

# CITY OF COTTONWOOD, ARIZONA ANNUAL BUDGET



Veterans Day Celebration  
Bicycle Friendly  
Community Status  
MS Society Fundraiser  
Verde River  
Brian Mickelsen  
Marathon



**FY 2014**





August 12, 2013

The Honorable Mayor and City Council

**RE: Transmittal - Fiscal Year 2014 Budget**

It is my pleasure to present to you the FY 2014 Final Budget for your review. Since the Proposed Budget there have been several changes to the budget document. A separate listing is being provided for these changes that occurred. 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 tentative expenditures budget is \$70,875,845, including all estimated reserves, potential grants and financing options. Compare this to last fiscal year revised budget of \$54,231,275, which does not contain reserves, or financing options and grants that did not come to fruition; the overall increase is \$16,644,570. Other items that attribute to the difference are the reallocation of resources for continuing projects, and new projects being proposed for the new fiscal year. These substantial increases between revised and proposed are noted in any fund that has reserves, grants or financing options.

The largest planned single increase is in the HURF fund which includes some rollover street construction projects. The projects include the 12<sup>th</sup> St. reconstruction from Fir St. to State Route 89A and the annual pavement preservation program. A general discussion about the funds follows; however, in-depth information is in the Key Issues section of this document.

The General Fund's overall budget is \$21,908,615, including transfers-out and reserves. This is a \$5,236,065 increase over the previous fiscal year revision of \$16,672,550. This increase includes \$3,582,380 in reserves of which \$45,000 has been put aside for the implementation of a Longevity Program. There was no additional staffing approved by the City Council. There is one reclassification that was approved totaling only \$6,000.

The merit program has been budgeted for FY 2014, as well as a Cost of Living Adjustment (COLA) of 1.7%. Public Safety Personnel Retirement contributions increased from 24.9% to 29.88% for the Police Department and 14.63% to 16.81% for the Fire Department. As for the contributions to the Arizona State Retirement System, rates increased from 11.14% to 11.54%. A current capital equipment and capital projects summary can be found towards the end of this transmittal letter on **page viii** and detail can be found on pages 275-278.

The total budget for the Special Revenue Funds is \$12,499,855, including transfers out. This fund's expenditures increased by \$7,041,065 over last year's revised expenditures of \$5,458,790. This increase

is primarily due to the reprogrammed rollover projects and new projects expected to be initiated in FY 2014. Mentioned previously is continued work on the reconstruction of 12<sup>th</sup> Street from Fir Street to 89A. Funding for these projects will be from reserves and a \$6,800,000 financing mechanism. The 12<sup>th</sup> project is expected to cost approximately \$4,000,000 with the remaining \$2,800,000 of financing to be reimbursed to the Capital Improvements Fund to replenish that fund.

The Cottonwood Area Transit (C.A.T.) has completed one full year since its transition back to the City of Cottonwood from the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) on July 1, 2012. The successful re-integration of services also included the Verde LYNX system which provides connector/commuter services from Cottonwood to Sedona. The Transit System budget of \$1,383,620 is supported through fares, neighboring community financial support, state grants and city contributions.

The Airport Fund shows an increase in transfers out to the Grants Fund as a match for the grants for several airport related projects. Those projects include Pavement Preservation and the Auto Weather Observation Station (AWOS). CDBG has \$410,000 allocated for the improvement of 10<sup>th</sup> Street, while other grants include \$500,000 for occasional grants that come along and were not budgeted.

The Debt Service Fund is budgeted for \$3,307,595 which is \$3,460 less than last year's revised budget of \$3,311,055. This includes the restricted fund balance which rolled over to FY 2014. The Recreation Center Debt Service will continue through August 2027. The Library Debt Service will expire July 1, 2013. The two Greater Arizona Development Authority (GADA) loans for Public Safety and Rail Road Wash will also be paid in full on July 1, 2013.

The City budgeted \$15,754,080 in Capital Projects which includes a transfer to the Sewer Fund of \$4,640,550 for construction of a water reclamation project at Riverfront Park. Other items of interest in the Capital Projects Fund are planning for a New City Hall, HVAC for the Civic Center, and completion of an Old Town parking lot. Still another great project is the construction of Public Safety Communication Center for approximately \$3.7M. The Capital Projects Fund still has reserves being held for future Capital Project needs in the amount of \$6.8M.

The Enterprise Fund budgets, which consist of water and wastewater, have increased from last fiscal year's revised amount of 14,652,990 to \$17,005,875 for FY 2014. The \$2,352,885 increase can, in part, be attributed to the Riverfront Wastewater Reclamation Plant, which is expected to begin construction in FY 2014.

Fiduciary Fund aggregate total is down by \$925. The City's Alternate Pension and Benefits Plan is anticipated to increase in value by 10.4% to \$148,115 due to increased participation with a redesigned volunteer program and less withdrawal from this Fund. However, there is no change to the City's Employee Benefits Trust Fund since the termination of the City's short term disability program over a year ago.

## General Commentary

The preparation of the budget continues to be an extraordinary challenge to all departments. The last five years have been especially difficult with a continuous decline in some of our largest revenue sources. Prior cost containment measures are providing value back to the City of Cottonwood and helping maintain current personnel and services. Those same measures have played an integral part in surviving the downturn in our local economy. Some issues are out of our control such as rising health insurance premiums, large retirement contribution increases, 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. On a more encouraging note, it has become apparent that our sales tax figures have started to improve. The local economy as a whole is showing signs of improvement.

## KEY ISSUES - FISCAL YEAR 2014

### GENERAL FUND

The City of Cottonwood continues to face many issues during these still difficult times. Below are listed some of the foremost issues to be addressed within this budget.

-  **Slow Recovery Of The Local Economy** – After nearly five years of declining revenues, the City has started to show some slow growth ranging from 2% – 4%. Though not a significant growth number, it is an improvement from prior year's double digit declines. 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 as a major source of revenue that is at the mercy of the economy. The City Council passed a .8% sales tax increase that went into effect in November 2008 to counter the declining economy. This increase made the total Cottonwood local sales tax rate 3%. This increase along with cost cutting measures helps Cottonwood stay fiscally sound. Cottonwood does not collect a property tax for services.
-  **State Shared Revenues** – These revenue sources are always of concern to municipalities due to the state's history of trying to reallocate them for state purposes. The budget reflects an increase in State Shared Income Tax of \$106,190 from last year's \$1,150,590. This is the second increase we've seen since FY 2009. State Shared Sales Tax is also up at a 3.3% increase over FY 2013, and is anticipated to generate \$973,380 in FY 2014. Both of these revenues are projected by the Arizona Department of Revenue.
-  **General Staffing & Compensation** – Even with the slow recovery in our community, the need for services continue to increase. Most departments continue to provide the necessary basic coverage with few enhancements. In FY 2013 a compensation study was completed and implemented at a cost of nearly \$500,000. For FY 2014 we are programming a 1.7% Cost of Living Adjustment to keep up with the growing economy and there is \$45,000 budgeted to fund a Longevity Program. Cottonwood is doing everything it can to recruit and keep its valuable employees.

-  **Recreation Center** - The Multigenerational Recreation Center was completed in February 2010 and opened May 1, 2010. This facility was anticipated to have a 70% cost recovery rate; however, the struggling economy has hampered these goals. Currently we are recovering slightly above 50% of the expenditures. The largest concerns stem around the future maintenance and operational costs of the facility during a slowing economy. To counter this rising costs and improve the recovery rate, the City has eliminated many of the discounts and has restructured the management portion of the operations. The staff will be look into additional options to increase revenues and reduce costs.
  
-  **Capital Infrastructure Planning** – The City has been struggling with capital planning due to the slowing economy. Some projects will continue to be postponed until the economy improves. Other projects will however, move forward funded through planned resources or other financing sources.
  
-  **Water Issues** – The growth of Cottonwood and its neighboring communities continues 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 in which we need to become more involved. One recent issue is the downgrading, by Standard and Poors, of the Water Utility Bonds due to inadequate debt service coverage. This is being addressed with a proposal to increase rates in FY 2014. The increase is not calculated into the budget due to its uncertainty of coming to fruition. The increase should guarantee the 1.35X coverage required by the bond covenants.
  
-  **Wastewater Issues** – The City of Cottonwood Wastewater Treatment Facility is slowly reaching its capacity and the infrastructure is getting more difficult to maintain. It is expected that even with the current slower growth patterns, the City needs to move forward with satellite wastewater treatment facilities. The Riverfront Park Facility is expected to be the first satellite reclamation plant. These small package plants will be strategically placed to not only treat, but produce quality reclaimed water for use by City parks, home landscaping and fire sprinklers, dual plumbing, dust control, and many other possible uses. This enterprise is also requesting a rate increase to counter the large drops in available fiscal resources. The increased rates are not reflected in the budget due to their uncertainty at this time.

## City Staffing

The budget for FY 2014 includes funding of the employee merit program, a 1.7% Cost of Living Adjustment (C.O.L.A.), and \$45,000 for an Employee Longevity Program. Despite the seven requests for additional staffing none was budgeted for the year.

PERSONNEL REQUESTS								
Dept	Job Description	Requested Range	Range Parameters			Est. Salary (min +5%)	Benefits	Est. Annual Costs
Admin	Marketing Coordinator/PIO	18	37,333	43,227	55,016	39,200	15,680	\$54,880
Fire	Assistant Fire Chief	33	77,613	89,867	114,373	81,494	32,597	\$114,091
Police	Communication Specialist	15	32,250	37,342	47,525	33,863	13,545	\$47,408
Police	Communication Specialist	15	32,250	37,342	47,525	33,863	13,545	\$47,408
Police	Records Clerk	13	29,252	33,870	43,106	30,715	12,286	\$43,000
Police	Communications Supervisor	20	41,160	47,658	60,655	43,218	17,287	\$60,505
Utilities	Electrical Technician	15	32,250	37,342	47,525	33,863	13,545	\$47,408
						296,213	118,485	414,699

Only one reclassification was requested and approved and involved a \$6,000 allocation to upgrade a position to Project Manager. The total requests for additional personnel that were not approved were \$414,699. These would have been recurring costs if budgeted.

## Contributions to Dependent Health Insurance Coverage

In 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 attract new members to the Pool which will help contain costs. During these tough economic times adjustments to the plan have remained single digit. For FY 2014 the City will see a rate increase of 6.5%.

In the past few years there have been some major changes to the plan. Some of these changes are due to the Affordable Care Act (ACA) of 2010 and others are changes approved by the APEHP Board to provide quality services and efficiencies.

Listed below are some of the changes taking effect on July 1, 2013.

-  Allows for three visits to a certified nutritionist paid at 100%,
-  Covers breast pumps and related supplies,
-  Covers lactation support and counseling,
-  Covers onsite PSA blood tests (completed by wellness vendor), and
-  Covers several over-the-counter items with prescription.

The tables on the following page summarize the total costs on health insurance for the City, our 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 good general health, an employee can choose from two High Deductible Health Plans and save on their dependent coverage, while taking advantage of the City's increased contribution 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 cost to the employee.

Medical & Basic Life Coverage	Core Plan/Co-Pay Plan			Core Plus Plan		
	Employer	Employee	Total	Employer	Employee	Total
Employee Only	\$585.00	\$0.00	\$585.00	\$585.00	\$95.00	\$680.00
Employee + Spouse	\$988.20	\$172.80	\$1,161.00	\$988.20	\$364.80	\$1,353.00
Employee + Child(ren)	\$889.00	\$76.00	\$965.00	\$889.00	\$235.00	\$1,124.00
Employee + Family	\$1,113.60	\$352.40	\$1,466.00	\$1,113.60	\$596.40	\$1,710.00

Medical & Basic Life Coverage	HDHP Plan (\$1500/\$3000)			HDHP Plan (\$2500/\$5000)		
	Employer	Employee	Total	Employer	Employee	Total
Employee Only	\$585.00	(\$154.00)	\$431.00	\$585.00	(\$197.00)	\$388.00
Employee + Spouse	\$726.40	\$126.60	\$853.00	\$653.30	\$113.70	\$767.00
Employee + Child(ren)	\$653.40	\$55.60	\$709.00	\$588.00	\$50.00	\$638.00
Employee + Family	\$818.60	\$258.40	\$1,077.00	\$737.20	\$232.80	\$970.00

\*Note: The Employer's High Deductible costs do not include the employer contribution to the respective HSA.

The City of Cottonwood also provides options for dental and voluntary vision coverage. Those amounts are listed below.

Dental Coverage	Employer	Employee	Total
Employee Only	\$42.00	\$0.00	\$42.00
Employee + Spouse	\$71.40	\$12.60	\$84.00
Employee + Child(ren)	\$63.60	\$5.40	\$69.00
Employee + Family	\$81.00	\$26.00	\$107.00

Voluntary Vision Coverage	Employer	Employee	Total
Employee Only	\$0.00	\$9.21	\$9.21
Employee + Spouse	\$0.00	\$13.90	\$13.90
Employee + Child(ren)	\$0.00	\$14.88	\$14.88
Employee + Family	\$0.00	\$23.78	\$23.78

Vision coverage is strictly voluntary

## **New Programs**

 **Funding Outside Agencies:** This year the city added two agencies to the list of organizations that it partners with. The Old Town Center for the Arts will be receiving \$20,000 for its endeavors and the local boys and Girls Club may receive \$25,000 provided it meets certain requirements. Unfortunately, the Veterans Van support was lost due to the agency closing its doors.

Some of the other local agencies will receive increased support from the City of Cottonwood. These agencies include:

Old Town Association	FY 2013 - \$10,000	FY 2014 - \$15,000
Senior Center	FY 2013 - \$45,000	FY 2014 - \$55,000
Adopt for Life	FY 2013 - \$50,000	FY 2014 - \$42,400

## **BUDGET POLICIES - FISCAL YEAR 2013**

This budget reflects the fund balance policies of the City Council. 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 \$2,268,830. 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. \$214,750 is currently available in additional capital reserves, which comes from a 1% sales tax which is used to work on some General Fund capital projects. These policies, along with development of the 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. Any capital acquisition would require some financing alternatives see pages 33-41. 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 fiscal year 2014, 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 2014

Included in the budget is \$20,224,150 in equipment acquisitions and construction projects. These items are detailed in each department's budget and summarized in the appendix of this budget on pages 275-278. A summary by function is provided for review and does not necessarily reflect the full cost of ongoing projects. Only those amounts to be expended for fiscal year 2014 are budgeted.

Capital Equipment		Capital Projects	
Function	Estimated Cost	Function	Estimated Cost
General Government	\$75,000	General Government	\$561,000
Public Safety	288,195	Public Safety	3,700,000
Culture & Recreation	38,000	Culture & Recreation	265,000
Health & Sanitation	225,570	Health & Sanitation	8,990,000
Transportation (CAT & Airport)	320,000	Transportation (CAT & Airport)	505,995
Streets	6,000	Streets	5,249,390
<b>Total Capital Equipment</b>	<b>\$952,765</b>	<b>Total Capital Projects</b>	<b>\$19,271,385</b>

#### *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 our Accounting/Budget Manager Kirsten Lennon meeting and compiling data from the various departments. A special thanks to the Administrative Services Finance Division staff for the time spent in providing the financial information needed during the budget process. In addition, thanks to the rest of the General Managers, Department Heads, supervisors and staff that assisted in the development of the 2014 Annual Budget document.

Despite the tough economic challenges, the City of Cottonwood continues to be fiscally sound due to the efforts of the City Council and Staff. I appreciate this opportunity as the City Manager to continue this strong financial state through the preparation of this budget document.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug Bartosh", written over a horizontal line.

Doug Bartosh  
City Manager

This page intentionally left blank

## Table of Contents

<b>City Manager’s Transmittal .....</b>	<b>i-x</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>PAGE</b>
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
 <b>STRATEGIC PLANNING</b>	
City Accomplishments FY 2013.....	19
Organizational Goals FY 2014 .....	20
Organizational Goals FY 2015 – 2019 .....	25
5 year Capital Improvement Projects- .....	31
Community Timeline – .....	37
Long Range Financial Projections .....	39
Revenues and Expenditures Analysis .....	44
Organizational Chart.....	47
 <b>FINANCIAL RESOURCES</b>	
City Sales Tax Revenues .....	49
State-Shared Income Tax Revenues .....	50
State-Shared Sales Tax Revenues .....	51
Motor Vehicle In-Lieu Revenues.....	52
Investment Revenues .....	53
Building Permit Revenues .....	54
Fines and Forfeitures.....	55
Franchise Tax Revenues .....	56
Highway User Revenues.....	57
Local Transportation Assistant Revenues.....	58
Wastewater Service Revenues .....	59
Water Utility User Fees .....	60
 <b>CONSOLIDATED SUMMARY - ALL FUNDS</b>	
Revenues/Expenditures and Changes in Fund Balance - All Funds.....	61
Revenues - All Funds - Graph .....	62
Expenditures - All Funds - Graph.....	63
Budget Summary - By Fund .....	64

## Table of Contents

<b>GENERAL FUND .....</b>	<b>PAGE</b>
Description and Fund Balance Presentation .....	65
Revenues/Expenditures Summary .....	66
Revenues/Expenditures Comparison - Graph .....	67
Revenues Summaries - Charts & Graphs.....	68
Expenditures Summaries - Charts & Graphs .....	69
<b>General Government</b>	
Administration .....	75
Personnel.....	79
City Council.....	83
Natural Resources .....	87
City Clerk's Office.....	91
Finance.....	95
IT Services .....	99
Purchasing.....	107
Community Development.....	109
Economic Development.....	111
Municipal Court.....	115
Legal .....	119
Non-Departmental.....	123
Engineering.....	127
Public Works.....	131
Parks and Building Maintenance .....	135
Custodial Services.....	139
<b>Public Safety</b>	
Police.....	143
Ordinance Enforcement .....	147
Communications .....	151
Fire .....	155
<b>Cultural and Recreation</b>	
Parks and Recreation.....	159
Recreation Center Operations .....	163
<b>SPECIAL REVENUE FUND</b>	
Description and Fund Balance Presentation .....	167
Consolidated Revenues/Expenditures.....	168
Departmental Budgets	
HURF Revenues/Expenditures Summary.....	179
Street Department .....	173
Street Construction.....	177
Cottonwood Area Transit System (C.A.T.)/LINX.....	181
Library.....	187
Cemetery Trust Fund .....	193
Airport .....	199
Airport Improvement/Capital Fund .....	205
Other Grants.....	211
Community Development Block Grant .....	215

## Table of Contents

<b>DEBT SERVICE FUND</b>	<b>PAGE</b>
Description and Revenues and Reserves Presentation.....	219
Debt Service.....	223
<b>Bonded Indebtedness</b>	
Greater Arizona Development Authority-Recreation Center .....	227
Computation of Direct and Overlapping Debt.....	228
Computation of Legal Debt Margin.....	229
 <b>CAPITAL PROJECTS FUND</b>	
Fund Description.....	231
Consolidated Revenues/Expenditures Summary .....	232
Railroad Wash Improvements.....	235
Capital Projects Fund.....	239
Recreation Projects .....	243
 <b>PROPRIETARY/ENTERPRISE FUNDS</b>	
Fund Description.....	247
Revenues/Expenses Summary .....	248
Wastewater Department.....	249
Water System Department .....	255
Water System Revenue Bond 2004 .....	261
Water System Revenue Bond 2006 .....	262
 <b>FIDUCIARY FUNDS</b>	
Descriptions/Fund Balance .....	263
Consolidated Revenue/Expenditures Summary.....	264
Alternative Pension and Benefits Plan Fund .....	265
Employee Health Benefit Trust Fund .....	271
 <b>APPENDIX .....</b>	<b>PAGE</b>
Capital Outlay .....	273-277
Salary Ranges.....	279
Authorized Position Classification Plan & Three Year Comparison.....	281-284
Resolution Adopting the FY 2014 Budget (not available at this time).....	285
<b>Schedules -</b>	
Schedule A .....	286
Schedule B .....	287
Schedule C .....	288-290
Schedule D .....	291
Schedule E .....	292
Schedule F.....	293
Schedule G .....	294
Glossary of Terms.....	295-299
Glossary - Acronyms .....	301-302
City Map .....	303

This page intentionally left blank

## 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 15.91 square miles.

The 2010 census set the City's population at 11,265 depicting a 22.7% increase over the 2000 census. 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>2013 Property Tax Assessed Valuation</u> (a)	
2013 – 16.65 Square Miles	Primary	\$ 82,129,126
	Secondary	\$ 82,365,547

### Paved Streets

52 Miles

### Cottonwood Labor Force Data (b)

	<u>2012</u>
Civilian Labor Force	5,005
Employed	4,537
Unemployed	468
Unemployment Rate	9.4%

Source:

- a) Arizona Department of Revenue, Property Tax Division
- b) Arizona Department of Administration - <http://www.workforce.az.gov/local-area-unemployment-statistics.aspx>

<u>Year</u>	<u>Population</u> (a)	<u>Public School Enrollment</u> (b)	<u>Unemployment Rate</u> (c)
2012	11,224		9.4%
2011	11,237	2,889	9.5%
2010	11,265	3,418	10.5%
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%

Sources:

- (a) Department of Economic Security - Research Administration Division – website - <http://www.workforce.az.gov/pubs/demography/July1-2012PopulationEstimates.pdf>
- (b) School census - Cottonwood School Districts
- (c) Arizona Department of Administration - <http://www.workforce.az.gov/local-area-unemployment-statistics.aspx>

<u>Gross Taxable Sales</u> (a)		<u>Building Permits</u> (b)		
<u>Year</u>	<u>Value</u>	<u>Year</u>	<u>Number</u>	<u>Value</u>
2012	\$352,666,100	2012	27	\$3,972,334
2011	345,453,043	2011	16	2,307,088
2010	338,430,216	2010	14	1,510,901
2009	373,520,909	2009	19	1,235,804
2008	421,814,909	2008	76	8,667,927
2007	447,902,863	2007	58	5,651,406
2006	427,052,394	2006	165	18,546,037
2005	357,682,343	2005	81	7,587,717
2004	311,644,070	2004	73	14,908,544
2003	286,236,364	2003	79	7,193,014

Source:

- (a) City of Cottonwood CAFR <http://www.cottonwoodaz.gov/finance/cafr2012.pdf> page 86
- (b) City of Cottonwood Community Development – Single Family homes

<u>Major Private Employers</u> (a)	<u>Education</u> (b)	
Verde Valley Medical Center	Elementary Schools	2
Wal-Mart - Retail	Exceptional Children Program	1
	Middle School	1
<u>Major Public Employers</u>	High School	1
Arizona Public Service	Community College	1
City of Cottonwood	Students:	
Cottonwood/Oak Creek Schools	Grades K-8	1,901
Mingus Union High School	Grades 9-12	1,201
Yavapai County	<b>Total Students</b>	<b>3,102</b>

Source:

- (a) Arizona Department of Commerce – Community Profile for Cottonwood, AZ
- (b) Provide by the local school's business offices

## 2013 Service Statistics

<b><u>Fire Protection</u></b>		<b><u>Police Protection</u></b>	
Stations	1	Stations	1
Employees (Full-time)	28	Employees (Full-time)	47
Fire & Haz Mat Calls	209	Sworn	33
Rescue & Medical Calls	2,239	Non-Sworn	14
Public Assist Calls	233	Part I Crimes	450
Fire Inspections (various kinds)	1,650	Part II Crimes	14,967
Plan Reviews & Permits	500	Traffic Warnings	1,386
Public Ed Contact Hours	12,572	Traffic Citations	1,679
		Calls for Service Dispatched	15,688
<b><u>Public Works</u></b>		<b><u>Library</u></b>	
Engineering Reviews (ea. proj)	300	Items in Collections	104,018
Subdivisions (lots)	341	Total Items Circulated	222,660
Right of Way Permits (ea)	60	Circulation Transactions Per Day	730
Flood Plain Inquires	160		
Streets Inspected (LF)	189	<b><u>Municipal Parks</u></b>	
Contract Administration	4,900,000	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
<b><u>Recreation Programs -</u></b>		<b><u>CAT/LYNX Transit System</u></b>	
Participation:		Annual Ridership	117,126
Adult Sports	32,500	Miles Traveled	241,796
Special Events	24,000	Cottonwood Ridership	93,701
Recreational Swimming	19,000	Disabled Ridership Estimation	11%
Instructional Classes	21,800		
Youth Sports	9,500	<b><u>Water Utility</u></b>	
		Blue Stake Requests	1,350
		Pumping Capacity	10.0mgd
		Average Pumpage	3.3 mgd
		Number of Wells	25
		Number of Storage Tanks	25
<b><u>Sewer</u></b>			
Sewer Line Inspected (LF)	1,500		
Miles of Line	52		
Average Daily Treatment	.961 mgd		
Plant Capacity	1.5 mgd		
Blue Stake Requests	936		
Reclaimed Water Sold *	8.2 mg		
Number of Sewer Accounts	4,547		
Sewer Taps installed	5		

\*Estimated June 2013 number

<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
<b>Annual Average</b>	<b>78.2</b>	<b>45.2</b>	<b>1.0</b>

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 a 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 as 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.

### Tentative Budget Calendar for FY 2014

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 14, 2013
	Distribute Personnel Request & Reclassification Forms	February 14, 2013
	Distribute Goals & Accomplishments Forms & Instructions	February 14, 2013
	Budget Worksheets, Personnel Requests & Reclassifications due to Finance	March 1st, 2013
	Distribute Capital Improvements Schedules, Forms, & Instructions	March 1st, 2013
	Revenue Review—Finance	February 25-29, 2013
	Potential Budget Issues & Goal Setting Meeting – City Manager	March 04-06 2013
	Capital Improvement Forms due back to Finance	March 15, 2013
	Goals & Performance Measures due to Finance	March 15, 2013
	1 <sup>st</sup> Round Departmental Budget Meetings	March 11-22, 2013
	Revenue Update - City Council	April 9, 2013
	Review of 1 <sup>st</sup> Budget Draft (Worksheets) with Finance & Administration	June 4, 2013
	2 <sup>nd</sup> Round Departmental CIP/Budget Meetings	June 10 - 14, 2013
	***Final day for changes to the Proposed Budget***	June 14, 2013
	Present <i>Proposed</i> FY 2014 Budget to City Council	Mid June 2013
	Budget Work Sessions with City Council @ Council Chambers	June 2013
	o Introduction to the Budget / Personnel Matters / Capital Requests	June 17, 2013
	o Departmental Presentations	June 19, 2013
	o Departmental Presentations / Budgetary Wrap-up	June 20, 2013
	o Budget Wrap-up	June 26, 2013
	***Final day for changes to the Tentative Budget***	July 2, 2013
	Present Tentative FY 2014 Budget to City Council	July 9, 2013
	Public Hearings on Tentative Budget	July 9, 2013
	Adopt <i>Tentative</i> FY 2014 Budgets, set Expenditure Limitation	July 9, 2013
	***Final day for changes to the Final Budget***	July 19, 2013
	Present Final FY 2014 Budget to City Council	Early August 2013
	Public Hearing on Final Budget	August 13, 2013
	Adopt <i>Final</i> FY 2014 Budget	August 13, 2013
	Budget Due to GFOA for Award Review	November 13, 2013

## **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.

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 effects 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, 2011 were secured by sales taxes and user fee revenues instead of property taxes.

<b>Computation of Legal Debt Margin</b> <b>June 30, 2013</b>
---

Net secondary assessed valuation (Full Cash Value)	\$82,365,547
--	--------------

### Calculation of 20% Debt Limitation

20% of secondary net assessed valuation	16,473,109
Bonds outstanding	0
Net 20% Debt Limitation	16,473,109

### Calculation of 6% Debt Limitation

6% of secondary net assessed valuation	4,941,933
Bonds outstanding	0
Net 6% Debt Limitation	4,941,933

Total Bonding Capacity	\$21,415,042
------------------------	--------------

### 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:
  - o Creating sinking funds when possible to provide for expansion or replacement of capital equipment.
  - o 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.
  - o 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.
  - o 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, 2013				
Project	Term	Principal	Interest	Funding Revenue
GADA – Recreational Center	8/1/2027	15,700,000	6,608,506	1.0% Sales Tax
MPC-Senior Lien Water Rev Bonds - 2004	7/1/2029	10,515,000	5,244,544	User Fees
MPC-Senior Lien Water Rev Bonds - 2006	7/1/2035	21,235,000	14,864,584	User Fees
Total Debt Service		<u>\$49,740,000</u>	<u>\$26,768,840</u>	

## 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 Administrative Services General Manager, 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 Administrative Services General Manager, 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 Administrative Services General Manager, 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 Administrative Services General Manager 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 Administrative Services General Manager.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Administrative Services General Manager 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 Administrative Services General Manager.

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 Administrative Services General Manager. 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 Administrative Services General Manager 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 Administrative Services General Manager shall be required to diversify maturities. To the extent possible, the Administrative Services General Manager 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 Administrative Services General Manager may not invest more than 25% of the portfolio for a period greater than three years. Unless matched to a specific requirement, the Administrative Services General Manager may not invest any portion of the portfolio for a period greater than 5 years.

## **Reporting**

### **Method**

The Administrative Services General Manager 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 Administrative Services General Manager 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 Administrative Services General Manager 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 2013

The following depicts the continued commitment of the City of Cottonwood to make the community a better place to live. Fiscal year 2013 goals obtained are summarized within this list of accomplishments:

#### **Physical Development**

-  Completed remodel and renovation of Old Town Jail and Court House
-  Completed design and construction of Cactus Street parking
-  Completed the Mingus Avenue reconstruction project
-  The new reclaimed water tank and booster pack were connected to the reclaimed water distribution system that includes Del Webb (Cottonwood Ranch), Mesquite Hills and the CAT building
-  Installed new water mains on Cactus St., Santa Cruz St., 3rd Street alley, North Willard, Old Town Main Street alley and Main St./ 3rd St

#### **Community and Economic Development**

-  Completed installation of the Recreation Center Solar Project
-  Hosted Thunder Valley Rally, Relay for Life, and Bicycle Rodeo
-  Internet access was increased thru Cable One and wireless printing was made available at the Library
-  The library parking lot was re-surfaced with an additional two parking space
-  Library Youth Services designed and implemented an Outreach program to the local schools, preschools, Head Start

#### **Public Safety**

-  Reinstated the bicycle patrol program
-  Embry Riddle Aeronautical assistance with improvement to SWAT robot functionality. Identified a potential partnership to problem solving
-  Implemented smoke detector installation program in a city neighborhood. Over 100 smoke detectors were provided and installed in over 35 residences at no charge to occupants
-  Obtained 2 grants from GOHS and ACJC for underage drinking and DUI enforcement
-  Initiated “SHARE CPR” program providing “no cost” CPR training for employees of local businesses
-  Initiated semi-annual fire hydrant maintenance program in conjunction with city water utility to improve compliance with ISO rating requirements

#### **General**

-  Successfully transitioned the Verde Lynx and CAT Transit programs back to the City of Cottonwood
-  Received Office of Tourism award for “cooperative local marketing” as well as national recognition from Lonely Planet as one of the top 10 vacation spots in the U.S.

## Organizational Goals - Fiscal Year 2014

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 2014.

### Physical Development

#### **Project – Utilities – WWTP Upgrades (reprogrammed)**

This project is to provide an ionization based odor control system at the treatment plant's headworks. Odor control systems utilizing ionization technology increase operator safety and comfort and decrease damage to equipment by neutralizing corrosive acid vapors. This project is in the active bid stage.

#### **Fiscal/Programmatic Impact-**

This project is budgeted at \$100,000 for FY 2014 to do various upgrades to the lifts stations and the facility.

#### **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 \$40,000 is planned through existing reserves and other financing sources.

#### **Project – Utilities – Well Improvements (ongoing)**

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 necessary arsenic remediation.

#### **Fiscal/Programmatic Impact**

This \$150,000 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 - Water Storage/Well Booster**

This project is to build bolted reservoirs at 2 current production well sites and a planned future well site. When complete, the reservoirs will add 1.2 million gallons of storage to the City's water system. The increased storage will benefit Central Cottonwood, Verde Villages 6, 7, and 8 and the Highway 260 corridor. One reservoir has been constructed and is in service, another is scheduled for delivery in late July, the third is in the planning stage.

#### **Fiscal/Programmatic Impact**

This \$500,000 project is funded through system improvements reserves. This project will increase storage and improve water delivery.

**Project – Waste Water – Lift Station 4 Wet Well Expansion**

This project is to provide a second wet well at the City's largest sewer lift station. Lift station 4 pumps 900,000 gallons a day to the treatment plant on Mingus Av. The emergency wet well will add additional holding capacity and a 50 minute safety margin. The additional time will allow Staff to implement adequate emergency measures. The Approval to Construct was received from Arizona Department of Environmental Quality on June 25, 2013. This project is in the pre-bid stage.

**Fiscal/Programmatic Impact**

This project will be funded through existing capital reserves and is budgeted at \$150,000.

**Project – Utilities – Yavapai College Reclaimed Line**

This project is to install a 6,320 foot reclaimed water pipeline from the City's wastewater treatment plant to Yavapai College. The funding for the proposed pipeline is to be supplied by Yavapai College. The reclaimed water supplied will be utilized in the college's viticulture program. The start of this project is pending final agreement with the college.

**Fiscal/Programmatic Impact-**

This project is estimated to cost \$340,000 and will be completely reimbursed by Yavapai College.

**Project – Waste Water – Riverfront Park Reclamation Facility Project**

This project is for the planned construction of new water reclamation 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. 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 \$4,500,000 for FY 2014 for the design phase and \$4,500,000 estimated for FY 2015.

**Project – Utilities – Hwy 260 Water Line Extension**

This project is for the installation of approximately 5000 lin/ft. of potable waterline along the west side of Hwy. 260.

**Fiscal/Programmatic Impact**

This project will be funded with current reserves. The total project will be \$1,250,000.

**Project –Library - Carpeting**

Project scope includes the removal of old carpet in the old section of the Cottonwood Library facility. Original carpet was installed in 1992 with the construction of the new Library facility. Over the past 20 years, the Library has seen high volume use which has promoted discoloration, staining and carpet degradation. Commercial/Industrial strength carpet would need to be installed for durability and longevity.

**Fiscal/Programmatic Impact**

This project is budgeted at \$38,000 and will be funded from General Fund Revenues. This should reduce custodial costs for shampooing the carpets quarterly.

**Project – HURF – 12<sup>th</sup> Street. Reconstruction 89A to Fir (On Going)**

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 clay 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. Underground utility replacements are the responsibility of the utility companies.

**Fiscal/Programmatic Impact**

Pavement section will have a 20-year useful life. The City is planning to obtain a bond for this project and other streets projects in the amount of \$4.5M. The total cost of this project that is being programmed for FY 2014 is \$4M. No increased M&O costs are anticipated.

**Project – HURF/CDBG – 10<sup>th</sup> 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 CDBG, HURF, 1% sales tax and Street Reserves is anticipated to be \$410,000.

**Project – HURF – HSIP Sign Replacement**

This is an HSIP project (Highway Safety Improvement Program) and it will replace all regulatory street signs within City limits that no longer meet reflective requirements and it will also install thermoplastic striping at cross walks and along some City collector streets.

**Fiscal/Programmatic Impact**

Create a safe environment with updated signs and street markings. This project is budget at \$179,390 and is completely grant funded.

**Project – HURF – Main Street Road Diet Study**

The Arizona Department of Transportation (ADOT) has designated Highway Safety Improvement Project (HSIP) funds which fund the study and often the construction of safety projects on and near roadways. Main Street is an ideal candidate for a road diet study and the City will be applying for funds for a road diet study during FY 13.

**Fiscal/Programmatic Impact**

This study is 100% grant funded through ADOT and \$50,000 has been budgeted for FY 2013. No additional M&O costs are anticipated for this project.

**Project – HURF/Transit – Two Buses**

The purchase of two Lynx busses to replace two busses currently in service and getting high on mileage. The ADOT Transit program has a recommended mileage limits and the current busses are reaching those limits.

**Fiscal/Programmatic Impact**

The cost for two busses is budgeted at \$320,000 the City of Sedona and the City of Cottonwood will split the local match required by ADOT. The local match could be either 7% or 20% depending on ADOT funding.

**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 provides accurate weather information and is an important safety issue for airport users as the airport becomes increasingly busy. The \$115,650 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 Airport Layout Plan (ALP). No increased M&O costs are anticipated.

**Project – Airport - Pavement Preservation**

The Arizona Department of Transportation (ADOT) has programmed a pavement preservation project for the Cottonwood Airport Runway due to poor runway conditions.

**Fiscal/Programmatic Impact**

The \$390,345 is funded 90% from ADOT and 10% from local share matching. Additional M&O costs are not anticipated for this project

**Project – Administration - City Hall**

This project is to design and ultimately construct a New City Hall as a central location for all City Services.

**Fiscal/Programmatic Impact**

The fiscal impact of about \$5,500,000 may be bonded to cover total cost over FY 2015 & FY 2016. 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. Increase in operating costs would be offset by vacating existing properties and selling them. For FY 2014 \$200,000 is being allocated for design.

**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 \$91,390, which will be paid through the .2% sales tax reserve. By having a newer fleet, maintenance costs are reduced and down time is avoided.

**Project – Public Safety – Body Worn Cameras**

These are individual cameras that are worn by the police officers when they are on duty. These cameras will record video and audio of their interactions with the community. There are many advantages to this program but I will only provide a couple; it greatly reduces the number of unresolved citizen complaints due to there being video of the event, it provides great evidence for the prosecution of a case and greatly increases the number of cases pled out.

**Fiscal/Programmatic Impact**

Capital expenditures for FY 2014 are estimated at \$52,805 with annual maintenance fees of \$2,000 after the first year. This project is funded through remaining funds from the FY 2013 Lease Purchase and General Fund Revenues.

**Project – Public Safety – Emergency Operation Center**

This project has been several years in the making. The Emergency Operations Center will include projection systems as well as enhanced communication systems. The Emergency Operations Center can be deployed in times of emergencies with the city as well as the region if necessary. It will also allow the capabilities to host training for other public safety agencies.

**Fiscal/Programmatic Impact**

Capital expenditures for FY 2014 are estimated at \$64,000 which is split between the Fire Department and the Police Department and is partially paid for by the Lease Purchase funds obtained in FY 2013.

**Project – Public Safety – VoIP Upgrade**

This project is the total replacement of the current obsolete phone system throughout the public safety building with a Voice over Internet Protocol (VoIP) system. The new system will tie into our current VoIP system. The flexibility of the VoIP system will enhance conference calling as well as other enhanced services including but not limited to a 4 digit extension system throughout the organization.

**Fiscal/Programmatic Impact**

This program will work towards moving the Fire Department and Police Department over to VoIP. The estimated expenditure is \$50,000 and is split out between the Fire Department and Police Department budget. The City has been transitioning departments to VoIP as a cost savings measure from land line telephone services.

**Project – Public Safety – SCBA Replacement Program (Air Packs)**

This program entails the purchase of 30 Self Contained Breathing Apparatus (SCBA). Our current SCBA's are almost 10 years old and have had numerous readiness issues that have been addressed and continue to be addressed by our personnel certified in their maintenance.

**Fiscal/Programmatic Impact**

This program provides for the purchase of 25 SCBA units at a cost of \$5,000 per unit for a total cost of \$150,000. The purchase of these SCBA will enable CFD to meet the new 2012 NFPA standard for NFPA as well as provide us much increased interoperability with our automatic aid agencies who have already replaced their SCBA. This project is funded by lease purchase proceeds paid through the .2% sales tax revenue. Reduced maintenance costs are expected once the program is complete.

**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 amount for FY 2014 is \$50,000 of which is a carryover from FY 2013. This program 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 – 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. This project will be funded by bonding and paid through the .2% sales tax reserves.

**Organizational Goals for the Future - Fiscal Year 2015-19**

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 30-40. The current year is included in the City's organizational goals – Fiscal year 2014 on **pages 20-27**.

**Grant Funds****Project - Airport – Acquire Land II (11.6 acres)**

This program is to acquire 11.6 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). This property adjoins the SW property line of the airport. The acquisition will allow for the taxiway parallel to the runway to move an additional 90' away from the runway.

**Fiscal/Programmatic Impact**

This greater separation will increase safety for the Airport users. Funding for this project is \$675,000 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). There are no additional costs anticipated with maintenance or operations of this project.

**Project - Airport – Layout 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 2015. The \$80,000 expense is funded 97.5% FAA and ADOT grant funding, with 2.5% local share provided by the Airport Plan.

**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.

**Project – HURF – Mingus Ave; Willard to Main Street**

This 5200-foot segment of major collector street from Willard Street to Main Street has failing pavement and lacks sidewalk in some areas. Since Mingus Avenue was extended to Cornville Road in 2004, this segment of Mingus Ave has over 9000 average daily trips. The project is in two phases with the first, Willard to 10<sup>th</sup> Street, having federal grant funds.

**Fiscal/Programmatic Impact**

This project will be funded through bonding. The total project is estimated at \$3,670,000 and all will be budgeted in FY 2015. The project will be done in two phases because Willard to 10<sup>th</sup> will be grant funded. No increased M&O costs are anticipated.

## **Physical Development**

### **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 \$135,000 is to be funded in FY 2016 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 – 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 2016 and is planned over a period of three years.

### **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 2015. 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 – HURF - 6<sup>th</sup> 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 – 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 - Pavement Maintenance Program (Ongoing)**

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**

This project is budgeted every other year. 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 – 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 \$170,000 per year to cover needed maintenance and construction to the existing water lines and to further develop the water system with \$500,000 planned for FY 2017. These funds will be covered by the current water reserves.

**Project – Utilities – Fire Flow Upgrades (on-going)**

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 in FY 2015 and \$250,000 annual cost will be provided through system improvement reserves 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 \$250,000 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 \$250,000 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 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 fiscal impact would be to obtain bonding to fund the construction and design of the new building; the planned costs are \$1,500,000 with \$120,000 anticipated in FY 2015 for design review. The city already has the staffing at one fire house. Twelve firefighters would be moving to this new station along with one engine.

**Project – Public Safety – Aerial Ladder Truck (Quint)**

The acquisition of a 100’ ladder truck (Quint) will enable the Fire Department to provide an increased level of safety for our firefighters while also providing increase fire suppression and rescue capabilities. This apparatus will be a “Quint” type apparatus. A Quint apparatus has the attributes of an aerial ladder truck plus the attributes of a pumper truck allowing for increased versatility.

**Fiscal/Programmatic Impact**

This purchase will replace the 1987 ladder apparatus and is needed for the above stated reasons as well as to maintain our current ISO grading of Class 4. Operation and maintenance costs increase will be minimal. Estimated cost for this vehicle and necessary equipment is anticipated to be \$700,000 This project will may be funded by lease purchases proceeds or a grant in FY 2015, partnerships with private sector development, and/or bonding which would be paid through the .2% sales tax reserves.

This page intentionally left blank

## 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 \$58,134,420. 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 applications 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.

<b>Funding Availability</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Beginning Balance	\$798,331	\$448,331	\$448,331	\$448,331	\$448,331
Transfers In	34,572	12,005	12,005	12,005	12,006
FAA Aeronautic Grants	224,281	988,000			
ADOT Grants	1,183,103				
ADOT Airport Matching	44,700	26,000			
LP - Jet A Tank	95,000				
Airport FAA Fund Matching	50,019	26,000			
<b>Funds Available</b>	<b>\$2,430,006</b>	<b>\$1,500,336</b>	<b>\$460,336</b>	<b>\$460,336</b>	<b>\$460,337</b>
<b>Financing Commitments</b>					
LP - Jet A Tank	12,005	12,005	12,005	12,005	12,006
Subtotal Commitments	12,005	12,005	12,005	12,005	12,006
Revenue (net of commitments)	\$2,418,001	\$1,488,331	\$448,331	\$448,331	\$448,331
<b>Planned Expenditures</b>					
<u>Airport</u>					
Relocate Segmented Circle	\$39,000				
Land Acquisition (11.6 acres)		\$675,000			
FAA Install AWOS ( All Weather Operating System)					
ADOT Taxiway Pavement Preservation	225,670				
FAA Aircraft Wash Rack	\$200,000				
FAA Aircraft Layout Plan	80,000				
ADOT Apron Reconstruction	1,000,000				
FAA Environmental Assessment/Review	200,000				
FAA Design & Construct displaced Threshold	50,000				
Install JetA Tank	95,000				
FAA GPS Approach Survey - GRANT	80,000				
Extend Runway 32		365,000			
Subtotal Planned Expenditures	1,969,670	1,040,000	0	0	0
Resources Available	\$448,331	\$448,331	\$448,331	\$448,331	\$448,331

**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"> <li> Current commitments are priority           <ul style="list-style-type: none"> <li>○ Library Debt Service</li> <li>○ Public Safety Building – GADA Loan</li> <li>○ Public Safety Lease Purchase</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li> Restricted to Public Safety capital           <ul style="list-style-type: none"> <li>○ 1<sup>st</sup> priority is fleet</li> <li>○ 2<sup>nd</sup> priority is to other projects</li> </ul> </li> </ul> |
|--|---|

Funding Availability	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Beginning Balance	(\$221,896)	(\$771,981)	(\$643,756)	(\$1,019,020)	(\$658,297)
Annual Deposit (net of DS)	694,570	718,880	744,041	773,803	804,755
<b>Grant Funding</b>					
Aerial Ladder Truck	665,000				
<b>Other Financing Sources</b>					
LP - Fire Response Vehicles				650,000	
GADA - Fire Stations - 2		1,600,000			
GADA - Fire Stations - 3				2,800,000	
Revenue	\$1,137,674	\$1,546,899	\$100,285	\$3,204,783	\$146,458
<b>Financing Commitments</b>					
<b>Other Financing Uses</b>					
LP - Fire Vehicles	54,000				
LP - Fire Dept.					142,260
LP - FY12 City Wide Equip (25% PS)	126,225	126,225	126,225		
LP - FY13 PS Veh & Equip	142,260	142,260	142,260	142,260	
GADA - Fire Stations - 2	▼		123,700	123,700	123,700
GADA - Fire Stations - 3	▼				250,000
GADA - Regional Communications Bldg	▼	272,170	272,170	272,120	272,120
Subtotal Commitments	594,655	540,655	664,305	538,080	788,080
Revenue (net of commitments)	\$543,019	\$1,006,244	(\$564,020)	\$2,666,703	(\$641,622)
<b>Planned Expenditures</b>					
<b>Fire</b>					
Grant - Aerial Ladder Truck	700,000				
Alternative Response Vehicle	200,000				
Fire Stations GADA - 2	120,000	1,500,000	300,000	2,500,000	
Fire Engine Pumper Type 1				650,000	
Fire Vehicle Replacements	50,000	50,000	50,000	50,000	50,000
Fire Suppression & Rescue Equipment	50,000	30,000	35,000	55,000	35,000
EMS Equipment - Defibrillators	70,000	20,000	20,000	20,000	20,000
Fire Prevention Safety House - Grant	75,000	▼			
<b>Police</b>					
Police Vehicle Replacement	50,000	50,000	50,000	50,000	50,000
Subtotal Planned Expenditures	1,315,000	1,650,000	455,000	3,325,000	155,000
Resources Available	(\$771,981)	(\$643,756)	(\$1,019,020)	(\$658,297)	(\$796,622)

**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
  - 50% General Government M&O

<b>Funding Availability</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Beginning Balance	\$245,925	(\$208,619)	\$7,139,702	\$1,679,488	(\$109,425)
Annual Deposit	1,729,833	1,744,266	1,757,937	1,778,567	1,798,683
<b>Grant Funding</b>					
Urban Trails System		45,000	180,000	350,000	
Tennis Center 6 Plex Facility		550,000			
Pocket Neighborhood Parks		250,000	450,000		
OT Field Conversion to Cultural Park	50,000	120,000			
<b>Miscellaneous Income</b>					
Interest Income	4,918	0	142,794	33,590	
<b>Other Financing Sources</b>					
GADA- Youth/Adult Sports, Leisure & Open		4,300,000			
GADA - Large Park Acreage - Future Ball Field		3,500,000			
<b>Funds Available</b>	<b>\$2,030,676</b>	<b>\$10,300,647</b>	<b>\$9,670,433</b>	<b>\$3,841,645</b>	<b>\$1,689,258</b>
<b>Financing Commitments</b>					
GADA - Recreation Center	1,539,875	1,541,275	1,541,275	1,539,875	1,542,825
LP - FY12 City Wide Equip (75% Gen Gov)	19,670	19,670	19,670		
GADA - Large Park Acreage - Future Ball Field				269,065	
GADA- Youth/Adult Sports, Leisure & Open space				292,130	
<b>Subtotal Commitments</b>	<b>1,559,545</b>	<b>1,560,945</b>	<b>1,560,945</b>	<b>2,101,070</b>	<b>1,542,825</b>
Revenue (net of commitments)	\$471,131	\$8,739,702	\$8,109,488	\$1,740,575	\$146,433
<b>Planned Expenditures</b>					
<b><u>Culture &amp; Recreation</u></b>					
Bicycle network Improvements (Planning)	42,750				
Civic Center Renovation (grant funding from State Hist	130,000				
Urban Trail System - Heritage Grant		45,000	180,000	350,000	
Tennis Center Resurface		135,000			
Tennis Center 6 Plex Facility - Grant Funded		550,000			
Large Park Acreage - Future Ball Field & Sports Park			2,000,000	1,500,000	
Riverfront Parking Lot Curb & Asphalt Overlay Projec	127,000				
Park Acreage-Pocket Neighborhood Parks - Grant Funded		250,000	450,000		
Kids Park Restroom Facility	165,000				
Youth/Adult Sports, Leisure & Open space Facilities		500,000	3,800,000		
Park Open space & Master Plan Study	110,000				
Old Town Field Conversion to Cultural Park - Grant Fu	50,000	120,000			
	35,000				
	20,000				
	33				
<b>Subtotal Planned Expenditures</b>	<b>679,750</b>	<b>1,600,000</b>	<b>6,430,000</b>	<b>1,850,000</b>	<b>0</b>
<b>Resources Available</b>	<b>(\$208,619)</b>	<b>\$7,139,702</b>	<b>\$1,679,488</b>	<b>(\$109,425)</b>	<b>\$146,433</b>

## **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.

-  Uses of these revenue resources
- Street Department M&O
  - Street construction
  - Street Capital

 All major street projects will have a 10% restricted funding component to be used for

- Sidewalks
- Landscape
- Bike paths & trails

<b>Funding Availability</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Beginning Balance	\$2,272,511	(\$1,454,822)	(\$2,208,538)	(\$2,522,908)	(\$3,393,530)
HURF Funds (net M&O)	0	0	0	0	0
1% Construction Sales Tax	236,393	248,212	260,623	273,654	287,337
General Fund Contribution (including portion of 1% Sales Tax)	557,235	585,097	614,352	645,069	677,323
<b>Grants</b>					
ADOT/Via NACOG - E. Mingus Ave Reconst.	845,000				
<b>Other Financing Sources</b>					
Loan - N Main Mill&Fill, 6th St. Aspen-89A	1,900,000	3,000,000			
Loan - N Main St 10th to Mingus	845,000				
<b>Funds Available</b>	<b>\$6,656,138</b>	<b>\$2,378,487</b>	<b>(\$1,333,563)</b>	<b>(\$1,604,185)</b>	<b>(\$2,428,871)</b>
<b>Financing Commitments</b>					
GADA Loan - Mingus, W. Mingus, & 12th St.	760,960	760,960	760,960	760,960	760,960
GADA- N Main Mill & Fill, 6th St. Aspen-89A		146,065	146,065	146,065	146,065
Loan - N Main St 10th to Mingus			202,320	202,320	202,320
Subtotal Commitments	760,960	907,025	1,109,345	1,109,345	1,109,345
Revenue (net of commitments)	\$5,895,178	\$1,471,462	(\$2,442,908)	(\$2,713,530)	(\$3,538,216)
<b>Planned Expenditures</b>					
<b>(*Council Strategic Initiative)</b>					
<b>Streets Construction &amp; Maintenance</b>					
HSIP Sign Replacement (100% Grant Funded)					
Pavement Maintenance Program		600,000		600,000	600,000
Sidewalk Additions Alternative	80,000	80,000	80,000	80,000	80,000
6th St. Reconstruction Aspen to 89A	700,000				
North Main Street Mill & Fill	1,200,000				
Mingus Ave. Reconstruction Willard to Main	1,670,000				
Main St to Mingus		3,000,000			
*12 S. St. Reconstruction 89A to Fir	1,000,000				
Mingus Willard to 10th	2,000,000				
ADOT TE Grant Bicycle Facilities	700,000				
Subtotal Planned Expenditures	7,350,000	3,680,000	80,000	680,000	680,000
Resources Available	(\$1,454,822)	(\$2,208,538)	(\$2,522,908)	(\$3,393,530)	(\$4,218,216)

**WASTEWATER USER FEES**

User fees for Wastewater are currently not sufficient enough to cover operations and maintenance costs as well as capital projects that are planned for the future in this department. There are plans underway for a possible rate increase in FY 2014. Other revenue sources have been allocated to assist this enterprise fund with its capital needs.

<b>Funding Availability</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Beginning Balance	\$1,689,563	\$28,355	(\$3,647,563)	(\$4,729,048)	(\$5,505,533)
Miscellaneous					
Interest Income	33,791	567			
<b>Other Financing Sources</b>					
Bonding / WIFA Loan 2009-10					
Bonding/WIFA Loan FY 2014	7,800,000				
Funds Available	\$9,523,355	\$28,922	(\$3,647,563)	(\$4,729,048)	(\$5,505,533)
<b>Financing Commitments</b>					
Bonding / WIFA Loan FY 2015		581,485	581,485	581,485	581,486
<b>Subtotal Commitments</b>	0	581,485	581,485	581,485	581,486
<b>Revenue (net of commitments)</b>	\$9,523,355	(\$552,563)	(\$4,229,048)	(\$5,310,533)	(\$6,087,019)
<b>Planned Expenditures</b>					
Hwy 260 Design/Line Extension	1,900,000				
General Construction	95,000	95,000		95,000	
Riverfront Wastewater Reclamation Plant	4,000,000				
Future Projects or Upgrades	500,000		500,000		
Bella Montana SubDivision	3,000,000	2,900,000			
Wastewater Treatment Plant Upgrades		100,000		100,000	
<b>Subtotal Planned Expenditures</b>	9,495,000	3,095,000	500,000	195,000	0
<b>Resources Available</b>	\$28,355	(\$3,647,563)	(\$4,729,048)	(\$5,505,533)	(\$6,087,019)

**WATER USER FEES**

The Water Utility was designed to be self-sufficient, however, it currently does not provides enough revenue to cover maintenance, operations, administration, debt service, and capital improvements. User fees provide the majority of the revenue for this utility. Cottonwood is currently in the process of proposing a new rate structure to improve revenue generation.

<b>Funding Availability</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Beginning Balance	\$3,589,795	\$5,457,300	\$3,885,541	\$4,795,577	\$6,427,363
User Fees	4,023,268	4,345,130	4,692,740	5,068,159	5,473,612
Interest Income	71,796	109,146	77,711	95,912	128,547
<b>Other Funding Sources</b>					
Bonding or WIFA Loan Hwy 260					
Bonding or WIFA Loan Bella Montana	1,250,000				
<b>Funds Available</b>	<b>\$8,934,860</b>	<b>\$9,911,575</b>	<b>\$8,655,992</b>	<b>\$9,959,648</b>	<b>\$12,029,522</b>
<b>Financing Commitments</b>					
Bonding or WIFA Loan	2,552,960	2,546,834	2,551,215	2,553,085	2,553,085
Bonding or WIFA Loan Hwy 260	104,600	104,600	104,600	104,600	104,600
Bonding or WIFA Loan Bella Montana		104,600	104,600	104,600	104,600
<b>Subtotal Commitments</b>	<b>2,657,560</b>	<b>2,756,034</b>	<b>2,760,415</b>	<b>2,762,285</b>	<b>2,762,285</b>
<b>Revenue (net of commitments)</b>	<b>\$6,277,300</b>	<b>\$7,155,541</b>	<b>\$5,895,577</b>	<b>\$7,197,363</b>	<b>\$9,267,237</b>
<b>Planned Expenditures</b>					
Arsenic	-	250,000	250,000	250,000	250,000
Future Wells (Bella Montana Subdivision)		1,250,000			
Fire Hydrant/Flow Improvements	550,000	250,000	250,000	250,000	
Storage/Well Booster Station	250,000		100,000		100,000
Water System Upgrades	170,000	170,000	500,000	170,000	170,000
Well Improvements	100,000	100,000	100,000	100,000	100,000
Hwy 260 Water System Upgrades		1,250,000			
<b>Subtotal Planned Expenditures</b>	<b>820,000</b>	<b>3,270,000</b>	<b>1,100,000</b>	<b>770,000</b>	<b>520,000</b>
<b>Resources Available</b>	<b>\$5,457,300</b>	<b>\$3,885,541</b>	<b>\$4,795,577</b>	<b>\$6,427,363</b>	<b>\$8,747,237</b>

The City entered into an operating lease contract for its arsenic treatment equipment and an in-house Arsenic Specialist was hired several years ago to help defray cost and will continue to 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.

<b>Funding Availability</b>	<b>NOTES</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>
Beginning Balance		\$5,595,152	\$6,316,959	\$7,053,202	\$7,804,170	\$8,570,157
Resource Development	79.47%	475,190	475,190	475,190	475,190	475,190
WAC	6.36%	38,010	38,010	38,010	38,010	38,010
Adjudication	9.21%	55,065	55,065	55,065	55,065	55,065
Conservation	4.96%	29,680	29,680	29,680	29,680	29,680
Interest Income		123,862	138,298	153,023	168,042	183,362
Funds Available		\$6,316,959	\$7,053,202	\$7,804,170	\$8,570,157	\$9,351,464

**Planned Expenditures**

Water Development

Resource Development

Water Advisory

Adjudication

Conservation

Subtotal Planned Expenditures

Resources Available

	0	0	0	0	0
	\$6,316,959	\$7,053,202	\$7,804,170	\$8,570,157	\$9,351,464

**CAPITAL IMPROVEMENTS FUND**

These accumulations are from an excess sales tax accumulated prior to July 1, 2007 and set aside for capital improvements throughout the City organization. During the recent recession it was decided to cap this fund at \$1,000,000 until the economy recovers and sales tax begins to see gains.

