Library - Indirect Cost	87,490	133,390	112,335	118,000	5.04%
Open/Close Graves	6,750	6,000	6,000	6,000	0.00%
Airport-Indirect Cost	48,672	46,280	51,055	41,700	-18.32%
Natural Resource Fees	5,611	8,750	2,595	2,600	0.19%
Engineering Fees	6,750	10,000	3,250	3,500	7.69%
Plan Check Fees	7,250	8,000	2,800	3,200	14.29%
Pool Revenue	22,767	32,000	11,000	5,000	-54.55%
Weight Room Fees	14,687	15,000	5,000	0	-100.00%
Summer Youth Program	350	0	0	0	0.00%
Sewer - Indirect Cost	135,820	162,020	110,000	110,000	0.00%
Rec/Fees-Softball Tournament	39,425	50,000	18,000	20,000	11.11%
Rhythm & Ribs Revenue	23,361	23,360	12,090	15,000	24.07%
Pool - Snack Bar Sales	2,085	2,000	2,700	2,700	0.00%
Pool - Swimming Lessons	14,828	16,000	10,000	11,000	10.00%
Equestrian CTR Rev	0	0	0	0	0.00%
Dog Park Revenue	0	0	0	0	0.00%
Water - Indirect Cost	239,843	654,070	310,340	368,000	18.58%
10K Memorial Run	18,786	5,000	10,000	10,000	0.00%
Cemetery-Indirect Cost	0	51,950	12,000	15,000	25.00%
Recreation Center Fees	0	0	100,000	550,000	450.00%
Purchase Discounts	0	0	0	0	0.00%
Riverfront Park - Snack Bar	13,737	11,000	10,500	11,000	4.76%
Batting Cage Revenue	5,001	1,630	1,200	1,500	25.00%
Sewer Inspection Fees	7,851	3,000	1,000	1,500	50.00%
Sewer Accounting Fees	450	500	250	500	100.00%
Evaluation and Testing Fees	2,120	0	0	0	0.00%
Subtotal	1,053,894	1,801,550	1,130,825	1,622,000	43.44%
Miscellaneous Revenues					
Other Income	128,564	15,000	15,000	15,875	5.83%
Cash (Short)/Over	(1,992)	0	0	0	0.00%
Police Donations - P.R.	1,297	5,000	800	2,000	150.00%
Donations	1,100	500	525	500	-4.76%
Sale of City Property	14,771	20,000	7,500	10,000	33.33%
Arbor/Memorial Program	0	0	0	0	0.00%
Other Financing Sources	0	0	0	0	0.00%
Post - Reimbursement	2,528	0	2,500	2,500	0.00%
State Land Dept - Reimbursement	4,386	0	0	0	0.00%
Subtotal	150,654	40,500	26,325	30,875	17.28%
Other Financing Sources					
Transfers In	23,490	23,490	23,490	23,490	0.00%
Carryover	0	4,958,855	5,631,550	6,502,200	15.46%
Lease Purchase	0	230,100	379,450	500,000	31.77%
Bond Proceeds	0	0	0	0	0.00%
Subtotal	23,490	5,212,445	6,034,490	7,025,690	16.43%

**General Fund Revenues
Fiscal Year 2011**



General Fund Revenues

Taxes	\$7,825,880
Licenses & Permits	114,000
Miscellaneous	30,875
Inter-Gov't	3,251,160
Fines & Forfeitures	147,100
Uses of Monies & Property	31,500
Charges for Services	1,622,000
Other Sources	523,490
Carryover Balance	6,502,200
Total General Fund Revenues	\$20,048,205

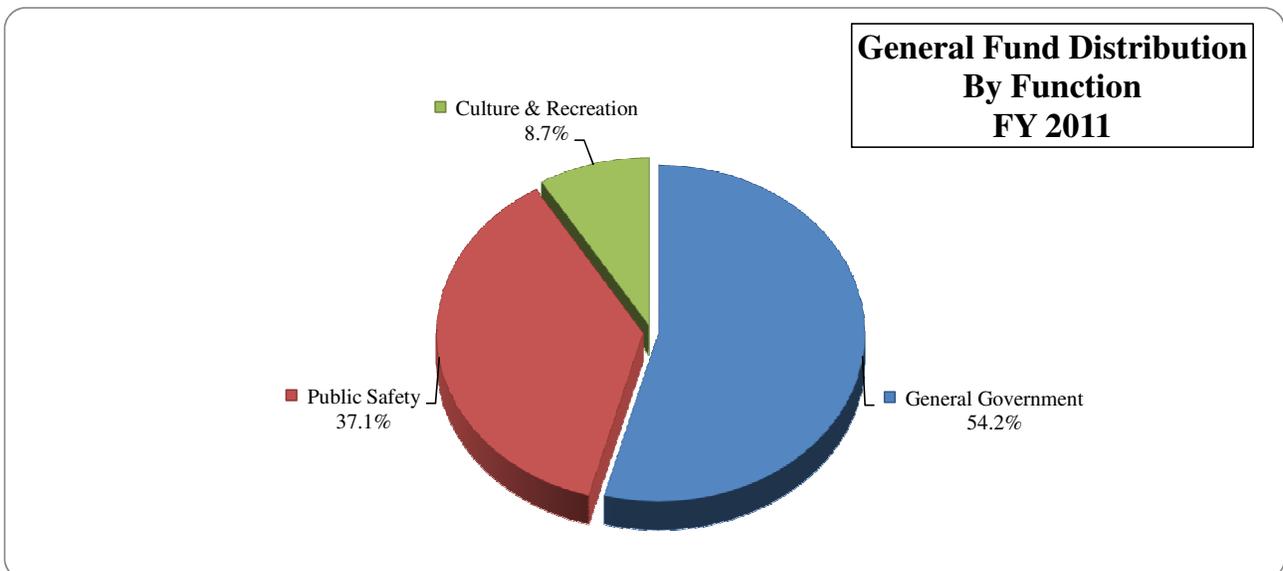
Fiscal Year 2011 Budget

General Fund Revenues

	Taxes	Licenses & Permits	Inter- Gov'tl	Charges for Services	Fines & Forfeitures	ses of Monic & Property	Misc. Revenue	Other Sources
Franchise Taxes	\$204,800							
City Sales Tax	7,322,200							
Bed, Board & Booze T:	97,000							
Utility Tax	201,880							
Business Licenses		\$30,000						
Construction Permits		75,000						
Planning & Zoning Fees		9,000						
State Revenue Sharing			\$1,056,880					
State Shared Sales Tax			814,740					
M.V. Lieu Tax			595,440					
School Resource Grant			118,250					
Pant Grant			83,000					
Fire & Emergency Services Grants			470,060					
Miscellaneous Grants			32,350					
Police Grants			80,440					
Dispatch Fees				\$18,000				
Spillman Fees				147,300				
Animal Control Fees				1,500				
Recreation Fees/Rhythm & Ribs/10K Memorial Run				40,000				
HURF - Indirect Cost				144,000				
Library - Indirect Cost				118,000				
Open/Close Graves				6,000				
National Resource Fees				2,600				
Engineering Fees				3,500				
Plan Check Fees				3,200				
Pool Revenue				5,000				
Riverfront Park - Snack Bar				11,000				
Pool - Snack Bar Sales				2,700				
Batting Cage Revenues				1,500				
Pool - Swimming Lessons				11,000				
Rec/Fees-Softball Tournament				20,000				
Recreation Center Fees				550,000				
Airport - Indirect Costs				41,700				
Sewer - Indirect Costs				110,000				
Water - Indirect Costs				368,000				
Sewer Inspection Fees				1,500				
Sewer Accounting Fees				500				
Cemetery-Indirect Cost				15,000				
Court Fines					\$120,600			
Court Restitutions & Reimbursements					16,500			
Court Deferred Surcharge					10,000			
Building Rental						\$6,500		
Interest Income						25,000		
Other Income							\$14,500	
Donations							16,375	
Carryover								\$6,502,200
Lease Purchase Proceeds								500,000
Transfers In								23,490
Totals	\$7,825,880	\$114,000	\$3,251,160	\$1,622,000	\$147,100	\$31,500	\$30,875	\$7,025,690
Total General Fund Revenues Available				<u>\$20,048,205</u>				

Fiscal Year 2011 Budget
General Fund Disbursement Schedule

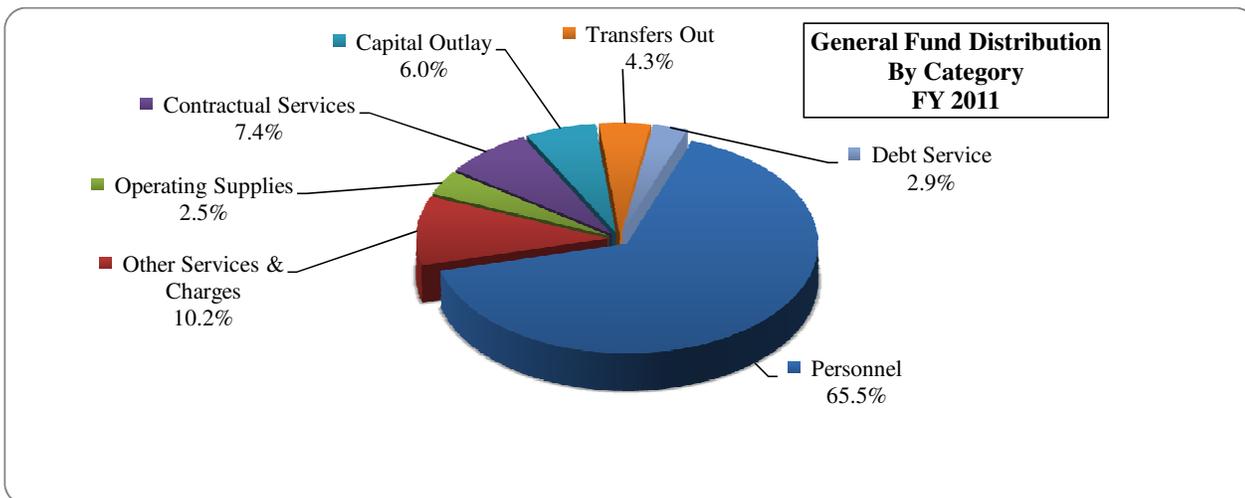
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
General Government					
Administration	\$429,487	\$679,560	\$614,855	\$656,000	6.69%
Personnel	196,695	145,470	145,670	143,860	-1.24%
City Council	543,762	5,133,075	358,620	5,415,745	1410.16%
City Clerk	0	250,250	194,990	254,435	30.49%
Natural Resource Project	143,995	134,035	151,870	56,010	-63.12%
Finance	460,523	378,150	332,185	339,630	2.24%
IT Services	80,237	91,560	80,880	88,630	9.58%
Planning & Zoning	371,818	386,010	289,040	297,140	2.80%
Economic Development	72,333	97,650	87,150	94,490	8.42%
Municipal Court	395,263	421,985	409,960	419,355	2.29%
Legal	311,449	421,800	305,545	300,770	-1.56%
Non-Departmental	1,456,312	2,397,225	1,548,245	1,469,335	-5.10%
Engineering	332,607	408,800	377,660	528,460	39.93%
Building Maintenance	487,382	586,430	451,955	436,305	-3.46%
Custodial	135,106	141,870	128,250	112,500	-12.28%
Public Works	0	264,780	249,180	262,905	5.51%
Total General Government	5,416,969	11,938,650	5,726,055	10,875,570	89.93%
Public Safety					
Building Inspection	175,309	0	0	0	0.00%
Police	3,245,084	4,859,330	3,595,640	3,442,620	-4.26%
Ordinance Enforcement	93,062	183,830	142,770	180,385	26.35%
Communications	614,877	680,760	644,340	687,750	6.74%
Fire	1,646,208	3,898,230	2,206,880	3,123,035	41.51%
Total Public Safety	5,774,540	9,622,150	6,589,630	7,433,790	12.81%
Culture & Recreation					
Parks & Recreation	816,509	657,310	507,020	368,410	-27.34%
Recreation Center	0	375,700	341,930	1,370,435	300.79%
Total Culture & Recreation	816,509	1,033,010	848,950	1,738,845	104.82%
Total General Fund Expenditures	\$12,008,018	\$22,593,810	\$13,164,635	\$20,048,205	52.29%



Fiscal Year 2011 Budget
General Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Operating Transfers	Debt Service	Restricted Reserves
General Government								
Administration	\$633,755	\$2,975	\$130	\$19,140	\$0	\$0	\$0	\$0
Personnel	90,770	6,600	8,150	38,340	0	0	0	0
City Council	48,540	1,300	211,750	90,900	65,000	0	0	4,998,255
City Clerk	199,845	5,300	120	24,170	25,000	0	0	0
Natural Resources	0	2,230	50,080	3,700	0	0	0	0
Finance	198,780	8,200	79,150	53,500	0	0	0	0
IT Services	66,055	3,000	15,500	4,075	0	0	0	0
Community Development	278,690	6,150	2,000	7,300	3,000	0	0	0
Economic Development	73,455	600	75	20,360	0	0	0	0
Municipal Court	305,255	9,100	85,250	19,750	0	0	0	0
Legal	167,020	600	125,200	7,950	0	0	0	0
Non-Departmental	0	0	1,500	377,000	0	649,125	441,710	0
Engineering Services	431,810	9,350	1,500	6,100	79,700	0	0	0
Building Maintenance	281,355	54,900	55,100	44,950	0	0	0	0
Custodial	0	500	112,000	0	0	0	0	0
Public Works	247,970	8,975	1,500	4,460	0	0	0	0
General Government Totals								
	3,023,300	119,780	749,005	721,695	172,700	649,125	441,710	4,998,255
Public Safety								
Building Inspection	0	0	0	0	0	0	0	0
Police	2,949,735	173,305	29,750	201,330	88,500	0	0	0
Ordinance Enforcement	124,860	5,000	50,000	525	0	0	0	0
Communications	567,460	79,290	4,800	36,200	0	0	0	0
Fire	2,149,725	89,750	155,000	92,000	636,560	0	0	0
Public Safety Totals								
	5,791,780	347,345	239,550	330,055	725,060	0	0	0
Culture & Recreation								
Parks & Recreation	119,460	26,000	19,700	203,250	0	0	0	0
Recreation Center	919,385	56,450	110,500	284,100	0	0	0	0
Culture & Recreation Totals								
	1,038,845	82,450	130,200	487,350	0	0	0	0
General Fund Category Totals								
	\$9,853,925	\$549,575	\$1,118,755	\$1,539,100	\$897,760	\$649,125	\$441,710	\$4,998,255

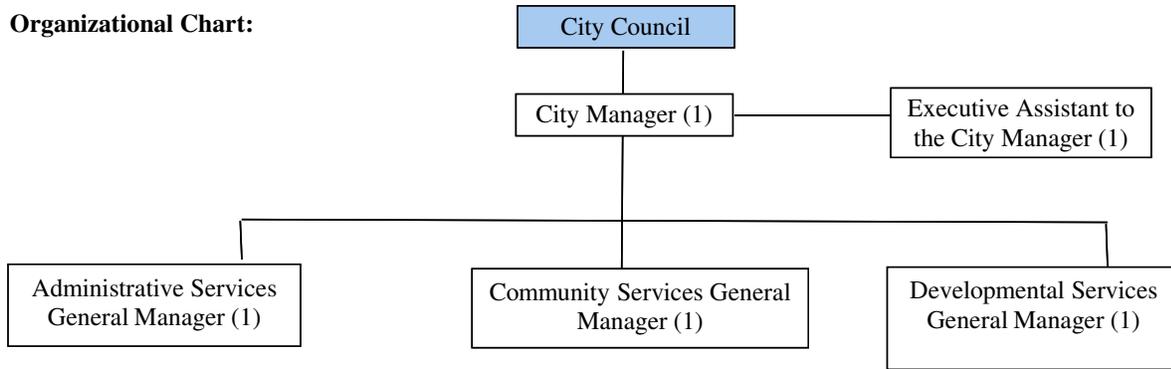
General Fund Expenditures	\$15,049,950
Anticipated Reserves	4,998,255
Total General Fund Budget	\$20,048,205



This Page Intentionally Left Blank

Fiscal Year 2011 Budget
Administration

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Administration Department is the primary department responsible for administering and coordinating the policies set forth by the City Council. Through the City Manager and the General Managers the Administration Department plans, organizes and directs the work of other city departments and coordinates the general activities of the city government with other governmental entities.

FY 2010 Accomplishments:

- * Revised the City's organizational structure
- * Arranged to have council meetings and other public meetings televised
- * Created "Inside Cottonwood" television show to inform the public on matters of interest
- * Coordinated City offices to participate in a recycling program
- * Actively promoted 2010 Census
- * Completed remodel of new court house
- * Completed remodel of new Utilities / Planning / Evidence Building
- * Completion of new Recreation Center
- * Separated Cottonwood and Clarkdale water systems operations

FY 2011 Goals:

- * Attract the wine industry to Old Town and become part of the Wine Trail.
- * Develop plan for historic preservation of buildings in Cottonwood
- * Organize the COC 50th year Anniversary of Incorporation celebration
- * Refinance water bonds to improve interest rate and separate debt from Clarkdale
- * Complete annexation of the 10 sections of state trust land
- * Develop a zoned trash truck system to include curbside recycling
- * Transition Cottonwood Area Transit to be managed by the Northern Arizona Intergovernmental Public Transportation Association (NAIPTA)

Budget Highlights:

Administration includes full salaries but no COLA or merit program is included. The Manager's contingency is back at \$10,000 and there is no capital planned for FY 2011.

Fiscal Year 2011 Budget

General Government Administration		Fund 01 - General Fund			Cost Center	10-00
Summary By Category						
Expenditure Category	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$363,969	\$629,010	\$598,710	\$633,755	5.85%	
Operating Supplies	8,569	6,850	3,330	2,975	-10.66%	
Contractual Services	537	1,100	130	130	0.00%	
Other Services and Charges	56,412	22,600	12,685	19,140	50.89%	
Capital Outlay	0	20,000	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
Department Totals	<u>\$429,487</u>	<u>\$679,560</u>	<u>\$614,855</u>	<u>\$656,000</u>	<u>6.69%</u>	

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	4.00	5.00	5.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$656,000	100.00%
Total Funding		<u>100.00%</u>

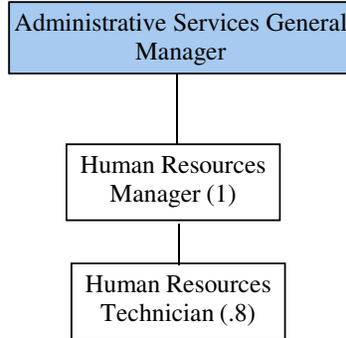
Performance Indicators				
	Actual		Estimated	Budget
	2008	2009	2010	2011

Fiscal Year 2011 Budget

General Government	Administration	Fund 01 - General Fund			Cost Center	10-00
Supplemental Data: Expenditures						
Item	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Supplies						
Office Supplies	3,804	2,000	1,200	1,000	-16.67%	
Copier Supplies	2,158	1,000	1,610	1,500	-6.83%	
Gas & Oil	361	350	40	0	-100.00%	
Vehicle Maint & Repairs	184	2,250	10	0	-100.00%	
Equipment Maint & Repairs	347	250	120	125	4.17%	
Postage & Freight	1,715	1,000	350	350	0.00%	
Total Supplies	8,569	6,850	3,330	2,975	-10.66%	
Contractual Services						
Computer Support	368	300	130	130	0.00%	
Contractual Services	169	800	0	0	0.00%	
Total Contractual Services	537	1,100	130	130	0.00%	
Other Services and Charges						
Travel & Training	2,944	2,500	880	1,000	13.64%	
Subscriptions & Memberships	4,438	2,000	1,000	1,000	0.00%	
Printing & Forms	322	500	0	500	0.00%	
Utilities	7,226	3,600	3,600	3,640	1.11%	
Telephone	6,867	4,000	5,000	3,000	-40.00%	
Legal Advertising	1,895	0	125	0	-100.00%	
Election Expense	23,377	0	0	0	0.00%	
Manager's Contingency	9,343	10,000	2,080	10,000	380.77%	
Total Other Services & Charges	56,412	22,600	12,685	19,140	50.89%	

Fiscal Year 2011 Budget
Personnel

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Personnel Division is under the Administrative Services General Manager and is responsible for personnel, risk management, employee training and development, employee benefits and other special projects.

FY 2010 Accomplishments:

- * Provided recruitment, employee orientation, supervisor/administrator training and other employment services to departments
- * Provided requested and mandated specific and general training to maintain strong employee skills and capabilities; distributed various types of information and training materials to employees as needed
- * Maintained professional excellence through participation in employee development programs such as seminars, webinars and professional publication review
- * Reviewed key performance indicators, i.e., new employees processed, employees leaving service, Worker's Compensation claims, insurance claims/incidents filed and applications filed
- * Worked with City Legal Counsel throughout OSHA inspection at the City Court building
- * Participated in several compensation surveys throughout the year
- * Provided support and training to managers in multiple employee relations matters, risk management issues
- * Applied for and received training grants through NACOG, which brought in approximately \$50,000 in on-the-job training monies
- * Provided training to managers regarding need of certificates of insurance from facility users, as well as in contracts, to protect City from claims

FY 2011 Goals:

- * Report and work through Worker's Compensation incidents and Liability claims; review and follow up with supervisors and employees to reduce future incidents
- * Provide city-wide human resources and safety training
- * Provide customer services support to the City of Cottonwood cemetery program
- * Begin updating and revising Employee Handbook, to stay current with new laws and regulations
- * Continue to push manager's awareness of when certificates of insurance are needed to protect City's interests and property
- * Continue working with NACOG to obtain additional on-the-job training grant funds

Budget Highlights:

Personnel includes full salaries but no COLA or merit program. This department is holding the line as are all other departments. Costs for recruitment have dropped dramatically since the City is quasi-freezing vacancies. There is no capital planned at this time.

Fiscal Year 2011 Budget

General Government	Personnel	Fund 01 - General Fund			Cost Center	10-01
Summary By Category						
Expenditure Category	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$130,868	\$86,770	\$91,430	\$90,770	-0.72%	
Operating Supplies	6,207	6,500	7,400	6,600	-10.81%	
Contractual Services	10,556	11,300	8,150	8,150	0.00%	
Other Services and Charges	49,064	39,100	37,700	38,340	1.70%	
Capital Outlay	0	1,800	990	0	-100.00%	
Debt Service	0	0	0	0	0.00%	
Department Totals	<u>\$196,695</u>	<u>\$145,470</u>	<u>\$145,670</u>	<u>\$143,860</u>	<u>-1.24%</u>	

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	1.80	1.80	1.80

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$143,860	100.00%
Total Funding		<u>100.00%</u>

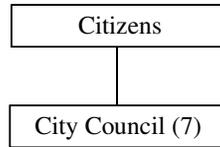
Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
New Employees Processed	50	49	50	50
Employees Leaving Service	43	45	45	40
Worker's Compensation Claims	16	20	18	20
Insurance Claims/Incidents Filed	58	63	60	75
Applications Filed	726	750	800	650

Fiscal Year 2011 Budget

General Government	Personnel	Fund 01 - General Fund		Cost Center	10-01
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Supplies					
Office Supplies	2,125	2,500	2,500	2,500	0.00%
Copier Supplies	2,875	2,500	2,500	2,500	0.00%
Vehicle Maintenance	0	250	1,000	500	-50.00%
Equipment Maintenance and Supplies	759	900	900	600	-33.33%
Postage & Freight	448	350	500	500	0.00%
<hr/>					
Total Supplies	6,207	6,500	7,400	6,600	-10.81%
<hr/>					
Contractual Services					
Compensation Study	495	0	0	0	0.00%
Computer Support	211	300	150	150	0.00%
Employee Physicals	9,850	11,000	8,000	8,000	0.00%
<hr/>					
Total Contractual Services	10,556	11,300	8,150	8,150	0.00%
<hr/>					
Other Services and Charges					
Travel & Training	1,716	2,000	200	300	50.00%
Subscriptions & Memberships	2,532	2,500	1,200	1,200	0.00%
Training Supplies	99	1,000	500	500	0.00%
Printing & Forms	18	100	100	100	0.00%
Utilities	5,403	3,500	3,200	3,240	1.25%
Telephone	1,859	2,000	2,000	2,000	0.00%
Recruitment Expense	14,717	20,000	7,500	8,000	6.67%
Safety Committee	2,094	2,000	1,000	1,000	0.00%
Unemployment Insurance (City)	20,626	6,000	22,000	22,000	0.00%
<hr/>					
Total Other Services & Charges	49,064	39,100	37,700	38,340	1.70%

Fiscal Year 2011 Budget
City Council

Organizational Chart:



General Information:

The City Council consists of the Mayor, Vice-Mayor and five Council Members. They meet at least three times a month and are responsible for policy decisions. They are empowered to enter into contracts, enact ordinances, create policies to protect citizens' rights, and adopt tax-rate fees and the annual budget. The Mayor is elected for a 4-year term, with Council Members serving overlapping 4-year terms. Council elections are held in March and May at odd numbered years. The Mayor and Council are all elected at-large.

In addition to their required duties, the Mayor and Council interact with local citizens on a regular basis. This requires their attendance to numerous community functions.

FY 2010 Accomplishments:

- * Conducted a Council planning retreat and developed strategies to guide FY 2011 budget priorities
- * Held combined meetings to review implementation plan, recommendations in the General Plan and evaluate economic development
- * Continued to meet regularly with community members through Coffee Talks and Outreach meetings
- * Began investigation of Historic Preservation requirements for qualified local structures
- * Completion of the new Recreation Center
- * Completion of new CAT / NAIPTA transportation building

FY 2011 Goals:

- * Continue combined meetings with Planning & Zoning, Youth, Airport, Senior, Judicial and Youth Commissions and the Chamber of Commerce and Cottonwood Economic Development Council
- * Conduct a goal setting retreat to update goals and planning strategies
- * Develop a Historic Preservation Commission
- * Contract with a new Fixed Base Operator (FBO) for the Airport
- * Complete City of Cottonwood's 50 Year Celebration event planning
- * Move forward with State of Arizona 100 Year Celebration event planning
- * Move forward with annexation investigations and processing
- * Develop water adequacy for our citizens for today and into the future

Budget Highlights:

The council contingency account is fully funded for FY 2011. The largest single increase from the FY 2010 revised budget is that \$5,069,905 set aside in reserves. Our 60-day coverage reserve dropped \$189,660 to \$1,996,400 due to declining revenues. We continue to maintain \$1M in our Capital Accumulation Fund and \$100,000 in the undesignated reserves as instructed by City Council. There is also \$1,089,410 in sales tax reserves from the the 1% and .2% sales tax revenues, of that amount \$236,080 is restricted to Public Safety. Specifically this year, \$352,445 has again been reserved for Recreation Center O&M and \$450,000 for the employee merit program. The latter of the two may be implemented at mid year if revenues meet our projections.

Capital for FY 2011 is dedicated to trust land annexation, laptop computers and portal signs into the City, \$50,000, \$15,000 and respectively.

Fiscal Year 2011 Budget

General Government		City Council		Fund 01 - General Fund		Cost Center	11-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$48,546	\$48,560	\$48,540	\$48,540	0.00%		
Operating Supplies	1,624	900	1,100	1,300	18.18%		
Contractual Services	152,218	195,500	211,750	211,750	0.00%		
Other Services and Charges	65,121	79,200	48,200	90,900	88.59%		
Capital Outlay	276,253	118,300	49,030	65,000	32.57%		
Reserves	0	4,690,615	0	4,998,255	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$543,762</u>	<u>\$5,133,075</u>	<u>\$358,620</u>	<u>\$5,415,745</u>	<u>1410.16%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	7.00	7.00	7.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$417,490	7.71%
Reserves/Fund Balance	\$4,998,255	92.29%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2008	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

General Government		City Council			Fund 01 - General Fund		Cost Center	11-00
Supplemental Data: Personnel								
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011		
	2009	2010	2011	Minimum	Maximum	Budget		
Mayor	1.00	1.00	1.00	750		\$9,000		
Vice-Mayor	1.00	1.00	1.00	500		6,000		
Council Members	5.00	5.00	5.00	500		30,000		
Temporary / Reserves						0		
Overtime						0		
Retirement						0		
Insurance & Taxes						3,540		
Employee Related Expenses						0		
Totals	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>			<u>\$48,540</u>		

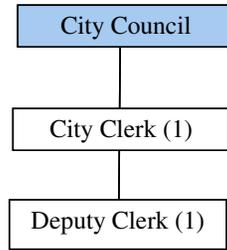
Supplemental Data: Capital Outlay					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Laptop Computers		\$15,000		\$15,000	
CableOne interconnection (Live video of meetings)		3,300			
Library Parking Lot		30,000			
Old Town Parking	\$119,163	10,000	\$2,760		
Yavapai Apache Nation Distribution	56,058	60,000			
Trust Land Annexation	101,032		46,270	50,000	
		<u>\$276,253</u>	<u>\$118,300</u>	<u>\$49,030</u>	<u>\$65,000</u>

Fiscal Year 2011 Budget

General Government	City Council	Fund 01 - General Fund			Cost Center	11-00
Supplemental Data: Expenditures						
Item	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Supplies						
Office Supplies	518	200	500	500	0.00%	
Copier Supplies	1,061	500	500	600	20.00%	
Postage & Freight	45	200	100	200	100.00%	
Total Supplies	1,624	900	1,100	1,300	18.18%	
Contractual Services						
Main Street Program & OTA	6,500	10,000	10,000	10,000	0.00%	
Large Item Pick-up	388	7,500	3,750	3,750	0.00%	
Recycle Program	27,030	28,000	28,000	28,000	0.00%	
Senior Center	22,500	45,000	45,000	45,000	0.00%	
Rodeo Drive St. Reimbursement	95,800	105,000	125,000	125,000	0.00%	
Total Contractual Services	152,218	195,500	211,750	211,750	0.00%	
Other Services and Charges						
Travel & Training	8,674	11,000	8,250	8,500	3.03%	
Subscriptions & Memberships	17,573	12,000	10,000	12,000	20.00%	
Computer Support	148	200	50	200	300.00%	
Annual Appreciation Event	1,353	2,000	500	1,000	100.00%	
Utilities	2,144	1,500	1,800	1,500	-16.67%	
Telephone	1,361	1,200	1,450	1,200	-17.24%	
Public Relations	835	5,000	1,000	2,500	150.00%	
Youth Commission	5,678	5,000	3,800	2,500	-34.21%	
Senior Commission	11,408	300	150	0	-100.00%	
Birding Festival	0	1,000	1,000	1,000	0.00%	
Veterans Van	5,000	5,000	2,500	2,500	0.00%	
50th Anniversary Celebration	0	0	0	23,000	0.00%	
Council Contingency	10,947	35,000	17,500	35,000	100.00%	
Parking Lot Lights	0	0	200	0	0.00%	
Total Other Services & Charges	65,121	79,200	48,200	90,900	88.59%	
Reserves						
Carryover Restricted	0	2,186,060	0	1,996,400	0.00%	
Accumulation Fund	0	1,000,000	0	1,000,000	0.00%	
Undesignated	0	0	0	100,000	0.00%	
.2% Sales Tax Excess Capital Reserve	0	201,850	0	236,080	0.00%	
1% Sales Tax GF CIP	0	697,800	0	853,330	0.00%	
Rec Center Oper	0	604,905	0	362,445	0.00%	
Employee Merit Program	0	0	0	450,000	0.00%	
Salary Plan Implementation	0	0	0	0	0.00%	
Total Reserves	\$0	\$4,690,615	\$0	\$4,998,255	0.00%	

Fiscal Year 2011 Budget
City Clerk

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The City Clerk department is responsible for processing and maintaining all permanent and official City records and assists the City Council. The City Clerk compiles and prepares the information and documentation (council meeting packets) necessary for the Council's consideration on matters pertaining to the city; is responsible for all public notices and posting of meeting agendas; records and produces written minutes of all City Council meetings and produces summary minutes of the meetings; processes and maintains City official City documents and records; indexes official Council actions; prepares resolutions and ordinances for Council consideration; processes and issues business registrations; provides research and information regarding City records for the public and other city departments; process liquor license applications; prepares and provides information packets for mayor and council candidates and oversees the vote-by-mail process and conducts all city elections.

FY 2010 Accomplishments:

- * Coordinated setup of new city attorney's office and provided administrative support to city attorney
- * Updated the city's business registration process
- * Applied for a Council VISTA worker. Supervised and assisted the VISTA worker with the creation of an art and sports program for at-risk youth

FY 2011 Goals:

- * Dispose of city records that are ready to purge from the city's archive room
- * Conduct a city primary and general election
- * Continue the art and sports program for at-risk youth
- * Update the City's Municipal Code

Budget Highlights:

The two largest increases in this budget are election expenses and a full year's salary for the administrative assistant. Capital has been budgeted at \$25,000 for Agenda Software.

Fiscal Year 2011 Budget

General Government		City Clerk		Fund 01 - General Fund		Cost Center	11-02
Summary By Category							
Expenditure Category	2009		2010		2011	Percent	
	Actual	Budget	Revised	Final	Change		
Personnel	\$0	\$163,900	\$177,220	\$199,845	12.77%		
Operating Supplies	0	9,450	6,750	5,300	-21.48%		
Contractual Services	0	15,300	720	120	-83.33%		
Other Services and Charges	0	36,600	10,300	24,170	134.66%		
Capital Outlay	0	25,000	0	25,000	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	\$0	\$250,250	\$194,990	\$254,435	30.49%		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	3.00	3.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$254,435	100.00%
Total Funding		<u>100.00%</u>

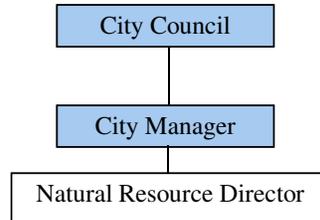
Performance Indicators				
Department Workload	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
Number of Official Meetings & Agendas Posted	48	61	65	52
Business Licenses Issued	1,485	1,600	1,700	1,476
Council Packets Prepared	46	61	65	52

Fiscal Year 2011 Budget

General Government	City Clerk	Fund 01 - General Fund		Cost Center	11-02
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Supplies					
Office Supplies	0	3,000	2,000	2,000	0.00%
Copier Supplies	0	2,000	1,000	1,000	0.00%
Gas & Oil	0	350	150	150	0.00%
Vehicle Maint & Repairs	0	2,250	1,500	200	-86.67%
Equipment Maint & Repairs	0	250	500	150	-70.00%
Postage & Freight	0	1,600	1,600	1,800	12.50%
Total Supplies	0	9,450	6,750	5,300	-21.48%
Contractual Services					
Computer Support	0	300	120	120	0.00%
Contractual Services	0	15,000	600	0	-100.00%
Total Contractual Services	0	15,300	720	120	-83.33%
Other Services and Charges					
Travel & Training	0	2,000	1,100	1,100	0.00%
Subscriptions & Memberships	0	2,000	2,600	2,600	0.00%
Printing & Forms	0	12,000	1,000	1,000	0.00%
Utilities	0	3,600	3,600	4,470	24.17%
Telephone	0	4,000	2,000	3,000	50.00%
Legal Advertising	0	1,000	0	0	0.00%
Election Expense	0	12,000	0	12,000	0.00%
Total Other Services & Charges	0	36,600	10,300	24,170	134.66%

Fiscal Year 2011 Budget
Natural Resources

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

This Program is under the direction of the City Manager and was established initially to explore and coordinate water policy and resolve water related issues with other communities in the region. The Verde Valley area communities are financially and politically supporting this program in its present state.

The Assistant City Manager was originally assigned to manage this program and facilitate group meetings with Verde Valley elected officials in addition to his other duties. This department expanded dramatically last fiscal year as all water resource related duties were transferred into this program. Funding still includes the Verde Valley Communities, but is also supplemented by both the General Fund and Water Enterprise Fund.

FY 2010 Accomplishments:

- * Continued efforts to regionally strategize and resolve water related issues
- * Continued participation in regional and statewide water related groups
- * Facilitated committee meetings with elected officials from the Verde Valley
- * Obtained Adequate Water Supply Designation

FY 2011 Goals:

- * Continue efforts to regionally strategize and resolve water related issues
- * Continue participation in regional and statewide water related groups
- * Continue acquisition of surface water rights

Budget Highlights:

The dramatic drop in this department is due to the retirement of the Natural Resources Director and subsequent contracting through the Phased Retirement program.

Fiscal Year 2011 Budget

General Government	Natural Resources	Fund 01 - General Fund			Cost Center	11-01
Summary By Category						
Expenditure Category	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$118,429	\$123,650	\$131,150	\$0	-100.00%	
Operating Supplies	1,387	1,875	1,645	2,230	35.56%	
Contractual Services	0	0	16,690	50,080	200.06%	
Other Services and Charges	2,484	6,510	2,385	3,700	55.14%	
Capital Outlay	21,695	2,000	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
Department Totals	<u>\$143,995</u>	<u>\$134,035</u>	<u>\$151,870</u>	<u>\$56,010</u>	<u>-63.12%</u>	

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	1.00	1.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$47,260	84.38%
Intergovernmental Revenues	8,750	15.62%
	Total Funding	<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
Regional Water related meetings attended		45	55	72
Yavapai Water Board related meetings attended (this Board formed mid-1999)		25	30	38

Fiscal Year 2011 Budget

General Government		Natural Resources			Fund 01 - General Fund		Cost Center	11-01	
Supplemental Data: Personnel									
Authorized Positions Job Classifications		Number of FTE's			Salary Range		2011		
		2009	2010	2011	Minimum	Maximum	Budget		
Natural Resources Director		1.00	1.00	0.00	4926	7143	\$0		
Merit Pay								0	
Temporary / Reserves								0	
Overtime								0	
Retirement								0	
Insurance & Taxes								0	
Employee Related Expenses								0	
Totals		<u>1.00</u>	<u>1.00</u>	<u>0.00</u>			<u>\$0</u>		

Supplemental Data: Capital Outlay					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Used Hybrid Vehicle	\$21,695				
Laptop Computer		\$2,000			
	<u>\$21,695</u>	<u>\$2,000</u>	<u>\$0</u>	<u>\$0</u>	

Fiscal Year 2011 Budget

General Government	Natural Resources	Fund 01 - General Fund			Cost Center	11-01
Supplemental Data: Expenditures						
Item	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		

Supplies

Office Supplies	82	350	5	180	3500.00%
Copier Supplies	0	100	5	100	1900.00%
Postage & Freight	5	25	5	100	1900.00%
Gas & Oil	1,300	1,400	1,590	1,600	0.63%
Vehicle Maintenance	0	0	40	250	525.00%

Total Supplies	<u>1,387</u>	<u>1,875</u>	<u>1,645</u>	<u>2,230</u>	<u>35.56%</u>
-----------------------	--------------	--------------	--------------	--------------	---------------

Contractual Services

Contractual Services	0	0	16,690	50,080	200.06%
----------------------	---	---	--------	--------	---------

Total Contractual Services	<u>0</u>	<u>0</u>	<u>16,690</u>	<u>50,080</u>	<u>200.06%</u>
-----------------------------------	----------	----------	---------------	---------------	----------------

Other Services and Charges

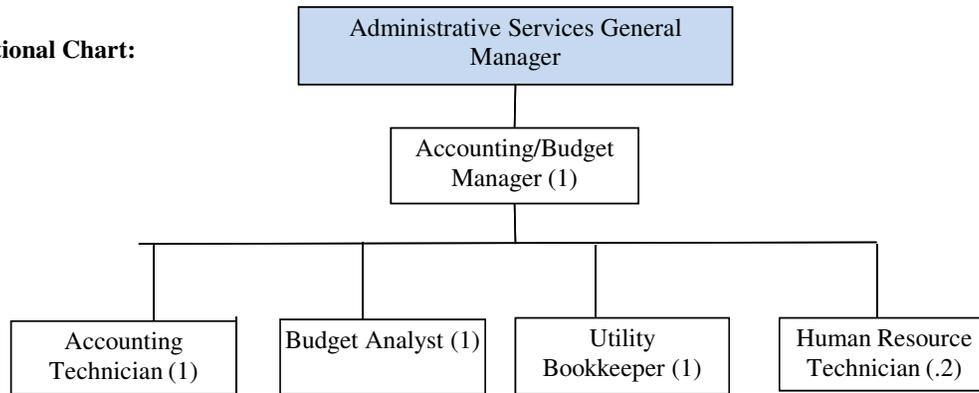
Travel & Training	805	5,000	25	2,500	9900.00%
Subscriptions & Memberships	0	200	0	100	0.00%
Printing and Forms	0	0	625	1,000	60.00%
Computer Support	70	0	50	100	100.00%
Utilities	621	350	720	0	-100.00%
Telephone	988	960	965	0	-100.00%

Total Other Services & Charges	<u>2,484</u>	<u>6,510</u>	<u>2,385</u>	<u>3,700</u>	<u>55.14%</u>
---	--------------	--------------	--------------	--------------	---------------

Fiscal Year 2011 Budget

Finance

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Finance Department, under direction from the Administrative Services General Manager, is responsible for the financial management and planning of the city. This includes establishing and maintaining effective controls over the city's financial activities, and providing accurate financial information to all city departments in a timely manner. Finance is also responsible for coordinating the annual budget and monitoring compliance after adoption. Finance performs analysis of financial conditions including interim and annual financial reports and recommends financial policies to the City Manager and City Council. Finance has oversight responsibility for payroll, accounts payable, collection of revenues, utility billing, administration of the city cemetery, procurement, sales tax compliance programs, risk management programs, employee benefits, debt management and city investments.

FY 2010 Accomplishments:

- * Seventh year of producing the city employee newsletter "The Communiqué" employee newsletter
- * Submitted for bid and obtained a lease purchase to purchase Police Vehicles and Recreation Center Equipment
- * Obtained 11th Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA) for Fiscal Year 2010
- * Adopted new fraud policies and procedures
- * Developed contract with SmartWorks Plus to re-hire retired experienced workers

FY 2011 Goals:

- * Prepare and submit the City's Comprehensive Annual Financial Report to the Government Finance Officers Associations' (GFOA) to compete for the Certificate of Achievement in Excellence in Financial Reporting for the 19th award
- * Prepare and submit the City's Annual Budget for the Fiscal Year 2011 to the Government Finance Officers Association's (GFOA) for competition to obtain its 12th Distinguished Budget Presentation Award
- * Complete the updating of the City's Financial Operations Guide
- * Obtain financing to refund the 2006 MPC Water Bond and the 2004 Water Bond
- * Research and obtain financing for additional Water, Wastewater and Streets projects
- * Continue developing new budget performance indicator plan based on actual performance percentages
- * Research new City wide software to comply with government information and comprehensive reporting

Budget Highlights:

The overall drop in this department is due to a frozen Accounting Technician position. There is no capital currently planned for this department. The increase in contractual services is due to the addition of "e-Civic" a software program that will assist the City in searching for grants that we may qualify for. It is hoped that this will provide additional revenues.

Fiscal Year 2011 Budget

General Government		Finance		Fund 01 - General Fund		Cost Center	12-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$309,082	\$252,000	\$211,820	\$198,780	-6.16%		
Operating Supplies	9,095	9,900	7,750	8,200	5.81%		
Contractual Services	75,812	81,250	57,955	79,150	36.57%		
Other Services and Charges	66,534	32,000	52,500	53,500	1.90%		
Capital Outlay	0	3,000	2,160	0	-100.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	\$460,523	\$378,150	\$332,185	\$339,630	2.24%		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	5.20	4.20	4.20

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$339,630	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
Sales Tax Audits Completed	18	12	84	20
Sales Tax Assessments	\$13,743	\$49,037	\$33,000	\$10,000
Accounts Payable Checks Written	6,028	5,767	6,262	6,500
Payroll Checks Written	1,616	1,495	1,373	1,300
ACH Payroll Deposits	3,155	3,409	3,597	3,820
Increase in ACH Payroll Deposits	-4.46%	7.45%	5.23%	5.84%
Accounts Payable Checks voided	1.31%	1.30%	5.59%	1.30%
Increase(decrease) in Accounts Payable	-0.20%	-4.33%	8.58%	3.80%

Fiscal Year 2011 Budget

General Government	Finance	Fund 01 - General Fund		Cost Center	12-00
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Office Supplies	2,913	3,500	2,400	2,500	4.17%
Copier Supplies	2,356	2,400	1,800	1,900	5.56%
Postage & Freight	2,392	3,000	2,800	2,800	0.00%
Equipment Maint/Repairs	1,434	1,000	750	1,000	33.33%

Total Supplies	9,095	9,900	7,750	8,200	5.81%
-----------------------	-------	-------	-------	-------	-------

Contractual Services

Computer Support	5,641	500	300	400	33.33%
Sales Tax Audits	16,190	15,000	15,000	15,000	0.00%
Contractual Services	10,751	28,000	6,000	26,000	333.33%
Audit Expense	43,230	37,750	36,655	37,750	2.99%
General Counsel	0	0	0	0	0.00%

Total Contractual Services	75,812	81,250	57,955	79,150	36.57%
-----------------------------------	--------	--------	--------	--------	--------

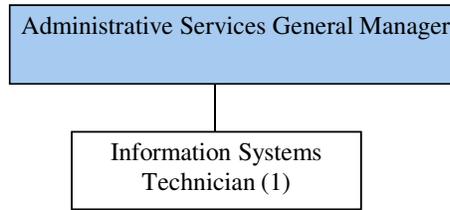
Other Services and Charges

Travel & Training	5,593	6,000	3,000	3,000	0.00%
Subscriptions & Memberships	2,050	3,500	2,000	2,000	0.00%
Printing & Forms	2,264	2,000	2,000	2,000	0.00%
Utilities	3,917	4,000	3,600	4,000	11.11%
Telephone	3,378	3,500	2,500	2,500	0.00%
Bank Charges	26,347	11,000	37,400	38,000	1.60%
Legal Advertising	1,510	2,000	2,000	2,000	0.00%
Bad Debt Expense	21,475	0	0	0	0.00%

Total Other Services & Charges	66,534	32,000	52,500	53,500	1.90%
---	--------	--------	--------	--------	-------

Fiscal Year 2011 Budget
IT Services

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

Information Technology Services maintains all computer equipment and computer software, as well as the maintenance of all City servers, under direction from the Administrative Services General Manager. IT Services is also responsible for researching new technology and software updates and implementing these changes. IT Services designs and maintains the City's web site and uploads information from different departments onto the web site.