<b>Funding Availability</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>
Beginning Balance	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Interest Income	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Airport Reimbursement	\$23,490	\$23,490	\$23,490	\$23,490	\$23,491
Supplemental Contributions					
Annual Deposit					
<b>Funds Available</b>	<b>1,048,490</b>	<b>1,048,490</b>	<b>1,048,490</b>	<b>1,048,490</b>	<b>1,048,491</b>
<b>Financing Commitments</b>					
GADA - Railroad Wash Improvements					
Transfer to GF	48,490	48,490	48,490	48,490	48,491
<b>Subtotal Commitments</b>	<b>48,490</b>	<b>48,490</b>	<b>48,490</b>	<b>48,490</b>	<b>48,491</b>
Revenue (net of commitments)	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
<b>Planned Expenditures</b>					
<b>Subtotal Planned Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources Available</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>

**SUMMARY OF CAPITA**

<b>Funding Availability</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Beginning Balance	\$15,441,161	\$11,357,302	\$13,153,839	\$7,168,649	\$6,076,265
Taxes	3,218,031	3,296,455	3,376,952	3,471,093	3,568,097
User Fees	4,023,268	4,345,130	4,692,740	5,068,159	5,473,612
Excess Revenue	0	0	0	0	0
Grants	3,157,103	2,005,000	630,000	350,000	-
Interest Income	259,368	343,446	443,689	322,544	336,909
Water Resource Fees	597,945	597,945	597,945	597,945	597,945
Other Financing Sources	17,453,062	12,435,495	35,495	3,485,495	35,497
<b>Revenue</b>	<b>\$44,149,937</b>	<b>\$34,380,772</b>	<b>\$22,930,660</b>	<b>\$20,463,885</b>	<b>\$16,088,325</b>

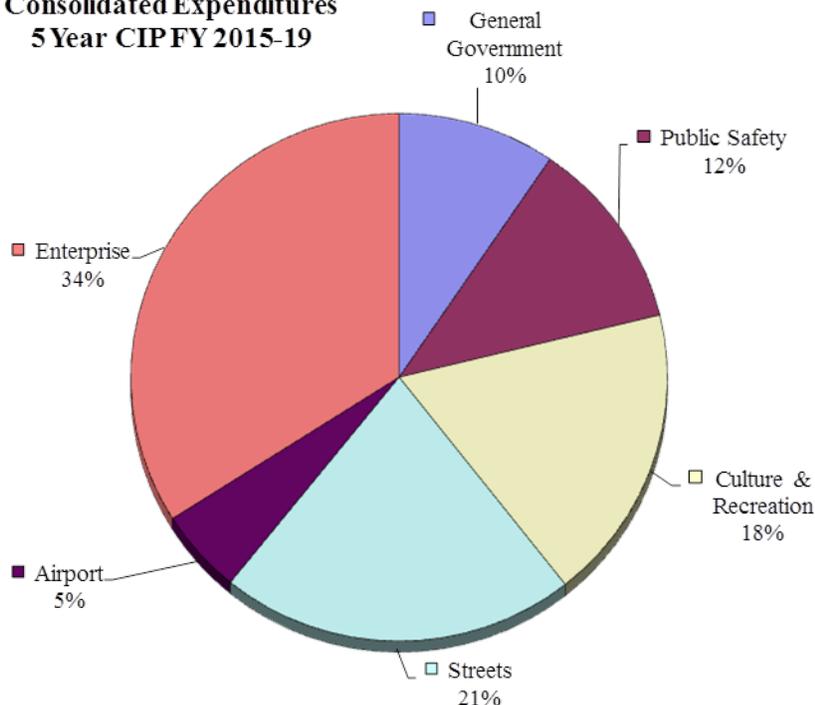
**Financing Commitments**

Annual Debt Service - Bonds & Capital Leases	5,633,215	6,821,499	7,151,850	7,029,540	6,471,298
<b>Subtotal Commitments</b>	<b>5,633,215</b>	<b>6,821,499</b>	<b>7,151,850</b>	<b>7,029,540</b>	<b>6,471,298</b>
<b>Revenue (net of commitments)</b>	<b>\$38,516,722</b>	<b>\$27,559,273</b>	<b>\$15,778,810</b>	<b>\$13,434,345</b>	<b>\$9,617,027</b>

**Planned Expenditures**

General Government	5,530,000	-	-	-	-
Public Safety	1,315,000	1,650,000	455,000	3,325,000	55,000
Culture & Recreation	679,750	1,600,000	6,430,000	1,850,000	-
Streets	7,350,000	3,680,000	80,000	680,000	680,000
Airport	1,969,670	1,040,000	-	-	-
Enterprise	10,315,000	6,365,000	1,600,000	965,000	520,000
<b>Subtotal Planned Expenditures</b>	<b>27,159,420</b>	<b>14,335,000</b>	<b>8,565,000</b>	<b>6,820,000</b>	<b>1,255,000</b>
<b>Resources Available</b>	<b>\$11,357,302</b>	<b>\$13,224,273</b>	<b>\$7,213,810</b>	<b>\$6,614,345</b>	<b>\$8,362,027</b>

**Consolidated Expenditures  
5 Year CIP FY 2015-19**



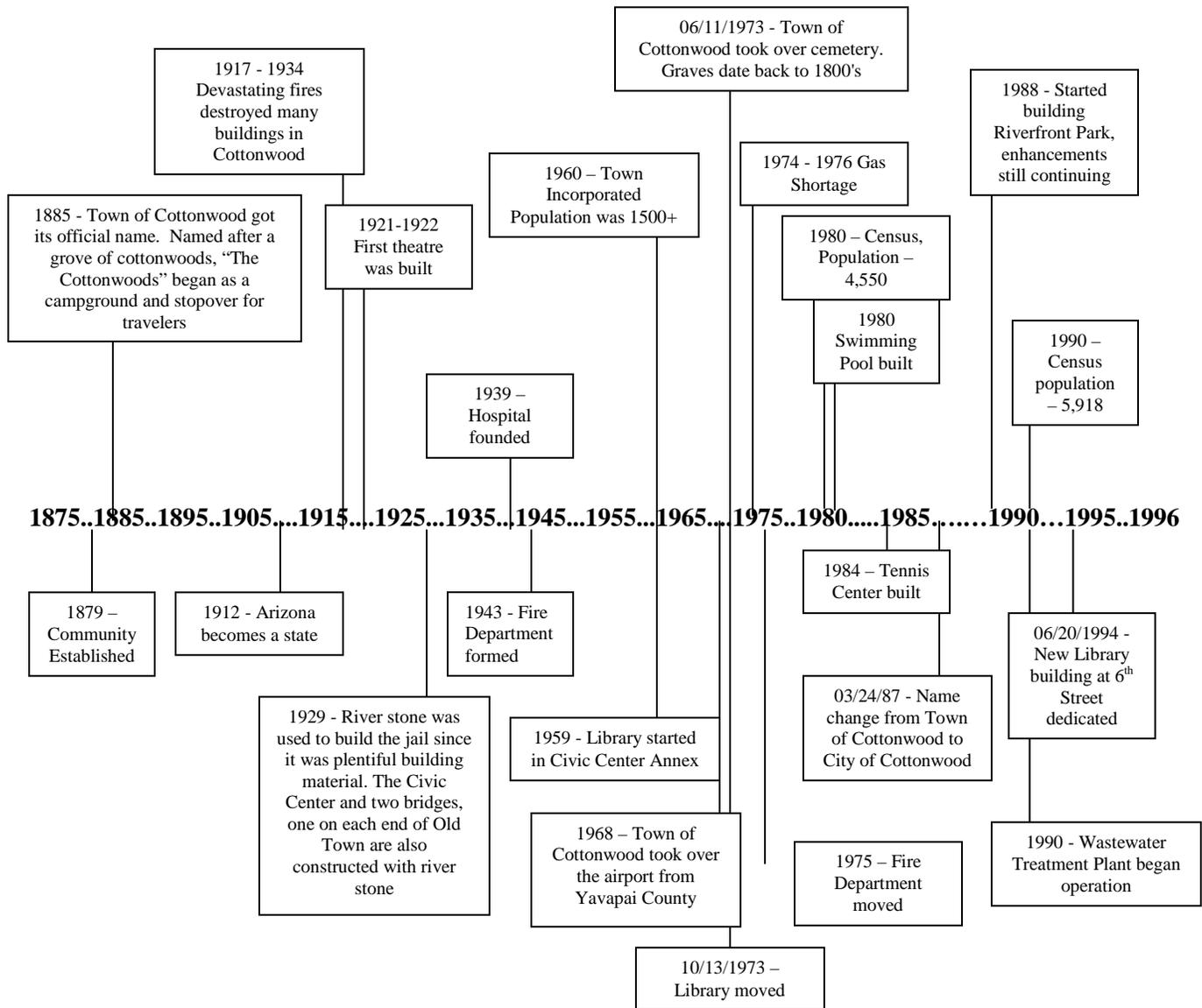
**Planned Expenditures**

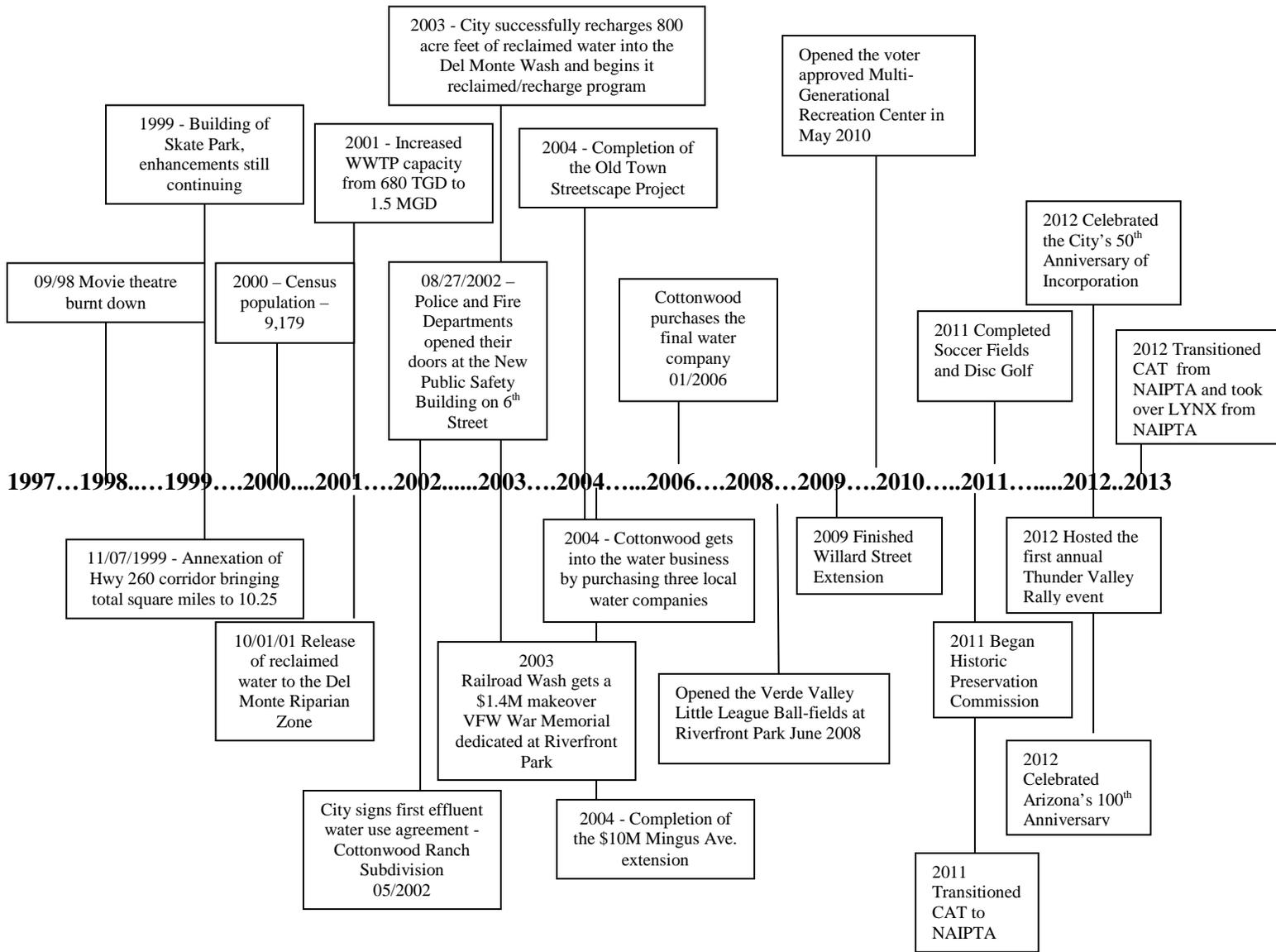
General Government	5,530,000
Public Safety	6,800,000
Culture & Recreation	10,559,750
Streets	12,470,000
Airport	3,009,670
Enterprise	19,765,000

Capital Purchases	58,134,420
Other Financing Uses	33,107,402
<b>Total Capital &amp; Financing</b>	<b>\$91,241,822</b>

**Funding Availability**

Taxes	16,930,628
User Fees	23,602,909
Excess Revenue	-
Grants	6,142,103
Interest Income	1,705,956
Water Resource Fees	2,989,725
<b>Total Funding Sources</b>	<b>51,371,321</b>
Other Financing Sources	86,642,258
Use of Reserves	0
<b>Total Finance Available</b>	<b>\$138,013,579</b>





**Long Range Financial Projections****GENERAL FUND**

<b><u>Revenues</u></b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Taxes	\$9,758,600	\$10,044,935	\$10,338,775	\$10,689,570	\$11,048,490
Licenses and Permits	243,590	249,680	255,920	262,320	268,880
Intergovernmental Revenues	2,770,150	2,637,550	2,475,680	2,392,180	2,278,770
Charges for Services	2,748,765	2,791,055	2,834,465	2,879,025	2,924,756
Fines and Forfeitures	213,925	219,075	224,355	229,775	235,315
Use of Monies & Properties	44,400	45,510	46,650	47,820	49,020
Miscellaneous Revenues	26,650	27,321	28,002	28,703	29,424
Other Financing Sources	3,770	8,800	8,800	8,800	8,800
<b>Total Revenues</b>	<b>\$15,809,850</b>	<b>\$16,023,926</b>	<b>\$16,212,647</b>	<b>\$16,538,193</b>	<b>\$16,843,455</b>
<b><u>Expenditures</u></b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
General Government	\$6,305,930	\$6,623,650	\$6,957,890	\$7,459,610	\$7,679,470
Public Safety	8,378,330	8,824,380	9,294,710	9,790,780	10,313,910
Culture & Recreation	1,925,980	2,024,720	2,128,600	2,237,860	2,532,570
<b>Total Expenditures</b>	<b>\$16,610,240</b>	<b>\$17,427,750</b>	<b>\$18,381,200</b>	<b>\$19,488,250</b>	<b>\$20,346,180</b>
<b>Gain/(Loss)</b>	<b>(\$2,539,470)</b>	<b>(\$3,211,450)</b>	<b>(\$3,951,940)</b>	<b>(\$4,769,260)</b>	<b>(\$5,355,510)</b>

**CONCLUSION**

The result of this five-year analysis demonstrates that operating revenues will not keep up with operating expenditures for the General Fund for 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 with 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 costs for employees and their dependents will increase after July 01, 2013. A 6.5% increase is reflected in this forecast. Workman's compensation will see a slight increase in FY 2014. The higher claims in FY 2012 increased the 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 funded 90% of the cost of the 12 new firefighters in 2010, continued to reduce every year until it is now completely eliminated. At this time the City is solely responsible for funding the 12 new firefighters. The new Multi-generational Recreation Center became fully operational for a whole year starting in FY 2011 and is forecasted to cover slightly above 60% 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**

<b>Revenues</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Street Department	\$1,230,265	\$1,266,160	\$1,303,320	\$1,341,790	\$1,381,610
CAT/LINX	716,460	737,950	760,100	782,900	806,390
Library	917,120	957,960	1,000,740	1,045,560	1,092,510
Airport	313,370	322,780	332,470	342,450	352,710
Grants	0	0	0	0	0
CDBG	0	0	0	0	0
<b>Total Revenues</b>	<b>\$3,177,215</b>	<b>\$3,284,850</b>	<b>\$3,396,630</b>	<b>\$3,512,700</b>	<b>\$3,633,220</b>
<b>Expenditures</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Street Department	\$1,146,910	\$1,206,110	\$1,268,390	\$1,333,920	\$1,402,910
CAT	747,960	785,370	824,690	865,940	909,210
Library	944,870	992,160	1,041,730	1,093,780	1,148,450
Airport	273,150	286,810	301,170	316,240	332,060
Grants	0	0	0	0	0
CDBG	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$3,112,890</b>	<b>\$3,270,450</b>	<b>\$3,435,980</b>	<b>\$3,609,880</b>	<b>\$3,792,630</b>
<b>Gain/(Loss)</b>	<b>\$64,325</b>	<b>\$14,400</b>	<b>(\$39,350)</b>	<b>(\$97,180)</b>	<b>(\$159,410)</b>

**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. The Capital Projects Fund will help ease this fund's fiscal problems, where larger projects are planned.

**Transit System**

The City took back the CAT system and added the LYNX system that travels to Sedona and back to Cottonwood a couple of times a day. The Transit system is partially funded by ADOT funds, Fares and through inter-city revenues. Even with the funding received by other agencies the General Fund is have to transfer funds in to cover overages.

**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**

<b><u>Revenues</u></b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Interest Income	\$0	\$0	\$0	\$0	\$0
User Fees	0	0	0	0	0
City Sales Tax	1,528,276	1,491,076	1,493,076	1,488,776	1,488,076
<b>Total Revenues</b>	<b>\$1,528,276</b>	<b>\$1,491,076</b>	<b>\$1,493,076</b>	<b>\$1,488,776</b>	<b>\$1,488,076</b>
<b><u>Expenditures</u></b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Trustee Fees	\$0	\$0	\$0	\$0	\$0
Interest Payments	778,276	716,076	683,076	648,776	613,076
Principal Payments	750,000	775,000	810,000	840,000	875,000
<b>Total Expenditures</b>	<b>\$1,528,276</b>	<b>\$1,491,076</b>	<b>\$1,493,076</b>	<b>\$1,488,776</b>	<b>\$1,488,076</b>
<b>Gain/(Loss)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 trend is expected to increase as the economy recovers, demonstrating exceptional coverage. Final disposition of the library debt service was 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 Carryover and Reserves are not calculated for M&O purposes.

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**

<b><u>Revenues</u></b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Interest Income	29,480	30,220	30,970	31,740	32,540
User Fees	6,841,680	7,020,150	7,230,290	7,391,250	7,584,150
Miscellaneous Income	437,980	449,360	461,090	473,150	485,520
<b>Total Revenues</b>	<b>\$7,309,050</b>	<b>\$7,499,710</b>	<b>\$7,695,350</b>	<b>\$7,896,140</b>	<b>\$8,102,210</b>

<b><u>Expenses</u></b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Operations	4,077,803	4,281,040	4,491,030	4,711,460	4,942,780
Administration	1,525,040	1,601,320	1,681,410	1,765,480	1,853,780
Debt Service	2,549,810	2,525,680	2,512,410	2,578,615	2,574,900
<b>Total Expenses</b>	<b>\$8,152,653</b>	<b>\$8,408,040</b>	<b>\$8,684,850</b>	<b>\$9,055,555</b>	<b>\$9,371,460</b>
<b>Gain/(Loss)</b>	<b>(\$843,603)</b>	<b>(\$908,330)</b>	<b>(\$989,500)</b>	<b>(\$1,159,415)</b>	<b>(\$1,269,250)</b>

**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 2001 and now relies predominately on user fees. Rates will have to increase to cover any operational and debt service short falls.

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 reviewing possible rate increases for FY 2014 and future years that will help balance these operating deficits.

**FIDUCIARY FUND**

<b><u>Revenues</u></b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Interest Income	670	-	-	-	-
Contributions	28,120	28,960	29,830	30,730	31,650
<b>Total Revenues</b>	<b>\$27,970</b>	<b>\$28,810</b>	<b>\$29,670</b>	<b>\$30,560</b>	<b>\$31,480</b>
<b><u>Expenditures</u></b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Benefits Paid	11,130	11,690	12,280	12,900	13,550
<b>Total Expenditures</b>	<b>\$11,130</b>	<b>\$16,220</b>	<b>\$17,040</b>	<b>\$17,900</b>	<b>\$13,550</b>
<b>Gain/(Loss)</b>	<b>\$17,660</b>	<b>\$17,270</b>	<b>\$17,550</b>	<b>\$17,830</b>	<b>\$18,100</b>

**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 2002, the City became a member of the Arizona Public Employers Health Pool (APEHP), 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. This fund has now been depleted and employees will be responsible for obtaining short-term disability insurance through one of our current carriers. The Fiduciary Fund also includes the Alternate Pension and Benefit Trust, which provides retirement benefits to Volunteer Firefighters.

## 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. FY 2013 showed our local sales tax starting to show signs of improvement and for FY 2014 we are projecting that revenues will increase a small percentage and will continue to increase slightly over the next few years.

A listing of All Funds Consolidated Revenues by Sources is on page 64. A further breakdown by source and fund may be found on page 66.

### Consolidated Expenditures - All Funds

Expenditure projections for Fiscal Year 2014 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. Several positions throughout the City that were frozen in FY 2012 and FY 2013 are anticipated to be eliminated and are still not included in the projections for FY 2014. Salaries are also projected to increase at an annual rate of slightly over 4%, excluding any personnel requests and salary adjustments from the compensation study for future years beginning in FY 2014.

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 70 and 71 of this document.

### Taxes

Special attention was given to our local city sales tax. With a 2.52% hike in FY 2008, the City Sales Tax continued to drop until FY2011. Local sales tax compared to total operating revenues is still important despite the current 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. Local Sales Tax constitutes 57.68 % of all General Fund revenues.

State shared revenues constitute 14.08% of total operating revenues or about \$2.2M for FY 2014. This is up from last year's revenues by 17.9%. State finances as well as state legislation can have a dramatic effect 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 2% from power, 2% for gas, and a 3% fee for cable television. Franchise revenues have been stagnated over the past five years as the economy tries to recover.

**Licenses and Permits**

License and permit revenues which had peaked in FY 2006 and declined again due to the poor economy are budgeted at \$238,740 for FY 2014 which is an increase of 13.52% from FY 2013 revised budget. It is expected to start to increase for the next few years as 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 2010 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 increase of 5.38% for FY 2014, 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 significantly over the past couple years mainly due to the opening of the Recreation Center. A decrease of 6.38% is planned for FY 2014.

**Fines and Forfeitures**

Fines and forfeitures decreased an average of 7% per year over the past five years. However, FY 2011 saw the first increase since FY 2006. This increase is partly attributed to a new "Court Enhancement" fee that began in FY 2010 and doubled in FY 2011 at \$21,305. For the upcoming year, revenues in this area are expected to be slightly lower than FY 2013 by less than a percent.

**Uses of Monies and Properties**

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. Investments are expected to earn a higher return over the next few years as interest rates begin to climb out of the recession.

**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 remain about the same.

**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 31.41% this fiscal year. This translates to a \$5,236,065 increase over the previous fiscal year of \$16,672,550. This net increase includes some rollover projects and \$3,582,380 in fund balance reserves. This increase also includes \$40,000 for the implementation of the a proposed longevity program as defined in the compensation study of FY 2012: \$1,285,030 increase of funds for personnel increases unrelated to the compensation study such as merit, a 1.7% Cost of Living Adjustment (COLA), health insurance and other related taxes.

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 Arizona Public Employers Health Pool helped to keep the rate constant for two years but the rate was increased by 5% in FY 2013 and a 6.5% increase is anticipated for FY 2014.

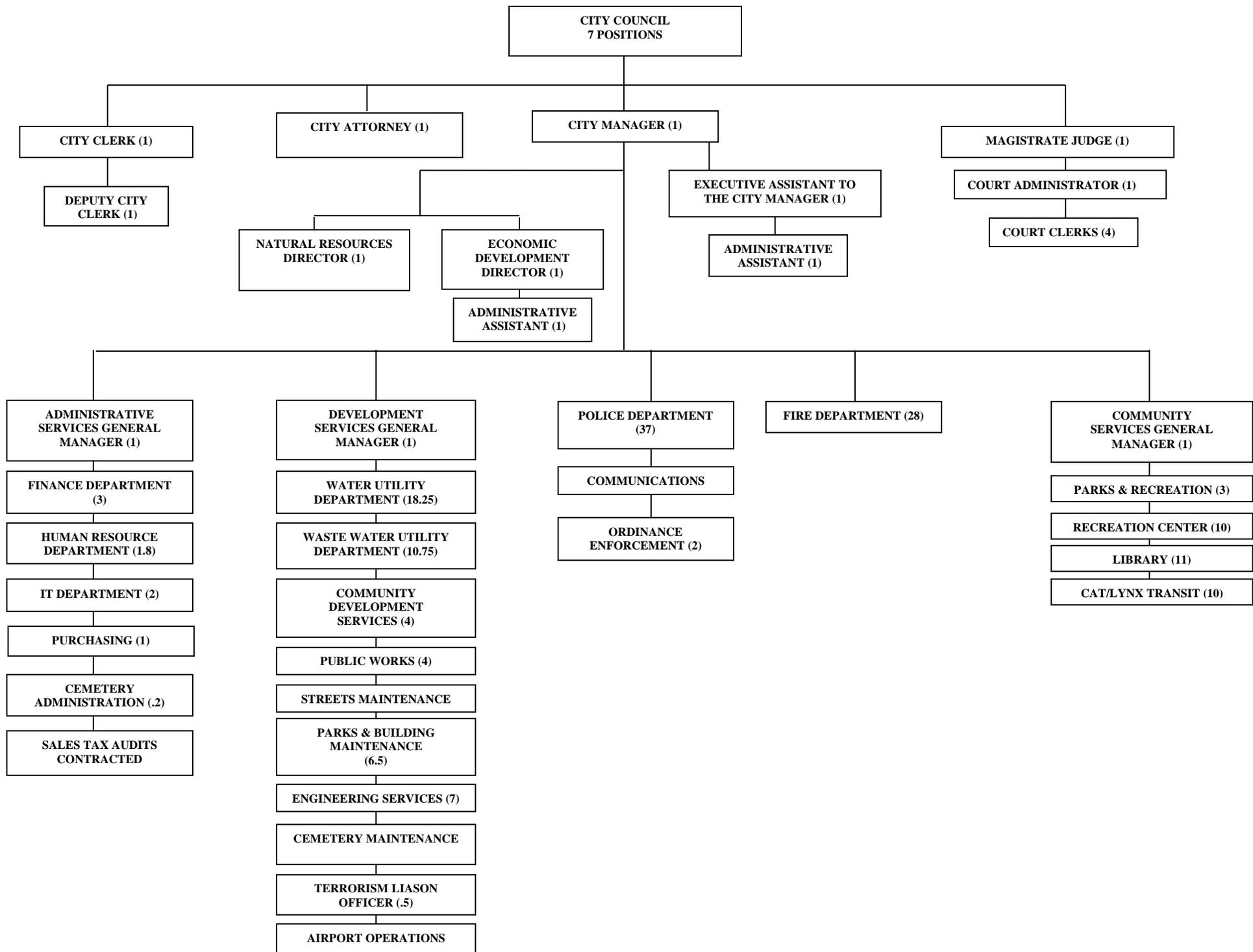
Operating supplies category has decreased from \$650,135 last year to \$587,000 this year. This decrease is due to the departments re-evaluating their needs and cutting their operating budgets to only what is necessary. Department heads take a very close look at their operating supplies and most are able to stay within their overall requests.

Contractual Services is anticipated to increase by less than 2%

Other Services and Charges reflect a decrease, which is mainly due to the departments cutting back on non-essential expenditures.

Capital Outlay has decreased with the City only budgeting major projects and putting off capital purchases to future fiscal years.

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



This page intentionally left blank

**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 a change was made in the method used to accrue tax revenues to coincide with the State of Arizona's collections. This change increased the accrual period from a 30-day period to a 60-day period, and has been carried over to the following years. The current tax rate is three percent (3%) after an increase of .8% in FY 2009.

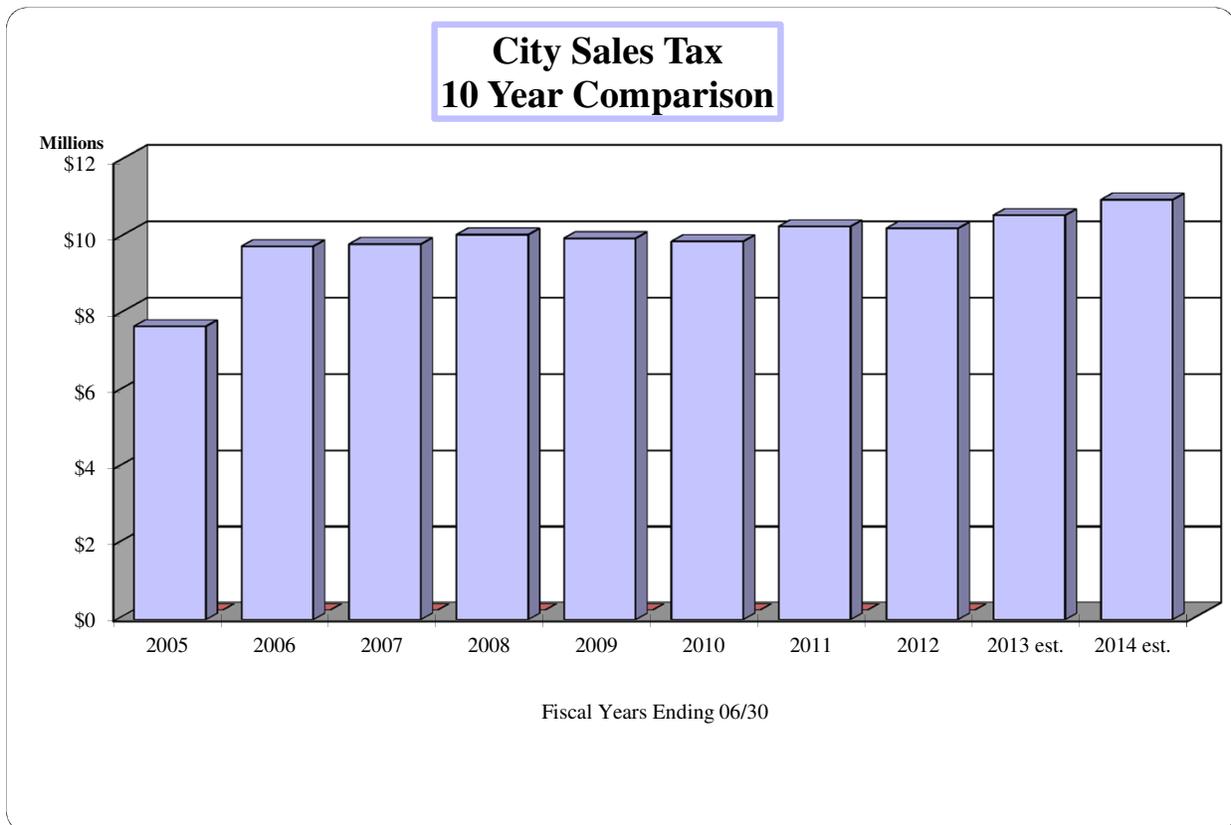
Please note: For this analysis we are not including the Bed Tax or the Utility Tax.

**Analysis:**

The City of Cottonwood serves as the retail center of the upper Verde Valley. In fiscal years 2004-2008 gross business sales continued 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 economic decline that affected the entire nation is clearly reflected in the FY 2009 and FY 2010 figures. The first full year of the .8% sales tax increase is reflected in the increase in FY 2010. A decline was originally budgeted for FY 2011 however, actual sales tax revenues were higher 3.98% above FY 2010. The projections for FY 2013 show a 3.37% increase over FY 2012. The economic outlook for FY 2014 is improvement, the projection of a 3.8% increase over FY 2013 reflects this improvement.

Fiscal Year	Amount	% Inc. / Dec.
Ending 6/30		
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	10,007,515	-0.94%
2010	9,925,087	-0.82%
2011	10,319,948	3.98%
2012	10,265,356	-0.53%
2013 est.	10,611,530	3.37%
2014 est.	11,014,615	3.80%



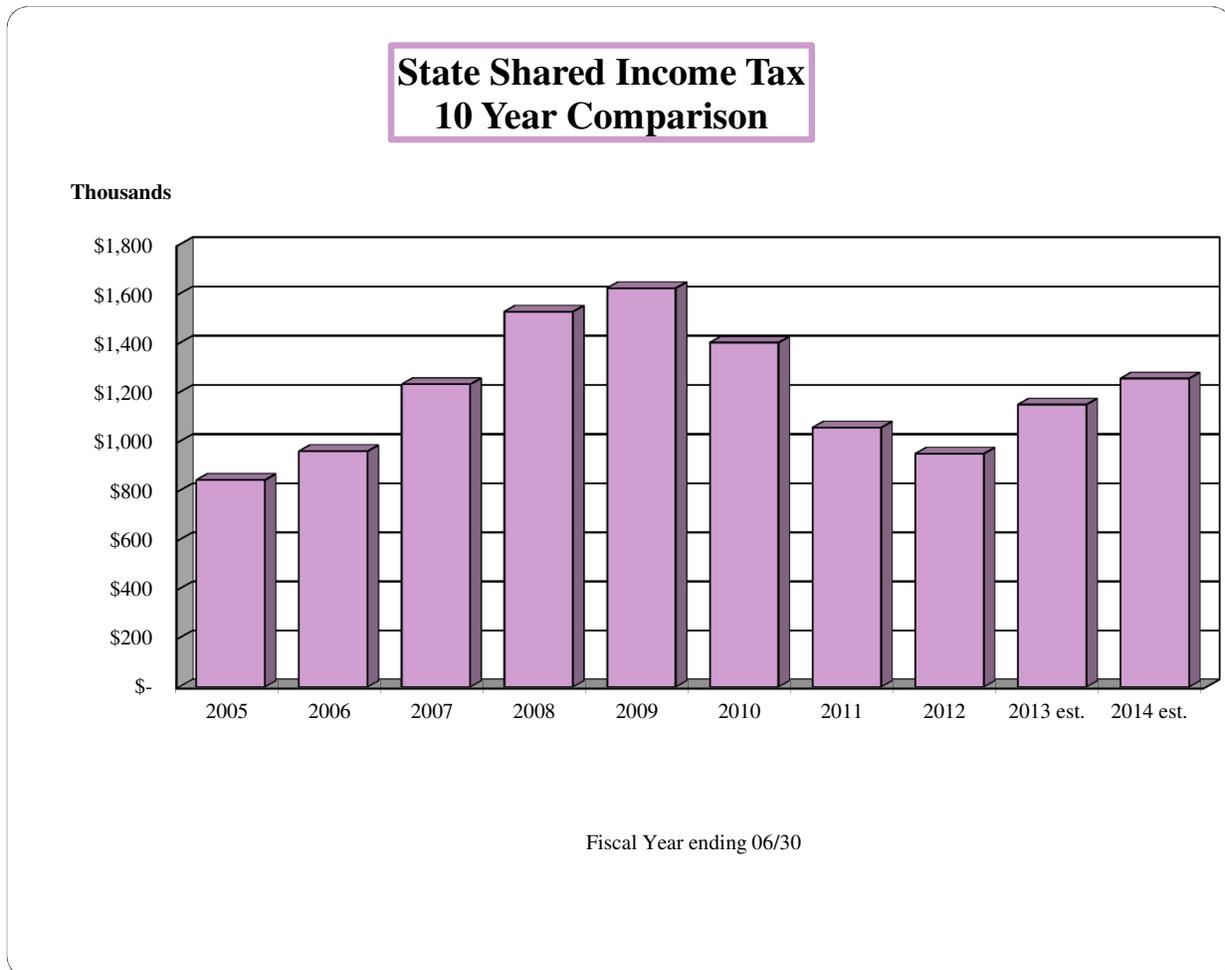
**Description:**

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. These revenues are disbursed by the State two years after collection by the Arizona Department of Revenue.

**Analysis:**

The growth of this revenue has not been very consistent with the economy over the past few years. In fiscal year 2004 and 2005, this source suffered due to the slowing of the economy in 2002 and 2003, 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 2013 are reflecting a 21.02% increase over FY 2012 and another 9.23% increase for FY 2014 due to the current economic outlook.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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%
2010	1,402,140	-13.63%
2011	1,057,034	-24.61%
2012	950,774	-10.05%
2013 est.	1,150,590	21.02%
2014 est.	1,256,780	9.23%



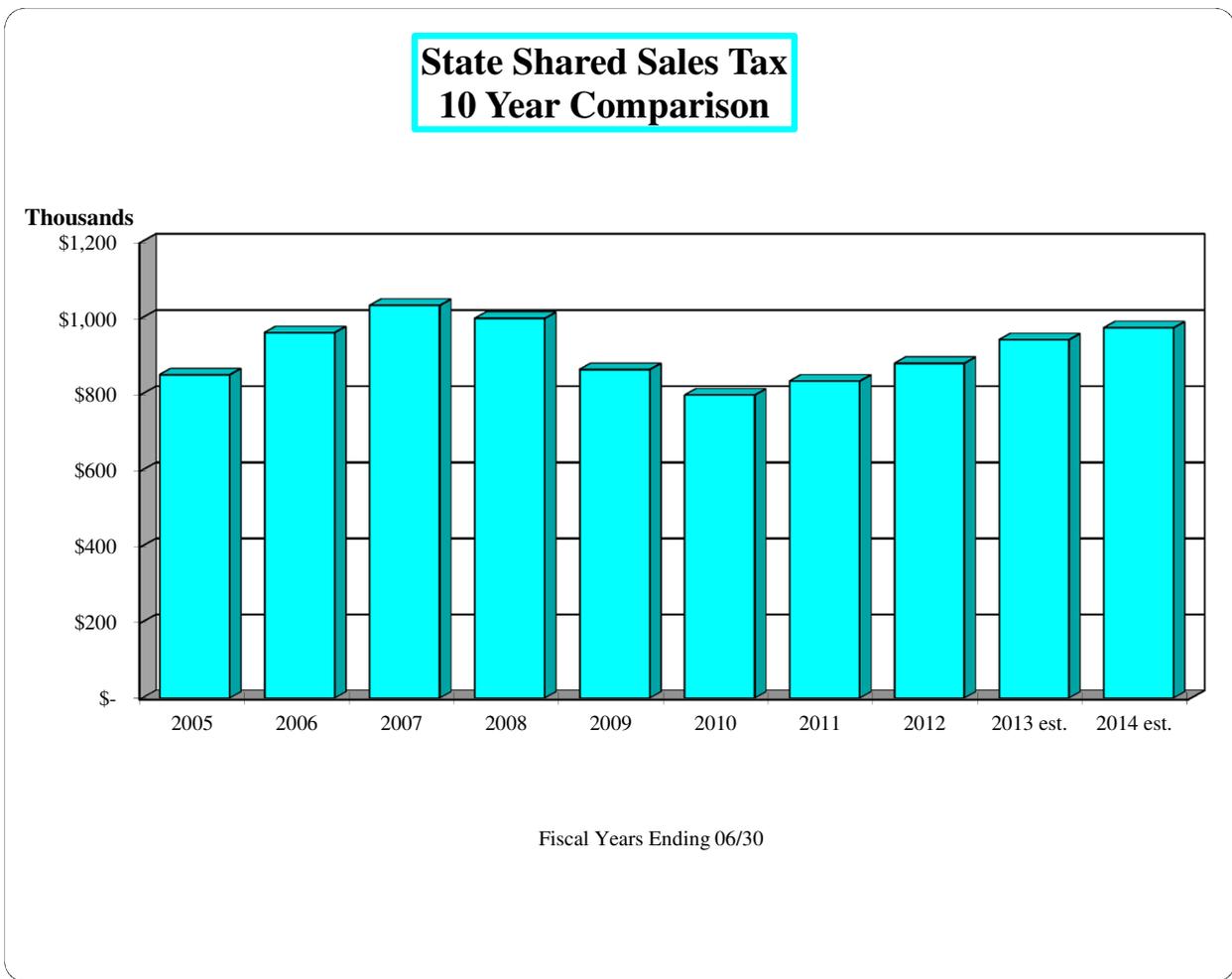
**Description:**

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. The estimate is provided by the Arizona Department of Revenue and the League of Arizona Cities and Towns.

**Analysis:**

The increase in population numbers deferred the impact of the slowing economy until FY 2008 through FY 2010. Since then the economy has been showing signs of picking up with an increase in FY 2011 of 4.6%. The State has projected increases for the last four years and is estimating an increase of 3.33% for FY 2014.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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%
2010	796,966	-7.76%
2011	833,600	4.60%
2012	880,250	5.60%
2013 est.	941,980	7.01%
2014 est.	973,380	3.33%



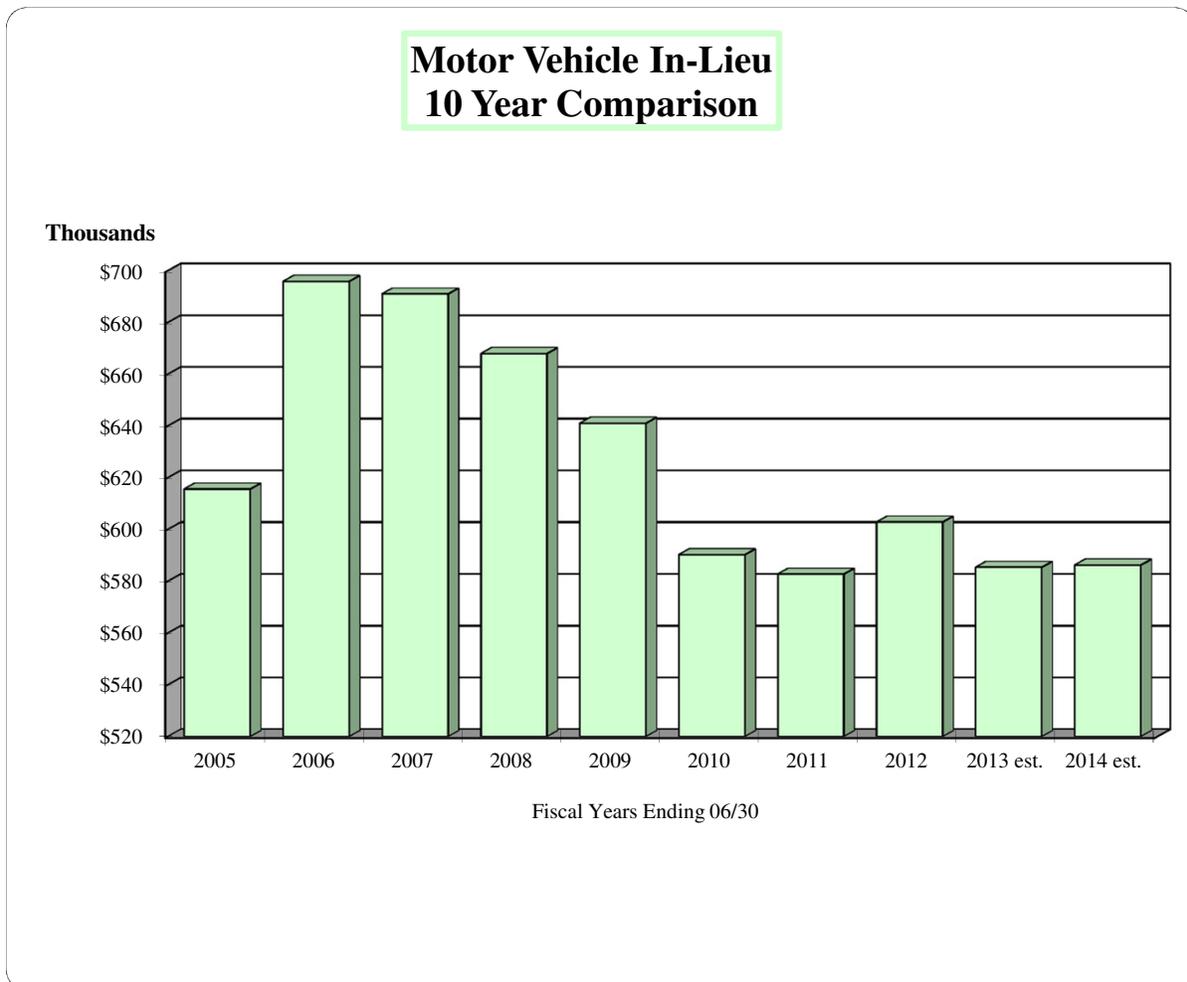
**Description:**

Arizona cities receive a 25% share of the net revenues collected for the licensing of vehicles in their related 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. The State began distributing the revenues collected directly to the communities rather than giving it to the counties and letting them distribute the funds. This change reduced the lag time for the communities to receive their revenues by half.

**Analysis:**

The falling auto sales in FY 2008 through FY 2010 is reflected in this chart. These revenues were still declining in FY 2011 and although there was a slight increase in FY 2012 the League of Arizona Cities and Towns has projected a decreases in these revenues for FY 2013. The projections for FY 2014 show a very slight increase of .14%.

Fiscal Year	Amount	% Inc. / Dec.
Ending 6/30		
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%
2010	590,201	-7.92%
2011	582,707	-1.27%
2012	602,832	3.45%
2013 est.	585,370	-2.90%
2014 est.	586,200	0.14%



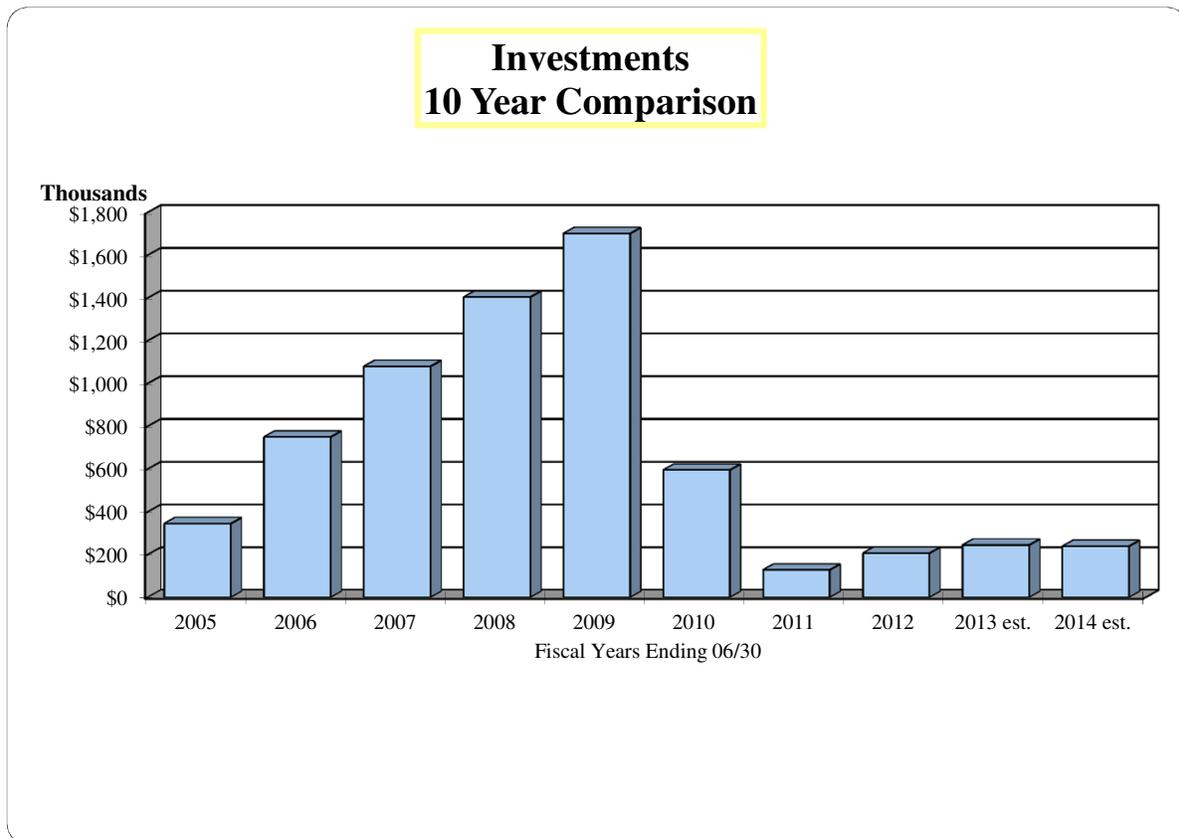
**Description:**

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. Unrealized gains and losses are included to reflect the fair market value of investments.

**Analysis:**

In 2005, the rise in interest rates and the acquisition of four water companies requiring substantial debt service and capital improvement reserves were driving these revenues to such growth. The growth stopped in FY 2010 for these revenues as interest rates dropped dramatically and the City began to use funds from its capital reserves for major projects. FY 2012 and FY 2013 have shown an improvement in these revenues as the economy recovered. The projections for FY 2014 are down due to the use of some of the City's investments for projects.

Fiscal Year	Amount	% Inc. / Dec.
Ending 6/30		
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%
2010	595,496	-65.00%
2011	128,312	-78.45%
2012	206,489	60.93%
2013 est.	244,860	18.58%
2014 est.	238,745	-2.50%



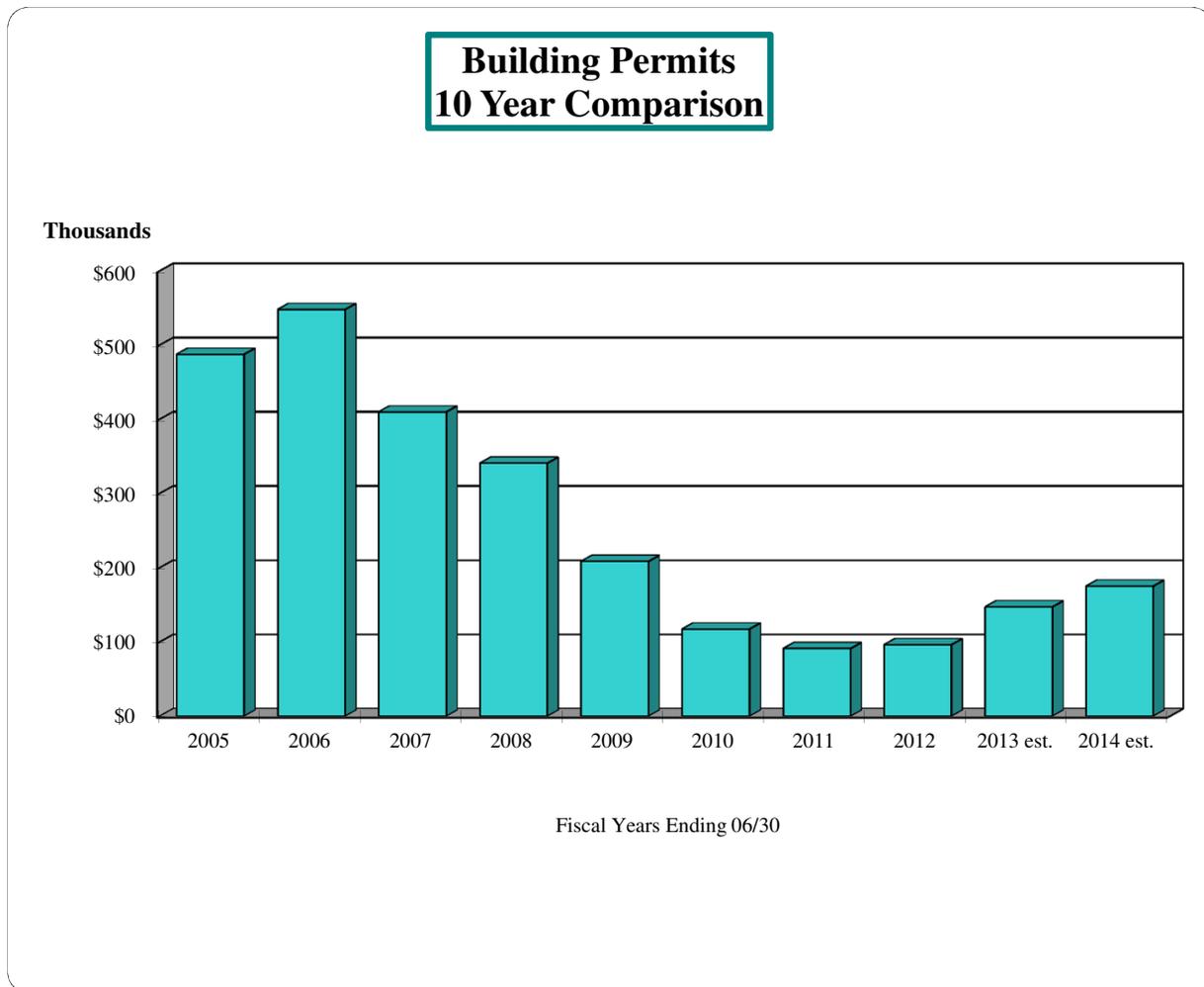
**Description:**

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:**

From FY 2004 through FY 2006, the City saw growth as the local hospital, medical facilities were expanded, and businesses were moving into Cottonwood. 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 which has steadily decreased over the last few years. FY 2012 reflects the first increase since 2006 and current projections are showing a slight increase for fiscal years 2013 and 2014 although they are still down 70.7% from FY 2008 and down 81.8% since the peak in FY 2006. FY 2013 and FY 2014 show increases due to the recovering economy.

Fiscal Year	Amount	% Inc. / Dec.
Ending 6/30		
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%
2010	117,278	-43.70%
2011	91,054	-22.36%
2012	96,227	5.68%
2013 est.	147,015	52.78%
2014 est.	174,930	18.99%



**Description:**

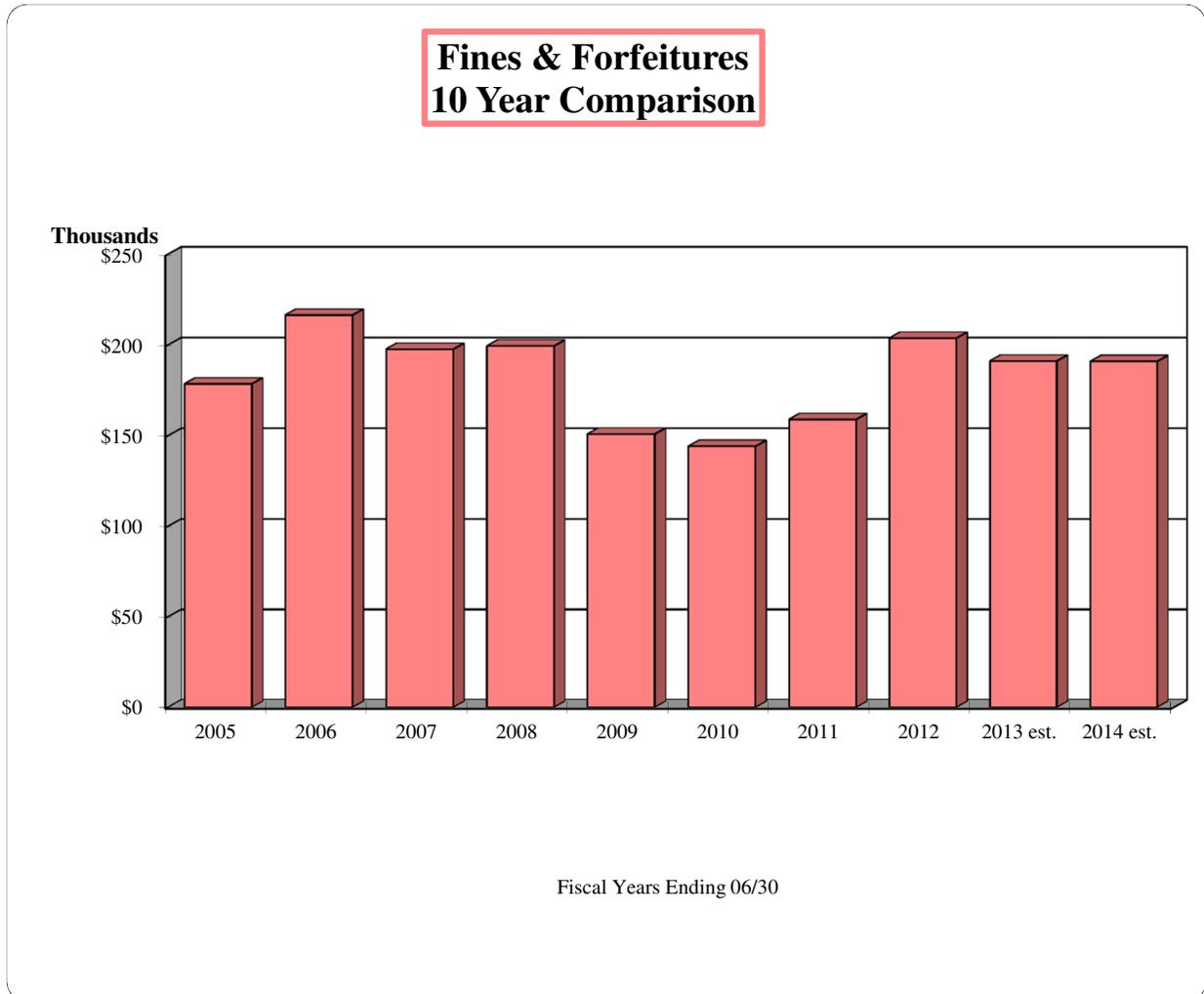
Fines and Forfeitures are generated as a result of imposed fines for the violation of various state laws and city ordinances. They include traffic violations, violations of city code and other criminal misdemeanors.

Court Appointed Attorney Reimbursements and Court Differed Surcharges have been removed from the total to give a more accurate account of the Fines and Forfeitures revenue.

**Analysis:**

This City revenue fluctuates each year based on traffic enforcement. An interim magistrate was appointed in early FY 2005 after the sitting magistrate resigned his position. The new interim magistrate made some major changes in the way the Court conducted business which in turn improved the collections. Since that time, a full-time magistrate has been appointed by the City Council. The Court Enhancement Fee was introduced in FY 2010; authorized by the State, this fee helps the court keep up to date with technology and other capital needs.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
2005	178,618	44.35%
2006	216,512	21.22%
2007	197,714	-8.68%
2008	199,435	0.87%
2009	150,913	-24.33%
2010	144,122	-4.50%
2011	158,977	10.31%
2012	203,819	28.21%
2013 est.	191,130	-6.23%
2014 est.	190,895	-0.12%



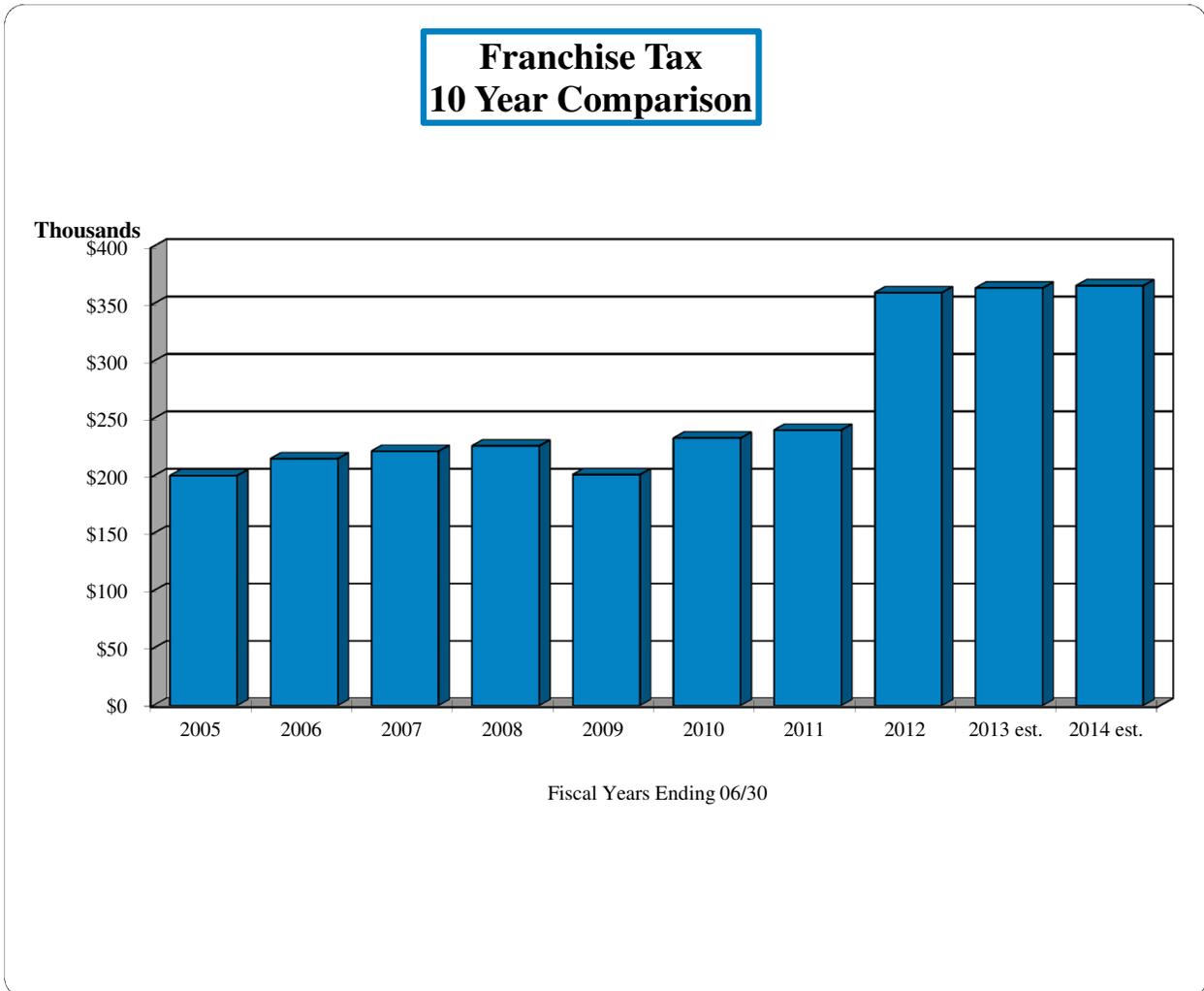
**Description:**

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 revenue has shown a steady increase as the utility companies continue to increase their rates to cover costs. In FY 2009 a decrease was realized as the economy continued to falter. FY 2010 showed a rebound most likely due to the approved rate increase APS received from the Corporation Commission. This revenue shows slight increase for FY 2013 & FY 2014 due to a new agreement with APS for fees.

Fiscal Year	Amount	% Inc. / Dec.
Ending 6/30		
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%
2010	233,129	15.80%
2011	240,140	3.01%
2012	359,872	49.86%
2013 est.	363,810	1.09%
2014 est.	365,900	0.57%



**Description:**

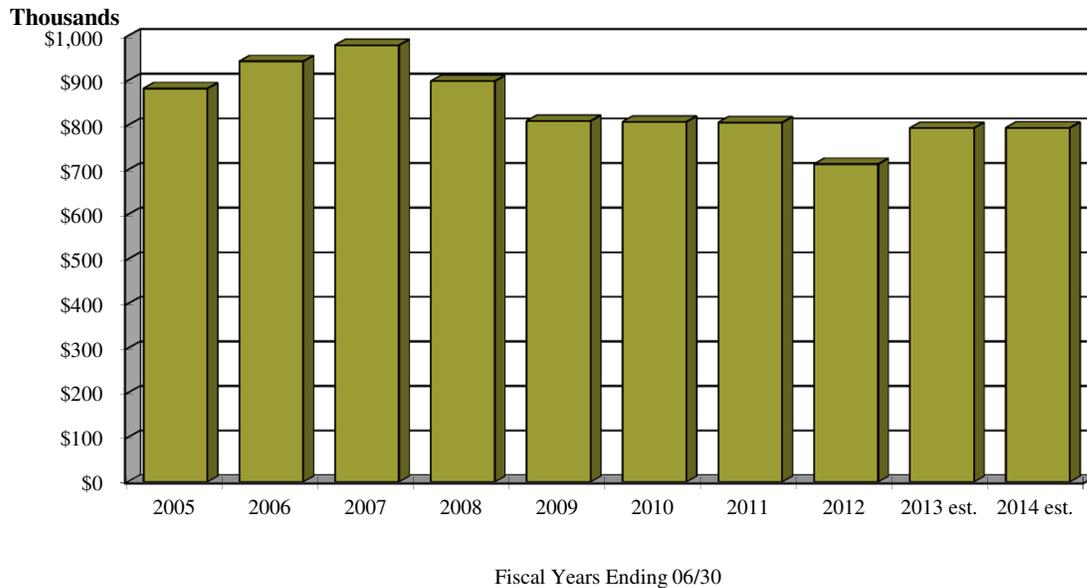
Arizona cities receive a share of State Motor Vehicle Fuel Taxes (Highway User Revenue Funds). The formula is based on two separate calculations; the first half is based on a city's population in relation to the State's total population, the second is based on the county in which the revenues were generated. These funds must be utilized for the construction and maintenance of streets and highways.

**Analysis:**

This State shared revenue has been fluctuating. The tax is based on a fixed charge per gallon of fuel and not a percentage of the fuel purchased. Fiscal year 2014 only shows a small increase in the estimates from the state.

Fiscal Year Ending 6/30	Amount	% Inc. / Dec.
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%
2010	807,864	-0.24%
2011	806,386	-0.18%
2012	713,231	-11.55%
2013 est.	794,145	11.34%
2014 est.	794,630	0.06%

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



**Local Transportation Assistance Fund Revenues - LTAF**

**Description:**

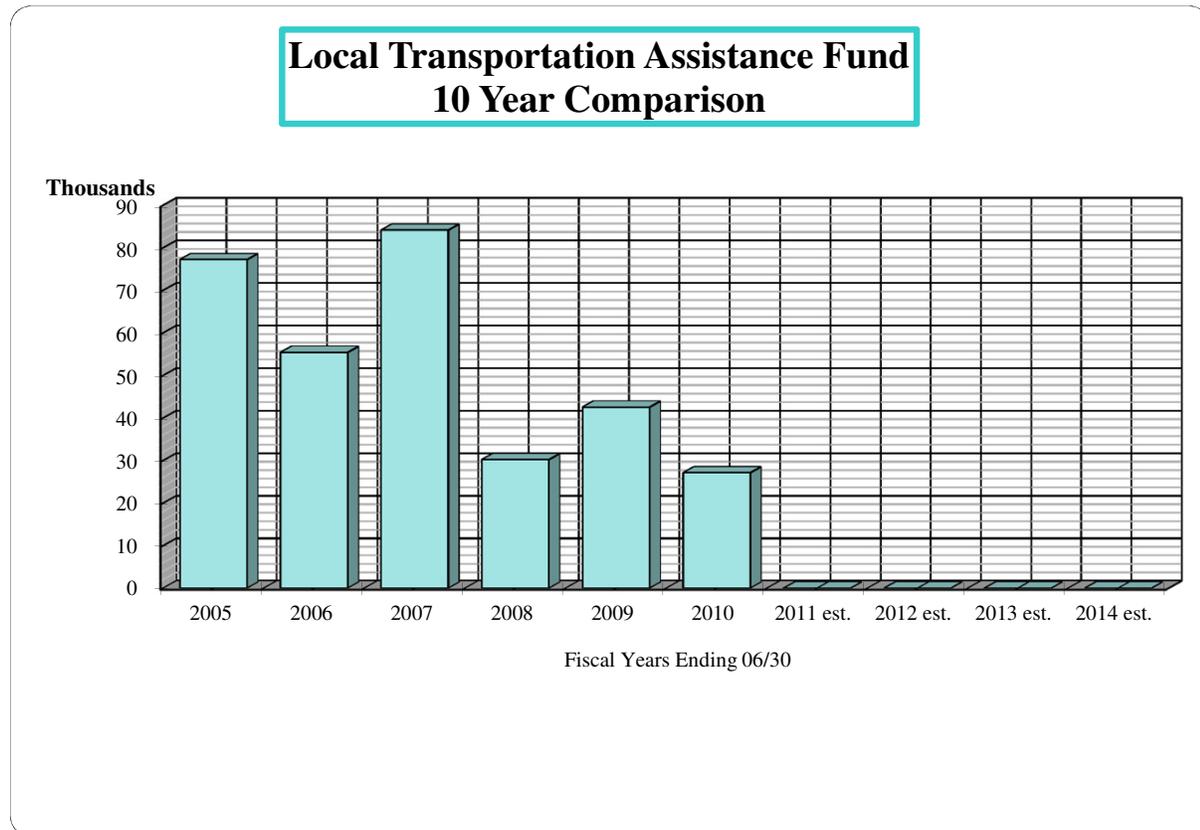
Local Transportation Assistance Fund Revenues (LTAF) consist of two LTAF distributions, LTAF and LTAF II. LTAF monies are derived from the State Lottery Fund. Arizona cities have been receiving a portion of the proceeds of the Arizona lottery since 1982. The original LTAF allocation was based on individual cities' populations in relation to the total state population. Eligible expenditures for these funds include street and highway projects as well as transit programs. 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.

LTAF II monies are derived from the Powerball Lottery and were distributed since 1997. The LTAF II allocations were awarded as a grant to cities and towns on a one to four match and could only be used for public transportation services, including operating and capital purposes.

**Analysis:**

This program was swept by the State in FY 2010 resulting in the drastic decline in revenues received. 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		
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%
2010	27,118	-36.25%
2011 est.	0	-100.00%
2012 est.	0	0.00%
2013 est.	0	0.00%
2014 est.	0	0.00%



**Description:**

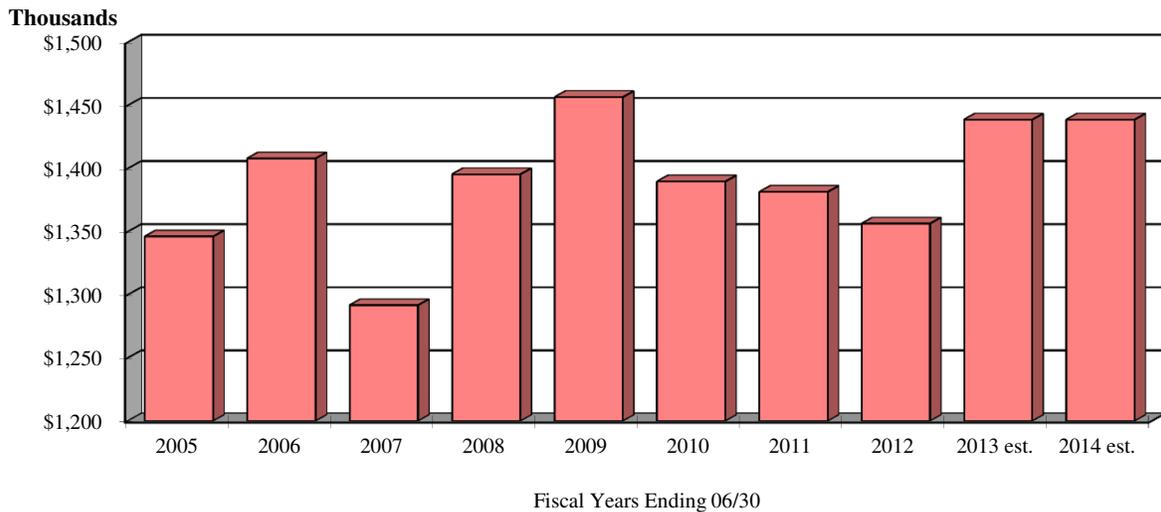
User Fees are charged to residential, commercial and industrial customers for the collection and treatment of wastewater. In addition, the City levies tap fees on all new construction.

**Analysis:**

These revenues had increased through FY 2009 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. The current rate is \$16.75; these fees are evaluated annually to determine if an increase is necessary. The last rate increase was in FY 2002. These revenues declined with the falling housing market in FY 2010-2012 and are still projecting below the FY 2007 levels.

Fiscal Year	Amount	% Inc. / Dec.
Ending 6/30		
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%
2010	1,389,721	-4.59%
2011	1,381,487	-0.59%
2012	1,356,438	-1.81%
2013 est.	1,438,760	6.07%
2014 est.	1,438,760	0.00%

**Wastewater Service  
 10 Year Comparison**



**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.

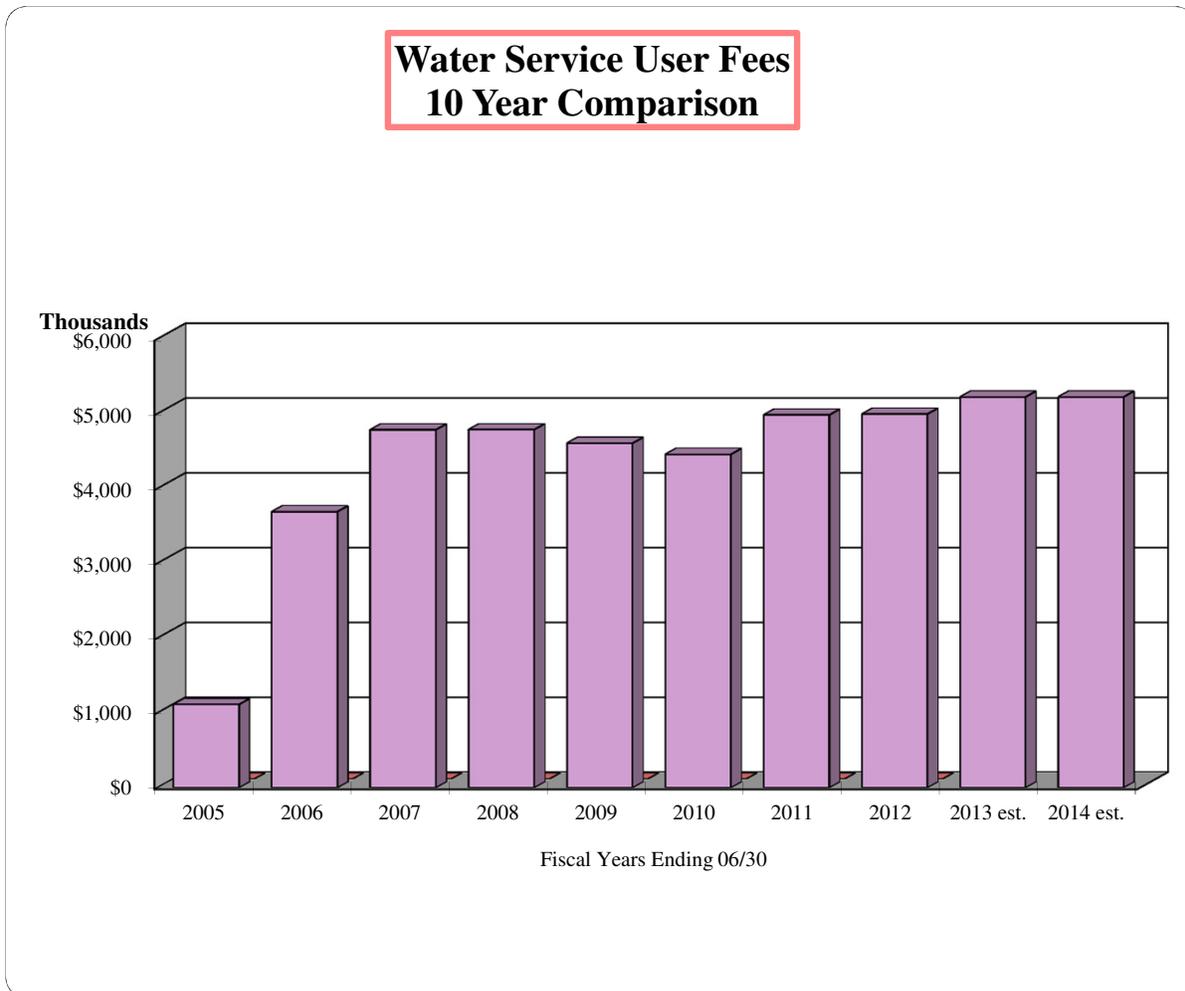
**Analysis:**

These revenues have been steadily growing since the acquisition of the last area water company in early 2006. The base fee is \$23.74 for the first 1,000 gallons. A tiered structure above 1,000 gallons is as follows. These rates are evaluated annually to determine if an increase is necessary.

Block 1 (1,001-4,000 gal)	2.90
Block 2 (4,001-10,000 gal)	3.19
Block 3 (10,001-20,000 gal)	4.55
Block 4 (20,001 + gal)	6.48

The last rate increase was in FY 2011.

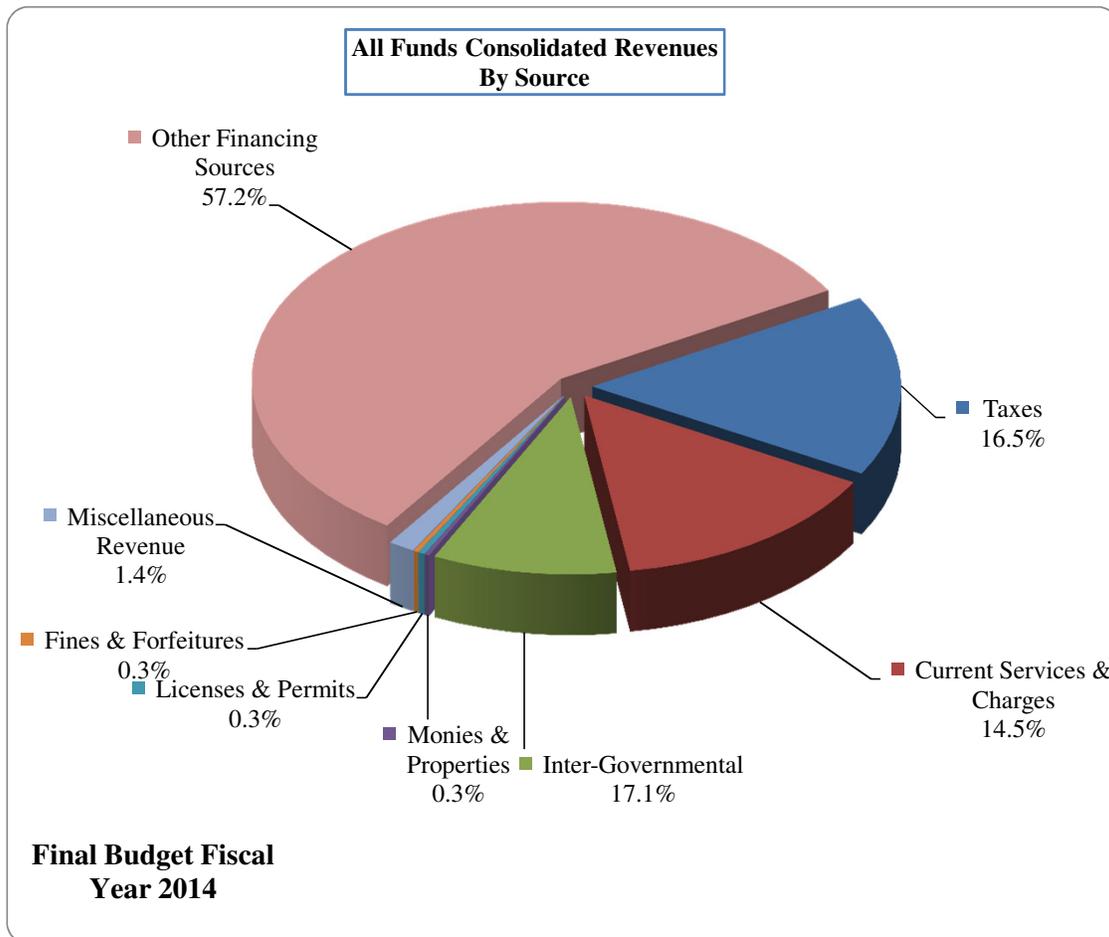
Fiscal Year	Amount	% Inc. / Dec.
Ending 6/30		
2005	1,114,035	0.00%
2006	3,692,409	231.44%
2007	4,787,501	29.66%
2008	4,789,358	0.04%
2009	4,607,776	-3.79%
2010	4,459,160	-3.23%
2011	4,985,843	11.81%
2012	4,997,833	0.24%
2013 est.	5,225,805	4.56%
2014 est.	5,225,975	0.00%



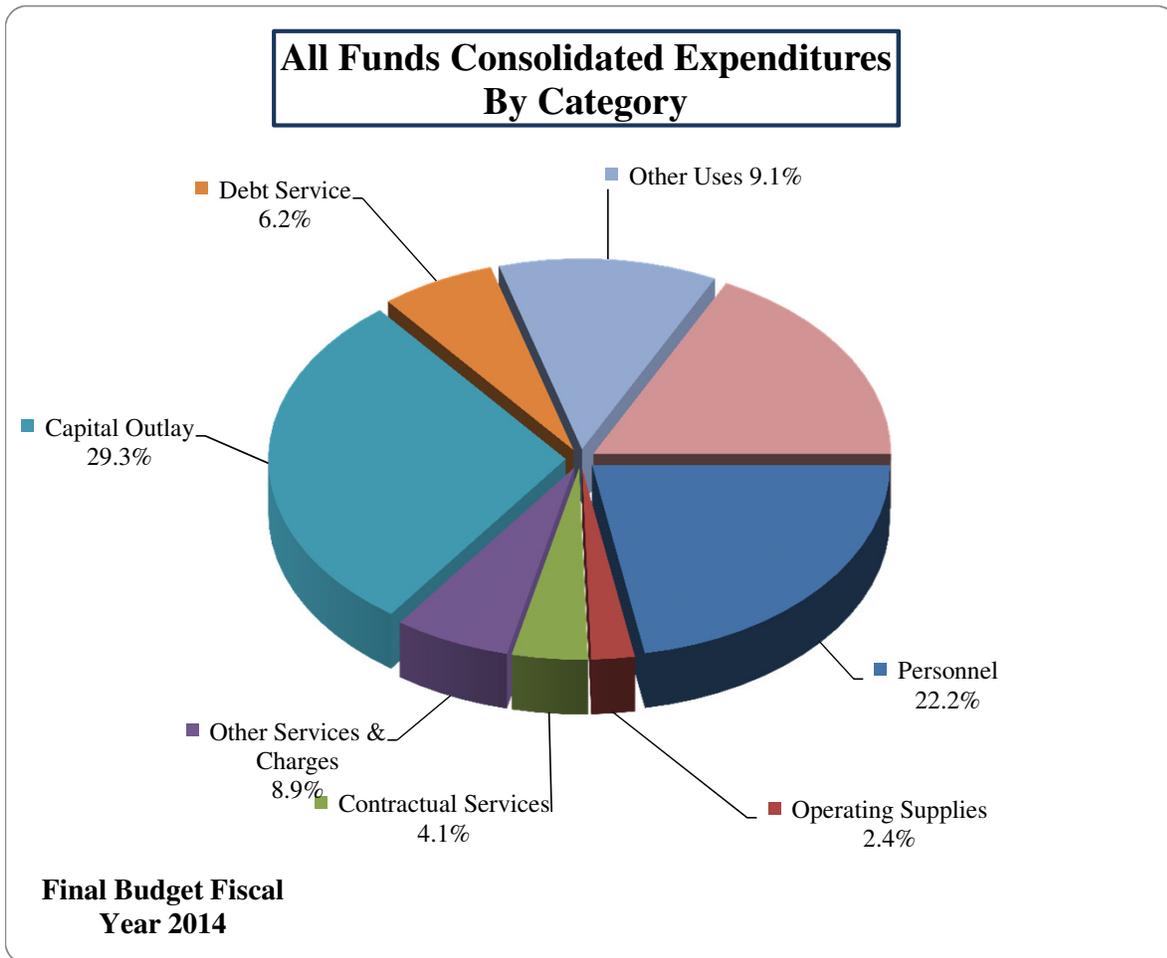
**Comprehensive Summary Revenues & Expenditures  
All Funds**

Fund	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenues Sources:</b>					
General Fund	\$14,511,757	\$15,850,800	\$15,676,550	\$15,840,670	1.05%
Special Revenue Funds	1,457,986	3,738,605	2,209,820	4,200,485	90.08%
Capital Projects Funds	207,047	475,000	397,990	165,000	-58.54%
Debt Service Funds	2,064,391	2,073,225	2,074,035	2,070,575	-0.17%
Enterprise Funds	7,543,493	7,740,555	7,840,515	8,045,940	2.62%
Fiduciary Funds	10,371	66,300	27,980	27,950	-0.11%
<b>Total Revenues</b>	<b>25,795,045</b>	<b>29,944,485</b>	<b>28,226,890</b>	<b>30,350,620</b>	<b>7.52%</b>
<b>Other Financing Sources:</b>					
Transfers In	752,563	4,740,350	3,560,990	8,413,525	136.27%
Carryover	16,403,418	33,449,225	27,895,330	21,611,700	-22.53%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
Proceeds from Lease Purchase	601,035	558,510	613,510	0	-100.00%
Proceeds from Bonds	0	4,738,195	0	10,500,000	100.00%
<b>Total Other Financing Sources</b>	<b>17,757,016</b>	<b>43,486,280</b>	<b>32,069,830</b>	<b>40,525,225</b>	<b>26.37%</b>
<b>Total Available Resources</b>	<b>43,552,061</b>	<b>73,430,765</b>	<b>60,296,720</b>	<b>70,875,845</b>	<b>17.55%</b>
<b>Expenditures:</b>					
General Fund	15,036,102	17,320,740	15,625,090	17,122,710	9.58%
Special Revenue Funds	3,189,658	9,591,380	5,384,800	9,930,405	84.42%
Capital Projects Funds	267,103	9,547,075	11,498,100	11,318,530	-1.56%
Debt Service Funds	2,064,391	3,282,540	3,311,055	3,307,595	-0.10%
Enterprise Funds	15,870,139	24,224,100	14,652,990	17,005,875	16.06%
Fiduciary Funds	42,740	380,960	195,750	194,825	-0.47%
<b>Total Expenditures</b>	<b>36,470,133</b>	<b>64,346,795</b>	<b>50,667,785</b>	<b>58,879,940</b>	<b>16.21%</b>
<b>Other Uses:</b>					
Transfers Out	752,563	4,740,350	3,560,990	8,413,525	136.27%
Reserves	7,809,386	4,343,620	0	3,582,380	0.00%
<b>Total Other Financing Uses</b>	<b>8,561,949</b>	<b>9,083,970</b>	<b>3,560,990</b>	<b>11,995,905</b>	<b>236.87%</b>
<b>Total Expenditures and Other Uses</b>	<b>45,032,082</b>	<b>73,430,765</b>	<b>54,228,775</b>	<b>70,875,845</b>	<b>30.70%</b>
Net Income	(\$1,480,021)	\$0	\$6,067,945	\$0	

<b>Revenues for All Funds</b>	
Taxes	\$11,698,515
Current Services & Charges	10,243,550
Inter-Governmental	6,825,945
Monies & Properties	177,550
Licenses & Permits	238,740
Fines & Forfeitures	190,895
Miscellaneous Revenue	975,425
Subtotal	<u>\$30,350,620</u>
Other Financing Sources	<u>40,525,225</u>
Total Revenues for All Funds	<u><u>\$70,875,845</u></u>



<b>Expenditures for All Funds</b>	
Personnel	\$15,710,825
Operating Supplies	1,667,220
Contractual Services	2,922,830
Other Services & Charges	4,486,290
Capital Outlay	20,746,760
Debt Service	4,428,860
Subtotal	<u>49,962,785</u>
Other Uses - Transfers Out	8,413,525
Reserves	<u>12,499,535</u>
Total Expenditures for All Funds	<u><u>\$70,875,845</u></u>



Fiscal Year 2014 Budget  
Consolidated Budget Summary - By Fund

Table of Contents

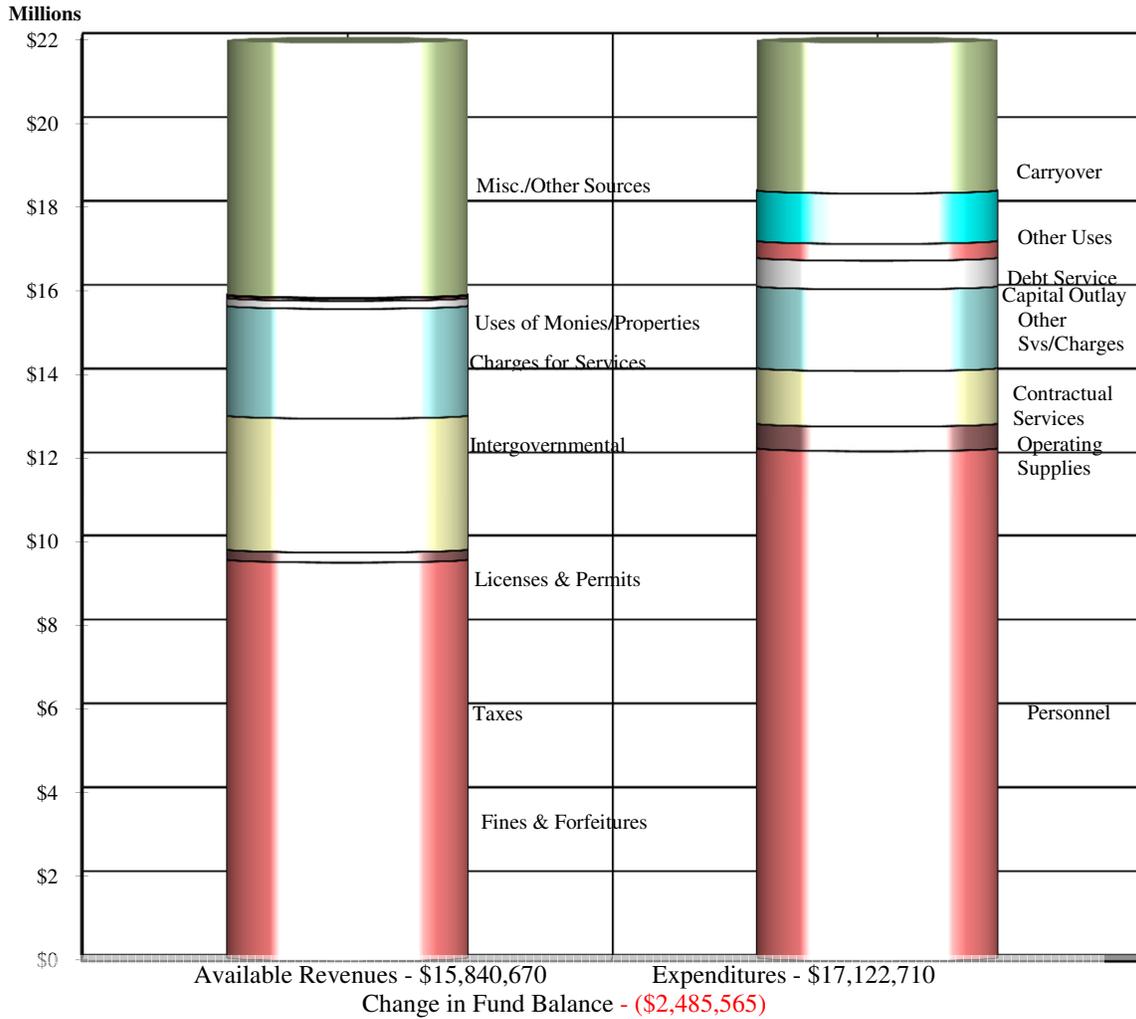
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Fund	Enterprise Fund	Fiduciary Funds	Grand Total
Beginning Balance @ 07/01/2013	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Funding Sources</b>							
Taxes	\$9,502,940	\$125,000	\$2,070,575	\$0	\$0	\$0	\$11,698,515
Licenses & Permits	238,740	0	0	0	0	0	238,740
Intergovernmental	3,213,970	3,588,275	0	0	0	23,700	6,825,945
Charges for Services	2,616,600	379,500	0	0	7,247,450	0	10,243,550
Fines and Forfeitures	190,895	0	0	0	0	0	190,895
Uses of Monies & Prop.	56,025	92,120	0	0	28,755	650	177,550
Miscellaneous	21,500	15,590	0	165,000	769,735	3,600	975,425
<b>Total Revenues</b>	<b>15,840,670</b>	<b>4,200,485</b>	<b>2,070,575</b>	<b>165,000</b>	<b>8,045,940</b>	<b>27,950</b>	<b>30,350,620</b>
Other Financing Sources	6,067,945	8,299,370	1,237,020	15,794,080	8,959,935	166,875	40,525,225
<b>Total Revenue &amp; Other Financing Sources</b>	<b>21,908,615</b>	<b>12,499,855</b>	<b>3,307,595</b>	<b>15,959,080</b>	<b>17,005,875</b>	<b>194,825</b>	<b>70,875,845</b>
<b>Total Available All Sources</b>	<b>\$21,908,615</b>	<b>\$12,499,855</b>	<b>\$3,307,595</b>	<b>\$15,959,080</b>	<b>\$17,005,875</b>	<b>\$194,825</b>	<b>\$70,875,845</b>
<b>Expenditures</b>							
Personnel	12,176,495	1,581,630	0	0	1,952,700	0	15,710,825
Operating Supplies	587,000	478,270	0	0	601,950	0	1,667,220
Contractual Services	1,325,040	381,440	0	0	1,169,140	47,210	2,922,830
Other Services & Charges	1,950,270	867,475	0	8,600	1,658,745	1,200	4,486,290
Capital Outlay	680,695	6,465,995	0	4,501,000	9,099,070	0	20,746,760
Reserves	3,582,380	155,595	1,767,720	6,808,930	38,495	146,415	12,499,535
Debt Services	403,210	0	1,539,875	0	2,485,775	0	4,428,860
Subtotal of Expenditures	20,705,090	9,930,405	3,307,595	11,318,530	17,005,875	194,825	62,462,320
<b>Other Uses</b>							
Transfers Out	1,203,525	2,569,450	0	4,640,550	0	0	8,413,525
<b>Total Expenditures &amp; Other Uses</b>	<b>21,908,615</b>	<b>12,499,855</b>	<b>3,307,595</b>	<b>15,959,080</b>	<b>17,005,875</b>	<b>194,825</b>	<b>70,875,845</b>
<b>Net Income</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Estimated Ending Balance @ 06/30/2014	0	0	0	0	0	0	0
<b>Total Commitments and Fund Balances</b>	<b>\$21,908,615</b>	<b>\$12,499,855</b>	<b>\$3,307,595</b>	<b>\$15,959,080</b>	<b>\$17,005,875</b>	<b>\$194,825</b>	<b>\$70,875,845</b>



**General Fund Consolidated Revenues & Expenditures**

Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	\$8,765,039	\$9,112,110	\$9,099,455	\$9,502,940
Licenses & Permits	120,239	119,675	210,300	238,740
Intergovernmental Revenues	2,908,509	3,530,640	3,049,760	3,213,970
Charges for Services	2,404,026	2,592,440	2,794,910	2,616,600
Fines & Forfeitures	203,819	163,310	191,130	190,895
Uses of Monies & Properties	39,305	43,130	52,085	56,025
Miscellaneous Revenues	70,820	289,495	278,910	21,500
<b>Total Revenue Sources</b>	<b>14,511,757</b>	<b>15,850,800</b>	<b>15,676,550</b>	<b>15,840,670</b>
<b>Other Financing Sources:</b>				
Transfers In	23,490	23,490	23,490	0
Carryover	7,055,907	6,212,935	6,426,945	6,067,945
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	601,035	558,510	613,510	0
Proceeds from Bonds	0	0	0	0
<b>Total Other Financing Sources</b>	<b>7,680,432</b>	<b>6,794,935</b>	<b>7,063,945</b>	<b>6,067,945</b>
<b>Total Available Resources</b>	<b>22,192,189</b>	<b>22,645,735</b>	<b>22,740,495</b>	<b>21,908,615</b>
<b>Expenditures:</b>				
Personnel	10,132,914	10,891,465	11,012,615	12,176,495
Operating Supplies	581,430	637,635	568,960	587,000
Contractual Services	1,279,544	1,321,765	1,228,765	1,325,040
Other Services and Charges	1,752,706	2,181,455	1,742,910	1,950,270
Capital Outlay	934,956	1,955,630	727,715	680,695
Debt Service	354,552	332,790	344,125	403,210
<b>Total Expenditures</b>	<b>15,036,102</b>	<b>17,320,740</b>	<b>15,625,090</b>	<b>17,122,710</b>
<b>Other Uses:</b>				
Transfers Out	729,073	981,375	1,047,460	1,203,525
Reserves	0	4,343,620	0	3,582,380
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>729,073</b>	<b>5,324,995</b>	<b>1,047,460</b>	<b>4,785,905</b>
<b>Total Expenditures and Other Uses</b>	<b>15,765,175</b>	<b>22,645,735</b>	<b>16,672,550</b>	<b>21,908,615</b>
Net Income / (Loss)	\$6,427,014	\$0	\$6,067,945	\$0

**Revenues vs. Expenditures  
Fiscal Year 2014 Budget**



Revenues		Expenditures	
Taxes	\$9,502,940	Personnel	\$12,176,495
Licenses & Permits	238,740	Operating Supplies	587,000
Intergovernmental Revenues	3,213,970	Contractual Services	1,325,040
Charges for Services	2,616,600	Other Services and Charges	1,950,270
Fines & Forfeitures	190,895	Capital Outlay	680,695
Uses of Monies & Properties	56,025	Debt Service	403,210
Miscellaneous Revenues	21,500		
<b>Total Operating Revenues</b>	<b>15,840,670</b>	<b>Total Operating Expenditures</b>	<b>17,122,710</b>
Carryover Balance	6,067,945	Reserves	3,582,380
Other Sources	0	Other Uses	1,203,525
<b>Total Revenues Available</b>	<b>\$21,908,615</b>	<b>Total Expenditures</b>	<b>\$21,908,615</b>
Changes in Fund Balance - Inc./(Dec.)		<b>(\$2,485,565)</b>	

Fiscal Year 2014 Budget  
**General Fund Revenues Schedule**

Table of Contents

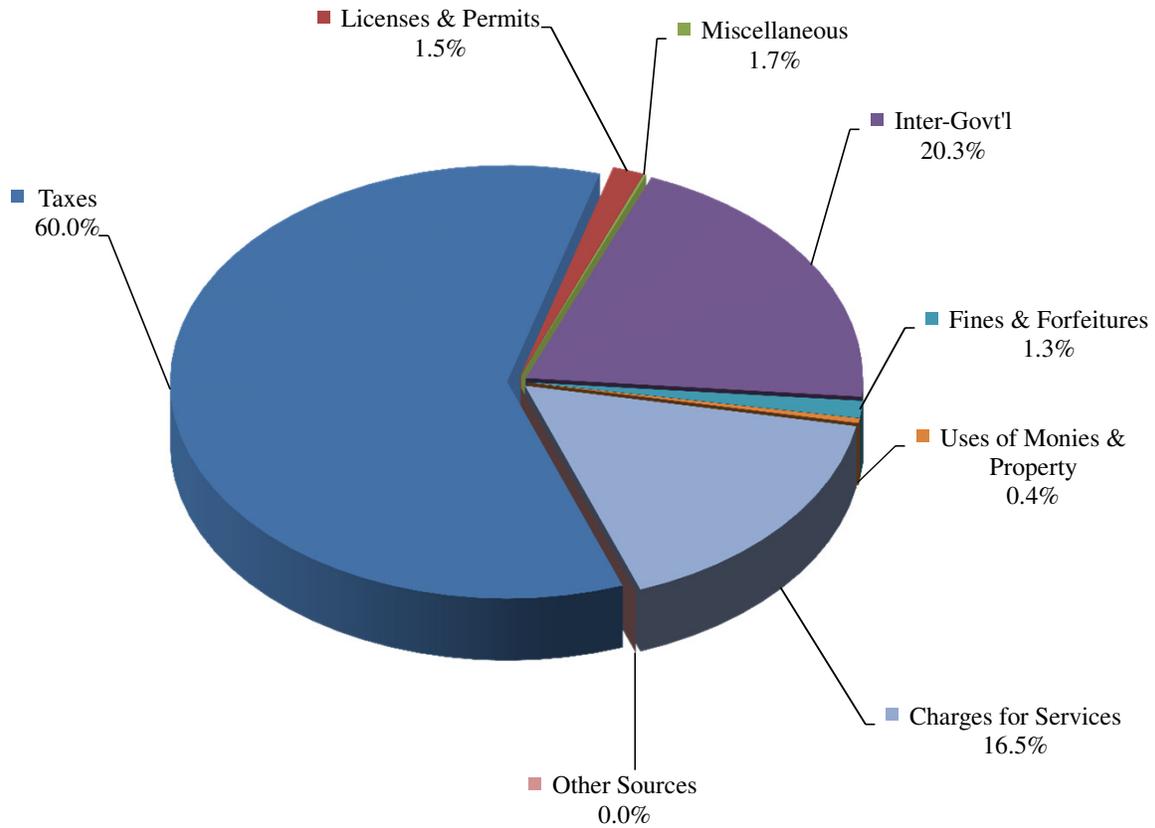
Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Taxes</b>					
Franchise Taxes	359,872	\$302,000	\$363,810	\$365,900	0.57%
City Sales Tax	8,090,539	8,496,955	8,422,445	8,819,040	4.71%
Bed Tax	104,143	103,710	108,000	110,000	1.85%
Utility Tax	210,485	209,445	205,200	208,000	1.36%
Subtotal	8,765,039	9,112,110	9,099,455	9,502,940	4.43%
<b>Licenses &amp; Permits</b>					
Business Licenses	30,577	32,045	72,000	73,000	1.39%
Construction Permits	78,964	74,630	122,200	146,640	20.00%
Planning & Zoning Fees	10,698	13,000	16,100	19,100	18.63%
Subtotal	120,239	119,675	210,300	238,740	13.52%
<b>Intergovernmental</b>					
M.V. Lieu Tax	602,832	585,370	585,370	586,200	0.14%
Yavapai County	0	0	0	0	0.00%
Cottonwood Oak Creek Shared Services	0	0	15,850	18,000	13.56%
State Revenue Sharing	950,774	1,150,590	1,150,590	1,256,780	9.23%
State Shared Sales Tax	880,250	941,980	941,980	973,380	3.33%
Post - Reimbursement	1,640	2,500	2,500	2,500	0.00%
Pant Grant	54,208	0	120,820	162,000	34.08%
School Resource Grant	0	0	0	0	0.00%
Miscellaneous Police Grants	0	14,850	3,500	1,000	-71.43%
CEDC CIP Grant	200	0	0	0	0.00%
GOHS Grant	41,686	41,000	26,980	42,960	59.23%
Victims Rights Grant	934	3,500	2,000	2,000	0.00%
Y.C. - FEMA/AFG Grants	32,800	570,000	0	0	0.00%
Fire Act Grant	0	71,250	0	0	0.00%
AZ. Criminal Justice Grant	0	0	0	0	0.00%
Miscellaneous Fire Grants	0	0	0	20,000	0.00%
Yav Co Dept of Emergency Svcs	5,771	2,500	0	5,000	0.00%
DOJ Internet Crimes	0	0	0	0	0.00%
Homeland Security Grant	8,000	35,000	0	0	0.00%
GIITEM Grant Funding	0	0	45,000	139,150	209.22%
Yavapai Apache Revenue Share	21,106	25,000	0	0	0.00%
State Land Dpt Reimbursement	9,726	0	0	0	0.00%
Brown Field Grant	0	0	0	0	0.00%
NACOG-EWD OJT Funding	49,438	0	14,060	0	-100.00%
S.A.F.E.R Fire Grant	247,065	85,000	136,210	0	-100.00%
SB1398 Police Equipment	2,079	2,100	4,900	5,000	2.04%
Subtotal	2,908,509	3,530,640	3,049,760	3,213,970	5.38%
<b>Fines &amp; Forfeitures</b>					
Court Fines	183,779	141,090	165,235	165,000	-0.14%
Court Restitution	113	0	0	0	0.00%
Court Enhancement Fee	19,927	22,220	25,895	25,895	0.00%
Subtotal	203,819	163,310	191,130	190,895	-0.12%
<b>Uses of Monies &amp; Properties</b>					
Interest Income	28,751	37,430	39,380	43,320	10.01%
Building Rental	10,554	5,700	12,705	12,705	0.00%

Fiscal Year 2014 Budget  
**General Fund Revenues Schedule**

Table of Contents

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Charges for Service</b>					
Spillman Fees	0	18,000	37,240	18,000	-51.66%
Dispatch Fees	176,202	149,705	237,370	0	-100.00%
Animal Control Fees	2,246	3,000	285	500	75.44%
Recreation Fees	2,577	3,000	3,000	3,000	0.00%
HURF - Indirect Cost	318,453	262,230	492,640	517,275	5.00%
Library - Indirect Cost	160,325	156,120	157,720	165,605	5.00%
Open/Close Graves	5,000	2,500	2,000	2,500	25.00%
Airport-Indirect Cost	92,780	64,660	46,485	48,810	5.00%
Natural Resource Fees	0	0	0	0	0.00%
Engineering Fees	3,540	4,000	4,715	5,190	10.07%
Plan Check Fees	3,375	4,000	4,000	4,000	0.00%
Pool Revenue	23,182	25,500	25,265	21,270	-15.81%
Sewer - Indirect Cost	179,201	210,170	238,120	250,030	5.00%
Rec/Fees-Softball Tournaments	30,835	30,000	33,635	33,635	0.00%
Rhythm & Ribs Revenue	21,610	23,000	30,165	30,165	0.00%
Walkin on Main Street	750	750	1,040	1,040	0.00%
Pool - Snack Bar Sales	10,428	8,250	10,000	10,000	0.00%
Pool - Swimming Lessons	13,820	9,090	10,000	10,000	0.00%
Equestrian CTR Rev	30	0	1,610	0	-100.00%
Court Atty Reimbursement	16,737	15,790	10,250	10,250	0.00%
Water - Indirect Cost	470,221	625,935	552,770	580,405	5.00%
10K Memorial Run	26,115	18,000	27,400	28,000	2.19%
Cemetery-Indirect Cost	6,160	3,000	1,070	1,125	5.14%
Recreation Center Fees	652,844	700,000	645,000	650,000	0.78%
Recreation Center Building Rental	26,640	35,350	22,670	24,000	5.87%
Recreation Center Classes/Programs	49,770	52,000	52,000	53,000	1.92%
Thunder Valley Rally	41,830	32,190	21,500	22,000	2.33%
Riverfront Park - Snack Bar	10,945	9,200	8,915	8,915	0.00%
Batting Cage Revenue	1,651	1,500	1,075	1,075	0.00%
Sewer Inspection Fees	100	500	0	0	0.00%
Sewer Accounting Fees	0	0	160	0	-100.00%
Tow Fee Revenues	12,641	15,000	2,745	2,745	0.00%
Transfer Station Revenue	44,018	110,000	114,065	114,065	0.00%
Subtotal	2,404,026	2,592,440	2,794,910	2,616,600	-6.38%
<b>Miscellaneous Revenues</b>					
Other Income	52,993	279,945	268,830	14,500	-94.61%
Unrealized Gain/Los	10,312	0	0	0	0.00%
Cash (Short)/Over	456	0	160	0	-100.00%
Police Donations - P.R.	619	1,000	1,420	1,000	-29.58%
Donations	5,646	7,550	1,500	2,000	33.33%
Sale of City Property	794	1,000	7,000	4,000	-42.86%
Subtotal	70,820	289,495	278,910	21,500	-92.29%
<b>Other Financing Sources</b>					
Transfers In	23,490	23,490	23,490	0	-100.00%
Carryover	7,055,907	6,212,935	6,426,945	6,067,945	-5.59%
Other Financing Sources	0	0	0	0	0.00%
Lease Purchase	601,035	558,510	613,510	0	-100.00%
Bond Proceeds	0	0	0	0	0.00%
Subtotal	7,680,432	6,794,935	7,063,945	6,067,945	-14.10%
<b>Total Revenues</b>	<b>\$22,192,189</b>	<b>\$22,645,735</b>	<b>\$22,740,495</b>	<b>\$21,908,615</b>	<b>-3.66%</b>

**General Fund Revenues  
Fiscal Year 2014**



**General Fund Revenues**

Taxes	\$9,502,940
Licenses & Permits	238,740
Miscellaneous	21,500
Inter-Govt'l	3,213,970
Fines & Forfeitures	201,145
Uses of Monies & Property	56,025
Charges for Services	2,606,350
Other Sources	0
Sub Total	15,840,670
Carryover Balance	6,067,945
<b>Total General Fund Revenues</b>	<b>\$21,908,615</b>

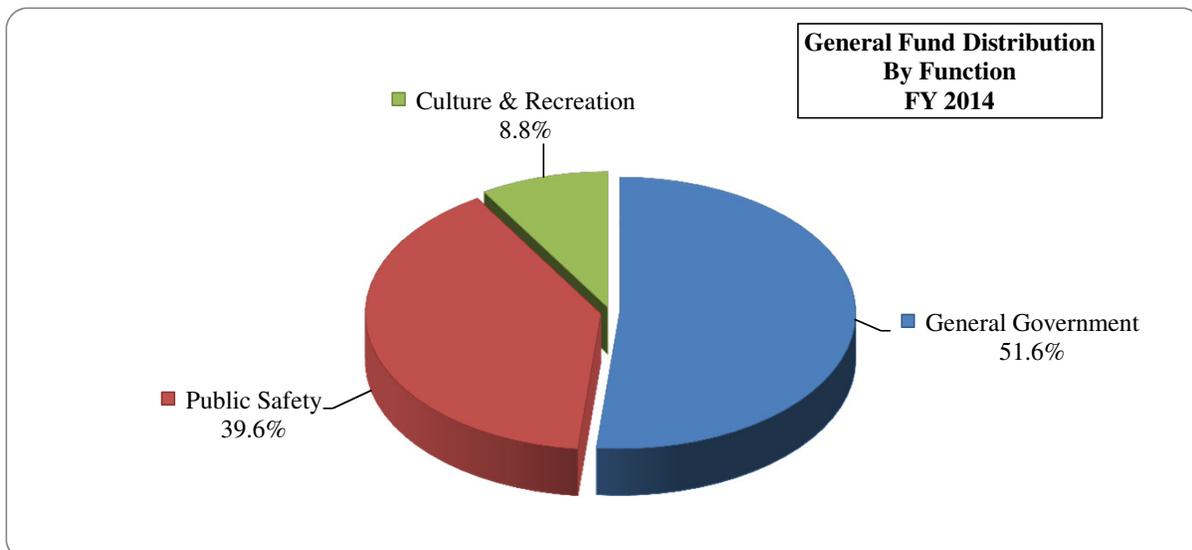
**General Fund Revenues**

	Taxes	Licenses & Permits	Inter- Gov'tl	Charges for Services	Fines & Forfeitures	Uses of Monies & Property	Misc. Revenue	Other Sources
Franchise Taxes	\$365,900							
City Sales Tax	8,819,040							
Bed Tax	110,000							
Utility Tax	208,000							
Business Licenses		\$73,000						
Construction Permits		146,640						
Planning & Zoning Fees		19,100						
State Revenue Sharing			\$1,256,780					
State Shared Sales Tax			973,380					
M.V. Lieu Tax			586,200					
GIITEM Funds			139,150					
Pant Grant			162,000					
Fire & Emergency Services Grants			20,000					
Miscellaneous Grants			23,500					
Police Grants			52,960					
Yavapai Apache Revenue Share			0					
Dispatch Fees				\$18,000				
Spillman Fees				0				
Animal Control Fees				500				
Recreation Fees/Rhythm & Ribs/10K Memorial Run/ Sizzilin S:				62,205				
Thunder Valley Rally				22,000				
HURF - Indirect Cost				517,275				
Library - Indirect Cost				165,605				
Open/Close Graves				2,500				
Engineering Fees				5,190				
Plan Check Fees				4,000				
Tow Fee Revenues				2,745				
Transfer Station				114,065				
Pool Revenue				21,270				
Riverfront Park - Snack Bar				8,915				
Pool - Snack Bar Sales				10,000				
Batting Cage Revenues				1,075				
Pool - Swimming Lessons				10,000				
Equestrian Center Revenue				0				
Rec/Fees-Softball Tournament				33,635				
Recreation Center Fees				727,000				
Airport - Indirect Costs				48,810				
Sewer - Indirect Costs				250,030				
Water - Indirect Costs				580,405				
Sewer Inspection Fees				0				
Sewer Accounting Fees				0				
Cemetery-Indirect Cost				1,125				
Court Fines					\$165,000			
Court Reimbursements					10,250			
Court Deferred Surcharge					25,895			
Building Rental						\$12,705		
Interest Income						43,320		
Other Income							\$5,000	
Donations							16,500	
Carryover								\$6,067,945
Lease Purchase Proceeds								0
Transfers In								0
<b>Totals</b>	<b>\$9,502,940</b>	<b>\$238,740</b>	<b>\$3,213,970</b>	<b>\$2,606,350</b>	<b>\$201,145</b>	<b>\$56,025</b>	<b>\$21,500</b>	<b>\$6,067,945</b>
<b>Total General Fund Revenues Available</b>					<b>\$21,908,615</b>			

Fiscal Year 2014 Budget  
**General Fund Disbursement Schedule**

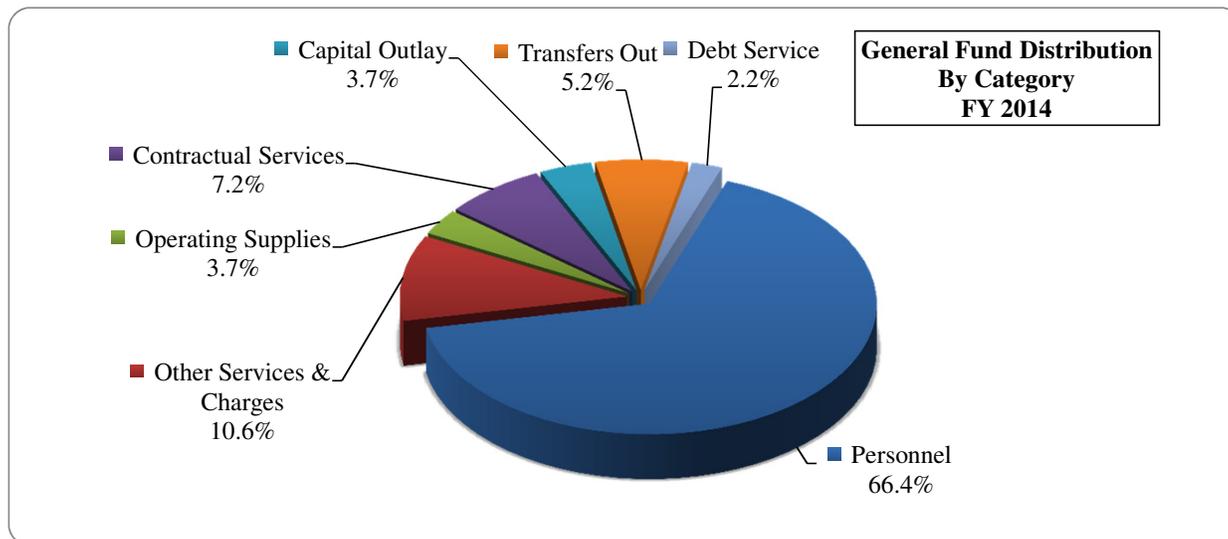
Table of Contents

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>General Government</b>					
Administration	\$687,918	\$776,695	\$780,065	\$854,045	9.48%
Personnel	160,338	158,510	197,550	228,640	15.74%
City Council	395,772	5,042,310	431,330	4,010,430	829.78%
Natural Resource Project	96,354	167,510	150,515	160,485	6.62%
City Clerk	232,117	218,755	228,390	225,240	-1.38%
Finance	341,246	673,395	340,935	388,160	13.85%
IT Services	260,489	169,730	205,350	206,065	0.35%
Purchasing	77,710	74,120	74,080	79,540	7.37%
Planning & Zoning	307,114	329,010	313,370	535,735	70.96%
Economic Development	115,363	151,025	187,090	229,820	22.84%
Municipal Court	383,067	431,760	407,985	481,175	17.94%
Legal	272,495	323,835	320,485	330,245	3.05%
Non-Departmental	1,621,344	1,739,375	1,784,495	2,018,235	13.10%
Engineering	475,754	487,480	565,580	416,030	-26.44%
Building Maintenance	439,030	587,420	495,140	546,260	10.32%
Custodial	130,463	154,200	180,900	144,870	-19.92%
Public Works	357,954	406,810	409,400	443,420	8.31%
<b>Total General Government</b>	<b>6,354,528</b>	<b>11,891,940</b>	<b>7,072,660</b>	<b>11,298,395</b>	<b>59.75%</b>
<b>Public Safety</b>					
Police	3,626,807	4,043,215	4,121,040	4,391,720	6.57%
Ordinance Enforcement	181,403	190,750	185,680	196,100	5.61%
Communications	731,338	782,795	737,090	820,025	11.25%
Fire	3,055,646	3,693,955	2,645,880	3,276,035	23.82%
<b>Total Public Safety</b>	<b>7,595,194</b>	<b>8,710,715</b>	<b>7,689,690</b>	<b>8,683,880</b>	<b>12.93%</b>
<b>Culture &amp; Recreation</b>					
Parks & Recreation	526,547	539,365	504,350	572,730	13.56%
Recreation Center	1,288,906	1,503,715	1,405,850	1,353,610	-3.72%
<b>Total Culture &amp; Recreation</b>	<b>1,815,453</b>	<b>2,043,080</b>	<b>1,910,200</b>	<b>1,926,340</b>	<b>0.84%</b>
<b>Total General Fund Expenditures</b>	<b>\$15,765,175</b>	<b>\$22,645,735</b>	<b>\$16,672,550</b>	<b>\$21,908,615</b>	<b>31.41%</b>



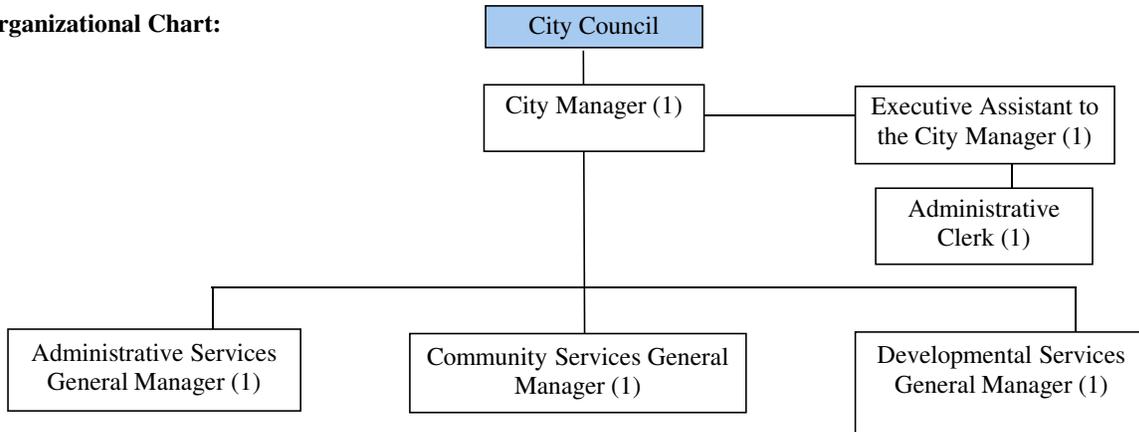
**General Fund Expenditures By Category**

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Operating Transfers	Debt Service	Restricted Reserves
<b>General Government</b>								
Administration	\$823,245	\$2,400	\$2,025	\$26,375	\$0	\$0	\$0	\$0
Personnel	135,610	5,875	53,060	34,095	0	0	0	0
City Council	48,540	1,550	267,000	108,460	2,500	0	0	3,582,380
City Clerk	196,630	4,550	730	23,330	0	0	0	0
Natural Resources	142,885	250	15,100	2,250	0	0	0	0
Finance	275,070	8,800	79,690	24,600	0	0	0	0
IT Services	175,050	1,600	21,600	7,815	0	0	0	0
Purchasing	74,275	1,415	1,625	2,225	0	0	0	0
Community Development	509,020	7,100	3,740	15,875	0	0	0	0
Economic Development	169,875	1,235	600	33,110	25,000	0	0	0
Municipal Court	372,825	5,520	57,175	45,655	0	0	0	0
Legal	201,135	50	119,000	10,060	0	0	0	0
Non-Departmental	0	0	1,500	410,000	0	1,203,525	403,210	0
Engineering Services	375,630	18,800	6,900	14,700	0	0	0	0
Building Maintenance	290,315	60,505	63,240	57,200	75,000	0	0	0
Custodial	0	0	144,870	0	0	0	0	0
Public Works	346,120	7,900	81,500	7,900	0	0	0	0
<b>General Government Totals</b>	<b>4,136,225</b>	<b>127,550</b>	<b>919,355</b>	<b>823,650</b>	<b>102,500</b>	<b>1,203,525</b>	<b>403,210</b>	<b>3,582,380</b>
<b>Public Safety</b>								
Police	3,620,275	252,000	44,500	273,750	201,195	0	0	0
Ordinance Enforcement	143,795	7,750	43,555	1,000	0	0	0	0
Communications	663,830	6,500	7,700	141,995	0	0	0	0
Fire	2,565,310	80,200	154,500	99,025	377,000	0	0	0
<b>Public Safety Totals</b>	<b>6,993,210</b>	<b>346,450</b>	<b>250,255</b>	<b>515,770</b>	<b>578,195</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Culture &amp; Recreation</b>								
Parks & Recreation	171,380	24,100	23,800	353,450	0	0	0	0
Recreation Center	875,680	88,900	131,630	257,400	0	0	0	0
<b>Culture &amp; Recreation Totals</b>	<b>1,047,060</b>	<b>113,000</b>	<b>155,430</b>	<b>610,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Category Totals</b>	<b>\$12,176,495</b>	<b>\$587,000</b>	<b>\$1,325,040</b>	<b>\$1,950,270</b>	<b>\$680,695</b>	<b>\$1,203,525</b>	<b>\$403,210</b>	<b>\$3,582,380</b>
General Fund Expenditures				\$18,326,235				
Anticipated Reserves				3,582,380				
<b>Total General Fund Budget</b>				<b>\$21,908,615</b>				



**This Page Intentionally Left Blank**

**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 2013 Accomplishments:**

- \* Remodel/renovation of Old Town Jail and Court House
- \* Promoted Neighborhood Clean-Ups through “Lookin’ Good Cottonwood
- \* Expanded Holiday lighting display for Old Town
- \* Completed and Implemented Compensation Study
- \* Absorbed Management of CAT and LYNX systems into Cottonwood
- \* Acquired operations of the Lift/Waste Transfer Station
- \* Developed more Old Town Parking

**FY 2014 Goals:**

- \* Complete annexation of the 10 sections of state trust land
- \* Further Expand Holiday lighting display for Old Town
- \* Relocate/Design/Build of New City Hall
- \* Construct Regional Public Safety Communications Center
- \* Pursue increased marketing of the City accomplishments

**Budget Highlights:**

The major change to this budget is an increase in personnel costs due to the FY 2013 compensation study, the current merit program and a proposed COLA of 1.7%. No capital outlay has been programmed for FY 2014

General Government	Administration	Fund 01 - General Fund	Cost Center	10-00
<b>Performance Indicators</b>				
<b>City Council Goal:</b>	Communicate and actively listen			
<b>Department Goal:</b>	Implement a citizen participation measurement and benchmark system.			
<b>Objective:</b>	Increase citizen participation and awareness of City departments and activities			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	Citizen Survey			
<b>Frequency:</b>	Bi-Annually			
<b>Scoring:</b>	Increase return of surveys mailed out			
<b>Trend:</b>	Up			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Percentage Returned	11.0%	9.5%	NA	11.0%
<b>City Council Goal:</b>	Be responsive and accountable			
<b>Department Goal:</b>	Implement a performance measurement and benchmark system for all departments.			
<b>Objective:</b>	Ascertain citizen satisfaction with departments and focus on methods of improvement			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	Citizen Survey			
<b>Frequency:</b>	Bi-Annually			
<b>Scoring:</b>	Increase satisfaction rates on surveys returned			
<b>Trend:</b>	Upward			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Satisfaction Response Averages	3.9%	4.0%	NA	4.0%
<b>City Council Goal:</b>	Communicate and actively listen			
<b>Department Goal:</b>	Public information notices and participate in televised outreach efforts			
<b>Objective:</b>	Increase citizen knowledge and participation in City activities			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	Quantity of Media Releases and Inside Cottonwood TV shows			
<b>Frequency:</b>	Monthly			
<b>Scoring:</b>	Increase outreach publication/TV events			
<b>Trend:</b>	Upward			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Media Outreach Events	18	25	30	32
<b>City Council Goal:</b>	Maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Increase number of strategic initiative goals completed			
<b>Objective:</b>	Accomplish listed strategic initiatives			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	Quantity of initiatives and goals addressed			
<b>Frequency:</b>	Annually			
<b>Scoring:</b>	Increase number of strategic initiative goals completed and/or begun			
<b>Trend:</b>	Upward			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Goals Completed Percentage	41%	55%	55%	58%

General Government	Administration	Fund 01 - General Fund			Cost Center	10-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$639,077	\$740,620	\$748,700	\$823,245	9.96%	
Operating Supplies	4,616	3,370	2,375	2,400	1.05%	
Contractual Services	1,894	1,650	1,925	2,025	5.19%	
Other Services and Charges	42,331	31,055	27,065	26,375	-2.55%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$687,918</b>	<b>\$776,695</b>	<b>\$780,065</b>	<b>\$854,045</b>	<b>9.48%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$854,045	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
City Manager	1.00	1.00	1.00	11250	16579	\$142,610
Assistant to CM	1.00	1.00	1.00	3663	5397	55,100
Administrative Svcs GM	1.00	1.00	1.00	7995	11782	112,165
Developmental Svcs GM	1.00	1.00	1.00	7995	11782	112,165
Community Services GM	1.00	1.00	1.00	7995	11782	110,090
Administrative Asst	0.00	1.00	1.00	2479	3653	31,685
COLA						9,585
Car Allowance						9,000
Merit Contingency						22,290
Temporary / Reserves						0
Overtime						0
Retirement						69,780
Insurance & Taxes						148,275
Employee Related Expenses						500
<b>Totals</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>			<b>\$823,245</b>

General Government	Administration	Fund 01 - General Fund		Cost Center	10-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	2,187	1,500	900	1,000	11.11%
Copier Supplies	1,757	1,320	1,300	1,100	-15.38%
Gas & Oil	4	100	100	50	-50.00%
Vehicle Maint & Repairs	283	0	0	0	0.00%
Equipment Maint & Repairs	236	300	0	150	0.00%
Postage & Freight	149	150	75	100	33.33%
<b>Total Supplies</b>	<b>4,616</b>	<b>3,370</b>	<b>2,375</b>	<b>2,400</b>	<b>1.05%</b>

**Contractual Services**

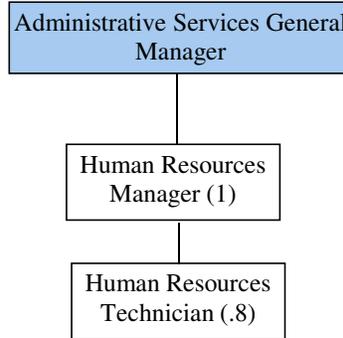
Computer Support	1,194	750	1,325	1,325	0.00%
Contractual Services	700	900	600	700	16.67%
<b>Total Contractual Services</b>	<b>1,894</b>	<b>1,650</b>	<b>1,925</b>	<b>2,025</b>	<b>5.19%</b>

**Other Services and Charges**

Travel & Training	955	1,000	1,000	1,000	0.00%
Subscriptions & Memberships	489	1,500	1,500	1,100	-26.67%
Printing & Forms	6,014	5,000	3,500	3,000	-14.29%
Utilities	6,414	7,055	7,065	7,275	2.97%
Telephone	8,718	6,500	6,500	6,500	0.00%
Legal Advertising	213	0	0	0	0.00%
Manager's Contingency	19,528	10,000	7,500	7,500	0.00%
<b>Total Other Services &amp; Charges</b>	<b>42,331</b>	<b>31,055</b>	<b>27,065</b>	<b>26,375</b>	<b>-2.55%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Tentative	
N/A					
	\$0	\$0	\$0	\$0	

**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 City cemetery actions, and other special projects.

**FY 2013 Accomplishments:**

- \* Provided recruitment, employee orientation, supervisor/employee training and other employment-related services to departments, boards and commissions
- \* Tracked employee training for National Incident Management System (NIMS), and training provided by AMRRP that is required for some City employees
- \* Set up on-line training and tracking of training through AMRRP's website
- \* Worked with AMRRP on Loss Control Audits of City facilities and parks
- \* Facilitated smooth transition of Transit employees from NAIPTA back to City of Cottonwood
- \* Coordinated and completed a salary and benefits study with Public Sector Personnel Consultants
- \* Worked with NACOG to receive on-the-job training funding for new employees who met qualifications of their program
- \* Coordinated cemetery actions between funeral homes and City maintenance department to have grounds prepared and ready for services; researched historical cemetery records for family members as requested
  
- \* Reported and coordinated Workers' Compensation claims, Incident Reports and Liability Claims with AMRRP
- \* Monitored board and commission member expiration dates; worked with departments to get seats filled; staff liaison to several boards or commissions; coordinated meetings for Personnel Board, Safety Committee and SSRT (employee event planning group)
- \* Worked with and advised managers about the need for Certificates of Insurance (COIs) ; placed listing of vendors we have COIs from on shared drive so departments can access

**FY 2014 Goals:**

- \* Train all employees on the new Globally Harmonized System of Classification and Labeling of Chemicals (GHS) by December 1, 2013
- \* Continue revising Employee Manual as issues, laws and regulations change
- \* Continue working with NACOG to obtain on-the-job training funds for eligible new employees

**Budget Highlights:**

Increased costs for the maintenance of the new City wide software and the cost of a safety consultant for FY 2014 have contributed to an increase in this departments budget. This budget also reflects an increase in personnel costs due to the FY 2013 compensation study, FY 2014 merit increase and a proposed COLA of 1.7%. No capital outlay has been programmed for FY 2014.