FY 2010 Accomplishments:

- * Setup 15 computers for the Rec Center and assisted with the installation of Voice Over IP phones
- * Moved Utilities to their new building with little downtime
- * Assisted with procurement and installation of new Voice Over IP phones for the Utility and Community Development building
- * Obtained quotes and received approval for the access control and security portion of the Utilities building project
- * Replaced two servers for the Utilities Department using a single physical machine with two virtual operating systems
- * Transitioned Court into their new building

FY 2011 Goals:

- * Finish the Municipal Court portion of the website
- * Finish the Parks and Recreation portion of the website

Budget Highlights:

Only minor changes to personnel and contractual services are planned for FY 2011.

Fiscal Year 2011 Budget

General Government	IT Services	Fund 01 - General Fund			Cost Center	12-01
Summary By Category						
Expenditure Category	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$59,965	\$67,510	\$62,580	\$66,055	5.55%	
Operating Supplies	1,575	2,900	2,900	3,000	3.45%	
Contractual Services	14,223	15,500	11,750	15,500	31.91%	
Other Services and Charges	3,126	5,650	3,650	4,075	11.64%	
Capital Outlay	1,348	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
Department Totals	<u>\$80,237</u>	<u>\$91,560</u>	<u>\$80,880</u>	<u>\$88,630</u>	<u>9.58%</u>	

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	1.00	1.00	1.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$88,630	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Outcomes & Performance Measures	Actual		Estimated	Estimated
	2007-08	2009	\$2,010	2011
We provide timely support services				
File Server Uptime	99.90%	99.93%	99.90%	99.00%
Average Initial Helpdesk Response Time	3 days	1 day	1 day	2 days
Time to Post Agendas and Minutes to Website	1 day	Same day	Same day	Same day

Fiscal Year 2011 Budget

General Government	IT Services	Fund 01 - General Fund		Cost Center	12-01
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Office Supplies	1,230	500	500	500	0.00%
Copier Supplies	0	600	600	600	0.00%
Postage & Freight	0	100	100	100	0.00%
Equipment Maint/Repairs	329	500	500	500	0.00%
Gas & Oil	16	500	500	500	0.00%
Vehicle Maintenance & Repair	0	500	500	700	40.00%
Printing & Forms	0	200	200	100	-50.00%

Total Supplies	1,575	2,900	2,900	3,000	3.45%
-----------------------	-------	-------	-------	-------	-------

Contractual Services

Computer Support	3,446	3,500	2,750	3,500	27.27%
Contractual Services	10,777	12,000	9,000	12,000	33.33%

Total Contractual Services	14,223	15,500	11,750	15,500	31.91%
-----------------------------------	--------	--------	--------	--------	--------

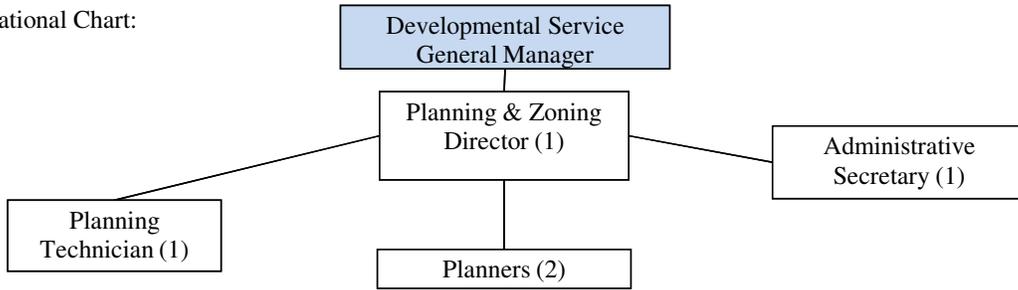
Other Services and Charges

Travel & Training	43	2,500	500	1,250	150.00%
Subscriptions & Memberships	495	650	650	325	-50.00%
Utilities	807	500	500	500	0.00%
Telephone	1,781	2,000	2,000	2,000	0.00%

Total Other Services & Charges	3,126	5,650	3,650	4,075	11.64%
---	-------	-------	-------	-------	--------

Fiscal Year 2011 Budget
Planning & Zoning

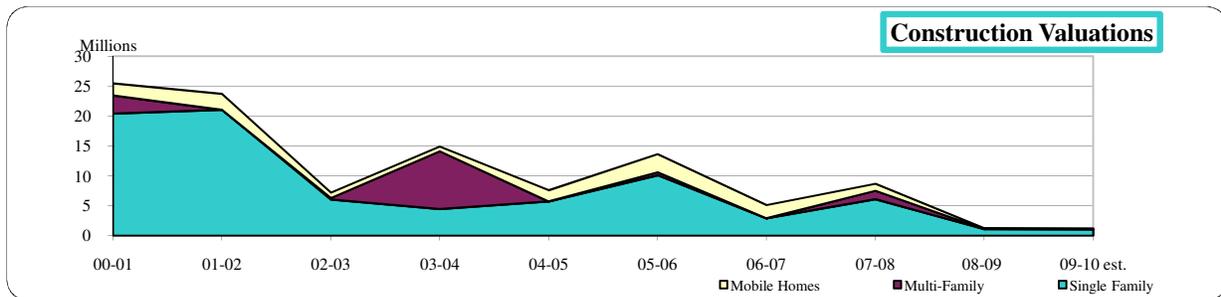
Organizational Chart:



General Information:

Note: Only unshaded boxes are included in this budget.

The Planning and Zoning Department provides planning services to the City Council, Planning and Zoning Commission, Development Review Board, Main Street Program, Code Review Board and the general public. Department staff are also responsible for securing Community Development Block Grants.



FY 2010 Accomplishments:

- * Reviewed 21 Code Review applications, 16 Conditional Use Permits, and 20 Design Review proposals
- * Development and adoption of new codes for Design Review, landscaping, wood burning, camping, sign walkers, noise, boarding/group homes, graffiti, and zoning clearance process
- * Adoption of Cottonwood Bicycle Plan
- * Updated Census database for U.S. Census Bureau
- * Updated landscape code, including water conservation measures and removal of high water use plants from recommended plant list
- * Disbanded Design Review Board and assigned Design Review process to the P&Z Commission.
- * Trained P&Z Commission following reassignment of the Design Review process
- * Moved to new Utilities/Community Development building

FY 2011 Goals:

- * Administer CDBG funding process
- * Continue to solicit participation in regional Housing Authority / Strategy as an alternative to conducting a City housing study
- * Initiate Special Area Planning process for the City as a follow up to the adoption of the General Plan; and as prep for pending plan review beginning with Old Town Map potential infill sites
- * Review and develop Form-based codes, Green codes; and hillside / slopes ordinance; grey water and water re-use ordinance
- * Upgrade fee schedule

Budget Highlights:

There is a modest increase in this department of 2.8% due mainly to personnel. There is also \$4000 allocated for computer replacements in FY 2011.

Fiscal Year 2011 Budget

General Government		Planning & Zoning		Fund 01 - General Fund		Cost Center	13-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$338,042	\$320,110	\$272,685	\$278,690	2.20%		
Operating Supplies	7,157	6,900	7,080	6,150	-13.14%		
Contractual Services	10,299	1,500	300	2,000	566.67%		
Other Services and Charges	16,320	15,000	8,975	7,300	-18.66%		
Capital Outlay	0	42,500	0	3,000	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$371,818</u>	<u>\$386,010</u>	<u>\$289,040</u>	<u>\$297,140</u>	<u>2.80%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	5.50	4.00	4.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$297,140	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
Special Planning Projects	5	5	7	7
Zoning Change Appls	1	2	2	4
Gen Plan Amends	0	0	0	2
Conditional Use Pmts	15	26	15	20
Subdiv Plats	0	2	2	4
Zoning Complaints Opened	101	150	150	75
Zoning Complaints Closed	92	150	150	75
Hearing Officer Revs	16	16	16	4
Board of Adjustmt Cases	2	4	4	0
Code Review Appls	38	24	18	40
Design Review Appls	18	16	18	24
Annexations	0	0	2	2

Fiscal Year 2011 Budget

General Government		Planning & Zoning			Fund 01 - General Fund		Cost Center	13-00
Supplemental Data: Personnel								
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011		
	2009	2010	2011	Minimum	Maximum	Budget		
Community Development Director	1.00	1.00	1.00	4689	6799	\$76,540		
Planner	2.00	2.00	2.00	3319	4812	105,780		
Code Enforcement Officer	1.00	0.00	0.00	2349	3406	0		
Planning Technician	1.00	0.00	0.00	2349	3406	0		
Administrative Coordinator	0.50	1.00	1.00	2235	3241	31,445		
Economic Development Director	0.00	0.00	0.00	3487	5056	0		
Merit Contingency						0		
Temporary / Reserves						0		
Overtime						0		
Retirement						21,060		
Insurance & Taxes						43,865		
Employee Related Expenses						0		
Totals	<u>5.50</u>	<u>4.00</u>	<u>4.00</u>			<u>\$278,690</u>		

Supplemental Data: Capital Outlay					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Desktop computer		\$2,500		\$3,000	
Plotter		10,000			
Database Software		30,000			
		<u>\$0</u>	<u>\$42,500</u>	<u>\$0</u>	<u>\$3,000</u>

Fiscal Year 2011 Budget

General Government	Planning & Zoning	Fund 01 - General Fund		Cost Center	13-00
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Office Supplies	2,142	2,000	2,000	2,000	0.00%
Copier Supplies	1,985	1,600	2,000	2,000	0.00%
Postage & Freight	479	1,300	180	250	38.89%
Gas & Oil	1,944	2,000	400	400	0.00%
Vehicle Maint & Repairs	14	0	2,000	1,000	-50.00%
Equipment Maint & Repairs	593	0	500	500	0.00%

Total Supplies	7,157	6,900	7,080	6,150	-13.14%
-----------------------	-------	-------	-------	-------	---------

Contractual Services

Computer Support	395	500	300	2,000	566.67%
Contractual Services	1,526	1,000	0	0	0.00%
General Counsel	8,378	0	0	0	0.00%

Total Contractual Services	10,299	1,500	300	2,000	566.67%
-----------------------------------	--------	-------	-----	-------	---------

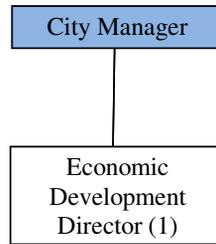
Other Services and Charges

Travel & Training	2,616	3,000	1,000	1,000	0.00%
Subscriptions & Memberships	1,026	1,000	1,065	500	-53.05%
Printing & Forms	186	400	100	100	0.00%
Utilities	5,965	5,500	4,530	3,500	-22.74%
Telephone	1,427	1,600	1,280	700	-45.31%
Building Rental	0	0	0	0	0.00%
Legal Advertising	5,100	3,000	1,000	1,000	0.00%
Graphics/Reproductions	0	500	0	500	0.00%
General Plan Expense	0	0	0	0	0.00%

Total Other Services & Charges	16,320	15,000	8,975	7,300	-18.66%
---	--------	--------	-------	-------	---------

Fiscal Year 2011 Budget
Economic Development

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Cottonwood Economic Development Council (CEDC) is a public - private partnership dedicated to fostering a cooperative approach to economic development. As a committee of the Cottonwood Chamber of Commerce, the CEDC coordinates with a number of other key organizations in the area to promote an environment in which business thrives. The Mission of the CEDC is to enrich the diverse economic, social and cultural environment of our community.

FY 2010 Accomplishments:

- * Implemented first year of “Focus on Success” goals – Economic Development (ED) Plan
- * Received \$50,000 YC grant
- * Received \$7,500 NACOG grant
- * Completed Verde Valley Wage and Fringe Benefits Survey Report
- * Completed Yavapai County, Labor Availability Report
- * Attended AZ Town Hall regarding Economic Development
- * Attended regular meetings as board, committee member, chair or director of CEDC, VVWC, VVREO, NACOG E.D., SLIM, AG Energy, United Way, etc
- * Continuously encouraged business development

FY 2011 Goals:

- * Implement years 2 thru 5 “Focus on Success” goals – 5-yr Economic Development strategy
- * Further expose Cottonwood as an excellent place to do business
- * Optimize effectiveness through the use of technology and economic development tools
- * Accelerate business retention and expansion program
- * Energize business attraction
- * Support efforts that add economic value to Cottonwood, i.e. utilize Phelps Building
- * Support industry targets as outlined in Focus on Success, i.e. healthcare and social services, viticulture, manufacturing, transportation, warehousing, wholesale trade, finance, insurance, professional, scientific, technology services, accommodations, food, and home based businesses
- * Research, apply & receive grants and grant funding

Budget Highlights:

Economic Development is moving forward with implementation of focus on success, a program to help revitalize interest in the community and place the City of Cottonwood out on the state and national stage encouraging economic development for the community. \$18,000 is being allocated for this effort.

Fiscal Year 2011 Budget

General Government		Economic Developer		Fund 01 - General Fund		Cost Center	15-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$67,640	\$72,090	\$68,465	\$73,455	7.29%		
Operating Supplies	1,421	400	250	600	140.00%		
Contractual Services	69	100	75	75	0.00%		
Other Services and Charges	3,203	25,060	18,360	20,360	10.89%		
Capital Outlay	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$72,333</u>	<u>\$97,650</u>	<u>\$87,150</u>	<u>\$94,490</u>	<u>8.42%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	1.00	1.00	1.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$94,490	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
N/A				

Fiscal Year 2011 Budget

General Government	Economic Developer	Fund 01 - General Fund			Cost Center	15-00
Supplemental Data: Expenditures						
Item	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		

Supplies

Office Supplies	0	0	200	200	0.00%
Copier Supplies	0	0	0	0	0.00%
Postage & Freight	0	0	0	0	0.00%
Gas & Oil	120	400	50	400	700.00%
Vehicle Maint & Repairs	1,301	0	0	0	0.00%
Equipment Maint & Repairs	0	0	0	0	0.00%

Total Supplies	<u>1,421</u>	<u>400</u>	<u>250</u>	<u>600</u>	<u>140.00%</u>
-----------------------	--------------	------------	------------	------------	----------------

Contractual Services

Computer Support	69	100	75	75	0.00%
Contractual Services	0	0	0	0	0.00%

Total Contractual Services	<u>69</u>	<u>100</u>	<u>75</u>	<u>75</u>	<u>0.00%</u>
-----------------------------------	-----------	------------	-----------	-----------	--------------

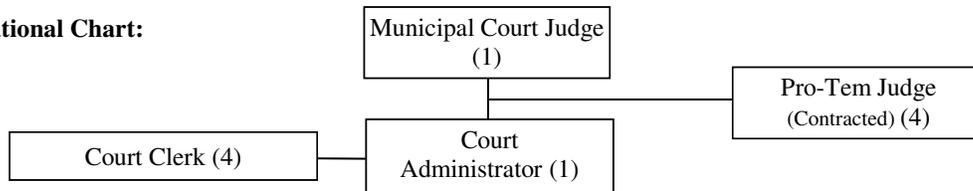
Other Services and Charges

Travel & Training	0	0	0	0	0.00%
Subscriptions & Memberships	0	1,000	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	2,352	4,100	1,000	1,000	0.00%
Telephone	851	960	960	960	0.00%
Building Rental	0	0	0	0	0.00%
Legal Advertising	0	0	400	400	0.00%
Graphics/Reproductions	0	0	0	0	0.00%
General Plan Expense	0	0	0	0	0.00%
Focus on Success	0	19,000	16,000	18,000	12.50%

Total Other Services & Charges	<u>3,203</u>	<u>25,060</u>	<u>18,360</u>	<u>20,360</u>	<u>10.89%</u>
---	--------------	---------------	---------------	---------------	---------------

Fiscal Year 2011 Budget
Municipal Court

Organizational Chart:



General Information:

The Municipal Court ensures compliance with judicial orders on all Arizona Revised Statute and City Ordinance citations or complaints written within the city limits of Cottonwood. This includes maintaining effective control of criminal and civil traffic matters, issuance of domestic violence and harassment orders, misdemeanor violations as well as the issuance of search warrants. The court conducts pretrial conferences, trials and civil hearings. As a condition of the various orders issued by the Judge, the court maintains control of accounts receivable for defendants and supervises the work alternative programs. The court is also involved with the Victims Rights program funded through the Attorney General's office. The court is required to prepare monthly, quarterly and yearly statistical reports for the Supreme Court, the City Council and other agencies. The court ensures compliance with the minimum accounting standards and mandatory academic standards as established by the Arizona Supreme Court.

The mission of the Cottonwood Municipal Court is to foster a positive and productive environment which promotes the efficient and effective administration of justice; insure the independence of the judicial branch; provide timely service and enforcement of Court Orders to the public served by the Court; manage cases in compliance with all legal requirements; and insure the rights of defendants and victims are protected.

FY 2010 Accomplishments:

- * Fulfilled COJET training requirements for existing court staff
- * Presiding Magistrate successfully completed New Judge Orientation
- * Implemented Early Disposition Court process on cases scheduled for Arraignment or Pre-Trial Conference
- * Appointed Court Administrator and two Court Clerks as Civil Traffic Hearing Officers to expedite civil traffic cases
- * Successful transition to the new court building

FY 2011 Goals:

- * Continue efforts enforcing monetary court orders to increase percentage of court revenues
- * Host continuing education sessions for Municipal Court staff, as well as other court staff in the Verde Valley area, reducing travel and training expenses
- * Promote alternative diversion programs such as Yavapai County Substance Abuse Coalition Methamphetamine Advisory Task Force (MATFORCE), Verde Adult Victim Impact Panel (VCTC), and Victim Offender Mediation (VOMP)
- * Implement a contract appointment process for court appointed attorneys to reduce operating costs
- * Appoint Court Administrator as Associate Magistrate to expedite court cases in the Presiding Magistrate's absence

Budget Highlights:

Currently the Municipal Court has one clerk position frozen reflected in the personnel section of this departmental budget. There is an expected increase in contractual services that is caused by the increase in case volume being experienced. There is no capital outlay currently planned for the fiscal year.

Fiscal Year 2011 Budget

General Government		Municipal Court		Fund 01 - General Fund		Cost Center	17-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$310,136	\$332,810	\$312,340	\$305,255	-2.27%		
Operating Supplies	6,761	8,500	8,210	9,100	10.84%		
Contractual Services	65,179	67,375	70,500	85,250	20.92%		
Other Services and Charges	12,078	13,300	18,910	19,750	4.44%		
Capital Outlay	1,109	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$395,263</u>	<u>\$421,985</u>	<u>\$409,960</u>	<u>\$419,355</u>	<u>2.29%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	6.00	6.00	6.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$419,355	100.00%
Total Funding		<u>100.00%</u>

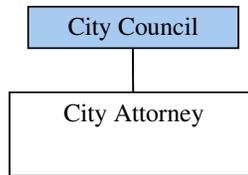
Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
Criminal Traffic	327	174	250	315
Criminal Non-Traffic	421	414	450	837
Civil Traffic	1316	816	1000	948
Protective Orders Processed	35	15	30	42

Fiscal Year 2011 Budget

General Government	Municipal Court	Fund 01 - General Fund		Cost Center	17-00
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Supplies					
Office Supplies	3,580	4,500	5,210	4,500	-13.63%
Copier Supplies	329	1,200	500	1,200	140.00%
Postage & Freight	785	1,300	1,000	1,000	0.00%
Vehicle Maint & Repairs	2,067	0	0	0	0.00%
Equipment Maint & Repairs	0	1,500	1,500	2,400	60.00%
Gas & Oil	0	0	0	0	0.00%
Total Supplies	6,761	8,500	8,210	9,100	10.84%
Contractual Services					
Computer Support	7,360	6,875	7,000	8,750	25.00%
Contractual Services	10,069	16,000	16,000	18,500	15.63%
Court Appointed Attorney	46,750	40,000	45,000	52,000	15.56%
Pro Tem Services	1,000	4,500	2,500	4,500	80.00%
Jail Expense	0	0	0	0	0.00%
Court Audit	0	0	0	1,500	0.00%
Total Contractual Services	65,179	67,375	70,500	85,250	20.92%
Other Services and Charges					
Travel & Training	1,551	2,400	6,750	3,500	-48.15%
Subscriptions & Memberships	1,934	2,400	2,750	2,400	-12.73%
Printing & Forms	139	0	300	350	16.67%
Utilities	5,422	5,000	5,000	10,000	100.00%
Telephone	2,871	3,000	3,500	3,000	-14.29%
Legal Advertising	0	0	110	0	-100.00%
Jury Fee	84	500	500	500	0.00%
Misc Expense	77	0	0	0	0.00%
Total Other Services & Charges	12,078	13,300	18,910	19,750	4.44%

Fiscal Year 2011 Budget

Legal



General Information:

Note: Only unshaded boxes are included in this budget.

The Legal Department has the duty of representing and advising the City of Cottonwood on all legal matters. The City Attorney's responsibilities include furnishing oral and written legal opinions on legal issues, consulting with the Mayor and City Council and department heads, and representing the City of Cottonwood in City Court, Superior Court and Appellate Courts. In addition, the City Attorney prepares all ordinances and resolutions, reviews all contracts, and provides for the prosecution of criminal misdemeanor cases.

FY 2010 Accomplishments:

- * Reviewed and revised all council communication forms, resolutions, ordinances, IGA's, contracts and other legal documents
- * Advised City staff and the Planning and Zoning Commission in the matter with a local business, resulting in the removal of an unpermitted statue from the site
- * Represented the City in negotiations with County Attorney's office to provide prosecution services in City Court.
- * Advised and represented the City as General Counsel in all claims and litigation
- * Reviewed and commented on pleadings, motions, memoranda and other filings
- * Attended strategy meetings and depositions and advised and updated the Mayor, City Council, and City Management as appropriate
- * Represented City in successful negotiations with Arizona Department of Occupational Safety
- * Assisted with procurement of real estate purchases, design and construction for new courthouse and development services/utility/police evidence building

FY 2011 Goals:

- * Provide timely, accurate and effective legal analysis, advice and representation to the Mayor and all city employees
- * Minimize the City's exposure to preventable lawsuits, claims, legal expenses and liability
- * Resolve all claims and lawsuits quickly and economically as possible, and in the City's best interests
- * Effectively represent the City in negotiations and significant commercial transactions at the direction of the City Council and City Manager
- * Reduce the City's overall expenditures on legal services, without compromising quality or timeliness

Budget Highlights:

A full year of attorney's salary is allocated for this year, it is however offset by the drop in contractual services with previous law firm. There is not planned capital at this time.

Fiscal Year 2011 Budget

General Government		Legal		Fund 01 - General Fund		Cost Center	18-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$0	\$0	\$138,530	\$167,020	20.57%		
Operating Supplies	5	0	245	600	144.90%		
Contractual Services	310,087	420,200	161,700	125,200	-22.57%		
Other Services and Charges	1,357	1,600	3,460	7,950	129.77%		
Capital Outlay	0	0	1,610	0	-100.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$311,449</u>	<u>\$421,800</u>	<u>\$305,545</u>	<u>\$300,770</u>	<u>-1.56%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	1.00	1.00	1.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$300,770	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
N/A				

Fiscal Year 2011 Budget

General Government	Legal	Fund 01 - General Fund			Cost Center	18-00
Supplemental Data: Expenditures						
Item	2009	2010		2011	Percent	
	Actual	Budget	Revised	Final	Change	

Supplies

Office Supplies	5	0	125	250	100.00%
Copier Supplies	0	0	100	250	150.00%
Postage & Freight	0	0	20	100	400.00%

Total Supplies	5	0	245	600	144.90%
-----------------------	---	---	-----	-----	---------

Contractual Services

General Counsel	154,500	240,000	68,000	5,000	-92.65%
Contract Services	0	0	1,500	36,000	2300.00%
Prosecuting Attorney	155,412	180,000	92,000	84,000	-8.70%
Computer Support	175	200	200	200	0.00%

Total Contractual Services	310,087	420,200	161,700	125,200	-22.57%
-----------------------------------	---------	---------	---------	---------	---------

Other Services and Charges

Travel & Training	0	0	0	1,500	0.00%
Subscriptions & Memberships	0	0	2,535	5,000	97.24%
Printing & Forms	0	0	0	200	0.00%
Utilities	0	0	125	250	100.00%
Telephone Expense	1,357	1,600	800	1,000	25.00%

Total Other Services & Charges	1,357	1,600	3,460	7,950	129.77%
---	-------	-------	-------	-------	---------

Fiscal Year 2011 Budget
Non-Departmental

General Information:

The Non-Departmental Department was established to account for short term lease purchase agreements and other contractual services. This department budgets the city's contribution to Yavapai County for health and emergency services, accounts for the city's contribution to the Verde Valley Chamber of Commerce, and the payment of liability insurance.

This department now accounts for Operating Transfers from the General Fund to all other funds needing additional revenues for continued operations, as well as paying and monitoring the City's Lease Purchase contracts.

FY 2010 Accomplishments:

- * Continued prompt payment of all City capital leases
- * Continued prompt payment of all City debt Service
- * Settled all claims promptly through the Risk Management Manager

FY 2011 Goals:

- * Reconcile operating transfer outs at the end of every fiscal year
- * Maintain prompt payment of all City capital leases
- * Maintain prompt payment of all City debt service

Budget Highlights:

The departmental drop in budgetary allocation is mostly due to the decline in need to transfer out monies to other funds as the city works to reduce its overall budgets.

Fiscal Year 2011 Budget

General Government		Non-Departmental		Fund 01 - General Fund		Cost Center	23-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	0	0	0	0	0.00%		
Contractual Services	1,380	1,500	1,000	1,500	50.00%		
Other Services and Charges	344,132	393,000	365,000	377,000	3.29%		
Operating Transfers	725,986	1,240,105	824,665	649,125	-21.29%		
Debt Service	384,814	762,620	357,580	441,710	23.53%		
Department Totals	<u>\$1,456,312</u>	<u>\$2,397,225</u>	<u>\$1,548,245</u>	<u>\$1,469,335</u>	<u>-5.10%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$1,469,335	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2008	2009	2010	2011
Not Applicable				

Fiscal Year 2011 Budget

General Government		Non-Departmental		Fund 01 - General Fund		Cost Center		23-00	
Supplemental Data: Personnel									
Authorized Positions Job Classifications		Number of FTE's			Salary Range		2011		
		2009	2010	2011	Minimum	Maximum	Budget		
Not Applicable									
Temporary / Reserves									
Overtime									
Retirement									
Insurance & Taxes									
Employee Related Expenses									
Totals		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>					<u>\$0</u>

Supplemental Data: Operating Transfers						
Item Description	2009 Actual	2010		2011 Final	Percent Change	
		Budget	Revised			
Operating Transfers - HURF	\$0	\$0	\$0	\$0	0.00%	
Operating Transfers - Library	639,863	707,380	663,055	592,700	-10.61%	
Operating Transfers - Cemetery	86,123	103,465	33,615	38,610	14.86%	
Operating Transfers - Airport Authority	0	0	27,995	17,815	-36.36%	
Operating Transfers - Sewer	0	0	0	0	0.00%	
Operating Transfers - Airport Improvements	0	0	0	0	0.00%	
Operating Transfers - CDBG	0	0	0	0	0.00%	
Operating Transfers - Grants	0	0	0	0	0.00%	
Operating Transfers - Capital Projects	0	429,260	100,000	0	-100.00%	
Operating Transfers - Debt Services	0	0	0	0	0.00%	
		<u>\$725,986</u>	<u>\$1,240,105</u>	<u>\$824,665</u>	<u>\$649,125</u>	

Fiscal Year 2011 Budget

General Government	Non-Departmental	Fund 01 - General Fund		Cost Center	23-00
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

N/A

Total Supplies	0	0	0	0	0.00%
-----------------------	---	---	---	---	-------

Contractual Services

Emergency Services	0	0	0	0	0.00%
Health Services	0	0	0	0	0.00%
Auction Fees	1,020	1,500	1,000	1,500	50.00%
Trustee Fees	360	0	0	0	0.00%

Total Contractual Services	1,380	1,500	1,000	1,500	50.00%
-----------------------------------	-------	-------	-------	-------	--------

Other Services and Charges

Liability Insurance	201,694	250,000	250,000	255,000	2.00%
Liability-Claims Deductible	24,268	25,000	21,000	25,000	19.05%
Chamber of Commerce	118,170	118,000	94,000	97,000	3.19%

Total Other Services & Charges	344,132	393,000	365,000	377,000	3.29%
---	---------	---------	---------	---------	-------

Debt Service

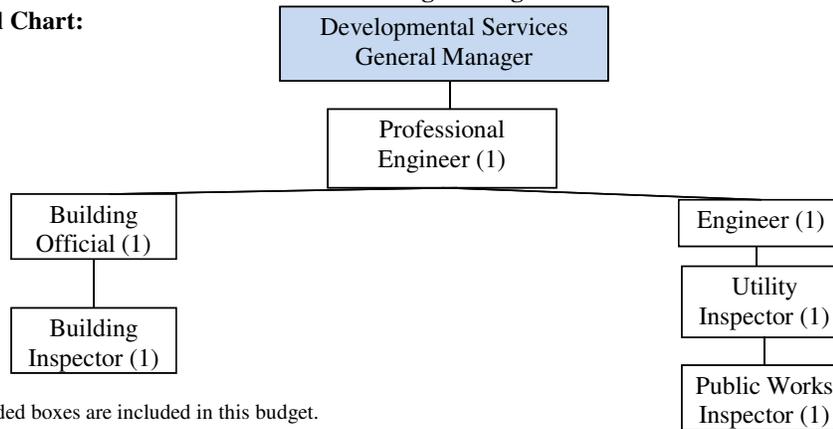
Lease Payment - Fire Truck - Suntrust	90,000	90,000	90,000	90,000	0.00%
Lease Payment -PSB- Suntrust	27,235	25,500	0	0	0.00%
Lease Payment - Police Cars- Suntrust	101,818	101,800	101,820	101,820	0.00%
Lease Payment - Police Cars- 09/10	0	0	0	84,130	0.00%
Lease Payment - Mobile Data Terminals	165,761	171,900	165,760	165,760	0.00%
Interest- PSB GADA	0	43,755	0	0	0.00%
Principal - PSB GADA	0	230,000	0	0	0.00%
Interest - RR Wash GADA	0	19,665	0	0	0.00%
Principal - RR Wash GADA	0	80,000	0	0	0.00%

Total Debt Service	384,814	762,620	357,580	441,710	23.53%
---------------------------	---------	---------	---------	---------	--------

Fiscal Year 2011 Budget

Engineering

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Engineering Services Department executes plans, examination of private development improvements and subdivisions. Public and private development improvements inspections. As well as the responsibility of ensuring that all structures, utilities and construction within the city limits are constructed and maintained to comply with the minimum safety standards as set forth in the Final Building and Fire codes. This includes but is not limited to code review, plan review, issuing building permits, field inspections, investigation of complaints and public relations. Engineering Services also supervises certain city building and remodeling projects.

FY 2010 Accomplishments:

- * 1. Arsenic Treatment Design, Installation, & Approval for the following Well Sites: Verde Village Wells 3-1, 3-2; & 5-1; Cottonwood Wells 1, 2, 4, 5, 7, 8 & 9
- * Designed, reviewed, and completed Candy Lane & Highway 89A Crossing and Willard Street & Highway 89A Crossing to allow water from treated wells to replace wells within the Clemenceau System
- * Highway 260 and D&K Driveway and Well Access Road Entrance Design and Paving
- * The Waterline, Fire Line, And Sewer Lines for the new Utility Building were designed and completed
- * Site plan and Grading were designed and completed for the new Utility Building
- * Well site 7-2 Interconnect Line between 2 service areas was completed
- * Mesquite Hills Sewer Bypass Line was completed at the Wastewater Treatment Plant
- * Old Town Sidewalk Preservation Project was done along both Pima and 1st Streets
- * 8th Street Wash Wall was designed, and completed along Aspen Shadows
- * Drainage repairs to Railroad Wash and the Cottonwood Ditch were done where they cross after a major flood event
- * Waterline Crossing at Fir Street and 16th Street was designed and completed to interconnect 2 separate water systems

FY 2011 Goals:

- * Completion of Well Site Improvements and Water Reservoir at Well Site 8/9
- * Completion of Waterline for Highway 260 and Pine Shadows
- * Parking Lot Improvements at Riverfront Park, City Council Chambers, City Library, and the Old Town Parking Lot and new Court Building
- * Lift Station #4 Expansion Design and Construction
- * Wastewater Treatment Plant Telescoping Valve Design and Installation
- * Improvements to Reclaimed Water Irrigation Vault Design and Construction
- * Cottonwood Ranch Water Supply Line Design and Construction
- * Michelle Circle, Desert Jewel and Agua Fria Line Replacement.
- * Personnel Training to allow in-house surveying to eliminate outside contract work for all topographic, construction, and as-built surveying

Budget Highlights:

This budget reflects a full year of the combination of inspection services under the engineering department. The increase in this budget is offset by the elimination of the building inspection departmental budget. In FY2011, \$79,700 has been planned in capital for equipment that will allow the Engineering Dept to complete surveys and soil testing for projects that are currently being outsourced. This will save the city approximately \$20,000 per year over the next 15 years.

Fiscal Year 2011 Budget

General Government		Engineering		Fund 01 - General Fund		Cost Center	19-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$311,729	\$389,750	\$359,485	\$431,810	20.12%		
Operating Supplies	11,109	9,950	7,400	9,350	26.35%		
Contractual Services	3,195	0	1,500	1,500	0.00%		
Other Services and Charges	5,038	6,300	7,075	6,100	-13.78%		
Capital Outlay	1,536	2,800	2,200	79,700	3522.73%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$332,607</u>	<u>\$408,800</u>	<u>\$377,660</u>	<u>\$528,460</u>	<u>39.93%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	4.50	6.00	6.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$528,460	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2008	2009	2010	2011
Engineering Reviews (ea proj.)	25	41	30	
Subdivisions (lots)	374	225	50	
Right of Way Permits (ea)	60	65	50	Not available
Streets Inspected (LF)	20,200	21,910	10,000	at printing
Permits Issued:				
Building	130	150	125	
Sewer	103	75	50	
Sign	112	87	75	
Others	119	50	75	
Total Permits Issued	454	362	325	
Dollar Value of Permits	\$27M	\$27M	\$20M	

Fiscal Year 2011 Budget

General Government		Engineering			Fund 01 - General Fund		Cost Center	19-00
Supplemental Data: Personnel								
Authorized Positions		Number of FTE's			Salary Range		2011	
Job Classifications		2009	2010	2011	Minimum	Maximum	Budget	
Public Works Director		1.00	0.00	0.00	4689	6799	\$0	
Staff Engineer		1.00	1.00	1.00	3574	5182	48,225	
Public Works Inspector		0.50	1.00	1.00	2468	3578	40,020	
Administrative Coordinator		1.00	0.00	0.00	2235	3241	0	
Program Manager		1.00	0.00	0.00	3319	4812	0	
Building Official		0.00	1.00	1.00	4043	5863	72,745	
Building Inspector		0.00	1.00	1.00	2468	3578	43,045	
Professional Engineer NEW 66.67%		0.00	1.00	1.00	4463	6471	61,285	
Utility Inspector		0.00	1.00	1.00	2468	3578	37,480	
Merit Contingency							0	
Temporary / Reserves							0	
Overtime							1,500	
Retirement							22,810	
Insurance & Taxes							104,700	
Employee Related Expenses							0	
Totals		4.50	6.00	6.00			\$431,810	

Supplemental Data: Capital Outlay					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Computer Rotation	\$1,536	\$1,800	\$2,200		
Safety Lighting for Vehicle Server		1,000			
Total Station				\$15,000	
Soils & Asphalt Testing Equipment				12,700	
Survey Equipment				52,000	
	<u>\$1,536</u>	<u>\$2,800</u>	<u>\$2,200</u>	<u>\$79,700</u>	<u>3522.73%</u>

Fiscal Year 2011 Budget

General Government	Engineering	Fund 01 - General Fund		Cost Center	19-00
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Office Supplies	2,733	1,250	750	750	0.00%
Copier Supplies	1,657	2,000	1,750	1,500	-14.29%
Gas & Oil	2,603	2,000	2,000	2,400	20.00%
Vehicle Maint & Repairs	2,656	4,500	2,000	3,500	75.00%
Equipment Maint & Repairs	33	0	500	500	0.00%
Postage & Freight	379	200	100	200	100.00%
Operational Supplies	1,048	0	300	500	66.67%

Total Supplies	11,109	9,950	7,400	9,350	26.35%
-----------------------	--------	-------	-------	-------	--------

Contractual Services

Computer Support	1,632	0	1,500	1,500	0.00%
Contractual Services	1,563	0	0	0	0.00%

Total Contractual Services	3,195	0	1,500	1,500	0.00%
-----------------------------------	-------	---	-------	-------	-------

Other Services and Charges

Travel & Training	0	500	0	500	0.00%
Subscriptions & Memberships	127	200	200	200	0.00%
Printing & Forms	0	200	0	0	0.00%
Utilities	2,203	4,500	4,500	4,500	0.00%
Telephone	2,614	900	2,300	900	-60.87%
Legal Advertising	94	0	75	0	-100.00%

Total Other Services & Charges	5,038	6,300	7,075	6,100	-13.78%
---	-------	-------	-------	-------	---------

Fiscal Year 2011 Budget
Building Inspection

Organizational Chart:

Refer to page 52 for new organizaional chart

Note: Only unshaded boxes are in this budget.

General Information:

As part of the new organization structure change the Building Inspection Department has merged with the Engineering Department to form a new Engineering Services Department.

FY 2010 Accomplishments:

* NA

FY 2011 Goals:

* NA

Budget Highlights:

This department is now under the Engineering department and will be eliminated once history is no longer necessary for budgetary purposes.

Fiscal Year 2011 Budget

Public Safety		Building Inspection		Fund 01 - General Fund		Cost Center	13-01
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$161,060	\$0	\$0	\$0	0.00%		
Operating Supplies	7,222	0	0	0	0.00%		
Contractual Services	1,976	0	0	0	0.00%		
Other Services and Charges	5,088	0	0	0	0.00%		
Capital Outlay	(37)	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$175,309</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	2.50	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$0	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2005-06	2009	\$2,010	2011
N/A				

Fiscal Year 2011 Budget

Public Safety	Building Inspection	Fund 01 - General Fund		Cost Center	13-01
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Office Supplies	1,429	0	0	0	0.00%
Copier Supplies	1,898	0	0	0	0.00%
Gas & Oil	1,949	0	0	0	0.00%
Vehicle Maint & Repairs	1,772	0	0	0	0.00%
Equipment Maint & Repairs	174	0	0	0	0.00%
Postage & Freight	0	0	0	0	0.00%

Total Supplies	7,222	0	0	0	0.00%
-----------------------	-------	---	---	---	-------

Contractual Services

Computer Support	309	0	0	0	0.00%
Abatement Expenses	0	0	0	0	0.00%
Contractual Services	1,667	0	0	0	0.00%

Total Contractual Services	1,976	0	0	0	0.00%
-----------------------------------	-------	---	---	---	-------

Other Services and Charges

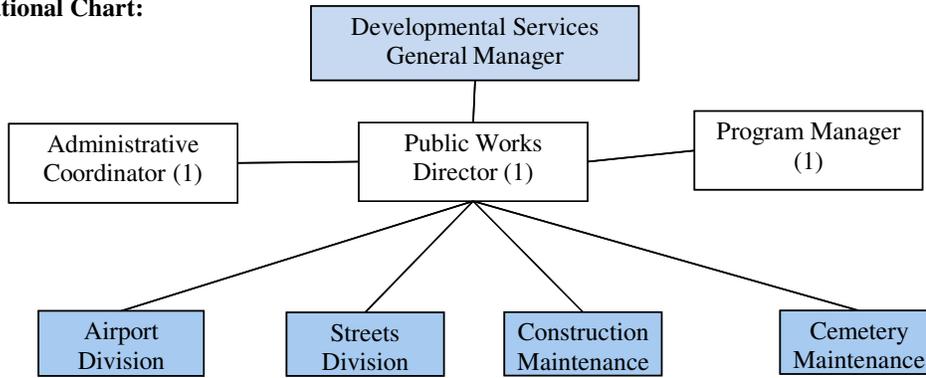
Travel & Training	67	0	0	0	0.00%
Subscriptions & Memberships	225	0	0	0	0.00%
Printing & Forms	108	0	0	0	0.00%
Utilities	3,944	0	0	0	0.00%
Telephone	744	0	0	0	0.00%

Total Other Services & Charges	5,088	0	0	0	0.00%
---	-------	---	---	---	-------

Fiscal Year 2011 Budget

Public Works

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

Public Works provides technical and administrative support to the Street Division. Public Works assists the Street Division in design of drainage facilities and streets repairs. Streets capital projects, such as new street construction, overlays and surface treatments are managed by Public Works staff. With the addition of the Project Manager, building capital projects are managed at Public Works.

FY 2010 Accomplishments:

- * Completion of a chip seal coating project on multiple collector streets
- * Completion of the S. 12th Street Improvement project from Mingus to Birch
- * Design of W. Mingus Avenue from 89A to Willard
- * Design of S. 12th Street from 89A to Fir Street
- * Construction management of several new buildings including the Cottonwood Recreation Center and the Municipal Court

FY 2011 Goals:

- * Preparation and completion of a seal coating project in the Cottonwood Ranch subdivision
- * Construction of the W. Mingus Reconstruction project
- * Construction of the S. 12th Street Reconstruction project from 89A to Fir.
- * Design and construct the Arizona Department of Commerce Energy Efficient Block Grant project

Budget Highlights:

Positions are fully funded in this department and no capital is currently projected for FY 2011.

Fiscal Year 2011 Budget

General Government		Public Works		Fund 01 - General Fund		Cost Center	22-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$0	\$245,120	\$236,890	\$247,970	4.68%		
Operating Supplies	0	12,100	6,750	8,975	32.96%		
Contractual Services	0	1,500	1,810	1,500	-17.13%		
Other Services and Charges	0	6,060	3,730	4,460	19.57%		
Capital Outlay	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	\$0	\$264,780	\$249,180	\$262,905	5.51%		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	3.00	3.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$262,905	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
Flood Plain Inquiries	149	140	135	130
Public Easements (ea)	10	17	35	75
Contract Admin (\$)	4,700,000	11,800,000	8,700,000	4,000,000
Major CIP Projects	7	8	7	5

Fiscal Year 2011 Budget

General Government	Public Works	Fund 01 - General Fund		Cost Center	22-00
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Office Supplies	0	3,200	1,800	2,500	38.89%
Copier Supplies	0	1,000	1,300	1,300	0.00%
Gas & Oil	0	3,400	1,900	2,100	10.53%
Vehicle Maint & Repairs	0	3,000	1,150	2,500	117.39%
Equipment Maint & Repairs	0	200	200	125	-37.50%
Postage & Freight	0	300	0	0	0.00%
Operational Supplies	0	1,000	400	450	12.50%

Total Supplies

0	12,100	6,750	8,975	32.96%
---	--------	-------	-------	--------

Contractual Services

Computer Support	0	1,500	1,360	1,500	10.29%
Contractual Services	0	0	450	0	-100.00%

Total Contractual Services

0	1,500	1,810	1,500	-17.13%
---	-------	-------	-------	---------

Other Services and Charges

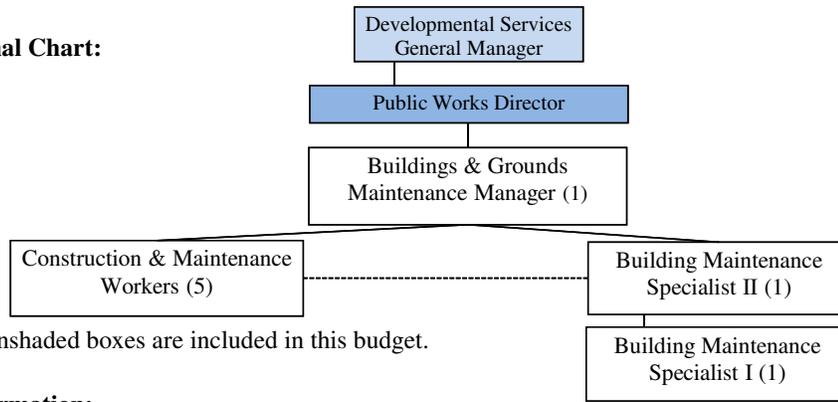
Travel & Training	0	1,500	0	1,000	0.00%
Subscriptions & Memberships	0	260	230	100	-56.52%
Utilities	0	1,700	1,500	1,160	-22.67%
Telephone	0	2,600	2,000	2,200	10.00%
Auto Allowance	0	0	0	0	0.00%
Legal Advertising	0	0	0	0	0.00%

Total Other Services & Charges

0	6,060	3,730	4,460	19.57%
---	-------	-------	-------	--------

Fiscal Year 2011 Budget
Building & Maintenance

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Building & Maintenance Department provides necessary and functional support to all other departments through building/facilities maintenance management and custodial responsibilities for 18 site locations citywide. The department also has overall caretaker responsibilities for total grounds maintenance programs of more than 34 acres of park lands, open space areas, cemetery facilities and approximately 180,000 square feet of buildings operated by the municipality.

FY 2010 Accomplishments:

- * Initiated construction and underground installation of irrigation system for parking lot at Riverfront Skate Park and Hockey Rink
- * Worked in conjunction with the Utilities Dept in running a new 2” potable water line into the softball field complex to stop massive water loss due to various breaks in existing PVC water line that served potable water to Park host site, softball complex and drinking fountains at the Ramada area. Crew has installed 6 new trees at this site
- * Working with the Utilities dept by having 3 of our 5 man crew working on-call out crews for water line breaks
- * Completed removal of infield grass at youth ball field #2, and installed infield stabilizer in its place. This was requested by the Little League board

FY 2011 Goals:

- * To have no work related injuries resulting in lost time for the department and city To provide a safe work environment for all employees trough safety training, awareness and education programming
- * Improve job training/retention programs to all employees through increased educational opportunities
- * Improve the administration portion of the overall grounds/buildings maintenance program through prioritization of incoming work and project load. Implementation through job orders and project identification annually with specifics on coordination with Department Heads at budget time
- * Continue improving inspection programs involving identification of building/facility hazards, needs and inspection programs
- * Complete all minor construction projects involving on-going Riverfront Park operations and the Dog Park, Community Garden and continuous landscaping needs
- * Continue working with the Utilities Department pertaining to site planning and future anticipated site location of the new regional sewer plant operation at Riverfront Park

Budget Highlights:

This department has two frozen vacancies, however has an increase in contractual services to assist in the daily needs of the parks and city facilities. Currently all maintenance is being coordinated and only necessary repairs are being programmed. There is not capital currently programmed in this budget.