General Government	Human Resources	Fund 01 - General Fund	Cost Center	10-01
--------------------	-----------------	------------------------	-------------	-------

**City Council Goal:** Strive to Provide Effective and Efficient Services  
**Department Goal:** To efficiently use City funds in productive, mission based activities by minimizing expenditures for accidents, injuries, and liability claims.  
**Objective:** Lower number of Worker's Comp and Insurance Claims  
**Type of Measure:** Program effectiveness  
**Tool:** Risk management claims data  
**Frequency:** Annual  
**Scoring:** Progressing: Reduce more than 10%, Average: Reduce 0-10%, Caution: Increase <10%,  
**Trend:** Down

	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Workers' Compensation Claims	19	19	22	22
Percent Increase/Decrease of Workers' Comp Claims	-21%	0%	16%	0%
Insurance Claims/Incidents Filed	13	19	22	22
Percent Increase/Decrease of Insurance Claims	-13%	46%	16%	0%

**City Council Goal:** Strive to Provide Effective and Efficient Services  
**Department Goal:** Recruitment of qualified applicants; retention of staff  
**Objective:** Provide recruitment services to City staff to assist them to recruit the best qualified applicants.  
**Type of Measure:** Outcome  
**Tool:** Human Resources data  
**Frequency:** Annual  
**Scoring:** Increase/Decrease from Prior Year  
**Trend:** Positions filled = increase; turnover rate = level

	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Positions Filled (FT, PT, Transfers)	105	103	110	110
Percent of new Hires (FT) not completing orientation period	1%	600%	500%	500%
Employees (FT) Leaving Service	20	22	27	29
Turnover Rate (FT)	11.11%*	12.09%	14.06%	15.10%
Applications Received (FT, PT, Transfers)	645	809	950	1,000

**City Council Goal:** Ensure for Uncompromising Integrity  
**Department Goal:** Maintaining a work environment that is free of discrimination, harassment, intimidation and retaliation.  
**Objective:** Preventing and correcting unlawful discrimination and harassment in employment policies, procedures, practices and operations.  
**Type of Measure:** Policy Outcome  
**Tool:** Human Resources data  
**Frequency:** Annual  
**Scoring:** 0-1 Complaints with 100% resolution is Progressing at or above expectations, 2-3 Complaints with 95% resolution is Caution, and 4 or more Complaints with 90% resolution is Need to Review.  
**Trend:**

	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Number of Employee Grievances to Personnel Board	0	2	1	1
Number of EEO Complaints/Lawsuits	0	0	0	0
Complaints with substantiated findings	0	0	0	0
Number of EEO Complaints Dismissed *	2	0	0	0

\* One case still pending from 2009 - outcome unknown

General Government	Human Resources	Fund 01 - General Fund			Cost Center	10-01
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$103,133	\$104,550	\$133,035	\$135,610	1.94%	
Operating Supplies	6,989	6,865	4,650	5,875	26.34%	
Contractual Services	7,964	7,465	32,230	53,060	64.63%	
Other Services and Charges	42,252	39,630	27,635	34,095	23.38%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$160,338</b>	<b>\$158,510</b>	<b>\$197,550</b>	<b>\$228,640</b>	<b>15.74%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$228,640	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Human Resources Manager	1.00	1.00	1.00	5587	8233	\$71,620
Human Resource Tech	0.80	0.80	0.80	2048	3017	25,060
COLA						1,645
Emp of the Qtr/Year						650
Merit Contingency						2,925
Temporary / Reserves						0
Overtime						0
Retirement						11,760
Insurance & Taxes						21,950
Employee Related Expenses						
<b>Totals</b>	<b>1.80</b>	<b>1.80</b>	<b>1.80</b>			<b>\$135,610</b>

General Government	Human Resources	Fund 01 - General Fund			Cost Center	10-01
<b>Supplemental Data: Expenditures</b>						
Item	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		

**Supplies**

Office Supplies	1,876	2,650	1,135	1,300	14.54%
Copier Supplies	1,915	2,265	1,890	2,100	11.11%
Gas & Oil	294	600	100	600	500.00%
Vehicle Maintenance	1,138	500	475	700	47.37%
Equipment Maintenance and Supplies	1,410	600	800	900	12.50%
Postage & Freight	356	250	250	275	10.00%

---

<b>Total Supplies</b>	6,989	6,865	4,650	5,875	26.34%
-----------------------	-------	-------	-------	-------	--------

---

**Contractual Services**

Compensation Study	118	0	20,000	0	-100.00%
Computer Support	401	265	4,230	8,060	90.54%
Employee Physicals	7,445	7,200	8,000	20,000	150.00%
Consultants	0	0	0	25,000	0.00%

---

<b>Total Contractual Services</b>	7,964	7,465	32,230	53,060	64.63%
-----------------------------------	-------	-------	--------	--------	--------

---

**Other Services and Charges**

Travel & Training	100	800	590	800	35.59%
Subscriptions & Memberships	329	600	205	600	192.68%
Training Supplies	0	0	0	0	0.00%
Printing & Forms	214	430	140	250	78.57%
Utilities	4,321	4,000	5,105	5,260	3.04%
Telephone	1,944	1,800	2,185	2,185	0.00%
Recruitment Expense	7,844	9,000	9,000	12,000	33.33%
Safety Committee	2,058	3,000	1,500	3,000	100.00%
Unemployment Insurance (City)	25,442	20,000	8,910	10,000	12.23%

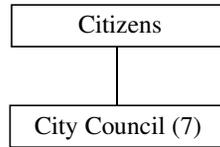
---

<b>Total Other Services &amp; Charges</b>	42,252	39,630	27,635	34,095	23.38%
---	--------	--------	--------	--------	--------

---

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
N/A					
	\$0	\$0	\$0	\$0	

**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. They appoint the City Manager, City Clerk, City Attorney and Magistrate. 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 2013 Accomplishments:**

- \* Conducted a Council planning retreat and developed strategies to guide FY 2014 budget priorities
- \* Completed the Employee Benefit Study bringing all employee wages to current market standards and redesigning merit increase methods
- \* Marketed "Water Adequacy" designation by ADWR
- \* Participated in regional "Buy Local" campaign with the Cottonwood Chamber of Commerce and continue to enhance reputation as a business friendly city
- \* Promote neighborhood revitalization through electronic recycling events and two city wide trash clean-up events
- \* Received Office of Tourism award for "cooperative local marketing" as well as national recognition from Lonely Planet as one of the top 10 vacation spots in the U.S.
- \* Absorbed the management of the CAT and LYNX transit systems into Cottonwood

**FY 2014 Goals:**

- \* Work towards completion of the City Council's 2014 Strategic Initiatives
- \* Construct Riverfront Reclamation Facility
- \* Design a new city hall facility
- \* Complete design and construction of a Regional Public Safety Communications Center
- \* Design and construct a 2<sup>nd</sup> fire station
- \* Market and expand transit system
- \* Develop plans and secure funding for the renovation of the Civic Center
- \* Complete "rebranding" of the City
- \* Continue to build a strong diversified economy which promotes local businesses through enhanced marketing that promotes the City's reputation as a business friendly community
- \* Develop a comprehensive water conservation education program and combine with creative incentives for citizens

**Budget Highlights:**

The City Council's budget reflects increases in contributions to outside agencies. The Old Town Association requested a \$5,000 increase and the Senior Center requested a \$10,000 increase. A new contribution to the Boys & Girls Club of \$25,000 and \$20,000 for the Old Town Center for the Arts are included in the Outside Agencies line. The contribution designated for the Boys and Girls Club will only be distributed if they complete all past due audits and current auditing requirements and take care of all past due payroll tax liabilities. This budget also reflects a reserve of \$45,000 for longevity pay, two new line items to better reflect the Council's vehicle usage have also been added.

General Government	City Council	Fund 01 - General Fund	Cost Center	11-00
--------------------	--------------	------------------------	-------------	-------

**Performance Indicators**

**Not Applicable: The Performance Indicators are gathered from the various departments for the City Council's review**

**Supplemental Data: Capital Outlay**

Item	2012	2013		2014
	Actual	Budget	Revised	Tentative
Laptop Computers				
Library Parking Lot		\$80,000	\$80,560	
Old Town Parking				
Trust Land Annexation	\$3,528	50,000	1,735	\$2,500
Property Cleanup	423			
<b>Total Capital Outlay</b>	<b>\$3,951</b>	<b>\$130,000</b>	<b>\$82,295</b>	<b>\$2,500</b>

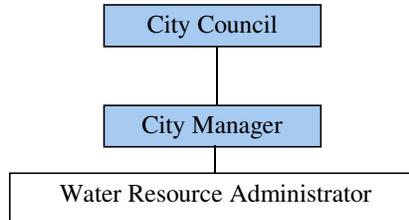
General Government		City Council		Fund 01 - General Fund		Cost Center	11-00
<b>Summary By Category</b>							
Expenditure Category	2012	2013		2014	Percent Change		
	Actual	Budget	Revised	Final			
Personnel	\$48,531	\$48,540	\$48,540	\$48,540	0.00%		
Operating Supplies	1,031	1,700	1,550	1,550	0.00%		
Contractual Services	267,891	267,360	230,915	267,000	15.63%		
Other Services and Charges	74,368	251,090	68,030	108,460	59.43%		
Capital Outlay	3,951	130,000	82,295	2,500	-96.96%		
Reserves	0	4,343,620	0	3,582,380	0.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<u>\$395,772</u>	<u>\$5,042,310</u>	<u>\$431,330</u>	<u>\$4,010,430</u>	<u>829.78%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$428,050	10.67%
Grants	0	0.00%
Reserves/Fund Balance	3,582,380	89.33%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	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
<b>Totals</b>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>			<u>\$48,540</u>

General Government	City Council	Fund 01 - General Fund		Cost Center	11-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Supplies</b>					
Office Supplies	357	500	500	500	0.00%
Copier Supplies	638	1,000	1,000	1,000	0.00%
Postage & Freight	36	200	50	50	0.00%
<b>Total Supplies</b>	<b>1,031</b>	<b>1,700</b>	<b>1,550</b>	<b>1,550</b>	<b>0.00%</b>
<b>Contractual Services</b>					
Main Street Program & OTA	10,000	10,000	13,000	15,000	15.38%
Large Item Pick-up	6,503	10,000	8,990	6,000	-33.26%
Recycle Program	20,890	21,000	13,925	1,000	-92.82%
Rodeo Drive St. Reimbursement	185,498	181,360	150,000	190,000	26.67%
Senior Center	45,000	45,000	45,000	55,000	22.22%
<b>Total Contractual Services</b>	<b>267,891</b>	<b>267,360</b>	<b>230,915</b>	<b>267,000</b>	<b>15.63%</b>
<b>Other Services and Charges</b>					
Travel & Training	7,322	15,000	6,000	7,000	16.67%
Subscriptions & Memberships	11,266	15,000	12,400	13,000	4.84%
Fuel & Oil	0	0	0	1,200	0.00%
Vehicle Maintenance & Repari	0	0	0	500	0.00%
Computer Support	822	530	930	930	0.00%
Christmas Lights	5,000	10,000	10,000	10,000	0.00%
Public Relations	3,030	6,500	1,000	3,000	200.00%
Parking Lot Lights	667	775	800	1,200	0.00%
Utilities	4,394	5,415	2,550	3,000	17.65%
Telephone	2,935	4,370	1,635	1,635	0.00%
Community Garden	0	0	1,000	1,000	0.00%
Council Contingency	13,080	35,000	23,000	15,695	-31.76%
Annual Appreciation Event	646	1,000	400	300	-25.00%
Youth Commission	3,076	4,000	4,400	4,000	-9.09%
50th Anniversary/Centennial Celebration	20,130	0	10	0	-100.00%
Veterans Van	1,000	2,500	2,500	0	-100.00%
Outside Agencies	0	0	0	45,000	0.00%
Growth Study & Analysis	0	150,000	0	0	0.00%
Birding Festival	1,000	1,000	1,000	1,000	0.00%
YAN Distribution	0	0	0	0	0.00%
Gardner Property	0	0	405	0	-100.00%
<b>Total Other Services &amp; Charges</b>	<b>74,368</b>	<b>251,090</b>	<b>68,030</b>	<b>108,460</b>	<b>59.43%</b>
<b>Reserves</b>					
Carryover Restricted	0	2,029,430	0	2,268,830	0.00%
Accumulation Fund	0	1,000,000	0	1,000,000	0.00%
Undesignated	0	100,000	0	53,800	0.00%
Reserves for Capital/Programs	0	0	0	0	0.00%
.2% Sales Tax Excess Capital Reserve	0	121,170	0	0	0.00%
1% Sales Tax GF CIP	0	493,020	0	214,750	0.00%
Employee Merit Program (distributed in each dept	0	0	0	0	0.00%
Salary Plan Implementation	0	600,000	0	45,000	0.00%
<b>Total Reserves</b>	<b>\$0</b>	<b>\$4,343,620</b>	<b>\$0</b>	<b>\$3,582,380</b>	<b>0.00%</b>

**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.

**FY 2013 Accomplishments:**

- \* Continued participation in regional and statewide water related groups
- \* Continued efforts to regionally strategize and resolve water related issues
- \* Completed evaluation of water conservation programs
- \* Completed the draft final Tentative Water Conservation Program
- \* Completed Water Strategy Vision Statement
- \* Initiated public outreach of Tentative Water Conservation Program

**FY 2014 Goals:**

- \* Continue participation in regional and statewide water related groups
- \* Continue efforts to regionally strategize and resolve water related issues
- \* Continue acquisition of surface water rights
- \* Continue development and updates of long-range water resource planning efforts
- \* Initiate feasibility study of recharge and recovery of reclaimed water

**Budget Highlights:**

There is no capital outlay programmed in the FY 2014 budget but it does reflect a small increase in personnel costs due to the FY 2013 compensation study, a proposed 1.7% COLA for FY 2014 and the merit program.

General Government	Natural Resources	Fund 01 - General Fund	Cost Center	11-01	
<b>Performance Indicators</b>					
<b>City Council Goal:</b>	Maintain a uniquely desirable and sustainable community				
<b>Department Goal:</b>	Continue participation in regional and statewide water related groups				
<b>Objective:</b>	Stay abreast of current and future water resource development and funding efforts both regionally and statewide and ensure the City's interests are protected and their concerns are fully addressed				
<b>Type of Measure:</b>	Outcome				
<b>Tool:</b>	Internal Reports				
<b>Frequency:</b>	Monthly				
<b>Scoring:</b>	Maintain projected attendance				
<b>Trend:</b>	Added new meeting FY 2012				
<b>Measures:</b>			Actual	Estimated	Anticipated
	2011	2012	2013	2014	
Regional Water related meetings attended	55	55	55	55	
Yavapai Water Board related meetings attended	30	30	36	36	
Statewide Water Resource Development Meetings	N/A	30	30	30	

<b>City Council Goal:</b>	Maintain a uniquely desirable and sustainable community				
<b>Department Goal:</b>	Provide guidance for long-term water planning, quantify the needed water resources and the necessary water infrastructure needed over time				
<b>Objective:</b>	Collect, analyze and provide information in one location in order to provide the most cost effective, reliable service to the City's utility customers				
<b>Type of Measure:</b>	Output				
<b>Tool:</b>	Development of an integrated water resource management plan				
<b>Frequency:</b>	N/A				
<b>Scoring:</b>	Plan should be 100% completed by FY 2014				
<b>Trend:</b>	N/A - New Goal				
<b>Measures:</b>			Actual	Estimated	Anticipated
	2011	2012	2013	2014	
Completion of the Plan	N/A	20%	20%	20%	

<b>City Council Goal:</b>	Maintain a uniquely desirable and sustainable community				
<b>Department Goal:</b>	Monitor, track and provide feedback on legislation related to the regulation and management of water resources				
<b>Objective:</b>	Ensure the City's water resources and the utility services provided to its customers are not negatively impacted by statewide legislative efforts.				
<b>Type of Measure:</b>	Output/outcome				
<b>Tool:</b>	Weekly Legislative summary updates and recommendations to City Council				
<b>Frequency:</b>	Weekly during the legislative session				
<b>Scoring:</b>	20				
<b>Trend:</b>	N/A - New Measure FY 2012				
<b>Measures:</b>			Actual	Estimated	Anticipated
	2011	2012	2013	2014	
Summary Updates	N/A	20	21	21	
Meetings with legislators and League of Cities legislative updates	N/A	20	20	20	

General Government	Natural Resources	Fund 01 - General Fund			Cost Center	11-01
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$81,766	\$132,910	\$133,215	\$142,885	7.26%	
Operating Supplies	22	250	250	250	0.00%	
Contractual Services	12,598	30,100	15,100	15,100	0.00%	
Other Services and Charges	1,277	4,250	1,950	2,250	15.38%	
Capital Outlay	691	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$96,354</b>	<b>\$167,510</b>	<b>\$150,515</b>	<b>\$160,485</b>	<b>6.62%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$160,485	100.00%
Total Funding		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Water Resource Administrator	1.00	1.00	1.00	7862	11585	\$104,935
COLA						1,785
Car Allowance						5,400
Merit Pay						875
Temporary / Reserves						0
Overtime						0
Retirement						13,040
Insurance & Taxes						16,850
Employee Related Expenses						
<b>Totals</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>			<u>\$142,885</u>

General Government	Natural Resources	Fund 01 - General Fund		Cost Center	11-01
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	0	150	150	150	0.00%
Copier Supplies	22	50	50	50	0.00%
Postage & Freight	0	50	50	50	0.00%
Gas & Oil	0	0	0	0	0.00%
Vehicle Maintenance	0	0	0	0	0.00%
<b>Total Supplies</b>	<u>22</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>0.00%</u>

**Contractual Services**

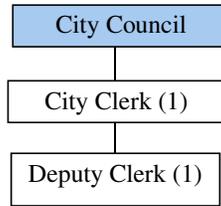
Contractual Services	12,474	30,000	15,000	15,000	0.00%
Computer Support	124	100	100	100	0.00%
<b>Total Contractual Services</b>	<u>12,598</u>	<u>30,100</u>	<u>15,100</u>	<u>15,100</u>	<u>0.00%</u>

**Other Services and Charges**

Travel & Training	592	2,000	200	500	150.00%
Subscriptions & Memberships		100	100	100	0.00%
Printing and Forms		500	500	500	0.00%
Utilities	18	900	100	100	0.00%
Telephone	667	750	1,050	1,050	0.00%
<b>Total Other Services &amp; Charges</b>	<u>1,277</u>	<u>4,250</u>	<u>1,950</u>	<u>2,250</u>	<u>15.38%</u>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
Computer (iPad)	\$691				
	<u>\$691</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	

**Organizational Chart:**



Note: Only unshaded boxes are included in this budget.

**General Information:**

The City Clerk's department is responsible for processing and maintaining all permanent and official City records and assists the City Council. The City Clerk's department 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 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; and assists the city attorney with research and clerical support.

**FY 2013 Accomplishments:**

- \* Disposed of records from old archives following state statutes
- \* Compiled and prepared information for 40 council meeting informational packets, agendas, summary minutes, and official minutes
- \* Updated Novus, the agenda/packet automation software and continued to provide ongoing support to city staff on entering information into Novus
- \* Assumed managing the Community Garden and provided gardening classes and gardening information to the public
- \* Coordinated a Teen Center summit and chaired the monthly Teen Center Committee meetings
- \* Conducted the city's primary and general elections

**FY 2014 Goals:**

- \* Continue to provide information to the Council, staff, and public in a timely manner.
- \* Increase use of community garden and conduct free gardening classes
- \* Scan all agreements on file and create a digital archive

**Budget Highlights:**

This budget reflects a slight increase due to the FY 2013 compensation study, the proposed 1.7% COLA and merit increases. No capital outlay has been programmed for this department in FY 2014.

General Government	City Clerk	Fund 01 - General Fund	Cost Center	11-02
<b>Performance Indicators</b>				
<b>Mission/Value Statement:</b>	*Performances Indicators are still being developed for this department*			
<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

General Government	City Clerk	Fund 01 - General Fund			Cost Center	11-02
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent	
	Actual	Budget	Revised	Final	Change	
Personnel	\$208,880	\$170,520	\$180,580	\$196,630	8.89%	
Operating Supplies	6,107	5,300	3,900	4,550	16.67%	
Contractual Services	1,454	435	730	730	0.00%	
Other Services and Charges	10,570	42,500	43,180	23,330	-45.97%	
Capital Outlay	5,106	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$232,117</b>	<b>\$218,755</b>	<b>\$228,390</b>	<b>\$225,240</b>	<b>-1.38%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$225,240	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
City Clerk	1.00	1.00	1.00	5412	7975	\$94,030
Deputy Clerk	1.00	1.00	1.00	3164	4663	38,825
Administrative Clerk	1.00	0.00	0.00	2438	3592	0
COLA						2,260
Merit Contingency						5,995
Temporary / Reserves						0
Overtime						1,000
Retirement						16,400
Insurance & Taxes						38,120
Employee Related Expenses						
<b>Totals</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>			<b>\$196,630</b>

General Government	City Clerk	Fund 01 - General Fund			Cost Center	11-02
<b>Supplemental Data: Expenditures</b>						
Item	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		

**Supplies**

Office Supplies	3,129	2,000	1,500	1,800	20.00%
Copier Supplies	1,378	1,500	1,600	1,200	-25.00%
Gas & Oil	115	150	250	300	20.00%
Vehicle Maint & Repairs	366	1,200	500	1,000	100.00%
Equipment Maint & Repairs	236	250	0	200	0.00%
Postage & Freight	883	200	50	50	0.00%
<b>Total Supplies</b>	<b>6,107</b>	<b>5,300</b>	<b>3,900</b>	<b>4,550</b>	<b>16.67%</b>

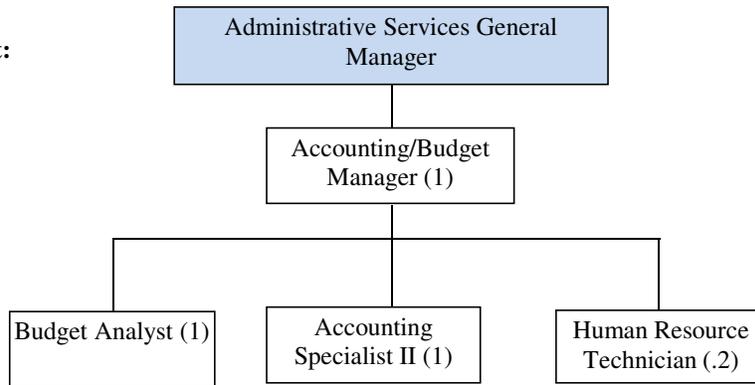
**Contractual Services**

Computer Support	652	435	680	680	0.00%
Contractual Services	802	0	50	50	0.00%
<b>Total Contractual Services</b>	<b>1,454</b>	<b>435</b>	<b>730</b>	<b>730</b>	<b>0.00%</b>

**Other Services and Charges**

Travel & Training	837	2,000	1,700	1,500	-11.76%
Subscriptions & Memberships	940	2,600	5,600	5,600	0.00%
Printing & Forms	911	500	100	150	50.00%
Utilities	5,473	4,800	3,400	3,700	8.82%
Telephone	2,119	2,400	2,180	2,180	0.00%
Legal Advertising	290	200	200	200	0.00%
Election Expense	0	30,000	30,000	10,000	-66.67%
<b>Total Other Services &amp; Charges</b>	<b>10,570</b>	<b>42,500</b>	<b>43,180</b>	<b>23,330</b>	<b>-45.97%</b>

<b>Supplemental Data: Capital Outlay</b>						
Item Description	2012	2013		2014		
	Actual	Budget	Revised	Final		
Agenda Automation Software						
Computer Replacement	\$5,106					
<b>Total Capital Outlay</b>	<b>\$5,106</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		

**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, sales tax compliance programs, risk management programs, employee benefits, debt management and city investments.

**FY 2013 Accomplishments:**

- \* Tenth year of producing the city employee newsletter "The Communiqué"
- \* Obtained 14th Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA) for Fiscal Year 2013
- \* Developed and organized the City's Water and Sewer Rate Committee and Tentative rate change for FY 2014
- \* The Finance Department obtained its 21st consecutive Certificate of Achievement in Excellence in Financial Reporting from the Government Finance Officers Association - (GFOA) for its Comprehensive Annual Financial Report (CAFR) for the year ending June 30, 2012 and is complying with all the new GASB requirements
- \* Procured City Wide Software with Springbrook and started implementation of conversion
- \* Implemented new compensation study

**FY 2014 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 22nd award
- \* Prepare and submit the City's Annual Budget for the Fiscal Year 2014 to the Government Finance Officers Association's (GFOA) for competition to obtain its 15th Distinguished Budget Presentation Award
- \* Research and obtain financing for Streets projects
- \* Continue developing new budget performance indicator plan based on actual performance percentages
- \* Implement the new City wide software to comply with government information and comprehensive reporting

**Budget Highlights:**

The main changes in this departments budget are an increase in computer support due to the increased cost of the new City wide software, and to personnel from the compensation study, COLA proposed for FY 14 and the merit program. The City wide Software expense was moved to the Capital Improvements budget. There is no capital outlay programmed for this department.

General Government	Finance	Fund 01 - General Fund	Cost Center	12-00	
<b>Performance Indicators</b>					
<b>City Council Goal:</b> Strive to Provide Effective and Efficient Services					
<b>Department Goal:</b> To maintain external validation of Best Practices in governmental accounting and reporting					
<b>Objective:</b> Maintain the Government Finance Officer's Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award					
<b>Type of Measure:</b> Outcome					
<b>Tool:</b> Produce Documents and Submit for Review					
<b>Frequency:</b> Annual					
<b>Scoring:</b> Yes/No					
<b>Trend:</b> Level					
<b>Measures:</b>					
		Actual		Estimated	Anticipated
		2011	2012	2013	2014
GFOA Certificate of Achievement		Yes	Yes	Yes	Yes
GFOA Distinguished Budget Presentation Award		Yes	Yes	Yes	Yes
<b>City Council Goal:</b> Strive to Provide Effective and Efficient Services					
<b>Department Goal:</b> Increase the percent of ACH Payroll Deposits					
<b>Objective:</b> Reduce the cost of processing Payroll					
<b>Type of Measure:</b> Outcome					
<b>Tool:</b> Accounting Software Reports					
<b>Frequency:</b> Annual					
<b>Scoring:</b> ACH to total Checks and Direct Deposits - good 80%					
<b>Trend:</b> Up					
<b>Measures:</b>					
		Actual		Estimated	Anticipated
		2011	2012	2013	2014
Payroll Checks/Deposits Distributed		6,620	6,630	6,650	7,070
ACH Payroll Deposits		4,615	4,620	4,675	5,440
Increase in ACH Payroll Deposits		69.71%	69.68%	70.30%	76.94%
<b>City Council Goal:</b> Strive to Provide Effective and Efficient Services					
<b>Department Goal:</b> Decrease the number of voided Checks to less than 2%					
<b>Objective:</b> Increase the integrity of the purchasing process, avoiding duplicate invoice/payments and reducing the cost of processing Accounts Payable					
<b>Type of Measure:</b> Outcome					
<b>Tool:</b> Accounting Software Reports					
<b>Frequency:</b> Annual					
<b>Scoring:</b> < 2%					
<b>Trend:</b> Up - FY 2010 the increase is mainly due to the frozen AP position					
<b>Measures:</b>					
		Actual		Estimated	Anticipated
		2011	2012	2013	2014
Accounts Payable Checks Written		5,615	5,780	5,780	5,800
Accounts Payable Checks voided (incl. vendor lost and printer errors)		137	75	70	87
Increase(decrease) in Accounts Payable		1.30%	2.94%	0.00%	0.35%
<b>City Council Goal:</b> Strive to Provide Effective and Efficient Services					
<b>Department Goal:</b> Increase tax payer awareness of tax responsibility					
<b>Objective:</b> To collect all sales tax that is due to the City of Cottonwood					
<b>Type of Measure:</b> Outcome					
<b>Tool:</b> Reports from Sales Tax Auditor					
<b>Frequency:</b> Annual					
<b>Scoring:</b> Increase/Decrease from Prior Year					
<b>Trend:</b> Steady					
<b>Measures:</b>					
		Actual		Estimated	Anticipated
		2011	2012	2013	2014
Sales Tax Audits Completed		8	4	5	5
Sales Tax Assessments		100,000	29,316	27,728	28,000
Verification Letters Issued (New Measure FY 2012)		N/A	1	10	10
Verification Letters Completed (New Measure FY 2012)		N/A	8	8	8

General Government	Finance	Fund 01 - General Fund			Cost Center	12-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Tentative		
Personnel	\$206,610	\$228,910	\$238,655	\$275,070	15.26%	
Operating Supplies	8,122	8,550	8,810	8,800	-0.11%	
Contractual Services	92,537	106,720	67,570	79,690	17.94%	
Other Services and Charges	26,126	30,465	25,900	24,600	-5.02%	
Capital Outlay	7,851	298,750	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$341,246</b>	<b>\$673,395</b>	<b>\$340,935</b>	<b>\$388,160</b>	<b>13.85%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$388,160	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Accounting/Budget Manager	1.00	1.00	1.00	5587	8233	\$83,550
Human Resource Tech	0.20	0.20	0.20	512	754	6,265
Accounting Specialist II	1.00	1.00	1.00	3111	4585	48,260
Budget Analyst	1.00	1.00	1.00	3602	5307	45,905
COLA						3,125
Merit Contingency						5,955
Temporary / Reserves						0
Longevity Pay						0
Retirement						22,280
Insurance & Taxes						59,730
Employee Related Expenses						0
<b>Totals</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>			<b>\$275,070</b>

General Government	Finance	Fund 01 - General Fund		Cost Center	12-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Tentative	

**Supplies**

Office Supplies	1,835	2,000	3,600	3,600	0.00%
Copier Supplies	1,830	2,000	1,700	1,700	0.00%
Gas & Oil	4	0	10	0	-100.00%
Vehicle Maint/Repairs	317	350	0	0	0.00%
Equipment Maint/Repairs	1,484	1,400	1,000	1,000	0.00%
Postage & Freight	2,652	2,800	2,500	2,500	0.00%
<b>Total Supplies</b>	<b>8,122</b>	<b>8,550</b>	<b>8,810</b>	<b>8,800</b>	<b>-0.11%</b>

**Contractual Services**

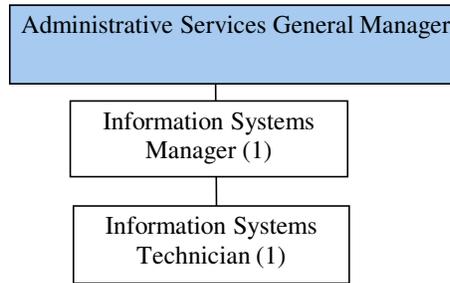
Computer Support	5,893	720	13,070	20,240	54.86%
Contractual Services	27,844	57,000	5,500	5,500	0.00%
Audit Expense	38,800	29,000	29,000	33,950	17.07%
Sales Tax Audits	20,000	20,000	20,000	20,000	0.00%
<b>Total Contractual Services</b>	<b>92,537</b>	<b>106,720</b>	<b>67,570</b>	<b>79,690</b>	<b>17.94%</b>

**Other Services and Charges**

Travel & Training	4,516	4,500	4,500	3,200	-28.89%
Subscriptions & Memberships	1,604	960	2,000	1,200	-40.00%
Printing & Forms	2,380	2,500	2,500	3,500	40.00%
Utilities	4,649	5,005	5,500	5,500	0.00%
Telephone	3,577	4,000	4,000	4,000	0.00%
Legal Advertising	1,436	1,500	2,000	1,800	-10.00%
Bank Charges	7,964	12,000	5,400	5,400	0.00%
<b>Total Other Services &amp; Charges</b>	<b>26,126</b>	<b>30,465</b>	<b>25,900</b>	<b>24,600</b>	<b>-5.02%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Tentative	
Computers					
City-Wide Software Program	\$7,851	\$298,750			
	<u>\$7,851</u>	<u>\$298,750</u>	\$0	\$0	

**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 2013 Accomplishments:**

- \* Setup 6 new servers and migrated users to the new file shares
- \* Setup new centralized backup service
- \* Migrated data services and servers into IT workroom after Finance fire bombing. Limited downtime during migration
- \* Migrated Library staff to the main City network

**FY 2014 Goals:**

- \* Assist in the successful migration to the municipal software package
- \* Setup centralized image deployment system
- \* Redesign City website based on results of city branding
- \* Assist in the transition to the new Communications Center
- \* Upgrade current VOIP phone system

**Budget Highlights:**

No capital outlay is budgeted for this department but the budget does show a small increase due to the proposed COLA of 1.7% and the compensation study from FY 13.

General Government	IT Services	Fund 01 - General Fund	Cost Center	12-01
<b>Performance Indicators</b>				

<b>City Council Goal:</b> Strive to Provide Effective and Efficient Services				
<b>Department Goal:</b> Continue to maintain a less than 2% down time				
<b>Objective:</b> Reduce server down time by maintaining and upgrading servers as needed and responding quickly to service calls.				
<b>Type of Measure:</b> Outcome				
<b>Tool:</b> Call Logs and system reports				
<b>Frequency:</b> Annual				
<b>Scoring:</b> 98%				
<b>Trend:</b> Level				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
File Server Uptime	99.90%	99.00%	99.00%	

<b>City Council Goal:</b> Strive to Provide Effective and Efficient Services				
<b>Department Goal:</b> To respond to service calls within two days				
<b>Objective:</b> To provide responsive internal service to all departments thereby maximizing technology's effectiveness.				
<b>Type of Measure:</b> Outcome				
<b>Tool:</b> Call Logs and system reports				
<b>Frequency:</b> Annual				
<b>Scoring:</b> 2 days				
<b>Trend:</b> Level				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Average Initial Helpdesk Response Time	1 day	1 day	1 day	

<b>City Council Goal:</b> Strive to Provide Effective and Efficient Services				
<b>Department Goal:</b> To post Agendas and Minutes to the website the same day they are made available to IT				
<b>Objective:</b> To make the Agendas and Minutes available to the public as soon as possible				
<b>Type of Measure:</b> Outcome				
<b>Tool:</b> Call Logs				
<b>Frequency:</b> Annual				
<b>Scoring:</b> Same day				
<b>Trend:</b> Level				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Time to Post Agendas and Minutes to Website	Same day	Same day	Same day	

General Government	IT Services	Fund 01 - General Fund			Cost Center	12-01
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$99,828	\$136,230	\$163,745	\$175,050	6.90%	
Operating Supplies	2,871	2,250	1,850	1,600	-13.51%	
Contractual Services	40,836	26,000	26,590	21,600	-18.77%	
Other Services and Charges	4,906	5,250	7,365	7,815	6.11%	
Capital Outlay	112,048	0	5,800	0	-100.00%	
Debt Service	0	0	0	0	0.00%	
Department Totals	<u>\$260,489</u>	<u>\$169,730</u>	<u>\$205,350</u>	<u>\$206,065</u>	0.35%	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$206,065	100.00%
Total Funding		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
IT Manager	1.00	1.00	1.00	6468	9531	\$80,935
IT Technician	1.00	1.00	1.00	3267	4814	41,160
COLA						2,075
Merit Contingency						3,205
Temporary / Reserves						0
Overtime						0
Retirement						14,700
Insurance & Taxes						32,975
Employee Related Expenses						0
Totals	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>			<u>\$175,050</u>

General Government	IT Services	Fund 01 - General Fund		Cost Center	12-01
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	1,913	1,000	300	350	16.67%
Copier Supplies	255	350	150	350	133.33%
Gas & Oil	184	400	300	400	33.33%
Vehicle Maintenance & Repair	519	500	1,100	500	-54.55%
Equipment Maint/Repairs	0	0	0	0	0.00%
Printing & Forms	0	0	0	0	0.00%
Postage & Freight		0	0	0	0.00%

<b>Total Supplies</b>	2,871	2,250	1,850	1,600	-13.51%
-----------------------	-------	-------	-------	-------	---------

**Contractual Services**

Computer Support	1,264	1,000	1,590	1,600	0.63%
Contractual Services	39,572	25,000	25,000	20,000	-20.00%

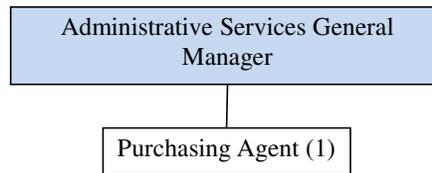
<b>Total Contractual Services</b>	40,836	26,000	26,590	21,600	-18.77%
-----------------------------------	--------	--------	--------	--------	---------

**Other Services and Charges**

Travel & Training	8	500	400	500	25.00%
Subscriptions & Memberships	479	500	300	500	66.67%
Utilities	2,944	2,250	4,500	4,650	3.33%
Telephone	1,475	2,000	2,165	2,165	0.00%

<b>Total Other Services &amp; Charges</b>	4,906	5,250	7,365	7,815	6.11%
---	-------	-------	-------	-------	-------

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
Microwave Internet - City Wide Project	\$49,607				
Security Software					
Ipad, Laptops	4,120		\$5,800		
Servers for City Wide Software System	58,321				
	\$112,048	\$0	\$5,800	\$0	

**Purchasing****Organizational Chart:**

Note: Only unshaded boxes are included in this budget.

**General Information:**

The Purchasing Division, under direct supervision from the Administrative Services General Manager, is responsible for maximizing the effectiveness of the our citizen's tax dollar while providing timely and adequate support of the City's needs for materials, equipment, and services. The Purchasing Division is also responsible for ensuring compliance with the City's established procurement policies and procedures, as well as any state procurement statutes.

**FY 2012 Accomplishments:**

- \* Assisted in the acquisition of a new City-wide software system
- \* Took over the Business Registration process from City Hall. Revised the Business Registration Application, added additional fields to the database to assist with tracking and comparisons, located approximately seventy (70) businesses operating without current Business Registrations of which forty-five (45) are now currently registered, and posted a listing of current Business Registrations on the City's website
- \* Participated in the City of Cottonwood Toastmasters Club to develop communication skills
- \* Participated in the Alternative Construction Delivery Methods training conducted by NIGP

**FY 2014 Goals:**

- \* Continue to streamline the formal solicitation process to reduce individual departmental staff time and purchasing staff time due to the duplication of efforts in gathering information

**Budget Highlights:**

There is no capital outlay budgeted for FY 2014. This budget does reflect a small increase in computer support for the new City wide software and the proposed 1.7% COLA.

General Government	Purchasing	Fund 01 - General Fund	Cost Center	12-02
<b>Performance Indicators</b>				
<b>City Council Goal:</b> Operating in an efficient and effective manner				
<b>Department Goal:</b> To process requisitions into purchase orders within a 24 hour time period after requisitions have been approved				
<b>Objective:</b> To make purchases for requested material goods, services and construction in a timely manner				
<b>Type of Measure:</b> Outcome				
<b>Tool:</b> Total or length of time				
<b>Frequency:</b> Annually				
<b>Scoring:</b> 100% = Above Average; 95% = Average; 90% = Below Average; 85% or below = Poor				
<b>Trend:</b> N/A - New Measure				
<b>Measures:</b>				
	2011	2012	2013	2014
Percentage of requisitions processed into purchase orders within a 24 hour time period after the requisition has been approved.	N/A	N/A	98%	95%
<b>City Council Goal:</b> Operating in an efficient and effective manner				
<b>Department Goal:</b> To process formal solicitation requests within three (3) weeks of receiving specifications. Final approval from the originating department and legal is required prior to publication.				
<b>Objective:</b> To make purchases for requested material goods, services and construction in a timely manner.				
<b>Type of Measure:</b> Outcome				
<b>Tool:</b> Total or length of time				
<b>Frequency:</b> Annually				
<b>Scoring:</b> 100% = Above Average; 85% = Average; 80% = Below Average; 75% or below = Poor				
<b>Trend:</b> Up				
<b>Measures:</b>				
	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Percentage of formal solicitation requests processed within two (3) weeks of receiving completed specifications.	N/A	N/A	56%	85%
<b>City Council Goal:</b> Be Innovative				
<b>Department Goal:</b> Have local businesses comply with business registration requirement.				
<b>Objective:</b> To increase number of local businesses registering their business as required by Municipal Code Educate local business owners about the requirement to register their businesses.				
<b>Type of Measure:</b> Outcome				
<b>Tool:</b> Outreach program to contact business owners.				
<b>Frequency:</b> Two hours a week contact business owners in person				
<b>Scoring:</b> Increase number of registrations from prior year.				
<b>Trend:</b> New Measure FY 2011				
<b>Measures:</b>				
	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Registrations	1,450	1,449	1,475	1,500

General Government	Purchasing	Fund 01 - General Fund			Cost Center	12-02
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Tentative		
Personnel	\$67,133	\$69,580	\$69,930	\$74,275	6.21%	
Operating Supplies	1,846	1,500	1,235	1,415	14.57%	
Contractual Services	4,878	120	895	1,625	81.56%	
Other Services and Charges	3,801	2,920	2,020	2,225	10.15%	
Capital Outlay	52	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$77,710</u>	<u>\$74,120</u>	<u>\$74,080</u>	<u>\$79,540</u>	<u>7.37%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$79,540	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Purchasing Agent	1.00	1.00	1.00	3782	5573	\$54,340
COLA						925
Merit Contingency						450
Temporary / Reserves						0
Longevity Pay						0
Retirement						6,430
Insurance & Taxes						12,130
Employee Related Expenses						0
<b>Totals</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>			<u>\$74,275</u>

General Government	Purchasing	Fund 01 - General Fund		Cost Center	12-02
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	434	500	480	500	4.17%
Copier Supplies	683	700	650	700	7.69%
Postage & Freight	8	100	15	15	0.00%
Vehicle Maintenance & Repair	248	100	0	100	0.00%
Equipment Maint/Repairs	473	100	90	100	11.11%
<b>Total Supplies</b>	<b>1,846</b>	<b>1,500</b>	<b>1,235</b>	<b>1,415</b>	<b>14.57%</b>

**Contractual Services**

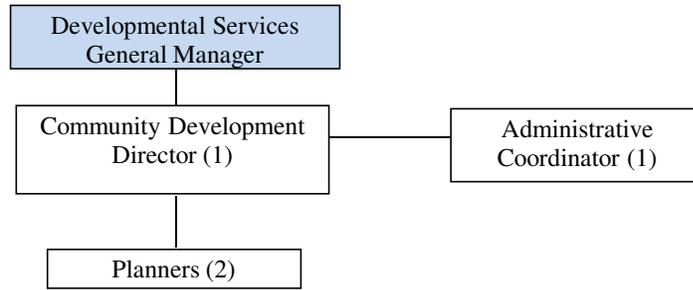
Computer Support	177	120	895	1,625	81.56%
Contractual Services	4,701	0	0	0	0.00%
<b>Total Contractual Services</b>	<b>4,878</b>	<b>120</b>	<b>895</b>	<b>1,625</b>	<b>81.56%</b>

**Other Services and Charges**

Travel & Training	2,429	1,000	130	150	15.38%
Subscriptions & Memberships	123	500	550	550	0.00%
Printing & Forms	76	150	115	150	30.43%
Utilities	420	520	375	390	4.00%
Telephone	608	500	750	785	4.00%
Legal Advertising	145	250	100	200	100.00%
<b>Total Other Services &amp; Charges</b>	<b>3,801</b>	<b>2,920</b>	<b>2,020</b>	<b>2,225</b>	<b>10.15%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
UPS/Battery Backup	\$52				
	<b>\$52</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

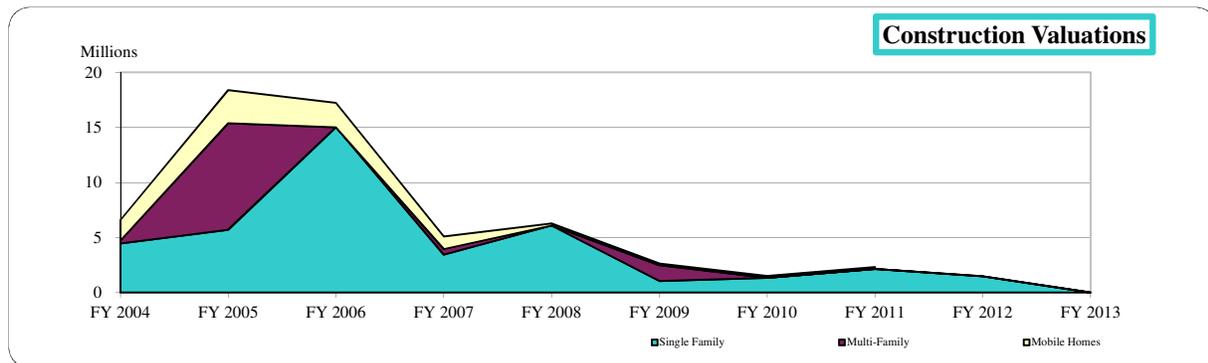
Organizational Chart:



**General Information:**

Note: Only unshaded boxes are included in this budget.

The Community Development Department provides planning services to the City Council, Planning and Zoning Commission, Development Review Board, Historic Preservation Commission, Bicycle Advocacy Group, Code Review Board and the general public. Department staff are also responsible for securing the CDBG and various other grants.



**FY 2013 Accomplishments:**

- \* Reviewed new development proposals including VVMC Hospice and Discount Tire; school solar projects ; wireless communications tower projects; various small scale renovations in Old Town, including the new Pizzeria Bocce; and a zone change for the MUHS property. Reviewed renovations to several businesses
- \* Conducted public involvement process prerequisite to General Plan re-adoption. Established steering committee and conducted review of General Plan elements
- \* Completed 40% completion of Design Manual in support of Design Review process
- \* Completed submittal for State Trust lands planning process as part of later annexation. Also facilitated annexation process pertaining to Verde Santa Fe
- \* Completed assembly of Bicycle Committee. Accomplished national Bronze level Bicycle Friendly Community status. Facilitation of bicycle events

**FY 2014 Goals:**

- \* Review of revised submittal for Bella Montona
- \* Complete re-adoption process for Cottonwood General Plan
- \* Completion of design manual in support of Design Review process; and in preparation for special area planning associated with General Plan
- \* Establish Design Review process for Historic district and in support of Certified Local Government status. Begin Historic building survey. Establish Entertainment District boundary
- \* Complete trails planning for Del Monte, Centennial and West Mingus trails
- \* Continued implementation of bicycle plan objectives, including promotional mapping and other public info. Achieve Silver status
- \* Possible review and development of Green codes, water reuse and dual plumbing; and for drainage detention basins
- \* Installation of Certificate of Compliance processes as follow up to hearing actions. Enhancements to department data system and front counter mapping. Upgrade department website and develop e-newsletter as monthly department summary regarding development activity

**Budget Highlights:**

Personnel costs show a significant increase in this budget due to moving the Building Official and Building Inspector back under this department. There are cost savings reflected in the Engineering Departments budget. There is no capital outlay programmed for this department.

General Government	Community Development	Fund 01 - General Fund	Cost Center	13-00
--------------------	-----------------------	------------------------	-------------	-------

Performance Indicators				
<b>City Council Goal:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Upgrade Staff Technologies			
<b>Objective:</b>	Enhancements to web, GIS and tracking of permits & enforcement			
<b>Type of Measure:</b>	Completion of this process			
<b>Tool:</b>	Acquisition and installation of software			
<b>Frequency:</b>	5 yrs			
<b>Scoring:</b>	100% by 2014			
<b>Trend:</b>	N/A New Measure			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Percent of Completion	N/A	0	50%	

<b>City Council Goal:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	To preserve the integrity of the City's General Plan			
<b>Objective:</b>	Re-Adoption of the City's General Plan by 2015			
<b>Type of Measure:</b>	Completion of this process			
<b>Tool:</b>	General Plan Re-Adoption Calendar			
<b>Frequency:</b>	10 Years			
<b>Scoring:</b>	100% by 2015			
<b>Trend:</b>	N/A New Measure			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Percent of Completion	N/A	30	40%	

<b>City Council Goal:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Current emphasis: Environment, Historic preservation, Bicycle Plan			
<b>Objective:</b>	Codes re: Historic Dist Zoning, Green Development, & Bronze Bicycle Classification			
<b>Type of Measure:</b>	Adoption of these codes			
<b>Tool:</b>	Process Calendars			
<b>Frequency:</b>	Continuous			
<b>Scoring:</b>	100% BY 2014			
<b>Trend:</b>	N/A New Measure			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Percent of Completion	N/A	N/A	100%	

<b>City Council Goal:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Annexation of 10 Square miles of State Trust Block on 89A			
<b>Objective:</b>	Completion of state board process			
<b>Type of Measure:</b>	State Board approval of land use, planning and pre-annexation agreement			
<b>Tool:</b>	Process Calendars			
<b>Frequency:</b>	Once			
<b>Scoring:</b>	100% by 2014			
<b>Trend:</b>	N/A New Measure			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Percent of Completion	N/A	N/A	50%	

General Government	Community Development	Fund 01 - General Fund		Cost Center	13-00
<b>Summary By Category</b>					
Expenditure Category	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$285,695	\$299,740	\$287,950	\$509,020	76.77%
Operating Supplies	8,996	7,600	7,650	7,100	-7.19%
Contractual Services	917	650	2,345	3,740	59.49%
Other Services and Charges	11,506	20,020	15,425	15,875	2.92%
Capital Outlay	0	1,000	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$307,114</u>	<u>\$329,010</u>	<u>\$313,370</u>	<u>\$535,735</u>	<u>70.96%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$535,735	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Community Development Manager	1.00	1.00	1.00	5068	7468	\$83,035
Planner	2.00	2.00	2.00	3971	5851	115,250
Senior Administrative Assistant	1.00	1.00	1.00	2822	4158	35,970
Building Official	0.00	0.00	1.00	3267	4814	74,205
Building Inspector	0.00	0.00	1.00	3602	5307	47,010
COLA						6,040
Merit Contingency						10,340
Temporary / Reserves						0
Overtime						3,500
Retirement						43,320
Insurance & Taxes						90,350
Employee Related Expenses						0
<b>Totals</b>	<u>4.00</u>	<u>4.00</u>	<u>6.00</u>			<u>\$509,020</u>

General Government	Community Development	Fund 01 - General Fund		Cost Center	13-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	2,938	1,500	1,500	1,500	0.00%
Copier Supplies	3,683	3,000	2,600	2,500	-3.85%
Postage & Freight	838	1,000	500	1,000	100.00%
Gas & Oil	304	800	400	800	100.00%
Vehicle Maint & Repairs	407	800	1,500	800	-46.67%
Equipment Maint & Repairs	826	500	1,150	500	-56.52%

<b>Total Supplies</b>	8,996	7,600	7,650	7,100	-7.19%
-----------------------	-------	-------	-------	-------	--------

**Contractual Services**

Computer Support	917	650	2,345	3,740	59.49%
------------------	-----	-----	-------	-------	--------

<b>Total Contractual Services</b>	917	650	2,345	3,740	59.49%
-----------------------------------	-----	-----	-------	-------	--------

**Other Services and Charges**

Travel & Training	695	3,000	1,500	3,000	100.00%
Subscriptions & Memberships	1,686	1,500	850	1,500	76.47%
Printing & Forms	404	1,500	400	1,200	200.00%
Utilities	4,870	5,640	5,900	6,075	2.97%
Telephone	2,231	2,380	2,275	2,300	1.10%
Legal Advertising	1,620	3,000	1,500	1,500	0.00%
General Plan Expense	0	3,000	3,000	300	-90.00%

<b>Total Other Services &amp; Charges</b>	11,506	20,020	15,425	15,875	2.92%
---	--------	--------	--------	--------	-------

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
Desktop computer					
Bike Racks & Trail Signage		\$1,000			
	\$0	\$1,000	\$0	\$0	

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 2013 Accomplishments:**

- \* Completed year 3 of 5 - year economic development plan (Focus on Success)
- \* Received Revolving Loan Fund Grant for \$200,000
- \* Continued to identify niche businesses and industries that complement our community character
- \* Continued to provide resources and services to existing businesses to help them grow. Mentored many new businesses in Old Town
- \* Provided marketing and public relations support for business community
- \* Provided leadership for the Cottonwood Economic Development Council (CEDC)
- \* CEDC provided the \$10,000 grant to Southwest Wine Center at Yavapai College
- \* Regional Economic Organization (VVREO), Arizona Commerce Authority (ACA), Verde Valley Wine Consortium, United States Department of Agriculture (USDA), Northern Arizona Council of Governments (NACOG), Local First Arizona, Arizona Office of Tourism (AOT), Sustainable Economic Development Initiative (SEDI), Arizona Town Hall, United Way of Yavapai County, Verde Valley Agriculture Coalition (VVAgC), Yavapai College, Old Town Association (OTA)
- \* Fully utilized the space at the Business Assistance Center (BAC)
- \* Graduated several businesses out of the BAC
- \* Made the BAC the home of the Verde Valley Wine Consortium
- \* Developed RFP for City Branding and identified qualified consultant & kicked off the process
- \* Graduated from Project CENTRL

**FY 2014 Goals:**

- \* Initiate year-4 of the Focus on Success (5-yr E.D. Strategy)
- \* Complete and implement City branding plan
- \* Continue to work with the majority of the organizations listed in the 2013 accomplishments listed above
- \* Continue to build business friendly reputation for the City
- \* Improve offerings at the BAC
- \* Nurture a business friendly environment at the City
- \* Work towards completion of the strategic initiatives and the goals listed in the city Council strategic plan related to economic development
- \* Diversify economy and attract more base jobs

**Budget Highlights:**

Focus on Success was budgeted at \$20,000 for this department and capital outlay includes \$25,000 for City Branding. The budget also reflects an increase in personnel costs due to the proposed 1.7% COLA and the FY 2013 compensation study.