Fiscal Year 2011 Budget

Culture & Recreation	Building & Maintenance	Fund 01 - General Fund		Cost Center	21-00
Summary By Category					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$303,478	\$370,930	\$306,905	\$281,355	-8.33%
Operating Supplies	65,031	55,100	49,900	54,900	10.02%
Contractual Services	47,090	53,200	47,100	55,100	16.99%
Other Services and Charges	68,327	107,200	48,050	44,950	-6.45%
Capital Outlay	3,456	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	\$487,382	\$586,430	\$451,955	\$436,305	-3.46%

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	7.70	8.00	8.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$436,305	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
Park Areas Oversight	123 acres	123 acres	123 acres	125 acres
Other Maintenance Areas	3 acres	3 acres	3 acres	5 acres
Total Acreage	126 acres	126 acres	126 acres	130 acres
Developed Acreage (turf)	26 acres	28 acres	31 acres	34.5 acres
Number of Parks	5	5	6	7
Number of Buildings Maintained	18	18	20	31
Square Feet of Buildings Maintained	184,000	188,000	241,000	261,800

Fiscal Year 2011 Budget

Culture & Recreation	Building & Maintenance	Fund 01 - General Fund		Cost Center	21-00
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Office Supplies	544	400	0	0	0.00%
Special Department Supplies	0	0	200	200	0.00%
Gas & Oil	10,365	13,500	9,500	13,500	42.11%
Vehicle Maint & Repairs	4,354	3,200	3,200	3,200	0.00%
Equipment Maint & Repairs	13,817	10,000	9,000	10,000	11.11%
Postage & Freight	1	0	0	0	0.00%
Grounds/Parks Maintenance Supplies	35,950	28,000	28,000	28,000	0.00%

Total Supplies	65,031	55,100	49,900	54,900	10.02%
-----------------------	--------	--------	--------	--------	--------

Contractual Services

Computer Support	164	200	100	100	0.00%
Ground Maintenance Contract	20,735	25,000	22,000	25,000	13.64%
Contractual Services	26,191	28,000	25,000	30,000	20.00%

Total Contractual Services	47,090	53,200	47,100	55,100	16.99%
-----------------------------------	--------	--------	--------	--------	--------

Other Services and Charges

Travel & Training	2,091	2,000	200	1,000	400.00%
Utilities	7,454	5,000	5,000	5,000	0.00%
Telephone	1,187	1,500	1,300	1,500	15.38%
Tools	4,862	4,500	2,500	2,500	0.00%
Equipment Rental	3,998	3,500	2,500	3,500	40.00%
Maintenance & Repairs (city buildings)	47,120	89,500	36,050	30,250	-16.09%
Vandalism Repairs	1,615	1,200	500	1,200	140.00%

Total Other Services & Charges	68,327	107,200	48,050	44,950	-6.45%
---	--------	---------	--------	--------	--------

Fiscal Year 2011 Budget
Custodial Services

Organizational Chart:

None

General Information:

Custodial Services handles all the cleaning of all city-owned buildings. This department does not deal with grounds-keeping. Custodial Services is a division of the Parks and Recreation Department.

FY 2010 Accomplishments:

- * Program continues to successfully run as an out-sourced contract operation without major complication over the past nine (9) years. Contracting has continued to provide a healthful work atmosphere to staff employees and the visiting public
- * Outsourcing has saved the City approximately \$70,000 annually for city-wide full service cleaning operations

FY 2011 Goals:

- * Continue to provide and offer quality services to all departments in areas of janitorial cleaning and sanitizing responsibilities. Maintain high level of quality control through various in-house inspections and monthly inter-departmental reports even during budget cut requirements
- * Work with contractor as to additional service requests/needs as established by departmental priority/needs, requests and cuts to budget
- * Provide cross over communications from contractor personnel to city staff through communication logs and inspection reports
- * Provide proper accountability, communications and quality control through monthly contract evaluation forms for each department/facility. Keep response times to a minimum on complaints as communicated by each department to the contractor

Budget Highlights:

Custodial decreases stem from the need to reduce budgeted areas as required for each facility operated by the City of Cottonwood.

Fiscal Year 2011 Budget

Culture & Recreation		Custodial Services		Fund 01 - General Fund		Cost Center	21-01
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel		\$0	\$0	\$0	0.00%		
Operating Supplies	957	750	450	500	11.11%		
Contractual Services	134,149	141,120	127,800	112,000	-12.36%		
Other Services and Charges	0	0	0	0	0.00%		
Capital Outlay	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals		<u>\$135,106</u>	<u>\$141,870</u>	<u>\$128,250</u>	<u>\$112,500</u>	<u>-12.28%</u>	

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$112,500	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	\$2,010	2011
N/A				

Fiscal Year 2011 Budget

Culture & Recreation		Custodial Services		Fund 01 - General Fund		Cost Center		21-01	
Supplemental Data: Personnel									
Authorized Positions Job Classifications		Number of FTE's			Salary Range		2011		
		2000-01	2010	2011	Minimum	Maximum	Budget		
Custodian			0.00	0.00	N/A		\$0		
Clothing Allowance									
Merit Contingency									
Temporary / Reserves									
Overtime									
Retirement									
Insurance & Taxes									
Employee Related Expenses									
Totals		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>		

Supplemental Data: Capital Outlay					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
N/A					
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>

Fiscal Year 2011 Budget

Culture & Recreation	Custodial Services	Fund 01 - General Fund			Cost Center	21-01
Supplemental Data: Expenditures						
Item	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		

Supplies

Gas & Oil	0	0	0	0	0.00%
Vehicle Maint & Repairs	79	0	0	0	0.00%
Equipment Maint & Repairs	0	0	0	0	0.00%
Special Department Supplies	0	0	0	0	0.00%
Janitorial Supplies	878	750	450	500	11.11%

Total Supplies	<u>957</u>	<u>750</u>	<u>450</u>	<u>500</u>	<u>11.11%</u>
-----------------------	------------	------------	------------	------------	---------------

Contractual Services

Custodial Contract	134,149	141,120	127,800	112,000	-12.36%
--------------------	---------	---------	---------	---------	---------

Total Contractual Services	<u>134,149</u>	<u>141,120</u>	<u>127,800</u>	<u>112,000</u>	<u>-12.36%</u>
-----------------------------------	----------------	----------------	----------------	----------------	----------------

Other Services and Charges

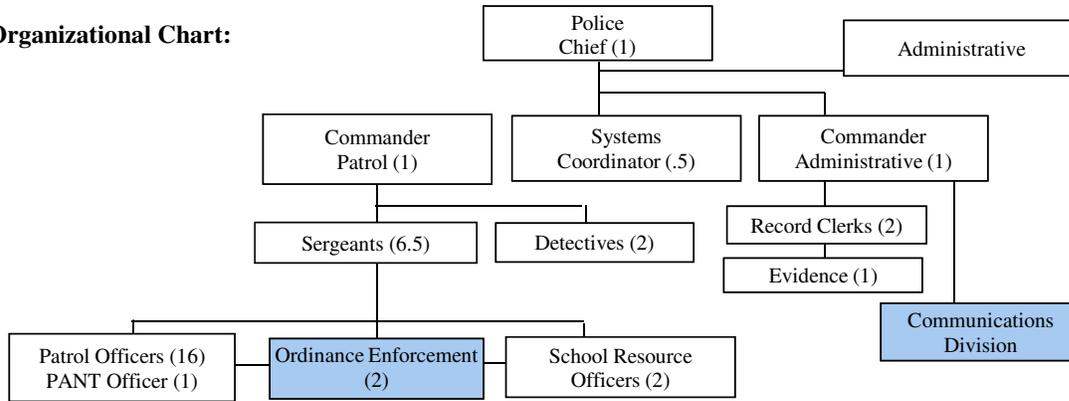
Equipment Rental	0	0	0	0	0.00%
Tools	0	0	0	0	0.00%

Total Other Services & Charges	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
---	----------	----------	----------	----------	--------------

Fiscal Year 2011 Budget

Police

Organizational Chart:



General Information:

Note: Only unshaded boxes are included in this budget.

The Police Department's mission statement is: "To create a community partnership by fair, courteous and efficient public service." The Police Department provides the community with protection of life and property through both residential and commercial patrol, along with an array of specialty programs. Drug prevention and criminal apprehension are enhanced by the use of a police service dog. Motorcycle patrol is utilized in accident investigation and prevention. Major felony investigations and case follow-up are provided through detective positions.

FY 2010 Accomplishments:

- * Continued to review and update department general orders
- * Revised the City Codes and Ordinances that deal with parking issues and other public safety related ordinances
- * Obtained and established a crime mapping program
- * Pursued an Automated Fingerprint Identification System (AFIS) Livescan station for booking and made it accessible to other law enforcement agencies
- * Continued to develop and implement strategies to reduce employee turn-over and to ensure police vacancies are continually filled
- * Developed a full-time Terrorism Liaison Officer position
- * Implemented Unruly Gathering Ordinance
- * Completed development of Mobile Command Unit
- * Participated in 17 DUI Task Force events that netted 119 total arrests
- * Had the largest ever National Night Out with over 600 attending
- * Obtained 2 grants from GOHS and ACJC for underage drinking and DUI enforcement

FY 2011 Goals:

- * Continue to work towards the creation of a satellite family advocacy center
- * Implement a training and incentive program for the development of bi-lingual employees
- * Integrate the Reverse 9-1-1 system.
- * Continue to coordinate with Verde Valley law enforcement agencies to create a regional communications center and emergency operations center
- * Explore technology integration with city, county courts, and prosecutors
- * Complete upgrade of Mobile Data Computer system with NetMotion
- * Complete GIS Mapping upgrade
- * Maintain current crime prevention ideas

Budget Highlights:

There is a small decrease in the overall budget, however there are increases in some line items. The computer support line has increased by \$24,250 due to the need for alternative communication (using 3G air cards) with the Mobile Data Terminals mounted on police cars. After cutting dramatically in the past year, the equipment maintenance and repair line had a large increase in order to get some corrections and avoid equipment from falling into disrepair. Capital for FY2011 includes \$76,000 in grants plus \$12,500 for computers and building security hardware.

Fiscal Year 2011 Budget

Public Safety		Police		Fund 01 - General Fund		Cost Center	14-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$2,708,021	\$2,881,640	\$2,846,430	\$2,949,735	3.63%		
Operating Supplies	181,077	172,800	170,510	173,305	1.64%		
Contractual Services	8,075	16,000	6,250	29,750	376.00%		
Other Services and Charges	241,770	1,503,840	317,210	201,330	-36.53%		
Capital Outlay	106,141	285,050	255,240	88,500	-65.33%		
Debt Service	0	0	0	0	0.00%		
Department Totals	\$3,245,084	\$4,859,330	\$3,595,640	\$3,442,620	-4.26%		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	36.50	36.00	36.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$3,153,930	91.61%
Inter-local Gov't Contracts	201,250	5.85%
Grants	87,440	2.54%
Total Funding		<u>100.00%</u>

Performance Indicators					
Outcomes & Performance Measures	Current Goal	Actual Fiscal Year			Comment/ Analysis
		2008	2009	2010 est	
We improve traffic safety (Traffic)					
Traffic: Citations	Work load	2,978	2,116	2,084	
Written Warnings	Work load	1,082	824	644	
*Total traffic crashes reported in city	Decrease FPY	345	308	326	
We educate the public to reduce crime					
Programs to Civic Groups and School Presentation	Increase FPY	209	75	180	
Number of People Contacted	Increase FPY	12,630	2,684	2,864	
We assist our residents when needed.					
Total Calls for Service	Work load	10,940	16,737	14,560	

National Comparisons	Current Goal	Actual Calendar Year			Comment/ Analysis
		2007	2008	2009	
** Violent Crimes Per 1,000 Citizens (below national avg is goal)	< 4.5	3.9	4.6	4.2	Statistics may not reflect accurately due to the population in the unincorporated areas being = to or > the City's
** Property Crimes Per 1,000 Citizens (below national avg is goal)	< 32.1	38.7	46.4	46.2	

* Information obtained from: <http://www.azdot.gov/mvd/statistics/crash/>

** Information obtained from: http://www.fbi.gov/ucr/cius2008/data/table_08_az.html

FPY= "From Prior Year"

Fiscal Year 2011 Budget

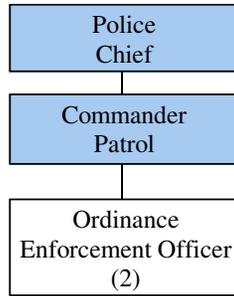
Public Safety		Police			Fund 01 - General Fund		Cost Center	14-00
Supplemental Data: Personnel								
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011		
	2009	2010	2011	Minimum	Maximum	Budget		
Police Chief	1.00	1.00	1.00	4689	6799	\$85,420		
Commander	2.00	2.00	2.00	4248	6160	143,065		
Sergeant	7.00	6.00	6.00	3663	5311	334,270		
PANT Officer	1.00	1.00	1.00	3082	4468	43,450		
Police Officer	19.00	19.00	20.00	3082	4468	871,145		
School Resource Officer (SRO)	2.00	2.00	1.00	3082	4468	44,550		
Property & Evidence Technician	1.00	1.00	1.00	2349	3406	39,135		
Police Administrative Technician	1.00	1.00	1.00	2291	3322	32,775		
Records Clerk	2.00	2.00	2.00	2076	3010	64,280		
System Coordinator	0.50	0.50	0.50	1296	1880	23,145		
Terrorism Liaison Officer	0.00	0.50	0.50	1832	2656	32,815		
Clothing Allowance						30,000		
Holiday Pay						45,000		
Merit Contingency						0		
Car Allowance						5,400		
Overtime						120,000		
Retirement						379,715		
Insurance & Taxes						632,030		
Employee Related Expenses						23,540		
Totals	<u>36.50</u>	<u>36.00</u>	<u>36.00</u>			<u>\$2,949,735</u>		
Supplemental Data: Capital Outlay								
Item Description	2009	2010		2011	Percent Change			
	Actual	Budget	Revised	Final				
Computer Replacement		\$13,000	\$13,000	\$7,500				
K-9 Equipment		1,280	1,280					
Vehicles		193,030	192,720					
Evidence Bar Coding		29,500						
Building Security Hardware				5,000				
Firearms Training Equip		11,000	11,000					
Tasers and Peripherals	\$6,286	18,840	18,840					
Police Mobile Data Terminals	2,259							
PS Radio Reception Improvements	80,304							
Interview Room Recording Equip	4,375							
Mobile Computing Router	6,916							
Office Chairs (Communications)		2,500	2,500					
Patrol Training	2,996	15,900	15,900					
Painting Comm Vehicle	3,005							
NetMotion - Mobil Data Connectivity(100% RICO Grant)				43,000				
Reverse 911 Grant 75/25 split				33,000				
		<u>\$106,141</u>	<u>\$285,050</u>	<u>\$255,240</u>	<u>\$88,500</u>			

Fiscal Year 2011 Budget

Public Safety	Police	Fund 01 - General Fund		Cost Center	14-00
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Supplies					
Office Supplies	16,869	20,000	14,360	15,000	4.46%
Copier Supplies	1,375	1,200	1,300	1,500	15.38%
Jail Supplies	0	0	0	0	0.00%
Training Supplies	12,088	15,000	13,500	15,000	11.11%
Gas & Oil	72,611	80,000	65,000	65,000	0.00%
Vehicle Maint & Repairs	40,628	35,000	55,000	55,000	0.00%
Film & Developing	18	500	100	100	0.00%
Equipment Maint & Repairs	6,905	6,500	8,300	8,505	2.47%
Operational Supplies	1,369	2,000	2,000	2,000	0.00%
Invest / Detective Expenses	2,419	2,500	1,500	1,500	0.00%
DUI Expenses	532	600	500	500	0.00%
Building Supplies	4,517	2,500	2,500	2,500	0.00%
Canine Vet & Feed	16,459	1,000	1,250	1,500	20.00%
Protective Clothing	3,135	4,000	4,000	4,000	0.00%
Postage & Freight	2,152	2,000	1,200	1,200	0.00%
Total Supplies	181,077	172,800	170,510	173,305	1.64%
Contractual Services					
Medical Investigation Expenses	0	500	0	250	0.00%
Radio Maintenance	0	0	0	0	0.00%
Computer Support	7,865	12,500	4,000	28,250	606.25%
Towing Expense	210	1,000	250	250	0.00%
Operating Leases	0	0	0	0	0.00%
Medical Testing	0	2,000	2,000	1,000	-50.00%
Total Contractual Services	8,075	16,000	6,250	29,750	376.00%
Other Services and Charges					
Travel & Training	24,902	22,500	20,000	20,000	0.00%
Subscriptions & Memberships	3,192	2,500	1,200	2,000	66.67%
Printing & Forms	3,676	3,000	1,500	1,500	0.00%
Utilities	35,692	37,590	31,770	37,590	18.32%
Telephone	24,129	22,900	21,660	24,900	14.96%
Explorer Program	688	1,000	1,200	1,200	0.00%
Safety Expense	1,087	1,500	200	200	0.00%
Legal Advertising	0	0	200	0	-100.00%
Contractual Services	1,269	0	0	0	0.00%
Contractual Services-Crime Lab	0	0	0	0	0.00%
Community Policing	7,222	5,900	5,200	5,500	5.77%
Community Relations	0	2,100	80	0	-100.00%
SWAT Equipment	0	20,000	36,035	20,000	-44.50%
Reserve Program	3,948	4,000	1,000	1,000	0.00%
Highway Safety Grant	48,027	110,000	5,000	29,400	488.00%
Homeland Security Grant	56,411	674,830	93,240	51,040	0.00%
DOJ - Grants	13,604	581,020	24,000	0	0.00%
County RICO Grant	12,068	0	73,925	0	0.00%
AZ Auto Theft Grant	0	10,000	900	0	0.00%
AZ DUI Abatement Grant	3,554	0	100	0	-100.00%
Misc. Grants	2,301	5,000	0	7,000	0.00%
Total Other Services & Charges	241,770	1,503,840	317,210	201,330	-36.53%

Fiscal Year 2011 Budget
Ordinance Enforcement

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Police Department also provides for the enforcement of state and local animal ordinances through the position of an ordinance enforcement officer. As well as the enforcement of building and fire codes through the ordinance enforcement officers. This department is a division of the Police Department.

FY 2010 Accomplishments:

- * Trained Animal Disaster Services, (ADS) Volunteers in the use of animal handling equipment in a shelter
- * Kept on-going contact with local veterinarians to report possible animal cruelty cases and monitor disease outbreaks
- * Educated the public regarding leash laws by attending public events and neighborhood events
- * Revamped the vicious dog hearing and vicious dog ordinance
- * Kept more detailed statistics for animal control
- * Integrated Ordinance Enforcement with Animal Control

FY 2011 Goals:

- * Continue to improve and maintain a local database of animal licensing information
- * Further reduce the number of strays in the City
- * Provide 7 day a week Ordinance enforcement
- * Improve graffiti abatement
- * Increase all city code violation enforcements

Budget Highlights:

Code Enforcement includes a full years salary for FY 2011. There is no capital currently planned for FY 2011.

Fiscal Year 2011 Budget

Public Safety	Ordinance Enforcemer	Fund 01 - General Fund			Cost Center	14-01
Summary By Category						
Expenditure Category	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$58,844	\$128,530	\$88,720	\$124,860	40.73%	
Operating Supplies	3,566	4,050	4,050	5,000	23.46%	
Contractual Services	30,296	50,250	50,000	50,000	0.00%	
Other Services and Charges	356	1,000	0	525	0.00%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
Department Totals	<u>\$93,062</u>	<u>\$183,830</u>	<u>\$142,770</u>	<u>\$180,385</u>	<u>26.35%</u>	

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	1.00	2.00	2.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$180,385	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2008	2009	2010	2011
Calls for Service: Animal Incidents Total	1250	1838	1653	1653
Handled by Animal Control	1000	1720	1321	1321
Handled by Patrol	250	138	332	332
Animal Bites	20	26	32	32
Outside Agency Assists	40	91	19	19
Calls for Service: Code Violations: Total	N/A	N/A	47	47

Fiscal Year 2011 Budget

Public Safety	Ordinance Enforcemer	Fund 01 - General Fund		Cost Center	14-01
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Gas & Oil	2,463	2,800	2,800	3,000	7.14%
Vehicle Maint & Repairs	316	1,000	1,000	1,000	0.00%
Equipment Maint & Repairs	697	0	0	500	0.00%
Postage & Freight	58	0	0	0	0.00%
Small Tools	32	250	250	500	100.00%

Total Supplies

3,566	4,050	4,050	5,000	23.46%
-------	-------	-------	-------	--------

Contractual Services

Kennel Fees	30,296	50,000	50,000	50,000	0.00%
Misc. Expenses	0	250	0	0	0.00%
Computer Support	0	0	0	0	0.00%

Total Contractual Services

30,296	50,250	50,000	50,000	0.00%
--------	--------	--------	--------	-------

Other Services and Charges

Travel & Training	331	1,000	0	525	0.00%
Subscriptions & Memberships	25	0	0	0	0.00%

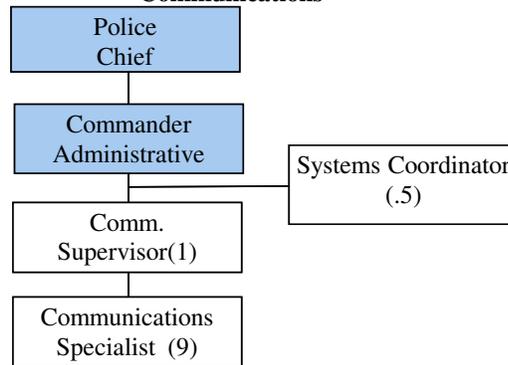
Total Other Services & Charges

356	1,000	0	525	0.00%
-----	-------	---	-----	-------

Fiscal Year 2011 Budget

Communications

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Communications Division of the Police Department is staffed 24 hours a day, providing the communications link for area police, fire and ambulance agencies. This division is the Public Safety Answering Point, with Enhanced 9-1-1 networking, for citizens of our community and all neighboring jurisdictions. This ensures the integrity of, and supports our goal to provide, an emergency number that is answered promptly and serviced professionally for all residents.

FY 2010 Accomplishments:

- * Continued working on the design phase for the Regional Communications Center
- * Implemented quality assurance program
- * Completed Communications Operating Orders
- * Completed a seamless upgrade to the Spillman architecture

FY 2011 Goals:

- * Complete the design phase and move forward on the construction phase for the Regional Communications Center
- * Upgrade to new enhanced 911 system
- * Complete GIS mapping upgrade
- * Complete Net-motion upgrade on MDC's

Budget Highlights:

This year includes equipment maintenance and repair line item increases to ensure that equipment is properly serviced. Staffing is also fully funded in FY 2011. There is no capital currently programmed for this year.

Fiscal Year 2011 Budget

Public Safety		Communications		Fund 01 - General Fund		Cost Center	14-02
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$504,730	\$567,860	\$535,940	\$567,460	5.88%		
Operating Supplies	68,323	68,500	67,200	79,290	17.99%		
Contractual Services	4,855	4,800	4,800	4,800	0.00%		
Other Services and Charges	36,969	39,600	36,400	36,200	-0.55%		
Capital Outlay	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$614,877</u>	<u>\$680,760</u>	<u>\$644,340</u>	<u>\$687,750</u>	<u>6.74%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	9.50	10.50	10.50

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$522,450	75.97%
Dispatch & Spillman Fees	165,300	24.03%
	Total Funding	<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2008	2009	2010	2011
Calls Dispatched	18,500	22,518	29,962	31,460

Fiscal Year 2011 Budget

Public Safety	Communications	Fund 01 - General Fund		Cost Center	14-02
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Office Supplies	2,772	3,000	1,700	1,750	2.94%
Copier Supplies	572	500	500	500	0.00%
Training Supplies	0	0	0	0	0.00%
Equipment Maint & Repairs	64,979	65,000	65,000	77,040	18.52%
Postage & Freight	0	0	0	0	0.00%

Total Supplies

68,323	68,500	67,200	79,290	17.99%
--------	--------	--------	--------	--------

Contractual Services

Radio Maintenance	0	0	0	0	0.00%
Computer Support	55	0	0	0	0.00%
Repeater Expense	4,800	4,800	4,800	4,800	0.00%

Total Contractual Services

4,855	4,800	4,800	4,800	0.00%
-------	-------	-------	-------	-------

Other Services and Charges

Travel & Training	4,209	3,500	3,700	3,500	-5.41%
Subscriptions & Memberships	212	500	100	100	0.00%
Printing & Forms	0	0	0	0	0.00%
Utilities	3,260	3,000	3,650	3,650	0.00%
Telephone	18,739	20,000	16,350	16,350	0.00%
Liability Insurance	10,549	12,600	12,600	12,600	0.00%

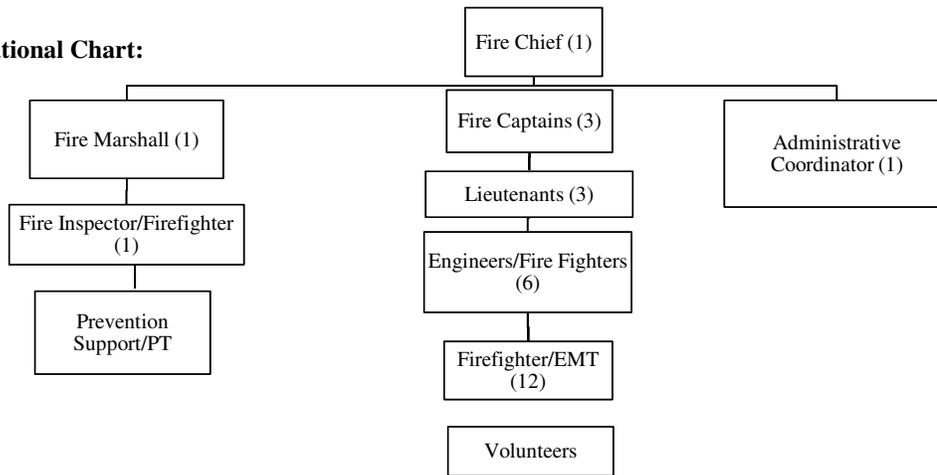
Total Other Services & Charges

36,969	39,600	36,400	36,200	-0.55%
--------	--------	--------	--------	--------

Fiscal Year 2011 Budget

Fire Department

Organizational Chart:



General Information:

Cottonwood Fire Department protects community values at risk. We are Cottonwood's "First Response Team" for fire, disaster, and life threatening emergencies. "WE'RE HERE TO HELP!" Response services include Fire, E.M.S., Rescue, Hazardous Materials and Disaster response, with incident management and emergency scene mitigation. Prevention services include public fire & life safety education, code development & enforcement, plan & system review, hazard abatement, pre-incident planning and fire cause determination. Our emphasis on personnel training & development ensures a highly skilled professional Emergency Response Team providing high quality, cost effective, proactive customer oriented service to our community.

FY 2010 Accomplishments:

- * CFD now inspecting and certifying fire extinguishers throughout the City, saving the City \$5,000+ per year
- * Evaluated pre hospital EMS response, service and transportation systems options for the City
- * Recruited and hired 12 SAFER Grant firefighters and established 2nd staffed engine company
- * Completed fire code planning & compliance on several major construction projects in the City including: Verde Valley Medical Center, Catholic Church, Mingus High School, City Rec. Center & Library
- * Held an Open House and Barbeque for approximately 500 citizens during Fire Prevention Week
- * Conducted numerous community fire and life safety educational programs throughout the year including: Schools Pub Ed., Youth Day @ the Fire Dept, Vacation Fire School, SafeSitter Training, CPR, Child Restraint Seats, Juvenile Diversion Program, Youth Fitness Programs & Every 15 Minutes
- * Revamped response program and engine company evolutions to incorporate the 2nd engine company
- * Expanded Fire Marshal American Flag Display Project to other high visibility areas of the City

FY 2011 Goals:

- * Adopt the 2009 International Fire Code and extend our residential fire sprinkler ordinance to include manufactured/modular housing in the City
- * Assume coverage responsibility for the Belsanti Annexation area
- * Update Municipal Code to reflect the roles and responsibilities of the Fire Department to include Fire, Rescue, EMS, and Disaster Response & Management in the City
- * Pursue Fire Department assumption of responsibility for Emergency Medical Transport in the City
- * Exercise our Emergency Operations Center, incorporating N.I.M.S. and new Disaster Plan & Guides
- * Revamp our Volunteer/Reserve Supplemental Staffing Program and update the Alternate Pension & Benefit Plan to provide incentive for active participating of volunteer/reserve members
- * Complete the review and update of the CFD Standard Operating Guidelines and establish on web site
- * Continue developing our Volunteer Fire Corp Program to assist in non emergent fire dept services
- * Conduct ongoing needs assessment for fire station location and staffing plans

Budget Highlights:

This is the first full year of allocating the 12 firefighters that are partially funded by a S.A.F.E.R. grant. Other increases are in fuel and vehicle maintenance due to rising costs and the age of the vehicles. There are various line increases in other services and charges.

Capital is budgeted at \$636,560, with \$500,000 for a new firetruck being the bulk of the capital. Other capital is listed in the capital section of this departmental budget.

Fiscal Year 2011 Budget

Public Safety		Fire Department		Fund 01 - General Fund		Cost Center	16-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$1,316,015	\$2,196,490	\$1,884,635	\$2,149,725	14.07%		
Operating Supplies	52,597	85,700	62,750	89,750	43.03%		
Contractual Services	133,976	158,500	149,000	155,000	4.03%		
Other Services and Charges	76,427	106,700	75,495	92,000	21.86%		
Capital Outlay	67,193	1,350,840	35,000	636,560	1718.72%		
Debt Service	0	0	0	0	0.00%		
Department Totals	\$1,646,208	\$3,898,230	\$2,206,880	\$3,123,035	41.51%		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	16.00	28.00	28.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$2,155,475	69.02%
Misc Grants	467,560	14.97%
Lease Purchase	500,000	16.01%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators listed by Calendar Year	Actual		Estimated	Budget
	2008	2009	2010 est	2011 est
Fire Suppression/Has-Mat Calls	252	214	265	275
EMS / Rescue Service Calls	2014	1914	2060	2200
False Alarms	12	0	0	0
Public Assist / Service Calls	200	249	260	275
Total Calls For Service	2478	2377	2585	2750
Average Response Time	6.45	5.93	6.25	6.5
Training Man Hours	4335	7771	8000	8500
Public Education Contact Hours	6948	8531	9300	9900
Plan Reviews	274	265	275	300
Inspections	1805	1865	2000	2150

Fiscal Year 2011 Budget

Public Safety		Fire Department			Fund 01 - General Fund		Cost Center	16-00
Supplemental Data: Personnel								
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011		
	2009	2010	2011	Minimum	Maximum	Budget		
Fire Chief	1.00	1.00	1.00	4689	6799	\$88,245		
Fire Captain	3.00	3.00	3.00	4463	6471	221,485		
Fire Inspector	1.00	1.00	1.00	2862	4149	35,715		
Firefighter/Engineer	3.00	6.00	6.00	3574	5182	307,360		
Administrative Coordinator	1.00	1.00	1.00	2235	3241	33,470		
Fire Marshall	1.00	1.00	1.00	3663	5311	49,190		
Firefighter	6.00	12.00	12.00	3238	4695	483,915		
Engineer/Lieutenant	0.00	3.00	3.00	3574	5182	155,860		
Holiday Pay							34,000	
Car Allowance							5,400	
Clothing Allowance							21,100	
Merit/Certification Contingency							54,000	
Temporary / Reserves							21,500	
Overtime							65,000	
Retirement							220,460	
Insurance & Taxes							343,025	
Employee Related Expenses							10,000	
Totals	<u>16.00</u>	<u>28.00</u>	<u>28.00</u>			<u>\$2,149,725</u>		

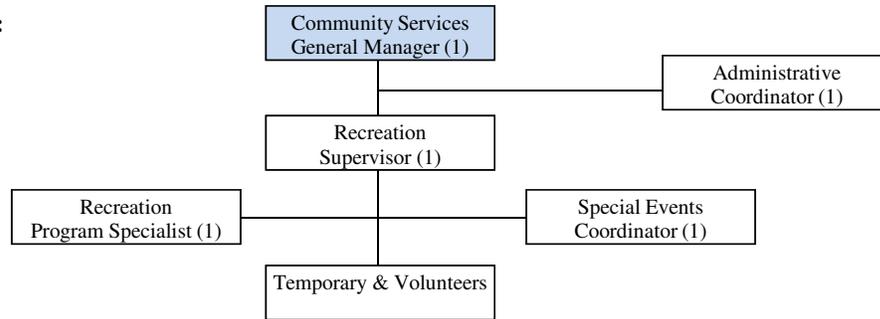
Supplemental Data: Capital Outlay					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Refurbish Fire Pumper					
Office Furnishings	\$3,410	\$5,000		\$9,000	
Hose & Appliance Upgrades/LDH Hose	3,291				
Fire Safety Equipment	23,294	20,000	\$2,780		
Personal Computers	2,655	5,000	12,680	2,000	
Software	1,099	2,000		3,000	
Pagers, Radios, & Station alert Devices	8,766			10,000	
Pagers & Radios (FEMA AFG Grant 95/5)				41,960	
"Posichek" for SCBA		12,000	9,670		
Rescue Special Ops Equipment	2,614	5,000			
Fire Act Grant - Aerial Ladder Truck		1,071,840			
Fire Act Grant - Pre-emption system		90,000			
Fire Act Grant - Fire Safety Building		75,000			
Physical Fitness Equipment	339	3,000			
Thermal Imaging Cameras	9,283				
Fire Suppression & Safety Equipment			8,765	30,000	
Communication Equipment		10,000		5,000	
EMS Equipment		15,000	1,105	15,000	
Command Staff Vehicle Replacement/Equip		37,000		9,000	
Fire Mobile Data Terminals	12,442				
Fire Engine/Pumper (Lease Purchase)				500,000	
Fire Extenguisher Training Equip (100%Grant Funded)				11,600	
	<u>\$67,193</u>	<u>\$1,350,840</u>	<u>\$35,000</u>	<u>\$636,560</u>	

Fiscal Year 2011 Budget

Public Safety	Fire Department	Fund 01 - General Fund		Cost Center	16-00
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Supplies					
Office Supplies	1,060	2,000	1,200	1,500	25.00%
Copier Supplies	2,634	3,650	3,500	3,500	0.00%
Gas & Oil	13,341	26,000	18,000	22,500	25.00%
Vehicle Maint & Repairs	22,470	33,000	22,000	30,000	36.36%
Equipment Maint & Repairs	7,496	8,400	7,000	8,000	14.29%
Protective Clothing	3,125	9,600	8,000	9,600	20.00%
Emergency Service Grant	2,321	2,500	2,500	2,500	0.00%
Yavapai County - FEMA Grant	0	0	0	11,600	0.00%
SAFER Fire Grant	0	0	0	0	0.00%
Fire Act Grant	0	0	0	0	0.00%
Postage & Freight	150	550	550	550	0.00%
Total Supplies	52,597	85,700	62,750	89,750	43.03%
Contractual Services					
Contractual Services	121,723	137,000	133,000	135,000	1.50%
Medical Testing	5,019	10,000	7,500	10,000	33.33%
Radio Maintenance	1,078	4,500	2,500	3,500	40.00%
Computer Support	6,156	7,000	6,000	6,500	8.33%
Total Contractual Services	133,976	158,500	149,000	155,000	4.03%
Other Services and Charges					
Travel & Training	11,134	26,000	19,500	22,500	15.38%
Subscriptions & Memberships	937	2,200	1,000	2,000	100.00%
Operational Equipment & Supplies	5,804	9,300	7,000	9,300	32.86%
Utilities	20,823	24,000	22,500	24,000	6.67%
Telephone	6,818	7,500	6,500	7,500	15.38%
Fire Hydrants	0	0	0	0	0.00%
EMS Expenses	7,947	8,100	8,000	9,000	12.50%
Fire Prevention	5,044	8,000	6,000	7,000	16.67%
Emergency Management	4,803	2,000	750	1,000	33.33%
Legal Advertising	0	0	0	0	0.00%
Volunteer Fireperson Training	2,835	7,000	500	4,000	700.00%
Volunteer Fireperson Misc	4,242	6,000	1,000	3,000	200.00%
Training Center	2,683	3,000	2,700	2,700	0.00%
Evaluation expenses	1,849	0	45	0	-100.00%
Retired Volunteers	1,508	3,600	0	0	0.00%
Total Other Services & Charges	76,427	106,700	75,495	92,000	21.86%

Fiscal Year 2011 Budget
Parks and Recreation

Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Parks and Recreation Department oversees city facilities and park open-space areas in conjunction with providing opportunities for active and passive recreational services. Such services facilitate avenues of involvement for a cross section of individuals, groups, and families to participate in a wide variety of activities and special community events.

FY 2010 Accomplishments:

- * Finalized design and construction of a 52,800 square foot Multipurpose Recreation Center with Grand Opening to the public on May 1, 2010
- * Purchased all furniture and equipment, hired all staff, successfully coordinated pre-opening membership drives for the facility and began major opening operations for the public
- * Organized and administered the fifth year of the Cottonwood “Youth Commission” providing additional opportunities for young adult input, leadership, growth, and advancement programming
- * Provided Adult League Programming in softball and volleyball hosting annually a total of over 2,300 participants and over 5,000 spectators
- * Provided tournament opportunities to over 180 teams state-wide
- * Completed site construction at the Youth Football/Soccer field facility at Riverfront Park
- * Provided the first year programming and site opportunities for Little League and youth programming at the Youth Sports Park facilities
- * Provided summer aquatics opportunities and learn-to-swim programming without accident or unsafe conditions
- * Continued to provide Equestrian Center opportunities to the general public at the Fair Grounds facilities
- * Offered a variety of Special Event programs such as the Fantastic Family Fourth of July to over 6,000 people, Rhythm & Ribs, Walk-in’ On Main and the Fall Carnival
- * Completed outdoor pool renovations as planned/designed along with grand opening June 2010

FY 2011 Goals:

- * Continue to coordinate all programming for the new Recreation Center and Pool facilities for public use and enjoyment.
- * Implement a large variety of new programming, special events/special interest classes at the new facilities for FY 2011 to make the facility successful and work towards a “Cost Recovery” rate of 70% of O & M costs
- * Continue cooperative work operations and measures with the Parks Maintenance team in order to maintain consistent function and responsiveness towards public needs and desires
- * Continue to strive towards meeting “green/sustainable” operational directives and guidelines
- * Work towards a total solar thermal panel system for all areas of public use

Budget Highlights:

This budget reflect two Parks and Recreation Coordinator positions that are currently frozen. There has also been a scale down of some programs in order to meet some of the budgetary constraints. There is no capital outlay programmed for this department at this time.

Fiscal Year 2011 Budget

Culture & Recreation	Parks and Recreation	Fund 01 - General Fund			Cost Center	20-00
Summary By Category						
Expenditure Category	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$420,529	\$268,390	\$231,190	\$119,460	-48.33%	
Operating Supplies	47,739	39,700	26,850	26,000	-3.17%	
Contractual Services	19,758	19,050	19,900	19,700	-1.01%	
Other Services and Charges	289,280	295,550	229,080	203,250	-11.28%	
Capital Outlay	39,203	34,620	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
Department Totals	\$816,509	\$657,310	\$507,020	\$368,410	-27.34%	

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	5.00	4.00	3.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$368,410	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	2010	2011
Participation in User Numbers Per Year				
Summer Recreation	2,500	2,500	2,000	2,800
Adult Sports Programming	34,750	35,000	37,500	37,500
Special Events & Dept. Programs	21,500	21,750	19,500	20,000
Youth Sports Programming	10,500	10,500	10,500	12,500
Swim Lessons	3,800	3,800	3,000	4,000
Recreational Swimming	19,000	19,000	16,800	25,000
Instructional Classes	20,500	21,000	21,000	23,000
Weight Room (closes FY2011)	21,000	19,000	21,000	
Cottonwood Middle School Field Complex	21,000	20,000	21,000	21,000
Kids Park Soccer/Little League - Youth Sports	14,000	16,000	16,000	15,000
Old Town Special Events Park/Farmers Market	14,000	16,000	17,500	17,500
Tennis Center Programs	6,500	7,000	7,500	7,500
Garrison Park Facilities	16,500	17,000	17,000	17,500
Cottonwood Kids Park Leisure /Recreation Use	8,500	9,000	8,500	9,000
Old Town Basketball Courts	7,500	7,500	7,500	7,500
Riverfront Park Ramadas/Volleyball/Horseshoe	34,000	34,000	34,500	34,500
Riverfront Skate Park & Roller Hockey Facilities	13,300	13,500	13,600	12,500
Riverfront Youth League Complex	10,000	26,000	27,500	27,500
Recreation Center	N/A	N/A	13,000	73,000
Riverfront Dog Park/Youth Football & Soccer Fields	12,500	11,000	12,500	19,900

Fiscal Year 2011 Budget

Culture & Recreation		Parks and Recreation			Fund 01 - General Fund		Cost Center	20-00
Supplemental Data: Personnel								
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011		
	2009	2010	2011	Minimum	Maximum	Budget		
Parks & Recreation Director	1.00	0.00	0.00	4689	6799	\$0		
*Recreational Supervisor	1.00	1.00	0.00	2724	3949	0		
Administrative Coordinator	1.00	1.00	1.00	2235	3241	39,540		
Recreation Program Specialist	1.00	1.00	0.00	2349	3406	0		
Special Events Coordinator	1.00	1.00	0.00	2349	3406	0		
** Rec. Coordinator Frozen FY2010	0.00	0.00	2.00	2291	3322	0		
* Position eliminated in January, 2010								
** Positions replaced the Spec Events Coor. And Rec Program Spec. in February, 2010								
Holiday Pay							450	
Clothing Allowance							650	
Merit Contingency							0	
Temporary / Reserves							55,500	
Overtime							0	
Retirement							3,940	
Insurance & Taxes							19,380	
Employee Related Expenses							0	
Totals	<u>5.00</u>	<u>4.00</u>	<u>3.00</u>			<u>\$119,460</u>		

Supplemental Data: Capital Outlay					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Dog Park Construction	\$730				
RF Park Improvements/Herridge	8,892	\$29,120			
Library Air Economizer		5,500			
Elm Viejo Park Construction Project	29,581				
	<u>\$39,203</u>	<u>\$34,620</u>	<u>\$0</u>	<u>\$0</u>	

Fiscal Year 2011 Budget

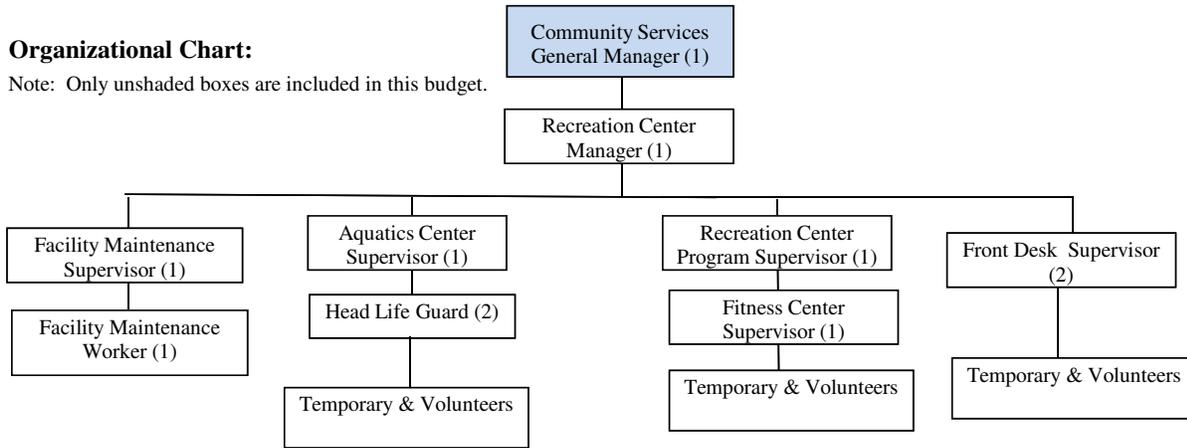
Culture & Recreation	Parks and Recreation	Fund 01 - General Fund		Cost Center	20-00
Supplemental Data: Expenditures					
Item	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Supplies					
Office Supplies	2,646	3,000	2,000	0	-100.00%
Copier Supplies	296	300	400	0	-100.00%
Gas & Oil	1,513	1,700	1,750	1,500	-14.29%
Vehicle Maint & Repairs	2,445	2,600	300	700	133.33%
Equipment Maint & Repairs	9,627	7,300	2,700	2,300	-14.81%
Postage & Freight	295	300	200	0	-100.00%
Riverfront Snack Bar		8,500	8,500	8,500	0.00%
Pool Supplies	17,012	13,000	8,000	10,000	25.00%
Snack Bar Supplies	13,905	3,000	3,000	3,000	0.00%
Special Dept. Supplies		0			0.00%
Total Supplies	47,739	39,700	26,850	26,000	-3.17%
Contractual Services					
Fireworks	17,000	17,000	17,000	17,000	0.00%
Computer Support	414	350	300	0	-100.00%
Contractual Labor	1,728	1,700	1,400	1,500	7.14%
Contractual Services	616	0	1,200	1,200	0.00%
Total Contractual Services	19,758	19,050	19,900	19,700	-1.01%
Other Services and Charges					
Travel & Training	6,926	4,000	4,270	0	-100.00%
Subscriptions & Memberships	2,942	2,600	2,000	2,600	30.00%
Printing & Forms	0	0	0	0	0.00%
Rec Programs	44,884	42,000	26,600	25,000	-6.02%
Utilities	141,285	151,850	112,000	120,000	7.14%
Telephone	7,227	6,950	4,600	600	-86.96%
Legal Advertising	507	700	300	0	-100.00%
Public Relations	6,544	7,000	5,810	5,800	-0.17%
Summer Youth Program	2,861	8,400	3,500	3,500	0.00%
Verde River Days	1,000	1,000	1,000	1,000	0.00%
Rhythm & Ribs	21,396	21,500	22,550	10,000	-55.65%
Sizzilin Salsa/Walking Main Street	5,543	5,550	7,000	6,000	-14.29%
Softball Tournaments	37,262	41,000	35,000	27,000	-22.86%
10K Memorial Run	10,903	3,000	4,450	1,750	-60.67%
Total Other Services & Charges	289,280	295,550	229,080	203,250	-11.28%

Fiscal Year 2011 Budget

Recreation Center

Organizational Chart:

Note: Only unshaded boxes are included in this budget.



General Information:

The Community Recreation Center is a 52,500 square foot facility under the administration and direction of the Parks & Recreation Department. This center became operational May 2010 with approximately 10 new full time employees and approximately 40 part-time employees. The Community Recreation Center will provide office facilities for the entire Parks & Recreation Department. Programming operations will include but not be limited to the following: special events; after school programming, special needs children programming, therapeutic recreation activities, sports programs and leagues, indoor aquatics programming, rock climbing opportunities, banquet hall facilities, baby sitting facilities, gymnasium facilities, large scaled fitness/health facilities, and teen game room interactive programs. The center will function as a multi-generational concept bringing families, youth and active senior adults together for shared opportunities for quality of life enrichment.

FY 2010 Accomplishments:

- * Completed 100% of Construction phase of the project on February 20, 2010
- * Official Grand Opening of the new facility on May 1st, 2010
- * Staff began full scale operations at the Center with four (4) soft openings each Saturday in April 2010

FY 2011 Goals:

- * Work towards regular operation schedules and personnel training mixed with coordinating membership drives, advertising/marketing campaigns, and daily maintenance operations of the large facility
- * Continue to work towards a goal of 70% cost recovery ratio of total facility maintenance and operations costs
- * Strive towards meeting all feasibility study elements and guidelines of the center makeup along with all administrative requirements as recommended
- * Continue to strive towards meeting “Green – Sustainable” operational directives and guidelines thereby minimizing energy and utility waste
- * Continue to work with Project Manager and Administrative Services General Manager towards providing a complete solar water heating system for all indoor pool facilities
- * Continue to expand special interest class activities and operations thereby offering the public a large scale activity program venue, in turn increasing marketing opportunities and increasing revenue base
- * Develop Performance Indicators for this department

Budget Highlights:

This will be the first full year of operations for the Recreation Center. Their overall budget is \$1,370,435. Their recovery rate has been reduced to 40% from 60% and is expected to bring in approximately \$550,000 in operational revenues. Any shortfall is covered by the general fund.

Fiscal Year 2011 Budget

Culture & Recreation		Recreation Center		Fund 01 - General Fund		Cost Center	20-03
Summary By Category							
Expenditure Category	2009		2010		2011	Percent Change	
	Actual	Budget	Budget	Revised	Final		
Personnel	0	\$226,670	\$199,330		\$919,385	361.24%	
Operating Supplies	0	32,080	14,550		56,450	287.97%	
Contractual Services	0	35,250	35,550		110,500	210.83%	
Other Services and Charges	0	81,700	92,500		284,100	207.14%	
Capital Outlay	0	0	0		0	0.00%	
Debt Service	0	0	0		0	0.00%	
Department Totals		<u>\$0</u>	<u>\$375,700</u>	<u>\$341,930</u>	<u>\$1,370,435</u>	<u>300.79%</u>	

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	10.00	10.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
General Fund	\$1,370,435	100.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	2010	2011
NA (They will be developed this first year of operations.)				

Fiscal Year 2011 Budget

Culture & Recreation		Recreation Center			Fund 01 - General Fund		Cost Center	20-03
Supplemental Data: Personnel								
Authorized Positions		Number of FTE's			Salary Range		2011	
Job Classifications		2009	2010	2011	Minimum	Maximum	Budget	
Recreation Center Manager		0.00	1.00	1.00	3849	5580	\$56,575	
Aquatics Center Supervisor		0.00	1.00	1.00	3082	4468	41,000	
Recreation Center Program Supervisor		0.00	1.00	1.00	3082	4468	41,000	
Fitness Center Supervisor		0.00	1.00	1.00	2407	3491	28,890	
Facility Maintenance Supervisor		0.00	1.00	1.00	2407	3491	38,480	
Facility Maintenance Worker		0.00	1.00	1.00	1976	2865	26,665	
Front Desk Supervisor		0.00	2.00	2.00	2128	3085	51,085	
Head Life Guard		0.00	2.00	2.00	2076	3010	52,500	
Holiday Pay							2,000	
Clothing Allowance							1,500	
Merit Contingency							0	
Temporary / Reserves							368,400	
Overtime							1,000	
Retirement							33,410	
Insurance & Taxes							176,880	
Employee Related Expenses							0	
Totals		<u>0.00</u>	<u>10.00</u>	<u>10.00</u>			<u>\$919,385</u>	

Supplemental Data: Capital Outlay						
Item Description	budget	2009	2010		2011	Percent Change
		Actual	Budget	Revised	Final	
N/A						
		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	

Fiscal Year 2011 Budget

Culture & Recreation	Recreation Center	Fund 01 - General Fund			Cost Center	20-03
Supplemental Data: Expenditures						
Item	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Supplies						
Office Supplies	0	1,200	500	8,000	1500.00%	
Copier Supplies	0	250	250	1,000	300.00%	
Gas & Oil	0	300	100	300	200.00%	
Vehicle Maint & Repairs	0	0	0	650	0.00%	
Equipment Maint & Repairs	0	2,000	1,500	12,000	700.00%	
Postage & Freight	0	3,330	1,200	8,500	608.33%	
Pool Supplies	0	25,000	10,000	25,000	150.00%	
Tools/Operational Supplies	0	0	1,000	1,000	0.00%	
<hr/>						
Total Supplies	0	32,080	14,550	56,450	287.97%	
<hr/>						
Contractual Services						
Computer Support	0	250	250	500	100.00%	
Contractual Services	0	35,000	35,300	110,000	211.61%	
<hr/>						
Total Contractual Services	0	35,250	35,550	110,500	210.83%	
<hr/>						
Other Services and Charges						
Travel & Training	0	2,000	0	800	0.00%	
Subscriptions & Memberships	0	200	0	500	0.00%	
Printing & Forms	0	500	500	800	60.00%	
Rec Programs	0	4,500	4,500	25,000	455.56%	
Utilities	0	50,000	80,000	215,000	168.75%	
Telephone	0	2,000	2,000	6,000	200.00%	
Legal Advertising	0	16,000	2,500	6,000	140.00%	
Public Relations	0	2,500	2,500	18,000	620.00%	
Rental Equipment	0	4,000	500	12,000	2300.00%	
<hr/>						
Total Other Services & Charges	0	81,700	92,500	284,100	207.14%	

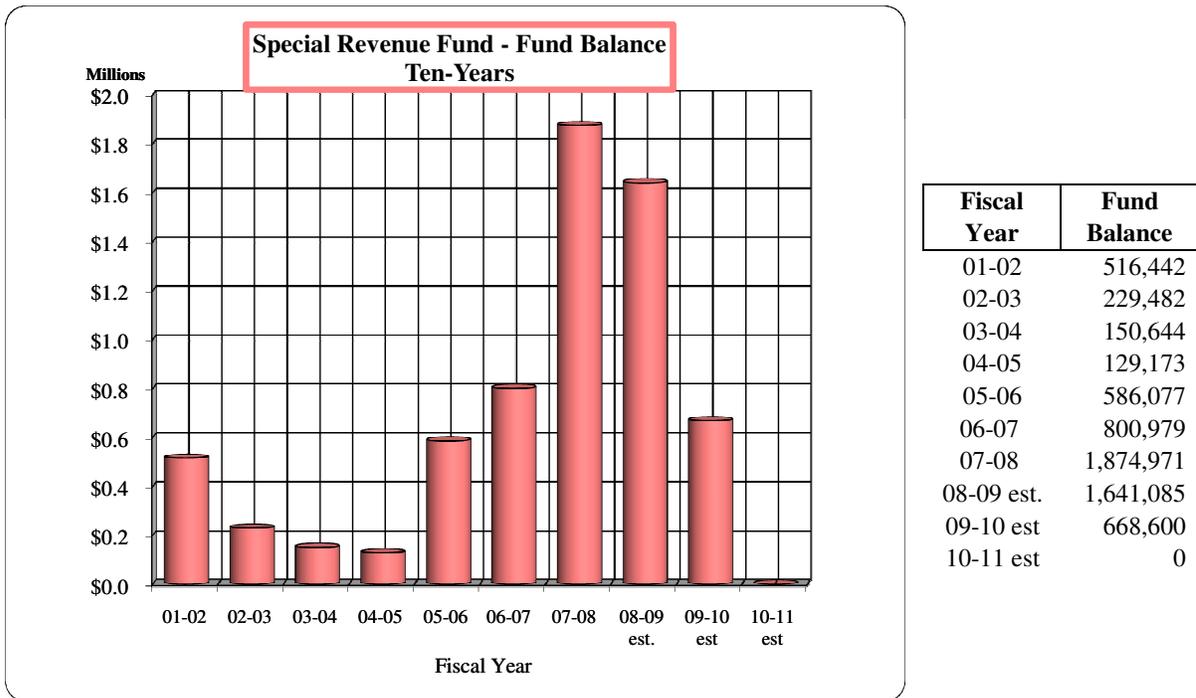
Fiscal Year 2011 Budget
SPECIAL REVENUE FUNDS

The Special Revenue Fund budgets are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

<u>Fund/Account Number</u>	<u>Description</u>
<u>02</u>	<u>HURF - Streets/Transit Fund</u> Street Department Street Construction Cottonwood Area Transit (CAT)
<u>03</u>	<u>Cottonwood Library</u>
<u>04</u>	<u>Cottonwood Cemetery</u>
<u>05</u>	<u>Airport Fund</u>
<u>07</u>	<u>Grants Fund</u> Other Grants Heritage Grants
<u>08</u>	<u>CDBG Grants</u>

Fund Balances:

The following illustration depicts a ten-year presentation of the fund balance for the Special Revenue Fund:



The continued fluctuation of the Special Revenues Fund is dependent on the projects being worked and time availability to complete those projects. The Street Department has a larger projects listing for FY 2010 than in FY 2009. This aggressive posturing is due to additional funds being provided by a 1% construction sales tax enacted January 1, 2006 and dedicated to HURF for street improvements. A description of all the projects are reflected in the department's budget summary sheets on page 147.

Fiscal Year 2011 Budget
Consolidated Statement of Revenues/Expenditures

Item Description	2009	2010		2011
	Actual	Budget	Revised	Final
Revenue Sources:				
Taxes	1,063,923	662,440	0	0
Intergovernmental Revenues	2,551,408	2,986,050	1,619,630	2,290,615
Charges for Services	290,706	328,360	266,400	71,830
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	85,837	115,185	91,275	114,690
Miscellaneous Revenues	70,997	50,160	114,320	116,150
Total Revenue Sources	4,062,871	4,142,195	2,091,625	2,593,285
Other Financing Sources:				
Transfers In	725,986	810,845	724,665	649,125
Carryover	0	1,566,370	1,617,030	513,820
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	3,750,000	0	3,750,000
Total Other Financing Sources	725,986	6,127,215	2,341,695	4,912,945
Total Available Resources	4,788,857	10,269,410	4,433,320	7,506,230
Expenditures:				
Personnel	1,417,360	1,561,260	1,387,140	1,392,515
Operating Supplies	461,399	525,420	494,200	368,860
Contractual Services	240,528	362,255	379,575	395,600
Other Services and Charges	667,150	701,020	549,465	577,300
Capital Outlay	1,982,476	6,675,275	1,586,750	4,739,340
Reserves	0	64,180	0	0
Debt Service	0	344,010	0	0
Total Expenditures	4,768,913	10,233,420	4,397,130	7,473,615
Other Uses:				
Transfers Out	43,974	35,990	36,190	32,615
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	43,974	35,990	36,190	32,615
Total Expenditures and Other Uses	4,812,887	10,269,410	4,433,320	7,506,230
Net Income	(\$24,030)	\$0	\$0	\$0

Fiscal Year 2011 Budget
HURF Fund Consolidation Revenues/Expenditures

7/16/2010 10:03

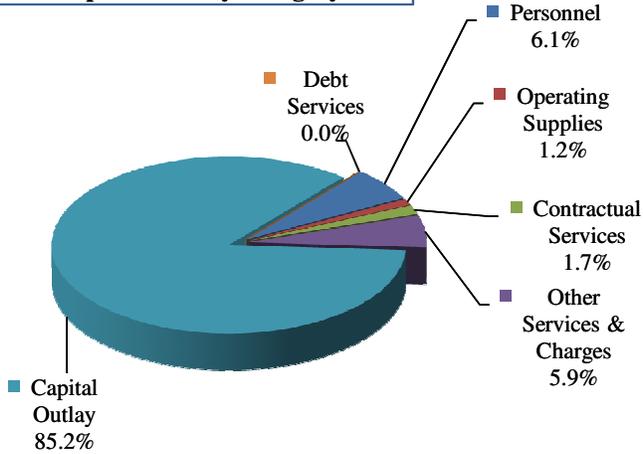
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes	1,063,923	662,440	0	0	0.00%
Intergovernmental Revenues	2,365,008	2,290,330	1,431,770	1,593,365	11.29%
Services & Charges	96,487	108,460	65,100	65,730	0.97%
Uses of Monies & Properties	11,120	11,500	2,500	2,000	-20.00%
Miscellaneous Revenues	48,090	28,000	93,570	94,000	0.46%
Total Revenue Sources	3,584,628	3,100,730	1,592,940	1,755,095	10.18%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	1,490,920	1,623,930	513,820	-68.36%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	3,750,000	0	3,750,000	0.00%
Total Other Financing Sources	0	5,240,920	1,623,930	4,263,820	162.56%
Total Available Resources	3,584,628	8,341,650	3,216,870	6,018,915	87.10%
Expenditures:					
Personnel	832,078	969,490	794,400	867,775	9.24%
Operating Supplies	271,557	308,570	297,430	304,430	2.35%
Contractual Services	132,130	153,415	230,830	256,530	11.13%
Other Services and Charges	350,556	414,890	321,320	350,840	9.19%
Capital Outlay	1,982,476	6,151,275	1,572,890	4,239,340	169.53%
Reserves	0	0	0	0	0.00%
Debt Service	0	344,010	0	0	0.00%
Total Expenditures	3,568,797	8,341,650	3,216,870	6,018,915	87.10%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	3,568,797	8,341,650	3,216,870	6,018,915	87.10%
 Net Income / (Loss)	 \$15,831	 \$0	 \$0	 \$0	

Note: The HURF fund accounts for Street Maintenance, Street Construction and Cottonwood Area Transit (CAT). The revenues and expenditures have been extracted for the Streets and CAT divisions since there is special interest in the CAT program and its budget.

Fiscal Year 2011 Budget
HURF - Streets Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	\$290,970	\$56,600	\$80,500	\$281,800	\$4,080,645	\$0	\$4,790,515
	\$290,970	\$56,600	\$80,500	\$281,800	\$4,080,645	\$0	\$4,790,515

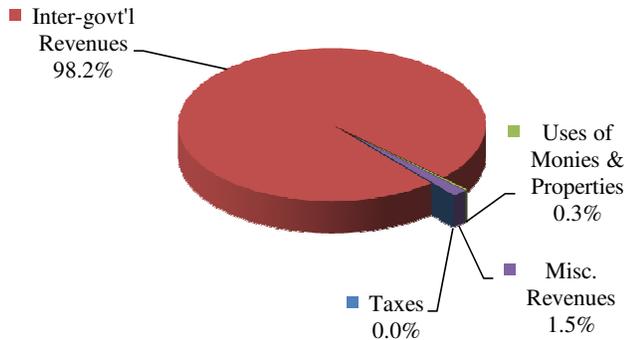
Highway User Revenue Fund - Streets Expenditures by Category



HURF - Streets Fund Summary	
Revenues	\$795,725
Expenditures	(4,790,515)
Revenues over (under) Expenditures	(3,994,790)
Other Funding Sources/Uses	4,263,820
Use of Fund Balance	\$269,030

Highway User Revenue Fund - Streets Revenues by Source

HURF - Streets Fund Revenues By Source	
Taxes	\$0
Inter-gov'tl Revenues	781,725
Uses of Monies & Properties	2,000
Misc. Revenues	12,000
Total Resources Available	\$795,725



Street Department Revenues:

The Street Department receives its primary funding from the City's share of state taxes imposed on gasoline, diesel fuels and other related fees to be used solely for street and highway projects. Fuel taxes are shared on a per capita basis similar to the general fund intergovernmental revenues and have increased in years. This year the state has estimated a decrease in these funds.

Street Department Expenditures:

Major commitments totaling \$3,785,000 for various street projects are programmed for FY 2011.

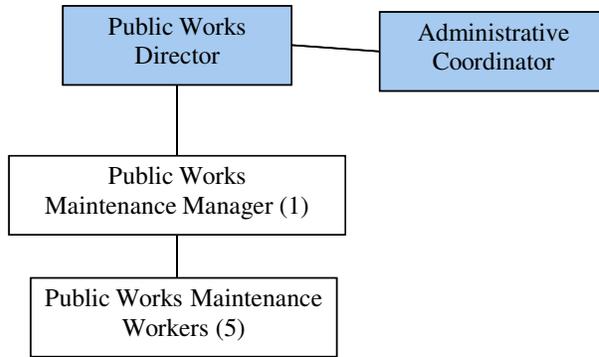
Fiscal Year 2011 Budget
Streets Maintenance & Construction - Revenues/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes	1,063,923	662,440	0	0	0.00%
Intergovernmental Revenues					
Highway User Revenue Fund - HURF	809,827	780,440	775,000	781,725	0.87%
Local Transportation Assistance					
Fund/HURF	42,541	48,990	27,000	0	-100.00%
Old Town Contributions	0	0	0	0	0.00%
ISTEA - Phase I Grant	0	0	0	0	0.00%
ISTEA - Phase II Grant	0	0	0	0	0.00%
ISTEA - Phase III Grant	0	0	0	0	0.00%
12th Street 89A to Fir HELP Loan	0	0	0	0	0.00%
Fed Grant - Willard St. Ext.	676,800	0	0	0	0.00%
CDBG - 12th Street	0	370,000	0	0	0.00%
Uses of Monies & Properties					
Interest Income	11,120	11,500	2,500	2,000	-20.00%
Miscellaneous Revenues					
Other Income	769	1,000	15,300	12,000	-21.57%
Total Revenue Sources	2,604,980	1,874,370	819,800	795,725	-2.94%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	1,490,920	1,623,930	513,820	-68.36%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	3,750,000	0	3,750,000	0.00%
Total Other Financing Sources	0	5,240,920	1,623,930	4,263,820	162.56%
Total Available Resources	2,604,980	7,115,290	2,443,730	5,059,545	107.04%
Expenditures:					
Personnel	342,426	343,760	314,770	290,970	-7.56%
Operating Supplies	69,492	56,650	81,050	56,600	-30.17%
Contractual Services	71,128	78,300	78,100	80,500	3.07%
Other Services and Charges	314,651	339,750	275,960	281,800	2.12%
Capital Outlay	1,533,145	5,841,175	1,540,820	4,080,645	164.84%
Reserves	0	0	0	0	0.00%
Debt Service	0	344,010	0	0	0.00%
Total Expenditures	2,330,842	7,003,645	2,290,700	4,790,515	109.13%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	2,330,842	7,003,645	2,290,700	4,790,515	109.13%
Net Income	\$274,138	\$111,645	\$153,030	\$269,030	

This Page Intentionally Left Blank

Fiscal Year 2011 Budget
Street Department

Organizational Chart:



Note: only unshaded boxes are included in this budget.

General Information:

The Streets Division of Public Works is responsible for providing safe, well maintained streets and sidewalks for the public. The routine maintenance of the city streets includes: grading, pothole patching, pavement marking, sweeping and debris removal, weed control, sign maintenance, drainage maintenance, sidewalk repair and pavement maintenance. The Streets Division commonly constructs engineering projects such as roads, sidewalks and drainage structures.

FY 2010 Accomplishments:

- * Preparation for and completion of a seal coating project on collector streets
- * Completion of several drainage repairs: Mesquite Drive, Railroad Wash and the Cottonwood Ditch, Verde Heights Drive and the Pima Street bridge
- * Graffiti obliteration on several bridges and box culverts, 5 large structures in all

FY 2011 Goals:

- * Preparation for this year's pavement preservation project including grading and asphalt patching
- * Fill in the sidewalk gap on Main Street
- * Perform an asphalt crack sealing project in-house
- * Construct drainage improvements in several neighborhoods

Budget Highlights:

This department has a Street Maintenance Worker position frozen for FY 2011.

Fiscal Year 2011 Budget

Public Works		Street Department		Fund 02 - HURF		Cost Center	10-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$342,426	\$343,760	\$314,770	\$290,970	-7.56%		
Operating Supplies	69,492	56,650	81,050	56,600	-30.17%		
Contractual Services	71,128	78,300	78,100	80,500	3.07%		
Other Services and Charges	314,651	339,750	275,960	281,800	2.12%		
Capital Outlay	58,772	0	0	0	0.00%		
Reserves	0	0	0	0	0.00%		
Debt Service	0	344,010	0	0	0.00%		
Department Totals	\$856,469	\$1,162,470	\$749,880	\$709,870	-5.34%		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	6.50	6.00	6.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
HURF / LTAF	695,870	98.03%
Miscellaneous	14,000	1.97%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	2010	2011
Shoulder/Ditch Grading (LF)	27,000	35,000	20,000	30,000
Weed Control (Man Hours)	3,000	4,000	4,500	4,500
Asphalt Laydown (SY)	7,500	1,500	1,000	2,000
Sidewalk Repairs (SF)	7,000	1,200	1,500	7,000
Street Sweeping (Lane Mile)	3,500	4,000	4,500	4,500
Drainage Imp. Proj. (Properties Benefited)	75	100	65	100
Seal Coating (SY)	90,000	85,000	90,000	90,000
Works Orders	125	100	75	100
Crack Sealing (LF)	250,000	250,000	0	250,000

Fiscal Year 2011 Budget

Public Works		Street Department			Fund 02 - HURF		Cost Center	10-00
Supplemental Data: Personnel								
Authorized Positions	Number of FTE's			Salary Range		2011		
Job Classifications	2009	2010	2011	Minimum	Maximum	Budget		
Public Works Maintenance Mgr.	1.00	1.00	1.00	3082	4468	\$57,670		
Public Works Maint. Worker	5.00	4.00	4.00	1976	2865	133,400		
Public Works Inspector	0.50	0.00	0.00	1234	1789	0		
Public Works Maint. Worker --Frozen FY2011		1.00	1.00	1976	2865	0		
Merit Contingency						0		
Clothing Allowance						2,000		
Temporary / Reserves						0		
Overtime						750		
Retirement						18,895		
Insurance & Taxes						77,555		
Employee Related Expenses						700		
Totals	<u>6.50</u>	<u>6.00</u>	<u>6.00</u>			<u>\$290,970</u>		

Supplemental Data: Capital Outlay					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Dump Truck	\$58,772				
Used Water Truck					
Message Board					
	<u>\$58,772</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	

Fiscal Year 2011 Budget

Public Works	Street Department	Fund 02 - HURF		Cost Center	10-00
Supplemental Data: Expenditures					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Supplies					
Office Supplies	324	600	400	600	50.00%
Operational Supplies	2,047	1,800	1,500	1,800	20.00%
Postage & Freight	0	250	150	200	33.33%
Gas & Oil	18,008	19,000	14,000	19,000	35.71%
Vehicle Maint & Repairs	11,009	10,000	7,000	10,000	42.86%
Equipment Maint & Repairs	38,104	25,000	30,000	25,000	-16.67%
Building Maint & Repairs	0	0	28,000	0	-100.00%
<hr/>					
Total Supplies	69,492	56,650	81,050	56,600	-30.17%
<hr/>					
Contractual Services					
Computer Support	1,359	1,300	1,100	1,100	0.00%
Contractual Services	23,257	30,000	31,000	32,000	3.23%
Street Lights	46,512	45,000	45,000	46,400	3.11%
Engineering Services	0	2,000	1,000	1,000	0.00%
<hr/>					
Total Contractual Services	71,128	78,300	78,100	80,500	3.07%
<hr/>					
Other Services and Charges					
Travel & Training	0	200	150	200	33.33%
Subscriptions & Memberships	0	200	150	150	0.00%
Utilities	5,026	4,500	8,300	8,500	2.41%
Telephone	1,794	2,200	1,700	1,800	5.88%
Legal Advertising	0	500	450	450	0.00%
Bank Charges	76	50	0	0	0.00%
Tools	2,220	2,800	2,800	3,000	7.14%
Equipment Rental	27,562	25,000	10,000	12,000	20.00%
Liability Insurance	12,583	13,200	13,200	13,200	0.00%
Culverts	5,091	5,000	5,000	5,000	0.00%
Street Signs	8,000	11,000	9,000	14,000	55.56%
Street Marking	36,218	45,000	48,000	50,000	4.17%
Street Light Contingency	0	4,000	0	3,500	0.00%
Indirect Cost to General Fund	164,314	176,100	157,210	144,000	-8.40%
Rodeo Drive St. Reimbursement	23,950	20,000	0	0	0.00%
Materials	27,817	30,000	20,000	26,000	30.00%
<hr/>					
Total Other Services & Charges	314,651	339,750	275,960	281,800	2.12%
<hr/>					
Debt Service					
Principal - Bonds	0	179,040	0	0	0.00%
Interest - Bonds	0	164,970	0	0	0.00%
<hr/>					
Total Debt Service	0	344,010	0	0	0.00%

Fiscal Year 2011 Budget
Street Construction

Organizational Chart:

None

General Information:

Street construction projects are built by contractors solicited through a sealed bid process.

FY 2010 Accomplishments:

- * Completion of a chip seal coating project on multiple collector streets
- * Completion of the S. 12th Street Improvement project from Mingus to Birch
- * Design of W. Mingus Avenue from 89A to Willard include a new roundabout at Willard and Mingus
- * Design of S. 12th Street from 89A to Fir Street

FY 2011 Goals:

- * Preparation and completion of a seal coating project in the Cottonwood Ranch subdivision
- * Construction of the W. Mingus Reconstruction project
- * Construction of the S. 12th Street Reconstruction project from 89A to Fir

Budget Highlights:

The capital outlay is \$3,785,000 for several large projects listed below

Pavement Preservation	\$300,000
Sidewalk Additions	80,000
W. Mingus Reconstruction	1,275,000
12th Street Reconstruction from 89A to Fir	2,130,000
<u>Total Programmed projects</u>	<u>\$3,785,000</u>

There is outside financing programmed to assist in the construction of these projects

Fiscal Year 2011 Budget

Public Works		Street Construction		Fund 02 - HURF		Cost Center		10-01	
Summary By Category									
Expenditure Category	2009		2010		2011		Percent Change		
	Actual	Budget	Budget	Revised	Final	Final			
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	0	0	0	0	0	0	0.00%		
Contractual Services	0	0	0	0	0	0	0.00%		
Other Services and Charges	0	0	0	0	0	0	0.00%		
Capital Outlay	1,474,373	5,841,175	1,540,820	1,540,820	4,080,645	4,080,645	164.84%		
Reserves	0	0	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0	0	0.00%		
Department Totals	<u>\$1,474,373</u>	<u>\$5,841,175</u>	<u>\$1,540,820</u>	<u>\$1,540,820</u>	<u>\$4,080,645</u>	<u>\$4,080,645</u>	<u>164.84%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
HURF	\$333,245	8.17%
Bond	3,747,400	91.83%
Transfer in - GF	0	0.00%
Use of Fund Balance	0	0.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2008	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Public Works		Street Construction			Fund 02 - HURF		Cost Center		10-01
Supplemental Data: Personnel									
Authorized Positions Job Classifications		Number of FTE's			Salary Range		2011		
		2009	2010	2011	Minimum	Maximum	Budget		
N/A									
Temporary / Reserves									
Overtime									
Retirement									
Insurance & Taxes									
Employee Related Expenses									
Totals		0.00	0.00	0.00					\$0

Supplemental Data: Capital Outlay					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Pavement Preservation	\$324,435	\$350,000	\$350,000	\$300,000	
Street Contingency	21,680	1,061,175	485,820	295,645	
Sidewalk Additions		80,000	40,000	80,000	
Willard Extension	862,730				
W. Mingus Reconstruction	110,266	1,450,000	135,000	1,275,000	
12 St. Reconstruction	93,325	600,000	360,000		
12th St. 89A to Fir	61,937	2,300,000	170,000	2,130,000	
	<u>\$1,474,373</u>	<u>\$5,841,175</u>	<u>\$1,540,820</u>	<u>\$4,080,645</u>	

Fiscal Year 2011 Budget

Public Works	Street Construction	Fund 02 - HURF			Cost Center	10-01
Supplemental Data: Expenditures						
Item Description	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		

Supplies

N/A

Total Supplies	0	0	0	0	0.00%
-----------------------	---	---	---	---	-------

Contractual Services

N/A

Total Contractual Services	0	0	0	0	0.00%
-----------------------------------	---	---	---	---	-------

Other Services and Charges

N/A

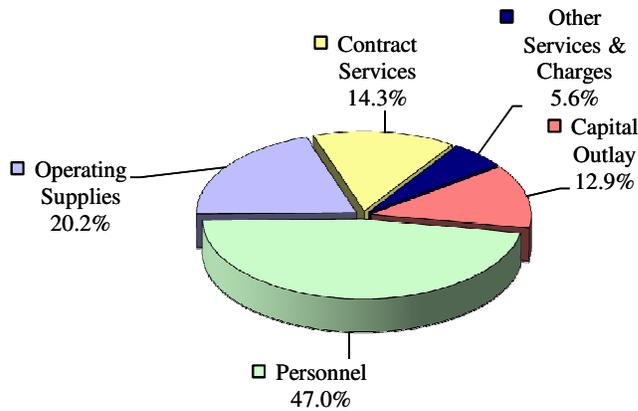
Total Other Services & Charges	0	0	0	0	0.00%
---	---	---	---	---	-------

Fiscal Year 2011 Budget

Cottonwood Area Transit System Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	\$576,805	\$247,830	\$176,030	\$69,040	\$158,695	\$0	\$1,228,400
	\$576,805	\$247,830	\$176,030	\$69,040	\$158,695	\$0	\$1,228,400

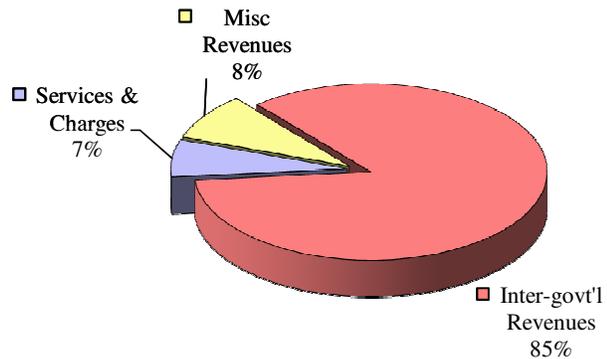
Cottonwood Area Transit - CAT Expenditures by Category



Cottonwood Area Transit Fund Summary	
Revenues	\$959,370
Expenditures	(1,228,400)
Use of Fund Balance	(\$269,030)

Cottonwood Area Transit - CAT Revenues by Source

Cottonwood Area Transit Fund Revenues by Source	
Inter-gov't'l Revenues	\$811,640
Services & Charges	65,730
Misc Revenues	82,000
Total Resources Available	\$959,370



CAT Department Revenues:

CAT receives most of its funding from the Arizona Department of Transportation - Transit Division. Administrative costs of the program are reimbursed at 50/50 ratio. Its maintenance and operation costs are reimbursed at a 80/20 split with the municipality paying the 20% from its Local Transportation Assistance Funds (LTAF). LTAF revenue is also referred to as lottery money. Fare revenues are also collected from users as part of the program. Any shortfalls in funding are allocated to the entities benefiting from the program. Currently those agencies are the City of Cottonwood, Town of Clarkdale and Yavapai County.

CAT Department Expenditures:

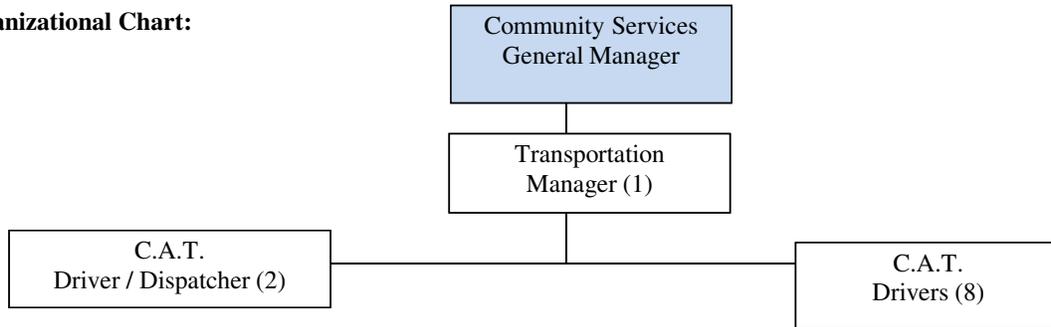
This year, funding continues to be very limited from the AZ DOT. Despite the shortfalls, the City of Cottonwood continues to support its Check Point System which is a fixed route program. This new program has been growing faster than anticipated and is very well received throughout the community. More expenditure details are on pages 191-192.

Fiscal Year 2011 Budget
Cottonwood Area Transit System - Revenues/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes	0	0	0	0	0.00%
Intergovernmental Revenues					
Yavapai Co.	71,482	111,910	75,320	73,770	-2.06%
Clarkdale	49,488	77,480	52,140	51,075	-2.04%
HURF - Fuel Tax	0	0	0	0	0.00%
Local Transportation Assistance					
Fund/Transit	20,033	25,000	0	0	0.00%
ADOT Grant	359,898	469,920	491,190	541,535	10.25%
HB2565 Grant		0			0.00%
STP Flexible Spending Grant	334,939	406,590	11,120	145,260	1206.29%
Services & Charges					
Fare Box	96,487	108,460	65,100	65,730	0.97%
Uses of Monies & Properties					
Interest Income	0	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	47,321	27,000	78,270	82,000	4.77%
Total Revenue Sources	979,648	1,226,360	773,140	959,370	24.09%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	979,648	1,226,360	773,140	959,370	24.09%
Expenditures:					
Personnel	489,652	625,730	479,630	576,805	20.26%
Operating Supplies	202,065	251,920	216,380	247,830	14.53%
Contractual Services	61,002	75,115	152,730	176,030	15.26%
Other Services and Charges	35,905	75,140	45,360	69,040	52.20%
Capital Outlay	449,331	310,100	32,070	158,695	394.84%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	1,237,955	1,338,005	926,170	1,228,400	32.63%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	1,237,955	1,338,005	926,170	1,228,400	32.63%
Net Income / (Loss)	(\$258,307)	(\$111,645)	(\$153,030)	(\$269,030)	0.00%

Fiscal Year 2011 Budget
Cottonwood Area Transit

Organizational Chart:

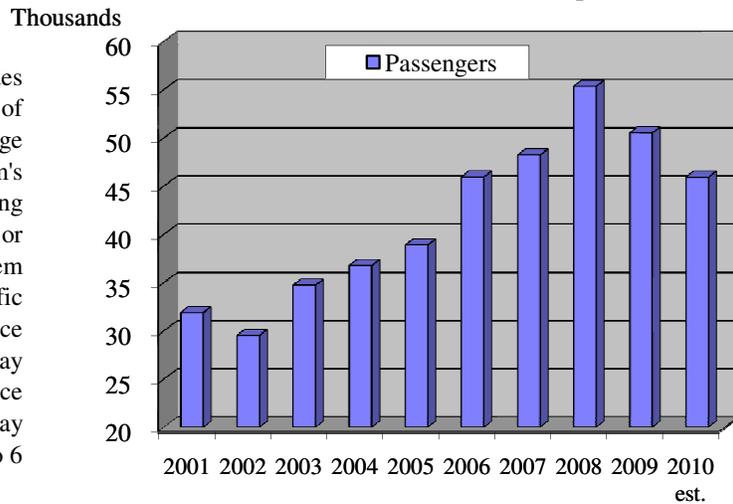


Note: only unshaded boxes are included in this budget.

General Information:

The Cottonwood Area Transit (C.A.T.) provides public transportation services to the City of Cottonwood, Town of Clarkdale, all Verde Village Units and the area of Bridgeport. All of the system's primary vehicles are disabled accessible, affording services to those confined to wheelchairs or otherwise limited in their mobility. The system provides contract services to several specific organizations in addition to a Demand Service Monday thru Friday 7:00 a.m. to 5:00 p.m. Saturday 9 a.m. to 2 p.m. The Checkpoint Deviation Service provides a regular bus route with 28 stops Monday thru Friday 7:00 a.m. to 1:00 p.m. and 2:00 p.m. to 6 p.m.

Cottonwood Area Transit Ridership



Fiscal year Ending 06/30

FY 2010 Accomplishments:

- * Exceeded the performance requirements for the number of passenger trips and the fixed route system
- * Increased passenger count by 17%
- * Operated at maximum capacity on all operations of the system
- * Maintained contracts for service with the Department of Economic Security and Yavapai Long Term Care
- * Finished building the Verde Valley Transit Facility which houses the CAT system, Verde Lynx and the Sedona RoadRunner
- * Bus Shelters are now solar powered with lights running for security at night
- * Received two new busses, solar lighting for bus shelters, more bus shelters, two new park and ride areas and solar power for the Verde Valley Transit Facility due to a large funding source from the Americans Recovery Act
- * Coordinated efforts for dispatching equipment, IT equipment and services from NAIPTA

FY 2011 Goals:

- * Explore expansion of the fixed route system, in addition to the existing route service that we have now
- * Provide effective, efficient and economical public transportation service
- * Improve safety awareness through continued training
- * Explore coordination with NAIPTA regarding transporting passengers on a daily basis
- * Coordinate with NAIPTA for a possible transition in October 2011
- * Continue to explore new revenue sources

Budget Highlights:

This year the decision was made to delay the transfer from the City of Cottonwood to the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) due to concerns about the economy and increasing costs. CAT has one driver position frozen. Costs will be monitored closely to reduce the burden on both the City of Cottonwood as well as other contributing members. Capital includes \$158,695 for a new bus and cutouts at strategic locations.

Fiscal Year 2011 Budget

Social Services	C. A. T. S.	Fund 02 - Transit		Cost Center	2X-00
Summary By Category					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$489,652	\$625,730	\$479,630	\$576,805	20.26%
Operating Supplies	202,065	251,920	216,380	247,830	14.53%
Contractual Services	61,002	75,115	152,730	176,030	15.26%
Other Services and Charges	35,905	75,140	45,360	69,040	52.20%
Capital Outlay	449,331	310,100	32,070	158,695	394.84%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	\$1,237,955	\$1,338,005	\$926,170	\$1,228,400	32.63%

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	11.00	11.00	11.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues	\$811,640	66.07%
Services & Charges	65,730	5.35%
Miscellaneous Revenues	82,000	6.68%
Use of HURF Fund Balance	269,030	21.90%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Actual	Est.
	2007	2008	2009	2010
Annual Ridership	48,212	55,330	50,521	45,915
Disabled Ridership	3,675	3,785	4,163	4,579
Cottonwood Ridership	23,444	25,777	28,354	31,189
Clarkdale Ridership	6,416	8,367	9,203	10,123
County Ridership	18,352	21,186	23,304	25,634
Miles Traveled	211,506	221,819	223,399	225,632
Fare Recovery (Goal 20%)	31%	32%	23%	23%

Fiscal Year 2011 Budget

Social Services		C. A. T. S.			Fund 02 - Transit		Cost Center	2X-00
Supplemental Data: Personnel								
Authorized Positions	Number of FTE's			Salary Range		2011		
Job Classifications	2009	2010	2011	Minimum	Maximum	Budget		
Transportation Manager	1.00	1.00	1.00	3487	5056	\$60,000		
Manager/Dispatcher	0.00	0.00	0.00	N/A		0		
Driver / Dispatcher	2.00	2.00	2.00	2076	3010	35,195		
Drivers	8.00	8.00	7.00	1976	2865	252,885		
Drivers Frozen	0.00	0.00	1.00	1976	2865	0		
Holiday Pay							0	
Clothing Allowance							1,280	
Merit Contingency							0	
Temporary / Reserves							43,000	
Overtime							4,000	
Retirement							34,680	
Insurance & Taxes							145,765	
Employee Related Expenses							0	
Totals	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>			<u>\$576,805</u>		

Supplemental Data: Capital Outlay					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Transit Buses	\$57,148	\$260,000		\$134,000	
Transit Building	386,739			22,195	
Computer Upgrade		3,000			
Bus Stop Signs	5,444				
Bike Racks		12,600			
Furniture		5,000			
Server		6,000			
Copy Lease		23,500	\$32,070		
Local Share Larger Fuel Tank				2,500	
	<u>\$449,331</u>	<u>\$310,100</u>	<u>\$32,070</u>	<u>\$158,695</u>	

Fiscal Year 2011 Budget

Social Services	C. A. T. S.	Fund 02 - Transit	Cost Center	2X-00	
Supplemental Data: Expenditures					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Office Supplies	6,740	6,500	5,960	10,960	83.89%
Copier Supplies	780	6,700	130	500	284.62%
Gas & Oil	66,968	109,430	69,730	109,870	57.56%
Vehicle Maint & Repairs	127,048	128,290	140,160	126,000	-10.10%
Equipment Maint & Repairs	0	0	0	0	0.00%
Postage & Freight	529	1,000	400	500	25.00%

Total Supplies	<u>202,065</u>	<u>251,920</u>	<u>216,380</u>	<u>247,830</u>	<u>14.53%</u>
-----------------------	----------------	----------------	----------------	----------------	---------------

Contractual Services

Computer Support	953	2,495	420	0	-100.00%
Radio Maintenance	797	3,750	1,000	2,900	190.00%
Indirect Cost to G/F	30,320	40,000	61,270	65,000	6.09%
Contractual Services	28,932	28,870	90,040	108,130	20.09%

Total Contractual Services	<u>61,002</u>	<u>75,115</u>	<u>152,730</u>	<u>176,030</u>	<u>15.26%</u>
-----------------------------------	---------------	---------------	----------------	----------------	---------------

Other Services and Charges

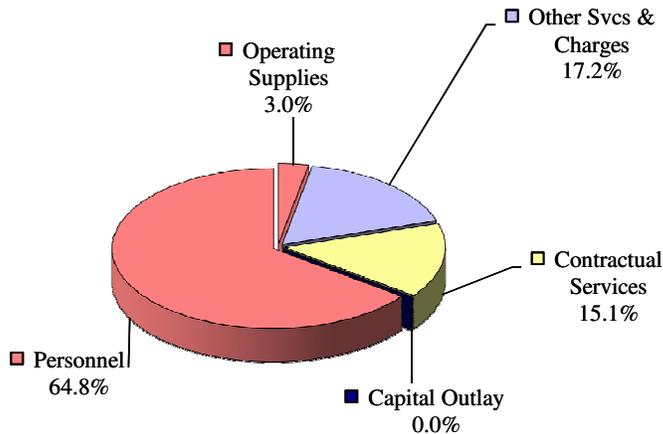
Travel & Training	3,812	4,560	3,580	4,620	29.05%
Subscriptions & Membershi	211	1,000	500	0	-100.00%
Printing & Forms	4,971	7,000	5,410	7,750	43.25%
Utilities	1,835	3,000	220	0	-100.00%
Telephone	3,178	8,170	800	0	-100.00%
Advertising	5,796	20,160	9,900	26,110	163.74%
Audit Expense	1,390	1,530	1,530	800	-47.71%
Employee Physicals/Drug Testing	0	3,000	2,820	3,600	27.66%
Liability Insurance	14,712	26,720	20,600	26,160	26.99%

Total Other Services & Charges	<u>35,905</u>	<u>75,140</u>	<u>45,360</u>	<u>69,040</u>	<u>52.20%</u>
---	---------------	---------------	---------------	---------------	---------------

Fiscal Year 2011 Budget
Cottonwood Library System Fund Expenditures By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	\$524,740	\$24,130	\$122,070	\$139,290	\$0	\$0	\$810,230

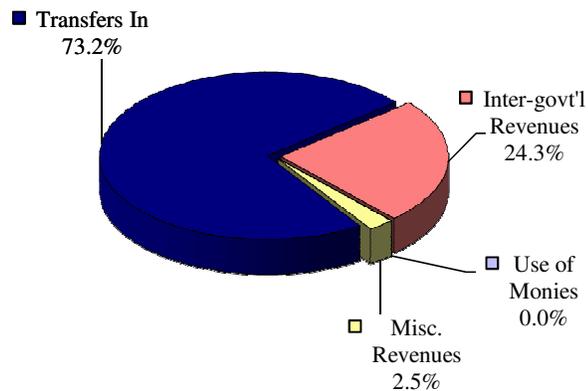
Cottonwood Library Expenditures by Category



Cottonwood Library System Fund Summary	
Revenues	\$217,530
Expenditures	(810,230)
Revenues over (under) Expenditures	(592,700)
Other Funding Sources/Uses	592,700
Use of Fund Balance	\$0

Cottonwood Library Revenues by Source

Cottonwood Library System Fund Revenues By Source	
Inter-govt'l Revenues	\$197,250
Use of Monies	130
Misc. Revenues	20,150
Transfers In	592,700
Total Resources Available	\$810,230



Library Revenues:

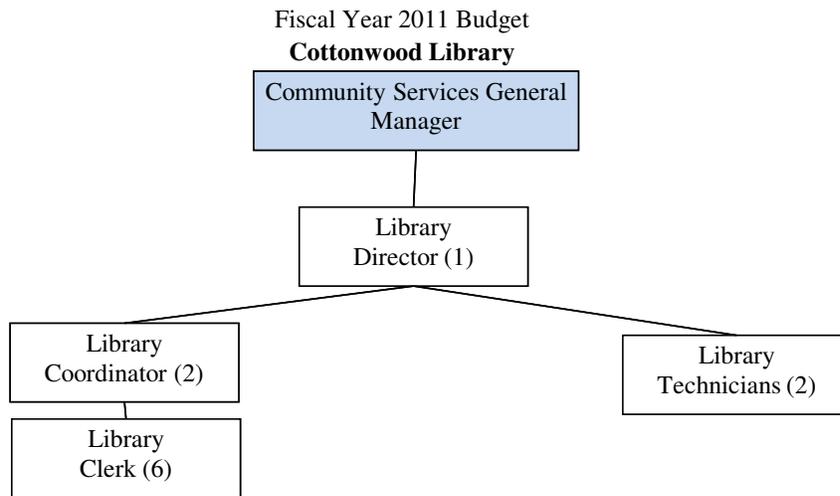
Over 75.3% of the Cottonwood Library operating revenues come from Intergovernmental and transfers in sources. \$195,720 is contributed by the Yavapai County Library System based on total circulation for the facility. The General Fund will transfer in \$592,700 this year for maintenance and operation of the library.