General Government	Economic Development	Fund 01 - General Fund	Cost Center	15-00
--------------------	----------------------	------------------------	-------------	-------

**Performance Indicators**

<b>City Council Goal:</b>	We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism			
<b>Department Goal:</b>	Increase the level of business retention and expansion of existing business			
<b>Objective:</b>	Help increase local business effectiveness leading to better retention rates and expansion			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	Business retention and expansion surveys			
<b>Frequency:</b>	Yearly			
<b>Scoring:</b>	Increase/decrease yearly			
<b>Trend:</b>	N/A new measure FY 2013			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Number of businesses retained	N/A	N/A	5	10
Number of expansions	N/A	N/A	10	15

<b>City Council Goal:</b>	We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism			
<b>Department Goal:</b>	Increase the level of new businesses interested in locating in Cottonwood			
<b>Objective:</b>	Increase lead activity			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	County reports, business registrations			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Increase/decrease from prior year			
<b>Trend:</b>	up			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Unemployment Rate (Yavapai County)	10%	10%	9%	8%
Number of new businesses	N/A	5	10	15

<b>City Council Goal:</b>	We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism			
<b>Department Goal:</b>	Provide excellent customer service and more value added use of facility and 100% occupancy			
<b>Objective:</b>	Increase usage of facility			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	Usage reports, training surveys			
<b>Frequency:</b>	Yearly			
<b>Scoring:</b>	Desired growth would be 50 new customers per year			
<b>Trend:</b>	level			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Number of business people using facility	150	200	250	300
Number of leases (maximum occupancy 4 businesses)	N/A	4	4	4
Number of satisfied trainees	N/A	N/A	250	300

<b>City Council Goal:</b>	We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism			
<b>Department Goal:</b>	Increase exposure to outside value added resources, i.e. ACA, AAED, etc			
<b>Objective:</b>	Increase the level of support from outside sources to help grow our economy			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	Arizona Commerce Authority reports			
<b>Frequency:</b>	Annual			
<b>Scoring:</b>	Steady increase desired			
<b>Trend:</b>	Increasing			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Number of Leads from Arizona Commerce Authority	10	10	10	15
Grant dollars received	\$0	\$0	\$200,000	\$100,000

General Government	Economic Development	Fund 01 - General Fund		Cost Center	15-00
<b>Summary By Category</b>					
Expenditure Category	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$95,230	\$116,040	\$157,895	\$169,875	7.59%
Operating Supplies	2,398	3,050	985	1,235	25.38%
Contractual Services	282	265	600	600	0.00%
Other Services and Charges	16,022	30,170	27,610	33,110	19.92%
Capital Outlay	1,431	1,500	0	25,000	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$115,363</u>	<u>\$151,025</u>	<u>\$187,090</u>	<u>\$229,820</u>	<u>22.84%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$229,820	100.00%
Total Funding		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Economic Development Manager	1.00	1.00	1.00	5867	8645	\$86,870
Administrative Assistant	1.00	1.00	1.00	2438	3592	31,330
COLA						2,010
Merit Contingency						3,985
Temporary / Reserves						0
Overtime						0
Retirement						14,330
Insurance & Taxes						31,350
Employee Related Expenses						0
<b>Totals</b>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>			<u>\$169,875</u>

General Government	Economic Development	Fund 01 - General Fund		Cost Center	15-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	147	300	100	100	0.00%
Copier Supplies	1,830	2,100	800	1,000	25.00%
Postage & Freight	19	0	10	10	0.00%
Gas & Oil	84	150	50	100	100.00%
Vehicle Maint & Repairs	24	0	25	25	0.00%
Equipment Maint & Repairs	294	500	0	0	0.00%

<b>Total Supplies</b>	2,398	3,050	985	1,235	25.38%
-----------------------	-------	-------	-----	-------	--------

**Contractual Services**

Computer Support	282	265	600	600	0.00%
------------------	-----	-----	-----	-----	-------

<b>Total Contractual Services</b>	282	265	600	600	0.00%
-----------------------------------	-----	-----	-----	-----	-------

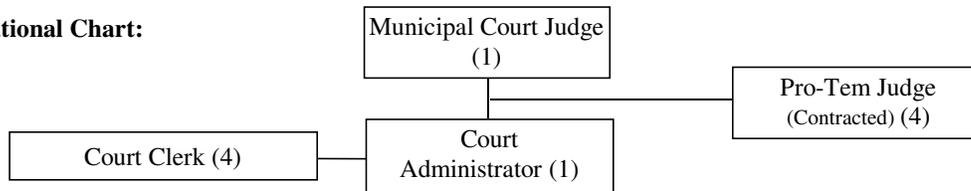
**Other Services and Charges**

Travel & Training	503	1,500	500	500	0.00%
Subscriptions & Memberships	345	1,000	450	450	0.00%
Printing & Forms	50	500	0	500	0.00%
Utilities	6,750	6,180	10,700	10,700	0.00%
Telephone	960	990	960	960	0.00%
Legal Advertising	0	0	0	0	0.00%
Focus on Success	7,414	20,000	15,000	20,000	33.33%

<b>Total Other Services &amp; Charges</b>	16,022	30,170	27,610	33,110	19.92%
---	--------	--------	--------	--------	--------

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
Copier					
Computer	\$1,431	\$1,500			
City Branding				\$25,000	
	\$1,431	\$1,500	\$0	\$25,000	

**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 2013 Accomplishments:**

- \* Fulfilled sixteen (16) hour COJET training requirements for all court employees, including judicial staff
- \* In an effort to reduce travel and training expenses for court staff, the court hosted various training sessions for non-judicial court staff in the Verde Valley area
- \* Installed Spanish language signage throughout the courthouse to comply with the court's Title VI Language Access Plan effective January 1, 2012
- \* Implemented Phase I of the Administrative Office of the Court's (AOC) electronic document management scanning (EDMS) program. Installed a document scanner at the court window and a touch screen monitor on the Judge's bench in the courtroom. Court staff employees were trained on the document scanning process
- \* Developed a Municipal Court web page within the city website in an effort to better inform the public
- \* Implemented the first phase of the Department of Public Safety (DPS) electronic disposition reporting. Identified criminal case files and developed a plan to resolve open dispositions. The court received local court grant funds to hire a temporary staff employee who will complete outstanding manual disposition reports to DPS
- \* In an effort to incorporate succession planning within court administration, the court reclassified a clerk position to Court Clerk II. The employee has been accepted into the Arizona Supreme Court Leadership Institute's AZ Court Supervisor Certificate program to improve their leadership and supervisory skills. The Court Administrator has been accepted into the National Center for State Courts Institute for Court Management Fellows Program to master leadership skills within court administration

**FY 2014 Goals:**

- \* Implement Phase II of the AOC's EDMS program
- \* Implement Phase II of the electronic disposition reporting program with DPS
- \* Participate in statewide court committees developing a new court case management software program
- \* In order to promote efficient administration of justice, court administration will research possible technology hardware and/or software tools that will improve case processing timeliness

**Budget Highlights:**

The Fill the Gap budget has increased greatly due to the plan of hiring a part-time person work on prugeing old cases and cleaning files. Also, personnel costs have increased this budget due to the FY 2013 compensation study, a 1.7% proposed COLA and merit increases for FY 2014. There is no capital outlay programmed.

General Government	Municipal Court	Fund 01 - General Fund	Cost Center	17-00
--------------------	-----------------	------------------------	-------------	-------

<b>Performance Indicators</b>				
<b>City Council Goal:</b> Strive to maintain a uniquely desirable and sustainable community				
<b>Department Goal:</b> Ensure public receives adequate access to court services and is treated fairly				
<b>Objective:</b> Measure public access and fairness by conducting an annual survey				
<b>Type of Measure:</b> Outcome				
<b>Tool:</b> Survey				
<b>Frequency:</b> Annual				
<b>Scoring:</b> Rating of 90-100%				
<b>Trend:</b> up				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
National Center for State Courts Court Tools Survey				
Access & Fairness Survey				
	n/a	91%	90%	92%

<b>City Council Goal:</b> Strive to maintain a uniquely desirable and sustainable community				
<b>Department Goal:</b> Manage cases in compliance with all legal requirements				
<b>Objective:</b> Measure case filings and terminations to clearance rates				
<b>Type of Measure:</b> Number of outgoing cases as a percentage to number of incoming cases				
<b>Tool:</b> Total Incoming Cases ÷ Total Outgoing Cases				
<b>Frequency:</b> Annual by Calendar Year				
<b>Scoring:</b> Clearance rate of 90 - 100%				
<b>Trend:</b> up				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
National Center for State Courts Court Tools Measure 2				
Clearance Rates				
	n/a	92%	94%	95%

<b>City Council Goal:</b> Strive to maintain a uniquely desirable and sustainable community				
<b>Department Goal:</b> Improve operational efficiency and case processing				
<b>Objective:</b> Measure payments collected as a percentage of total monetary penalties				
<b>Type of Measure:</b> Number of payments to total receivables				
<b>Tool:</b> Total Incoming Payments ÷ Outstanding Receivables				
<b>Frequency:</b> Annual by Calendar Year				
<b>Scoring:</b> Rating of 90 - 100%				
<b>Trend:</b> up				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
National Center for State Courts Court Tools Measure 7				
Collection of Monetary Penalties				
	n/a	91%	94%	95%

General Government	Municipal Court	Fund 01 - General Fund			Cost Center	17-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$300,192	\$342,780	\$317,200	\$372,825	17.54%	
Operating Supplies	4,120	8,070	7,710	5,520	-28.40%	
Contractual Services	49,829	48,800	56,640	57,175	0.94%	
Other Services and Charges	25,882	32,110	26,435	45,655	72.71%	
Capital Outlay	3,044	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$383,067</b>	<b>\$431,760</b>	<b>\$407,985</b>	<b>\$481,175</b>	<b>17.94%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$481,175	100.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Presiding Magistrate	1.00	1.00	1.00	Contract		\$99,295
Court Administrator	1.00	1.00	1.00	4169	6144	53,140
Court Clerk II	0.00	0.00	1.00	2688	3960	34,255
Court Clerk I	3.00	3.00	2.00	2438	3592	65,875
Court Clerk - Position Frozen	1.00	1.00	1.00	2438	3592	0
COLA						4,295
Merit Contingency						5,355
Temporary / Reserves/Pro Temp						4,500
Overtime						0
Retirement						30,260
Insurance & Taxes						75,850
Employee Related Expenses						0
<b>Totals</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>			<b>\$372,825</b>

General Government	Municipal Court	Fund 01 - General Fund		Cost Center	17-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	2,347	4,500	3,600	2,300	-36.11%
Copier Supplies	399	800	420	420	0.00%
Gas & Oil	24	50	100	200	100.00%
Vehicle Maint & Repairs	4	10	0	0	0.00%
Equipment Maint & Repairs	824	2,500	3,090	2,100	-32.04%
Postage & Freight	522	210	500	500	0.00%

<b>Total Supplies</b>	4,120	8,070	7,710	5,520	-28.40%
-----------------------	-------	-------	-------	-------	---------

**Contractual Services**

Computer Support	8,515	8,800	9,100	10,450	14.84%
Court Appointed Attorney	32,018	31,000	40,300	36,500	-9.43%
Contractual Services	9,296	9,000	7,240	6,225	-14.02%
Court Audit		0	0	4,000	0.00%

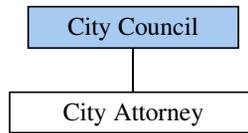
<b>Total Contractual Services</b>	49,829	48,800	56,640	57,175	0.94%
-----------------------------------	--------	--------	--------	--------	-------

**Other Services and Charges**

Travel & Training	3,764	3,500	1,800	3,800	111.11%
Subscriptions & Memberships	2,794	4,200	1,800	1,530	-15.00%
Printing & Forms	769	1,500	960	960	0.00%
Utilities	9,844	11,530	11,275	11,615	3.02%
Telephone	5,753	5,880	5,100	5,100	0.00%
Jury Fee		500	0	500	0.00%
JCEF Fund Expenses	1,482	2,500	4,020	4,150	3.23%
FTG-Fill The Gap Expense	1,476	2,500	1,480	16,000	981.08%
Court Enhancement Expenses	0	0	0	2,000	0.00%

<b>Total Other Services &amp; Charges</b>	25,882	32,110	26,435	45,655	72.71%
---	--------	--------	--------	--------	--------

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
E-Citation					
Office Furniture - Court Enhancement Fee					
Multi Purpose Storage Room	\$3,044				
	\$3,044	\$0	\$0	\$0	

**Legal**

Note: Only unshaded boxes are included in this budget.

**General Information:**

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 2013 Accomplishments:**

- \* Attended and served as legal advisor at approximately 50 public meetings of the City Council and various boards and commissions
- \* Drafted and/or reviewed approximately 55 resolutions and 9 ordinances
- \* Participated/assisted in the settlement of the litigation in *Kuhlt/ACRD v. City of Cottonwood*
- \* Participated/assisted in the settlement of 3 of the 4 claims against the City arising out of the 2010 Airfest
- \* Oversaw and collaborated with outside counsel on a claim for underpayment of water charges that resulted in the recovery of \$140,000.00 and a net return to the City of approximately \$120,000.00
- \* Coordinated with and assisted outside defense counsel in the successful defense of the City in the case of *Carl v. City of Cottonwood/Cottonwood Police Department et al.*
- \* Oversaw a successful municipal prosecution program that received no complaints from the public, the court, the police department, or any other party
- \* Drafted, negotiated (or advised staff during negotiations) and/or reviewed design, construction and alternate delivery method contracts for capital projects
- \* Assisted in discussions and negotiations regarding the acquisition of a building or site for a new City Hall; coordinated with outside counsel to quiet title to the site of the current City Hall
- \* Renegotiated ground lease for site of public safety communications equipment (Sunshine Hill)
- \* Assisted with re-integration of CAT system into the City's management structure
- \* Assisted with conduct of primary and general elections
- \* Assisted with transfer of Water Trust Fund to new Trustee
- \* Assisted with negotiation of new Lease Purchase Financing Agreement
- \* Assisted with negotiation for new Citywide Software System
- \* Drafted, negotiated (or advised staff during negotiations), and/or reviewed contracts for Citywide Recycling; Sludge Hauling; Street Sweeping; Custodial Services; Weed Spraying; Generator Maintenance; Sewer Line Inspection; and an On-Call Airport Planning and Engineering Consultant
- \* Began the process of standardizing procurement/contracting documents and procedures across all City departments to better protect the City from financial loss and liability

**FY 2014 Goals:**

- \* Continue process of standardizing procurement/contracting documents and procedures across all City departments
- \* Assist with development and adoption of legally compliant development impact fee ordinance and program
- \* Continue assisting with significant planned capital projects including the acquisition/construction of a new City Hall; the new Public Safety Communications Facility; the Riverfront Wastewater Treatment Plant; and the 10<sup>th</sup> and 12<sup>th</sup> Street Projects

**Budget Highlights:**

The only changes in this budget are due to the proposed 1.7% COLA and the FY 2013 compensation Study. There is no capital outlay programmed for FY 2014.

Performance Indicators				
<b>City Council Goal:</b>	<i>* New Performance Indicators are being developed for this department *</i>			
<b>Department</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

<b>City Council Goal:</b>				
<b>Department</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

General Government	Legal	Fund 01 - General Fund			Cost Center	18-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$171,641	\$187,260	\$186,375	\$201,135	7.92%	
Operating Supplies	448	125	50	50	0.00%	
Contractual Services	89,354	129,000	124,000	119,000	-4.03%	
Other Services and Charges	9,370	7,450	10,060	10,060	0.00%	
Capital Outlay	1,682	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$272,495</u>	<u>\$323,835</u>	<u>\$320,485</u>	<u>\$330,245</u>	<u>3.05%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$330,245	100.00%
<b>Total Funding</b>		<u>100.00%</u>

General Government	Legal	Fund 01 - General Fund			Cost Center	18-00
<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
City Attorney	1.00	1.00	1.00	Contract		\$151,665
COLA						2,580
Vehicle Allowance						5,400
Merit Contingency						6,950
Temporary / Reserves						0
Overtime						0
Retirement						19,225
Insurance & Taxes						15,315
Employee Related Expenses						
<b>Totals</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>			<u>\$201,135</u>

General Government	Legal	Fund 01 - General Fund		Cost Center	18-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	365	50	25	25	0.00%
Copier Supplies	15	50	0	0	0.00%
Postage & Freight	68	25	25	25	0.00%
<b>Total Supplies</b>	<b>448</b>	<b>125</b>	<b>50</b>	<b>50</b>	<b>0.00%</b>

**Contractual Services**

Prosecuting Attorney	84,000	84,000	84,000	84,000	0.00%
Contract Services	5,354	45,000	40,000	35,000	-12.50%
<b>Total Contractual Services</b>	<b>89,354</b>	<b>129,000</b>	<b>124,000</b>	<b>119,000</b>	<b>-4.03%</b>

**Other Services and Charges**

Travel & Training	1,017	750	1,500	1,500	0.00%
Subscriptions & Memberships	5,621	3,500	6,200	6,200	0.00%
Utilities	858	1,250	510	510	0.00%
Telephone Expense	1,785	1,950	1,850	1,850	0.00%
Legal Advertising	89	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>9,370</b>	<b>7,450</b>	<b>10,060</b>	<b>10,060</b>	<b>0.00%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
Laptop	\$1,682				
	<b>\$1,682</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**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 2013 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 2014 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 transfers out for this budget have increased due to the funding needs of other departments. This budget also increased due to the first payments on the new FY 2013 lease purchase.

General Government	Non-Departmental	Fund 01 - General Fund	Cost Center	23-00
<b>City Council Goal:</b>	<i>* New Performance Indicators are being developed for this department *</i>			
<b>Department</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

<b>City Council Goal:</b>				
<b>Department</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

General Government		Non-Departmental		Fund 01 - General Fund		Cost Center	23-00
<b>Summary By Category</b>							
Expenditure Category	2012		2013		2014	Percent Change	
	Actual	Budget	Budget	Revised	Final		
Personnel	\$0	\$0	\$0	\$0	\$0	0.00%	
Operating Supplies	0	0	0	0	0	0.00%	
Contractual Services	132,170	1,500	4,910	1,500	1,500	-69.45%	
Other Services and Charges	405,549	423,710	388,000	410,000	410,000	5.67%	
Operating Transfers	729,073	981,375	1,047,460	1,203,525	1,203,525	14.90%	
Debt Service	354,552	332,790	344,125	403,210	403,210	17.17%	
<b>Department Totals</b>	<u>\$1,621,344</u>	<u>\$1,739,375</u>	<u>\$1,784,495</u>	<u>\$2,018,235</u>	<u>\$2,018,235</u>	<u>13.10%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$2,018,235	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Not Applicable						
Temporary / Reserves						
Overtime						
Retirement						
Insurance & Taxes						
Employee Related Expenses						
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

General Government	Non-Departmental	Fund 01 - General Fund		Cost Center	23-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

N/A	0	0	0	0	0.00%
<b>Total Supplies</b>	0	0	0	0	0.00%

**Contractual Services**

Auction Fees	103	1,500	1,500	1,500	0.00%
Contractual Services	132,067	0	3,410	0	-100.00%
Trustee Fees	0	0	0	0	0.00%
<b>Total Contractual Services</b>	132,170	1,500	4,910	1,500	-69.45%

**Other Services and Charges**

Liability Insurance	275,649	270,000	268,000	280,000	4.48%
Liability-Claims Deductible	22,309	50,000	12,000	20,000	66.67%
Chamber of Commerce	107,591	103,710	108,000	110,000	1.85%
<b>Total Other Services &amp; Charges</b>	405,549	423,710	388,000	410,000	5.67%

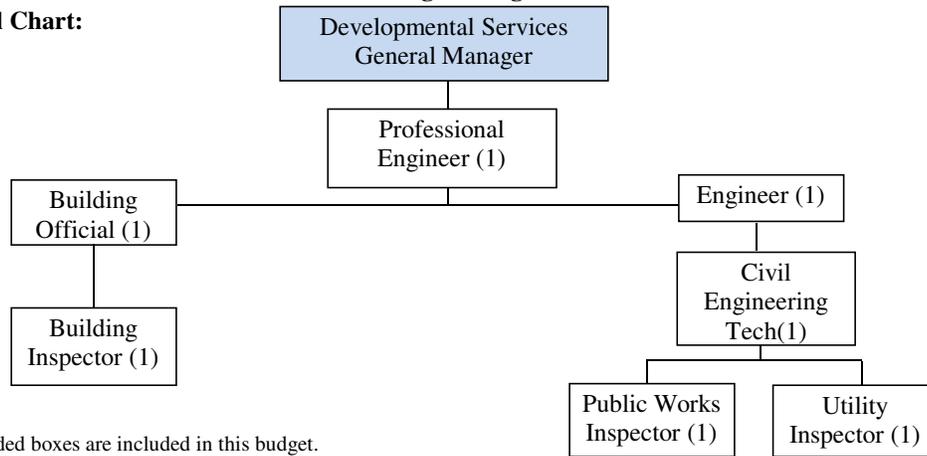
**Debt Service**

Lease Payment - Police Cars- 09/10	41,925	41,080	40,272	41,840	3.89%
Lease Payment - Fire Truck - SunTrust	78,831	80,675	82,565	86,460	4.72%
Lease Payment - Mobile Data Terminals	156,993	81,100	81,095	0	-100.00%
Lease Payment - FY2012 City Wide	0	105,770	117,054	117,395	0.29%
Lease Payment - Police Cars- SunTrust	49,712	0	0	0	0.00%
Lease Payment - FY13 City Wide	0	0	0	131,240	0.00%
Interest -LP PD VEH 09-10	5,957	3,680	4,447	2,885	-35.12%
Interest -LP Fire Rescue	11,169	9,330	7,437	3,540	-52.40%
Interest -LP Mobile Data	8,768	1,785	1,785	0	-100.00%
Interest -LP - FY12 City Wide	0	9,370	9,470	8,830	-6.76%
Interest -LP Police Fleet	1,197	0	0	0	0.00%
Interest -LP FY13 City Wide	0	0	0	11,020	0.00%
<b>Total Debt Service</b>	354,552	332,790	344,125	403,210	17.17%

<b>Supplemental Data: Operating Transfers</b>					
Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
Operating Transfers - HURF-Streets		\$73,025	\$236,340	\$288,535	22.08%
Operating Transfers - HURF-Transit		145,390	123,310	150,400	21.97%
Operating Transfers - Library	\$630,840	644,100	667,490	737,205	10.44%
Operating Transfers - Cemetery	28,686	24,130	20,320	24,075	18.48%
Operating Transfers - Airport	69,547	94,730		3,310	0.00%
Operating Transfers - Debt Services					0
	\$729,073	\$981,375	\$1,047,460	\$1,203,525	

**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 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, and design of Utility and Streets projects .

**FY 2013 Accomplishments:**

- \* Completed Mingus Avenue reconstruction project.
- \* Managed construction of well 8/9 water reservoir.
- \* Completed design of the 10<sup>th</sup> street CDBG project.
- \* Managed construction of the Orion Parking Lot.
- \* Completed Railroad Wash/Willard Street drainage project.
- \* Cactus Street improvements to include new curb and sidewalk.
- \* Completed design and began construction of the Old Town Jail parking lot

**FY 2014 Goals:**

- \* Start first phase of 12<sup>th</sup> Street reconstruction project.
- \* Complete construction of the 10<sup>th</sup> Street CDBG project.
- \* Complete construction of the Old Town Parking lot #3.
- \* Start construction on the Riverfront Water Reclamation Facility.
- \* Start design services solicitation for the Mingus Avenue project Willard Street to 10<sup>th</sup> Street.

**Budget Highlights:**

This budget shows some cost savings due to moving the Building Inspector and the Building Official to the Community Development Department. There is no capital outlay programmed for this department.

General Government	Engineering	Fund 01 - General Fund	Cost Center	19-00
--------------------	-------------	------------------------	-------------	-------

Performance Indicators				
<b>City Council Goal:</b>	<i>* Performance Measures are still being developed for this Department</i>			
<b>Department Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual	Estimated	Estimated	Anticipated
	2011	2012	2013	2014

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual	Estimated	Estimated	Anticipated
	2011	2012	2013	2014

General Government	Engineering	Fund 01 - General Fund			Cost Center	19-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$445,772	\$437,945	\$518,410	\$375,630	-27.54%	
Operating Supplies	16,725	18,550	18,400	18,800	2.17%	
Contractual Services	1,649	1,500	1,500	6,900	360.00%	
Other Services and Charges	11,396	16,735	17,355	14,700	-15.30%	
Capital Outlay	212	12,750	9,915	0	-100.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$475,754</b>	<b>\$487,480</b>	<b>\$565,580</b>	<b>\$416,030</b>	<b>-26.44%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$416,030	100.00%
Total Funding		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Public Works & Utility Inspector	2.00	2.00	2.00	3111	4585	\$76,730
Building Official	1.00	1.00	0.00	3971	5851	0
Building Inspector	1.00	1.00	0.00	3111	4585	0
Professional Engineer	1.00	1.00	1.00	5068	7468	67,965
Civil Engineering Technician I	0.00	0.00	1.00	3267	4814	42,105
Civil Engineering Technician II	1.00	1.00	1.00	3602	5307	54,310
COLA						4,000
Merit Contingency						4,370
Overtime						11,000
Retirement						29,370
Insurance & Taxes						84,780
Employee Related Expenses						1,000
<b>Totals</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>			<b>\$375,630</b>

General Government	Engineering	Fund 01 - General Fund		Cost Center	19-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	2,821	1,500	1,500	750	-50.00%
Copier Supplies	2,240	2,500	2,000	2,000	0.00%
Gas & Oil	4,654	5,500	6,850	7,500	9.49%
Vehicle Maint & Repairs	3,382	4,000	4,000	4,000	0.00%
Equipment Maint & Repairs	1,517	1,500	1,000	1,500	50.00%
Operational Supplies	2,084	3,500	3,000	3,000	0.00%
Postage & Freight	27	50	50	50	0.00%

<b>Total Supplies</b>	16,725	18,550	18,400	18,800	2.17%
-----------------------	--------	--------	--------	--------	-------

**Contractual Services**

Computer Support	1,649	1,500	1,500	1,500	0.00%
Contractual Services	0	0	0	5,400	

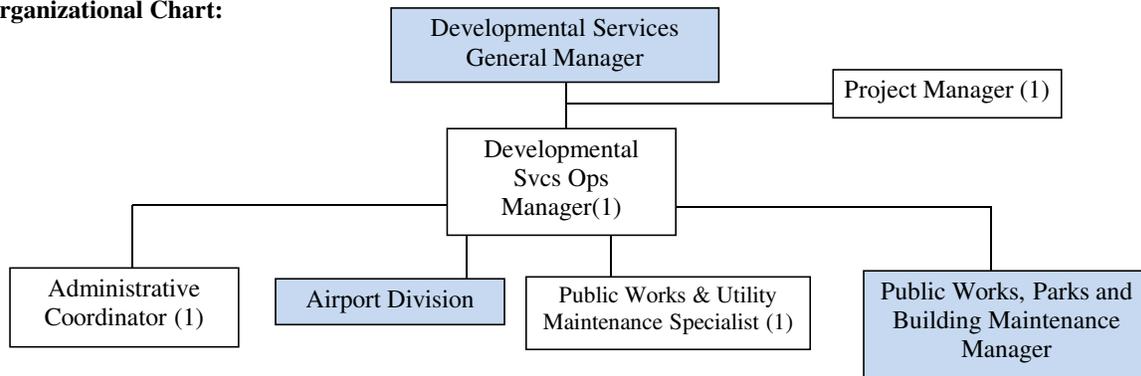
<b>Total Contractual Services</b>	1,649	1,500	1,500	6,900	360.00%
-----------------------------------	-------	-------	-------	-------	---------

**Other Services and Charges**

Travel & Training	1,233	5,000	4,000	3,000	-25.00%
Subscriptions & Memberships	370	1,200	3,110	1,200	-61.41%
Printing & Forms	66	200	150	200	33.33%
Utilities	5,598	5,675	6,770	6,975	3.03%
Telephone	4,129	4,660	3,325	3,325	0.00%

<b>Total Other Services &amp; Charges</b>	11,396	16,735	17,355	14,700	-15.30%
---	--------	--------	--------	--------	---------

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
Laptops/Toughbooks		\$3,000			
Auto CADD		9,750	\$9,915		
Total Station - Survey Equipment					
Soils & Asphalt Testing Equipment					
Survey Equipment					
Public Parking Arrow Signs	\$212				
	\$212	\$12,750	\$9,915	\$0	

**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, Airport, Facilities Maintenance and Cemetery Divisions. 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 2013 Accomplishments:**

- \* Completed Demolition of the Gardner buildings in the north end of Old Town
- \* Assisted the legal department in securing City ownership of Yavapai Street
- \* Completed the Demolition of the old maintenance building located behind the Civic Center
- \* Completed the installation of the Rec Center Solar Thermal Project
- \* Maintained and serviced existing street, sidewalk, storm water and airport infrastructure and facilities
- \* Continued operation of the Solid Waste Transfer Station
- \* Procured a CMAR contractor the Public Safety Communication Center
- \* Procured a street striping contractor for bi-annual striping of city streets

**FY 2014 Goals:**

- \* Continue Operation of the solid waste transfer station and assist in the development of a regional transfer stations
- \* Continue administration and oversight of street striping contractor
- \* Procure a playground structure for the 12<sup>th</sup> Street Cottonwood Kids Park
- \* Oversee the construction of the Public Safety Communication Center
- \* Assist in the development of the City Hall Project

**Budget Highlights:**

There is no capital outlay budgeted for this department and the only increases are due to the proposed 1.7% COLA and merit program for FY 2014.

General Government	Public Works	Fund 01 - General Fund	Cost Center	22-00	
<b>Performance Indicators</b>					
<b>City Council Goal:</b>	Strive to Provide Effective and Efficient Services				
<b>Department Goal:</b>	Keep the Transfer Station open to the public as much as possible				
<b>Objective:</b>	Increase hours of operations at the transfer station while maintaining a positive cash flow				
<b>Type of Measure:</b>	Efficiency				
<b>Tool:</b>	Cash Reconciliation Sheets				
<b>Frequency:</b>	Weekly				
<b>Scoring:</b>	Average monthly cost recovery (Revenue ÷ Cost) is positive				
<b>Trend:</b>	N/A New Measure FY 2012				
<b>Measures:</b>		Actual		Estimated	Anticipated
		2011	2012	2013	2014
Hours of Operation (weekly)		28	48	48	48
Revenue (monthly)		unknown	\$9,500	\$10,000	\$10,000
Operational Cost (monthly)		unknown	\$8,750	\$8,750	\$8,750
Cost recovery (monthly)		unknown	109%	114%	114%

<b>City Council Goal:</b>	Strive to Provide Effective and Efficient Services				
<b>Department Goal:</b>	Analyze the current work stream to verify work is being completed in a timely manner				
<b>Objective:</b>	Begin tracking work orders and show that 75% of work orders are begun with 48 hours				
<b>Type of Measure:</b>	Efficiency				
<b>Tool:</b>	Work Orders				
<b>Frequency:</b>	Monthly				
<b>Scoring:</b>	Percent completed within 48 hours are >75% = Excellent: 70%-75% = Acceptable: <70% needs review				
<b>Trend:</b>	N/A New Measure FY 2013				
<b>Measures:</b>		Actual		Estimated	Anticipated
		2011	2012	2013	2014
Total number of work order		Unknown	Unknown	Unknown	Unknown
% Work orders begun within 48 hours		n/a	70%	75%	75%

General Government	Public Works	Fund 01 - General Fund			Cost Center	22-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$327,852	\$326,790	\$313,860	\$346,120	10.28%	
Operating Supplies	6,010	8,400	6,740	7,900	17.21%	
Contractual Services	18,249	64,335	81,500	81,500	0.00%	
Other Services and Charges	5,843	7,285	7,300	7,900	8.22%	
Capital Outlay	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$357,954</b>	<b>\$406,810</b>	<b>\$409,400</b>	<b>\$443,420</b>	<b>8.31%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$329,355	74.28%
Transfer Station Fees	114,065	25.72%
	<b>Total Funding</b>	<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Developmental Svcs Manager	1.00	1.00	1.00	5587	8233	\$71,620
Administrative Assistant	1.00	1.00	1.00	2438	3592	32,240
Project Manager	1.00	1.00	1.00	4378	6451	60,360
Public Works & Utility Mtce. Sp.	1.00	1.00	1.00	2822	4158	43,820
COLA						3,535
Merit Contingency						5,015
Temporary / Reserves						34,670
Overtime						2,500
Retirement						29,170
Insurance & Taxes						62,690
Employee Related Expenses						500
<b>Totals</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>			<b>\$346,120</b>

General Government	Public Works	Fund 01 - General Fund		Cost Center	22-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	2,070	2,600	2,440	1,500	-38.52%
Copier Supplies	1,298	2,550	1,325	1,200	-9.43%
Gas & Oil	1,073	900	1,000	1,000	0.00%
Vehicle Maint & Repairs	951	1,000	800	1,000	25.00%
Equipment Maint & Repairs	175	150	150	2,150	1333.33%
Operational Supplies	240	950	950	950	0.00%
Postage & Freight	203	250	75	100	33.33%

<b>Total Supplies</b>	6,010	8,400	6,740	7,900	17.21%
-----------------------	-------	-------	-------	-------	--------

**Contractual Services**

Computer Support	1,217	1,185	1,200	1,200	0.00%
Contractual Services	17,032	63,150	80,300	80,300	0.00%

<b>Total Contractual Services</b>	18,249	64,335	81,500	81,500	0.00%
-----------------------------------	--------	--------	--------	--------	-------

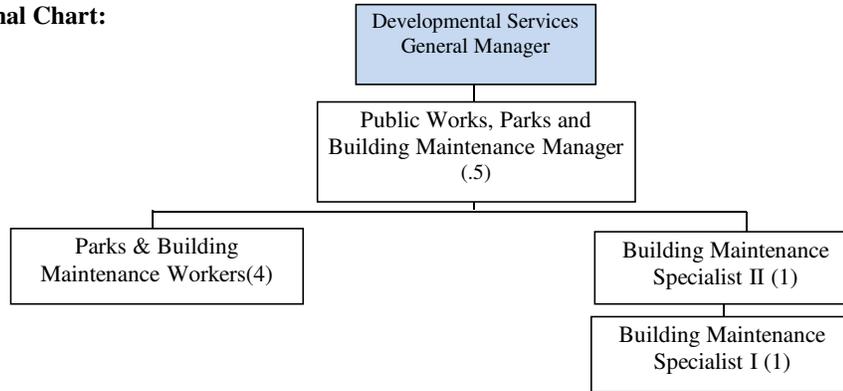
**Other Services and Charges**

Travel & Training	188	1,000	200	1,000	400.00%
Subscriptions & Memberships	143	300	700	350	-50.00%
Utilities	1,802	2,910	1,950	2,100	7.69%
Telephone	3,710	3,075	4,350	4,350	0.00%
Legal Advertising	0	0	100	100	0.00%

<b>Total Other Services &amp; Charges</b>	5,843	7,285	7,300	7,900	8.22%
---	-------	-------	-------	-------	-------

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
N/A					
	\$0	\$0	\$0	\$0	

**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. 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 2013 Accomplishments:**

- \* Expanded the new City Orchard
- \* Installed new energy efficient light fixtures at the Civic Center
- \* Relocated sprinklers to allow the little league ball fields to be improved and installed new infield mix/dirt
- \* Re-figured dog par and installed a earth berm to act as a sound barrier
- \* Installed retaining wall around the airport skydiving building
- \* Removed fences and installed gates at the Boys and Girls Club

**FY 2014 Goals:**

- \* Have no work related injuries resulting in lost time for the department and city. Provide a safe work environment for all employees through safety training, awareness and education programming
- \* Continue to improve the administration portion of the overall grounds/building maintenance programs through prioritization of incoming work and project load
- \* Continue improving inspection programs involving identification of buildings/facility hazards, needs and inspection programs

**Budget Highlights:**

Capital Outlay for FY 2014 includes the installation of the playground apparatus purchased in FY 2013, a Gator at Riverfront Park for \$19,000, \$25,000 for improvements at the Hockey Rink and \$25,000 for improvements for the Skate Park. This budget also reflects an increase in personnel due to the FY 2013 compensation study, the 1.7% proposed COLA and the merit program.

Culture & Recreation	Parks & Building Maintenance	Fund 01 - General Fund	Cost Center	21-00	
<b>City Council Goal:</b> Strive to maintain a uniquely desirable and sustainable community					
<b>Department Goal:</b> Maintain existing acres of field mowed					
<b>Objective:</b> Mow all City owned/maintained turf weekly during mowing season					
<b>Type of Measure:</b> Acres of field mowed					
<b>Tool:</b> System monitoring					
<b>Frequency:</b> Weekly					
<b>Scoring:</b> Field acre					
<b>Trend:</b> Maintain existing acres of field mowed					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2011	2012	2013	2014
Acres of turf		35	35	35	35

<b>City Council Goal:</b> Strive to maintain a uniquely desirable and sustainable community					
<b>Department Goal:</b> Provide park, grounds and building maintenance and respond in a timely manner					
<b>Objective:</b> Begin tracking work orders and respond to 75% of work orders within 48 hours					
<b>Type of Measure:</b> Outcome					
<b>Tool:</b> Work Orders					
<b>Frequency:</b> Monthly					
<b>Scoring:</b> % above 75%					
<b>Trend:</b> Steady Improvement					
		Actual		Estimated	Anticipated
<b>Measures:</b>		2011	2012	2013	2014
Percentage of work orders responded to within 48 hours		NA	75%	80%	70%

Culture & Recreation	Parks & Building Maintenance	Fund 01 - General Fund		Cost Center	21-00
<b>Summary By Category</b>					
Expenditure Category	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$251,933	\$284,415	\$245,715	\$290,315	18.15%
Operating Supplies	66,640	65,655	57,905	60,505	4.49%
Contractual Services	36,107	78,430	62,970	63,240	0.43%
Other Services and Charges	76,569	80,420	56,050	57,200	2.05%
Capital Outlay	7,781	78,500	72,500	75,000	3.45%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$439,030</u>	<u>\$587,420</u>	<u>\$495,140</u>	<u>\$546,260</u>	<u>10.32%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$546,260	100.00%
Total Funding		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Public Works Superintendent	0.50	0.50	0.50	4169	6144	\$31,950
Public Works Maintenance Tech.	4.00	4.00	4.00	2106	3103	112,600
Building Maint. Specialist II - Frozen	1.00	1.00	1.00	2963	4366	0
Facilities Maint Tech III	1.00	1.00	1.00	2211	3258	37,405
COLA						3,095
Merit Contingency						7,005
Holiday Pay						75
Clothing Allowance						1,500
Overtime						5,200
Retirement						22,770
Insurance & Taxes						68,715
Employee Related Expenses						0
<b>Totals</b>	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>			<u>\$290,315</u>

Culture & Recreation	Parks & Building Maintenance	Fund 01 - General Fund		Cost Center	21-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent
	Actual	Budget	Revised	Final	Change

**Supplies**

Office Supplies	1,891	300	200	300	50.00%
Gas & Oil	17,156	18,655	17,500	18,500	5.71%
Vehicle Maint & Repairs	3,741	3,200	3,200	4,700	46.88%
Equipment Maint & Repairs	9,355	8,500	7,000	7,000	0.00%
Grounds/Parks Maintenance Supplies	34,497	35,000	30,000	30,000	0.00%
Postage/Freight	0	0	5	5	0.00%
<b>Total Supplies</b>	<u>66,640</u>	<u>65,655</u>	<u>57,905</u>	<u>60,505</u>	<u>4.49%</u>

**Contractual Services**

Computer Support	192	130	470	740	57.45%
Contractual Services	25,605	65,800	50,000	50,000	0.00%
Ground Maintenance Contract	10,310	12,500	12,500	12,500	0.00%
<b>Total Contractual Services</b>	<u>36,107</u>	<u>78,430</u>	<u>62,970</u>	<u>63,240</u>	<u>0.43%</u>

**Other Services and Charges**

Travel & Training	147	1,000	500	1,000	100.00%
Utilities	7,772	8,005	8,900	8,900	0.00%
Telephone	492	515	500	500	0.00%
Tools	3,283	2,000	2,000	2,000	0.00%
Equipment Rental	304	3,000	1,500	2,000	33.33%
Maintenance & Repairs (city buildings)	64411	64,700	40,650	41,600	2.34%
Vandalism Repairs	160	1,200	2,000	1,200	-40.00%
<b>Total Other Services &amp; Charges</b>	<u>76,569</u>	<u>80,420</u>	<u>56,050</u>	<u>57,200</u>	<u>2.05%</u>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
Gator				\$19,000	
Sod Cutter	\$4,401				
Batting Cage Netting	3,380				
Skate Park Construction				25,000	
Roller Hockey Court Board				25,000	
Mowers (3)		\$33,500	\$33,500		
Playground Apparatus (for parks x3)		40,000	34,000	6,000	
Field Groomer		5,000	5,000		
	<u>\$7,781</u>	<u>\$78,500</u>	<u>\$72,500</u>	<u>\$75,000</u>	

**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 Community Services Department.

**FY 2013 Accomplishments:**

- \* Contracting of services has continued to provide a healthful work atmosphere to staff employees and the visiting public
- \* Outsource of these services continues to provide for quality and efficient services annually for city-wide, full service cleaning operation
- \* Cost of outsourcing verses in-house service was reviewed in 2011 and these savings calculations are still accurate for this budget cycle with an approximate savings of \$50,000 to \$85,000 annually

**FY 2014 Goals:**

- \* Continue to provide and offer quality full service operations (seeking out ways to increase efficiency in operations with less funding available to support services)
- \* Work with Contractor as to meeting present service requests and needs as established by departmental priority and need
- \* Provide cross over communications from contractor personnel to city staff through communication logs, inspection reports and email system reports/evaluations
- \* Provide proper accountability, communications and quality control through monthly contract evaluation forms from each department/facility. Keep response times from contractor to within one (1) hour of department complaint or concern

**Budget Highlights:**

There are no significant changes budgeted for FY 2014.

Culture & Recreation	Custodial Services	Fund 01 - General Fund	Cost Center	21-01														
<b>Performance Indicators</b>																		
<b>City Council Goal:</b> Providing excellence and quality in delivering a healthful and sanitary work environment to staff employees and the visiting public at all city buildings and facilities.																		
<b>Department Goal:</b> Continue to provide quality full service custodial operations with a constant reliance upon efficiency and safety.																		
<b>Objective:</b> Increase quality control and effective operational support to staff thereby mitigating poor services city wide.																		
<b>Type of Measure:</b> Monthly quality control and operations review through facility staff critique of services																		
<b>Tool:</b> Monthly Evaluation totals on Service Review forms																		
<b>Frequency:</b> Monthly																		
<b>Scoring:</b> Increase in monthly average totals																		
<b>Trend:</b> upward																		
<table border="1"> <thead> <tr> <th colspan="2">Actual</th> <th>Estimated</th> <th>Anticipated</th> </tr> <tr> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td colspan="2">Increase in overall monthly averages as totaled on an annual basis</td> <td>-17%</td> <td>24%</td> <td>16%</td> <td>4%</td> </tr> </tbody> </table>					Actual		Estimated	Anticipated	2011	2012	2013	2014	Increase in overall monthly averages as totaled on an annual basis		-17%	24%	16%	4%
Actual		Estimated	Anticipated															
2011	2012	2013	2014															
Increase in overall monthly averages as totaled on an annual basis		-17%	24%	16%	4%													

Culture & Recreation	Custodial Services	Fund 01 - General Fund			Cost Center	21-01
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$0	\$0	\$0	\$0	0.00%	
Operating Supplies	55	200	0	0	0.00%	
Contractual Services	130,408	154,000	180,900	144,870	-19.92%	
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%	
<b>Department Totals</b>	<u>\$130,463</u>	<u>\$154,200</u>	<u>\$180,900</u>	<u>\$144,870</u>	<u>-19.92%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$144,870	100.00%
Total Funding		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Custodian	0.00	0.00	0.00	N/A		\$0
Clothing Allowance						0
Merit Contingency						0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

Culture & Recreation	Custodial Services	Fund 01 - General Fund			Cost Center	21-01
<b>Supplemental Data: Expenditures</b>						
Item	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		

**Supplies**

Janitorial Supplies	55	200	0	0	0.00%
<b>Total Supplies</b>	<u>55</u>	<u>200</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>

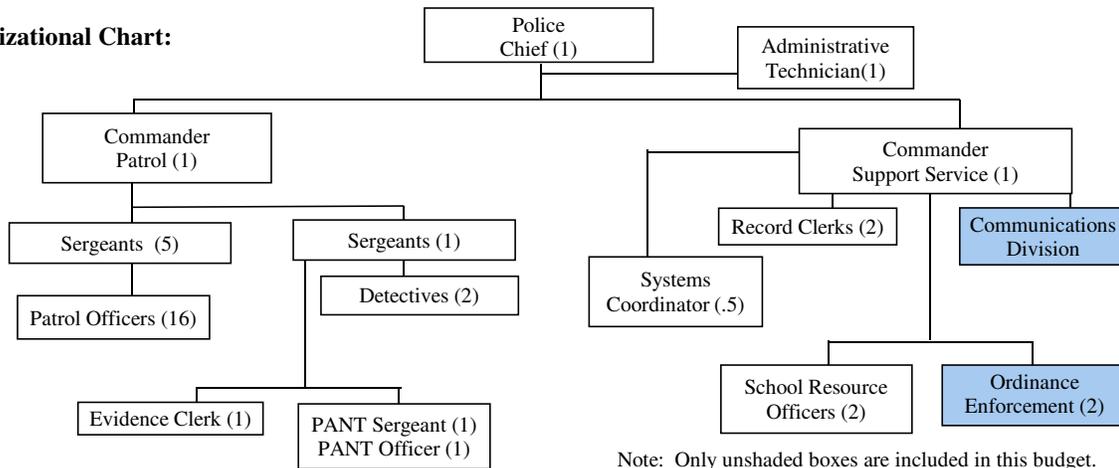
**Contractual Services**

Custodial Contract	130,408	154,000	180,900	144,870	-19.92%
<b>Total Contractual Services</b>	<u>130,408</u>	<u>154,000</u>	<u>180,900</u>	<u>144,870</u>	<u>-19.92%</u>

**Other Services and Charges**

Equipment Rental	0	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>

<b>Supplemental Data: Capital Outlay</b>						
Item Description	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
N/A						
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>	

**Police****Organizational Chart:****General Information:**

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 2013 Accomplishments:**

- \* Continued to review and update department general orders
- \* Revised the City Codes and Ordinances that deal with Stray Cats and other public safety related ordinances
- \* SWAT IGA presentation and implementation
- \* Child Abduction Response Training county wide with 5 cottonwood officers participating to critical response. Only CART team nationwide to complete all Fox Valley Technical College courses necessary for a ready team in less than a year. Seeking team certification in fall of 2012
- \* Continue to develop and implement strategies to reduce employee turn-over and to ensure police vacancies are continually filled
- \* Embry Riddle Aeronautical assistance with improvement to SWAT robot functionality. Identified a potential partnership to problem solving
- \* Reinstated Bike Patrol
- \* Department K9 trained for and completed patrol certification
- \* Had the largest ever National Night Out with over 800 attending
- \* Obtained 2 grants from GOHS and ACJC for underage drinking and DUI enforcement
- \* Improved signage to assist in locating Police and Fire Building

**FY 2014 Goals:**

- \* Pursue COPS grants under the new Presidential Stimulus Package to add manpower to the police force, specifically in the area School Safety Officer
- \* Implement a training and incentive program for the development of bi-lingual employees
- \* Continue to coordinate with Verde Valley law enforcement agencies to create a regional communications and emergency operations center
- \* Maintain current staffing and employ moral
- \* Maintain current crime prevention ideas
- \* Implement In Car Video
- \* Implement New Fitness Standards
- \* Complete construction on EOC in Public Safety Center

**Budget Highlights:**

Capital outlay for FY 2014 includes \$52,805 for body cameras, \$91,390 carried over from the Lease Purchase in FY 2013 for 2 patrol vehicles, \$25,000 to update the phone system to VoIP and \$32,000 to update the emergency operations center. Although there are no major increases in the budget the personnel costs are up due to the additional Sergeant hired to fill a vacancy created by a Sergeant being transferred to PANT that is completely funded by PANT, and the proposed COLA of 1.7% for FY 2014.

Public Safety	Police	Fund 01 - General Fund	Cost Center	14-00	
<b>Performance Indicators</b>					
<b>City Council Goal:</b>	Be Responsive and Accountable				
<b>Department Goal:</b>	Ensure the safety of the citizens through public safety efforts and programs				
<b>Objective:</b>	Improve solved crime rate and improve public image of law enforcement to foster future partnership while staying in touch and work with our ever changing socio-economic climate				
<b>Type of Measure:</b>	Outcome				
<b>Tool:</b>	System reports				
<b>Frequency:</b>	Annual				
<b>Scoring:</b>	Increase from prior year incidents				
<b>Trend:</b>	Steady				
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2011	2012	2013	2014
Programs to Civic Groups and School Presentations	Input	180	200	200	
Number of People Contacted	Input	2,864	5,000	3,000	
Total Calls for Service	Work load	14,560	15,000	17,000	
Crimes Reported	Work load	1,492	1,600	1,700	
Crimes Solved	Input	596	650	650	
Solved Crime Rate	Outcome	40%	41%	38%	#DIV/0!

<b>City Council Goal:</b>	Be Responsive and Accountable				
<b>Department Goal:</b>	Ensure the safety of the citizens through public safety efforts and programs				
<b>Objective:</b>	Reduce the number of traffic crashes and Alcohol related crashes in the city				
<b>Type of Measure:</b>	Outcome				
<b>Tool:</b>	System reports and <a href="http://www.azdot.gov/mvd/statistics/crash/">http://www.azdot.gov/mvd/statistics/crash/</a>				
<b>Frequency:</b>	Annual				
<b>Scoring:</b>	Reduce from prior year incidents				
<b>Trend:</b>	Down				
<b>Measures:</b>		Actual	Estimated	Anticipated	
		2011	2012	2013	2014
Traffic: Citations	Work load	2,084	2,084	2,000	
Traffic: Written Warnings	Work load	644	644	800	
Total traffic crashes reported in city	Outcome	276	250	200	
Alcohol related traffic crashes	Outcome	19	10	15	

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
Computers, Spillman, other technology		\$83,390	\$60,585	
K-9 Equipment		3,550	3,550	
Vehicles (Lease Purchase)	\$95,469	149,325	149,325	\$91,390
Bicycle Patrol Program (possible grant funding)		3,000	3,000	
Building Security Hardware	2,475	13,900	13,900	
Firearms Training Equip	9,824			
Tasers and Peripherals	9,061			
Police Mobile Data Terminals		120,000	120,000	
Spillman E-Citation Interface	16,528			
Body Worn Cameras				52,805
Carpet - Admin Offices & Records Room	14,268			
Tahoe Storage Boxes		2,975	2,975	
File Storage Movable Units	5,809	7,000	7,000	
Animal Control Restraint		3,390	3,390	
Rifles		2,600	2,600	
Emergency Operation Center Equipment	15,901	10,000	10,000	32,000
VoIP Upgrade				25,000
	\$169,335	\$399,130	\$376,325	\$201,195

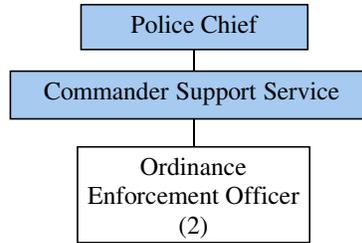
Public Safety	Police	Fund 01 - General Fund			Cost Center	14-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$2,984,436	\$3,112,730	\$3,291,740	\$3,620,275	9.98%	
Operating Supplies	237,217	263,500	247,300	252,000	1.90%	
Contractual Services	50,390	38,560	39,500	44,500	12.66%	
Other Services and Charges	185,429	229,295	166,175	273,750	64.74%	
Capital Outlay	169,335	399,130	376,325	201,195	-46.54%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$3,626,807</b>	<b>\$4,043,215</b>	<b>\$4,121,040</b>	<b>\$4,391,720</b>	<b>6.57%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$3,984,730	90.73%
Inter-local Govt'l Contracts	164,500	3.75%
Lease Purchase	91,390	2.08%
SB1398 Police Equipment	5,000	0.11%
Grants	146,100	3.33%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Police Chief	1.00	1.00	1.00	7131	10508	\$97,440
Commander	2.00	2.00	2.00	5867	8645	161,670
Sergeant	6.00	7.00	7.00	4378	6451	427,070
PANT Officer	1.00	1.00	2.00	3430	5055	103,670
Police Officer	21.00	19.00	21.00	3430	5055	1,013,800
School Resource Officer (SRO)	1.00	1.00	0.00	3430	5055	0
Property & Evidence Specialist	1.00	1.00	1.00	2822	4158	45,515
Senior Administrative Assistant	1.00	1.00	1.00	2822	4158	35,005
Records Clerk	2.00	2.00	2.00	2438	3592	70,820
Communication System Coordinato	0.50	0.50	0.50	2963	4366	25,925
Terrorist Liaison Officer	0.50	0.50	0.50	3430	5055	22,925
COLA						34,065
Merit Contingency						55,655
Clothing Allowance						32,000
Holiday Pay						50,000
Car Allowance						5,400
Certification Pay						17,995
Overtime						120,000
Retirement						585,420
Insurance & Taxes						708,400
Employee Related Expenses						7,500
<b>Totals</b>	<b>37.00</b>	<b>36.00</b>	<b>38.00</b>			<b>\$3,620,275</b>

Public Safety	Police	Fund 01 - General Fund		Cost Center	14-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Supplies</b>					
Office Supplies	15,052	17,000	12,000	15,000	25.00%
Copier Supplies	1,311	1,500	1,500	1,500	0.00%
Invest / Detective Expenses	1,732	2,000	4,100	5,000	21.95%
Training Supplies	15,048	15,000	15,000	15,000	0.00%
Gas & Oil	99,811	108,000	99,500	100,000	0.50%
Vehicle Maint & Repairs	80,636	92,000	91,000	92,000	1.10%
Film & Developing	55	0	0	0	0.00%
DUI Expenses	576	1,000	500	500	0.00%
Equipment Maint & Repairs	9,444	12,000	12,000	12,000	0.00%
Operational Supplies	935	2,000	2,000	2,000	0.00%
Postage & Freight	2,072	1,500	1,200	1,500	25.00%
Building Supplies	1,915	2,500	3,000	2,500	-16.67%
Canine Vet & Feed	3,648	4,000	2,000	2,000	0.00%
Protective Clothing	4,982	5,000	3,500	3,000	-14.29%
<b>Total Supplies</b>	<b>237,217</b>	<b>263,500</b>	<b>247,300</b>	<b>252,000</b>	<b>1.90%</b>
<b>Contractual Services</b>					
Computer Support	44,701	35,000	35,000	40,000	14.29%
Contractual Services	1,781	1,560	2,000	2,000	0.00%
Medical Testing	2,229	500	1,000	1,000	0.00%
Towing Expense	1,679	1,500	1,500	1,500	0.00%
Medical Investigation Expenses	0	0	0	0	0.00%
<b>Total Contractual Services</b>	<b>50,390</b>	<b>38,560</b>	<b>39,500</b>	<b>44,500</b>	<b>12.66%</b>
<b>Other Services and Charges</b>					
Travel & Training	21,119	20,000	16,000	15,000	-6.25%
Subscriptions & Memberships	1,296	2,000	2,000	2,000	0.00%
Printing & Forms	1,333	1,500	1,500	1,500	0.00%
Utilities	32,768	36,000	40,200	41,405	3.00%
Telephone	41,774	41,645	43,895	43,895	0.00%
Legal Advertising	76	0	0	0	0.00%
Explorer Program	591	1,200	1,000	750	-25.00%
Safety Expense	848	600	600	600	0.00%
Community Policing	7,108	5,500	7,000	7,000	0.00%
Reserve Program	1,195	1,500	500	500	0.00%
SWAT Equipment	19,237	20,000	20,000	15,000	-25.00%
Homeland Security Grant	8,000	35,000	0	69,700	0.00%
Highway Safety Grant	6,411	31,000	7,480	42,400	466.84%
County RICO Grant	43,673	15,000	25,000	30,000	20.00%
Misc. Grants	0	18,350	1,000	4,000	300.00%
<b>Total Other Services &amp; Charges</b>	<b>185,429</b>	<b>229,295</b>	<b>166,175</b>	<b>273,750</b>	<b>64.74%</b>

**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.

**FY 2013 Accomplishments:**

- \* Reduced the number of stray animals (anecdotal & observational evidence)
- \* Reduced the number of feral cats through trapping efforts (anecdotal & observational evidence)
- \* Completed City Ordinance revision of animal and ordinance enforcement codes
- \* Developed public information/press releases with animal control suggestions
- \* Restarted the chemical immobilization program
- \* Obtained training from National Animal Control Association Training Academy (Level 1)
- \* Identified a significant number of ordinance enforcement issues for referral
- \* Conducted proactive education and awareness of illegal dumping
- \* Revised and streamlined the Code Enforcement/ Administrative Hearing Officer process.