Library Expenditures:

The Library has struggled to keep up with the growth of walk-in patrons and the need for additional services. The Library completed its expansion project as reflected in the Capital Improvement segment of the budget. This \$2.9M expansion alleviated the need for additional space to house more collection materials.

Fiscal Year 2011 Budget
Cottonwood Library System Fund Revenues/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes					
Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					
Yavapai County	186,400	195,720	187,860	197,250	5.00%
Gates Grant	0	0	0	0	0.00%
Services & Charges					
Collection Income	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	420	600	120	130	8.33%
Miscellaneous Revenues					
Other Income	19,353	20,160	19,750	20,150	2.03%
Total Revenue Sources	206,173	216,480	207,730	217,530	4.72%
Other Financing Sources:					
Transfers In	639,863	707,380	663,055	592,700	-10.61%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	639,863	707,380	663,055	592,700	-10.61%
Total Available Resources	846,036	923,860	870,785	810,230	-6.95%
0.00%					
Expenditures:					
Personnel	567,139	591,770	592,740	524,740	-11.47%
Operating Supplies	21,877	25,550	22,470	24,130	7.39%
Contractual Services	91,483	137,390	116,405	122,070	4.87%
Other Services and Charges	165,520	169,150	139,170	139,290	0.09%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	846,019	923,860	870,785	810,230	-6.95%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	846,019	923,860	870,785	810,230	-6.95%
Net Income / (Loss)	\$17	\$0	\$0	\$0	



General Information:

The Cottonwood Public Library serves as a cultural, recreational, educational, and research resource. We are currently the second largest circulating library in Yavapai County. We are mandated by intergovernmental agreement to provide service to any citizen in Yavapai County. The library selects, processes and maintains an organized collection of information in print and non-print formats for its service population. The library provides checkout privileges for many of its possessions to registered patrons, in-library viewing of loan-restricted materials, and attempts to answer questions of an informational nature referred to it. The library also locates material not available on-site when requested to do so by patrons. In all cases the library strives to be an unbiased source of information. The library through its programs and by referral to area literacy programs, educational institutions and other self-help organizations attempts to foster a lifelong love of learning in its users and an individual sense of responsibility for self-advancement.

Square footage has increased from 15,400 to 24,190 with the addition of 6,280 sq. ft on the first floor of the expansion and 2,470 on the second floor mezzanine.

FY 2010 Accomplishments:

- * An extensive weeding of the adult collection was conducted in order to cull books that were no longer circulating or contained out of date information
- * The Arizona State Library applied for and received a stimulus grant to buy new PCs for patron use in public libraries

FY 2011 Goals:

- * Complete the migration from the Dynix operating system to the Symphony operating system
- * Apply for a grant to purchase a sorter and a couple of self-checkout modules which when installed will reduce the current workload
- * Begin implementation for RFID (radio frequency identification) tags with a Yavapai Library District grant.

Budget Highlights:

The library has a Youth Coordinator and a Clerk on the frozen list. There has been an increase in temporary employee allocation to assist in the library operations. There is no capital currently programmed in the library budget.

Fiscal Year 2011 Budget

Culture and Recreation	Library	Fund 03 - Library Fund			Cost Center	10-00
Summary By Category						
Expenditure Category	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$567,139	\$591,770	\$592,740	\$524,740	-11.47%	
Operating Supplies	21,877	25,550	22,470	24,130	7.39%	
Contractual Services	91,483	137,390	116,405	122,070	4.87%	
Other Services and Charges	165,520	169,150	139,170	139,290	0.09%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
Department Totals	\$846,019	\$923,860	\$870,785	\$810,230	-6.95%	

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	11.00	11.00	11.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues	\$197,250	24.34%
Uses of Monies	130	0.02%
Miscellaneous Income	20,150	2.49%
Transfers In - General Fund	592,700	73.15%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Workload	Actual		Estimated	Estimated
	2007-08	2009	2010	2011
Items in Collections	96,200	97,967	92,500	88,000
Total Items Circulated	367,101	342,722	390,215	430,000
Reference Questions	185,570	208,886	217,212	218,000
Percent of Volunteer to Paid Hours	43%	45%	44%	61%

Fiscal Year 2011 Budget

Culture and Recreation	Library	Fund 03 - Library Fund			Cost Center	10-00
Supplemental Data: Expenditures						
Item	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		

Supplies

Office Supplies	7,498	7,000	6,000	6,000	0.00%
Copier Supplies	883	700	700	730	4.29%
Equipment Maint & Repairs	5,314	9,000	7,770	9,400	20.98%
Postage & Freight	8,182	8,850	8,000	8,000	0.00%

Total Supplies	<u>21,877</u>	<u>25,550</u>	<u>22,470</u>	<u>24,130</u>	<u>7.39%</u>
-----------------------	---------------	---------------	---------------	---------------	--------------

Contractual Services

Computer Support	1,276	1,000	1,200	1,200	0.00%
Collection Expenses	2,604	3,000	2,870	2,870	0.00%
Contractual Services	113	0	0	0	0.00%
Indirect Cost to General Fund	87,490	133,390	112,335	118,000	5.04%

Total Contractual Services	<u>91,483</u>	<u>137,390</u>	<u>116,405</u>	<u>122,070</u>	<u>4.87%</u>
-----------------------------------	---------------	----------------	----------------	----------------	--------------

Other Services and Charges

Travel & Training	570	570	840	180	-78.57%
Subscriptions & Memberships	876	180	220	180	-18.18%
Utilities	59,987	65,000	50,000	50,000	0.00%
Telephone	12,762	13,000	11,900	11,900	0.00%
Youth Programs	444	1,120	0	0	0.00%
Legal Advertising	85	0	0	0	0.00%
Book Purchases	40,596	40,000	20,000	20,000	0.00%
Network/Technology Exps	34,040	33,000	33,000	34,020	3.09%
Annual Volunteer Appreciation Event	1,096	800	800	800	0.00%
Liability Insurance	14,744	15,480	22,210	22,210	0.00%
Recruitment Expense	320	0	200	0	-100.00%

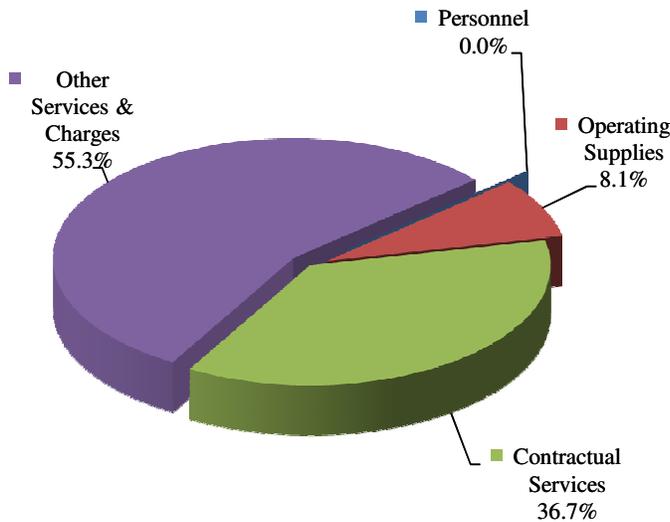
Total Other Services & Charges	<u>165,520</u>	<u>169,150</u>	<u>139,170</u>	<u>139,290</u>	<u>0.09%</u>
---	----------------	----------------	----------------	----------------	--------------

Fiscal Year 2011 Budget

Cottonwood Cemetery Fund Expenditures By Category

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Totals	\$0	\$3,300	\$15,000	\$22,620	\$0	\$0	\$40,920
	\$0	\$3,300	\$15,000	\$22,620	\$0	\$0	\$40,920

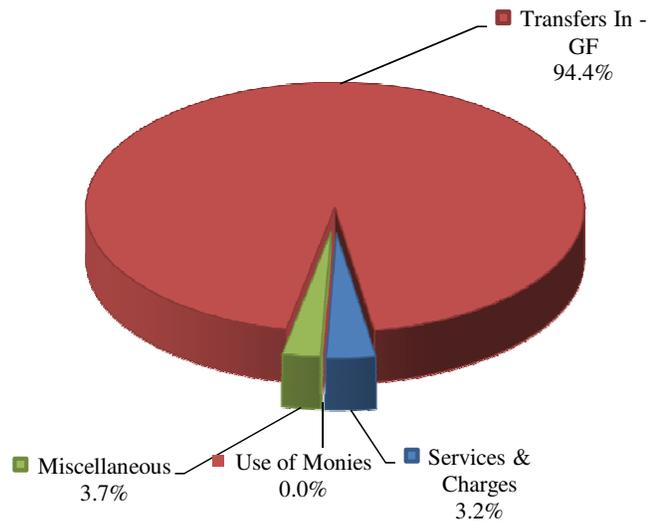
Cottonwood Cemetery Fund Expenditures by Category



Cottonwood Cemetery Fund Summary	
Revenues	\$2,310
Expenditures	(40,920)
Revenues over (under) Expenditures	(38,610)
Other Funding Sources/Uses	38,610
Use of Fund Balance	\$0

Cottonwood Cemetery Fund Revenues By Source	
Services & Charges	\$1,300
Use of Monies	10
Miscellaneous	1,000
Transfers In - GF	38,610
Total Resources Available	\$40,920

Cottonwood Cemetery Fund Revenues by Source



Fiscal Year 2011 Budget
Cottonwood Cemetery Revenues/Expenditures/Changes in Fund Balance

7/16/2010 10:03

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes					
Sales Tax	0	0	0	0	0.00%
Charges for Services					
Sale of Grave liners	1,875	1,500	1,300	1,300	0.00%
Uses of Monies & Properties					
Interest Income	22	35	5	10	100.00%
Miscellaneous Revenues					
Other Income	2,850	2,000	1,000	1,000	0.00%
Total Revenue Sources	4,747	3,535	2,305	2,310	0.22%
Other Financing Sources:					
Transfers In	86,123	103,465	33,615	38,610	14.86%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	86,123	103,465	33,615	38,610	14.86%
Total Available Resources	90,870	107,000	35,920	40,920	13.92%
Expenditures:					
Personnel	18,143	0	0	0	0.00%
Operating Supplies	1,244	3,300	3,300	3,300	0.00%
Contractual Services	0	51,950	12,000	15,000	25.00%
Other Services and Charges	71,483	51,750	20,620	22,620	9.70%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	90,870	107,000	35,920	40,920	13.92%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	90,870	107,000	35,920	40,920	13.92%
Net Income / (Loss)	\$0	\$0	\$0	\$0	

Fiscal Year 2011 Budget
Cottonwood Cemetery

Organizational Chart:

None

General Information:

The Cemetery Fund accounts for the contribution received by the City for which principal and interest are to be used solely for the maintenance of the Cottonwood Cemetery.

Revenues are generated from the sale of grave liners, the opening and closing of grave sites, and support from the General Fund.

FY 2010 Accomplishments:

* None

FY 2011 Goals:

* None

Budget Highlights:

No major changes to this department.

Fiscal Year 2011 Budget

Cemeteries		Cottonwood Cemetery		Fund 04 - Cemetery		Cost Center		10-00	
Summary By Category									
Expenditure Category	2009	2010		2011	Percent Change				
	Actual	Budget	Revised	Final					
Personnel	\$18,143	\$0	\$0	\$0	0.00%				
Operating Supplies	1,244	3,300	3,300	3,300	0.00%				
Contractual Services	0	51,950	12,000	15,000	25.00%				
Other Services and Charges	71,483	51,750	20,620	22,620	9.70%				
Capital Outlay	0	0	0	0	0.00%				
Debt Service	0	0	0	0	0.00%				
Department Totals	<u>\$90,870</u>	<u>\$107,000</u>	<u>\$35,920</u>	<u>\$40,920</u>	<u>13.92%</u>				

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.30	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Charges for Service	\$1,300	3.18%
Interest Income	10	0.02%
Miscellaneous Fees	1,000	2.44%
Carryover	0	0.00%
Transfer In - General Fund	38,610	94.35%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2005-06	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Cemeteries	Cottonwood Cemetery	Fund 04 - Cemetery	Cost Center	10-00	
Supplemental Data: Expenditures					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Special Department Supplies		0			0.00%
Grave Liners	1,554	2,800	2,800	2,800	0.00%
Equipment Maint & Repairs	(943)	0	0	0	0.00%
Gas and Oil	0	0	0	0	0.00%
Misc. Expense	633	500	500	500	0.00%

Total Supplies	1,244	3,300	3,300	3,300	0.00%
-----------------------	-------	-------	-------	-------	-------

Contractual Services

Indirect Cost to General Fund	0	51,950	12,000	15,000	25.00%
-------------------------------	---	--------	--------	--------	--------

Total Contractual Services	0	51,950	12,000	15,000	25.00%
-----------------------------------	---	--------	--------	--------	--------

Other Services and Charges

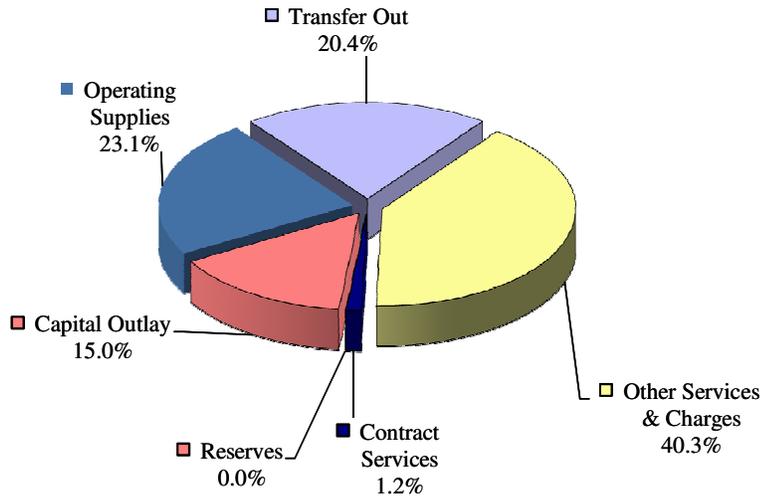
Utilities	70,822.00	51,000	20,000	22,000	10.00%
Telephone	661.00	750	620	620	0.00%

Total Other Services & Charges	71,483	51,750	20,620	22,620	9.70%
---	--------	--------	--------	--------	-------

Fiscal Year 2011 Budget
Airport Fund Expenditures By Category

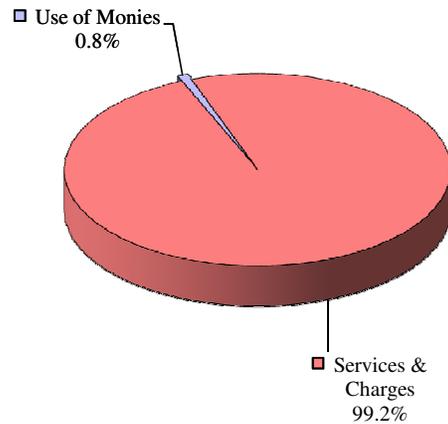
Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Reserves	Transfer Out	Total
Totals	\$0	\$37,000	\$2,000	\$64,550	\$0	\$0	\$32,615	\$136,165

Airport Authority Fund Expenditures by Category



Airport Authority Fund Summary	
Revenues	\$119,350
Expenditures	(136,165)
Revenues over (under) Expenditures	(16,815)
Other Funding Sources/Uses	0
Transfers in - GF	(16,815)

Airport Authority Fund Revenues by Source



Airport Authority Fund Revenues By Source	
Services & Charges	\$118,350
Use of Monies	1,000
Transfers In - GF	17,815
Total Resources Available	\$137,165

Airport Revenues:

Most of this department's funding comes from the FBO, fuel sales, rental of properties and hangars.

Airport Expenditures:

Decline in expenditures is due to no capital and fuel sales being handled by the FBO as part of our agreement with them.

Fiscal Year 2011 Budget

Airport Authority Fund Revenues/Expenditures/Changes in Fund Balance

7/16/2010 10:03

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes					
Sales Tax	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenues					
ADOT Grant	0	0	0	0	0.00%
Services & Charges					
Fuel Sales	192,344	218,400	200,000	4,800	-97.60%
Uses of Monies & Properties					
Tie Down Rent	15,622	25,000	25,000	22,500	-10.00%
Airpark Rents	0	0	0	0	0.00%
FBO Building Rental	12,000	14,400	0	26,400	0.00%
Land Lease Fees	24,845	33,000	33,000	33,000	0.00%
City Hangar Lease Fees	21,808	30,650	30,650	30,650	0.00%
Miscellaneous Revenues					
Other Income	704	0		1,000	0.00%
Total Revenue Sources	267,323	321,450	288,650	118,350	-59.00%
Other Financing Sources:					
Transfers In	0	0	27,995	17,815	-36.36%
Carryover	0	75,450	(6,900)	0	0.00%
Residual Equity Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	75,450	21,095	17,815	-15.55%
Total Available Resources	267,323	396,900	309,745	136,165	-56.04%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	166,721	188,000	171,000	37,000	-78.36%
Contractual Services	16,915	19,500	20,340	2,000	-90.17%
Other Services and Charges	79,591	65,230	68,355	64,550	-5.57%
Capital Outlay	0	24,000	13,860	0	-100.00%
Reserves	0	64,180	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	263,227	360,910	273,555	103,550	-62.15%
Other Uses:					
Transfers Out	43,974	35,990	36,190	32,615	-9.88%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	43,974	35,990	36,190	32,615	-9.88%
Total Expenditures and Other Uses	307,201	396,900	309,745	136,165	-56.04%
Net Income / (Loss)	(\$39,878)	\$0	\$0	\$0	

Fiscal Year 2011 Budget
Airport

Organizational Chart:

None

General Information:

The operation of the Cottonwood Airport is provided by a contract fixed base operator (FBO) and the city. The FBO position is currently vacant. The city is responsible for the collection of rents, fuel purchase and building and airfield maintenance. Public Works staff provides airport management including staffing the airport commission, airport planning, capital improvements, and grant management. During the FBO vacancy, Public Works staff provided safety checks of the airport lighting equipment and quality checks on the fuel system.

FY 2010 Accomplishments:

- * The Airport Appreciation Day event was a huge success with over 1200 attending the one day show. The event included notable aircraft displays, a military fly-by with F-16s, classic cars and food
- * Completed the Apron Pavement Maintenance Project that placed a seal coat over the 11 acre apron
- * The fixed base operator (FBO) position became vacant in the period

FY 2011 Goals:

- * Have a successful, public event at the airport, Cottonwood Airfest 2010, to be held October 16, 2010
- * Assist the new FBO as they commence operations at the airport
- * Get a federal grant and start the design for the 300' extension of Runway 32

Budget Highlights:

FY 2010 was the first time in five years that the General Fund has contributed to the Airport Fund. FY 2011 also includes transfers in from the General Fund to balance this budget. In FY 2011 there is a substantial reduction in operating supplies and related bank charges due to the fueling operation being transferred to the new Fixed Base Operator (FBO). There is also a corresponding reduction in the fuel sales revenues. There is currently no capital outlay programmed for FY 2011.

Fiscal Year 2011 Budget

Airports	Airport	Fund 05 - Airport			Cost Center	10-00
Summary By Category						
Expenditure Category	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$0	\$0	\$0	\$0	0.00%	
Operating Supplies	166,721	188,000	171,000	37,000	-78.36%	
Contractual Services	16,915	19,500	20,340	2,000	-90.17%	
Other Services and Charges	79,591	65,230	68,355	64,550	-5.57%	
Capital Outlay	0	24,000	13,860	0	-100.00%	
Reserves	0	64,180	0	0	0.00%	
Transfers Out	43,974	35,990	36,190	32,615	-9.88%	
Debt Service	0	0	0	0	0.00%	
Department Totals	<u>\$307,201</u>	<u>\$396,900</u>	<u>\$309,745</u>	<u>\$136,165</u>	<u>-56.04%</u>	

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Fuel Sales	\$4,800	3.53%
User & Rental Fees	113,550	83.39%
Fund Balance	0	0.00%
Transfers In - General Fund	17,815	13.08%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Airports		Airport			Fund 05 - Airport		Cost Center	10-00
Supplemental Data: Personnel								
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011		
	2009	2010	2011	Minimum	Maximum	Budget		
N/A								
Temporary / Reserves								
Overtime								
Retirement								
Insurance & Taxes								
Employee Related Expenses								
<hr/>								
Totals	0.00	0.00	0.00					\$0

Supplemental Data: Capital Outlay					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Remodel Terminal		\$10,000	\$13,860		
Insulation Hangar B		14,000			
<hr/>					
	\$0	\$24,000	\$13,860	\$0	

Fiscal Year 2011 Budget

Airports	Airport	Fund 05 - Airport			Cost Center	10-00
Supplemental Data: Expenditures						
Item Description	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		

Supplies

Equipment Maint & Repairs	7,268	9,000	9,000	9,000	0.00%
Building Maint & Repairs	2,497	25,000	8,000	24,000	200.00%
Fuel Expenses	156,956	154,000	154,000	0	-100.00%
Operational Supplies	0	0	0	4,000	

Total Supplies	166,721	188,000	171,000	37,000	-78.36%
-----------------------	---------	---------	---------	--------	---------

Contractual Services

Misc. Expenses/Bank charges	10,436	13,500	12,000	0	-100.00%
General Counsel	6,479	5,000	7,340	0	-100.00%
Contractual Services	0	1,000	1,000	2,000	100.00%

Total Contractual Services	16,915	19,500	20,340	2,000	-90.17%
-----------------------------------	--------	--------	--------	-------	---------

Other Services and Charges

Utilities	14,363	12,500	11,000	11,500	4.55%
Telephone	1,091	1,250	1,100	1,150	4.55%
Airport improvements	0	0	0	0	0.00%
Bad Dept Expense	5,115	0	0	0	
Liability Insurance	10,350	5,200	5,200	5,200	0.00%
Airport-Indirect Costs to General Fund	48,672	46,280	51,055	41,700	-18.32%
Airport Annual Event	0	0	0	5,000	0.00%

Total Other Services & Charges	79,591	65,230	68,355	64,550	-5.57%
---	--------	--------	--------	--------	--------

Fiscal Year 2011 Budget
Grants Fund Revenues/Expenditures/Changes in Fund Balance

7/16/2010 10:03

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes	0	0	0	0	0.00%
Intergovernmental Revenues	0	500,000	0	500,000	0.00%
Miscellaneous Revenue	0	0	0	0	0.00%
Total Revenue Sources	0	500,000	0	500,000	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	0	500,000	0	500,000	0.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	500,000	0	500,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	0	500,000	0	500,000	0.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	0	500,000	0	500,000	0.00%
 Net Income / (Loss)	 <u>\$0</u>	 <u>\$0</u>	 <u>\$0</u>	 <u>\$0</u>	

The Grants Fund accounts for several grants which are depicted on the following pages. The revenues and expenditures have been extracted for each of the grants individually.

Fiscal Year 2011 Budget
Other Grants Fund Revenues/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Intergovernmental Revenues					
State Grants	0	0	0	0	0.00%
Greenwood Chipping Grant	0	0	0	0	0.00%
Federal Grants	0	500,000	0	500,000	0.00%
Miscellaneous Revenue					
Interest Income	0	0	0	0	0.00%
Total Revenue Sources	0	500,000	0	500,000	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	0	500,000	0	500,000	0.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	500,000	0	500,000	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	0	500,000	0	500,000	0.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	0	500,000	0	500,000	0.00%
Net Income / (Loss)	\$0	\$0	\$0	\$0	

Fiscal Year 2011 Budget
Other Grants Fund

Organizational Chart:

None

General Information:

This fund accounts for all funds that are applied for and approved however, not specifically budgeted. Grants such as the Greenwood Chipping grant, Riverfront Park grant and others fall under this department's budget. This fund serves as a buffer to prevent the possible loss of grant opportunities.

FY 2010 Accomplishments:

None in the FY2010 budget year

FY 2011 Goals:

- * Obtain grants for multiple projects

Budget Highlights:

This department has \$500,000 allocated for any possible grant that may arise.

Fiscal Year 2011 Budget

Grants	Other Grants Fund	Fund 07 - Grants		Cost Center	15-00
Summary By Category					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	500,000	0	500,000	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	\$0	\$500,000	\$0	\$500,000	0.00%

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Federal Grants	\$500,000	100%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2005-06	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Grants		Other Grants Fund			Fund 07 - Grants		Cost Center	15-00
Supplemental Data: Personnel								
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011		
	2009	2010	2011	Minimum	Maximum	Budget		
N/A								
Temporary / Reserves								
Overtime								
Retirement								
Insurance & Taxes								
Employee Related Expenses								
<hr/>								
Totals	0.00	0.00	0.00					\$0

Supplemental Data: Capital Outlay					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Grant Projects		\$500,000		\$500,000	
<hr/>					
	\$0	\$500,000	\$0	\$500,000	

This Page Intentionally Left Blank

Fiscal Year 2011 Budget
DEBT SERVICE FUNDS

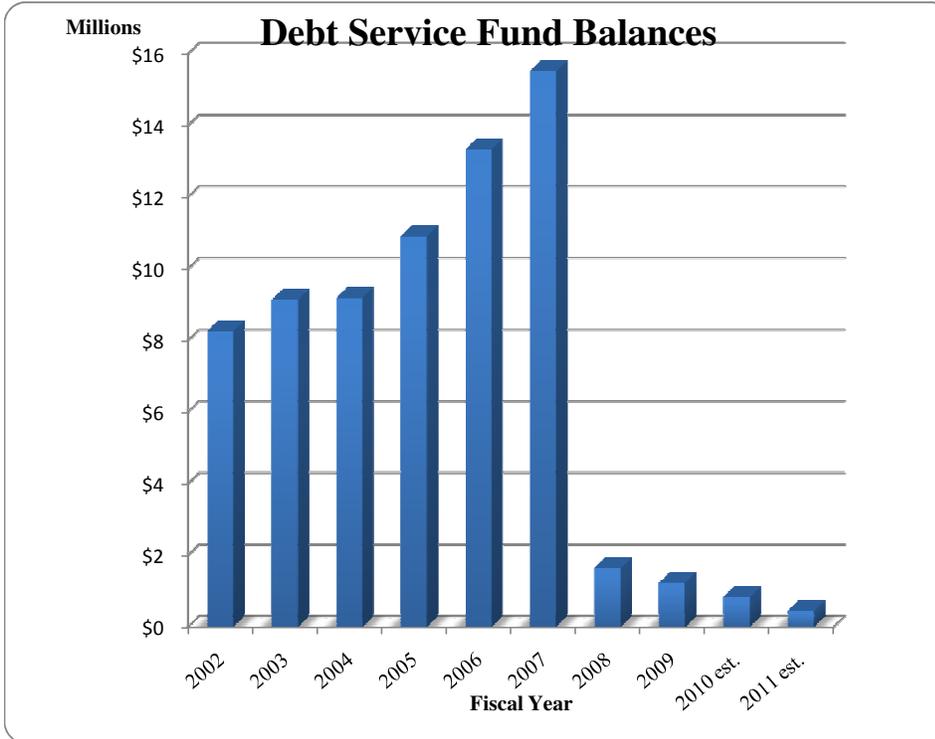
The Debt Service Fund is set up to account for the accumulation of resources and the payment of general long term debt principal and interest.

Fund/Account Number

13

Description

Debt Service



Fiscal Year	Balance
2002	8,248,109
2003	9,132,888
2004	9,179,655
2005	10,905,003
2006	13,322,698
2007	15,510,865
2008	1,637,437
2009	1,229,290
2010 est.	835,990
2011 est.	447,850

Sewer debt service reserves reflected a sharp decrease due to the transfer of these funds in FY 2008 to the Capital Projects Fund.

The Library reserves were moved to the Capital Improvements Fund in 2006 in anticipation of the expansion of the Public Library Facility. No additional revenues are anticipated to be placed in this fund, thus eliminating it completely.

Both of these reserves were hit with a loss in November 2002, when an investment in the Arizona Local Government Investment Pool's (LGIP) portfolio went bankrupt. The losses were \$87,830 and \$41,570 for the Sewer and Library reserves, respectively.

Fiscal Year 2011 Budget
Consolidated Statement of Revenues/Expenditures/Changes in Fund Balance

Item Description	2009	2010		2011
	Actual	Budget	Revised	Final
Beginning Fund Balance	\$0	\$0	0	0
Less: Designated Reserves	0	0	0	0
Cash Reserves	0	0	0	0
Appropriated Fund Balance	0	0	0	0
Revenue Sources:				
Taxes	1,675,536	1,697,475	1,697,475	1,701,775
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	36,121	34,530	110	110
Miscellaneous Revenues	0	0	0	0
Total Revenue Sources	1,711,657	1,732,005	1,697,585	1,701,885
Other Financing Sources:				
Transfers In	0	0	0	0
Carryover	0	1,392,180	1,229,290	835,990
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Other Financing Sources	0	1,392,180	1,229,290	835,990
Total Available Resources	1,711,657	3,124,185	2,926,875	2,537,875
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	51,187	20,000	20,000	20,000
Other Services and Charges	0	0	0	0
Capital Outlay	0	0	0	0
Reserves	0	1,406,705	835,985	447,850
Debt Service	2,068,612	1,697,480	2,070,890	2,070,025
Total Expenditures	2,119,799	3,124,185	2,926,875	2,537,875
Other Uses:				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	0	0	0
Total Expenditures and Other Uses	2,119,799	3,124,185	2,926,875	2,537,875
Net Income / (Loss)	(\$408,142)	\$0	\$0	\$0

Fiscal Year 2011 Budget

Debt Service Fund Revenues/Expenditures/Changes in fund Balance

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes					
City Sales Tax	1,535,575	1,542,075	1,542,075	1,543,275	0.08%
City Sales Tax - Library	139,961	155,400	155,400	158,500	1.99%
Charges for Services					
User Fees - Water Co. Debt Serv	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	36,121	34,530	110	110	0.00%
Total Revenue Sources	1,711,657	1,732,005	1,697,585	1,701,885	0.25%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover Funds	0	1,392,180	1,229,290	835,990	-31.99%
Residual Equity Interfund Transf	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	1,392,180	1,229,290	835,990	-31.99%
Total Available Resources	1,711,657	3,124,185	2,926,875	2,537,875	-13.29%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	51,187	20,000	20,000	20,000	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	1,406,705	835,985	447,850	-46.43%
Debt Service	2,068,612	1,697,480	2,070,890	2,070,025	-0.04%
Total Expenditures	2,119,799	3,124,185	2,926,875	2,537,875	-13.29%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transf	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	\$2,119,799	\$3,124,185	\$2,926,875	\$2,537,875	-13.29%
Net Income / (Loss)	(\$408,142)	\$0	\$0	\$0	

This Page Intentionally Left Blank

Fiscal Year 2011 Budget
Debt Service Fund

Organizational Chart:

None

General Information:

The Debt Service Fund plans the payment of general obligation bond principal and interest payments and the accumulation of reserves for future payments from government resources. The city has two outstanding debt issues, the public library project of 1992, and the Recreation Center. Principal and interest for both projects are paid from special sales taxes. Currently the city does not have a debt policy in place.

A city sales tax of 1% was enacted July 1, 1987 for the wastewater project and a city sales tax of .2%, effective April 1, 1992, funds the library project.

FY 2010 Accomplishments:

- * Consistently maintained timely payments of Special Debt Service accounts by setting up monthly deposits

FY 2009 Goals:

- * Maintain timely payment of all bond and long term debt payments

Budget Highlights:

No major changes in this department.

Fiscal Year 2011 Budget

Interest & Sinking	Debt Service Fund	Fund 13 - Debt Service		Cost Center	10-0X
Summary By Category					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	51,187	20,000	20,000	20,000	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	1,406,705	835,985	447,850	-46.43%
Transfers Out	0	0	0	0	0.00%
Debt Service	2,068,612	1,697,480	2,070,890	2,070,025	-0.04%
Department Totals	<u>\$2,119,799</u>	<u>\$3,124,185</u>	<u>\$2,926,875</u>	<u>\$2,537,875</u>	<u>-13.29%</u>

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Other Income	\$110	0.00%
Taxes	1,701,775	67.06%
Bond Proceeds	0	0.00%
Transfers In - General Fund	0	0.00%
Fund Balance	835,990	32.94%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2005-06	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Interest & Sinking	Debt Service Fund	Fund 13 - Debt Service		Cost Center	10-0X
Supplemental Data: Expenditures					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Contractual Services

Trustee Fees - Sewer	19,291	20,000	20,000	20,000	0.00%
Trustee Fees - Library	689	0	0	0	0.00%
Trustee Fees - WIFA	0	0	0	0	0.00%
Trustee Fees - Water	0	0	0	0	0.00%
Rodeo Dr. St. Reimbursement	0	0	0	0	0.00%
Bad Debt Expense	31,207	0	0	0	0.00%

Total Contractual Services	\$51,187	\$20,000	\$20,000	\$20,000	0.00%
-----------------------------------	-----------------	-----------------	-----------------	-----------------	--------------

Debt Service

Principal - Library Bonds	60,000	65,000	65,000	70,000	7.69%
Interest - Library Bonds	21,000	17,400	17,400	13,500	-22.41%
Principal - FmHA Loan - Library	60,000	60,000	60,000	65,000	8.33%
Interest - FmHA Loan - Library	16,000	13,000	13,000	10,000	-23.08%
Principal - GADA - Recreation Center	690,000	720,000	720,000	750,000	4.17%
Interest - GADA - Recreation Center	849,675	822,080	822,075	793,275	-3.50%
Principal GADA-RR Wash	75,000	0	80,000	85,000	6.25%
Interest GADA-RR Wash	24,162	0	19,660	15,420	-21.57%
Principal GADA-PS Building	220,000	0	230,000	235,000	2.17%
Interest GADA-PS Building	52,775	0	43,755	32,830	-24.97%

Total Other Services & Charges	\$2,068,612	\$1,697,480	\$2,070,890	\$2,070,025	-0.04%
---	--------------------	--------------------	--------------------	--------------------	---------------

Reserves

FmHA Reserve	0	0	835,985	447,850	-46.43%
WIFA Reserve	0	0	0	0	0.00%
Sewer Reserves	0	1,406,705	0	0	0.00%
Water Reserves	0	0	0	0	0.00%
Capital Reserves	0	0	0	0	0.00%
Library Reserves	0	0	0	0	0.00%

Total Reserves	\$0	\$1,406,705	\$835,985	\$447,850	-46.43%
-----------------------	------------	--------------------	------------------	------------------	----------------

Supplemental Data: Transfers Out					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Transfers Out - Sewer	\$0	\$0	\$0	\$0	0.00%
Transfers Out - Library	0	0	0	0	0.00%
	\$0	\$0	\$0	\$0	0.00%

This Page Intentionally Left Blank

Fiscal Year 2011 Budget
BONDED INDEBTEDNESS
Summary

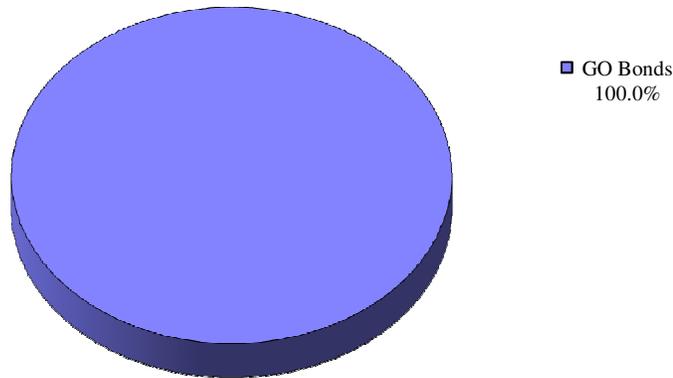
The City presently has three different types of securities outstanding; Sewer Revenue bonds, General Obligation bonds and Municipal Facilities Corporation revenue bonds ("MPC" Bonds) secured by certain excise taxes. In addition, the City has entered into loan agreements with two state agencies, the Water Infrastructure Loan Authority ("WIFA") and the Greater Arizona Development Authority ("GADA"). These loan arrangements commit the City to make periodic principal and interest payments over a prescribed period of time, similar to bonds, and therefore they are included in this summary.

The majority of bonds issued by the City have been used to construct and to make improvements to the Wastewater Collection and Treatment system. In addition, the City has financed a new city library, which was financed with general obligation bonds in 1993. For financing a portion of the wastewater system and the library, the City has taken full advantage of low cost federal loans from the Farmers Home Administration, which has served to considerably lower the annual debt service costs associated with these projects. For example, in 1994, the City was able to successfully refinance \$900,000 or 50% of the total cost of the city library through Farmers Home at a below-market, long-term interest rate of 5.0%. In addition, the City entered into a low interest rate loan agreement with WIFA in 1999 in order to raise funds for additional expansion and improvements of the Sewer System. In FY 1999-2000 and again in 2000-01, the City borrowed \$895,000 and \$2,500,000 from GADA to finance the cost of constructing a wash flood control project and the Public Safety Building, respectively. Both state agency loans are secured by city sales tax.

Total Outstanding Debt by Type of Bonds		
June 30, 2010		

GO Bonds	Library General Obligation Bonds	425,000
		425,000
	Total Indebtedness	\$425,000

**Total Bond Indebtedness
By Type of Bond**



LIBRARY GENERAL OBLIGATION BONDS

On January 7, 1992, the qualified electors of the city authorized the sale of \$1,800,000 aggregate principal amount of general obligation bonds. The general obligation bonds were authorized to provide funds to design, construct, equip and furnish a municipal library facility complete with interior furnishings, books and periodicals, acquire land for the municipal library facility, improve the grounds of the municipal library facility so constructed (the "Project"), and pay all expenses incidental thereto and to the issuance and sale of the general obligation bonds.

The voters authorized the enactment of a special two-tenths of a percent special city sales tax to fund the project. The tax will end on July 1, 2013, with the payment of the last outstanding bonds. The city has two outstanding bond issues with the Library Project of 1992.

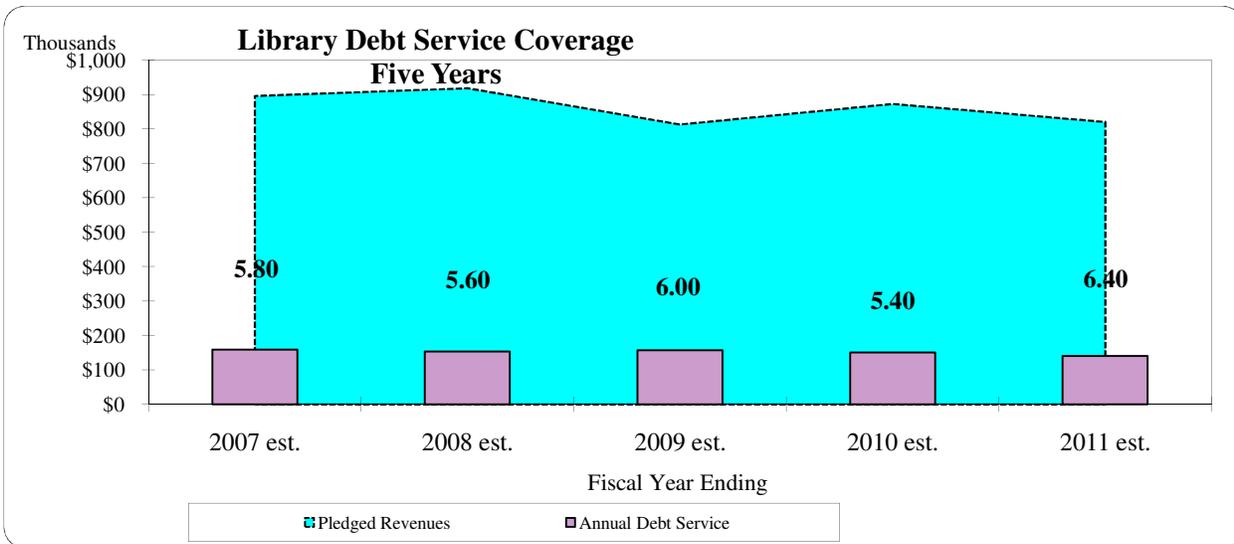
-Farmers Home Administration (FmHA) - \$900,000: The bonds were issued on July 1, 1994, at an interest rate of 5%.

-General Obligation Library Bonds \$900,000: The bonds were used on July 1, 1993, at an average interest rate of 5.67%.

In November, 1998, the voters authorized the two-tenths percent special city sales tax to have a dual purpose, library debt service payment and capital improvement reserves. The arrangement is to cover the annual debt service with any surplus to return to the General Fund and be restricted for Capital Improvements.

Despite this change of usage, the city still tracks and compares the coverage ratio. The City's estimated coverage ratio (annual revenues as compared to annual bond payments) is estimated at 6.4x coverage for fiscal year 2011. The coverage ratio has steadily increased since 2007-08, demonstrating excellent coverage, or the city's ability to meet its debt obligation. Example: 2.5x coverage would be \$2,500,000 in annual revenues to meet \$1,000,000 in annual debt payments.

Coverage Ratio (5 yrs)			
Fiscal Year Ending 06/30	Pledged Revenues	Annual Debt Service	Debt Service Coverage Ratio
2007 est.	895,805	158,935	5.60
2008 est.	918,402	152,995	6.00
2009 est.	813,053	157,000	5.20
2010 est.	872,724	150,400	5.80
2011 est.	820,361	140,200	5.90



Fiscal Year 2011 Budget
General Obligation Bonds, Series A 1993 - Library Project
Project of 1992 - ("Baa" Moody's)

Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
January 1, 2010					8,700	
July 1, 2010	65,000	675,000	225,000	6.00%	8,700	\$82,400
January 1, 2011					6,750	
July 1, 2011	70,000	745,000	155,000	6.00%	6,750	\$83,500
January 1, 2012					4,650	
July 1, 2012	75,000	820,000	80,000	6.00%	4,650	\$84,300
January 1, 2013					2,400	
July 1, 2013	80,000	900,000	0	6.00%	2,400	\$84,800
Totals	<u>\$290,000</u>				<u>\$45,000</u>	<u>\$335,000</u>

Fiscal Year 2011 Budget
General Obligation Refunding Bonds, Series 1994
FmHA - Library Project - ("Baa" Moody's)

Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
January 1, 2010					6,500	
July 1, 2010	60,000	700,000	200,000	5.00%	6,500	\$73,000
January 1, 2011					5,000	
July 1, 2011	65,000	765,000	135,000	5.00%	5,000	\$75,000
January 1, 2012					3,375	
July 1, 2012	65,000	830,000	70,000	5.00%	3,375	\$71,750
January 1, 2013					1,750	
July 1, 2013	70,000	900,000	0	5.00%	1,750	\$73,500
Totals	<u>\$260,000</u>				<u>\$33,250</u>	<u>\$293,250</u>

Fiscal Year 2011 Budget
Greater Arizona Development Authority - Recreation Center Projects
Infrastructure Revenue Bonds - Series 2007A ("AAA" S&P / "Aaa" Moody's)

Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
August 1, 2010	720,000	1,900,000	18,035,000	4.000%	411,038	\$1,542,075
February 1, 2011					396,638	
August 1, 2011	750,000	2,650,000	17,285,000	4.000%	396,638	\$1,543,275
February 1, 2012					381,638	
August 1, 2012	775,000	3,425,000	16,510,000	4.000%	381,638	\$1,538,275
February 1, 2013					366,138	
August 1, 2013	810,000	4,235,000	15,700,000	4.000%	366,138	\$1,542,275
February 1, 2014					349,938	
August 1, 2014	840,000	5,075,000	14,860,000	4.000%	349,938	\$1,539,875
February 1, 2015					333,138	
August 1, 2015	875,000	5,950,000	13,985,000	4.000%	333,138	\$1,541,275
February 1, 2016					315,638	
August 1, 2016	910,000	6,860,000	13,075,000	4.000%	315,638	\$1,541,275
February 1, 2017					297,438	
August 1, 2017	945,000	7,805,000	12,130,000	4.000%	297,438	\$1,539,875
February 1, 2018					278,538	
August 1, 2018	985,000	8,790,000	11,145,000	5.000%	278,538	\$1,542,075
February 1, 2019					253,913	
August 1, 2019	1,035,000	9,825,000	10,110,000	5.000%	253,913	\$1,542,825
February 1, 2020					228,038	
August 1, 2020	1,085,000	10,910,000	9,025,000	4.000%	228,038	\$1,541,075
February 1, 2021					206,338	
August 1, 2021	1,130,000	12,040,000	7,895,000	4.125%	206,338	\$1,542,675
February 1, 2022					183,031	
August 1, 2022	1,175,000	13,215,000	6,720,000	4.125%	183,031	\$1,541,063
February 1, 2023					158,797	
August 1, 2023	1,225,000	14,440,000	5,495,000	4.250%	158,797	\$1,542,594
February 1, 2024					132,766	
August 1, 2024	1,275,000	15,715,000	4,220,000	5.000%	132,766	\$1,540,531
February 1, 2025					100,891	
August 1, 2025	1,340,000	17,055,000	2,880,000	5.000%	100,891	\$1,541,781
February 1, 2026					67,391	
August 1, 2026	1,405,000	18,460,000	1,475,000	5.000%	67,391	\$1,539,781
February 1, 2027					32,266	
August 1, 2027	1,475,000	19,935,000	0	4.375%	32,266	\$1,539,531
	<u>\$18,755,000</u>				<u>\$3,399,738</u>	<u>\$27,742,131</u>

Fiscal Year 2011 Budget

**Computation of Direct and Overlapping Bonded Debt
June 30, 2008**

Jurisdiction	General Obligation Bonded Debt	Percentage Applicable to City	Amount Applicable to City
City of Cottonwood	\$550,000	100.00%	\$550,000
Yavapai County	0	0.00%	0
Yavapai Community College District	59,235,000	4.59%	2,718,887
Cottonwood/Oak Creek School District	1,700,000	43.52%	739,840
Mingus Union High School District	15,000,000	35.24%	5,286,000
Total Direct and Overlapping Debt			<u>\$9,294,727</u>

Jurisdiction	Total Assessed Valuation
Yavapai County	\$2,629,417,595
Yavapai Community College District	3,748,583,832
Cottonwood/Oak Creek School District	376,378,557
Mingus Union High School District	457,387,983

Debt allocation is based on distribution of assessed valuation within overlapping tax districts.