**FY 2014 Goals:**

- \* Establish database for monitoring zoning ordinance violations
- \* Obtain training from the Arizona Building Officials Association
- \* Develop and implement an abatement/ removal process for dilapidated buildings
- \* Further implement the restructured Code Enforcement Process
- \* Assist Camp Verde Code Enforcement with creating and implementing a Verde Valley Hoarding Task Force
- \* Continue to develop and implement the chemical immobilization program
- \* Obtain training from National Animal Control Association Training Academy (Level 4)

**Budget Highlights:**

The Adopt for Life Center for Animals requested an additional 6% in assistance for FY 2014 that is budgeted under Kennel Fees. There is no capital outlay budgeted for FY 2014 but an increase in personnel is budgeted due to the 1.7% proposed COLA and funding the merit program for FY 2014.

Public Safety	Ordinance Enforcement	Fund 01 - General Fund	Cost Center	14-01
---------------	-----------------------	------------------------	-------------	-------

<b>Performance Indicators</b>					
<b>City Council Goal:</b>	Strive to Provide Effective and Efficient Services				
<b>Department Goal:</b>	Reduce animal disease and cruelty issues.				
<b>Objective:</b>	Reduction through education and enforcement				
<b>Type of Measure:</b>	Outcome				
<b>Tool:</b>	System reports				
<b>Frequency:</b>	Annual				
<b>Scoring:</b>	Reduce from prior year incidents				
<b>Trend:</b>	Down				
<b>Measures:</b>		Actual		Estimated	Anticipated
		2011	2012 est still	2013	2014
Programs to Civic Groups and School Presentations		50		200	
Cruelty cases		20		18	
At-large		325		293	
Animal Bite		48		43	

<b>*Additional Indicators are still being developed for this department</b>					
<b>Department Goal:</b>					
<b>Objective:</b>					
<b>Type of Measure:</b>					
<b>Tool:</b>					
<b>Frequency:</b>					
<b>Scoring:</b>					
<b>Trend:</b>					
<b>Measures:</b>		Actual		Estimated	Anticipated
		2011	2012	2013	2014

Public Safety	Ordinance Enforcement	Fund 01 - General Fund		Cost Center	14-01
<b>Summary By Category</b>					
Expenditure Category	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$122,656	\$131,420	\$127,815	\$143,795	12.50%
Operating Supplies	7,689	8,250	7,250	7,750	6.90%
Contractual Services	50,104	50,080	50,615	43,555	-13.95%
Other Services and Charges	954	1,000	0	1,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$181,403</u>	<u>\$190,750</u>	<u>\$185,680</u>	<u>\$196,100</u>	<u>5.61%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$196,100	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Ordinance Enforcement Officer	2.00	2.00	2.00	2822	4158	\$84,940
COLA						1,445
Merit Contingency						1,645
Holiday Pay						3,000
Overtime						2,000
Retirement						10,555
Insurance & Taxes						40,210
Employee Related Expenses						0
<b>Totals</b>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>			<u>\$143,795</u>

Public Safety	Ordinance Enforcement	Fund 01 - General Fund		Cost Center	14-01
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Gas & Oil	7,014	7,000	6,500	7,000	7.69%
Vehicle Maint & Repairs	214	500	250	250	0.00%
Equipment Maint & Repairs	0	250	0	0	0.00%
Small Tools	461	500	500	500	0.00%
<b>Total Supplies</b>	<b>7,689</b>	<b>8,250</b>	<b>7,250</b>	<b>7,750</b>	<b>6.90%</b>

**Contractual Services**

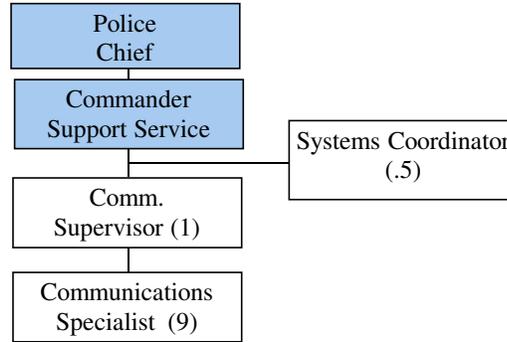
Computer Support	104	80	615	1,155	87.80%
Kennel Fees	50,000	50,000	50,000	42,400	-15.20%
<b>Total Contractual Services</b>	<b>50,104</b>	<b>50,080</b>	<b>50,615</b>	<b>43,555</b>	<b>-13.95%</b>

**Other Services and Charges**

Travel & Training	904	1,000	0	1,000	0.00%
Subscriptions & Memberships	50	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>954</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>0.00%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
N/A					
	\$0	\$0	\$0	\$0	

**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 2013 Accomplishments:**

- \* Completed Domain/Win 7 upgrade\*
- \* Completed install of AVL and GPS equipment and software in vehicles and dispatch.
- \* Reconfigure workstations to enhance ergonomic functionality
- \* Upgraded HVAC system in current Dispatch Center
- \* Selected Construction Manager for New Communication Center
- \* Selected Architect for new Communication Center
- \* Completed Federal Narrow banding Mandate
- \* Re-cable Network Room for better organization and efficiency
- \* Installed new Spillman server to replace existing server which is outdated
- \* Replaced the current, outdated inventory of MDCs with new Getac laptops
- \* Installed new Hybrid Digital DVR that is compatible with existing, analog cameras and Windows 7 so evidentiary video is viewable by county attorneys, defense attorneys, and the courts
- \* Added an additional surveillance camera and audio to the booking area for increased officer safety and evidentiary purposes. Provide a larger monitor in the communications center to allow for adequate monitoring of each camera

**FY 2014 Goals:**

- \* Begin construction of new dispatch center
- \* Complete troubleshooting of AVL/GPS issues to allow for the program to be functional
- \* Identify options to decrease the amount of down time of MDC's
- \* Utilize full functionality of MDC's to include hyperlinks
- \* Complete Media Coach installation (SQL) for Communications Supervisor to resume quality assurance reviews
  
- \* Replace aging desktop workstations with new PCs per the replacement schedule
- \* Evaluate end-of-life issues of Communications Dispatch radio consoles
- \* Streamline tech support problem ticket initiation, progress tracking, and completion
- \* Complete APCO general order requirements to meet CALEA standards
- \* Provide public education regarding 9-1-1 system and uses, through available media outlets

**Budget Highlights:**

There is no capital outlay budgeted for FY 2014 in this budget. There is however a new Emergency Communications Center budgeted in the Capital Improvements Fund for \$3.7M. Personnel costs are the only real significant increase in this budget.

Public Safety	Communications	Fund 01 - General Fund	Cost Center	14-02
---------------	----------------	------------------------	-------------	-------

Performance Indicators				
<b>City Council Goal:</b>	<i>* New Performance Indicators are being developed for this department *</i>			
<b>Department Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Calls Dispatched	18,719	19,527	19,793	15,688

<b>City Council Goal:</b>				
<b>Department Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

Public Safety	Communications	Fund 01 - General Fund			Cost Center	14-02
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$587,883	\$629,080	\$594,270	\$663,830	11.71%	
Operating Supplies	3,578	2,200	3,000	6,500	116.67%	
Contractual Services	6,331	5,850	7,230	7,700	6.50%	
Other Services and Charges	133,546	145,665	132,590	141,995	7.09%	
Capital Outlay	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$731,338</b>	<b>\$782,795</b>	<b>\$737,090</b>	<b>\$820,025</b>	<b>11.25%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$802,025	97.80%
Dispatch & Spillman Fees	18,000	2.20%
<b>Total Funding</b>		<b><u>100.00%</u></b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Communications Systems Coord.	0.50	0.50	0.50	2963	4366	\$25,920
Communications Supervisor	1.00	1.00	1.00	3430	5055	53,610
Communications Specialist	9.00	9.00	9.00	2688	3960	310,080
COLA						6,620
Merit Contingency						12,320
Clothing Allowance						750
Holiday Pay						10,300
Overtime						40,000
Retirement						52,950
Insurance & Taxes						151,280
Employee Related Expenses						0
<b>Totals</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>			<b>\$663,830</b>

Public Safety	Communications	Fund 01 - General Fund		Cost Center	14-02
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	1,764	1,500	2,500	6,000	140.00%
Copier Supplies	1,814	700	500	500	0.00%
<b>Total Supplies</b>	<u>3,578</u>	<u>2,200</u>	<u>3,000</u>	<u>6,500</u>	<u>116.67%</u>

**Contractual Services**

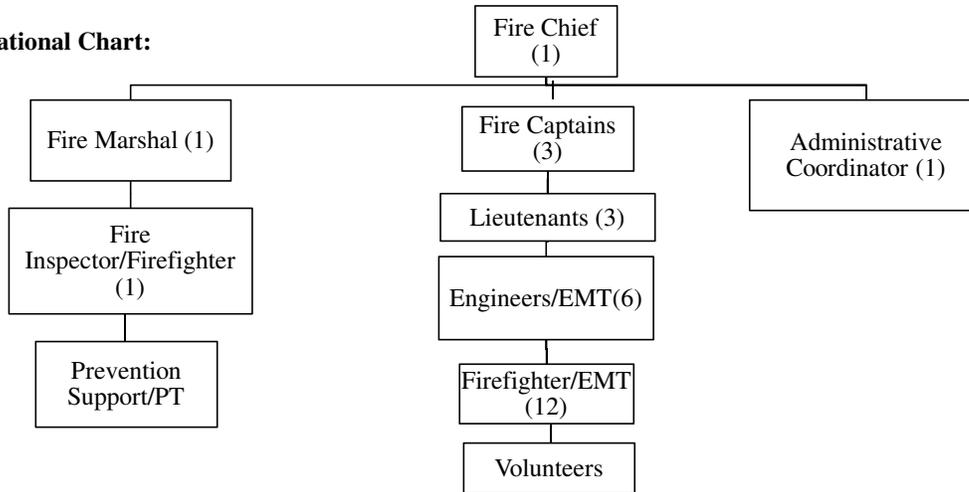
Contractual Services	0	0			0.00%
Computer Support	1,531	1,050	750	500	-33.33%
Repeater Expense	4,800	4,800	6,480	7,200	11.11%
<b>Total Contractual Services</b>	<u>6,331</u>	<u>5,850</u>	<u>7,230</u>	<u>7,700</u>	<u>6.50%</u>

**Other Services and Charges**

Travel & Training	6,135	5,000	3,100	5,000	61.29%
Subscriptions & Memberships	421	500	500	500	0.00%
Equipment Maint & Repairs	94,962	105,000	98,000	105,000	7.14%
Utilities	3,725	4,620	3,990	4,110	3.01%
Telephone	14,518	15,320	14,120	14,120	0.00%
Liability Insurance	13,785	15,225	12,880	13,265	2.99%
<b>Total Other Services &amp; Charges</b>	<u>133,546</u>	<u>145,665</u>	<u>132,590</u>	<u>141,995</u>	<u>7.09%</u>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
Dispatch Monitors					
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	

**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 2013 Accomplishments:**

- \* Responded to 1 in-state Wildfire (Gladiator Fire) generating over \$35,500 in revenue
- \* Implemented smoke detector installation program in a city neighborhood. Over 100 smoke detectors were provided and installed in over 35 residences at no charge to occupants
- \* Participated in successful large scale exercise to test the Yavapai County Mutual Aid plan
- \* Assumed fire department coverage responsibility for the Quail Canyon Annexation area
- \* Initiated a “Fire Explorer” Post to give high school students an opportunity to explore fire service and EMS career paths
- \* Initiated “SHARE CPR” program providing “no cost” CPR training for employees of local businesses
- \* Initiated semi-annual fire hydrant maintenance program in conjunction with city water utility to improve compliance with ISO rating requirements
- \* Assumed primary responsibility for physical address issue/change concerns within the city to better facilitate rapid, efficient, emergency response

**FY 2014 Goals:**

- \* Update the Municipal code to reflect the roles and responsibilities of the Fire Department to include Fire, Rescue, EMS, and Disaster Response & Management in the City
- \* Evaluate current fire department status and records in preparation for upcoming ISO regrade
- \* Evaluate potential site locations and initiate preliminary design work to construct 2nd fire station in the area of Hwy 260 and Hwy 89A or in the area of Hwy 89A and Cornville Rd
- \* Evaluate, purchase & place in service 30+ Self Contained Breathing Apparatus replacing 10 year old well-worn SCBA, improving firefighter safety and efficiency
- \* Host bi-annual Fire Department open house to inform our citizens of our capabilities in fire suppression and EMS operations, fire prevention and fire & life safety education
- \* Exercise our Emergency Ops Center in cooperation with Yavapai County Emergency Management
- \* Expand “SHARE CPR” program to provide “no cost” CPR training to employees in at least 75 local businesses
- \* Continue cooperative planning & operational activities with Verde Valley fire agencies
- \* Pursue FEMA/Fire Act Grants for fire suppression equipment and/or apparatus

**Budget Highlights:**

Capital outlay includes \$150,000 for SCBA Air Packs and a vehicle for \$50,000 that have been carried over from FY 2013. Additional Capital outlay can be found on the next page. There is an increase in personnel costs included in this budget due to the FY 2013 compensation study, the proposed 1.7% COLA for FY 2014 and funding of the merit program. The revenue from the SAFER Grant that added 12 additional Fire Fighters ended in FY 2013.

Public Safety	Fire Department	Fund 01 - General Fund	Cost Center	16-00	
<b>Performance Indicators</b>					
<b>City Council Goal:</b> Maintain Public Safety					
<b>Department Goal:</b> Have each firefighter complete an average of 240 hours per year fire suppression related training					
<b>Objective:</b> To ensure each firefighter completes 2 hours of fire/rescue training per shift per ISO guidelines					
<b>Type of Measure:</b> Program effectiveness					
<b>Tool:</b> Monthly/Annual reports					
<b>Frequency:</b> Annually					
<b>Scoring:</b> Over 240 hours/year = meeting goal. < 240 hours= need improvement.					
<b>Trend:</b> <-->					
<b>Measures:</b>		Actual		Estimated	Anticipated
		2011	2012	2013	2014
Number of training hours per person/average completed in support of ISO		80.83	78.41	110.00	200.00

<b>City Council Goal:</b> Maintain Public Safety					
<b>Department Goal:</b> Conduct an average of 60 commercial building and/or new construction inspections per month					
To help ensure fire safety in our community, our fire prevention division will perform at least 60 inspections of commercial building or new construction per month.					
<b>Objective:</b>					
<b>Type of Measure:</b> Program Goal					
<b>Tool:</b> Monthly reports					
<b>Frequency:</b> Annually					
<b>Scoring:</b> >60 inspections/month average = meeting goal. < 60 inspections/month average = needs improvement					
<b>Trend:</b> <-->					
<b>Measures:</b>		Actual		Estimated	Anticipated
		2011	2012	2013	2014
Average number of commercial building and/or new construction inspections per month		60	68	60	65

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
Office Furnishings	\$6,065			
Personal Computers	4,293			
Thermal Imaging Cameras(2)				30,000
EMS Equipment	10,010	\$5,000	\$5,000	
Rescue Special Ops Equipment	5,683			
Fire Suppression & Safety Equipment	22,373	30,000	17,500	30,000
Fire Engine/Pumper	476,240			
Vehicle Replacement (2)		97,000	97,000	50,000
Pagers, Radios,& Station alert Devices	3,977			
Pagers & Radios (FEMA AFG Grant 95/5)	46,726			
Air Packs SCBA		150,000		150,000
Physical Fitness Equipment	3,558	1,500	1,500	
Communication Equipment	4,879	7,000	4,000	
VoIP Equipment Upgrade				25,000
EKG Monitor/Defibrillators (2)				60,000
Aerial Ladder Truck (Grant Funded 95/5)		600,000		
Fire Safety HS Grant 95/5		75,000		
Emergency Operation Center Equipment	13,081	10,000		32,000
	<u>\$596,885</u>	<u>\$975,500</u>	<u>\$125,000</u>	<u>\$377,000</u>

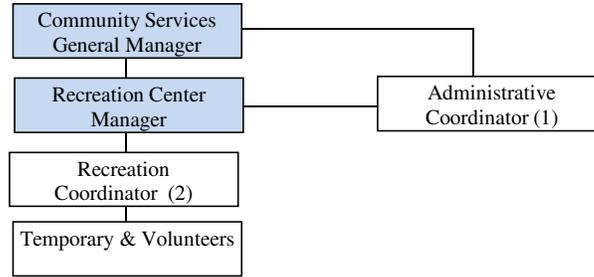
Public Safety	Fire Department	Fund 01 - General Fund			Cost Center	16-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$2,190,305	\$2,374,055	\$2,256,780	\$2,565,310	13.67%	
Operating Supplies	65,414	88,850	70,700	80,200	13.44%	
Contractual Services	126,914	140,000	110,800	154,500	39.44%	
Other Services and Charges	76,128	115,550	82,600	99,025	19.88%	
Capital Outlay	596,885	975,500	125,000	377,000	201.60%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$3,055,646</b>	<b>\$3,693,955</b>	<b>\$2,645,880</b>	<b>\$3,276,035</b>	<b>23.82%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$3,246,035	99.08%
Misc Grants	20,000	0.61%
Lease Purchase	10,000	0.31%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Fire Chief	1.00	1.00	1.00	7131	10508	\$93,490
Fire Captain	3.00	3.00	3.00	4826	7112	230,010
Fire Inspector	1.00	1.00	1.00	3782	5573	45,380
Engineer/EMT	6.00	6.00	6.00	3782	5573	331,880
Senior Administrative Asst.	1.00	1.00	1.00	2822	4158	41,595
Fire Marshal	1.00	1.00	1.00	5068	7468	75,780
Firefighter/EMT	12.00	12.00	12.00	3430	5055	532,515
Fire Lieutenant	3.00	3.00	3.00	4378	6451	180,725
COLA						26,035
Merit						58,615
Certification Contingency						71,995
Holiday Pay						35,000
Clothing Allowance						21,060
Temporary / Reserves						21,250
Overtime						40,000
Retirement						287,470
Insurance & Taxes						464,510
Employee Related Expenses						8,000
<b>Totals</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>			<b>\$2,565,310</b>

Public Safety	Fire Department	Fund 01 - General Fund		Cost Center	16-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Supplies</b>					
Office Supplies	1,078	1,500	1,500	1,500	0.00%
Copier Supplies	5,268	3,000	2,000	2,500	25.00%
Gas & Oil	23,715	30,000	25,000	25,000	0.00%
Vehicle Maint & Repairs	14,297	30,000	16,000	25,000	56.25%
Equipment Maint & Repairs	8,773	12,000	14,000	14,000	0.00%
Protective Clothing	11,854	12,000	12,000	12,000	0.00%
Postage & Freight	429	350	200	200	0.00%
<b>Total Supplies</b>	<b>65,414</b>	<b>88,850</b>	<b>70,700</b>	<b>80,200</b>	<b>13.44%</b>
<b>Contractual Services</b>					
Radio Maintenance	131	2,000	1,800	2,000	11.11%
Computer Support	4,544	5,500	4,000	5,500	37.50%
Contractual Services	122,239	110,000	103,000	113,000	9.71%
Medical Testing	0	10,000	2,000	9,000	350.00%
Emergency Service Grant	0	2,500	0	5,000	0.00%
GOHS - FIRE Grant	0	10,000	0	10,000	0.00%
FEMA Grant	0	0	0	10,000	0.00%
<b>Total Contractual Services</b>	<b>126,914</b>	<b>140,000</b>	<b>110,800</b>	<b>154,500</b>	<b>39.44%</b>
<b>Other Services and Charges</b>					
Travel & Training	15,203	25,000	12,000	18,000	50.00%
Subscriptions & Memberships	765	2,000	2,000	2,100	5.00%
Operational Equipment & Supplies	7,398	10,000	8,000	9,000	12.50%
EMS Expenses	8,071	9,500	9,000	9,500	5.56%
Utilities	21,985	30,000	28,000	31,000	10.71%
Telephone	6,766	7,000	7,000	7,000	0.00%
Fire Prevention	6,324	7,500	6,000	6,000	0.00%
Emergency Management	4,872	6,000	5,500	5,500	0.00%
Legal Advertising	0	250	0	125	0.00%
Training Center	1,760	2,500	1,800	2,000	11.11%
Volunteer Fireperson Training	757	7,000	1,500	3,000	100.00%
Volunteer Fireperson Misc	1,405	7,000	1,000	4,000	300.00%
Vol Fire Retirement	822	1,800	800	1,800	125.00%
<b>Total Other Services &amp; Charges</b>	<b>76,128</b>	<b>115,550</b>	<b>82,600</b>	<b>99,025</b>	<b>19.88%</b>

**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 2013 Accomplishments:**

- \* Continued to expand special interest class activities meeting the needs of the community
- \* Increased opportunities for focusing on family/youth programs by offering additional activities/services and recreation pursuits for the public where identified or needed
- \* Continued working on new opportunities for expansion of services within the community for a variety of program and project needs
- \* Hosted Thunder Valley Rally in Old Town Cottonwood
- \* Assisted with MS Bike Rally and Ride – 3 day cycling event based in Cottonwood
- \* Partnered with the County and hosted the Bicycle Rodeo
- \* Hosted the annual Relay for Life event at Riverfront Park
- \* Planned and implemented a “Full” Marathon held in conjunction with the Brian Mickelsen Half Marathon, 10k and 2 Mile Fun Walk
- \* Assisted City Hall and the City Council in Hosting the State Centennial Celebration along with the City’s 50<sup>th</sup> Birthday Celebration
- \* Provided signature series events such as the Annual Rhythm & Ribs event, Annual Independence Day 4<sup>th</sup> of July Celebration, Annual Old Fashioned Easter Egg Hunt program and the Walkin’ On Main
- \* Worked directly with the City Council’s Cottonwood Youth Commission program and involvement in setting meetings and program opportunities for youth throughout the community

**FY 2014 Goals:**

- \* Continue creating additional partnerships with outside agencies to defray costs of special events, especially looking into options and opportunities involving TVR and Rhythm & Ribs programming
- \* Partner with Tournament Sports bringing additional tournaments to Riverfront Park
- \* Host additional Junior Pro Rodeo programming to boost sales tax revenues

**Budget Highlights:**

An additional position of Recreation Coordinator II was added to this budget when the Recreation Center Manager position was eliminated. There is no capital outlay budgeted for FY 2014.

Culture & Recreation	Parks and Recreation	Fund 01 - General Fund	Cost Center	20-00
----------------------	----------------------	------------------------	-------------	-------

Performance Indicators				
<b>City Council Goal:</b>	We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism			
<b>Department Goal:</b>	Customer Satisfaction with special event programs that include Rhythm and Ribs and Thunder Valley Rally			
<b>Objective:</b>	Increase overall attendance figures at special events by creating positive leisure experiences for all			
<b>Type of Measure:</b>	Program attendance and outcome			
<b>Tool:</b>	Internal Records			
<b>Frequency:</b>	Annually			
<b>Scoring:</b>	Increases in attendance			
<b>Trend:</b>	upward			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Increase in overall attendance measured by factual counting methods	2600	3,500	3,840	4,300

<b>City Council Goal:</b>	We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism			
<b>Department Goal:</b>	Participant satisfaction pertaining to the Brian Mickelsen Run Race			
<b>Objective:</b>	Increase event attendance figures for this special event.			
<b>Type of Measure:</b>	Program attendance and outcome.			
<b>Tool:</b>	Internal Records			
<b>Frequency:</b>	Annually			
<b>Scoring:</b>	Overall Increase in attendance			
<b>Trend:</b>	Upwards			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Increase in overall attendance based on actual registrations	560	620	690	750

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

Culture & Recreation	Parks and Recreation	Fund 01 - General Fund			Cost Center	20-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$121,141	\$117,490	\$112,355	\$171,380	52.53%	
Operating Supplies	33,694	33,400	24,150	24,100	-0.21%	
Contractual Services	20,206	22,480	23,700	23,800	0.42%	
Other Services and Charges	326,619	363,495	343,865	353,450	2.79%	
Capital Outlay	24,887	2,500	280	0	-100.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$526,547</u>	<u>\$539,365</u>	<u>\$504,350</u>	<u>\$572,730</u>	<u>13.56%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$572,730	100.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Administrative Assistant	1.00	1.00	1.00	2438	3592	\$45,260
* Rec. Coordinator Frozen FY2010	2.00	2.00	1.00	2822	4158	0
Recreation Coordinator II	0.00	0.00	1.00	2822	4158	35,560
COLA						1,370
Merit Contingency						1,820
Holiday Pay						300
Clothing Allowance						800
Temporary / Reserves						43,000
Overtime						750
Retirement						9,820
Insurance & Taxes						32,700
Employee Related Expenses						0
<b>Totals</b>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>			<u>\$171,380</u>

Culture & Recreation	Parks and Recreation	Fund 01 - General Fund		Cost Center	20-00
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	32	0	50	0	-100.00%
Copier Supplies	4	0	0	0	0.00%
Gas & Oil	204	500	600	600	0.00%
Vehicle Maint & Repairs	1,037	400	100	100	0.00%
Equipment Maint & Repairs	2,449	3,500	400	400	0.00%
Riverfront Snack Bar	9,752	10,000	6,500	6,500	0.00%
Postage & Freight	947	500	0	0	0.00%
Pool Supplies	15,943	15,000	15,000	15,000	0.00%
Snack Bar Supplies	3,326	3,500	1,500	1,500	0.00%
<b>Total Supplies</b>	<b>33,694</b>	<b>33,400</b>	<b>24,150</b>	<b>24,100</b>	<b>-0.21%</b>

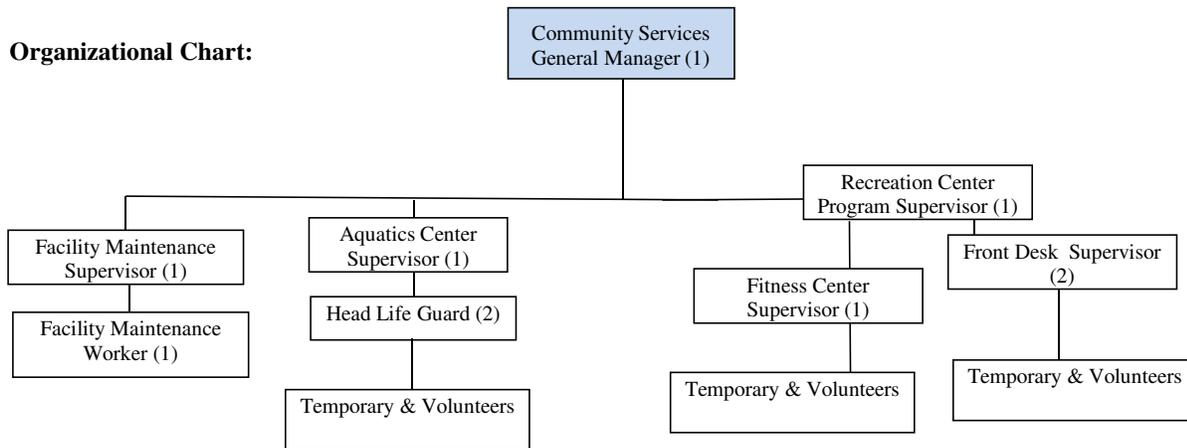
**Contractual Services**

Computer Support	1,724	980	2,100	2,200	4.76%
Fireworks	17,000	20,000	20,000	20,000	0.00%
Contractual Labor	299	500	300	300	0.00%
Contractual Services	1,183	1,000	1,300	1,300	0.00%
<b>Total Contractual Services</b>	<b>20,206</b>	<b>22,480</b>	<b>23,700</b>	<b>23,800</b>	<b>0.42%</b>

**Other Services and Charges**

Travel & Training	589	600	265	500	88.68%
Subscriptions & Memberships	2,748	2,600	3,200	3,200	0.00%
Printing & Forms		200	0	0	0.00%
Rec Programs	25,690	28,000	26,000	24,000	-7.69%
Verde River Days	1,000	1,000	1,050	1,000	-4.76%
Softball Tournaments	17,835	30,000	11,000	15,000	36.36%
Public Relations	9,142	10,500	10,000	10,000	0.00%
Utilities	147,511	162,310	175,000	181,300	3.60%
Telephone	2,690	2,785	2,750	2,750	0.00%
Summer Youth Program	3,646	4,500	4,500	4,500	0.00%
Rhythm & Ribs	48,457	50,000	44,000	45,000	2.27%
Walking Main Street	1,645	8,000	8,100	8,200	1.23%
Legal Advertising	119	0	0	0	0.00%
10K Memorial Run	20,174	18,000	20,000	20,000	0.00%
Thunder Valley Rally	45,373	45,000	38,000	38,000	0.00%
<b>Total Other Services &amp; Charges</b>	<b>326,619</b>	<b>363,495</b>	<b>343,865</b>	<b>353,450</b>	<b>2.79%</b>

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
RF Ball Field All Weather Netting	\$16,251				
Equestrian Center Lighting and Sound	2,465				
iPad and Debt/Credit Scanner	1,475	\$2,500	\$280		
Tennis Center Resurface	4,696				
	<b>\$24,887</b>	<b>\$2,500</b>	<b>\$280</b>	<b>\$0</b>	

**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 provides office facilities for the entire Parks & Recreation Department. Programming operations include 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 functions as a multi-generational concept bringing families, youth and active senior adults together for shared opportunities for quality of life enrichment.

**FY 2013 Accomplishments:**

- \* Successfully administrated United Healthcare's Silver Sneaker program for the 2<sup>nd</sup> year within the Rec. Center membership program. Surpassed departmental goals of capturing a minimum of 25% of senior memberships. Current membership figures surpass 800
- \* Continued certification levels involving the National Arthritis Foundation for Rec. Center & Aquatic facility training workshops and classes
- \* Continued expanding Center Special Interest Classes to fit both public requests and program standards required. Increase of 30% in class program numbers
- \* Continue large scale marketing and promoting campaigns into the Sedona area and throughout the Verde Valley as requested by Council
- \* Continued to strive towards meeting "Green" operational directives and objectives thereby minimizing energy and utility waste. Included the addition of Solar Panel Water Heating Systems to the facility by

**FY 2014 Goals:**

- \* Continue to work with Public Works Project Management team towards providing a unique water play apparatus to the Indoor Pool facility thereby meeting activity needs of the community's children between ages 2 to 12 years of age
- \* Continue to explore leasing options for maximization (study potential for in-house concessions/physical therapy operations) within the Rec. Center to increase annual cost recovery ratios
- \* Structure Marketing strategies towards specific use of both the Community Events Hall and Party Rooms to gain interest by the public and increase revenues
- \* Strive towards meeting all feasibility guidelines and work towards providing a healthy clean operation with daily custodial efforts and annual deep clean, renovations and keeping on top of repairs to both the center and equipment where needed

**Budget Highlights:**

This budget reflects a small savings from the Recreation Center Manager position being eliminated. There is no capital outlay programmed for this department.

Culture & Recreation	Recreation Center	Fund 01 - General Fund	Cost Center	20-03
----------------------	-------------------	------------------------	-------------	-------

<b>Performance Indicators</b>				
<b>City Council Goal:</b>	Strive to Provide Effective and Efficient Services			
<b>Department Goal:</b>	Increase the attendance figures of seniors in the recreation center by adding the Silver Sneakers Program			
<b>Objective:</b>	Engage third party insurance providers and explore payment options for seniors			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	Monthly attendance figures and program surveys			
<b>Frequency:</b>	Quarterly			
<b>Scoring:</b>	5 % increase quarterly or 20 % annually			
<b>Trend:</b>	N/A			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Senior Memberships	1609	1700	2900	3000
Percent increase from prior year	73.4%	5.7%	70.6%	3.4%

<b>City Council Goal:</b>	Strive to Provide Effective and Efficient Services			
<b>Department Goal:</b>	Increase the number of facility rentals by 20 percent annually			
<b>Objective:</b>	Market recreation center amenities internally and with outside marketing outlets.			
<b>Type of Measure:</b>	Annual increases in facility rentals			
<b>Tool:</b>	Monthly rental figures and customer feedback			
<b>Frequency:</b>	Quarterly			
<b>Scoring:</b>	Quarterly increases in rentals			
<b>Trend:</b>	N/A			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Quarterly increases in rentals compared to previous years	310	350	418	450
Production of marketing literature pertaining to banquet and party room rentals.	3,000 units	5,000 units	5,000 units	5,000 units

Culture & Recreation	Recreation Center	Fund 01 - General Fund			Cost Center	20-03
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	793,220	\$899,860	\$885,850	\$875,680	-1.15%	
Operating Supplies	96,842	100,000	92,500	88,900	-3.89%	
Contractual Services	136,582	146,465	105,600	131,630	24.65%	
Other Services and Charges	262,262	301,390	266,300	257,400	-3.34%	
Capital Outlay	0	56,000	55,600	0	-100.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$1,288,906</b>	<b>\$1,503,715</b>	<b>\$1,405,850</b>	<b>\$1,353,610</b>	<b>-3.72%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
General Fund	\$626,610	46.29%
Recreation Center Fees	650,000	48.02%
Recreation Center Building Rental	24,000	1.77%
Recreation Center Classes/Programs	53,000	3.92%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Recreation Center Manager	1.00	1.00	0.00	Position Eliminated		
Aquatics Center Supervisor	1.00	1.00	1.00	3782	5573	\$56,750
Recreation Center Program Superviso	1.00	1.00	1.00	3782	5573	56,480
Facility Maintenance Tech III	1.00	1.00	1.00	2963	4366	42,885
Fitness Center Coordinator	1.00	1.00	1.00	2822	4158	33,860
Youth Programs Coodinator	0.00	1.00	1.00	2822	4158	34,710
Front Desk Supervisor	2.00	2.00	2.00	2822	4158	62,140
Facility Maintenance Tech	1.00	1.00	1.00	2211	3258	27,195
Head Life Guard	2.00	2.00	2.00	2211	3258	58,670
COLA						6,340
Merit Contingency						9,480
Holiday Pay						800
Clothing Allowance						2,900
Temporary / Reserves						242,500
Overtime						5,000
Retirement						45,500
Insurance & Taxes						190,470
Employee Related Expenses						0
<b>Totals</b>	<b>10.00</b>	<b>11.00</b>	<b>10.00</b>			<b>\$875,680</b>

Culture & Recreation	Recreation Center	Fund 01 - General Fund		Cost Center	20-03
<b>Supplemental Data: Expenditures</b>					
Item	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	6,408	8,000	6,500	6,500	0.00%
Copier Supplies	23	500	50	50	0.00%
Gas & Oil	3,248	4,000	3,100	3,000	-3.23%
Vehicle Maint & Repairs	4,409	2,000	5,500	2,000	-63.64%
Equipment Maint & Repairs	38,870	40,000	45,000	45,000	0.00%
Pool Supplies	25,031	35,000	23,000	23,000	0.00%
Postage & Freight	754	500	350	350	0.00%
Tools/Operational Supplies	18,099	10,000	9,000	9,000	0.00%
<b>Total Supplies</b>	<b>96,842</b>	<b>100,000</b>	<b>92,500</b>	<b>88,900</b>	<b>-3.89%</b>

**Contractual Services**

Computer Support	2,919	2,965	3,500	3,500	0.00%
Contractual Services	110,443	123,500	88,100	114,130	29.55%
Contractual Services Active Network	23,220	20,000	14,000	14,000	0.00%
<b>Total Contractual Services</b>	<b>136,582</b>	<b>146,465</b>	<b>105,600</b>	<b>131,630</b>	<b>24.65%</b>

**Other Services and Charges**

Travel & Training	1,582	3,000	700	3,500	400.00%
Subscriptions & Memberships	1,099	1,500	1,000	1,000	0.00%
Printing & Forms	0	800	800	0	-100.00%
Rec Programs	14,590	33,000	16,000	20,000	25.00%
Public Relations	14,299	26,000	20,000	18,000	-10.00%
Utilities	182,585	183,000	178,000	165,000	-7.30%
Telephone	11,831	12,710	10,300	10,500	1.94%
Legal Advertising	100	1,000	0	0	0.00%
Rental Equipment	0	1,000	0	0	0.00%
Lease Purchase Rec Cntr Equipment	36,176	39,380	39,500	39,400	-0.25%
<b>Total Other Services &amp; Charges</b>	<b>262,262</b>	<b>301,390</b>	<b>266,300</b>	<b>257,400</b>	<b>-3.34%</b>

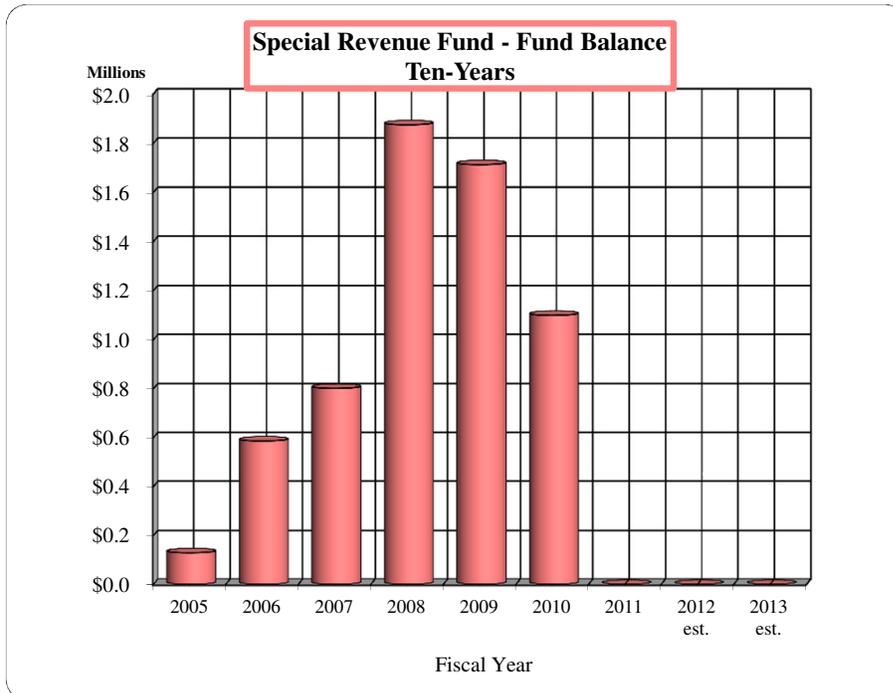
<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
Recycling Receptacles					
Tile Installation		\$13,000	\$13,000		
NuStep		8,000	8,000		
Scissors Lift		10,000	10,000		
Equip Replacement Fund		25,000	24,600		
		<u>\$0</u>	<u>\$56,000</u>	<u>\$55,600</u>	<u>\$0</u>

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>
<u>07-14-XX</u>	<u>Airport Improvement Projects</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:



<b>Fiscal Year Ending 6/30</b>	<b>Fund Balance</b>
2005	129,173
2006	586,077
2007	800,979
2008	1,874,971
2009	1,712,685
2010	1,099,115
2011	0
2012 est.	0
2013 est.	0
2014 est.	0

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 one large project listed for FY 2014. A description of all the projects are reflected in the department's budget summary sheets on pages 179-182.

## Consolidated Statement of Revenues/Expenditures/Changes in Fund Balances

Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	112,937	214,415	115,150	125,000
Intergovernmental Revenues	1,048,649	3,055,255	1,618,650	3,588,275
Charges for Services	193,890	286,950	368,600	379,500
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	86,467	87,240	91,910	92,120
Miscellaneous Revenues	16,043	94,745	15,510	15,590
<b>Total Revenue Sources</b>	<b>1,457,986</b>	<b>3,738,605</b>	<b>2,209,820</b>	<b>4,200,485</b>
<b>Other Financing Sources:</b>				
Transfers In	729,073	1,116,860	3,537,500	1,330,935
Carryover	740,061	156,695	(291,030)	168,435
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	4,738,195	0	6,800,000
<b>Total Other Financing Sources</b>	<b>1,469,134</b>	<b>6,011,750</b>	<b>3,246,470</b>	<b>8,299,370</b>
<b>Total Available Resources</b>	<b>2,927,120</b>	<b>9,750,355</b>	<b>5,456,290</b>	<b>12,499,855</b>
<b>Expenditures:</b>				
Personnel	758,703	1,345,605	1,435,635	1,581,630
Operating Supplies	287,574	475,700	437,075	478,270
Contractual Services	366,629	469,805	329,425	381,440
Other Services and Charges	616,012	680,785	849,365	867,475
Capital Outlay	1,160,740	6,462,790	2,164,865	6,465,995
Reserves	0	156,695	168,435	155,595
Debt Service	0	0	0	0
<b>Total Expenditures</b>	<b>3,189,658</b>	<b>9,591,380</b>	<b>5,384,800</b>	<b>9,930,405</b>
<b>Other Uses:</b>				
Transfers Out	23,490	158,975	71,490	2,569,450
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>23,490</b>	<b>158,975</b>	<b>71,490</b>	<b>2,569,450</b>
<b>Total Expenditures and Other Uses</b>	<b>3,213,148</b>	<b>9,750,355</b>	<b>5,456,290</b>	<b>12,499,855</b>
Net Income	<b>(\$286,028)</b>	\$0	\$0	\$0

**HURF Fund Revenues/Expenses/Changes in Fund Balance**

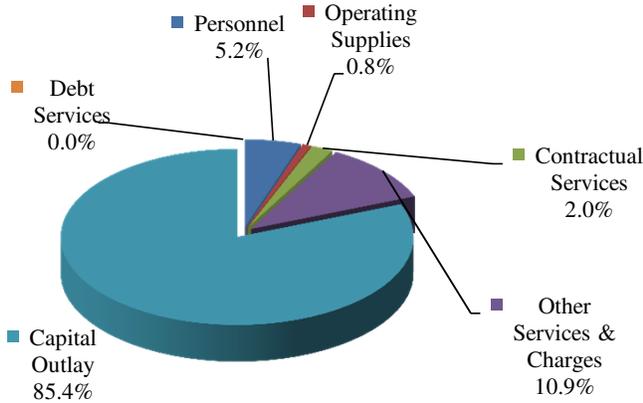
Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Beginning Fund Balance</b>				\$0	0.00%
Less: Designated Reserves				0	0.00%
Cash Reserves				0	0.00%
Appropriated Fund Balance	0	0		0	0.00%
<b>Revenue Sources:</b>					
Taxes	112,937	214,415	115,150	125,000	8.55%
Intergovernmental Revenues	713,231	1,465,050	1,429,750	2,077,740	45.32%
Services & Charges	0	85,000	175,500	179,500	2.28%
Uses of Monies & Properties	1,368	450	990	1,000	1.01%
Miscellaneous Revenues	0	80,000	150	150	0.00%
<b>Total Revenue Sources</b>	827,536	1,844,915	1,721,540	2,383,390	38.45%
<b>Other Financing Sources:</b>					
Transfers In	0	218,415	2,801,690	438,935	-84.33%
Carryover	583,364	0	(448,025)	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	4,738,195	0	6,800,000	0.00%
<b>Total Other Financing Sources</b>	583,364	4,956,610	2,353,665	7,238,935	207.56%
<b>Total Available Resources</b>	1,410,900	6,801,525	4,075,205	9,622,325	136.12%
<b>Expenditures:</b>					
Personnel	248,580	842,455	936,495	1,044,910	11.58%
Operating Supplies	63,295	263,800	254,600	270,670	6.31%
Contractual Services	99,751	232,825	115,930	157,680	36.01%
Other Services and Charges	426,669	486,150	657,215	673,075	2.41%
Capital Outlay	1,020,274	4,913,795	2,062,965	4,953,950	140.14%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	1,858,569	6,739,025	4,027,205	7,100,285	76.31%
<b>Other Uses:</b>					
Transfers Out	0	62,500	48,000	2,522,040	5154.25%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	62,500	48,000	2,522,040	5154.25%
<b>Total Expenditures and Other Uses</b>	1,858,569	6,801,525	4,075,205	9,622,325	136.12%
Net Income / (Loss)		<b>(\$447,669)</b>	\$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 2014 Budget  
**HURF - Streets Fund Expenditures By Category**

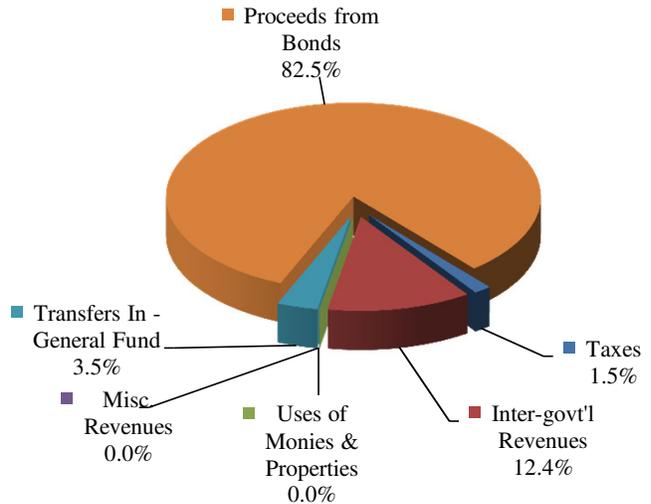
	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	\$294,610	\$47,400	\$115,680	\$625,025	\$4,633,950	\$0	\$5,716,665
	\$294,610	\$47,400	\$115,680	\$625,025	\$4,633,950	\$0	\$5,716,665

**Highway User Revenue Fund - Streets Expenditures by Category**



<b>HURF - Streets Fund Summary</b>	
Revenues	\$1,150,170
Expenditures	(5,716,665)
Transfers Out	(2,522,040)
Revenues over (under)	
Expenditures	(7,088,535)
Other Funding Sources/Uses	288,535
	6,800,000
Use of Fund Balance	\$0

**Highway User Revenue Fund - Streets Revenues by Source**



<b>HURF - Streets Fund Revenues By Source</b>	
Taxes	\$125,000
Inter-gov't'l Revenues	1,024,020
Uses of Monies & Properties	1,000
Misc. Revenues	150
Transfers In - General Fund	288,535
Proceeds from Bonds	6,800,000
<b>Total Resources Available</b>	<b>\$8,238,705</b>

**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.

**Street Department Expenditures:**

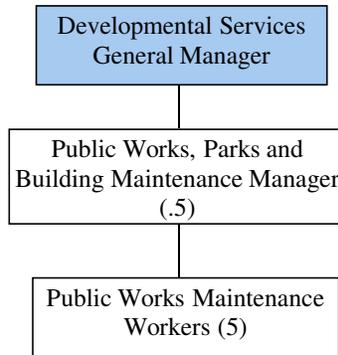
Major commitments totaling \$4,626,350 for various street projects are programmed for FY 2014. Detail can be viewed on page 180. Bonding will be utilized to fund these larger construction projects.

## Streets Maintenance &amp; Construction - Revenues/Expenditures

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes	112,937	214,415	115,150	125,000	8.55%
Intergovernmental Revenues					
Highway User Revenue Fund - HURF	713,231	794,145	794,145	794,630	0.06%
Local Transportation Assistance					
Fund/HURF	0	0	0	0	0.00%
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%
ADOT Road Diet Grant	0	0	0	50,000	0.00%
12th Street 89A to Fir HELP Loan	0	0	0	0	0.00%
Mingus Willard to 10th Street	0	0	0	0	0.00%
Fed Grant - 12th Street	0	0	0	179,390	0.00%
Uses of Monies & Properties					
Interest Income	1,368	450	990	1,000	1.01%
Miscellaneous Revenues					
Other Income	0	0	150	150	0.00%
<b>Total Revenue Sources</b>	<b>827,536</b>	<b>1,009,010</b>	<b>910,435</b>	<b>1,150,170</b>	<b>26.33%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	73,025	2,678,380	288,535	-97.27%
Carryover	583,364	0	(448,025)	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	4,738,195	0	6,800,000	0.00%
<b>Total Other Financing Sources</b>	<b>583,364</b>	<b>4,811,220</b>	<b>2,230,355</b>	<b>7,088,535</b>	<b>217.82%</b>
<b>Total Available Resources</b>	<b>1,410,900</b>	<b>5,820,230</b>	<b>3,140,790</b>	<b>8,238,705</b>	<b>162.31%</b>
<b>Expenditures:</b>					
Personnel	238,932	263,560	273,705	294,610	7.64%
Operating Supplies	62,798	47,800	49,250	47,400	-3.76%
Contractual Services	74,812	132,425	91,930	115,680	25.83%
Other Services and Charges	418,992	400,150	615,140	625,025	1.61%
Capital Outlay	1,020,274	4,913,795	2,062,765	4,633,950	124.65%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>1,815,808</b>	<b>5,757,730</b>	<b>3,092,790</b>	<b>5,716,665</b>	<b>84.84%</b>
<b>Other Uses:</b>					
Transfers Out	0	62,500	48,000	2,522,040	5154.25%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>62,500</b>	<b>48,000</b>	<b>2,522,040</b>	<b>5154.25%</b>
<b>Total Expenditures and Other Uses</b>	<b>1,815,808</b>	<b>5,820,230</b>	<b>3,140,790</b>	<b>8,238,705</b>	<b>162.31%</b>
Net Income	<b>(\$404,908)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**This Page Intentionally Left Blank**

**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 2013 Accomplishments:**

- \* Assisted with the demolition/construction of the Old Town Jail Parking lot
- \* Repaired Miscellaneous sidewalk panels throughout the City
- \* Conducted traffic counts on City streets
- \* Conducted a City wide Cleanup Program
- \* Procured and oversaw contractor to sweep City Streets
- \* Procured and oversaw contractor to provide weed spraying services
- \* Procured contractor to service the City's one traffic signal
- \* Provided traffic control for Mickelsen Marathon, MS Bike Ride, Grape Stomp, Thunder Valley Rally, Chris Parade, Walkin on Main

**FY 2014 Goals:**

- \* Continue the City wide cleanup program
- \* Continue to maintain sidewalks and streets
- \* Continue to oversee the maintenance of the City traffic signal
- \* Continue to oversee the street sweeping and weed spraying contractor

**Budget Highlights:**

The only capital outlay programmed for FY 2014 is a new street light at 6th and Aspen St. A small increase in personnel costs is included in this budget due to the 1.7% COLA and the merit program. The other significant change is the increasing amount of indirect costs.

Public Works	Street Department	Fund 02 - HURF	Cost Center	10-00	
<b>Performance Indicators</b>					
<b>City Council Goal:</b>	Strive to maintain a uniquely desirable and sustainable community				
<b>Department Goal:</b>	Maintain clean swept streets throughout the City				
<b>Objective:</b>	Sweep all City collector streets weekly				
<b>Type of Measure:</b>	Outcome based				
<b>Tool:</b>	System monitoring				
<b>Frequency:</b>	weekly				
<b>Scoring:</b>	Lane mile				
<b>Trend:</b>	Maintain existing lane miles per month				
<b>Measures:</b>		Actual		Estimated	Anticipated
		2011	2012	2013	2014
Lane Miles swept per month	60	60	60	60	

<b>City Council Goal:</b>	Strive to maintain a uniquely desirable and sustainable community				
<b>Department Goal:</b>	Provide Street Maintenance and respond in a timely manner				
<b>Objective:</b>	Begin tracking work orders and respond to 75% of work orders within 48 hours				
<b>Type of Measure:</b>	Outcome				
<b>Tool:</b>	Work Orders				
<b>Frequency:</b>	Monthly				
<b>Scoring:</b>	% above 75%				
<b>Trend:</b>	Steady Improvement				
<b>Measures:</b>		Actual		Estimated	Anticipated
		2011	2012	2013	2014
Percentage of work orders responded to within 48 hours	NA	75%	75%	75%	

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
Street Improvements	\$1,351	\$1,600	\$1,600	\$1,600
Backhoe		32,000	11,820	
Bus Bay Expansion	18,533			
Trailer for Temp Signage		2,000		
Street Light Aspen & 6th				6,000
Pavement Roller & Trailer	15,101			
Vehicle Broom	4,647			
Plate Compactor	3,256			
Message Board				
Gannon Tractor	38,044			
Water Truck	30,095			
Street Sign Equip & Misc	11,425			
	<u>\$122,452</u>	<u>\$35,600</u>	<u>\$13,420</u>	<u>\$7,600</u>

Public Works	Street Department	Fund 02 - HURF			Cost Center	10-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$238,932	\$263,560	\$273,705	\$294,610	7.64%	
Operating Supplies	62,798	47,800	49,250	47,400	-3.76%	
Contractual Services	74,812	132,425	91,930	115,680	25.83%	
Other Services and Charges	418,992	400,150	615,140	625,025	1.61%	
Capital Outlay	122,452	35,600	13,420	7,600	-43.37%	
Reserves	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$917,986</b>	<b>\$879,535</b>	<b>\$1,043,445</b>	<b>\$1,090,315</b>	<b>4.49%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
HURF	571,240	52.39%
Miscellaneous	1,000	0.09%
Transfers In from General Fund	518,075	47.52%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
P.W., Parks, & Bldg. Mtce. Manage	0.50	0.50	0.50	4169	6144	\$31,950
PW Maint Tech II	4.00	4.00	4.00	2438	3592	137,035
P.W. Maint. Worker --Frozen	1.00	1.00	1.00	2438	3592	0
COLA						2,875
Merit Contingency						5,080
Clothing Allowance						1,800
Temporary / Reserves						0
Overtime						3,000
Retirement						20,765
Insurance & Taxes						89,495
Employee Related Expenses						2,610
<b>Totals</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>			<b>\$294,610</b>

Public Works	Street Department	Fund 02 - HURF		Cost Center	10-00
<b>Supplemental Data: Expenditures</b>					
Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Supplies</b>					
Office Supplies	1,436	500	400	400	0.00%
Operational Supplies	1,979	1,800	1,600	1,800	12.50%
Postage & Freight	34	200	50	50	0.00%
Gas & Oil	19,181	20,000	20,000	20,000	0.00%
Vehicle Maint & Repairs	4,848	10,000	10,000	10,000	0.00%
Equipment Maint & Repairs	34,441	15,000	17,050	15,000	-12.02%
Building Maint & Repairs	879	300	150	150	0.00%
<b>Total Supplies</b>	<b>62,798</b>	<b>47,800</b>	<b>49,250</b>	<b>47,400</b>	<b>-3.76%</b>
<b>Contractual Services</b>					
Computer Support	791	925	680	680	0.00%
General Council	0	0	250	0	
Street Lights	51,304	48,500	47,000	50,000	6.38%
Engineering Services	20,586	0	0	0	0.00%
Contractual Services		78,000	39,000	60,000	53.85%
Pavement Preservation	2,131	5,000	5,000	5,000	0.00%
<b>Total Contractual Services</b>	<b>74,812</b>	<b>132,425</b>	<b>91,930</b>	<b>115,680</b>	<b>25.83%</b>
<b>Other Services and Charges</b>					
Travel & Training	54	500	500	500	0.00%
Subscriptions & Memberships	143	100	100	100	0.00%
Utilities	7,734	8,000	7,500	8,000	6.67%
Telephone	1,789	1,905	1,900	1,900	0.00%
Legal Advertising	0	450	350	400	14.29%
Bank Charges	91	300	150	150	0.00%
Tools	3,044	3,000	4,000	2,000	-50.00%
Equipment Rental	4,620	10,000	1,000	1,000	0.00%
Liability Insurance	13,024	19,165	14,000	14,700	5.00%
Liability Claims Deductible	193	0	0	0	0.00%
Indirect Cost to General Fund	318,453	262,230	492,640	517,275	5.00%
Culverts	102	5,000	4,000	2,500	-37.50%
Materials	17,030	20,000	20,000	20,000	0.00%
Street Signs	17,766	14,000	12,000	6,000	-50.00%
Street Marking	34,459	52,000	52,000	47,000	-9.62%
Street Light Contingency	0	3,500	5,000	3,500	-30.00%
LTAFF Cultural Expense	490	0	0	0	0.00%
<b>Total Other Services &amp; Charges</b>	<b>418,992</b>	<b>400,150</b>	<b>615,140</b>	<b>625,025</b>	<b>1.61%</b>
<b>Debt Service</b>					
Principal - Bonds	0	0	0	0	0.00%
Interest - Bonds	0	0	0	0	0.00%
<b>Total Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

**Organizational Chart:**

None

**General Information:**

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

**FY 2013 Accomplishments:**

- \* Completed Construction of the Mingus Ave, Willard to 89A, Reconstruction Project
- \* Completed the Design of the 10<sup>th</sup> Street, Main to Mingus, CDBG Project
- \* Completed the design of the 12<sup>th</sup> Street, Fir to 89A, Project

**FY 2014 Goals:**

- \* Complete the easement/right-of-way acquisition and construction of the 12<sup>th</sup> Street reconstruction project
- \* Complete the 10<sup>th</sup> Street CDBG Project
- \* Procure a design consultant for the Mingus Ave, Willard to Main Street Project
- \* Administer a Pavement Preservation Project

**Budget Highlights:**

The major projects scheduled for FY 2014 are listed below and additional projects can be viewed on page 180.