The secondary assessed valuation is used in Yavapai Community College District, Cottonwood/Oak Creek and Mingus Union High School District. The primary assessed valuation is used for Yavapai County.

For statutory purposes, the City's outstanding bonds are not considered general obligation bonds subject to the statutory limits listed above because the City's bonds outstanding at June 30, 2006 were secured by sales taxes instead of property taxes.

Fiscal Year 2011 Budget

**Computation of Legal Debt Margin
June 30, 2009**

Net secondary assessed valuation (Full Cash Value)	<u><u>\$146,396,047</u></u>
--	-----------------------------

Calculation of 20% Debt Limitation

20% of secondary net assessed valuation	29,279,209
Bonds outstanding	<u>0</u>
Net 20% Debt Limitation	<u><u>29,279,209</u></u>

Calculation of 6% Debt Limitation

6% of secondary net assessed valuation	8,783,763
Bonds outstanding	<u>0</u>
Net 6% Debt Limitation	<u><u>8,783,763</u></u>

Total Bonding Capacity	<u><u>\$38,062,972</u></u>
------------------------	----------------------------

The City may issue bonds for general improvement purposes or for specific programs within the statutory limitations on the amount of bonds sold as a percentage of secondary assessed valuation. Twenty percent of secondary assessed valuation represents the amount of bonding that can be used for water, sewer, lights, parks, open space and recreational facilities. An additional six percent of secondary assessed valuation can be used for all other "general uses".

General obligation bonds are secured by the ad valorem taxing of the City. Within the percentage of assessed valuation limitation above, the City may issue bonds for general improvement purposes or for specific projects.

For statutory purposes, the City's outstanding bonds are not considered general obligation bonds subject to the statutory limits listed above because the City's bonds outstanding at June 30, 2007 were secured by sales taxes instead of property taxes.

Fiscal Year 2011 Budget
Municipal Property Corporation
Senior Lien Water System Revenue Bonds, Series 2004 ("AAA" S&P / "AAA" Moody's)

Maturity	Principal			Rate	Int/Fees	Debt Service
	Payments	Retired	Balance			
July 1, 2010	420,000	840,000	(840,000)	3.00%	267,567	\$955,134
January 1, 2011					261,267	
July 1, 2011	435,000	1,275,000	(1,275,000)	3.13%	261,267	\$957,534
January 1, 2012					254,470	
July 1, 2012	445,000	1,720,000	(1,720,000)	3.25%	254,470	\$953,940
January 1, 2013					247,239	
July 1, 2013	460,000	2,180,000	(2,180,000)	3.38%	247,239	\$954,478
January 1, 2014					239,477	
July 1, 2014	475,000	2,655,000	(2,655,000)	3.50%	239,477	\$953,954
January 1, 2015					231,164	
July 1, 2015	495,000	3,150,000	(3,150,000)	3.63%	231,164	\$957,328
January 1, 2016					222,192	
July 1, 2016	510,000	3,660,000	(3,660,000)	3.75%	222,192	\$954,384
January 1, 2017					212,630	
July 1, 2017	530,000	4,190,000	(4,190,000)	3.75%	212,630	\$955,260
January 1, 2018					202,692	
July 1, 2018	550,000	4,740,000	(4,740,000)	4.00%	202,692	\$955,384
January 1, 2019					191,692	
July 1, 2019	570,000	5,310,000	(5,310,000)	4.00%	191,692	\$953,384
January 1, 2020					180,292	
July 1, 2020	595,000	5,905,000	(5,905,000)	4.13%	180,292	\$955,584
January 1, 2021					168,020	
July 1, 2021	620,000	6,525,000	(6,525,000)	4.20%	168,020	\$956,040
January 1, 2022					155,000	
July 1, 2022	645,000	7,170,000	(7,170,000)	4.31%	155,000	\$955,000
January 1, 2023					138,875	
July 1, 2023	680,000	7,850,000	(7,850,000)	4.41%	138,875	\$957,750
January 1, 2024					121,875	
July 1, 2024	710,000	8,560,000	(8,560,000)	4.55%	121,875	\$953,750
January 1, 2025					104,125	
July 1, 2025	750,000	9,310,000	(9,310,000)	4.55%	104,125	\$958,250
January 1, 2026					85,375	
July 1, 2026	785,000	10,095,000	(10,095,000)	4.55%	85,375	\$955,750
January 1, 2027					65,750	
July 1, 2027	825,000	10,920,000	(10,920,000)	4.55%	65,750	\$956,500
January 1, 2028					45,125	
July 1, 2028	865,000	11,785,000	(11,785,000)	4.55%	45,125	\$955,250
January 1, 2029					23,500	
July 1, 2029	910,000	12,695,000	(12,695,000)	5.00%	23,500	\$957,000
Totals	<u>\$12,275,000</u>				<u>\$6,569,087</u>	<u>\$19,111,654</u>

**Fiscal Year 2011 Budget
Municipal Property Corporation**

Senior Lien Water System Revenue Bonds, Series 2006 ("AAA" S&P / "AAA" Moody's)

Maturity	Principal			Rate	Int/Fees	Debt Service
	Payments	Retired	Balance			
July 1, 2010	485,000	1,210,000	22,755,000	4.00%	545,335	\$1,575,670
January 1, 2011					535,635	
July 1, 2011	485,000	1,695,000	22,270,000	4.00%	535,635	\$1,556,270
January 1, 2012					525,936	
July 1, 2012	520,000	2,215,000	21,750,000	4.00%	525,936	\$1,571,872
January 1, 2013					515,535	
July 1, 2013	515,000	2,730,000	21,235,000	5.00%	515,535	\$1,546,070
January 1, 2014					502,660	
July 1, 2014	525,000	3,255,000	20,710,000	3.75%	502,660	\$1,530,320
January 1, 2015					492,816	
July 1, 2015	610,000	3,865,000	20,100,000	3.80%	492,816	\$1,595,633
January 1, 2016					481,226	
July 1, 2016	630,000	4,495,000	19,470,000	5.00%	481,226	\$1,592,453
January 1, 2017					465,476	
July 1, 2017	665,000	5,160,000	18,805,000	5.00%	465,476	\$1,595,953
January 1, 2018					448,851	
July 1, 2018	700,000	5,860,000	18,105,000	4.00%	448,851	\$1,597,703
January 1, 2019					434,851	
July 1, 2019	725,000	6,585,000	17,380,000	4.00%	434,851	\$1,594,703
January 1, 2020					420,351	
July 1, 2020	760,000	7,345,000	16,620,000	4.00%	420,351	\$1,600,703
January 1, 2021					405,151	
July 1, 2021	790,000	8,135,000	15,830,000	4.10%	405,151	\$1,600,303
January 1, 2022					388,956	
July 1, 2022	820,000	8,955,000	15,010,000	4.13%	388,956	\$1,597,913
January 1, 2023					372,044	
July 1, 2023	855,000	9,810,000	14,155,000	1.25%	372,044	\$1,599,088
January 1, 2024					353,875	
July 1, 2024	890,000	10,700,000	13,265,000	5.00%	353,875	\$1,597,750
January 1, 2025					331,625	
July 1, 2025	935,000	11,635,000	12,330,000	5.00%	331,625	\$1,598,250
January 1, 2026					308,250	
July 1, 2026	980,000	12,615,000	11,350,000	5.00%	308,250	\$1,596,500
January 1, 2027					283,750	
July 1, 2027	1,030,000	13,645,000	10,320,000	5.00%	283,750	\$1,597,500
January 1, 2028					258,000	
July 1, 2028	1,080,000	14,725,000	9,240,000	5.00%	258,000	\$1,596,000
January 1, 2029					231,000	
July 1, 2029	1,135,000	15,860,000	8,105,000	5.00%	231,000	\$1,597,000
January 1, 2030					202,625	
July 1, 2030	1,190,000	17,050,000	6,915,000	5.00%	202,625	\$1,595,250
January 1, 2031					172,875	
July 1, 2031	1,255,000	18,305,000	5,660,000	5.00%	172,875	\$1,600,750
January 1, 2032					141,500	
July 1, 2032	1,315,000	19,620,000	4,345,000	5.00%	141,500	\$1,598,000
January 1, 2033					108,625	
July 1, 2033	1,375,000	20,995,000	2,970,000	5.00%	108,625	\$1,592,250
January 1, 2034					74,250	
July 1, 2034	1,450,000	22,445,000	1,520,000	5.00%	74,250	\$1,598,500
January 1, 2035					38,000	
July 1, 2035	1,520,000	23,965,000	0	5.00%	38,000	\$1,596,000
Totals	\$23,240,000				\$17,533,065	\$41,318,400

This Page Intentionally Left Blank

GADA INFRASTRUCTURE REVENUE BONDS - SERIES 2000A

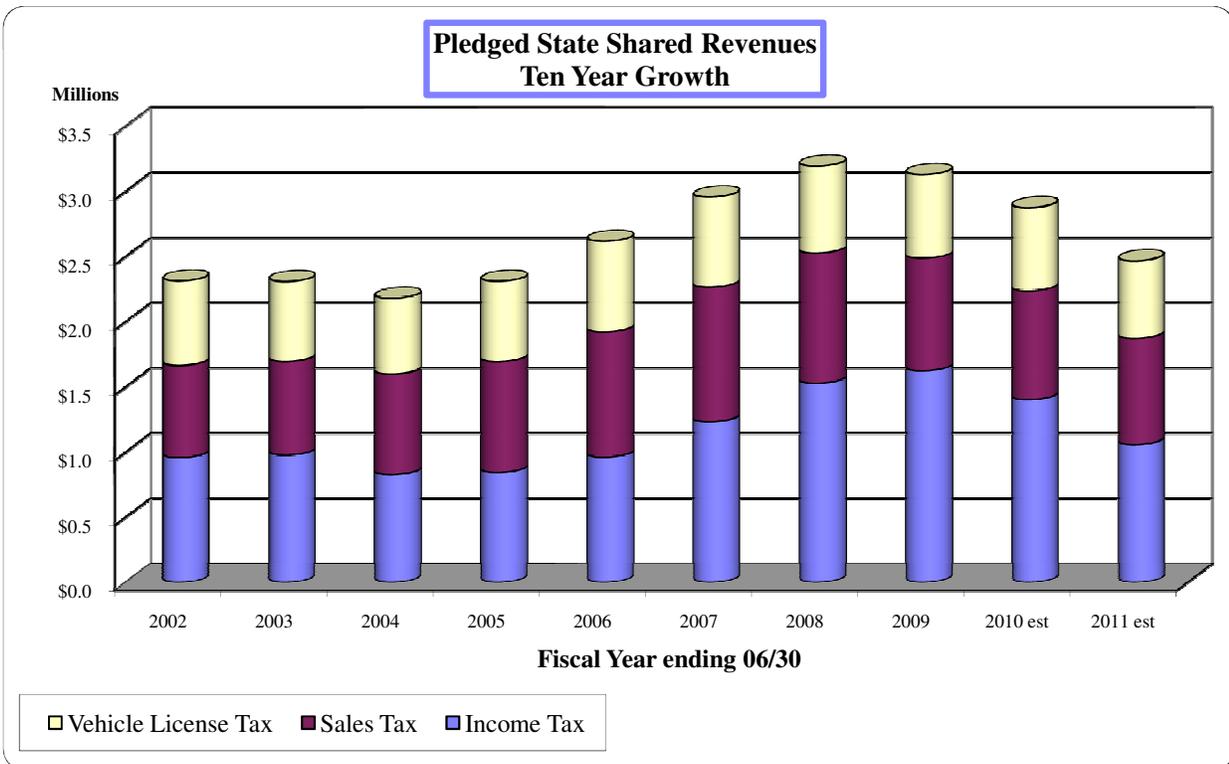
The Greater Arizona Development Authority (GADA) was created by the legislature of the State of Arizona in 1997. It is a body corporate and politic, established to assist in the planning and financing of local public projects. GADA has powers to issue bonds to provide financial assistance for construction and improvement of infrastructure, finance infrastructure projects, and guarantee debt obligations to political subdivisions, special districts and Indian tribes. It also provides technical assistance through staff or other professional assistance.

The GADA Fund consists of monies appropriated by the State Legislature; monies received from the United States government to carry out the purposes of GADA; monies received from political subdivisions, special districts and Indian tribes as loan repayments, interest, administrative fees and penalties; interest and other income received from investing monies in the fund; gifts, grants and donations received from any public or private source to carry out the purposes of GADA.

In May, 2000, GADA issued \$18,930,000 in bonds to provide funds through loans to the City of Cottonwood and Town of Gilbert to assist in financing certain projects. The City of Cottonwood is currently making plans for improvements to the Railroad Wash as a flood control project at a cost of \$1,262,300. \$895,000 is being financed using GADA funds from the nearly \$19M issued, \$279,400 being funded through the Yavapai County Flood Control District with the remaining \$87,900 coming from interest earned while the project begins construction.

In February, 2001, GADA again issued \$2,750,000 in bonds to provide funds through loans to the City of Cottonwood and City of Holbrook. The City of Cottonwood will complete the construction phase of the Public Safety Building at an estimated cost of \$3.7M. \$2.5M of the project is from GADA proceeds, \$871,000 is from the General Fund Capital Projects reserve fund and the remaining amount will come from interest earned from these funds while the project is being completed.

The revenues pledged to this obligation are state shared revenues, including state shared sales tax and urban revenue sharing funds, similar to those pledged for the Municipal Facilities Revenue Bonds.



Fiscal Year 2011 Budget Greater Arizona Development Authority - Railroad Wash Improvements Infrastructure Revenue Bonds - Series 2000A ("AAA" S&P / "Aaa" Moody's)

Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
January 1, 2010					9,832	
July 1, 2010	80,000	625,000	270,000	5.30%	9,832	\$99,663
January 1, 2011					7,712	
July 1, 2011	85,000	710,000	185,000	5.35%	7,712	\$100,423
					5,438	
July 1, 2012	90,000	800,000	95,000	5.75%	5,438	\$100,875
January 1, 2013					2,850	
July 1, 2013	95,000	895,000	0	6.00%	2,850	\$100,700
Totals	<u>\$350,000</u>				<u>\$51,661</u>	<u>\$401,661</u>

Fiscal Year 2011 Budget Greater Arizona Development Authority - Public Safety Building Construction Infrastructure Revenue Bonds - Series 2001A ("AAA" S&P / "Aaa" Moody's)
--

Maturity	Principal			Rate	Interest	Debt Service
	Payments	Retired	Balance			
January 1, 2009					26,387	
July 1, 2009	220,000	1,460,000	970,000	4.10%	26,388	\$272,775
January 1, 2010					21,877	
July 1, 2010	230,000	1,690,000	740,000	4.75%	21,878	\$273,755
January 1, 2011					16,415	
July 1, 2011	235,000	1,925,000	505,000	4.30%	16,415	\$267,830
					11,362	
July 1, 2012	245,000	2,170,000	260,000	4.50%	11,363	\$267,725
January 1, 2013					5,850	
July 1, 2013	260,000	2,430,000	0	4.50%	2,850	\$268,700
Totals	<u>\$1,190,000</u>				<u>\$160,785</u>	<u>\$1,350,785</u>

This Page Intentionally Left Blank

Fiscal Year 2011 Budget
CAPITAL PROJECTS FUNDS

Capital Projects Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities and other capital assets.

<u>Fund/Account Number</u>	<u>Description</u>
<u>07-14-XX</u>	<u>Airport Improvement Projects</u>
<u>11-10-01</u>	<u>Railroad Wash Improvements</u>
<u>07-10-00</u>	<u>Heritage Grant - Riverfront Park Project</u>
<u>11-10-02</u>	<u>Library Expansion Project</u>
<u>11-10-03</u>	<u>Capital Projects Fund</u>
<u>11-14-00</u>	<u>Recreation Center Projects</u>
<u>11-15-00</u>	<u>Evidence Storage Building</u>
<u>11-16-00</u>	<u>Land Acquisition</u>

Fiscal Year 2011 Budget
Consolidated Statement of Revenues/Expenditures

7/16/2010 10:03

Item Description	2009	2010		2011
	Actual	Budget	Revised	Final
Revenue Sources:				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	357,001	487,500	495,180	448,870
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	0	0	0	0
Miscellaneous Revenues	1,052,974	850,000	510,600	0
Total Revenue Sources	1,409,975	1,337,500	1,005,780	448,870
Other Financing Sources:				
Transfers In	20,484	441,760	112,700	9,125
Carryover	0	28,305,480	27,535,900	13,915,480
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Other Financing Sources	20,484	28,747,240	27,648,600	13,924,605
Total Available Resources	1,430,459	30,084,740	28,654,380	14,373,475
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	0	0	0	0
Other Services and Charges	0	3,400	55,300	0
Capital Outlay	5,175,229	13,259,080	14,683,600	7,056,995
Reserves	0	8,741,260	13,915,480	6,816,480
Debt Service	0	0	0	0
Total Expenditures	5,175,229	22,003,740	28,654,380	13,873,475
Other Uses:				
Transfers Out	0	8,081,000	0	500,000
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	8,081,000	0	500,000
Total Expenditures and Other Uses	5,175,229	30,084,740	28,654,380	14,373,475
Net Income / (Loss)	(\$3,744,770)	\$0	\$0	\$0

Fiscal Year 2011 Budget
Capital Projects - Airport Improvement Fund Revenues/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Intergovernmental Revenues					
ADOT - Runway 32	0	0	0	9,125	0.00%
ADOT - Perimeter Road	96,271	0	0	0	0.00%
ADOT - Design Lighting & Runway Imp.	13,615	0	0	0	0.00%
ADOT -Construction Electrical	6,246	0	0	0	0.00%
ADOT - Pavement Preservation	0	12,500	12,700	0	-100.00%
FAA - Runway 32	0	0	0	346,750	0.00%
FAA - Construction Electrical	237,353	0	0	0	0.00%
FAA - Pavement Preservation	0	475,000	482,480	0	-100.00%
FAA - AIP Land Acquisition	0	0	0	0	0.00%
Energy Efficient Block Grant				92,995	
Total Revenue Sources	353,485	487,500	495,180	448,870	-9.35%
Other Financing Sources:					
Transfers In	20,484	12,500	12,700	9,125	-1.57%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	20,484	12,500	12,700	9,125	-28.15%
Total Available Resources	373,969	500,000	507,880	457,995	-9.82%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	378,573	500,000	507,880	457,995	-9.82%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	378,573	500,000	507,880	457,995	-9.82%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	378,573	500,000	507,880	457,995	-9.82%
Net Income / (Loss)	(\$4,604)	\$0	\$0	\$0	

This Page Intentionally Left Blank

Fiscal Year 2011 Budget
Airport Improvement Fund

Organizational Chart:

None

General Information:

This fund is established to track major airport improvements primarily funded by the Federal Aviation Administration (FAA) and the State of Arizona Department of Transportation - (ADOT) - Aeronautics Division and the City of Cottonwood.

FY 2010 Accomplishments:

- * Completed the Apron Pavement Maintenance Project that placed a seal coat over the 11 acre apron

FY 2011 Goals:

- * Get a federal grant and start the design for a 300' extension of Runway 32
- * Pursue the establishment of a GPS approach to Runway 32 for all-weather access to the airport

Budget Highlights:

Projects included in the FY2011 budget are the extension of Runway 32 funded through an FAA Grant and Solar Panels funded through the Federal Energy Efficient Block Grant

Fiscal Year 2011 Budget

Airports	Airport Improvement Fund	Fund 07 - Grants		Cost Center	14-0X
Summary By Category					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	378,573	500,000	507,880	457,995	-9.82%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Department Totals	<u>\$378,573</u>	<u>\$500,000</u>	<u>\$507,880</u>	<u>\$457,995</u>	<u>-9.82%</u>

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
FAA Grant	\$346,750	75.71%
Energy Efficient Block Grant	\$92,995	20.30%
ADOT Grant	9,125	1.99%
Airport Transfer In	9,125	1.99%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2005-06	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Airports		Airport Improvement Fund			Fund 07 - Grants		Cost Center	14-0X
Supplemental Data: Personnel								
Authorized Positions Job Classifications		Number of FTE's			Salary Range		2011	
		2009	2010	2011	Minimum	Maximum	Budget	
N/A								
Temporary / Reserves								
Overtime								
Retirement								
Insurance & Taxes								
Employee Related Expenses								
Totals		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>				<u>\$0</u>

Supplemental Data: Capital Outlay					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Perimeter Road	\$100,495				
Design Lighting & Runway Improvements	15,128				
Construction Electrical	262,570				
Pavement Preservation	380	\$500,000	\$507,880		
Extend Runway 32				\$365,000	
Solar Panels (Energy Efficient Block Grant)				92,995	
	<u>\$378,573</u>	<u>\$500,000</u>	<u>\$507,880</u>	<u>\$457,995</u>	

Fiscal Year 2011 Budget

Capital Projects - Railroad Wash Improvements Fund Revenues/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Intergovernmental Revenues					
Yavapai County	3,516	0	0	0	0.00%
A.D.O.T.		0	0	0	0.00%
Total Intergov'tl Revenue	3,516	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	25	0	0	0	0.00%
Total Revenue Sources	25	0	0	0	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	3,541	0	0	0	0.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	3,516	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	3,516	0	0	0	0.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	3,516	0	0	0	0.00%
Net Income / (Loss)	\$25	\$0	\$0	\$0	

Fiscal Year 2011 Budget
Railroad Wash Improvements

Organizational Chart:

None

General Information:

This project has been completed.

FY 2010 Accomplishments:

Not applicable

FY 2010 Goals:

Not applicable

Budget Highlights:

Not applicable

Fiscal Year 2011 Budget

Public Works		Railroad Wash Improvements		Fund 11 - Capital Projects		Cost Center	11-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	0	0	0	0	0.00%		
Contractual Services	0	0	0	0	0.00%		
Other Services and Charges	0	0	0	0	0.00%		
Capital Outlay	3,516	0	0	0	0.00%		
Reserves	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$3,516</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>		

Staffing Levels			
Item Description	2009	2011	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Yavapai County	\$0	0.00%
GADA Loan Proceeds(carryover)	0	0.00%
Interest Income	0	0.00%
Total Funding		<u>0.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	2010	2011
Not Applicable				

Fiscal Year 2011 Budget
Capital Projects - Heritage Grant Revenues/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Intergovernmental Revenues					
Heritage Grant Funds	0	0	0	0	0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	0	0	0	0	0.00%
Total Revenue Sources	0	0	0	0	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	0	0	0	0	0.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	852	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	852	0	0	0	0.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	852	0	0	0	0.00%
Net Income / (Loss)	<u><u>(\$852)</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>	

Fiscal Year 2011 Budget
Heritage Grant

Organizational Chart:

None

General Information:

Application to the State Heritage Fund program for 2002/2003. Riverfront Park Expansion Project to include \$1,100,394.00 in project construction/installation. This will include ball field construction for three (3) little league field facilities, one (1) softball field, three asphalt parking lots totaling 143,000 square feet, two (2) regulation soccer fields, concession snack bar/restrooms & upper level observation deck. Project to include all utility infrastructure, sports lighting at the three little league fields, softball field, skate park, roller hockey arena and parking lots, with turf/sod installation, irrigation systems, new well system and electrical service.

FY 2010 Accomplishments:

Not applicable

FY 2011 Goals:

Not applicable

Budget Highlights:

Not applicable

Fiscal Year 2011 Budget

Culture & Recreation		Heritage Grant		Fund 07 - Grants		Cost Center	10-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	0	0	0	0	0.00%		
Contractual Services	0	0	0	0	0.00%		
Other Services and Charges	0	0	0	0	0.00%		
Capital Outlay	852	0	0	0	0.00%		
Reserves	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$852</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Intergovernmental	\$0	0.00%
Other Income	0	0.00%
Carry forward	0	0.00%
Transfers In - General Fund	0	0.00%
Total Funding		<u>0.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2005-06	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Culture & Recreation		Heritage Grant			Fund 07 - Grants		Cost Center	10-00
Supplemental Data: Personnel								
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011		
	2009	2010	2011	Minimum	Maximum	Budget		
N/A								
Temporary / Reserves								
Overtime								
Retirement								
Insurance & Taxes								
Employee Related Expenses								
Totals	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>				<u>\$0</u>	

Supplemental Data: Capital Outlay					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
RFP Sign	\$852				
	<u>\$852</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>

Fiscal Year 2011 Budget
Capital Projects - Library Expansion Revenues/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Intergovernmental Revenues					
Heritage Grant Funds	0	0	0	0	0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	359,668	0	0	0	0.00%
Total Revenue Sources	359,668	0	0	0	0.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	0	0	0	0.00%
Total Available Resources	359,668	0	0	0	0.00%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	332,596	0	69,650	0	-100.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	332,596	0	0	0	0.00%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	332,596	0	0	0	0.00%
Net Income / (Loss)	\$27,072	\$0	\$0	\$0	

Fiscal Year 2011 Budget
CIP - Library Expansion Project

Organizational Chart:

None

General Information:

With the growing population of the Verde Valley, it has become a priority to expand the Public Library to accommodate the walk in traffic of the facility. Monies set aside from a .2% sales tax and its interest was accumulating until November 1999 when a public vote decided to release any future revenues for general capital project that the City deemed necessary. The remaining balance at the time, however, was to be for Library expansion and construction only. The time has come to begin this project, using only these reserves.

FY 2010 Accomplishments:

- * Completed the expansion of the Library

FY 2011 Goals:

N/A

Budget Highlights:

N/A

Fiscal Year 2011 Budget

Culture & Recreation		CIP Library Expansion		Fund 11 - Capital Projects		Cost Center	10-02
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	0	0	0	0	0.00%		
Contractual Services	0	0	0	0	0.00%		
Other Services and Charges	0	0	0	0	0.00%		
Capital Outlay	332,596	0	69,650	0	-100.00%		
Reserves	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$332,596</u>	<u>\$0</u>	<u>\$69,650</u>	<u>\$0</u>	<u>-100.00%</u>		

Staffing Levels			
Item Description	2009	2010.00	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Capital Reserves	\$0	0.00%
Interest Income	0	0.00%
Total Funding		<u>0.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2005-06	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Culture & Recreation		CIP Library Expansion		Fund 11 - Capital Projects		Cost Center		10-02	
Supplemental Data: Personnel									
Authorized Positions Job Classifications		Number of FTE's			Salary Range		2011		
		2009	2010	2011	Minimum	Maximum	Budget		
N/A									
Temporary / Reserves									
Overtime									
Retirement									
Insurance & Taxes									
Employee Related Expenses									
Totals		0.00	0.00	0.00					\$0

Supplemental Data: Capital Outlay					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Library Expansion Project	\$332,596		\$69,650		
Library Contingency					
	<u>\$332,596</u>	\$0	\$69,650	\$0	-100.00%

Fiscal Year 2011 Budget
Capital Projects - Capital Projects Fund-Revenue/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Intergovernmental Revenues					
Heritage Grant Funds	0	0	0	0	0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	0	0	390,600	0	-100.00%
Total Revenue Sources	0	0	390,600	0	-100.00%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	13,889,630	13,003,680	12,491,330	-3.94%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	13,889,630	13,003,680	12,491,330	-3.94%
Total Available Resources	0	13,889,630	13,394,280	12,491,330	-6.74%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	0	32,300	0	-100.00%
Capital Outlay	0	900,000	801,000	6,599,000	723.85%
Reserves	0	4,908,630	12,491,330	5,392,330	-56.83%
Debt Service	0	0	0	0	0.00%
Total Expenditures	0	5,808,630	13,324,630	11,991,330	-10.01%
Other Uses:					
Transfers Out	0	8,081,000	0	500,000	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	8,081,000	0	500,000	0.00%
Total Expenditures and Other Uses	0	13,889,630	13,324,630	12,491,330	-6.25%
Net Income / (Loss)	\$0	\$0	\$69,650	\$0	

Fiscal Year 2011 Budget
CIP - Capital Projects Fund

Organizational Chart:

None

General Information:

This fund was created to hold debt service reserves which has been moved over for future capital projects.

FY 2010 Accomplishments:

* NA

FY 2011 Goals:

N/A

Budget Highlights:

For FY 2011 \$5.5M has been allocated for the New City Hall project. This is expected to roll-over to next fiscal year unless an opportunity presents itself to purchase an existing building. Additional projects for this fund are listed on page 261.

Fiscal Year 2011 Budget

Culture & Recreation		CIP Capital Projects Fund		Fund 11 - Capital Projects		Cost Center	10-03
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	0	0	0	0	0.00%		
Contractual Services	0	0	0	0	0.00%		
Other Services and Charges	0	0	32,300	0	-100.00%		
Capital Outlay	0	900,000	801,000	6,599,000	723.85%		
Reserves	0	4,908,630	12,491,330	5,392,330	-56.83%		
Debt Service	0	0	0	0	0.00%		
Department Totals	\$0	\$5,808,630	\$13,324,630	\$11,991,330	-10.01%		

Staffing Levels			
Item Description	2009	2010.00	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Capital Reserves	\$11,991,330	100.00%
Interest Income	0	0.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2005-06	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Culture & Recreation		CIP Capital Projects Fund			Fund 11 - Capital Projects		Cost Center	10-03
Supplemental Data: Personnel								
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011		
	2009	2010	2011	Minimum	Maximum	Budget		
N/A								
Temporary / Reserves								
Overtime								
Retirement								
Insurance & Taxes								
Employee Related Expenses								
Totals	0.00	0.00	0.00			\$0		

Supplemental Data: Capital Outlay						
Expenditure Category	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Building Purchase - New Court Bldg.		\$700,000	\$700,000			
Remodel - New Court Bldg.		100,000	100,000			
Architecture Design - City Hall		100,000	1,000	\$100,000		
Construction/Purchase - City Hall				5,500,000		
Portal Signs to the City				5,000		
Remodel - Old Court Bldg.				100,000		
Old Town Jail remodel				70,000		
Library Parking Lot Reconstruction				78,000		
Regional Communications Bldg (GADA) feasibility				360,000		
Old Town Parking & Rear Utility Building				150,000		
Ramada Parking @ Riverfront Park				116,000		
Fire Station 2 (GADA) design/consulting				120,000		
		\$0	\$900,000	\$801,000	\$6,599,000	723.85%

Fiscal Year 2011 Budget
Capital Projects - Recreation Projects Revenues/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
City Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues		0	0	0	0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	693,281	850,000	120,000	0	-100.00%
Total Revenue Sources	<u>693,281</u>	<u>850,000</u>	<u>120,000</u>	<u>0</u>	<u>-100.00%</u>
Other Financing Sources:					
Transfers In	0	429,260	100,000	0	-100.00%
Carryover	0	14,415,850	14,532,220	1,424,150	-90.20%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	<u>0</u>	<u>14,845,110</u>	<u>14,632,220</u>	<u>1,424,150</u>	<u>-90.27%</u>
Total Available Resources	<u>693,281</u>	<u>15,695,110</u>	<u>14,752,220</u>	<u>1,424,150</u>	<u>-90.35%</u>
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	0	0	0	0	0.00%
Other Services and Charges	0	3,400	23,000	0	-100.00%
Capital Outlay	4,459,692	11,859,080	13,305,070	0	-100.00%
Reserves	0	3,832,630	1,424,150	1,424,150	0.00%
Debt Service	0	0	0	0	0.00%
Total Expenditures	<u>4,459,692</u>	<u>15,695,110</u>	<u>14,752,220</u>	<u>1,424,150</u>	<u>-90.35%</u>
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
Total Expenditures and Other Uses	<u>4,459,692</u>	<u>15,695,110</u>	<u>14,752,220</u>	<u>1,424,150</u>	<u>-90.35%</u>
Net Income / (Loss)		<u><u>(\$3,766,411)</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>

Fiscal Year 2011 Budget
CIP - Rec Projects

Organizational Chart:

None

General Information:

With the culmination of the voter's initiative on November 7, 2006, voters approved the building of a \$17 million Recreation Aquatics Center facility. The construction of this capital improvement project will provide the community with a state-of-the-art Aquatics/Multigenerational Center in the near future for all to enjoy. The City will bond out for the project on July 1, 2007 with direction from the City Council on Architectural Design and the hiring of various firms to initiate construction documents shortly thereafter.

FY 2010 Accomplishments:

- * Completed 100% of Construction phase of the project on February 20, 2010.

FY 2011 Goals:

N/A

Budget Highlights:

The Recreation Center has been completed and the pool open. Remaining reserves will be available for the City to use on other projects.

Fiscal Year 2011 Budget

Culture & Recreation		CIP Rec Projects Expansion		Fund 11 - Capital Projects		Cost Center	14-00
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	0	0	0	0	0.00%		
Contractual Services	0	0	0	0	0.00%		
Other Services and Charges	0	3,400	23,000	0	-100.00%		
Capital Outlay	4,459,692	11,859,080	13,305,070	0	-100.00%		
Reserves	0	3,832,630	1,424,150	1,424,150	0.00%		
Debt Service	0	0	0	0	0.00%		
Department Totals	<u>\$4,459,692</u>	<u>\$15,695,110</u>	<u>\$14,752,220</u>	<u>\$1,424,150</u>	<u>-90.35%</u>		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Capital Reserves	\$1,424,150	100.00%
Interest Income	0	0.00%
Transfers In	0	0.00%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2008	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Culture & Recreation		CIP Rec Projects Expansion			Fund 11 - Capital Projects		Cost Center	14-00
Supplemental Data: Personnel								
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011		
	2009	2010	2011	Minimum	Maximum	Budget		
N/A								
Temporary / Reserves								
Overtime								
Retirement								
Insurance & Taxes								
Employee Related Expenses								
Totals	0.00	0.00	0.00			\$0		

Supplemental Data: Capital Outlay					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Communications building architectural design		\$360,000			
Evidence bldg architectural design	\$831,887	69,260	\$100,000		
Rec Center Construction	3,344,475	11,408,820	13,204,070		
Paula St. Reconstruction	275,816				
Cost of Issuance	7,514				
Land Acquisition			1,000		
Viejo Park		9,000			
Tennis Center Resurface		12,000			
	\$4,459,692	\$11,859,080	\$13,305,070	\$0	-100.00%

This Page Intentionally Left Blank

Fiscal Year 2011 Budget
ENTERPRISE FUNDS

Enterprise funds are used to account operations:

1) that are financed and operated in manner similar to a private business enterprise - where the intent of the governing body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or

2) where the governing body has decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes to the residents.

Fund/Account Number

Description

06-10-0X

Wastewater Treatment Fund

16-10-0X

Water System Fund

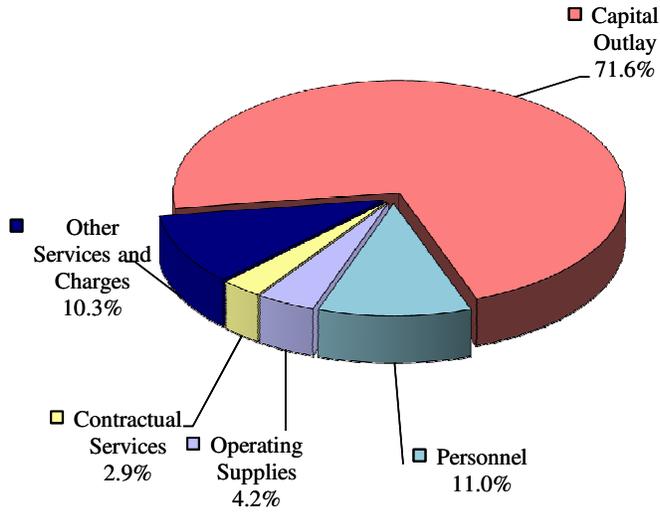
Fiscal Year 2011 Budget
Consolidated Statement of Revenues/Expenses

Item Description	2009	2010		2011
	Actual	Budget	Revised	Final
Revenue Sources:				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	6,603,737	7,421,700	6,512,190	6,882,190
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	613,351	944,700	186,185	186,190
Miscellaneous Revenues	172,489	208,600	154,300	135,300
Total Revenue Sources	7,389,577	8,575,000	6,852,675	7,203,680
Other Financing Sources:				
Transfers In	0	8,081,000	0	500,000
Carryover	0	12,359,490	12,363,780	7,501,240
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	110,713	37,100,000	0	40,910,000
Total Other Financing Sources	110,713	57,540,490	12,363,780	48,911,240
Total Available Resources	7,500,290	66,115,490	19,216,455	56,114,920
Expenses:				
Personnel	1,503,496	1,510,610	1,518,910	1,642,490
Operating Supplies	915,348	669,250	607,360	647,350
Contractual Services	426,832	424,500	370,430	842,050
Other Services and Charges	1,619,232	30,923,555	1,360,250	35,324,540
Depreciation	1,411,087	0	0	0
Capital Outlay	1,002,461	12,574,150	5,322,455	7,386,800
Reserves	78,271	17,476,615	7,501,240	7,752,890
Debt Service	1,734,039	2,536,810	2,535,810	2,518,800
Total Expenses	8,690,766	66,115,490	19,216,455	56,114,920
Other Uses:				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	0	0	0
Total Expenses and Other Uses	8,690,766	66,115,490	19,216,455	56,114,920
Net Income / (Loss)	(\$1,190,476)	\$0	\$0	\$0

Fiscal Year 2011 Budget
Wastewater Facility Fund Expenses By Category

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Reserves	Total
Sub-Total	\$591,860	\$227,350	\$158,050	\$554,900	\$3,868,000	\$0	\$2,823,440	\$8,223,600
Total	\$591,860	\$227,350	\$158,050	\$554,900	\$3,868,000	\$0	\$2,823,440	\$8,223,600

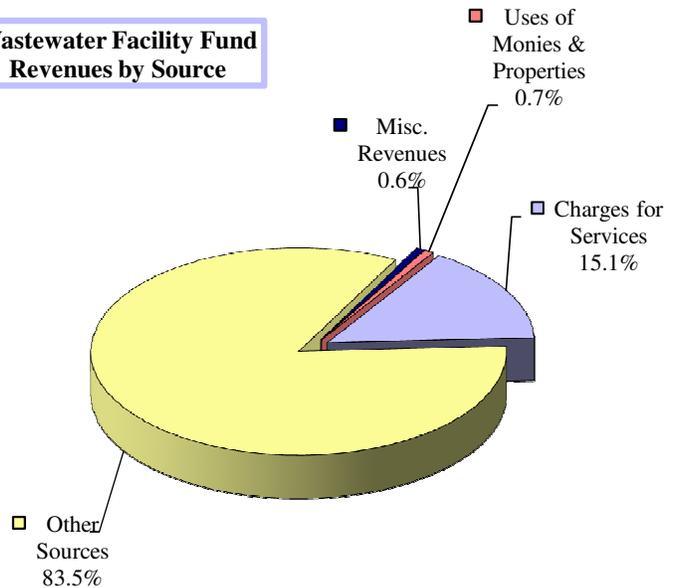
Wastewater Facility Fund Expenses by Category



Wastewater Facility Fund Summary	
Revenues	\$1,355,900
Expenses	(8,223,600)
Revenues over (under) Expenses	(6,867,700)
Other Funding Sources/Uses	6,867,700
(Use)/Source of Retained Earnings	\$0

Wastewater Facility Fund Revenues by Source

Wastewater Facility Fund Revenues By Source	
Uses of Monies & Properties	\$60,000
Charges for Services	1,243,400
Other Sources	6,867,700
Misc. Revenues	52,500
Total Resources Available	\$8,223,600



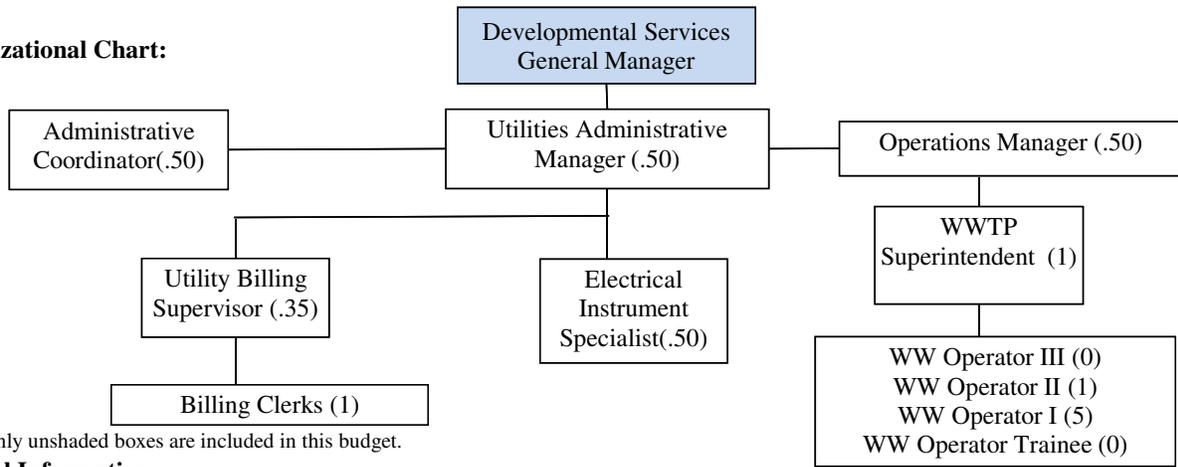
Fiscal Year 2011 Budget
Wastewater Facility Fund Revenues/Expenses

7/16/2010 10:03

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes					
City Sales Tax (Portion of 1%)	0	0	0	0	0.00%
Charges for Services					
User Fees	1,456,567	1,436,200	1,233,900	1,233,900	0.00%
Tap Fees	1,391	2,000	500	500	0.00%
Effluent Revenue	17,977	23,000	9,000	9,000	0.00%
Uses of Monies & Properties					
Interest Income	147,618	271,600	60,000	60,000	0.00%
Miscellaneous Revenue					
Other Income	33,946	169,750	71,500	52,500	-26.57%
Total Revenue Sources	1,657,499	1,902,550	1,374,900	1,355,900	-1.38%
Other Financing Sources:					
Transfers In	0	8,081,000	0	500,000	0.00%
Carryover	0	1,874,790	2,889,980	2,367,700	-18.07%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	3,000,000	0	4,000,000	0.00%
Total Other Financing Sources	0	12,955,790	2,889,980	6,867,700	137.64%
Total Available Resources	1,657,499	14,858,340	4,264,880	8,223,600	92.82%
Expenses:					
Personnel	508,372	546,530	552,190	591,860	7.18%
Operating Supplies	161,373	251,250	160,860	227,350	41.33%
Contractual Services	178,323	181,000	142,930	158,050	10.58%
Other Services and Charges	624,025	612,610	544,020	554,900	2.00%
Depreciation	514,428	0	0	0	0.00%
Capital Outlay	170,159	4,961,250	497,180	3,868,000	677.99%
Reserves	0	8,305,700	2,367,700	2,823,440	19.25%
Debt Service	0	0	0	0	0.00%
Total Expenses	2,156,680	14,858,340	4,264,880	8,223,600	92.82%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenses and Other Uses	2,156,680	14,858,340	4,264,880	8,223,600	92.82%
Net Income / (Loss)	(\$499,181)	\$0	\$0	\$0	

**Fiscal Year 2011 Budget
Wastewater Facility Fund**

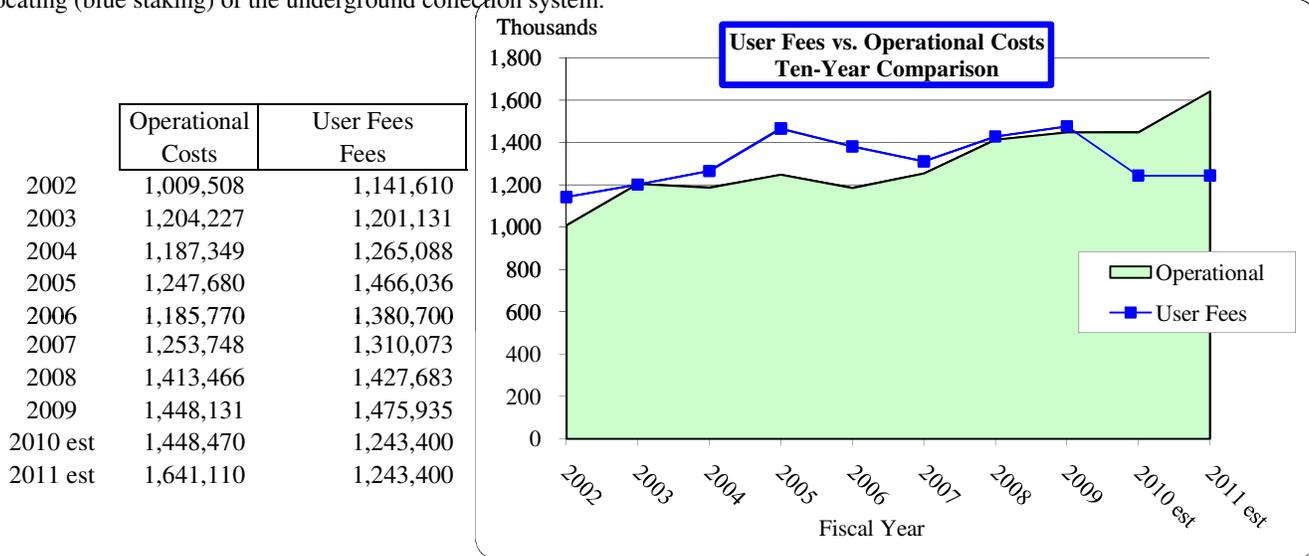
Organizational Chart:



Note: Only unshaded boxes are included in this budget.

General Information:

The Wastewater Division is responsible for the operation and maintenance of 1.5 million gallons per day (MGD) wastewater treatment facility, 52 miles of collection system, five sewage lift stations, approximately 80 acres of effluent reuse area, and the Del Monte Riparian Zone. The Wastewater Division is also responsible for tap installations for new homes and businesses and field locating (blue staking) of the underground collection system.



FY 2010 Accomplishments:

- * Mesquite Hills sewer bypass line
- * Completed phase two of the UV lamp replacement project
- * Completed phase one of the sand filter replacement
- * NAIPTA Building reclaimed water main installation

FY 2011 Goals:

- * Lift Station 4 expansion project
- * WWTP telescoping valve installation
- * Riverfront WRF Design approval
- * Lift Station Pump upgrade
- * Reclaimed water irrigation Vault upgrade
- * UV re-lamp phase 3
- * Sand Filter replacement phase 2

Budget Highlights:

This budget has grown dramatically due to the capital projects on the table. There is also another large project for \$1.9M dedicated to the State Route (SR) 260 sewer line extension. Operational supplies were substantially increased due to moving \$16,000 from capital for UV lamp replacement. Reserves will see a large drop as they are used to complete capital projects.

Fiscal Year 2011 Budget

Health and Sanitation	Wastewater Facility Fund	Fund 06 - Enterprise Fund	Cost Center	10-0X	
Summary By Category					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$508,372	\$546,530	\$552,190	\$591,860	7.18%
Operating Supplies	161,373	251,250	160,860	227,350	41.33%
Contractual Services	178,323	181,000	142,930	158,050	10.58%
Other Services and Charges	624,025	612,610	544,020	554,900	2.00%
Depreciation (net)	514,428	0	0	0	0.00%
Capital Outlay	170,159	4,961,250	497,180	3,868,000	677.99%
Reserves	0	8,305,700	2,367,700	2,823,440	19.25%
Debt Service	0	0	0	0	0.00%
Department Totals	\$2,156,680	\$14,858,340	\$4,264,880	\$8,223,600	92.82%

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	10.25	10.35	10.25

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Taxes	\$0	0.00%
Charges for Service	1,243,400	15.12%
Other Income	112,500	1.37%
Other Sources	6,867,700	83.51%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	2010	2011
Wastewater Treated (millions of gallons)	352.0	370.0	388.0	400.0
Reclaimed Water Sold (1,000s of gallons)	10019.0	10000.0	10000.0	53000.0
Blue Stake Requests	988	1060	1120	634
Taps Installed	7	12	15	5
Sewer Billings	40,000	39,000	40,000	4,200
Sewer Line Video Taped	124583	120636	10000	2000
WWTP Efficiency (Permit Required):				
BOD (85% Required)	97%	97%	97%	97%
TSS (85% Required)	99%	99%	99%	99%

Fiscal Year 2011 Budget

Health and Sanitation		Fund 06 - Enterprise Fund			Cost Center		10-0X
Supplemental Data: Personnel							
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011	
	2009	2010	2011	Minimum	Maximum	Budget	
Utility Director	0.25	0.00	0.00	1172	1700	\$0	
Utilities Administrative Manager	0.00	0.50	0.50	3945	5720	29,575	
Operations Manager	0.00	0.50	0.35	3574	5182	20,020	
WWTP Superintendent	1.00	1.00	1.00	3238	4695	49,400	
WW Operator III	1.00	1.00	1.00	2407	3491	0	
WW Operator II	3.00	3.00	3.00	2291	3322	72,645	
WW Operator I	2.00	2.00	2.00	2076	3010	120,855	
Administrative Coordinator	0.25	0.50	0.50	559	810	17,320	
Electrical Inst. Specialist	0.50	0.50	0.50	1467	2127	23,935	
Utility Billing Supervisor	0.25	0.35	0.35	1079	1564	15,590	
Utility Billing Clerk	1.00	1.00	1.05	1976	2865	30,300	
Water/WW Inspector	0.50	0.00	0.00	1234	1789	0	
Project Coordinator	0.50	0.00	0.00	1659	2406	0	
Holiday Pay & Overtime						38,000	
Clothing Allowance & Car Allowance & Cert pay						3,460	
Merit Contingency						0	
Insurance, Retirement & Taxes						170,760	
Totals	<u>10.25</u>	<u>10.35</u>	<u>10.25</u>			<u>\$591,860</u>	
Supplemental Data: Capital Outlay							
Item Description	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Hwy 260 Line Extensions		\$1,900,000		\$1,900,000			
Old Town Parking	\$17,098						
Laboratory Info Mngmt Sys				25,000			
Billing Computers		7,500	1,500				
Backup Pumps/Storage		400,000	47,610	400,000			
LiftStation			970				
Bella Montana Water Reclamation Facility		-1					
Conf. Spc gas detector, tripod & hoist -			6,600	5,450			
Riverfront Wastewater Reclamation Plant		489	1,375,000		500,000		
Manual Transfer Switch LS#4					7,000		
3/4Ton Truck & Utility Vehicle					47,000		
Line Extensions		76,556		65,890			
Lift Station Roof Repair		2,168		2,290	6,000		
Lift Station SCADA Upgrades		21,631			6,000		
Cable and line Locator & GPS unit for ADEQ			9,000				
Upgrades - WWTP Construction			490,250	66,480	500,000		
Protective coating-Plant					22,000		
Server for Utilities @ 50%			4,900	4,650			
Reclaimed Water Pumping Sytem Upgrade		5,074	150,000	11,500	255,000		
Sewer Collection Cleaning		27,792					
Tractor/Mower			3,000				
Diffuser socks for aeration basin			16,000				
UV Disinfection Lamps and Hardware		7,275	39,000	30,000			
WW Collection System Master Plan		12,077					
WWTP Headworks			300,000				
Building Purchase & Remodel			260,000	260,000			
ADEQ Brownsfield Grant (Gardner Property)					200,000		
Computers				840			
		<u>\$170,159</u>	<u>\$4,961,250</u>	<u>\$497,180</u>	<u>\$3,868,000</u>	<u>677.99%</u>	

Fiscal Year 2011 Budget

Health and Sanitation	Wastewater Facility Fund	Fund 06 - Enterprise Fund		Cost Center	10-0X
Supplemental Data: Expenditures					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	

Supplies

Office Supplies	962	2,500	1,400	1,600	14.29%
Copier Supplies	759	1,250	450	750	66.67%
Gas & Oil	7,050	9,500	7,500	8,000	6.67%
Vehicle Maint & Repairs	2,257	8,000	5,000	7,000	40.00%
Equipment Maint & Repairs	103,735	175,000	100,000	150,000	50.00%
Chlorine	1,362	2,000	2,010	2,000	-0.50%
Polymer	17,523	20,000	16,000	16,000	0.00%
Special Department Supplies	0	0	0	0	0.00%
Legal Advertising	90	0	0	0	0.00%
Postage & Freight	7,099	13,000	13,000	11,000	-15.38%
Odor Control Supplies	0	0	0	0	0.00%
Building Maint & Repairs	996	3,000	3,000	3,000	0.00%
Operational Supplies	19,540	17,000	12,500	28,000	124.00%

Total Supplies	161,373	251,250	160,860	227,350	41.33%
-----------------------	---------	---------	---------	---------	--------

Contractual Services

Contractual Services	82,505	65,000	53,500	54,000	0.93%
Computer Support	4,508	6,000	4,000	4,000	0.00%
Sludge Disposal	91,310	110,000	85,000	100,000	17.65%
Employee Physicals	0	0	400	0	-100.00%
Legal Counsel	0	0	0	0	0.00%
Legal Advertising	0	0	30	50	
General Counsel	0	0	0	0	0.00%

Total Contractual Services	178,323	181,000	142,930	158,050	10.58%
-----------------------------------	---------	---------	---------	---------	--------

Other Services and Charges

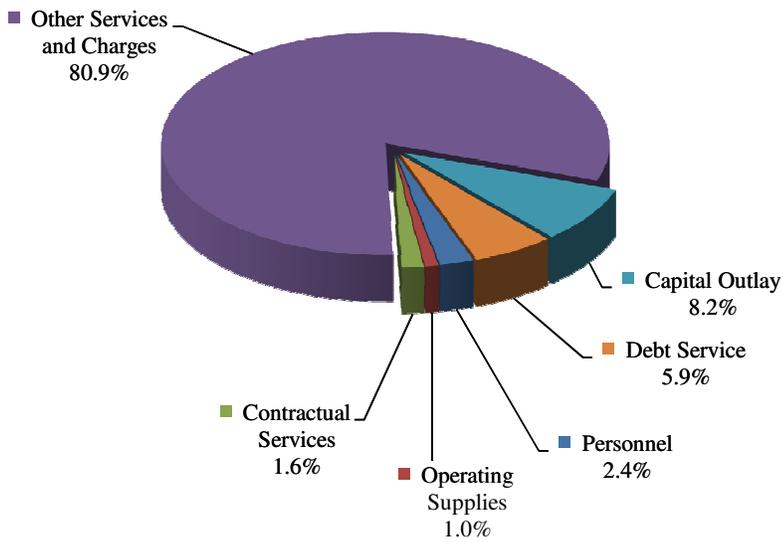
Travel & Training	2,431	3,000	1,620	2,000	23.46%
Subscriptions & Memberships	814	1,000	750	750	0.00%
Printing & Forms	1,990	2,000	1,500	1,500	0.00%
Utilities	366,119	326,790	312,000	316,500	1.44%
Telephone	3,072	3,100	3,000	3,000	0.00%
Bad Debt Expense	16,837	18,000	12,000	12,000	0.00%
Liability Insurance	24,301	24,700	36,750	36,750	0.00%
Lab/Testing	51,808	50,000	45,000	50,000	11.11%
Tools	1,431	3,000	500	1,500	200.00%
Equipment Rental	1,679	2,000	1,500	1,500	0.00%
ADEQ Annual Fee	13,227	15,000	15,000	15,000	0.00%
Indirect Cost to General Fund	135,820	162,020	110,000	110,000	0.00%
Investment Expense	4,029	0	4,000	4,000	0.00%
Aution Fees	6	0	0	0	0.00%
Bank Charges	461	2,000	400	400	0.00%

Total Other Services & Charges	624,025	612,610	544,020	554,900	2.00%
---	---------	---------	---------	---------	-------

Fiscal Year 2011 Budget
Water System Facility Fund Expenses By Category

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category	\$1,050,630	\$420,000	\$684,000	\$34,769,640	\$3,518,800	\$2,518,800	\$42,961,870
	\$1,050,630	\$420,000	\$684,000	\$34,769,640	\$3,518,800	\$2,518,800	\$42,961,870

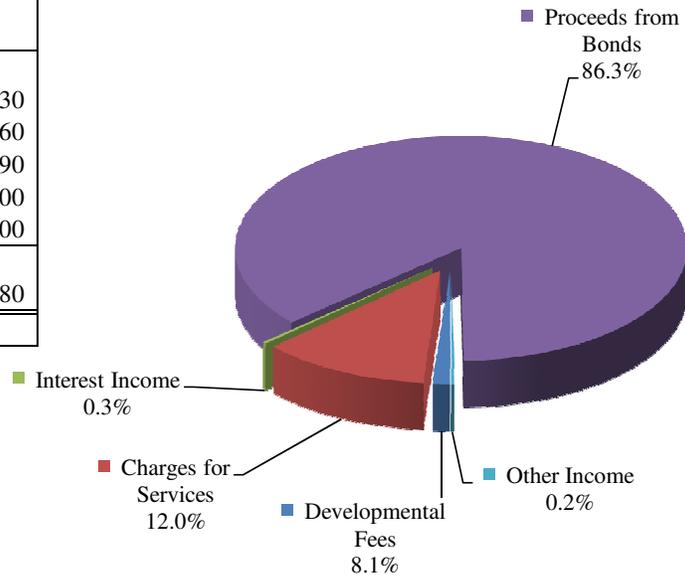
Water System Facility Fund Expenses by Category



Revenues	\$5,847,780
Expenses	(42,961,870)
Revenues over (under) Expenses	(37,114,090)
Other Funding Sources/Uses	36,910,000
(Use)/Source of Retained Earnings	(\$204,090)

Developmental Fees	\$523,830
Charges for Services	\$5,114,960
Interest Income	\$126,190
Proceeds from Bonds	\$36,910,000
Other Income	\$82,800
Total Resources Available	\$42,757,780

Water System Facility Fund Revenues by Source



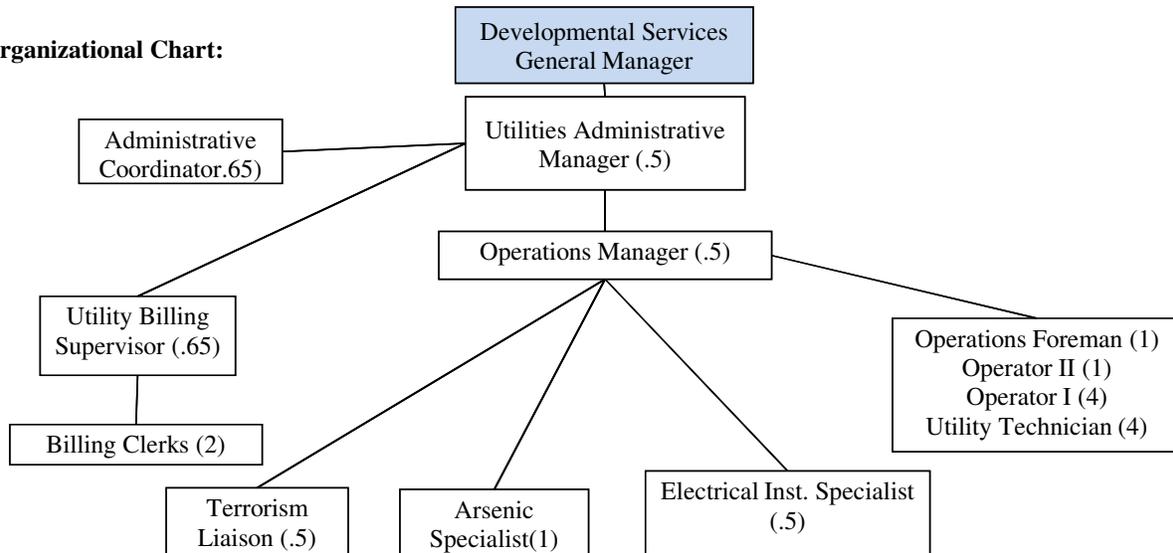
Fiscal Year 2011 Budget
Water System Facility Fund Revenues/Expenses

7/16/2010 10:03

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes					
City Sales Tax	0	0	0	0	0.00%
Charges for Services					
User Fees	4,607,776	5,425,000	4,744,960	5,114,960	7.80%
Reserves	520,026	535,500	523,830	523,830	0.00%
Uses of Monies & Properties					
Interest Income	465,733	673,100	126,185	126,190	0.00%
Miscellaneous Revenue					
Other Income	0				
	138,543	38,850	82,800	82,800	0.00%
Total Revenue Sources	5,732,078	6,672,450	5,477,775	5,847,780	6.75%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	10,484,700	9,473,800	5,133,540	-45.81%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	110,713	34,100,000	0	36,910,000	0.00%
Total Other Financing Sources	110,713	44,584,700	9,473,800	42,043,540	343.79%
Total Available Resources	5,842,791	51,257,150	14,951,575	47,891,320	220.31%
Expenses:					
Personnel	995,124	964,080	966,720	1,050,630	8.68%
Operating Supplies	753,975	418,000	446,500	420,000	-5.94%
Contractual Services	248,509	243,500	227,500	684,000	200.66%
Other Services and Charges	995,207	30,310,945	816,230	34,769,640	4159.78%
Depreciation	896,659	0	0	0	0.00%
Capital Outlay	832,302	7,612,900	4,825,275	3,518,800	-27.08%
Reserves	78,271	9,170,915	5,133,540	4,929,450	-3.98%
Debt Service	1,734,039	2,536,810	2,535,810	2,518,800	-0.67%
Total Expenses	6,534,086	51,257,150	14,951,575	47,891,320	220.31%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenses and Other Uses	6,534,086	51,257,150	14,951,575	47,891,320	220.31%
Net Income / (Loss)	(\$691,295)	\$0	\$0	\$0	

Fiscal Year 2011 Budget
Water System Facility Fund

Organizational Chart:



General Information:

The Water Utilities Department is responsible for the operation and maintenance of the water department, installing water line, repairing water line, billing for water usage, arsenic remediation and all functions that pertain to the Cottonwood Municipal Water and Wastewater Utilities.

FY 2010 Accomplishments:

- * Arsenic systems installed and operational: Arsenic Treatment: Verde Village Units 2, 4, 5, & 6 City of Cottonwood Wells 4/7, 5, 8/9 and 1/2, Verde Village Unit 3 Arsenic Installation
- * Work performed to allow installation of the arsenic systems: Well 5 & 8/9 sewer lateral, Wells 4/7 sewer lateral, potable water interconnection and wellhead upgrades, 1800' of waterline to connect wells 1 & 2
- * Hwy 89A / Candy potable water crossing. & Hwy 89 / Willard potable water crossing
- * Potable water interconnect at 7th/ Aspen, and Well 8-2 to well 8/9
- * Spring Creek potable water system purchase
- * Sawmill Gardens pressure reducing valve
- * Blackhills municipal water interconnection and meter installation
- * Riverfront Park potable water service line upgrade
- * Verde Heights potable water gravity feed conversion
- * 12th Street potable water transmission line and hydrant installation project
- * Hwy260 Well line installation / paving
- * Quail Canyon potable water system purchase
- * New Utility Building conversion with new watermain loop, hydrant installations
- * Relocated the community development department and engineering to the new utility building
- * SCADA installation for Verde Village wells 1-1 and 2-1

FY 2011 Goals:

- * Clemenceau System abandonment
- * Hwy 260 Waterline Installation
- * Pine Shadows waterline Installation
- * Verde Village Wellsite SCADA upgrade
- * Quail Canyon Transmission line
- * Fir Street potable water interconnect
- * Wellsite 8/9 reservoir

Budget Highlights:

This utility has a Utility Technician position frozen. The largest single cost is the refinancing of the 2004 and 2006 MPC bonds that help bring the City of Cottonwood into the water business. Capital outlay is listed in the capital outlay section of the departmental budget. Contractual services has a substantial increase due to moving \$400,000 for the rental of arsenic equipment from capital.

Fiscal Year 2011 Budget

#####

Health and Sanitation		Water System Facility Fund		Fund 16 - Enterprise Fund		Cost Center	10-0X
Summary By Category							
Expenditure Category	2009	2010		2011	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$995,124	\$964,080	\$966,720	\$1,050,630	8.68%		
Operating Supplies	753,975	418,000	446,500	420,000	-5.94%		
Contractual Services	248,509	243,500	227,500	684,000	200.66%		
Other Services and Charges	995,207	30,310,945	816,230	34,769,640	4159.78%		
Depreciation (net)	896,659	0	0	0	0.00%		
Capital Outlay	832,302	7,612,900	4,825,275	3,518,800	-27.08%		
Reserves	78,271	9,170,915	5,133,540	4,929,450	-3.98%		
Transfers out - Debt Service	0	0	0	0			
Debt Service	1,734,039	2,536,810	2,535,810	2,518,800	-0.67%		
Department Totals	\$6,534,086	\$51,257,150	\$14,951,575	\$47,891,320	220.31%		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	16.75	16.15	18.25

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Development Reserves	\$523,830	1.09%
Charges for Service	5,114,960	10.68%
Other Income	208,990	0.44%
Other Sources	42,043,540	87.79%
Total Funding		100.00%

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	2010	2011
Pumping Capacity (Million gallons per day)	8	8	9	9
Average Pumpage (Million gallons per day)	3	3	3	2
Number of Wells	31	28	23	31
Number of Storage Tanks	27	27	21	26
Blue Stakes Requested	2,144	2,116	2,150	1396
Meters Read	109473	109500	120000	123000
Leaks Repaired	187	200	250	250

Fiscal Year 2011 Budget

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund	Cost Center	10-0X		
Supplemental Data: Personnel						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2011
	2009	2010	2011	Minimum	Maximum	Budget
Utility Director	0.75	0.00	0.00	3517	5099	\$0
Utilities Administrative Manager	0.00	0.50	0.50	2959	4290	\$29,575
Operations Manager	0.00	0.50	0.65	2680	3886	\$36,630
Water Operations & Maint. Mgr.	1.00	0.00	0.00	3402	4932	0
Utility Billing Supervisor	0.75	0.65	0.65	2003	2904	28,955
Utility Technician	4.00	4.00	3.00	1976	2865	104,645
Utility Billing Clerk	2.00	2.00	1.95	1976	2865	52,820
Operator I	3.00	3.00	3.00	2076	3010	63,685
Operator II	2.00	2.00	2.00	2291	3322	69,505
Operations Foreman	1.00	1.00	1.00	2657	3853	43,235
Electrical Inst. Specialist	0.50	0.50	0.50	1467	2127	23,935
Administrative Coordinator	0.75	0.50	0.50	1118	1621	17,320
Water/WW Inspector	0.50	0.00	0.00	1234	1789	0
Project Coordinator	0.50	0.00	0.00	3319	4812	0
Arsenic Specialist - new 3/4 of year	0.00	1.00	1.00	2529	3667	38,959
Terrorism Liaison Officer - new	0.00	0.50	0.50	1832	2656	32,810
Utility Equipment Operator	0.00	0.00	2.00	1090	1581	96,206
Utility Technician Frozen	0.00	0.00	1.00	1976	2865	0
Overtime						51,500
Holiday Pay						2,000
Car & Clothing Allowance						6,000
Merit Contingency						0
Retirement						65,620
Insurance & Taxes						287,230
Employee Related Expenses						0
Totals	<u>16.75</u>	<u>16.15</u>	<u>18.25</u>			<u>\$1,050,630</u>
Supplemental Data: Capital Outlay						
Item Description	2009	2010		2011	Percent Change	
	Actual	Budget	Revised	Final		
Additional Capital under \$35,000 * listed on page 293.		\$24,400	\$20,220	\$11,800		
Arsenic Mitigation	\$347,609	925,000	930,000	250,000		
Aid in Lieu of Construction	144,199		130,000	130,000		
Line Extensions	48,278		17,055			
Water System Upgrades	257,601	500,000	500,000	500,000		
Fire Hydrant/Flow Improvements	1,212	500,000	300,000	500,000		
Well Improvements		1,570,000	100,000	250,000		
Water Storage		400,000	250,000	100,000		
Booster Pumping		100,000		25,000		
Hand Helds	2,709					
Mini Excavator				21,000		
Computers/Laptops		3,500				
Trust Land Annexation	30,694		8,000	200,000		
Reuse Station Construction		1,725,000	900,000			
Building Purchase & Remodel		390,000	900,000			
Valves		100,000	20,000	25,000		
Hwy 260 Water Systems Upgrades		1,375,000	750,000	1,250,000		
W. Mingus Reconstuction - Replace Failing Wtr Lines				256,000		
	\$832,302	\$7,612,900	\$4,825,275	\$3,518,800	-27.08%	

Fiscal Year 2011 Budget

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund	Cost Center	10-0X	
Supplemental Data: Expenditures					
Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Supplies					
Office Supplies	14,074	11,000	8,500	7,500	-11.76%
Copier Supplies	1,650	1,500	2,500	2,500	0.00%
Gas & Oil	33,988	35,000	35,000	40,000	14.29%
Vehicle Maint & Repairs	17,407	20,000	12,000	12,000	0.00%
Equipment Maint & Repairs	574,335	250,000	300,500	201,000	-33.11%
Chemicals	27,992	20,000	15,500	100,000	545.16%
Postage & Freight	41,410	41,500	33,500	36,500	8.96%
Tools	5,996	6,000	4,000	4,000	0.00%
Building Maint & Repairs	8,379	5,000	3,000	2,500	-16.67%
Operational Supplies	28,744	28,000	32,000	14,000	-56.25%
Total Supplies	753,975	418,000	446,500	420,000	-5.94%
Contractual Services					
Contractual Services	64,700	172,000	200,000	250,000	25.00%
Contractual Services M&O	149,777	0	0	400,000	0.00%
Contractual Services Billing	8,181	0	0	0	0.00%
Contractual Services GP	13,500	60,000	20,000	30,000	50.00%
Operating Lease		0	0	0	0.00%
Computer Support	3,448	4,500	3,500	4,000	14.29%
General Counsel	8,903	7,000	4,000	0	-100.00%
Total Contractual Services	248,509	243,500	227,500	684,000	200.66%
Other Services and Charges					
Travel & Training	9,433	12,500	6,500	9,000	38.46%
Subscriptions & Memberships	541	3,200	4,100	1,600	-60.98%
Printing & Forms	18,636	14,500	14,000	15,000	7.14%
Utilities	397,004	381,000	355,000	304,000	-14.37%
Telephone	10,407	15,000	14,000	14,500	3.57%
Bad Debt Expense	141,737	0	0	0	0.00%
Legal Advertising	6,014	13,175	1,250	1,500	20.00%
Liability Insurance	44,543	45,000	47,540	47,540	0.00%
Lab/Testing	14,665	25,000	20,000	20,000	0.00%
Verde River Basin Partnership	(10,900)	0	0	0	0.00%
Equipment Rental	3,980	5,000	3,000	3,000	0.00%
Arsenic Systems Maintenance	0	0	0	250,000	0.00%
Indirect Cost to General Fund	239,843	654,070	310,340	368,000	18.58%
ADEQ Annual Fee	24,222	28,500	25,000	30,000	20.00%
Payment Assistance Program	10,500	10,500	10,500	10,500	0.00%
Bonding Expense		29,100,000	0	33,690,000	0.00%
Investment Expense	82,785	0	4,000	4,000	0.00%
Verde River Days		1,000	1,000	1,000	0.00%
Bank Charges	1,797	2,500			0.00%
Total Other Services & Charges	995,207	30,310,945	816,230	34,769,640	4159.78%
Debt Service					
Interest - 2004 MPC Bond	550,816	533,640	533,640	521,030	-2.36%
Principal - 2004 MPC Bond	0	420,000	420,000	435,000	3.57%
Trustee Fees - 2004 MPC Bond	65,996	6,000	5,000	5,000	0.00%
Interest - 2006 MPC Bond	1,091,279	1,090,670	1,090,670	1,071,270	-1.78%
Principal - 2006 MPC Bond	0	485,000	485,000	485,000	0.00%
Trustee Fees - 2006 MPC Bond	25,948	1,500	1,500	1,500	0.00%
Total Other Services & Charges	1,734,039	2,536,810	2,535,810	2,518,800	-0.67%

Fiscal Year 2011 Budget

FIDUCIARY FUNDS

These funds are used to account for assets held in trust by a government in a trustee capacity or agency capacity for others and which therefore cannot be used to support the government's own programs.

Fund/Account Number

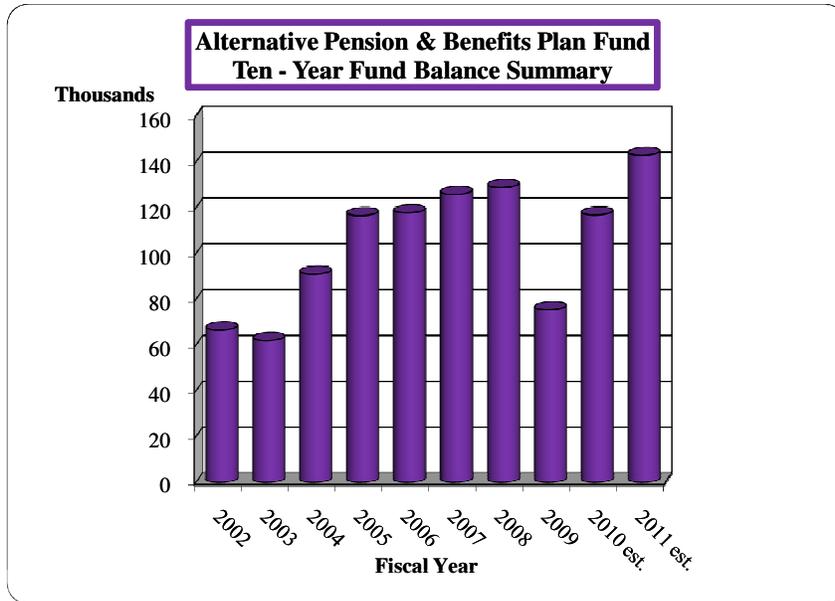
Description

09

Alternative Pension and Benefits Plan Fund

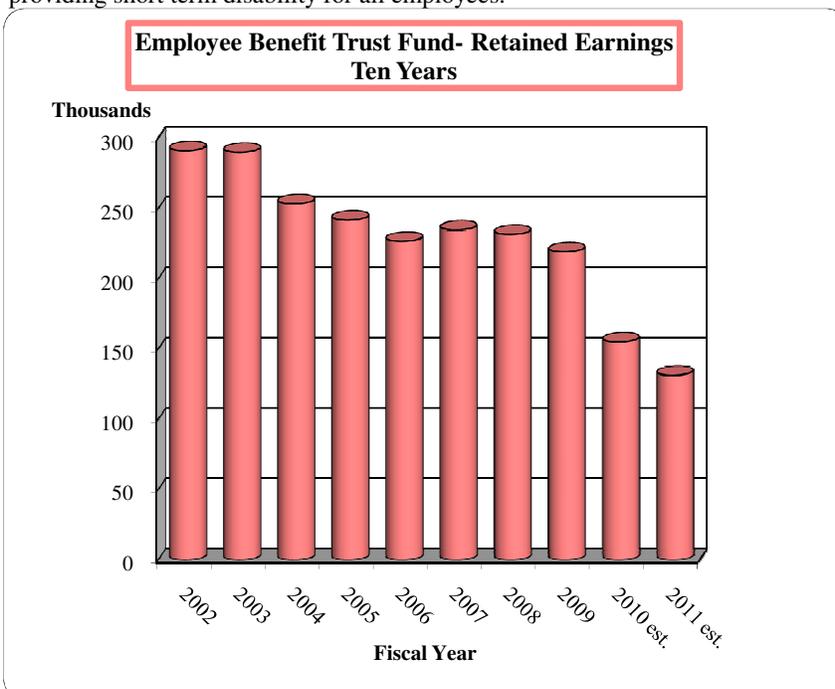
10

Employee Benefit Trust Fund



Fiscal Year	Fund Balance
2002	66,740
2003	62,060
2004	91,127
2005	116,761
2006	117,891
2007	126,025
2008	129,017
2009	75,500
2010 est.	117,000
2011 est.	143,100

The following represents a ten-year illustration of retained earnings for this fund. With the acceptance into the Verde Valley Employee Benefits Pool the fund balance is estimated to be retained for future employee benefits. Changes in the fund balance are due to assessments paid to the Verde Valley Employee Benefits Pool. The fund balance is now providing short term disability for all employees.



Fiscal Year	Fund Balance
2002	291,277
2003	290,146
2004	253,466
2005	241,814
2006	226,721
2007	234,811
2008	231,573
2009	219,120
2010 est.	155,165
2011 est.	131,460

Fiscal Year 2011 Budget
Consolidated Statement of Revenues/Expenditures

7/16/2010 10:03

Item Description	2009	2010		2011
	Actual	Budget	Revised	Final
Revenue Sources:				
Taxes	0	0	0	0
Intergovernmental Revenues	21,664	36,600	28,500	23,750
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	(27,243)	9,000	33,700	24,000
Miscellaneous Revenues	5,654	0	0	0
Total Revenue Sources	75	45,600	62,200	47,750
Other Financing Sources:				
Transfers In	0	0	0	0
Carryover	0	329,170	231,065	248,460
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
Total Other Financing Sources	0	329,170	231,065	248,460
Total Available Resources	75	374,770	293,265	296,210
Expenditures:				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	44,175	31,600	32,400	37,600
Other Services and Charges	40,490	11,700	12,400	12,400
Capital Outlay	0	0	0	0
Reserves	0	331,470	248,465	246,210
Debt Service	0	0	0	0
Total Expenditures	84,665	374,770	293,265	296,210
Other Uses:				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
Total Other Uses	0	0	0	0
Total Expenditures and Other Uses	84,665	374,770	293,265	296,210
Net Income / (Loss)	(84,590)	\$0	\$0	\$0

Fiscal Year 2011 Budget
Alternative Pension and Benefits Plan Fund Revenues/Expenditures

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Revenue Sources:					
Taxes					
Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					
City Contribution / Fire Ins Premium	21,664	36,600	28,500	23,750	-16.67%
Uses of Monies & Properties					
Interest Income	(32,299)	1,000	30,000	20,000	-33.33%
Miscellaneous Revenues					
Other Income	5,654	0			0.00%
Total Revenue Sources	(4,981)	37,600	58,500	43,750	-25.21%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	110,050	75,900	117,000	54.15%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	110,050	75,900	117,000	54.15%
Total Available Resources	(4,981)	147,650	134,400	160,750	19.61%
Expenditures:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	8,247	7,600	7,400	7,600	2.70%
Other Services and Charges	39,890	10,000	10,000	10,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	130,050	117,000	143,150	22.35%
Debt Service	0	0	0	0	0.00%
Total Expenditures	48,137	147,650	134,400	160,750	19.61%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenditures and Other Uses	48,137	147,650	134,400	160,750	19.61%
Net Income / (Loss)	(53,118)	\$0	\$0	\$0	

This Page Intentionally Left Blank

Fiscal Year 2011 Budget
Alternative Pension and Benefits Plan Fund

Organizational Chart:

None

General Information:

Alternative Pension and Benefits Plan Fund accounts for the defined contribution pension plan which is administrated by the city and a board of trustees for the city's volunteer firefighters.

Revenues are received from the state's Fire Insurance Premium Tax, contributions from the city and members, and interest on investments.

FY 2010 Accomplishments:

- * Maintained the financial health of the pool
- * Worked with Investment Manager to develop a better investment pool

FY 2011 Goals:

- * Continue to search for ways to improve plan
- * Maintain the financial stability of the pool

Budget Highlights:

Not Applicable

Fiscal Year 2011 Budget

Fiduciary Fund	Alternative Pension and Benefits Plan		Fund 09	Cost Center	10-00
Summary By Category					
Expenditure Category	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	8,247	7,600	7,400	7,600	2.70%
Other Services and Charges	39,890	10,000	10,000	10,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	130,050	117,000	143,150	22.35%
Debt Service	0	0	0	0	0.00%
Department Totals	<u>\$48,137</u>	<u>\$147,650</u>	<u>\$134,400</u>	<u>\$160,750</u>	<u>19.61%</u>

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Contributions	\$9,290	5.78%
Interest Income	20,000	12.44%
Other Income	0	0.00%
Fund Balance	131,460	81.78%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2007-08	2009	2010	2011
N/A				

Fiscal Year 2011 Budget
Employee's Benefit Trust Fund Revenues/Expenses

Item Description	2009	2010		2011	Percent Change
	Actual	Budget	Revised	Final	
Beginning Retained Earnings					0.00%
Less: Designated Reserves					0.00%
Cash Reserves	0	0	0	0	0.00%
Appropriated Retained Earnings	0	0	0	0	0.00%
Revenue Sources:					
Uses of Monies & Properties					
Interest Income	5,056	8,000	3,700	4,000	8.11%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
Total Revenue Sources	5,056	8,000	3,700	4,000	8.11%
Other Financing Sources:					
Transfers In	0	0	0	0	0.00%
Carryover	0	219,120	155,165	131,460	-15.28%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	0	0	0	0	0.00%
Proceeds from Bonds	0	0	0	0	0.00%
Total Other Financing Sources	0	219,120	155,165	131,460	-15.28%
Total Available Resources	5,056	227,120	158,865	135,460	-14.73%
Expenses:					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	35,928	24,000	25,000	30,000	20.00%
Other Services and Charges	600	1,700	2,400	2,400	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	201,420	131,465	103,060	-21.61%
Debt Service	0	0	0	0	0.00%
Total Expenses	36,528	227,120	158,865	135,460	-14.73%
Other Uses:					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Total Other Uses	0	0	0	0	0.00%
Total Expenses and Other Uses	36,528	227,120	158,865	135,460	-14.73%
Net Income / (Loss)	(\$31,472)	\$0	\$0	\$0	

This Page Intentionally Left Blank

Fiscal Year 2011 Budget
Employee Benefit Trust

Organizational Chart:

None

General Information:

The Employee Benefits Trust Fund accounted for the City's partially self-funded health & medical insurance for many years. Currently, the trust no longer provides the services since the City is a member of the Verde Valley Employee Benefit Pool.

FY 2010 Accomplishments:

Not applicable

FY 2010 Goals:

Not applicable

Budget Highlights:

The only change in this department is the reserve fund. The City is going to continue to fund the Short Term Disability program out of this budget.

Fiscal Year 2011 Budget

Internal Services		Employee Benefit Trust		Fund 10		Cost Center		10-00	
Summary By Category									
Expenditure Category	2009		2010		2011		Percent Change		
	Actual	Budget	Budget	Revised	Final	Final			
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	0	0	0	0	0	0	0.00%		
Contractual Services	35,928	24,000	25,000	25,000	30,000	30,000	20.00%		
Other Services and Charges	600	1,700	2,400	2,400	2,400	2,400	0.00%		
Capital Outlay	0	0	0	0	0	0	0.00%		
Reserves	0	201,420	131,465	131,465	103,060	103,060	-21.61%		
Debt Service	0	0	0	0	0	0	0.00%		
Department Totals	<u>\$36,528</u>	<u>\$227,120</u>	<u>\$158,865</u>	<u>\$158,865</u>	<u>\$135,460</u>	<u>\$135,460</u>	-14.73%		

Staffing Levels			
Item Description	2009	2010	2011
Full Time Equivalents:	0.00	0.00	0.00

Departmental Fund Sources		
Funding Sources	Amount	% of Funding
Interest Income	\$4,000	2.95%
Miscellaneous Revenues	0	0.00%
Retained Earnings	131,460	97.05%
Total Funding		<u>100.00%</u>

Performance Indicators				
Department Indicators	Actual		Estimated	Budget
	2008	2009	2010	2011
N/A				

Fiscal Year 2011 Budget

Capital Outlay

General Fund			
Department	Equipment & Project Description	Requested	Budgeted
City Council	Laptop Computers	15,000	15,000
	Trust Land Annexation	50,000	50,000
	Subtotal	65,000	65,000
City Clerk's	Automation Software	25,000	25,000
	Subtotal	25,000	25,000
Community Development	Desktop Computers	3,000	3,000
	Subtotal	3,000	3,000
Police Department	Building Security Hardware	5,000	5,000
	Desktop Computer and Peripherals	7,500	7,500
	Mobil Data Computing Connectivity (100% Grant)	43,000	43,000
	Reverse 911 (Grant/COC % 75/25)	33,000	33,000
	Subtotal	88,500	88,500
Fire Department	Computer Replacement Program	10,000	2,000
	Pagers & Radios	19,000	10,000
	Pagers & Radios (FEMA AFG Grant)	41,960	41,960
	Officer & Station Equip	18,000	9,000
	Physical Fitness Equip	3,000	0
	Fire Extenguisher Training Eqiup (100%Grant Funded)	11,600	11,600
	Software update program	5,000	3,000
	Communications Infr & MCTs	25,000	5,000
	Fire Suppression & Safety Equipment	30,000	30,000
	Rescue, Extracation/ Sp Ops Equip	5,000	0
	EMS Equip-	15,000	15,000
	Command/Staff Veh Replacement - (FY11 upgrades to Chief's vehicle)	9,000	9,000
	Fire Stations GADA	120,000	120,000
	Fire Pumper (Lease Purchase)	500,000	500,000
	Subtotal	812,560	756,560
Engineering Services	Total Station - Survey Equipment	15,000	15,000
	Soils & Asphalt Testing Equip	12,700	12,700
	Survey Equipment	52,000	52,000
	Subtotal	79,700	79,700
Total General Fund Capital Outlay		\$1,073,760	\$1,017,760

Fiscal Year 2011 Budget

Capital Outlay

Special Revenue Funds			
Department	Equipment & Project Description	Requested	Budgeted
Streets-Construction	Pavement Preservation	350,000	350,000
	GIS Services	48,970	48,970
	Sidewalk Additions	80,000	80,000
	W. Mingus Reconstruction	1,275,000	1,275,000
	12th Street Reconstruction from 89A to Fir	2,130,000	2,130,000
	Subtotal	3,883,970	3,883,970
Streets - Operations	Message Board- Traffic Control	18,000	0
	Used Water Truck	30,000	0
	Subtotal	18,000	0
C.A.T.S.	Transit Buses	968,000	134,000
	Local Share Larger Fuel Tank	2,500	2,500
	Facility Improvements	22,195	22,195
	Subtotal	992,695	158,695
Airport Grants	Runway 32 Extension	365,000	365,000
	Energy Efficient Block Grant	92,996	92,995
	Sub-total	457,996	457,995
Capital Projects Fund	Old Town Jail	70,000	70,000
	Library Parking Lot	78,000	78,000
	Update Portal Signs to the City	5,000	5,000
	Remodel Old Court Bldg	100,000	100,000
	City Hall	5,500,000	5,500,000
	Regional Communications Bldg	360,000	360,000
	Old Town Parking & Rear utility pavement	150,000	150,000
	Ramada parking @ Riverfront Park	116,000	116,000
	Fire Station 2 (GADA)	120,000	120,000
	Sub-total	6,499,000	6,499,000
Total Special Revenue Fund Capital Outlay		\$11,851,661	\$10,999,660

Fiscal Year 2011 Budget
Capital Outlay

Enterprise Funds			
Department	Equipment & Project Description	Requested	Budgeted
Sewer Construction	Storage	400,000	400,000
	Hwy 260 Line Extension	1,900,000	1,900,000
	ADEQ Brownsfield Grant (Gardner Property)	200,000	200,000
	Wastewater Treatment Plant Construction	500,000	500,000
	W. Mingus reconst. - Reclaimed water lines	255,000	255,000
	Riverfront Reclamation Facility	500,000	500,000
	Sub-total	3,755,000	3,755,000
Sewer O&M	Lift Station #4 Roof Repair	6,000	6,000
	Laboratory Information Mgmt. Sys.	25,000	25,000
	Manual Transfer Switch LS#4	7,000	7,000
	SCADA Dialer Upgrade	6,000	6,000
	3/4 Ton Truck	32,000	32,000
	Utility Vehicle	15,000	15,000
	Protective Coating-Plant	22,000	22,000
Sub-total	113,000	113,000	
Water Construction	Arsenic (final year for Cap moving to O&M)	250,000	250,000
	Valves	25,000	25,000
	Wells Improvments	500,000	500,000
	Fire Flow Upgrades	500,000	500,000
	W. Mingus Reconstuction - Replace Failing	256,000	256,000
	Hwy 260 Water System Upgrades	625,000	625,000
	Sub-total	2,156,000	2,156,000
Water O&M	Mini Excavator	21,000	21,000
	Portable Generator	1,200	1,200
	Vibratory Trench Compactor	3,600	3,600
	Hydraulic Trash Pump	2,200	2,200
	Confined Space/Trench Shoring Trailer	3,600	3,600
	Gasoline Powered Cutoff Saw-14"	1,200	1,200
Sub-total	32,800	32,800	
Total Enterprise Fund Capital Outlay		6,056,800	6,056,800
Grand Total - All Capital and Equipment & Project		18,982,221	18,074,220

Fiscal Year 2011 Budget
Capital Outlay

Admin., Clerk, & Water Resources
 Council
 Community/Economic Development
 Finance & Human Resources
 Police
 Fire
 Engineering
 Parks & Recreation / Pool / Weight room
 Building Maintenance
 Street Maintenance & Construction
 Street Operations
 CAT
 Airport
 Other Grants
 Sewer Operations & Maintenance
 Water Construction & Design
 Capital Projects Fund

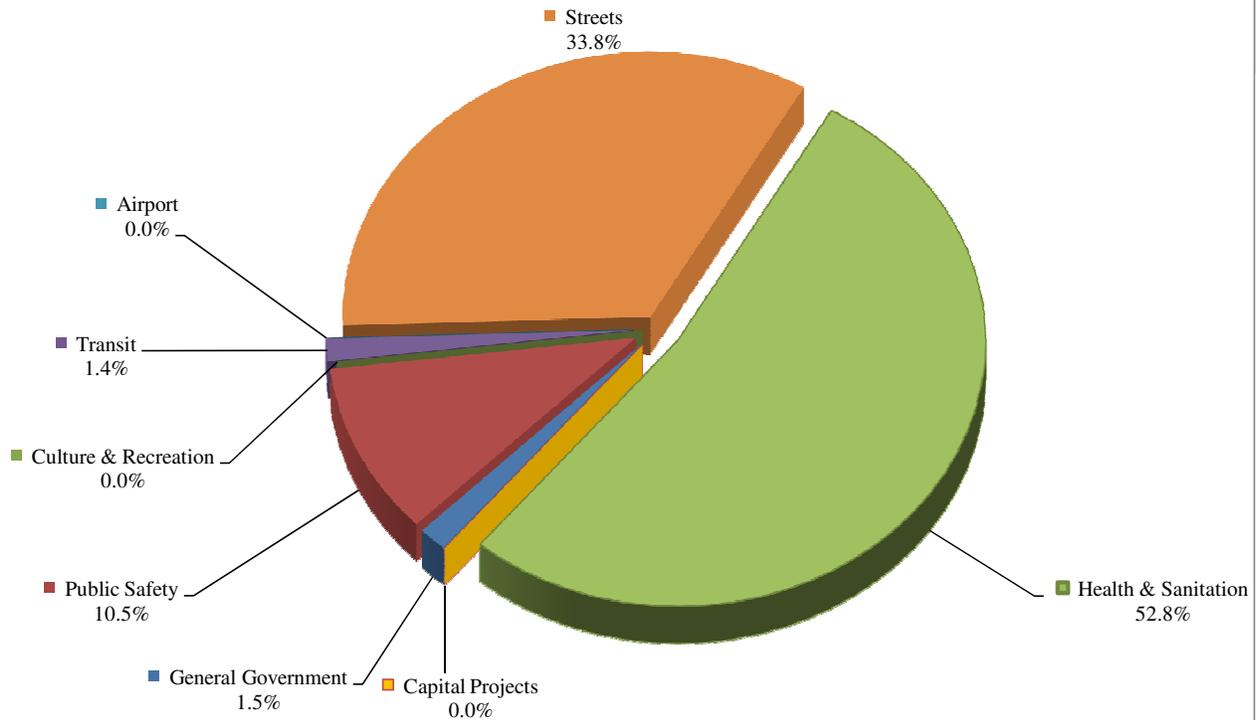
	Capital	
	Equipment	Project
Admin., Clerk, & Water Resources	25,000	0
Council	15,000	50,000
Community/Economic Development	3,000	0
Finance & Human Resources	0	0
Police	12,500	76,000
Fire	136,560	620,000
Engineering	79,700	0
Parks & Recreation / Pool / Weight room	0	0
Building Maintenance	0	0
Street Maintenance & Construction	0	3,883,970
Street Operations	0	0
CAT	24,695	134,000
Airport	0	457,995
Other Grants	0	0
Sewer Operations & Maintenance	113,000	3,755,000
Water Construction & Design	32,800	2,156,000
Capital Projects Fund	5,000	6,494,000