Road Diet	50,000
12th St. 89A to Fir	4,000,000
HSIP Road Study	179,390
<hr/>	<hr/>
Total Programmed projects	<u>\$4,229,390</u>

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

Public Works	Street Construction	Fund 02 - HURF	Cost Center	10-01
<b>Performance Indicators</b>				
<b>City Council Goal:</b>	<i>* Performance Measures are being developed for this department *</i>			
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
N/A				

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2010	2011	2012	2014

Public Works	Street Construction	Fund 02 - HURF			Cost Center	10-01
<b>Summary By Category</b>						
Expenditure Category	2012		2013		2014	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	897,822	4,878,195		2,049,345	4,626,350	125.75%
Reserves	0	0		0	0	0.00%
Debt Service	0	0		0	0	0.00%
<b>Department Totals</b>	<u>\$897,822</u>	<u>\$4,878,195</u>		<u>\$2,049,345</u>	<u>\$4,626,350</u>	<u>125.75%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
HURF	\$223,390	4.83%
Bond	4,277,960	92.47%
Sales Tax	125,000	2.70%
Use of Fund Balance	0	0.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

Public Works	Street Construction	Fund 02 - HURF		Cost Center	10-01
<b>Supplemental Data: Expenditures</b>					
Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

N/A

<b>Total Supplies</b>	0	0	0	0	0.00%
-----------------------	---	---	---	---	-------

**Contractual Services**

N/A

<b>Total Contractual Services</b>	0	0	0	0	0.00%
-----------------------------------	---	---	---	---	-------

**Other Services and Charges**

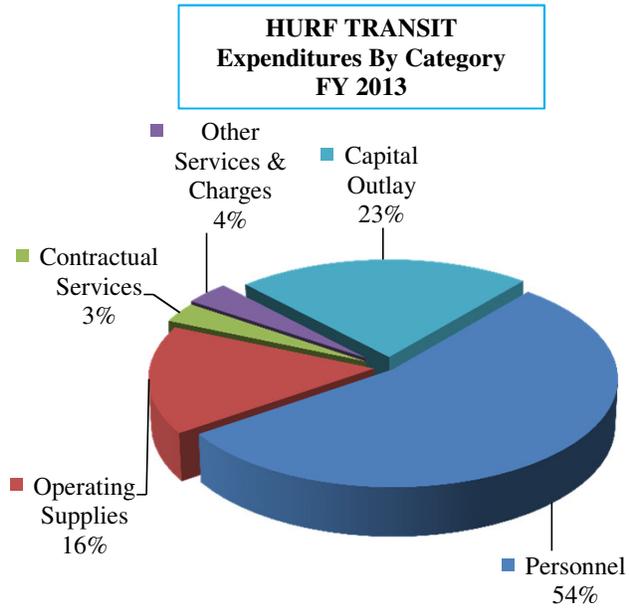
N/A

<b>Total Other Services &amp; Charges</b>	0	0	0	0	0.00%
---	---	---	---	---	-------

<b>Supplemental Data: Capital Outlay</b>					
Expenditure Category	2012	2013		2014	
	Actual	Budget	Revised	Final	
Pavement Preservation	\$592,347			\$300,000	
Street Contingency	12,131			11,960	
Mingus/Main Signal		\$10,000	\$5,000	5,000	
W. Mingus Reconstruction	231,074	1,838,195	1,838,195		
12th St. 89A to Fir	58,193	1,600,000	60,000	4,000,000	
Sidewalk Additions		80,000	146,150	80,000	
6th Street Bridge	3,990				
Willard Street Bridge	7				
10th Street & Main Project	80				
Mingus Willard to Main		1,300,000			
Main Street Road Diet Grant		50,000		50,000	
HSIP Sign Replacement				179,390	
Mingus Willard to 10th					
	<u>\$897,822</u>	<u>\$4,878,195</u>	<u>\$2,049,345</u>	<u>\$4,626,350</u>	

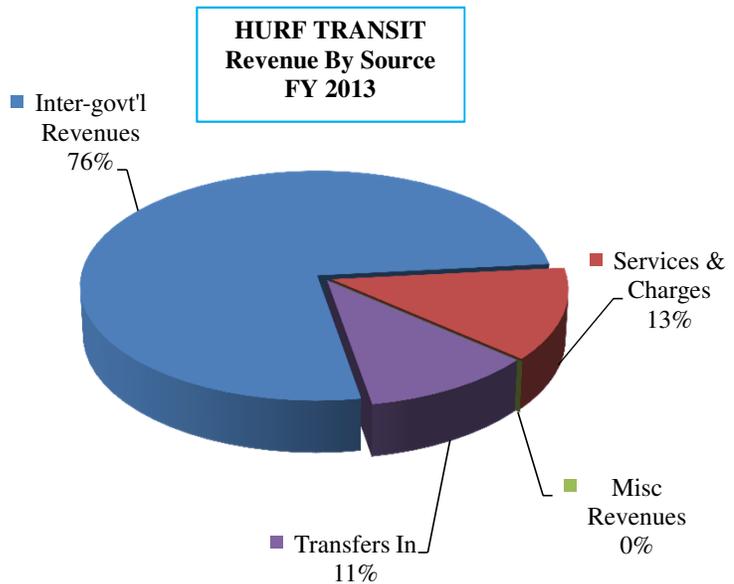
**Cottonwood Area Transit System Fund Expenditures By Category**

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	\$750,300	\$223,270	\$42,000	\$48,050	\$320,000	\$0	\$1,383,620
	\$750,300	\$223,270	\$42,000	\$48,050	\$320,000	\$0	\$1,383,620



Cottonwood Area Transit Fund Summary	
Revenues	\$1,233,220
Expenditures	(1,383,620)
	(150,400)
Other Funding Sources/Uses	150,400
Use of Fund Balance	\$0

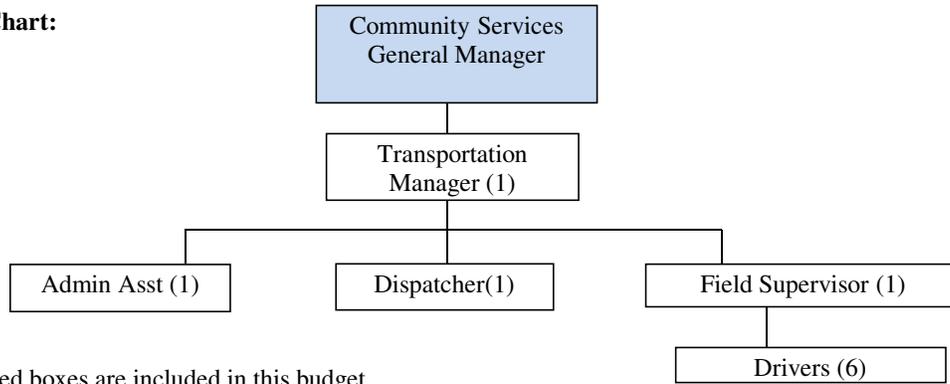
Cottonwood Area Transit Fund Revenues by Source	
Inter-govt'l Revenues	\$1,053,720
Services & Charges	179,500
Misc Revenues	0
Transfers In	150,400
<b>Total Resources Available</b>	<b>\$1,383,620</b>



## Cottonwood Area Transit System - Revenues/Expenditures

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes	0	0	0	0	0.00%
Intergovernmental Revenues					
Yavapai Co.	0	33,725	35,380	35,400	0.06%
Clarkdale	0	30,825	34,000	35,400	4.12%
Sedona	0	88,510	116,000	166,120	43.21%
HURF - Fuel Tax	0	0	0	0	0.00%
Local Transportation Assistance	0	0	0	0	0.00%
Fund/Transit	0	0	0	0	0.00%
ADOT Grant	0	517,845	450,225	560,800	24.56%
HB2565 Grant	0	0	0	0	0.00%
STP Flexible Spending Grant	0	0	0	256,000	0.00%
HB2565/STP/LTAF Match	0	0	0	0	0.00%
Services & Charges	0				
Fare Box	0	85,000	175,500	179,500	2.28%
Uses of Monies & Properties					
Interest Income	0	0	0	0	0.00%
Miscellaneous Revenues					
Other Income	0	80,000	0	0	0.00%
<b>Total Revenue Sources</b>	0	835,905	811,105	1,233,220	52.04%
<b>Other Financing Sources:</b>					
Transfers In	0	145,390	123,310	150,400	21.97%
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%
<b>Total Other Financing Sources</b>	0	145,390	123,310	150,400	21.97%
<b>Total Available Resources</b>	0	981,295	934,415	1,383,620	48.07%
			934,415		
<b>Expenditures:</b>					
Personnel	9,648	578,895	662,790	750,300	13.20%
Operating Supplies	497	216,000	205,350	223,270	8.73%
Contractual Services	24,939	100,400	24,000	42,000	75.00%
Other Services and Charges	7,677	86,000	42,075	48,050	14.20%
Capital Outlay	0	0	200	320,000	159900.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	42,761	981,295	934,415	1,383,620	48.07%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenditures and Other Uses</b>	42,761	981,295	934,415	1,383,620	48.07%
Net Income / (Loss)	(\$42,761)	\$0	\$0	\$0	0.00%

**Organizational Chart:**

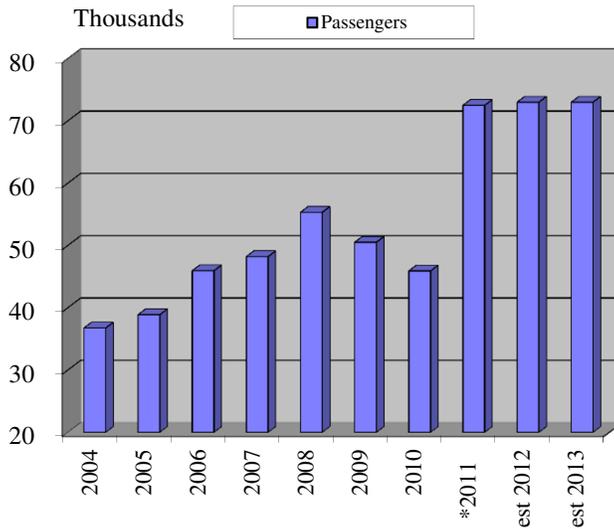


Note: only unshaded boxes are included in this budget.

**General Information:**

The Cottonwood Area Transit (C.A.T.) and Verde Lynx systems provide public transportation services to the City of Cottonwood, City of Sedona, Town of Clarkdale, Yavapai College and the Unincorporated Verde Village Units. Services include full fixed route systems along with ADA demand and ADA + programming (affording services to those confined to wheelchairs or otherwise limited in their mobility). The Red Route system is an hourly route system throughout Cottonwood and Clarkdale through Old Town and incorporates Yavapai College. The Blue Route serves the rural community of the Verde Villages of Yavapai County linking southern rural neighborhoods to Cottonwood’s downtown business district. The Verde Lynx provides a connector/commuter operation connects with the CAT system at the 6th Street Transit Transfer site with inter-city trips between Cottonwood and Sedona. These two transit systems provide contract services to multiple agencies and organizations in addition to offering demand services and Taxi Voucher programs to the public.

**Cottonwood Area Transit Ridership**



FY ending 06/30	Passengers
2004	36,745
2005	38,886
2006	45,947
2007	48,212
2008	55,330
2009	50,521
2010	45,915
*2011	72,500
est 2012	73,000
est 2013	73,000

\* FY 2011 is the first year to include Verde LYNX

**FY 2013 Accomplishments:**

- \* Completed the transfer of services from NAIPTA back to the City of Cottonwood
- \* Continued uninterrupted services for our riders during transition

**FY 2014 Goals:**

- \* Continue trying to establish a 3rd route for CAT. Discussions will continue with State ADOT Planning department pertaining to this issue
- \* Look into implementation and expansion of services for CAT with Saturday services
- \* Review opportunities of adding a 2<sup>nd</sup> bus to the Lynx route to handle the overflow situations that have occurred on the 2<sup>nd</sup> and third runs of the current Lynx schedule
- \* Look into an advertising program for the transit systems for potential future revenues
- \* Review potential for fare increases. With increase to fuel costs, staff will be reviewing opportunities to increase fare rate:

**Budget Highlights:**

There is \$320,000 budgeted for two new Lynx's buses for FY 2014. This will be the second full year of the transit program being back with the City of Cottonwood.

Social Services	CATS./LYNX	Fund 02 - Transit	Cost Center	33-0X
-----------------	------------	-------------------	-------------	-------

**Performance Indicators**

*\* New Performance Measures are being developed for this department\**

<b>City Council</b>				
<b>Department</b>				
<b>Type of Measure</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
		Actual	Estimated	Anticipated
<b>Measures:</b>		2011	2012	2013
				2014

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
		Actual	Estimated	Anticipated
<b>Measures:</b>		2011	2012	2013
				2014

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
		Actual	Estimated	Anticipated
<b>Measures:</b>		2011	2012	2013
				2014

Social Services	CATS./LYNX		Fund 02 - Transit		Cost Center	33-0X
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$9,648	\$578,895	\$662,790	\$750,300	13.20%	
Operating Supplies	497	216,000	205,350	223,270	8.73%	
Contractual Services	24,939	100,400	24,000	42,000	75.00%	
Other Services and Charges	7,677	86,000	42,075	48,050	14.20%	
Capital Outlay	0	0	200	320,000	159900.00%	
Reserves	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$42,761</b>	<b>\$981,295</b>	<b>\$934,415</b>	<b>\$1,383,620</b>	<b>48.07%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues	\$1,053,720	76.16%
Services & Charges	179,500	12.97%
Miscellaneous Revenues	0	0.00%
Transfers In General Fund	150,400	10.87%
Use of HURF Fund Balance	0	0.00%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Transportation Manager	0.00	1.00	1.00	4826	7112	\$62,030
Administrative Assistant	0.00	1.00	1.00	2438	3592	31,235
Driver / Dispatcher	0.00	1.00	1.00	2438	3592	35,930
Field Supervisor	0.00	1.00	2.00	2438	3592	68,055
Drivers	0.00	6.00	6.00	2322	3421	189,470
COLA						6,570
Merit Contingency						11,060
Holiday Pay						6,700
Clothing Allowance						4,300
Temporary / Reserves						65,000
Overtime						17,200
Retirement						49,425
Insurance & Taxes						203,325
Employee Related Expenses						
<b>Totals</b>	<b>0.00</b>	<b>10.00</b>	<b>11.00</b>			<b>\$750,300</b>

Social Services	CATS./LYNX	Fund 02 - Transit		Cost Center	33-0X
<b>Supplemental Data: Expenditures</b>					
Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Supplies**

Office Supplies	0	6,700	5,500	6,500	18.18%
Copier Supplies	0	600	2,050	2,100	2.44%
Gas & Oil	0	110,000	120,500	125,170	3.88%
Vehicle Maint & Repairs	468	97,200	77,000	87,000	12.99%
Postage & Freight	29	1,500	300	500	66.67%
Tools	0	0	0	2,000	0.00%

<b>Total Supplies</b>	497	216,000	205,350	223,270	8.73%
-----------------------	-----	---------	---------	---------	-------

**Contractual Services**

Computer Support	0	5,000	2,300	2,500	8.70%
Contractual Services	24,939	33,000	19,400	21,500	10.82%
Radio Maintenance	0	2,400	1,500	1,800	20.00%
Indirect Cost to G/F	0	60,000	800	1,200	50.00%
Building/Grounds Mtce	0	0	0	15,000	0.00%

<b>Total Contractual Services</b>	24,939	100,400	24,000	42,000	75.00%
-----------------------------------	--------	---------	--------	--------	--------

**Other Services and Charges**

Travel & Training	171	3,400	2,550	3,200	25.49%
Subscriptions & Membershi	225	1,500	300	600	100.00%
Utilities	0	18,000	8,200	8,800	7.32%
Telephone	2,126	8,965	5,400	5,700	5.56%
Printing & Forms	3,399	3,500	4,950	5,300	7.07%
Advertising	1,756	22,065	3,000	5,000	66.67%
Liability Insurance	0	26,000	16,275	17,250	5.99%
Audit Expense	0	1,410	700	1,400	100.00%
Employee Physicals/Drug Testing	0	1,160	700	800	14.29%

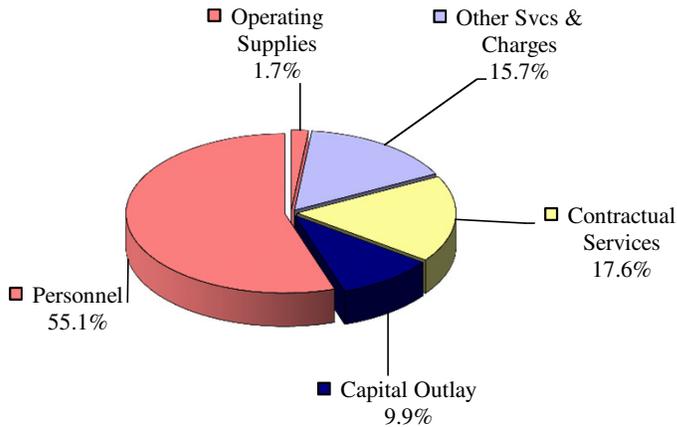
<b>Total Other Services &amp; Charges</b>	7,677	86,000	42,075	48,050	14.20%
---	-------	--------	--------	--------	--------

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
Equipment				\$200	
Buses (2)				\$320,000	
	\$0	\$0	\$200	\$320,000	

**Cottonwood Library System Fund Expenditures By Category**

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category Totals	\$536,720	\$17,000	\$171,605	\$152,800	\$96,050	\$0	\$974,175

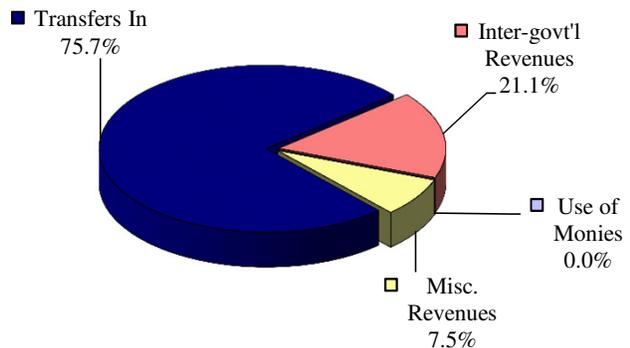
Cottonwood Library Expenditures by Category



Cottonwood Library System Fund Summary	
Revenues	\$236,970
Expenditures	(974,175)
Revenues over (under) Expenditures	(737,205)
Other Funding Sources/Uses	737,205
Use of Fund Balance	\$0

Cottonwood Library Revenues by Source

Cottonwood Library System Fund Revenues By Source	
Inter-govt'l Revenues	\$163,900
Use of Monies	20
Misc. Revenues	73,050
Transfers In	737,205
Total Resources Available	\$974,175



**Library Revenues:**

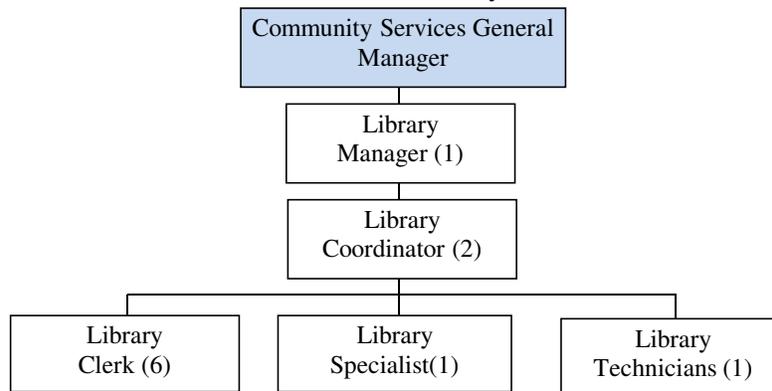
Over 93% of the Cottonwood Library operating revenues come from Intergovernmental and transfers in sources. \$163,900 is contributed by the Yavapai County Library System based on total circulation for the facility. The General Fund will transfer in \$737,205 this year for maintenance and operation of 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 in fiscal year 2010. This \$2.9M expansion alleviated the need for additional space to house more collection materials.

## Cottonwood Library System Fund Revenues/Expenditures/Changes in Fund Balance

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					
Yavapai County	210,363	176,695	163,900	163,900	0.00%
HVAC Grant	20,601	0	0	0	
Grant Revenues	0	0	0	58,050	
Services & Charges					
Collection Income	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	342	640	20	20	0.00%
Miscellaneous Revenues					
Other Income	15,241	13,400	15,000	15,000	0.00%
<b>Total Revenue Sources</b>	<b>246,547</b>	<b>190,735</b>	<b>178,920</b>	<b>236,970</b>	<b>32.44%</b>
<b>Other Financing Sources:</b>					
Transfers In	630,840	644,100	667,490	737,205	10.44%
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%
<b>Total Other Financing Sources</b>	<b>630,840</b>	<b>644,100</b>	<b>667,490</b>	<b>737,205</b>	<b>10.44%</b>
<b>Total Available Resources</b>	<b>877,387</b>	<b>834,835</b>	<b>846,410</b>	<b>974,175</b>	<b>15.09%</b>
					0.00%
<b>Expenditures:</b>					
Personnel	510,123	503,150	499,140	536,720	7.53%
Operating Supplies	28,052	20,300	19,000	17,000	-10.53%
Contractual Services	166,504	167,120	163,720	171,605	4.82%
Other Services and Charges	132,004	144,265	150,050	152,800	1.83%
Capital Outlay	40,704	0	14,500	96,050	562.41%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>877,387</b>	<b>834,835</b>	<b>846,410</b>	<b>974,175</b>	<b>15.09%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>877,387</b>	<b>834,835</b>	<b>846,410</b>	<b>974,175</b>	<b>15.09%</b>
Net Income / (Loss)	\$0	\$0	\$0	\$0	

**Cottonwood Library**

Note: only unshaded boxes are included in this budget

**General Information:**

The Cottonwood Public Library serves as a cultural, recreational, educational, and research resource. 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.

**FY 2013 Accomplishments:**

- \* Youth Services designed and implemented an Outreach program to the local schools, preschools, Headstart
- \* "Movie madness" movies for adults started in October
- \* Internet access was increased thru Cable One and wireless printing was made available
- \* Teen Advisory Board made a float and participated in the Annual Cottonwood Christmas parade
- \* The library parking lot was re-surfaced with an additional two parking spaces
- \* The Manheim Gallery had a benefit for the library featuring local artists and the funds were used for our Summer Reading program
- \* Partnered with Verde Valley Caregivers with a Christmas tree for seniors. Patrons could pick up an ornament for a senior and bring it to the library for pickup
- \* Partnered with the Yavapai Partnership Council of 1<sup>st</sup> things 1<sup>st</sup> Annual Diaper Drive as a drop off location for WIC
- \* Increased library sponsored programs for adults and children
- \* Featured various local artists for book signings and discussions
- \* Formed a partnership with Yavapai County jail to provide donated paperbacks to inmates that could not go into the collection
- \* Participated in the "Blue Ribbon Campaign," providing blue ribbons to promote child abuse awareness
- \* Partnered with the Adopt-for-Life Center for animals by having a box for patrons to drop off blankets for animals and featured a visit from the center and a movie
- \* Increased staff attendance in programs and webinars to enhance and create awareness of customer service and programming skills

**FY 2014 Goals:**

- \* Increase participants in our Summer Reading Program
- \* Provide several author forums throughout the year
- \* Increase database subscription services to our patrons
- \* Provide more technology learning experiences for adults and the youth of our community
- \* Maintain high quality customer service levels for our patrons
- \* Continue to look for avenues to meet the community needs for programming and meeting room activities

**Budget Highlights:**

Capital outlay includes \$38,000 for new carpet and expenditures for a Grant that has matching revenue. The only other significant change in this budget is the increase in personnel costs due to the 1.7% COLA, the merit program for FY 2014 and the compensation study done in FY 2013.

Culture and Recreation	Library	Fund 03 - Library Fund	Cost Center	10-00
<b>Performance Indicators</b>				
<b>City Council Goal:</b>	Strive to provide effective and efficient services to the public that we serve			
<b>Department Goal:</b>	Increase the attendance in Adult and Youth Services programming			
<b>Objective:</b>	Provide more free and cultural programming to the public and increase public awareness of our service			
<b>Type of Measure:</b>	Program attendance and outcome			
<b>Tool:</b>	Monthly attendance figures and surveys			
<b>Frequency:</b>	Monthly/Weekly			
<b>Scoring:</b>	5% increase in attendance			
<b>Trend:</b>	upward			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Adult staff sponsored programs attendance	389	465	484	508
Youth Services staff sponsored programs attendance	3,236	1,790	2,142	2,249
Adult programs attendance	2,889	2,884	5,907	6,202
Youth Services Programs attendance	494	1,486	658	691
<b>TOTALS</b>	<b>6,125</b>	<b>6,625</b>	<b>9,191</b>	<b>9,650</b>
Percent increase/decrease from prior year	14%	8%	28%	28%

<b>City Council Goal:</b>	Strive to provide effective and efficient services to the public that we serve			
<b>Department Goal:</b>	Increase availability of library services			
<b>Objective:</b>	Increased hours will provide more availability to our patrons for circulation, internet and job service			
<b>Type of Measure:</b>	Surveys and statistics			
<b>Tool:</b>	monthly statistics			
<b>Frequency:</b>	Daily/weekly/monthly			
<b>Scoring:</b>	5-10% increase in attendance			
<b>Trend:</b>	upward			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Job Service computer usage	n/a	39	197	207
Youth Service computer usage	2,213	2,520	2,918	3,064
Adult Services computer usage	17,626	24,676	28,251	29,664
Internet Guest card usage	7,661	7,947	9,052	9,505
<b>Total Usage</b>	<b>27,500</b>	<b>35,182</b>	<b>40,418</b>	<b>42,440</b>
Percent increase/decrease from prior year	-1%	28%	15%	5%
Circulation of library items	223,644	241,675	243,120	235,470
** Decrease reflects difference of 54 hr/ work week vs. 40 hr/work week **		**		
Library hours of operation	40	40	44	44
Percent increase/decrease from prior year	-4%	8%	1%	-3%

Culture and Recreation	Library	Fund 03 - Library Fund			Cost Center	10-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$510,123	\$503,150	\$499,140	\$536,720	7.53%	
Operating Supplies	28,052	20,300	19,000	17,000	-10.53%	
Contractual Services	166,504	167,120	163,720	171,605	4.82%	
Other Services and Charges	132,004	144,265	150,050	152,800	1.83%	
Capital Outlay	40,704	0	14,500	96,050	562.41%	
Reserves	0	0	0	0	0.00%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<b>\$877,387</b>	<b>\$834,835</b>	<b>\$846,410</b>	<b>\$974,175</b>	<b>15.09%</b>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Intergovernmental Revenues	\$163,900	16.82%
Uses of Monies	20	0.00%
Miscellaneous Income	15,000	1.54%
Use of Fund Balance	0	0.00%
Transfers In - General Fund	737,205	75.67%
<b>Total Funding</b>		<b>94.0%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Library Manager	1.00	1.00	1.00	4826	7112	\$65,960
Library Supervisor	1.00	1.00	1.00	3430	5055	42,995
Library Asst II	1.00	1.00	1.00	2963	4366	40,530
Library Asst I	1.00	1.00	1.00	2560	3772	46,470
Library Clerk	5.00	5.00	5.00	2211	3258	141,550
Library Clerk - Position Frozen	1.00	1.00	1.00	2211	3258	0
Youth Services Coordinator-Frozen	1.00	1.00	1.00	2963	4366	0
Cola						5,740
Merit Contingency						12,175
Temporary / Reserves						35,220
Holiday Pay						0
Retirement						41,020
Insurance & Taxes						105,060
Employee Related Expenses						0
<b>Totals</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>			<b>\$536,720</b>

Culture and Recreation	Library	Fund 03 - Library Fund			Cost Center	10-00
<b>Supplemental Data: Expenditures</b>						
Item	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		

**Supplies**

Office Supplies	3,073	4,000	4,500	4,500	0.00%
Copier Supplies	9,587	3,100	2,500	2,500	0.00%
Equipment Maint & Repairs	9,526	9,200	8,000	6,000	-25.00%
Postage & Freight	5,866	4,000	4,000	4,000	0.00%

<b>Total Supplies</b>	<b>28,052</b>	<b>20,300</b>	<b>19,000</b>	<b>17,000</b>	<b>-10.53%</b>
-----------------------	---------------	---------------	---------------	---------------	----------------

**Contractual Services**

Computer Support	4,487	9,000	4,500	4,500	0.00%
Collection Expenses	1,692	2,000	1,500	1,500	0.00%
Indirect Cost to General Fund	160,325	156,120	157,720	165,605	5.00%

<b>Total Contractual Services</b>	<b>166,504</b>	<b>167,120</b>	<b>163,720</b>	<b>171,605</b>	<b>4.82%</b>
-----------------------------------	----------------	----------------	----------------	----------------	--------------

**Other Services and Charges**

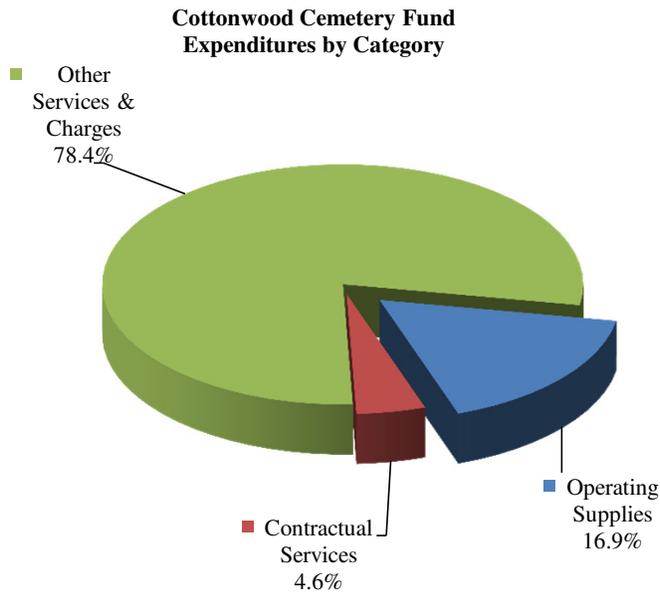
Travel & Training	1,044	800	800	800	0.00%
Subscriptions & Memberships	161	200	200	200	0.00%
Utilities	52,843	52,000	52,000	55,000	5.77%
Telephone	7,632	3,600	5,700	3,600	-36.84%
Youth Programs	366	300	300	400	33.33%
Book Purchases	25,049	40,000	40,000	41,000	2.50%
Network/Technology Exps	28,981	30,000	35,000	35,000	0.00%
Annual Volunteer Appreciation Event	567	650	750	750	0.00%
Liability Insurance	14,861	16,415	15,000	15,750	5.00%
Recruitment Expense	500	300	300	300	0.00%

<b>Total Other Services &amp; Charges</b>	<b>132,004</b>	<b>144,265</b>	<b>150,050</b>	<b>152,800</b>	<b>1.83%</b>
---	----------------	----------------	----------------	----------------	--------------

<b>Supplemental Data: Capital Outlay</b>					
Item Description	2012	2013		2014	
	Actual	Budget	Revised	Final	
HVAC Grant to replace 2 AC Units	\$18,790				
RFID Conversion	21,914				
Security Gate			\$14,500		
Grant Expenditures				\$58,050	
Carpet				38,000	
	<b>\$40,704</b>	<b>\$0</b>	<b>\$14,500</b>	<b>\$96,050</b>	

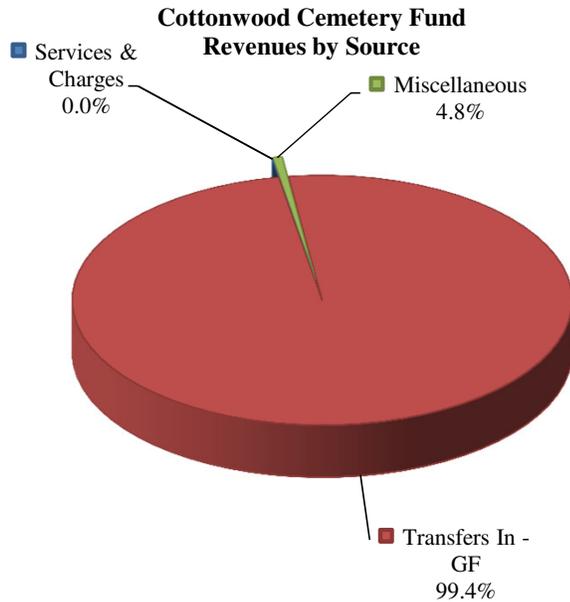
**Cottonwood Cemetery Fund Expenditures By Category**

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Totals	\$0	\$4,100	\$1,125	\$19,000	\$0	\$0	\$24,225
	\$0	\$4,100	\$1,125	\$19,000	\$0	\$0	\$24,225



<b>Cottonwood Cemetery Fund Summary</b>	
Revenues	\$150
Expenditures	(24,225)
Revenues over (under) Expenditures	(24,075)
Other Funding Sources/Uses	24,075
Use of Fund Balance	\$0

<b>Cottonwood Cemetery Fund Revenues By Source</b>	
Services & Charges	\$0
Use of Monies	0
Miscellaneous	150
Transfers In - GF	24,075
Total Resources Available	\$24,225



## Cottonwood Cemetery Revenues/Expenditures/Changes in Fund Balance

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
Sales Tax	0	0	0	0	0.00%
Charges for Services					
Sale of Grave liners	2,700	700	0	0	0.00%
Uses of Monies & Properties					
Interest Income	0	0			0.00%
Miscellaneous Revenues					
Other Income	210	1270	75	150	100.00%
<b>Total Revenue Sources</b>	<b>2910</b>	<b>1970</b>	<b>75</b>	<b>150</b>	<b>100.00%</b>
<b>Other Financing Sources:</b>					
Transfers In	28,686	24,130	20,320	24,075	18.48%
Carryover	0	0			0.00%
Residual Equity Interfund Transfer	0	0			0.00%
Proceeds from Lease Purchase	0	0			0.00%
Proceeds from Bonds	0	0			0.00%
<b>Total Other Financing Sources</b>	<b>28,686</b>	<b>24,130</b>	<b>20,320</b>	<b>24,075</b>	<b>18.48%</b>
<b>Total Available Resources</b>	<b>31,596</b>	<b>26,100</b>	<b>20,395</b>	<b>24,225</b>	<b>18.78%</b>
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	3,556	4,100	325	4,100	1161.54%
Contractual Services	6,160	3,000	1,070	1,125	5.14%
Other Services and Charges	21,880	19,000	19,000	19,000	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>31,596</b>	<b>26,100</b>	<b>20,395</b>	<b>24,225</b>	<b>18.78%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>31,596</b>	<b>26,100</b>	<b>20,395</b>	<b>24,225</b>	<b>18.78%</b>
Net Income / (Loss)	\$0	\$0	\$0	\$0	

**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 2013 Accomplishments:**

\* N/A

**FY 2014 Goals:**

\* N/A

**Budget Highlights:**

None

Cemeteries	Cottonwood Cemetery	Fund 04 - Cemetery	Cost Center	10-00
<b>Performance Indicators</b>				
<b>City Council Goal:</b>	<i>* Performance Measures are being developed for this department *</i>			
<b>Department</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
<b>City Council Goal:</b>				
<b>Department</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
<b>Mission/Value Statement:</b>				
<b>Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

Cemeteries		Cottonwood Cemetery		Fund 04 - Cemetery		Cost Center		10-00	
<b>Summary By Category</b>									
Expenditure Category	2012		2013		2014		Percent Change		
	Actual	Budget	Budget	Revised	Final	Final			
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	3,556	4,100	4,100	325	4,100	4,100	1161.54%		
Contractual Services	6,160	3,000	3,000	1,070	1,125	1,125	5.14%		
Other Services and Charges	21,880	19,000	19,000	19,000	19,000	19,000	0.00%		
Capital Outlay	0	0	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0	0	0.00%		
<b>Department Totals</b>	<u>\$31,596</u>	<u>\$26,100</u>	<u>\$26,100</u>	<u>\$20,395</u>	<u>\$24,225</u>	<u>\$24,225</u>	<u>18.78%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Charges for Service	\$0	0.00%
Interest Income	0	0.00%
Miscellaneous Fees	150	0.62%
Carryover	0	0.00%
Transfer In - General Fund	24,075	99.38%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Merit Contingency						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

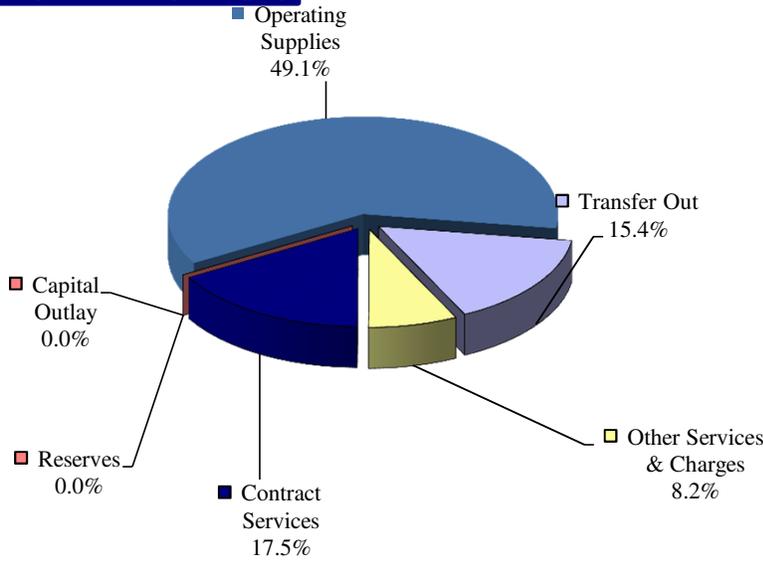
Cemeteries		Cottonwood Cemetery		Fund 04 - Cemetery		Cost Center	10-00
<b>Supplemental Data: Expenditures</b>							
Item Description	2012	2013		2014	Percent Change		
	Actual	Budget	Revised	Final			
<b>Supplies</b>							
Grave Liners	2,835	3,000	0	3,000	0.00%		
Equipment Maint & Repairs	497	600	300	600	100.00%		
Misc. Expense	224	500	25	500	1900.00%		
<b>Total Supplies</b>	<u>3,556</u>	<u>4,100</u>	<u>325</u>	<u>4,100</u>	<u>1161.54%</u>		
<b>Contractual Services</b>							
Indirect Cost to General Fund	6,160	3,000	1,070	1,125	5.14%		
<b>Total Contractual Services</b>	<u>6,160</u>	<u>3,000</u>	<u>1,070</u>	<u>1,125</u>	<u>5.14%</u>		
<b>Other Services and Charges</b>							
Utilities	21,723	19,000	19,000	19,000	0.00%		
Telephone	157.00	0	0	0	0.00%		
<b>Total Other Services &amp; Charges</b>	<u>21,880</u>	<u>19,000</u>	<u>19,000</u>	<u>19,000</u>	<u>0.00%</u>		

<b>Supplemental Data: Capital Outlay</b>					
Expenditure Category	2012	2013		2014	
	Actual	Budget	Revised	Final	
N/A					
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	

**Airport Fund Expenditures By Category**

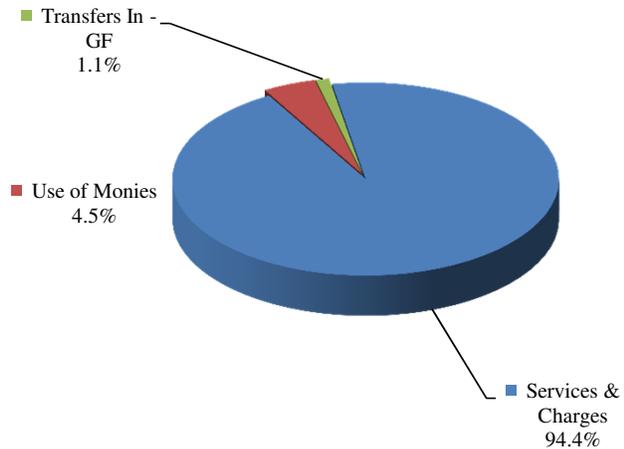
Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Reserves	Transfer Out	Total
Totals	\$0	\$186,500	\$51,030	\$22,600	\$0	\$0	\$47,410	\$307,540
	\$0	\$186,500	\$51,030	\$22,600	\$0	\$0	\$47,410	\$307,540

**Airport Fund Expenditures by Category**



Airport Fund Summary	
Revenues	\$291,390
Expenditures	(307,540)
Revenues over (under) Expenditures	(16,150)
Other Funding Sources/Uses	3,310
Use of Fund Balance	(12,840)

**Airport Fund Revenues by Source**



Airport Fund Revenues By Source	
Services & Charges	\$278,260
Use of Monies	13,130
Transfers In - GF	3,310
Total Resources Available	\$294,700

**Airport Revenues:**

Most of this department's funding comes from the fuel sales and rental of properties and hangars. However, it is still being largely supported by the General Fund through Transfers-In to maintain operations.

**Airport Expenditures:**

The airport is being managed once again by City of Cottonwood staff and is charged through indirect cost for their services.

**Airport Authority Fund Revenues/Expenditures/Changes in Fund Balance**

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
Sales Tax	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenues					
ADOT Grant		0	0	0	0.00%
Services & Charges					
Fuel Sales	191,190	201,250	193,100	200,000	3.57%
Uses of Monies & Properties					
Tie Down Rent	20,260	22,500	18,000	18,200	1.11%
Airpark Rents	0	0			0.00%
FBO Building Rental	0	0			0.00%
Land Lease Fees	32,886	33,000	32,900	32,900	0.00%
City Hangar Lease Fees	31,611	30,650	40,000	40,000	0.00%
Miscellaneous Revenues					
Other Income	584	75	285	290	1.75%
<b>Total Revenue Sources</b>	<b>276,531</b>	<b>287,475</b>	<b>284,285</b>	<b>291,390</b>	<b>2.50%</b>
<b>Other Financing Sources:</b>					
Transfers In	69,547	94,730	0	3,310	0.00%
Carryover		0	0	12,840	0.00%
Residual Equity Transfer		0	0	0	0.00%
Proceeds from Lease Purchase		0	0	0	0.00%
Proceeds from Bonds		0	0	0	0.00%
<b>Total Other Financing Sources</b>	<b>69,547</b>	<b>94,730</b>	<b>0</b>	<b>16,150</b>	<b>0.00%</b>
<b>Total Available Resources</b>	<b>346,078</b>	<b>382,205</b>	<b>284,285</b>	<b>307,540</b>	<b>8.18%</b>
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	192,671	187,500	163,150	186,500	14.31%
Contractual Services	94,214	66,860	48,705	51,030	4.77%
Other Services and Charges	35,459	31,370	23,100	22,600	-2.16%
Capital Outlay	244	0	13,000	0	-100.00%
Reserves	0	0	12,840	0	-100.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>322,588</b>	<b>285,730</b>	<b>260,795</b>	<b>260,130</b>	<b>-0.25%</b>
<b>Other Uses:</b>					
Transfers Out	23,490	96,475	23,490	47,410	101.83%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>23,490</b>	<b>96,475</b>	<b>23,490</b>	<b>47,410</b>	<b>101.83%</b>
<b>Total Expenditures and Other Uses</b>	<b>346,078</b>	<b>382,205</b>	<b>284,285</b>	<b>307,540</b>	<b>8.18%</b>
Net Income / (Loss)	\$0	\$0	\$0	\$0	

**Organizational Chart:**

None

**General Information:**

The operation of the Cottonwood Airport is provided by the city. 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, grant management, and airport grounds, equipment and facility maintenance.

**FY 2013 Accomplishments:**

- \* Installed a new rotating beacon and lighted windsock with a grant from ADOT
- \* Obtained a FAA grant for the design on an Automate Weather Observation System (AWOS)
- \* Procured an on call airport consultant to design upcoming projects

**FY 2014 Goals:**

- \* Design and Install an Automated Weather Observation System (AWOS)
- \* Solicit an airport mechanic/FBO to provide basic aircraft maintenance and perform some for the airport daily duties
- \* Generate airport minimum operating procedure guidelines for all commercial activity on the airport
- \*

**Budget Highlights:**

There is no capital outlay programmed for this department.

Airports	Airport	Fund 05 - Airport	Cost Center	10-00
<b>Performance Indicators</b>				
<b>City Council Goal:</b>	Value the tax dollar and maintain sound fiscal policies			
<b>Department Goal:</b>	Maintain adequate and safe fuel levels			
<b>Objective:</b>	Maintain an adequate fuel level in order to not lose any sales due to lack of fuel			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	Fuel Level			
<b>Frequency:</b>	weekly			
<b>Scoring:</b>	Fuel Sales			
<b>Trend:</b>	Fuel level never below 2,000 gallons			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Minimum monthly fuel level		1,000	2,000	2,000

<b>City Council Goal:</b>	Value the tax dollar and maintain sound fiscal policies			
<b>Department Goal:</b>	Decrease cost of electric power used at the airport			
<b>Objective:</b>	Measure the amount of power consumed at the airport			
<b>Type of Measure:</b>	Outcome Based			
<b>Tool:</b>	System Monitoring			
<b>Frequency:</b>	Monthly			
<b>Scoring:</b>	Percentage decrease in power consumed			
<b>Trend:</b>	N/A - New Measure FY 2013			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Decrease in electric consumption		0%	0%	50%

<b>City Council Goal:</b>				
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014

Airports	Airport	Fund 05 - Airport			Cost Center	10-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
Personnel	\$0	\$0	\$0	\$0	0.00%	
Operating Supplies	192,671	187,500	163,150	186,500	14.31%	
Contractual Services	94,214	66,860	48,705	51,030	4.77%	
Other Services and Charges	35,459	31,370	23,100	22,600	-2.16%	
Capital Outlay	244	0	13,000	0	-100.00%	
Reserves	0	0	12,840	0	-100.00%	
Transfers Out	23,490	96,475	23,490	47,410	101.83%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$346,078</u>	<u>\$382,205</u>	<u>\$284,285</u>	<u>\$307,540</u>	<u>8.18%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Fuel Sales	\$200,000	65.03%
User & Rental Fees	91,390	29.72%
Fund Balance	12,840	4.18%
Transfers In - General Fund	3,310	1.08%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

Airports	Airport	Fund 05 - Airport			Cost Center	10-00
<b>Supplemental Data: Expenditures</b>						
Item Description	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		

**Supplies**

Vehicle Maint & Repairs	0	1,000	1,500	1,000	-33.33%
Equipment Maint & Repairs	8,282	8,000	8,500	8,000	-5.88%
Building Maint & Repairs	353	1,500	1,000	1,500	50.00%
Fuel Expenses	179,010	175,000	150,000	175,000	16.67%
Oil Expense	265	0	150	0	-100.00%
Operational Supplies	4,761	2,000	2,000	1,000	-50.00%
<b>Total Supplies</b>	<b>192,671</b>	<b>187,500</b>	<b>163,150</b>	<b>186,500</b>	<b>14.31%</b>

**Contractual Services**

Misc. Expenses	0	0	0	0	0.00%
Comp Support	91	100	120	120	
Contractual Services	1,343	2,100	2,100	2,100	0.00%
Airport-Indirect Costs to General Fund	92,780	64,660	46,485	48,810	5.00%
<b>Total Contractual Services</b>	<b>94,214</b>	<b>66,860</b>	<b>48,705</b>	<b>51,030</b>	<b>4.77%</b>

**Other Services and Charges**

Airport Annual Event	10,920	6,000	0	0	0.00%
Utilities	11,432	12,000	10,000	10,000	0.00%
Telephone	1,004	870	800	800	0.00%
Bank Charges	6,475	6,500	5,500	5,000	-9.09%
Liability Insurance	5,628	6,000	6,800	6,800	0.00%
<b>Total Other Services &amp; Charges</b>	<b>35,459</b>	<b>31,370</b>	<b>23,100</b>	<b>22,600</b>	<b>-2.16%</b>

<b>Supplemental Data: Capital Outlay</b>						
Expenditure Category	2012	2013		2014		
	Actual	Budget	Revised	Final		
Office Furniture	\$244					
Airport Improvements			\$13,000			
	<b>\$244</b>	<b>\$0</b>	<b>\$13,000</b>	<b>\$0</b>		

## Airport Improvement Fund Revenues/Expenditures/Changes in Fund Balance

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Intergovernmental Revenues					
ADOT - Runway 32	0	0	0	0	0.00%
ADOT - Terminal Parking	0	9,385	0	0	0.00%
ADOT - Design Lighting & Runway Imp.	0	0	0	0	0.00%
ADOT -Construction Electrical	0	0	0	0	0.00%
ADOT - Pavement Preservation	0	0	0	351,310	0.00%
FAA - Airport Apron	0	0	0	0	0.00%
FAA - AWOS	0	104,085	0	107,275	0.00%
FAA - Pavement Preservation	0	351,310	0	0	0.00%
FAA - Terminal Parking	0	191,230	0	0	0.00%
Beacon & LED Windsocks	0	0	18,860	0	-100.00%
Energy Efficient Block Grant	91,954	0	4,140	0	-100.00%
<b>Total Revenue Sources</b>	<b>91,954</b>	<b>656,010</b>	<b>23,000</b>	<b>458,585</b>	<b>1893.85%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	72,985	0	47,410	0.00%
Carryover	156,697	156,695	156,995	155,595	-0.89%
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%
<b>Total Other Financing Sources</b>	<b>156,697</b>	<b>229,680</b>	<b>156,995</b>	<b>203,005</b>	<b>29.31%</b>
<b>Total Available Resources</b>	<b>248,651</b>	<b>885,690</b>	<b>179,995</b>	<b>661,590</b>	<b>267.56%</b>
<b>Expenditures:</b>					
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	86,938	728,995	24,400	505,995	1973.75%
Reserves	0	156,695	155,595	155,595	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>86,938</b>	<b>885,690</b>	<b>179,995</b>	<b>661,590</b>	<b>267.56%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>86,938</b>	<b>885,690</b>	<b>179,995</b>	<b>661,590</b>	<b>267.56%</b>
Net Income / (Loss)	\$161,713	\$0	\$0	\$0	

**Organizational Chart:**

None

**General Information:**

This fund was 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 2013 Accomplishments:**

\* N/A They are the same as the Airport

**FY 2014 Goals:**

\* N/A

\*

**Budget Highlights:**

There is a payment preservation program and AWOS program budgeted for FY 2014. Both of these projects are matching Grants from either ADOT and/or the FAA.

Airports	Airport Improvement Fund	Fund 07 - Grants			Cost Center	14-0X
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	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	86,938	728,995	24,400	505,995	1973.75%	
Reserves	0	156,695	156,995	155,595	-0.89%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$86,938</u>	<u>\$885,690</u>	<u>\$181,395</u>	<u>\$661,590</u>	<u>264.72%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
FAA Grant	\$107,275	16.21%
Misc Grants	\$0	0.00%
ADOT Grant	351,310	53.10%
Airport Transfer In	47,410	7.17%
Fund Balance	155,595	23.52%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>



**Grants Fund Revenues/Expenditures/Changes in Fund Balance**

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
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%
<b>Total Revenue Sources</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>0.00%</b>
<b>Other Financing Sources:</b>					
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%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Available Resources</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>0.00%</b>
<b>Expenditures:</b>					
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	
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>0.00%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>0.00%</b>
 Net Income / (Loss)	 \$0	 \$0	 \$0	 \$0	

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.

**Other Grants Fund Revenues/Expenditures**

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
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%
<b>Total Revenue Sources</b>	0	500,000	0	500,000	0.00%
<b>Other Financing Sources:</b>					
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%
<b>Total Other Financing Sources</b>	0	0	0	0	0.00%
<b>Total Available Resources</b>	0	500,000	0	500,000	0.00%
<b>Expenditures:</b>					
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%
<b>Total Expenditures</b>	0	500,000	0	500,000	0.00%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenditures and Other Uses</b>	0	500,000	0	500,000	0.00%
Net Income / (Loss)	\$0	\$0	\$0	\$0	

**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 2013 Accomplishments:**

\* None

**FY 2014 Goals:**

\* Obtain grants for multiple projects

**Budget Highlights:**

This fund has \$500,000 allocated for any possible grant that may arise.

Grants	Other Grants Fund	Fund 07 - Grants	Cost Center	15-00
<b>Performance Indicators</b>				
<b>City Council Goal:</b>	<i>* Performance Measures are not applicable to this fund *</i>			
<b>Department Goal:</b>				
<b>Objective:</b>				
<b>Type of Measure:</b>				
<b>Tool:</b>				
<b>Frequency:</b>				
<b>Scoring:</b>				
<b>Trend:</b>				
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
N/A				

<b>Supplemental Data: Capital Outlay</b>				
Expenditure Category	2012	2013		2014
	Actual	Budget	Revised	Final
Grant Projects		\$500,000		\$500,000
	\$0	\$500,000	\$0	\$500,000

Grants	Other Grants Fund	Fund 07 - Grants			Cost Center	15-00
<b>Summary By Category</b>						
Expenditure Category	2012	2013		2014	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%	
Debt Service	0	0	0	0	0.00%	
<b>Department Totals</b>	<u>\$0</u>	<u>\$500,000</u>	<u>\$0</u>	<u>\$500,000</u>	<u>0.00%</u>	

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Federal Grants	\$500,000	100%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

## Community Development Block Grant Fund Revenues/Expenditures/Changes in Fund Balance

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Intergovernmental Revenues					
State Grants	0	0	0	0	0.00%
Greenwood Chipping Grant	0	0	0	0	0.00%
Federal Grants	12,500	257,500	2,000	330,000	16400.00%
Miscellaneous Revenue					
Interest Income	8	0	0	0	0.00%
<b>Total Revenue Sources</b>	<b>12,508</b>	<b>257,500</b>	<b>2,000</b>	<b>330,000</b>	<b>16400.00%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	62,500	48,000	80,000	66.67%
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%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>62,500</b>	<b>48,000</b>	<b>80,000</b>	<b>66.67%</b>
<b>Total Available Resources</b>	<b>12,508</b>	<b>320,000</b>	<b>50,000</b>	<b>410,000</b>	<b>720.00%</b>
<b>Expenditures:</b>					
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	12,580	320,000	50,000	410,000	720.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>12,580</b>	<b>320,000</b>	<b>50,000</b>	<b>410,000</b>	<b>720.00%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>12,580</b>	<b>320,000</b>	<b>50,000</b>	<b>410,000</b>	<b>720.00%</b>
Net Income / (Loss)	(\$72)	\$0	\$0	\$0	

**Organizational Chart:**

None

**General Information:**

The Community Development Department, which includes Developmental Services work closely with the Northern Arizona Council of Governments (NACOG) and the State of Arizona to obtain Community Development Block Grants (CDBG) funds. Intergovernmental agreements and partnerships have been formed to successful completion of a variety of neighborhood improvement projects.

**FY 2013 Accomplishments:**

\* None

**FY 2014 Goals:**

\* Obtain grants for multiple projects

**Budget Highlights:**

The CDBG Grant that was received for the 10th Street project in FY 2012 has been developed and will be completed in FY 2014.

Public Works	CDBG	Fund 08 - CDBG	Cost Center	1X-00
<b>Performance Indicators</b>				
<i>* Performance Measures are not applicable to this fund *</i>				

<b>Supplemental Data: Capital Outlay</b>				
Expenditure Category	2012	2013		2014
	Actual	Budget	Revised	Final
CDBG 10th St Construction Grant	\$12,580	\$320,000	\$50,000	\$410,000
	<u>\$12,580</u>	<u>\$320,000</u>	<u>\$50,000</u>	<u>\$410,000</u>

Public Works		CDBG		Fund 08 - CDBG		Cost Center	1X-00
<b>Summary By Category</b>							
Expenditure Category	2012	2013		2014	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	12,580	320,000	50,000	410,000	720.00%		
Reserves	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<u>\$12,580</u>	<u>\$320,000</u>	<u>\$50,000</u>	<u>\$410,000</u>	<u>720.00%</u>		

<b>Departmental Fund Sources</b>			
Funding Sources	Amount	% of Funding	% of Funding
Federal Grants	\$330,000	80%	
HURF Fund	\$80,000	20%	
	<b>Total Funding</b>	<u>100.00%</u>	

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

**This Page Intentionally Left Blank**

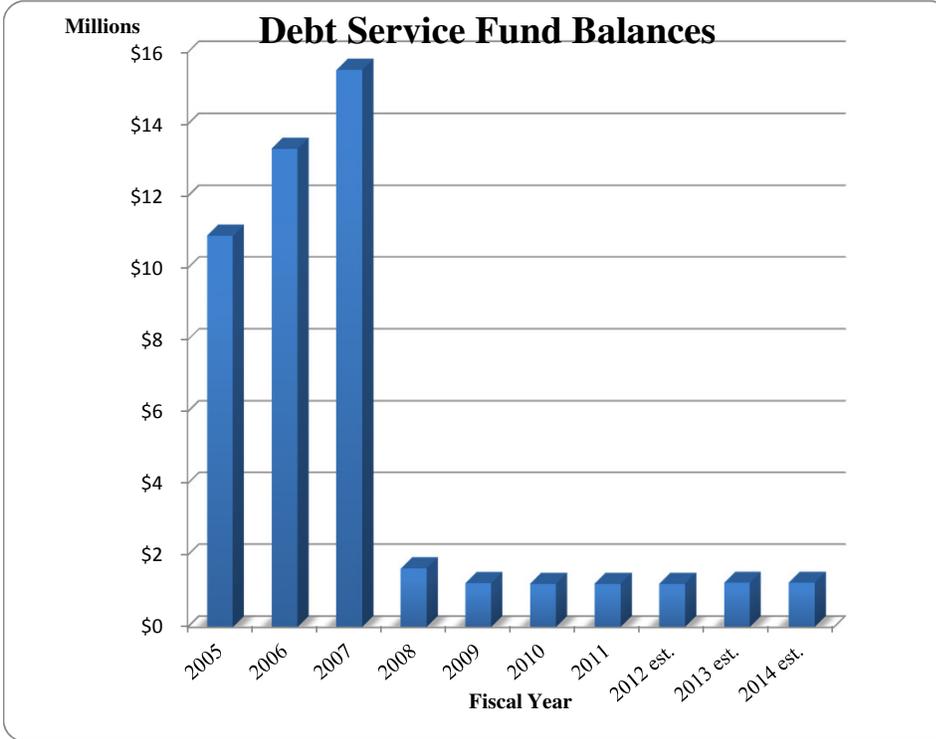
The Debt Service Fund is set up to account for the accumulation of resources and the payment of general long term debt principal and interest.

**Fund/Account Number**

13

**Description**

Debt Service



Fiscal Year	Balance
2005	10,905,003
2006	13,322,698
2007	15,510,865
2008	1,637,437
2009	1,229,290
2010	1,210,129
2011	1,210,129
2012 est.	1,209,315
2013 est.	1,237,020
2014 est.	1,237,020

Sewer debt service reserves reflected a sharp decrease due to the transfer of these funds in FY 2008 to the Capital Projects Fund.

**Consolidated Statement of Revenues/Expenditures/Changes in Fund Balance**

Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	2,061,879	2,072,875	2,073,935	2,070,575
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	2,512	350	100	0
Miscellaneous Revenues	0	0	0	0
<b>Total Revenue Sources</b>	<b>2,064,391</b>	<b>2,073,225</b>	<b>2,074,035</b>	<b>2,070,575</b>
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	0
Carryover	0	1,209,315	1,237,020	1,237,020
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Other Financing Sources</b>	<b>0</b>	<b>1,209,315</b>	<b>1,237,020</b>	<b>1,237,020</b>
<b>Total Available Resources</b>	<b>2,064,391</b>	<b>3,282,540</b>	<b>3,311,055</b>	<b>3,307,595</b>
<b>Expenditures:</b>				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	1,049	1,060	1,060	0
Other Services and Charges	0	0	0	0
Capital Outlay	0	0	0	0
Reserves	0	1,208,505	1,237,020	1,767,720
Debt Service	2,063,342	2,072,975	2,072,975	1,539,875
<b>Total Expenditures</b>	<b>2,064,391</b>	<b>3,282,540</b>	<b>3,311,055</b>	<b>3,307,595</b>
<b>Other Uses:</b>				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures and Other Uses</b>	<b>2,064,391</b>	<b>3,282,540</b>	<b>3,311,055</b>	<b>3,307,595</b>
Net Income / (Loss)	\$0	\$0	\$0	\$0

**Debt Service Fund Revenues/Expenditures/Changes in fund Balance**

Item Description	2011	2012		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
City Sales Tax	1,905,992	1,914,675	1,915,735	2,070,575	8.08%
City Sales Tax - Library	155,887	158,200	158,200	0	-100.00%
Charges for Services					
User Fees - Water Co. Debt Serv	0	0	0	0	0.00%
Uses of Monies & Properties					
Interest Income	2,512	350	100	0	-100.00%
<b>Total Revenue Sources</b>	<b>2,064,391</b>	<b>2,073,225</b>	<b>2,074,035</b>	<b>2,070,575</b>	<b>-0.17%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Carryover Funds	0	1,209,315	1,237,020	1,237,020	0.00%
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%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>1,209,315</b>	<b>1,237,020</b>	<b>1,237,020</b>	<b>0.00%</b>
<b>Total Available Resources</b>	<b>2,064,391</b>	<b>3,282,540</b>	<b>3,311,055</b>	<b>3,307,595</b>	<b>-0.10%</b>
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	1,049	1,060	1,060	0	-100.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	1,208,505	1,237,020	1,767,720	42.90%
Debt Service	2,063,342	2,072,975	2,072,975	1,539,875	-25.72%
<b>Total Expenditures</b>	<b>2,064,391</b>	<b>3,282,540</b>	<b>3,311,055</b>	<b>3,307,595</b>	<b>-0.10%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transf	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>\$2,064,391</b>	<b>\$3,282,540</b>	<b>\$3,311,055</b>	<b>\$3,307,595</b>	<b>-0.10%</b>
Net Income / (Loss)	\$0	\$0	\$0	\$0	

**This Page Intentionally Left Blank**

**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 2013 Accomplishments:**

- \* Consistently maintained timely payments of Special Debt Service accounts by setting up monthly deposits

**FY 2014 Goals:**

- \* Maintain timely payment of all bond and long term debt payments

**Budget Highlights:**

The final payments on three of the Debt Service Bonds were paid in FY 2013 decreasing FY 2014 budgeted amounts. The remaining Bond payment is for the Recreation Center.