Total Capital Equipment & Projects

\$447,255 \$17,626,965

\$0

FY 2011 CAPITAL EQUIPMENT



Fiscal Year 2011 Budget
Salary Ranges

Salary Range	Minimum	Midpoint	Maximum	Salary Range	Minimum	Midpoint	Maximum
1	\$15,202	\$18,622	\$22,043	46	\$46,182	\$56,573	\$66,964
2	\$15,582	\$19,088	\$22,594	47	\$47,337	\$57,988	\$68,638
3	\$15,972	\$19,565	\$23,159	48	\$48,520	\$59,437	\$70,354
4	\$16,371	\$20,054	\$23,738	49	\$49,733	\$60,923	\$72,113
5	\$16,780	\$20,556	\$24,331	50	\$50,977	\$62,446	\$73,916
6	\$17,200	\$21,070	\$24,940	51	\$52,251	\$64,007	\$75,764
7	\$17,630	\$21,596	\$25,563	52	\$53,557	\$65,608	\$77,658
8	\$18,070	\$22,136	\$26,202	53	\$54,896	\$67,248	\$79,599
9	\$18,522	\$22,690	\$26,857	54	\$56,269	\$68,929	\$81,589
10	\$18,985	\$23,257	\$27,529	55	\$57,675	\$70,652	\$83,629
11	\$19,460	\$23,838	\$28,217	56	\$59,117	\$72,418	\$85,720
12	\$19,946	\$24,434	\$28,922	57	\$60,595	\$74,229	\$87,863
13	\$20,445	\$25,045	\$29,645	58	\$62,110	\$76,085	\$90,059
14	\$20,956	\$25,671	\$30,386	59	\$63,663	\$77,987	\$92,311
15	\$21,480	\$26,313	\$31,146	60	\$65,254	\$79,936	\$94,619
16	\$22,017	\$26,971	\$31,925	61	\$66,886	\$81,935	\$96,984
17	\$22,567	\$27,645	\$32,723	62	\$68,558	\$83,983	\$99,409
18	\$23,132	\$28,336	\$33,541	63	\$70,272	\$86,083	\$101,894
19	\$23,710	\$29,045	\$34,379	64	\$72,028	\$88,235	\$104,441
20	\$24,303	\$29,771	\$35,239	65	\$73,829	\$90,441	\$107,052
21	\$24,910	\$30,515	\$36,120	66	\$75,675	\$92,702	\$109,729
22	\$25,533	\$31,278	\$37,023	67	\$77,567	\$95,019	\$112,472
23	\$26,171	\$32,060	\$37,948	68	\$79,506	\$97,395	\$115,284
24	\$26,826	\$32,861	\$38,897	69	\$81,494	\$99,830	\$118,166
25	\$27,496	\$33,683	\$39,870	70	\$83,531	\$102,325	\$121,120
26	\$28,184	\$34,525	\$40,866	71	\$85,619	\$104,884	\$124,148
27	\$28,888	\$35,388	\$41,888	72	\$87,760	\$107,506	\$127,252
28	\$29,610	\$36,273	\$42,935	73	\$89,954	\$110,193	\$130,433
29	\$30,351	\$37,180	\$44,009	74	\$92,203	\$112,948	\$133,694
30	\$31,109	\$38,109	\$45,109	75	\$94,508	\$115,772	\$137,036
31	\$31,887	\$39,062	\$46,236	76	\$96,870	\$118,666	\$140,462
32	\$32,684	\$40,038	\$47,392	77	\$99,292	\$121,633	\$143,973
33	\$33,502	\$41,039	\$48,577	78	\$101,774	\$124,674	\$147,573
34	\$34,339	\$42,065	\$49,792	79	\$104,319	\$127,790	\$151,262
35	\$35,198	\$43,117	\$51,036	80	\$106,927	\$130,985	\$155,044
36	\$36,077	\$44,195	\$52,312	81	\$109,600	\$134,260	\$158,920
37	\$36,979	\$45,300	\$53,620	82	\$112,340	\$137,616	\$162,893
38	\$37,904	\$46,432	\$54,961	83	\$115,148	\$141,057	\$166,965
39	\$38,851	\$47,593	\$56,335	84	\$118,027	\$144,583	\$171,139
40	\$39,823	\$48,783	\$57,743	85	\$120,978	\$148,198	\$175,418
41	\$40,818	\$50,002	\$59,187	86	\$124,002	\$151,903	\$179,803
42	\$41,839	\$51,253	\$60,666	87	\$127,102	\$155,700	\$184,298
43	\$42,885	\$52,534	\$62,183	88	\$130,280	\$159,593	\$188,906
44	\$43,957	\$53,847	\$63,737	89	\$133,537	\$163,583	\$193,628
45	\$45,056	\$55,193	\$65,331	90	\$136,875	\$167,672	\$198,469

Fiscal Year 2011 Budget
Authorized Positions by Fiscal Year

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009	2010	2011	Min	Max	
Administration						
City Manager	1.00	1.00	1.00	5,856	8,491	63
City Clerk	1.00	0.00	0.00	4,463	6,471	52
Deputy Clerk	1.00	0.00	0.00	2,468	3,578	28
Executive Assistant	1.00	1.00	1.00	3,082	4,468	37
Administrative Svcs GM	0.00	1.00	1.00	7,313	10,604	72
Developmental Svcs GM	0.00	1.00	1.00	7,313	10,604	72
Community Services GM	0.00	1.00	1.00	7,313	10,604	72
Total	4.00	5.00	5.00			
City Clerks Office						
City Clerk	0.00	1.00	1.00	4,463	6,471	52
Deputy Clerk	0.00	1.00	1.00	2,468	3,578	28
Administrative Assistant	0.00	1.00	1.00	2,076	3,010	21
	0.00	3.00	3.00			
Administration - Personnel Division						
Human Resources Director	0.00	0.00	0.00	4,463	6,471	52
Human Resources Manager	1.00	1.00	1.00	3,319	4,812	40
Human Resource Tech.	0.80	0.80	0.80	1,788	2,593	24
Total	1.80	1.80	1.80			
Natural Resources						
Natural Resources Director	1.00	1.00	0.00	4,926	7,143	56
	1.00	1.00	0.00			
Finance Department						
Finance Director	1.00	0.00	0.00	4,689	6,799	54
Accounting/Budget Manager	1.00	1.00	1.00	3,487	5,056	42
Accounting Technician - Frozen FY201	1.00	1.00	1.00	2,235	3,241	24
Human Resource Tech	0.20	0.20	0.20	447	648	24
Utility Bookkeeper	1.00	1.00	1.00	2,933	4,253	35
Budget Analyst	1.00	1.00	1.00	2,933	4,253	35
Buyer	0.00	0.00	0.00	2,468	3,578	28
Total	5.20	4.20	4.20			
IT Services						
IT Technician	1.00	1.00	1.00	3,487	5,056	42
	1.00	1.00	1.00			
Planning and Zoning						
Community Development Director	1.00	1.00	1.00	4,689	6,799	54
Planner	2.00	2.00	2.00	3,319	4,812	40
Code Enforcement Officer	1.00	0.00	0.00	2,349	3,406	26
Planning Technician	1.00	0.00	0.00	2,349	3,406	26
Administrative Coordinator	0.50	1.00	1.00	2,235	3,241	24
Economic Development Director	0.00	0.00	0.00	1,743	2,528	42
Total	5.50	4.00	4.00			
Economic Development						
Economic Development Director	1.00	1.00	1.00	3,487	5,056	42
	1.00	1.00	1.00			

Fiscal Year 2011 Budget
Authorized Positions by Fiscal Year

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009	2010	2011	Min	Max	
Municipal Court						
Municipal Judge	1.00	1.00	1.00	4,689	6,799	54
Court Administrator	1.00	1.00	1.00	3,159	4,580	38
Court Clerk	4.00	4.00	4.00	2,076	3,010	21
Total	6.00	6.00	6.00			
Legal Department						
Attorney	1.00	0.00	1.00	5,574	8,082	61
Legal Services Coordinator	0.00	0.00	0.00	3,082	4,468	37
Total	1.00	0.00	1.00			
Engineering Services Department						
Public Works Director	1.00	0.00	0.00	4,689	6,799	54
Staff Engineer	1.00	1.00	1.00	3,574	5,182	43
Public Works Inspector	0.50	1.00	1.00	2,468	3,578	28
Administrative Coordinator	1.00	0.00	0.00	2,235	3,241	24
Program Manager	1.00	0.00	0.00	3,319	4,812	40
Building Official	0.00	1.00	1.00	4,043	5,863	48
Building Inspector	0.00	1.00	1.00	2,468	3,578	28
Professional Engineer NEW 66.67%	0.00	1.00	1.00	4,463	6,471	52
Utility Inspector	0.00	1.00	1.00	2,468	3,578	28
Total	4.50	6.00	6.00			
Building Inspection Department						
Building Official	1.00	0.00	0.00	4,043	5,863	48
Building Inspector	1.00	0.00	0.00	2,468	3,578	28
Administrative Coordinator	0.50	0.00	0.00	1,118	1,621	24
Total	2.50	0.00	0.00			
Public Works						
Public Works Director	0.00	1.00	1.00	4,689	6,799	54
Administrative Coordinator	0.00	1.00	1.00	2,235	3,241	24
Program Manager	0.00	1.00	1.00	3,319	4,812	40
Total	0.00	3.00	3.00			
Police Department						
Police Chief	1.00	1.00	1.00	4,689	6,799	54
Commander	2.00	2.00	2.00	4,248	6,160	50
Sergeant	7.00	6.00	6.00	3,663	5,311	44
PANT Officer	1.00	1.00	1.00	3,082	4,468	37
Police Officer	19.00	19.00	20.00	3,082	4,468	37
School Resource Officer (SRO)	2.00	2.00	1.00	3,082	4,468	37
Property & Evidence Technician	1.00	1.00	1.00	2,349	3,406	26
Police Administrative Technician	1.00	1.00	1.00	2,291	3,322	25
Records Clerk	2.00	2.00	2.00	2,076	3,010	21
System Coordinator	0.50	0.50	0.50	1,296	1,880	30
Terrorism Liaison Officer	0.00	0.50	0.50	1,832	2,656	44
Total	36.50	36.00	36.00			
Police - Ordinance Enforcement						
Ordinance Enforcement Officer	1.00	1.00	1.00	2,349	3,406	26
Ordinance Enforcement Officer	0.00	1.00	1.00	2,349	3,406	26
Total	1.00	2.00	2.00			

Fiscal Year 2011 Budget
Authorized Positions by Fiscal Year

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009	2010	2011	Min	Max	
Police - Communications Division						
Systems Coordinator	0.50	0.50	0.50	1,296	1,880	30
Communications Supervisor	1.00	1.00	1.00	2,592	3,759	30
Communications Specialist	8.00	9.00	9.00	2,349	3,406	26
Total	9.50	10.50	10.50			
Fire Department						
Fire Chief	1.00	1.00	1.00	4,689	6,799	54
Fire Captain	3.00	3.00	3.00	4,463	6,471	52
Fire Inspector	1.00	1.00	1.00	2,862	4,149	34
Firefighter/Engineer	3.00	6.00	6.00	3,574	5,182	43
Administrative Coordinator	1.00	1.00	1.00	2,235	3,241	24
Fire Marshall	1.00	1.00	1.00	3,663	5,311	44
Firefighter	6.00	12.00	12.00	3,238	4,695	39
Engineer/Lieutenant	0.00	3.00	3.00	3,574	5,182	43
Total	16.00	28.00	28.00			
Parks and Recreation Department						
Parks & Recreation Director	1.00	0.00	0.00	4,689	6,799	54
*Recreational Supervisor	1.00	1.00	0.00	2,724	3,949	32
Administrative Coordinator	1.00	1.00	1.00	2,235	3,241	24
Recreation Program Specialist	1.00	1.00	0.00	2,349	3,406	26
Special Events Coordinator	1.00	1.00	0.00	2,468	3,578	28
** Rec. Coordinator Frozen FY2010	0.00	0.00	2.00	2,291	3,322	25
Total	5.00	4.00	3.00			
Recreation Department						
Recreation Center Manager	0.00	1.00	1.00	3,849	5,580	46
Aquatics Center Supervisor	0.00	1.00	1.00	3,082	4,468	37
Recreation Center Program Supervisor	0.00	1.00	1.00	3,082	4,468	37
Fitness Center Supervisor	0.00	1.00	1.00	2,407	3,491	27
Facility Maintenance Supervisor	0.00	1.00	1.00	2,407	3,491	27
Facility Maintenance Worker	0.00	1.00	1.00	1,976	2,865	19
Front Desk Supervisor	0.00	2.00	2.00	2,128	3,085	22
Head Life Guard	0.00	2.00	2.00	2,076	3,010	21
Total	0.00	10.00	10.00			
Building Maintenance						
Buildings & Grounds Maint. Manager	0.90	1.00	1.00	2,773	4,022	37
Construction & Maint. Worker	4.80	5.00	5.00	1,976	2,865	19
Building Maint. Specialist II - Frozen	1.00	1.00	1.00	2,407	3,491	27
Building Maint. Specialist I - Frozen	1.00	1.00	1.00	1,976	2,865	19
Total	7.70	8.00	8.00			
Streets Maintenance						
Public Works Maintenance Mgr.	1.00	1.00	1.00	3,082	4,468	37
Public Works Maint. Worker	5.00	4.00	4.00	1,976	2,865	19
Public Works Inspector	0.50	0.00	0.00	1,234	1,789	28
Total	6.50	5.00	5.00			
CAT						
Transportation Manager	1.00	1.00	1.00	3,487	5,056	42
Driver / Dispatcher	2.00	2.00	2.00	2,076	3,010	21
Drivers	8.00	8.00	8.00	1,976	2,865	19
Total	11.00	11.00	11.00			

Fiscal Year 2011 Budget
Authorized Positions by Fiscal Year

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	2009	2010	2011	Min	Max	
Library Services						
Library Director	1.00	1.00	1.00	4,463	6,471	52
Youth Svcs Coordinator - Frozen FY10	1.00	1.00	1.00	2,657	3,853	31
Library Technician	2.00	2.00	2.00	2,128	3,085	22
Library Clerk	6.00	5.00	5.00	1,881	2,727	17
Library Coordinator	1.00	1.00	1.00	3,082	4,468	37
Total	11.00	10.00	10.00			
Cemetery						
Construction & Maintenance Mgr.	0.10	0.00	0.00	308	447	37
Construction & Maint. Worker	0.20	0.00	0.00	198	286	19
Total	0.30	0.00	0.00			
Wastewater Treatment Facility						
Utility Director	0.25	0.00	0.00	1,172	1,700	54
Utilities Administrative Manager	0.00	0.50	0.50	3,945	5,720	47
Operations Manager	0.00	0.50	0.35	3,574	5,182	43
WWTP Superintendent	1.00	1.00	1.00	3,238	4,695	39
WW Operator III	1.00	1.00	1.00	2,407	3,491	27
WW Operator II	3.00	3.00	3.00	2,291	3,322	25
WW Operator I	2.00	2.00	2.00	2,076	3,010	21
Administrative Coordinator	0.25	0.50	0.50	559	810	24
Electrical Instrument Specialist	0.50	0.50	0.50	1,467	2,127	35
Utility Billing Supervisor	0.25	0.35	0.35	1,079	1,564	37
Utility Billing Clerk	1.00	1.00	1.05	1,976	2,865	19
Water/WW Inspector	0.50	0.00	0.00	1,234	1,789	28
Project Coordinator	0.50	0.00	0.00	1,659	2,406	40
Total	10.25	10.35	10.25			
Water Distribution System						
Utility Director	0.75	0.00	0.00	3,517	5,099	54
Utilities Administrative Manager	0.00	0.50	0.50	2,959	4,290	47
Operations Manager	0.00	0.50	0.65	2,680	3,886	43
Water Operations & Maint. Mgr.	1.00	0.00	0.00	3,402	4,932	41
Utility Billing Supervisor	0.75	0.65	0.65	2,003	2,904	37
Utility Technician	4.00	4.00	3.00	1,976	2,865	19
Utility Billing Clerk	2.00	2.00	1.95	1,976	2,865	19
Operator I	3.00	3.00	3.00	2,076	3,010	21
Operator II	2.00	2.00	2.00	2,291	3,322	25
Operations Foreman	1.00	1.00	1.00	2,657	3,853	31
Electrical Instrument Specialist	0.50	0.50	0.50	1,467	2,127	35
Administrative Coordinator	0.75	0.50	0.50	1,118	1,621	24
Water/WW Inspector	0.50	0.00	0.00	1,234	1,789	28
Project Coordinator	0.50	0.00	0.00	3,319	4,812	40
Arsenic Specialist - new 3/4 of year	0.00	1.00	1.00	2,529	3,667	29
Terrorism Liaison Officer - new	0.00	0.50	0.50	1,832	2,656	44
Utility Equipment Operator	0.00	2.00	2.00	1,090	1,581	23
Total	16.75	18.15	17.25			
Total City-wide Authorized Full-Time Equivalents	165.00	189.00	187.00			

Resolution

City of Cottonwood, Az
 Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2011

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2010	ACTUAL EXPENDITURES/EXPENSES ** 2010	FUND BALANCE/NET ASSETS*** July 1, 2010**	PROPERTY TAX REVENUES 2011	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2011	OTHER FINANCING 2011		INTERFUND TRANSFERS 2011		TOTAL FINANCIAL RESOURCES AVAILABLE 2011	BUDGETED EXPENDITURES/EXPENSES 2011
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 12,339,970	\$ 12,339,970	\$ 6,502,200	Primary: \$ Secondary:	\$ 13,021,640	\$ 500,000	\$ 23,490	\$ 649,125	\$ 19,398,205	\$ 19,398,205	
2. Special Revenue Funds	4,726,585	4,726,585	772,280		2,641,035	3,750,000	649,125	32,615	7,779,825	7,779,825	
3. Debt Service Funds Available	2,926,875	2,926,875	835,990		1,701,885				2,537,875	2,537,875	
4. Less: Designation for Future Debt Retirement											
5. Total Debt Service Funds	2,926,875	2,926,875	835,990		1,701,885				2,537,875	2,537,875	
6. Capital Projects Funds	28,654,380	28,654,380	13,915,480		448,870		9,125	500,000	13,873,475	13,873,475	
7. Permanent Funds											
8. Enterprise Funds Available	19,216,455	19,216,455	7,501,240		7,203,680	40,910,000	500,000		22,424,920	22,424,920	
9. Less: Designation for Future Debt Retirement											
10. Total Enterprise Funds	19,216,455	19,216,455	7,501,240		7,203,680	40,910,000	500,000		22,424,920	22,424,920	
11. Internal Service Funds											
12. TOTAL ALL FUNDS	\$ 67,864,265	\$ 67,864,265	\$ 29,527,190		\$ 25,017,110	\$ 45,160,000	\$ 1,181,740	\$ 1,181,740	\$ 66,014,300	\$ 66,014,300	

EXPENDITURE LIMITATION COMPARISON

	2010	2011
1. Budgeted expenditures/expenses	\$ 67,864,265	\$ 66,014,300
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	67,864,265	66,014,300
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 67,864,265	\$ 66,014,300
6. EEC or voter-approved alternative expenditure limitation		

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

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

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

*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

City of Cottonwood, Az
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2011

SOURCE OF REVENUES	ESTIMATED REVENUES 2010	ACTUAL REVENUES* 2010	ESTIMATED REVENUES 2011
GENERAL FUND			
Local taxes			
City Sales Tax	\$ 8,382,340	\$ 7,902,495	\$ 7,322,200
Bed Tax	120,000	94,000	97,000
Utility Tax	188,000	192,270	201,880
Additional Construction Sales Tax			
Franchises	238,800	189,250	204,800
Licenses and permits			
Business Licenses	30,000	30,000	30,000
Construction Permits	210,000	72,000	75,000
Planning & Zoning Fees	40,000	8,000	9,000
Intergovernmental			
Federal Revenue	2,364,570	118,240	53,540
State Revenue	2,357,025	2,250,250	1,901,020
County (including Motor Vehicle Tax)	677,940	763,925	729,900
Other Entities	669,640	690,065	566,700
Charges for services			
Dispatch & Spillman Services	150,000	73,790	165,300
Recreation Fees	384,990	185,490	631,200
Animal Control Fees	1,500	1,200	1,500
Other Services	1,265,060	870,345	824,000
Fines and forfeits			
Municipal Court	195,000	139,200	147,100
Interest on investments			
Interest Income	60,000	19,000	25,000
Uses of monies & properties			
Rentals	6,000	6,500	6,500
Contributions			
Voluntary contributions	5,500	1,325	2,500
Miscellaneous			
Miscellaneous Income	35,000	25,000	27,500
Total General Fund	\$ 17,381,365	\$ 13,632,345	\$ 13,021,640

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

City of Cottonwood, Az
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2011

SOURCE OF REVENUES	ESTIMATED REVENUES 2010	ACTUAL REVENUES* 2010	ESTIMATED REVENUES 2011
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
Fuel Tax	\$ 780,440	\$ 775,000	781,725
Additional Sales Tax	662,440		
Federal Grants	370,000		
County Revenue			
Other Income	12,500	17,800	14,000
Total Highway User Revenue Fund	\$ 1,825,380	\$ 792,800	\$ 795,725
Local Transportation Assistance Fund			
Lottery Tax	\$ 48,990	\$ 27,000	\$
Total Local Transportation Assistance Fund	\$ 48,990	\$ 27,000	\$
Total Street Maintenance & Construction	\$ 1,874,370	\$ 819,800	\$ 795,725
COTTONWOOD AREA TRANSIT SYSTEM			
Intergovernmental			
State Grant	\$ 876,510	\$ 502,310	\$ 686,795
Fuel Tax			
LTAIF	25,000		
Other Entities	189,390	127,460	124,845
Charges for services			
Fare Box	\$ 108,460	\$ 65,100	\$ 65,730
Miscellaneous			
Other Income	\$ 27,000	\$ 78,270	\$ 82,000
Total Cottonwood Area Transit System	\$ 1,226,360	\$ 773,140	\$ 959,370
LIBRARY FUND			
Intergovernmental			
County Library	\$ 195,720	\$ 187,860	\$ 197,250
Charges for services			
Collection Income	\$	\$	\$
Interest on investment			
Interest Income	\$ 600	\$ 120	\$ 130
Miscellaneous			
Other Income (including grants)	\$ 20,160	\$ 19,750	\$ 20,150
Total Library Fund	\$ 216,480	\$ 207,730	\$ 217,530
AIRPORT			
Intergovernmental			
State Grants	\$ -	\$ -	\$ -
Federal Grants	-	-	-
Charges for services			
Fuel Sales	\$ 218,400	\$ 200,000	\$ 5,800
Uses of monies & properties			
Rental & Leases	\$ 103,050	\$ 88,650	\$ 112,550
Total Airport Authority	\$ 321,450	\$ 288,650	\$ 118,350
OTHER GRANTS			
Intergovernmental Revenues	\$ 500,000	\$ -	\$ 500,000
Total Other Grants Fund	\$ 500,000	\$ -	\$ 500,000

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

City of Cottonwood, Az
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2011

SOURCE OF REVENUES	ESTIMATED REVENUES 2010	ACTUAL REVENUES* 2010	ESTIMATED REVENUES 2011
HERITAGE GRANT			
Intergovernmental			
Heritage Grant Funds	\$ -	\$ -	\$ -
Other Entities	-	-	-
Matching Funds	-	-	-
Total Heritage Grant Fund	\$ -	\$ -	\$ -
COMMUNITY DEVELOPMENT BLOCK GRANTS			
Intergovernmental			
State Grants	\$ -	\$ -	\$ -
Other Entities	-	-	-
Total Community Development Block Grants	\$ -	\$ -	\$ -
EXPENDABLE TRUST FUNDS			
Cemetery Fund	\$ 3,535	\$ 2,305	\$ 2,310
Health & Benefits Trust Fund	8,000	3,700	4,000
Alternative Pension Fund	37,600	58,500	43,750
Total Expendable Trust Funds	\$ 49,135	\$ 64,505	\$ 50,060
Total Special Revenue Funds	\$ 4,187,795	\$ 2,153,825	\$ 2,641,035

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

City of Cottonwood, Az
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2011

SOURCE OF REVENUES	ESTIMATED REVENUES 2010	ACTUAL REVENUES* 2010	ESTIMATED REVENUES 2011
DEBT SERVICE FUNDS			
Local Taxes			
City Sales Tax	\$ 1,697,475	\$ 1,697,475	\$ 1,701,775
Charges for services			
Water User Fees - Debt Service	\$ -	\$ -	\$ -
Interest			
Interest Income	\$ 34,530	\$ 110	\$ 110
Total Debt Service Funds	\$ 1,732,005	\$ 1,697,585	\$ 1,701,885
CAPITAL PROJECTS FUNDS			
Local Taxes			
City Sales Tax	\$ -	\$ -	\$ -
Intergovernmental			
Federal Grants	\$ 475,000	\$ 482,480	\$ 439,745
State Grants	12,500	12,700	9,125
County Revenue		-	
Other Entities			
Miscellaneous			
Other Income	\$ -	\$ -	\$ -
Interest Income	850,000	510,600	-
Total Capital Projects Funds	\$ 1,337,500	\$ 1,005,780	\$ 448,870
ENTERPRISE FUNDS			
WASTEWATER			
City Sales Tax	\$ -	\$ -	\$ -
User Fees	1,461,200	1,243,400	1,243,400
Interest Income	271,600	60,000	60,000
Other Income	169,750	71,500	52,500
Total Wastewater Enterprise	\$ 1,902,550	\$ 1,374,900	\$ 1,355,900
WATER			
City Sales Tax	\$ -	\$ -	\$ -
User Fees	5,960,500	5,268,790	5,638,790
Interest Income	673,100	126,185	126,190
Clarkdale Reimbursements	31,000	27,000	27,000
Other Income	7,850	55,800	55,800
Total Water Enterprise	\$ 6,672,450	\$ 5,477,775	\$ 5,847,780
CLARKDALE WATER ENTERPRISE			
Clarkdale Water	\$ -	\$ -	\$ -
Total Clarkdale Water Enterprise	\$ -	\$ -	\$ -
Total Enterprise Funds	\$ 8,575,000	\$ 6,852,675	\$ 7,203,680
TOTAL ALL FUNDS	\$ 33,213,665	\$ 25,342,210	\$ 25,017,110

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

City of Cottonwood, Az
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2011

FUND	OTHER FINANCING 2011		INTERFUND TRANSFERS 2011	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Transfer In (T-Hangars) - Airport Fund	\$	\$	\$ 23,490	\$
Operating Transfer Out - Library				592,700
Operating Transfer Out - Cemetery				38,610
Operating Transfer Out - Capital Projects				
Operating Transfer Out - Airport				17,815
Proceeds from Lease Purchase	* 500,000			
Total General Fund	\$ 500,000	\$	\$ 23,490	\$ 649,125
SPECIAL REVENUE FUNDS				
Transfer Out (T-Hangars) - General Fund	\$	\$	\$	\$ 23,490
Transfer Out (Airport Improvements) - Airport Fund				9,125
Operating Transfer In for Library - General Fund			592,700	
Operating Transfer In for Cemetery - General Fund			38,610	
Operating Transfer In for Airport - General Fund			17,815	
Proceeds from bond	3,750,000			
Total Special Revenue Funds	\$ 3,750,000	\$	\$ 649,125	\$ 32,615
DEBT SERVICE FUNDS				
Transfer Out - Sewer Fund	\$	\$	\$	\$
Total Debt Service Funds	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS				
Transfer In Airport Improvements - Airport Fund	\$	\$	\$ 9,125	\$
Transfer In Capital Projects - Evidence Bldg				
Transfer Out - Sewer Fund				500,000
Total Capital Projects Funds	\$	\$	\$ 9,125	\$ 500,000
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Transfer In - Sewer Enterprise - Expansion	\$	\$	\$ 500,000	\$
Proceeds from Bonds - Sewer	4,000,000			
Proceeds from Bonds - Water	36,910,000			
Bond Refunding - Water		33,690,000		
Total Enterprise Funds	\$ 40,910,000	\$ 33,690,000	\$ 500,000	\$
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 45,160,000	\$ 33,690,000	\$ 1,181,740	\$ 1,181,740

4/08

SCHEDULE D

City of Cottonwood, Az
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2011

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
GENERAL FUND				
Administration	\$ 679,560	\$ (64,705)	\$ 614,855	\$ 656,000
Personnel	145,470	200	145,670	143,860
City Council	5,133,075	(4,774,455)	358,620	5,414,870
Water Resources	134,035	17,835	151,870	56,010
City Clerk	250,250	(55,260)	194,990	254,435
Finance	378,150	(45,965)	332,185	339,630
IT Services	91,560	(10,680)	80,880	88,630
Planning & Zoning	386,010	(96,970)	289,040	297,140
Economic Development	97,650	(10,500)	87,150	94,490
Municipal Court	421,985	(12,025)	409,960	419,355
Legal	421,800	(116,255)	305,545	300,770
Non-Departmental	1,157,120	(433,540)	723,580	820,210
Engineering	408,800	(31,140)	377,660	528,460
Building and Parks Maintenance	586,430	(134,475)	451,955	436,305
Custodial	141,870	(13,620)	128,250	112,500
Public Works	264,780	(15,600)	249,180	262,905
Building Inspection				
Police	4,859,330	(1,263,690)	3,595,640	3,442,620
Ordinance Enforcement	183,830	(41,060)	142,770	180,385
Communication	680,760	(36,420)	644,340	687,750
Fire	3,898,230	(1,691,350)	2,206,880	3,123,035
Parks & Recreation	657,310	(150,290)	507,020	368,410
Recreation Center	375,700	(33,770)	341,930	1,370,435
Total General Fund	\$ 21,353,705	\$ (9,013,735)	\$ 12,339,970	\$ 19,398,205
SPECIAL REVENUE FUNDS				
Highway User Revenue Fund-HURF	\$ 7,003,645	\$ (4,712,945)	\$ 2,290,700	\$ 4,790,515
Cottonwood Area Transit System-CATS	1,338,005	(411,835)	926,170	1,228,400
Library	923,860	(53,075)	870,785	810,230
Airport Fund	396,900	(87,155)	309,745	103,550
Grants	500,000	(500,000)		500,000
Community Development Block Grants				
Cemetery	107,000	(71,080)	35,920	40,920
Health Fund	227,120	(68,255)	158,865	135,460
Volunteer Firefighter Fund	147,650	(13,250)	134,400	170,750
Total Special Revenue Funds	\$ 10,644,180	\$ (5,917,595)	\$ 4,726,585	\$ 7,779,825
DEBT SERVICE FUNDS				
Debt Service	\$ 3,124,185	\$ (197,310)	\$ 2,926,875	\$ 2,537,875
Total Debt Service Funds	\$ 3,124,185	\$ (197,310)	\$ 2,926,875	\$ 2,537,875
CAPITAL PROJECTS FUNDS				
Airport Improvements	\$ 500,000	\$ 7,880	\$ 507,880	\$ 457,995
Other Major Capital Projects	29,584,740	(1,438,240)	28,146,500	13,415,480
Library Expansion Project				
Total Capital Projects Funds	\$ 30,084,740	\$ (1,430,360)	\$ 28,654,380	\$ 13,873,475
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Wastewater Treatment	\$ 14,858,340	\$ (10,593,460)	\$ 4,264,880	\$ 8,223,600
Water System Operations	17,157,150	(2,205,575)	14,951,575	14,201,320
Clarkdale Water				
Total Enterprise Funds	\$ 32,015,490	\$ (12,799,035)	\$ 19,216,455	\$ 22,424,920
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 97,222,300	\$ (29,358,035)	\$ 67,864,265	\$ 66,014,300

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

City of Cottonwood, Az
Summary by Department of Expenditures/Expenses
Fiscal Year 2011

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES * 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
Library				
Library Fund	\$ 216,480	\$ (8,750)	\$ 207,730	\$ 217,530
General Fund	707,380	(44,325)	663,055	592,700
Department Total	\$ 923,860	\$ (53,075)	\$ 870,785	\$ 810,230
Cemetery				
Cemetery Fund	\$ 3,535	\$ (1,230)	\$ 2,305	\$ 2,310
General Fund	103,465	(69,850)	33,615	38,610
Department Total	\$ 107,000	\$ (71,080)	\$ 35,920	\$ 40,920
Grants				
Grants Fund	\$ 987,500	\$ (492,320)	\$ 495,180	\$ 855,875
General Fund				
Airport Fund	12,500	200	12,700	9,125
Department Total	\$ 1,000,000	\$ (492,120)	\$ 507,880	\$ 865,000
Alternative Pension Benefits Plan				
Plan Income	\$ 5,000	\$ 26,300	\$ 31,300	\$ 20,500
General Fund	32,600	(5,400)	27,200	23,250
Department Total	\$ 37,600	\$ 20,900	\$ 58,500	\$ 43,750

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

This Page Intentionally Left Blank

Glossary

Action Zone Grant - A program within the CDBG program funding neighborhood improvements as identified by a steering committee made up of selected community representatives. This program is administrated by the Arizona Department of Commerce.

Alternative Expenditure Limitation - A voter approved alternative to the state imposed annual expenditure limitation. The alternative to the state plan is effective for a four year period. This alternative allows local government to establish its own spending cap each year.

Appropriation - A legal authorization granted by City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and duration as to when it may be expended.

Arizona Department of Transportation (ADOT) - A State of Arizona agency responsible for the administration of state highways, transportation and aeronautics. ADOT administrates and funds various road, transit and airport grants.

Arizona Revised Statutes - Laws governing the State of Arizona, as amended by the state legislature.

Base Budget - Cost of continuing the existing levels of service in the current budget year.

Bonds - A written instrument to pay a sum of money at a specified interest rate, on a specific date or dates in the future, called maturity dates. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance. Two common types of bonds are general obligation and revenue bonds which are most commonly used for construction of large capital projects such as buildings, streets and sewers.

Budget - A plan of financial operation representing an estimate of Final expenditures and the Final means of financing them for a given period. This official public document reflects decisions, measures service needs, establishes the allocation of resources and is the pecuniary plan for achieving goals and objectives.

Budget Calendar - The schedule of key dates or events which the city follows in the preparation, adoption, and administration of the budget.

Capital Outlay - Expenditures resulting in the acquisition or addition to the government's general fixed assets. These assets generally have a useful life of more than one year.

Capital Projects Fund - A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by propriety funds and fidciary funds).

Classification Plan - Employee positions, which are authorized in the Final budget, to be filled during the year.

Community Development Block Grant (CDBG) - A grant program administrated through the state's Department of Commerce focusing on neighborhood rehabilitation and other community based needs.

Community Oriented Policing Services (COPS) - A federal grant funding new police officer positions focused on community based policing.

Comprehensive Annual Financial Report (CAFR) - The official annual audited financial report of the city.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Professional, technical or maintenance expertise typically purchased from external sources.

Glossary

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

Cottonwood Area Transit System (CATS) - A local public transportation system which receives its funding through contributions from the Town of Clarkdale, Yavapai County, user fares, and the ADOT transit division.

Debt - An obligation resulting from borrowing money or from the purchase of goods and services. Types of governmental debts includes bonds, loans, time warrants and notes.

Debt Service - The long-term payment of principal and interest on borrowed funds.

Debt Service Fund - A fund organized to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

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

Department - The basic organizational unit of government which is functionally unique in its delivery of services.

Department of Commerce - An agency of the state responsible for the administration of grants and other programs relating to the improvements to neighborhoods, business development, and the promotion of tourism.

Designated Reserves - Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Drug Awareness Resistance Education (DARE) - A national program designed to provide drug and alcohol education to youth.

Employee Benefit Trust Fund - Accounts for the city's partially self-funded health and accident insurance program for the city's employees and their dependents.

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The governing body's intention is to finance or recover operation costs through user fees.

Expendable Trust Fund - A trust fund whose resources, including both principal and earnings, may be expended.

Expenditure - Decreases in net financial resources in accordance with budgeted appropriations. Expenditures include operating expenses such as the acquisition of assets or goods and services.

FACTS - Database software used by the municipal court.

Farmers Home Administration - An agency of the federal government within the Department of Agriculture which provides low interest loans to governmental and/or private agencies or individuals for qualifying capital improvements.

Federal Aviation Administration (FAA) - An agency of the federal government with oversight responsibility for airports in the country.

Fiduciary Funds - Funds used to account for assets held by a government unit in a trustee capacity (i.e., Alternative Pension and Benefits Plan Fund, Employee Benefit Trust Fund).

Fines & Forfeitures - Income received through the assessments of fines and penalties through the municipal court.

Fiscal Year - A time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Cottonwood has a fiscal year beginning July 1 and ending June 30.

Glossary

Franchise Fee - A fee paid by public service business for the special privilege to use city streets, alley and property in providing their services to the citizens of the community. Services requiring franchise fees include electricity, water, natural gas, and cable television.

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

Fund - An accounting entity having a set of self-balancing accounts and records all financial transactions for specific activities or government functions in attaining certain objectives governed by special regulations, restrictions, or limitations.

Fund Balance - Fund balance is the excess of assets over liabilities of governmental and fiduciary funds.

Greater Arizona Development Authority - Created by the Arizona Legislature to assist local and tribal governments and special districts with the development of public infrastructure. Housed in the Arizona Department of Commerce, this \$20 million bond authority leverages funding for infrastructure projects, helping accelerate project development and lower costs of financing.

General Fund - The operating fund established to account for resources and uses of general operating functions of city departments that are not required to be accounted for in another fund. Resources are, in the majority, provided by taxes.

General Obligation Bonds - Bonds that finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the city. Limitations for bonding capacity are set by State Statute.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting.

Governmental Funds - Funds used to account for the acquisition, use and balances of expendable financial resources and related current liabilities, except those accounted for in propriety funds and fiduciary funds (i.e., General Fund, Special Revenue Fund, Debt Service Fund, Capital Projects Fund).

Governors Alliance Against Drugs (GAAD) - A division of the state's governors office funding grants providing alternative activities for youth at risk for drug and alcohol abuse.

Grant - Contributions or gifts of cash or other assets from another government to be used for a specified purpose, activity or facility.

Heritage Fund - A state grant program funded through lottery proceeds (LTAF funds) dedicated to open space and park improvements.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Insurance Service Organization (ISO) - A national program designed by the insurance industry to review and evaluate a community's ability to suppress fires.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Fiscal Year 2011 Budget
Glossary

Internal Service Fund - A fund used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Local Transportation Assistance Fund - A state fund established and funded by lottery proceeds to provide grants for local transit systems, parks and other open space needs, and street maintenance and improvements.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

Municipal Property Corporation - A component unit of the city established for the purposes of providing funding for capital projects which directly benefit the city.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable with a specific time frame.

Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Budget - Plan of current expenditures and the prepared means to finance them. This budget, associated with providing on-going services to citizens, includes general expenditures such as personal services, contractual services, operating supplies and operating capital items. The budget is the primary measure of controlling financing, acquisition, spending and delivering of services of the entity.

Operating Expenses - The cost for personnel, materials and equipment required for a department to function.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Pension Plan Fund - A trust fund used to account for the volunteer firefighters retirement fund. This fund uses the accrual basis of accounting and has a capital maintenance measurement focus.

Proprietary Funds - Funds used to account for a government's ongoing activities that are similar to those often found in the private sector (i.e., Water & Wastewater Enterprise Funds).

Public Hearing - A hearing, publically advertised to promote public input into the annual budget process, held each year prior to the adoption of the Final and Final budget.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue - Sources of income financing the operations of government.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.

Rural Economic Development Initiative (REDI) - A state certification of a community, by the Arizona Department of Commerce, for its readiness for economic development.

Fiscal Year 2011 Budget

Glossary

Service Level - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Special Revenue Fund - A fund used to finance distinct activities and is created out of receipts of specific revenues.

Unreserved Fund Balance - Undesignated monies available for appropriations.

This Page Intentionally Left Blank

Fiscal Year 2011 Budget

Acronyms

AAED - Arizona Association for Economic Development	FY - Fiscal Year
ACAP - AZ Court Automation Project	GO Bond - General Obligation Bond
ACJC - As Criminal Justice Commission	GAAP - Generally Accepted Accounting Principles
ACJIS - AZ Criminal Justice Information System	GAAD - Governor's Alliance Against Drugs
ADA - American with Disabilities Act	GADA - Greater Arizona Development Authority
ADOT - Arizona Department of Transportation	GASB - Government Accounting Standards Board
ADS - Animal Disaster Services	GFOA - Government Finance Officers Association
ADWR - Arizona Department of Water Resource	GM - General Manager
AFIS - Automated Fingerprint Identification System	GOHS - Governor's Office of Highway Safety
Ag - Agriculture	HDHP - High Deductible Health Plan
AIP - Airport Improvements Project	HELP - Highway Expansion and Extension Loan Program
ALF - American LaFrance	HIPAA - Health Insurance Portability & Accountability Act
ALP - Airport Layout Plan	HR - Human Resources
APS - Arizona Public Service	HSA - Health Saving Account
ARS - Arizona Revised Statutes	HURF - Highway User Revenue Fund
A/V - Audio Visual	ICC - International Code Council
AWOS - Automatic Weather Observation Station	ID - Identification
AZ - Arizona	ISCO -
CAD - Computer Aided Dispatch	ISO - Insurance Service Organization
CAFR - Comprehensive Annual Financial Report	ISTEA - Intermodal Surface Transportation Efficiency Act
CAFS - Compressed Air Foam System	JCEF - Judicial Collection Enhancement Fund
CAT - Cottonwood Area Transit	LDH - Large Diameter Hose
CDBG - Community Development Block Grant	LLBG - Local Law Enforcement Block Grant
CEDC - Cottonwood Economic Development Council	LTAF - Local Transportation Assistance Fund
CFD - Cottonwood Fire Department	M&O - Maintenance & Operations
CJEF - Criminal Justice Enhancement Fund	MATForce - MethAmphetamine Task Force
CPI - Consumer Price Index	MPC - Municipal Property Corporation
CPR - Cardiac Pulmonary Resuscitation	MUHS - Mingus Union High School
COC - Chamber of Commerce	MV - Motor Vehicle
COJET - Committee On Judicial Education and Training	MVD - Motor Vehicle Division
COLA - Cost of Living Adjustment	NACOG - Northern Arizona Council of Governments
COP - Citizens on Patrol	NAIPTA - Northern Arizona Inter-Governmental Public Transit Authority
COPS - Community Oriented Policing Services	NAU - Northern Arizona University
CWRF - Clean Water Revolving Fund	NCIC - National Crime Information Center
DARE - Drug Awareness Resistance Education	NFPA - National Fire Protection Association
DEA - Drug Enforcement Agency	NIMS - National Incident Management System
DNS - Domain Name Services	NRMSIR - Nationally Recognized Municipal Securities Information Repository
DPS - Department of Public Safety	OFA - Object Free Area
DUI - Driving Under the Influence	OSC - Orders to Show Cause
DWRF - Drinking Water Revolving Fund	OSHA - Occupational Safety & Health Administration
ED - Economic Development	OTA - Old Town Association
EEOC - Equal Employment Opportunity Compliance	PANT - Prescott Area Narcotics Taskforce
EMS - Emergency Medical Services	PAPI - Precision Approach Path Indicator
EMT - Emergency Medical Technician	PARD - Parks and Recreation Department
FAA - Federal Aviation Administration	PC - Personal Computer
FARE - Fines/fees And Restitution Enforcement	PD - Police Department
FBO - Fixed Base Operations	PPV - Positive Pressure Ventilation
FBI - Federal Bureau of Investigation	PHSG - Peacock, Hislop, Staley, & Givens, Inc.
FEMA - Federal Emergency Management Administration	PS - Public Safety
FHWA - Federal Highway Administration	P&Z - Planning and Zoning
FLSA - Fair Labor Standards Act	REDI - Rural Economic Development Initiative
FmHA - Farmers Home Administration	SAFER - Staffing for Adequate Fire Emergency Response
FSA - Flexible Spending Account	SCBA - Self Contained Breathing Apparatus
FTE - Full Time Equivalent	SHPO - State Historical Preservation Office
	SLIM - Specialty Light Manufacturing Association of Yavapai County

Fiscal Year 2011 Budget

SR - State Route
SRO - School Resource Officer
SVCS - Services
SWAT - Strategic Weapons Attack Team
TES - Tavasci Elementary School
TIP- Trauma Intervention Program
US - United States
USEPA - United States Environmental Protection Agency
VV - Verde Valley
VVAC - Verde Valley Arts Council
VVEBP- Verde Valley Employee Benefits Pool
VVL - Verde Valley Leadership
VVREDC - Verde Valley Regional Economic Development
Committee
VVREO - Verde Valley Regional Economic Organization
VVWC - Verde Valley Wine Consortium
WC - Workers Compensation
WIFA - Water Infrastructure Finance Authority
WMA - Wastewater Management Authority
WSVS - Windows Server update Services

City of Cottonwood Annexations Map