Interest & Sinking	Debt Service Fund	Fund 13 - Debt Service	Cost Center	10-0X
<b>Performance Indicators</b>				
<i>* Performance Measures are not applicable for this fund*</i>				

<b>Supplemental Data: Expenditures</b>					
Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	

**Contractual Services**

Trustee Fees - Library	689	700	700		-100.00%
Trustee Fees - WIFA	360	360	360		0.00%
<b>Total Contractual Services</b>	<u>\$1,049</u>	<u>\$1,060</u>	<u>\$1,060</u>	<u>\$0</u>	<u>-100.00%</u>

**Debt Service**

Interest - FmHA Loan - Library	9,300	3,500	3,500	0	-100.00%
Principal - FmHA Loan - Library	75,000	70,000	70,000	0	-100.00%
Interest - Library Bonds	6,750	4,800	4,800	0	-100.00%
Principal - Library Bonds	65,000	80,000	80,000	0	-100.00%
Interest - GADA - Recreation Center	765,775	732,275	732,275	699,875	-4.42%
Principal - GADA - Recreation Center	772,917	810,000	810,000	840,000	3.70%
Interest GADA-RR Wash	10,875	5,700	5,700	0	-100.00%
Principal GADA-RR Wash	90,000	95,000	95,000	0	-100.00%
Interest GADA-PS Building	22,725	11,700	11,700	0	-100.00%
Principal GADA-PS Building	245,000	260,000	260,000	0	-100.00%
<b>Total Other Services &amp; Charges</b>	<u>\$2,063,342</u>	<u>\$2,072,975</u>	<u>\$2,072,975</u>	<u>\$1,539,875</u>	<u>-25.72%</u>

**Reserves**

GADA Reserve	0	1,208,505	1,237,020	1,767,720	42.90%
<b>Total Reserves</b>	<u>\$0</u>	<u>\$1,208,505</u>	<u>\$1,237,020</u>	<u>\$1,767,720</u>	<u>42.90%</u>

Interest & Sinking	Debt Service Fund	Fund 13 - Debt Service		Cost Center	10-0X
<b>Summary By Category</b>					
Expenditure Category	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	1,049	1,060	1,060	0	-100.00%
Other Services and Charges	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	1,208,505	1,237,020	1,767,720	42.90%
Transfers Out	0	0	0	0	0.00%
Debt Service	2,063,342	2,072,975	2,072,975	1,539,875	-25.72%
Department Totals	<u>\$2,064,391</u>	<u>\$3,282,540</u>	<u>\$3,311,055</u>	<u>\$3,307,595</u>	<u>-0.10%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Other Income	\$0	0.00%
Taxes	2,070,575	62.60%
Bond Proceeds	0	0.00%
Transfers In - General Fund	0	0.00%
Fund Balance	1,237,020	37.40%
Total Funding		<u>100.00%</u>

<b>Supplemental Data: Transfers Out</b>					
Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
Transfers Out - Sewer	\$0	\$0	\$0	\$0	0.00%
Transfers Out - Library	0	0	0	0	0.00%
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>

**This Page Intentionally Left Blank**



**Computation of Direct and Overlapping Bonded Debt  
June 30, 2012**

Jurisdiction	General Obligation Bonded Debt	Percentage Applicable to City	Amount Applicable to City
City of Cottonwood	\$158,300	100.00%	\$158,300
Yavapai County	0	0.00%	0
Yavapai Community College District	40,470,000	4.55%	1,841,385
Cottonwood/Oak Creek School District	0	38.37%	0
Mingus Union High School District	12,025,000	44.98%	5,408,845
<b>Total Direct and Overlapping Debt</b>			<b><u><u>\$7,408,530</u></u></b>

Jurisdiction	Total Assessed Valuation
City of Cottonwood	\$93,803,714
Yavapai County	2,409,176,647
Yavapai Community College District	2,409,176,647
Cottonwood/Oak Creek School District	222,839,464
Mingus Union High School District	<u>280,876,044</u>
	5,415,872,516

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, 2010 were secured by sales taxes instead of property taxes.

<b>Computation of Legal Debt Margin</b> <b>June 30, 2012</b>
---

Net secondary assessed valuation (Full Cash Value)	\$82,365,547
--	--------------

**Calculation of 20% Debt Limitation**

20% of secondary net assessed valuation	16,473,109
Bonds outstanding	0
<b>Net 20% Debt Limitation</b>	<b>16,473,109</b>

**Calculation of 6% Debt Limitation**

6% of secondary net assessed valuation	4,941,933
Bonds outstanding	0
<b>Net 6% Debt Limitation</b>	<b>4,941,933</b>

Total Bonding Capacity	\$21,415,042
------------------------	--------------

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, 2012 were secured by sales taxes instead of property taxes.

**This Page Intentionally Left Blank**

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.

<b><u>Fund/Account Number</u></b>	<b><u>Description</u></b>
<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>

**Consolidated Statement of Revenues/Expenditures/Changes in Fund Balance**

Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	225,000	222,925	0
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	0	0	0	0
Miscellaneous Revenues	207,047	250,000	175,065	165,000
<b>Total Revenue Sources</b>	<b>207,047</b>	<b>475,000</b>	<b>397,990</b>	<b>165,000</b>
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	2,442,040
Carryover	0	12,672,075	13,542,150	9,652,040
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	3,700,000
<b>Total Other Financing Sources</b>	<b>0</b>	<b>12,672,075</b>	<b>13,542,150</b>	<b>15,794,080</b>
<b>Total Available Resources</b>	<b>207,047</b>	<b>13,147,075</b>	<b>13,940,140</b>	<b>15,959,080</b>
<b>Expenditures:</b>				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	0	0	0	0
Other Services and Charges	8,996	0	9,000	8,600
Capital Outlay	258,107	1,916,655	1,837,060	4,501,000
Reserves	0	7,630,420	9,652,040	6,808,930
Debt Service	0	0	0	0
<b>Total Expenditures</b>	<b>267,103</b>	<b>9,547,075</b>	<b>11,498,100</b>	<b>11,318,530</b>
<b>Other Uses:</b>				
Transfers Out	0	3,600,000	2,442,040	4,640,550
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>0</b>	<b>3,600,000</b>	<b>2,442,040</b>	<b>4,640,550</b>
<b>Total Expenditures and Other Uses</b>	<b>267,103</b>	<b>13,147,075</b>	<b>13,940,140</b>	<b>15,959,080</b>
Net Income / (Loss)	<b>(\$60,056)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Capital Projects - Railroad Wash Improvements Fund Revenues/Expenditures**

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Intergovernmental Revenues					
Yavapai County	0	225,000	222,925	0	-100.00%
A.D.O.T.	0	0	0	0	0.00%
<b>Total Intergov'tl Revenue</b>	0	225,000	222,925	0	-100.00%
Miscellaneous Revenues					
Other Income	0	0	0	0	0.00%
<b>Total Revenue Sources</b>	0	0	0	0	0.00%
<b>Other Financing Sources:</b>					
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%
<b>Total Other Financing Sources</b>	0	0	0	0	0.00%
<b>Total Available Resources</b>	0	225,000	222,925	0	-100.00%
<b>Expenditures:</b>					
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	225,000	222,925	0	-100.00%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	0	225,000	222,925	0	-100.00%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenditures and Other Uses</b>	0	225,000	222,925	0	-100.00%
Net Income / (Loss)	\$0	\$0	\$0	\$0	

**This Page Intentionally Left Blank**

**Organizational Chart:**

None

**General Information:**

This project continues as grant funds become available from Yavapai County.

**FY 2013 Accomplishments:**

Not applicable

**FY 2014 Goals:**

Not applicable

**Budget Highlights:**

There is nothing budgeted for this project for FY 2014.

Public Works	Railroad Wash Improvements	Fund 11 - Capital Projects	11-00
<b>Performance Indicators</b>			
<i>* Performance Measures are not applicable to this fund *</i>			

<b>Supplemental Data: Capital Outlay</b>				
Expenditure Category	2012	2013		2014
	Actual	Budget	Revised	Final
Railroad Wash Improvements 6th Street and Silver Springs Wet Crossing Camino Real Street and Oak Wash Wet Crossing		\$225,000	\$222,925	
	\$0	\$225,000	\$222,925	\$0

Public Works		Railroad Wash Improvements		Fund 11 - Capital Projects		Cost Center	11-00
<b>Summary By Category</b>							
Expenditure Category	2012	2013		2014	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	225,000	222,925	0	-100.00%		
Reserves	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<b>\$0</b>	<b>\$225,000</b>	<b>\$222,925</b>	<b>\$0</b>	<b>-100.00%</b>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Yavapai County	\$0	0.00%
GADA Loan Proceeds(carryover)	0	0.00%
Interest Income	0	0.00%
<b>Total Funding</b>		<b>0.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>			<b>\$0</b>

**Capital Projects - Capital Projects Fund-Revenue/Expenditures/Changes in Fund Balance**

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Intergovernmental Revenues					
Heritage Grant Funds	0	0	0	0	0.00%
Intergovernmental	0	0	0	0	0.00%
<b>Total Intergovernmental</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Miscellaneous Income					
Other Income	207,028	250,000	175,000	165,000	-5.71%
<b>Total Revenue Sources</b>	<b>207,028</b>	<b>250,000</b>	<b>175,000</b>	<b>165,000</b>	<b>-5.71%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	2,442,040	0.00%
Carryover	0	12,672,075	13,542,150	9,652,040	-28.73%
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	3,700,000	0.00%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>12,672,075</b>	<b>13,542,150</b>	<b>15,794,080</b>	<b>16.63%</b>
<b>Total Available Resources</b>	<b>207,028</b>	<b>12,922,075</b>	<b>13,717,150</b>	<b>15,959,080</b>	<b>16.34%</b>
<b>Expenditures:</b>					
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	8,596	0	8,600	8,600	0.00%
Capital Outlay	233,941	593,155	1,015,635	4,296,000	322.99%
Reserves	0	7,630,420	9,652,040	6,808,930	-29.46%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>242,537</b>	<b>8,223,575</b>	<b>10,676,275</b>	<b>11,113,530</b>	<b>4.10%</b>
<b>Other Uses:</b>					
Transfers Out	0	3,600,000	2,442,040	4,640,550	90.03%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>3,600,000</b>	<b>2,442,040</b>	<b>4,640,550</b>	<b>90.03%</b>
<b>Total Expenditures and Other Uses</b>	<b>242,537</b>	<b>11,823,575</b>	<b>13,118,315</b>	<b>15,754,080</b>	<b>20.09%</b>
Net Income / (Loss)	<b>(\$35,509)</b>	<b>\$1,098,500</b>	<b>\$598,835</b>	<b>\$205,000</b>	

**Organizational Chart:**

None

**General Information:**

This fund was created to hold debt service reserves which has been moved over for future capital projects.

**FY 2013 Accomplishments:**

- \* N/A (All accomplishments for this fund would be reflected in the departments that are responsible for them)

**FY 2014 Goals:**

- \* NA

**Budget Highlights:**

This departments capital outlay includes \$3.7M for an Emergency Communications Center that will have a recovery of the revenues through a bonding, the \$180,000 for the remaining balance of the City Wide Software, \$200,000 for architecture of a new City Hall , \$60,000 to repair the Civic Center HVAC System and \$156,000 to complete the parking lots in Old Town.

General Government	CIP Capital Projects Fund	Fund 11 - Capital Projects	Cost Center	10-03
<b>Performance Indicators</b>				
<i>* Performance Measures are not applicable to this fund *</i>				

<b>Supplemental Data: Capital Outlay</b>				
Expenditure Category	2012	2013		2014
	Actual	Budget	Revised	Final
Land Acquisition	\$87,240			
Evidence Building			\$1,300	
Civic Center HVAC				\$60,000
Dog Park Remodel			25,000	
Communications Center			40,000	3,700,000
Architecture Design - City Hall	11,345	\$100,000	15,000	200,000
Software - City Wide			178,325	180,000
Portal Signs to the City	1,849		10	
Old Town Jail remodel	39,465	5,000	30,000	
Remodel - Old Court Bldg.	72,264	60,000	114,000	
Library Parking Lot Reconstruction			0	
Old Town Parking	15,444	144,555	450,000	156,000
Riverfront Park Improvements & Ramada Parkii	6,334	108,600	90,000	
Fire Station 2 (GADA) design/consulting		120,000		
Rec Center Solar Installation				
Gardner Property Demo		55,000	72,000	
	<u>\$233,941</u>	<u>\$593,155</u>	<u>\$1,015,635</u>	<u>\$4,296,000</u>

General Government		CIP Capital Projects Fund		Fund 11 - Capital Projects		Cost Center	10-03
<b>Summary By Category</b>							
Expenditure Category	2012	2013		2014	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	8,596	0	8,600	8,600	0.00%		
Capital Outlay	233,941	593,155	1,015,635	4,296,000	322.99%		
Reserves		7,630,420	9,652,040	6,808,930	-29.46%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<u>\$242,537</u>	<u>\$8,223,575</u>	<u>\$10,676,275</u>	<u>\$11,113,530</u>	<u>4.10%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Capital Reserves	\$10,948,530	98.52%
Interest Income	165,000	1.48%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

## Capital Projects - Recreation Projects Revenues/Expenditures

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
City Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					0.00%
Yavapai County & APS	0	0	0	0	0.00%
Total Intergovernmental	0	0	0	0	0.00%
Miscellaneous Income					
Other Income	19	0	65	0	-100.00%
<b>Total Revenue Sources</b>	<b>19</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>-100.00%</b>
<b>Other Financing Sources:</b>					
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%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Available Resources</b>	<b>19</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>-100.00%</b>
<b>Expenditures:</b>					
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	400	0	400	0	-100.00%
Capital Outlay	24,166	1,098,500	598,500	205,000	-65.75%
Reserves	0	0	0	0	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>24,566</b>	<b>1,098,500</b>	<b>598,900</b>	<b>205,000</b>	<b>-65.77%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>24,566</b>	<b>1,098,500</b>	<b>598,900</b>	<b>205,000</b>	<b>-65.77%</b>
Net Income / (Loss)					
		<b>(\$24,547)</b>	<b>(\$1,098,500)</b>	<b>(\$598,835)</b>	<b>(\$205,000)</b>

**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 provides the community with a state-of-the-art Aquatics/Multigenerational Center for all to enjoy. The City bonded 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. Construction phase of this project was completed on February 20, 2010.

**FY 2013 Accomplishments:**

\* N/A

**FY 2014 Goals:**

N/A

**Budget Highlights:**

The Solar panels on the Recreation Center and the new play apparatus at the Recreation Center pool are the final expenditures of these bond funds and will deplete the remaining funds.

Culture & Recreation	CIP Rec Projects Expansion	Fund 11 - Capital Projects	Cost Center	14-00
<b>Performance Indicators</b>				
<i>* Performance Measures are not applicable to this fund *</i>				

<b>Supplemental Data: Capital Outlay</b>				
Expenditure Category	2012	2013		2014
	Actual	Budget	Revised	Final
Communications building architectural design	\$24,000	\$500,000		
Evidence bldg				
Rec Center Construction				
Rec Center Furnishing & Equip				
Rec Center Architectural				
Rainbow Colors Pool Play System				\$205,000
Rec Center Solar Project	166	598,500	\$598,500	
	<u>\$24,166</u>	<u>\$1,098,500</u>	<u>\$598,500</u>	<u>\$205,000</u>

Culture & Recreation		CIP Rec Projects Expansion		Fund 11 - Capital Projects		Cost Center	14-00
<b>Summary By Category</b>							
Expenditure Category	2012	2013		2014	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	400	0	400	0	-100.00%		
Capital Outlay	24,166	1,098,500	598,500	205,000	-65.75%		
Reserves	0	0	0	0	0.00%		
Debt Service	0	0	0	0	0.00%		
<b>Department Totals</b>	<u>\$24,566</u>	<u>\$1,098,500</u>	<u>\$598,900</u>	<u>\$205,000</u>	<u>-65.77%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Capital Reserves	\$205,000	100.00%
Interest Income	0	0.00%
Transfers In	0	0.00%
<b>Total Funding</b>		<u>100.00%</u>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
N/A						\$0
Temporary / Reserves						0
Overtime						0
Retirement						0
Insurance & Taxes						0
Employee Related Expenses						0
<b>Totals</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			<u>\$0</u>

**This Page Intentionally Left Blank**

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.

<b><u>Fund/Account Number</u></b>	<b><u>Description</u></b>
<u>06-10-0X</u>	<u>Wastewater Treatment Fund</u>
<u>16-10-0X</u>	<u>Water System Fund</u>

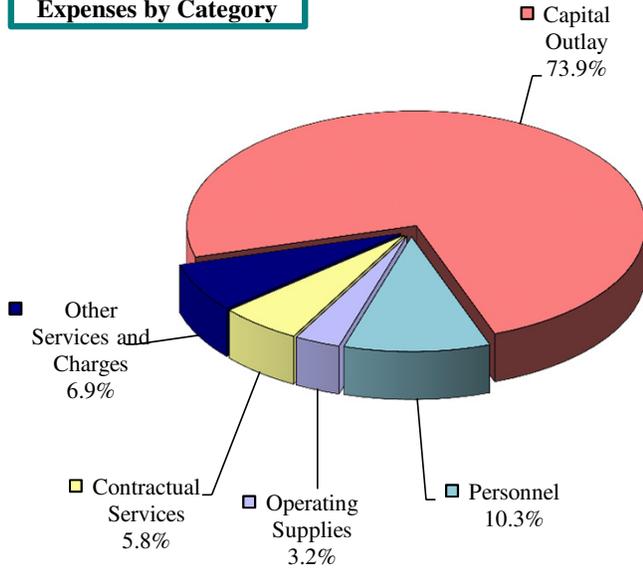
**Consolidated Statement of Revenues/Expenses**

Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Intergovernmental Revenues	0	0	0	0
Charges for Services	6,932,713	7,240,565	7,246,990	7,247,450
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	76,710	18,120	28,790	28,755
Miscellaneous Revenues	534,070	481,870	564,735	769,735
<b>Total Revenue Sources</b>	<b>7,543,493</b>	<b>7,740,555</b>	<b>7,840,515</b>	<b>8,045,940</b>
<b>Other Financing Sources:</b>				
Transfers In	0	3,600,000	0	4,640,550
Carryover	8,326,646	12,883,545	6,812,475	4,319,385
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Other Financing Sources</b>	<b>8,326,646</b>	<b>16,483,545</b>	<b>6,812,475</b>	<b>8,959,935</b>
<b>Total Available Resources</b>	<b>15,870,139</b>	<b>24,224,100</b>	<b>14,652,990</b>	<b>17,005,875</b>
<b>Expenses:</b>				
Personnel	1,639,728	1,760,680	1,752,280	1,952,700
Operating Supplies	550,187	621,525	584,945	601,950
Contractual Services	919,364	1,116,350	1,037,265	1,169,140
Other Services and Charges	1,644,192	1,729,335	1,606,405	1,658,745
Depreciation	1,324,172	0	0	0
Capital Outlay	413,932	8,715,665	2,850,660	9,099,070
Reserves	7,809,386	7,778,495	4,319,385	38,495
Debt Service	1,569,178	2,502,050	2,502,050	2,485,775
<b>Total Expenses</b>	<b>15,870,139</b>	<b>24,224,100</b>	<b>14,652,990</b>	<b>17,005,875</b>
<b>Other Uses:</b>				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenses and Other Uses</b>	<b>15,870,139</b>	<b>24,224,100</b>	<b>14,652,990</b>	<b>17,005,875</b>
Net Income / (Loss)	\$0	\$0	\$0	\$0

Fiscal Year 2014 Budget  
Wastewater Facility Fund Expenses By Category

Category	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Sub-Total	\$735,870	\$229,450	\$410,845	\$491,625	\$5,275,000	\$0	\$7,142,790
Total	\$735,870	\$229,450	\$410,845	\$491,625	\$5,275,000	\$0	\$7,142,790

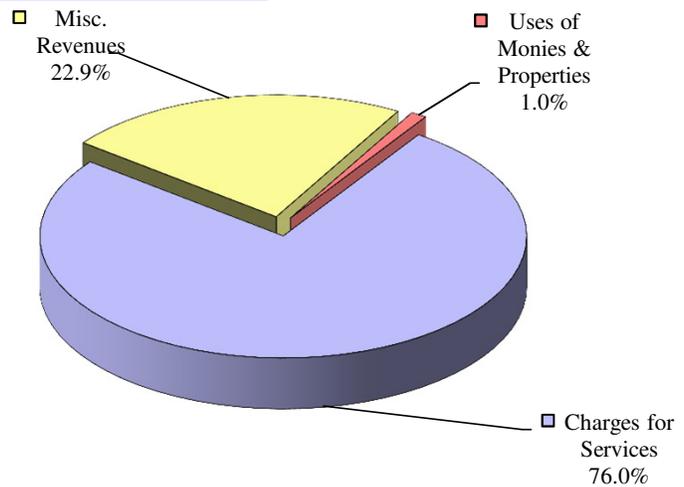
**Wastewater Facility Fund Expenses by Category**



Wastewater Facility Fund Summary	
Revenues	\$1,906,460
Expenses	(7,142,790)
Revenues over (under) Expenses	(5,236,330)
Other Funding Sources/Uses	5,236,330
(Use)/Source of Retained Earnings	\$0

**Wastewater Facility Fund Revenues by Source**

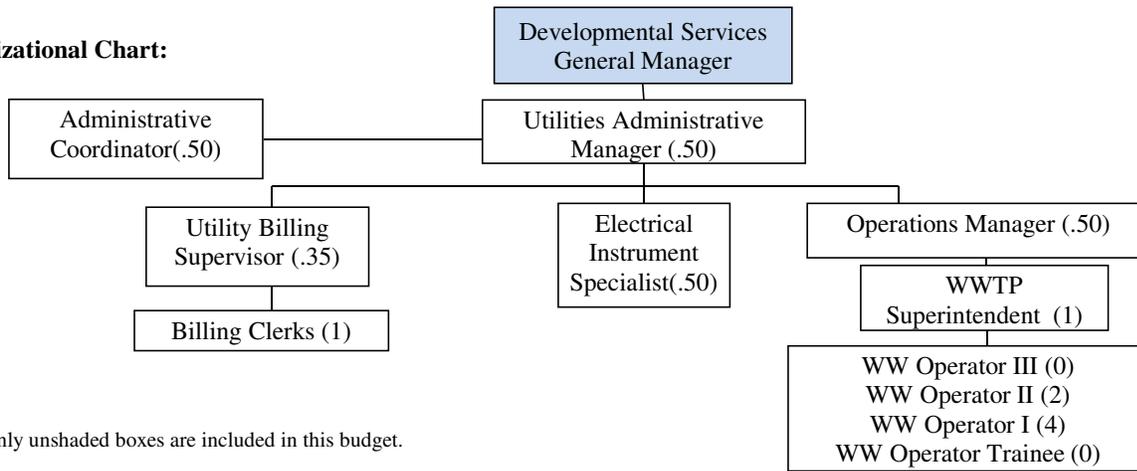
Wastewater Facility Fund Revenues By Source	
Uses of Monies & Properties	\$20,000
Charges for Services	1,449,460
Misc. Revenues	437,000
Other Sources	5,236,330
Total Resources Available	\$7,142,790



**Wastewater Facility Fund Revenues/Expenses/Changes in Retained Earnings**

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
City Sales Tax (Portion of 1%)	0	0	0	0	0.00%
Charges for Services					
User Fees	1,356,438	1,244,830	1,438,760	1,438,760	0.00%
Tap Fees	210	420	200	200	0.00%
Effluent Revenue	8,587	11,795	10,210	10,500	2.84%
Uses of Monies & Properties					
Interest Income	48,155	9,705	20,000	20,000	0.00%
Miscellaneous Revenue					
Other Income	83,627	83,720	97,000	437,000	350.52%
<b>Total Revenue Sources</b>	<b>1,497,017</b>	<b>1,350,470</b>	<b>1,566,170</b>	<b>1,906,460</b>	<b>21.73%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	3,600,000	0	4,640,550	0.00%
Carryover	2,595,465	3,038,395	1,819,640	595,780	-67.26%
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%
<b>Total Other Financing Sources</b>	<b>2,595,465</b>	<b>6,638,395</b>	<b>1,819,640</b>	<b>5,236,330</b>	<b>187.77%</b>
<b>Total Available Resources</b>	<b>4,092,482</b>	<b>7,988,865</b>	<b>3,385,810</b>	<b>7,142,790</b>	<b>110.96%</b>
<b>Expenses:</b>					
Personnel	584,027	670,780	641,650	735,870	14.68%
Operating Supplies	204,549	243,950	216,870	229,450	5.80%
Contractual Services	285,964	342,060	354,120	410,845	16.02%
Other Services and Charges	507,781	502,820	467,390	491,625	5.19%
Depreciation	534,553	0	0	0	0.00%
Capital Outlay	59,597	4,857,665	1,110,000	5,275,000	375.23%
Reserves	1,916,011	1,371,590	595,780	0	-100.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenses</b>	<b>4,092,482</b>	<b>7,988,865</b>	<b>3,385,810</b>	<b>7,142,790</b>	<b>110.96%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenses and Other Uses</b>	<b>4,092,482</b>	<b>7,988,865</b>	<b>3,385,810</b>	<b>7,142,790</b>	<b>110.96%</b>
Net Income / (Loss)	\$0	\$0	\$0	\$0	

**Organizational Chart:**

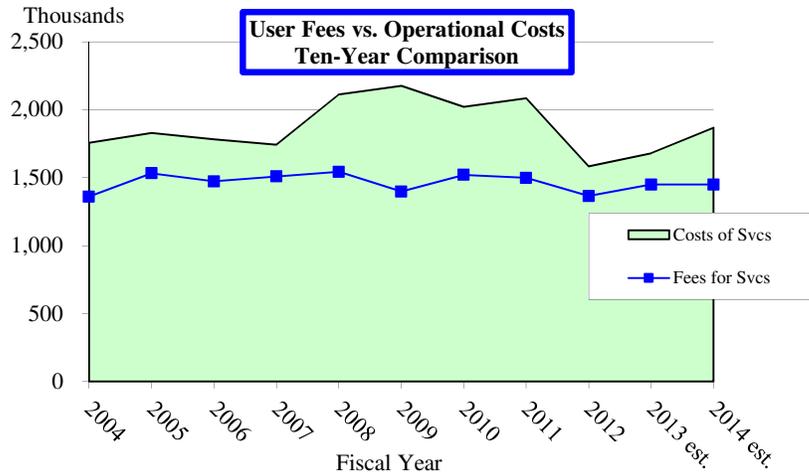


Note: Only unshaded boxes are included in this budget.

**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, operation of Reclaimed Water Delivery System, and field locating (blue staking) of the underground collection system.

	Costs of Svcs	Fees for Svcs
2004	1,756,288	1,360,739
2005	1,829,552	1,532,600
2006	1,783,106	1,472,875
2007	1,741,877	1,508,667
2008	2,111,798	1,542,468
2009	2,175,251	1,397,594
2010	2,020,026	1,520,972
2011	2,083,265	1,497,939
2012	1,582,321	1,365,235
2013 est.	1,680,030	1,449,170
2014 est.	1,867,790	1,449,460



Please Note: The net difference is operating fees and services is covered by fund balance and non-operating revenue.

**FY 2013 Accomplishments:**

- \* Completed modifications on Headworks influent flow screen/washing compactor
- \* Centrifuge concrete and steel loading pad improvements completed
- \* The new reclaimed water tank and booster pack were connected to the reclaimed water distribution system that includes Del Webb (Cottonwood Ranch), Mesquite Hills and the CAT building
- \* Completed door lock replacement project for the wastewater plant and sewer lift stations
- \* RAS (Return Activated Sludge)/WAS (Waste Activated Sludge) pinch valves were replaced

**FY 2014 Goals:**

- \* Finalize design and start construction for Riverfront WRF
- \* Finalize design for Lift Station 4 wet well expansion
- \* Start construction on Yavapai College reclaimed line

**Budget Highlights:**

Health and Sanitation		Fund 06 - Enterprise Fund		Cost Center	10-0X
Performance Indicators					
<b>City Council Goal:</b>	Strive to maintain a uniquely desirable and sustainable community				
<b>Department Goal:</b>	Provide wastewater treatment that meets or exceeds Federal, State and Local compliance				
<b>Objective:</b>	Improve influent/effluent treatment plant quality				
<b>Type of Measure:</b>	Outcome Based				
<b>Tool:</b>	System Monitoring, reporting and operational feedback				
<b>Frequency:</b>	Daily, Weekly, Monthly, Quarterly, Semi-Annual and Annual Reports				
<b>Scoring:</b>	Percentage above required 85% from previous				
<b>Trend:</b>	Steady Improvement		Actual	Estimated	Anticipated
<b>Measures:</b>	2011	2012	2013	2014	
Wastewater Treated (millions of gallons)	354.0	389.0	350.0	402.0	
WWTP Efficiency (Permit Required):					
BOD (85% Required)	98%	98%	98%	98%	
TSS (85% Required)	96%	98%	98%	98%	
<b>City Council Goal:</b> Strive to maintain a uniquely desirable and sustainable community					
<b>Department Goal:</b> Ensure regulatory compliance of effluent (reclaimed water) and encourage use of reclaim					
<b>Objective:</b> Produce and distribute reclaimed water that meets or exceeds regulatory standards					
<b>Type of Measure:</b> Outcome					
<b>Tool:</b> Laboratory testing, metering					
<b>Frequency:</b> Daily, Monthly, Quarterly, Semi-Annual, Annual testing, reports					
<b>Scoring:</b> Exceedances :1-3= 90% 4-6= 75% >6= 50%, Sold = steady improvement					
<b>Trend:</b> Steady improvement		Actual	Estimated	Anticipated	
<b>Measures:</b>		2011	2012	2013	2014
Reclaimed Water Sold(millions)	3.0	3.5	4.0	3.5	
Number of regulatory permit exceedances	5	2	2	2	

<b>City Council Goal:</b> Strive to maintain a uniquely desirable and sustainable community					
<b>Department Goal:</b> Maintain reliable infrastructure					
<b>Objective:</b> Reduce the number of Sanitary Sewer Overflows through proper maintenance and inspection					
<b>Type of Measure:</b> Outcome					
<b>Tool:</b> System monitoring, visual observation and reports					
<b>Frequency:</b> Ongoing Project					
<b>Scoring:</b> Blockages= percent reduction from previous, Cleaning and video taping (ft)= 1,000-10,000 =50% 11,000-20,000=75% 20,000+ =100%					
<b>Trend:</b> Steady improvement		Actual	Estimated	Anticipated	
<b>Measures:</b>		2011	2012	2013	2014
Sewer Line Video Taped (ft)	0	15,840	1,800	15,000	
Sewer Line Cleaned(ft)	2,400	16,000	2,500	17,000	
Number of Main Line Blockages	3	1	1	1	

Supplemental Data: Capital Outlay				
Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
Hwy 260 Line Extensions		\$40,000	\$5,000	\$40,000
Parking Lot Reconstruction		57,000	5,000	
Bella Montana Reclamation Facility		100,000		
12th St: Fir-89A Reclamation Lines		125,000		
Lift Station 4 Wet Well Expansion		150,000		150,000
Riverfront Wastewater Reclamation Plant		3,600,000	900,000	4,500,000
W. Mingus reconstruction - Reclaimed water lines		130,000		
Upgrades - WWTP Construction	\$13,280	360,000	200,000	100,000
General Constuction/Lining and Point Repair/Pump Upgrac	13,837	261,165		50,000
Effluent Disposal System				95,000
Yavapai College Reclaimed Line Installation				340,000
Equipment & Vehicles	32,480	34,500		
	\$59,597	\$4,857,665	\$1,110,000	\$5,275,000

Health and Sanitation	Wastewater Facility Fund	Fund 06 - Enterprise Fund	Cost Center	10-0X	
<b>Summary By Category</b>					
Expenditure Category	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$584,027	\$670,780	\$641,650	\$735,870	14.68%
Operating Supplies	204,549	243,950	216,870	229,450	5.80%
Contractual Services	285,964	342,060	354,120	410,845	16.02%
Other Services and Charges	507,781	502,820	467,390	491,625	5.19%
Depreciation (net)	534,553	0	0	0	0.00%
Capital Outlay	59,597	4,857,665	1,110,000	5,275,000	375.23%
Reserves	1,916,011	1,371,590	595,780	0	-100.00%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<b>\$4,092,482</b>	<b>\$7,988,865</b>	<b>\$3,385,810</b>	<b>\$7,142,790</b>	<b>110.96%</b>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Taxes	\$0	0.00%
Charges for Service	1,449,460	20.29%
Other Income	457,000	6.40%
Other Sources	5,236,330	73.31%
<b>Total Funding</b>		<b><u>100.00%</u></b>

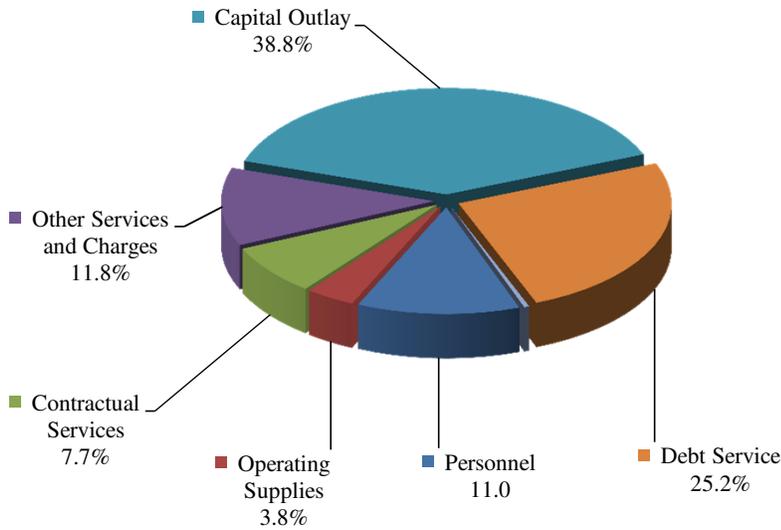
<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Utilities Administrative Manager	0.50	0.50	0.50	2661	3921	\$34,300
Utility Ops MGR	0.50	0.50	0.50	2298	3387	28,130
WWTP Superintendent	1.00	1.00	1.00	3782	5573	54,020
WW Operator III	1.00	0.00	0.00	3111	4585	0
WW Operator II	3.00	2.00	3.00	2822	4158	117,430
WW Operator I	2.00	4.00	2.00	2560	3772	65,070
WW Operator Trainee	0.00	0.00	1.00	2322	3421	32,250
Administrative Coordinator	0.50	0.50	0.50	1411	2079	20,995
Electrician	0.50	0.50	0.50	1715	2527	26,515
Utility Billing Supervisor	0.35	0.35	0.35	1261	1858	17,355
Utility Billing Clerk	1.05	1.40	1.40	813	1197	40,445
Cola						7,420
Holiday Pay & Overtime						55,500
Clothing Allowance						2,100
Car Allowance & Cert pay						960
Merit Contingency						14,490
Retirement						59,410
Insurance & Taxes						158,980
Other Related Expenses						500
<b>Totals</b>	<b><u>10.40</u></b>	<b><u>10.75</u></b>	<b><u>10.75</u></b>			<b><u>\$735,870</u></b>

Health and Sanitation		Fund 06 - Enterprise Fund			Cost Center	10-0X
<b>Supplemental Data: Expenditures</b>						
Item Description	2012	2013		2014	Percent Change	
	Actual	Budget	Revised	Final		
<b>Supplies</b>						
Office Supplies	1,607	2,750	2,150	3,350	55.81%	
Copier Supplies	457	600	20	0	-100.00%	
Gas & Oil	9,295	11,000	14,100	15,000	6.38%	
Vehicle Maint & Repairs	6,337	7,000	6,400	7,000	9.38%	
Equipment Maint & Repairs	139,617	150,000	145,000	150,000	3.45%	
Chlorine	2,142	2,500	2,600	2,700	3.85%	
Polymer	14,970	16,000	16,200	16,500	1.85%	
Operational Supplies	17,563	15,000	10,500	14,000	33.33%	
Postage & Freight	12,396	11,500	12,400	12,900	4.03%	
Odor Control Supplies	0	0	0	0	0.00%	
Building Maint & Repairs	165	27,600	7,500	8,000	6.67%	
<b>Total Supplies</b>	<b>204,549</b>	<b>243,950</b>	<b>216,870</b>	<b>229,450</b>	<b>5.80%</b>	
<b>Contractual Services</b>						
Computer Support	1,834	1,440	2,020	2,760	36.63%	
Contractual Services	25,323	32,450	31,000	31,000	0.00%	
Sludge Disposal	78,587	90,000	80,000	90,000	12.50%	
Employee Physicals	83	0	105	105	0.00%	
Legal Advertising	565	3,000	1,075	1,450	34.88%	
General Counsel	371	5,000	1,800	4,000	122.22%	
Impact Fee Study	0	0	0	31,500	0.00%	
Indirect Cost to General Fund	179,201	210,170	238,120	250,030	5.00%	
<b>Total Contractual Services</b>	<b>285,964</b>	<b>342,060</b>	<b>354,120</b>	<b>410,845</b>	<b>16.02%</b>	
<b>Other Services and Charges</b>						
Travel & Training	973	2,000	2,000	2,000	0.00%	
Subscriptions & Memberships	222	750	375	750	100.00%	
Printing & Forms	1,326	2,400	4,500	3,000	-33.33%	
Utilities	362,701	387,735	358,190	378,190	5.58%	
Telephone	4,327	4,580	4,420	4,480	1.36%	
Bad Debt Expense	44,275	0	0	0	0.00%	
Lab/Testing	44,583	50,000	44,000	48,000	9.09%	
Tools	1,116	1,500	1,200	1,500	25.00%	
Equipment Rental	528	1,500	500	1,000	100.00%	
Liability Insurance	33,448	36,955	36,955	36,955	0.00%	
ADEQ Annual Fee	13,520	15,000	14,500	15,000	3.45%	
Investment Expense	762	400	750	750	0.00%	
Bank Charges	0	0	0	0	0.00%	
<b>Total Other Services &amp; Charges</b>	<b>507,781</b>	<b>502,820</b>	<b>467,390</b>	<b>491,625</b>	<b>5.19%</b>	

**Water System Facility Fund Expenses by Category**

	Personnel	Operating Supplies	Contractual Services	Other Services & Charges	Capital Outlay	Debt Service	Total
Category	\$1,216,830	\$372,500	\$758,295	\$1,167,120	\$3,824,070	\$2,485,775	\$9,863,085
	\$1,216,830	\$372,500	\$758,295	\$1,167,120	\$3,824,070	\$2,485,775	\$9,863,085

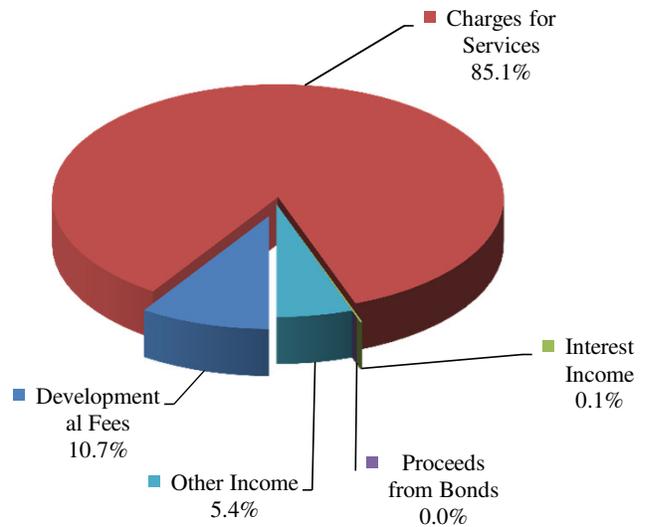
**Water System Facility Fund Expenses by Category**



Revenues	\$ 6,139,480
Expenses	(9,863,085)
Revenues over (under) Expenses	(3,723,605)
Other Funding Sources/Uses	3,723,605
(Use)/Source of Retained Earnings	\$0

**Water System Facility Fund Revenues by Source**

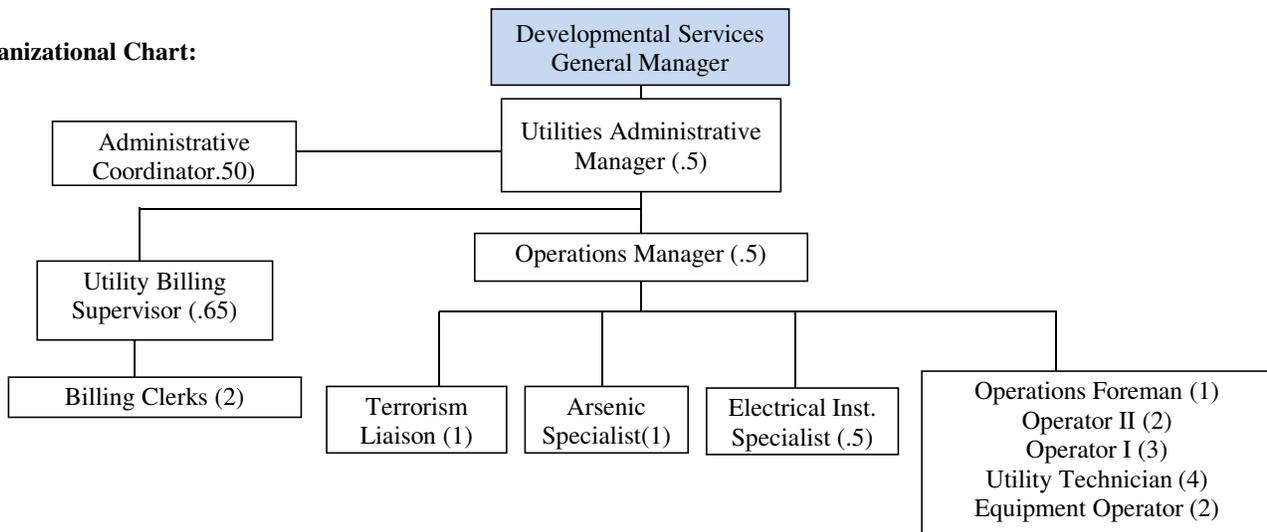
Developmental Fees	\$ 572,015
Charges for Services	5,225,975
Interest Income	8,755
Proceeds from Bonds	-
Other Income	332,735
Sub Total	6,139,480
Other Sources	3,723,605
Total Resources Available	\$16,002,565



## Water System Facility Fund Revenues/Expenses/Changes in Retained Earnings

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
City Sales Tax		0			0.00%
Charges for Services					
User Fees	4,997,833	5,305,020	5,225,805	5,225,975	0.00%
Reserves	569,645	678,500	572,015	572,015	0.00%
Uses of Monies & Properties					
Interest Income	28,555	8,415	8,790	8,755	-0.40%
Miscellaneous Revenue					
Other Income	450,443	398,150	467,735	332,735	-28.86%
<b>Total Revenue Sources</b>	<b>6,046,476</b>	<b>6,390,085</b>	<b>6,274,345</b>	<b>6,139,480</b>	<b>-2.15%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Carryover	5,731,181	9,845,150	4,992,835	3,723,605	-25.42%
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%
<b>Total Other Financing Sources</b>	<b>5,731,181</b>	<b>9,845,150</b>	<b>4,992,835</b>	<b>3,723,605</b>	<b>-25.42%</b>
<b>Total Available Resources</b>	<b>11,777,657</b>	<b>16,235,235</b>	<b>11,267,180</b>	<b>9,863,085</b>	<b>-12.46%</b>
<b>Expenses:</b>					
Personnel	1,055,701	1,089,900	1,110,630	1,216,830	9.56%
Operating Supplies	345,638	377,575	368,075	372,500	1.20%
Contractual Services	633,400	774,290	683,145	758,295	11.00%
Other Services and Charges	1,136,411	1,226,515	1,139,015	1,167,120	2.47%
Depreciation	789,619	0	0	0	0.00%
Capital Outlay	354,335	3,858,000	1,740,660	3,824,070	119.69%
Reserves	5,893,375	6,406,905	3,723,605	38,495	-98.97%
Debt Service	1,569,178	2,502,050	2,502,050	2,485,775	-0.65%
<b>Total Expenses</b>	<b>11,777,657</b>	<b>16,235,235</b>	<b>11,267,180</b>	<b>9,863,085</b>	<b>-12.46%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenses and Other Uses</b>	<b>11,777,657</b>	<b>16,235,235</b>	<b>11,267,180</b>	<b>9,863,085</b>	<b>-12.46%</b>
Net Income / (Loss)	\$0	\$0	\$0	\$0	0.00%

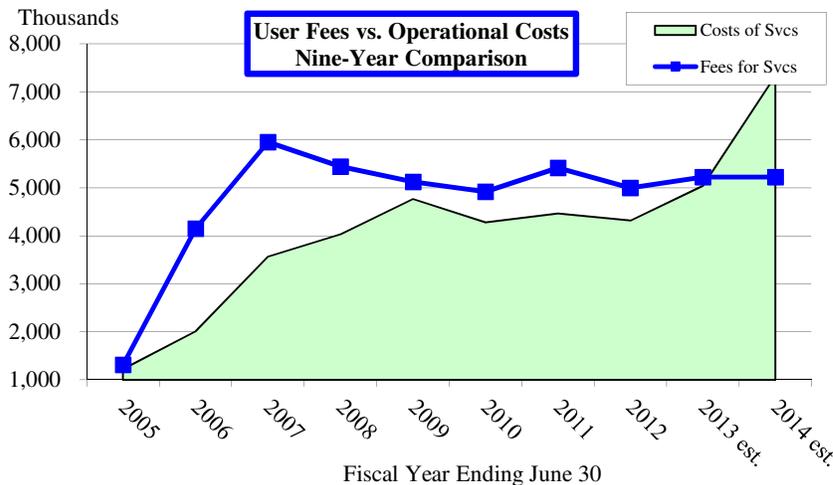
**Organizational Chart:**



**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.

	Costs of Svcs	Fees for Svcs
2005	1,222,234	1,314,993
2006	2,007,321	4,152,316
2007	3,566,309	5,955,818
2008	4,030,530	5,439,508
2009	4,764,688	5,120,693
2010	4,279,726	4,920,251
2011	4,462,193	5,417,637
2012	4,315,104	4,997,833
2013 est.	5,041,525	5,225,805
2014 est.	7,338,815	5,225,975



**FY 2013 Accomplishments:**

- \* Installed 480,000 gallon reservoir at well site 8/9 and a 300,000 gallon reservoir at Yuma wellsite is in process
- \* Installed new water mains on Cactus St., Santa Cruz St., 3<sup>rd</sup> Street alley, North Willard, Oldtown Main Street alley and Main St./ 3<sup>rd</sup> St
- \* Installed emergency generators at Wellsite 8/9 and Quail Canyon site
- \* Installed new potable and reclaimed water mains on Mingus Ave west of Willard
- \* Relocated 40,000 and 100,000 gallon reservoirs from decommissioned wells to active production wells in Verde Village
- \* Continued expansion and upgrade of existing SCADA telemetry system
- \* Installation of chlorine storage and metering sheds at 20 well sites

**FY 2014 Goals:**

- \* Installation of transmission line from Quail Canyon site to Verde Village 7
- \* Installation of arsenic remediation system at Mesquite Hill well site on Mingus Av.
- \* Completion of Lower 5 booster station with addition of 2<sup>nd</sup> pump and drive system with SCADA telemetry link.
- \* Replacement of existing water mains on 12<sup>th</sup> street, 10<sup>th</sup> street, Mingus Av.
- \* Extend water main under wash at Lyons Park, connecting Main Street, Willard Av. and Verde Heights systems.
- \* Completion of Old Town water line replacement program.
- \* Installation of 400,000 gallon reservoir and associated piping at Hwy. 260 wellsite.
- \* Integrate new software into Utility Billing department. Complete water and sewer bill combination process.

**Budget**

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund	Cost Center	10-0X
<b>Performance Indicators</b>				
<b>City Council Goal:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Improve reliability of potable water service to residents of Cottonwood and adjacent areas			
<b>Objective:</b>	Improve supply and distribution systems to improve water quality and reduce customer service disruptions			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	System monitoring, service reports, and Operator feedback,			
<b>Frequency:</b>	Daily, Weekly, Monthly and Annual reports			
<b>Scoring:</b>	numerical reduction in leaks from previous year			
<b>Trend:</b>	Steady improvement			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
System leaks repaired	124	120	125	120
Water Main Replaced LF	9,950	9000	9000	10000

<b>City Council Goal:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Ensure regulatory arsenic compliance of potable water service to residents of Cottonwood and adjacent areas			
<b>Objective:</b>	consistent testing and treatment practices at all affected sites			
<b>Type of Measure:</b>	Outcome			
<b>Tool:</b>	analytical results, arsenic treatment operator logs			
<b>Frequency:</b>	Daily, Weekly, Monthly and Annual reports			
<b>Scoring:</b>	Percentage ADEQ/EPA compliance based on # of sites per quarter per year =100%			
<b>Trend:</b>	Steady improvement			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Number of process (in-house) arsenic tests performed	1,220	1,250	1,250	1,300
Number of compliance sample tests performed	75	80	80	90
Percentage ADEQ/EPA compliance	98.75%	98.75%	98.75%	100.00%
Arsenic Regeneration procedures performed	843	850	850	900

<b>City Council Goal:</b>	Strive to maintain a uniquely desirable and sustainable community			
<b>Department Goal:</b>	Improve Utility Billing customer satisfaction rating			
<b>Objective:</b>	Combine water and sewer billing			
<b>Type of Measure:</b>	Outcome based			
<b>Tool:</b>	numerical data			
<b>Frequency:</b>	ongoing project			
<b>Scoring:</b>	numerical reduction in separate water/sewer accounts			
<b>Trend:</b>	Steady improvement			
<b>Measures:</b>	Actual		Estimated	Anticipated
	2011	2012	2013	2014
Number of combined residential water/sewer accounts	904	1,100	2,500	3,000
Number of combined commercial water/sewer accounts	0	0	250	300
Number of remaining water/sewer accounts to be merged	2,460	2,264	864	364

<b>Supplemental Data: Capital Outlay</b>				
Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
Laptops	\$11,119			\$7,000
Trust Land Annexation/Reserves	1,512		\$26,000	
Water Storage/Well Booster	216	\$700,000	500,660	500,000
Valve Repair (moved to M&O) & Line Extensions	5,388			
Water System Upgrades & Reservoir	213,677	170,000	170,000	170,000
Well Improvements & Construction-General Plan	70,224	100,000	70,000	150,000
Fire Hydrant/Flow Improvements	28,964	550,000	500,000	500,000
Arsenic Mitigation Equip & Trailer, Generator & Trailer		788,000	202,000	990,000
Hwy 260 Water Systems Upgrades		1,250,000	10,000	1,250,000
W. Mingus Reconstruction - Waterline Improvements	23,235	130,000	262,000	
12th Street 89A to Fir - Waterline Improvements		160,000		
(3)Utility Trucks, 2 Full sized pickups, UTAM thermal Imaging Device				257,070
Terrorist Liaison Equipment		10,000		
	<u>\$354,335</u>	<u>\$3,858,000</u>	<u>\$1,740,660</u>	<u>\$3,824,070</u>

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund		Cost Center	10-0X
<b>Summary By Category</b>					
Expenditure Category	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$1,055,701	\$1,089,900	\$1,110,630	\$1,216,830	9.56%
Operating Supplies	345,638	377,575	368,075	372,500	1.20%
Contractual Services	633,400	774,290	683,145	758,295	11.00%
Other Services and Charges	1,136,411	1,226,515	1,139,015	1,167,120	2.47%
Depreciation (net)	789,619	0	0	0	0.00%
Capital Outlay	354,335	3,858,000	1,740,660	3,824,070	119.69%
Reserves	5,893,375	6,406,905	3,723,605	38,495	72.06%
Transfers out - Debt Service	0	0	0	0	
Debt Service	1,569,178	2,502,050	2,502,050	2,485,775	-0.65%
<b>Department Totals</b>	<b>\$11,777,657</b>	<b>\$16,235,235</b>	<b>\$11,267,180</b>	<b>\$9,863,085</b>	<b>-12.46%</b>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Development Reserves	\$572,015	5.80%
Charges for Service	5,225,975	52.99%
Other Income	341,490	3.46%
Fund Balance	3,723,605	37.75%
<b>Total Funding</b>		<b>100.00%</b>

<b>Supplemental Data: Personnel</b>						
Authorized Positions Job Classifications	Number of FTE's			Salary Range		2014
	2012	2013	2014	Minimum	Maximum	Budget
Utilities Administrative Manager	0.50	0.50	0.50	2661	3921	\$34,300
Operations Manager	0.50	0.50	0.50	2298	3387	28,130
Utility Billing Supervisor	0.65	0.65	0.65	1971	2711	32,230
Utility Technician	3.00	5.00	3.00	2322	3421	86,365
Utility Billing Clerk	1.95	2.60	2.60	1271	1747	75,110
Operator I	3.00	1.00	2.00	2560	3772	69,885
Operator II	2.00	2.00	2.00	2822	4158	78,485
Operations Foreman	1.00	1.00	1.00	3111	4585	48,210
Electrician	0.50	0.50	0.50	1715	2527	26,510
Administrative Coordinator	0.50	0.50	0.50	1411	2079	20,995
Arsenic Specialist	1.00	1.00	1.00	3267	4814	44,135
Terrorism Liaison Officer	0.50	0.50	0.50	1715	2527	22,925
Utility Equipment Operator	2.00	2.00	3.00	2822	4158	107,050
Utility Technician - Frozen	1.00	1.00	1.00	2322	3421	0
Cola						11,470
Overtime						114,160
Holiday Pay						2,000
Car & Clothing Allowance						6,000
Merit Contingency						23,720
Retirement						92,640
Insurance & Taxes						291,560
Employee Related Expenses						950
<b>Totals</b>	<b>18.10</b>	<b>18.75</b>	<b>18.75</b>			<b>\$1,216,830</b>

Health and Sanitation	Water System Facility Fund	Fund 16 - Enterprise Fund	Cost Center	10-0X	
<b>Supplemental Data: Expenditures</b>					
Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Supplies</b>					
Office Supplies	5,816	11,000	11,000	11,000	0.00%
Copier Supplies	239	2,000	0	0	0.00%
Gas & Oil	48,052	48,475	48,475	50,000	3.15%
Vehicle Maint & Repairs	27,628	16,000	16,000	16,000	0.00%
Equipment Maint & Repairs	129,026	151,000	150,000	150,000	0.00%
Chemicals	42,682	75,000	51,000	65,000	27.45%
Operational Supplies	23,688	22,000	30,000	25,000	-16.67%
Postage & Freight	45,371	43,500	46,000	47,500	3.26%
Tools	2,860	4,000	7,600	4,000	-47.37%
Building Maint & Repairs	20,276	4,600	8,000	4,000	-50.00%
<b>Total Supplies</b>	<b>345,638</b>	<b>377,575</b>	<b>368,075</b>	<b>372,500</b>	<b>1.20%</b>
<b>Contractual Services</b>					
Computer Support	3,809	3,460	3,000	3,160	5.33%
Contractual Services	79,928	91,000	85,375	88,730	3.93%
Contractual Services M&O	72,134	35,000	32,000	35,000	9.38%
Contractual Services Billing	0	0	0	0	0.00%
Impact Fee Study	0	0	0	43,500	0.00%
General Counsel	7,308	7,500	10,000	7,500	-25.00%
Indirect Cost to General Fund	470,221	625,935	552,770	580,405	5.00%
Lease Purchase Payments	0	11,395	0	0	0.00%
<b>Total Contractual Services</b>	<b>633,400</b>	<b>774,290</b>	<b>683,145</b>	<b>758,295</b>	<b>11.00%</b>
<b>Other Services and Charges</b>					
Travel & Training	6,503	9,500	7,500	9,000	20.00%
Subscriptions & Memberships	2,378	1,500	1,750	2,000	14.29%
Verde River Days	1,000	1,000	1,000	1,000	0.00%
Printing & Forms	20,427	16,000	12,000	12,000	0.00%
Public Relations	0	0	0	0	0.00%
Utilities	387,857	437,095	413,200	413,200	0.00%
Telephone	13,953	14,475	13,700	13,700	0.00%
Legal Advertising	1,523	3,000	2,500	3,000	20.00%
Lab/Testing	6,251	20,000	10,000	25,000	150.00%
Equipment Rental	0	2,000	0	2,000	0.00%
Liability Insurance	58,864	65,010	59,165	62,120	4.99%
ADEQ Annual Fee	24,656	25,000	25,100	26,000	3.59%
Arsenic Systems Maintenance	456,609	470,000	465,000	465,000	0.00%
Aide in Lieu of Constructions	121,252	130,000	115,000	115,000	0.00%
Payment Assistance Program	10,500	15,500	10,500	15,500	47.62%
State annual Municipality Fee	14,034	14,035	0	0	0.00%
Bank Charges	7	0	200	200	0.00%
Bad Debt	6,454	0	0	0	0.00%
Investment Expense	4,143	2,400	2,400	2,400	0.00%
<b>Total Other Services &amp; Charges</b>	<b>1,136,411</b>	<b>1,226,515</b>	<b>1,139,015</b>	<b>1,167,120</b>	<b>2.47%</b>
<b>Debt Service</b>					
Interest - 2004 MPC Bond	559,110	492,980	492,980	477,455	-3.15%
Principal - 2004 MPC Bond	25,000	460,000	460,000	475,000	3.26%
Trustee Fees - 2004 MPC Bond	1,500	1,500	1,500	1,500	0.00%
Interest - 2006 MPC Bond	982,068	1,031,070	1,031,070	1,005,320	-2.50%
Principal - 2006 MPC Bond	0	515,000	515,000	525,000	1.94%
Trustee Fees - 2006 MPC Bond	1,500	1,500	1,500	1,500	0.00%

**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			
January 1, 2014					239,477	
July 1, 2014	475,000	3,540,000	10,040,000	3.50%	239,477	\$953,954
January 1, 2015					231,164	
July 1, 2015	495,000	4,035,000	9,545,000	3.63%	231,164	\$957,328
January 1, 2016					222,192	
July 1, 2016	510,000	4,545,000	9,035,000	3.75%	222,192	\$954,384
January 1, 2017					212,630	
July 1, 2017	530,000	5,075,000	8,505,000	3.75%	212,630	\$955,260
January 1, 2018					202,692	
July 1, 2018	550,000	5,625,000	7,955,000	4.00%	202,692	\$955,384
January 1, 2019					191,692	
July 1, 2019	570,000	6,195,000	7,385,000	4.00%	191,692	\$953,384
January 1, 2020					180,292	
July 1, 2020	595,000	6,790,000	6,790,000	4.13%	180,292	\$955,584
January 1, 2021					168,020	
July 1, 2021	620,000	7,410,000	6,170,000	4.20%	168,020	\$956,040
January 1, 2022					155,000	
July 1, 2022	645,000	8,055,000	5,525,000	4.31%	155,000	\$955,000
January 1, 2023					138,875	
July 1, 2023	680,000	8,735,000	4,845,000	4.41%	138,875	\$957,750
January 1, 2024					121,875	
July 1, 2024	710,000	9,445,000	4,135,000	4.55%	121,875	\$953,750
January 1, 2025					104,125	
July 1, 2025	750,000	10,195,000	3,385,000	4.55%	104,125	\$958,250
January 1, 2026					85,375	
July 1, 2026	785,000	10,980,000	2,600,000	4.55%	85,375	\$955,750
January 1, 2027					65,750	
July 1, 2027	825,000	11,805,000	1,775,000	4.55%	65,750	\$956,500
January 1, 2028					45,125	
July 1, 2028	865,000	12,670,000	910,000	4.55%	45,125	\$955,250
January 1, 2029					23,500	
July 1, 2029	910,000	13,580,000	0	5.00%	23,500	\$957,000
Totals	<u>\$10,515,000</u>				<u>\$4,775,568</u>	<u>\$15,290,568</u>

## Municipal Property Corporation

## Senior Lien Water System Revenue Bonds, Series 2006 ("AAA" S&amp;P / "AAA" Moody's)

Maturity	Principal			Rate	Int/Fees	Debt Service
	Payments	Retired	Balance			
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	<u>\$21,235,000</u>				<u>\$13,833,518</u>	<u>\$35,068,518</u>

**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**

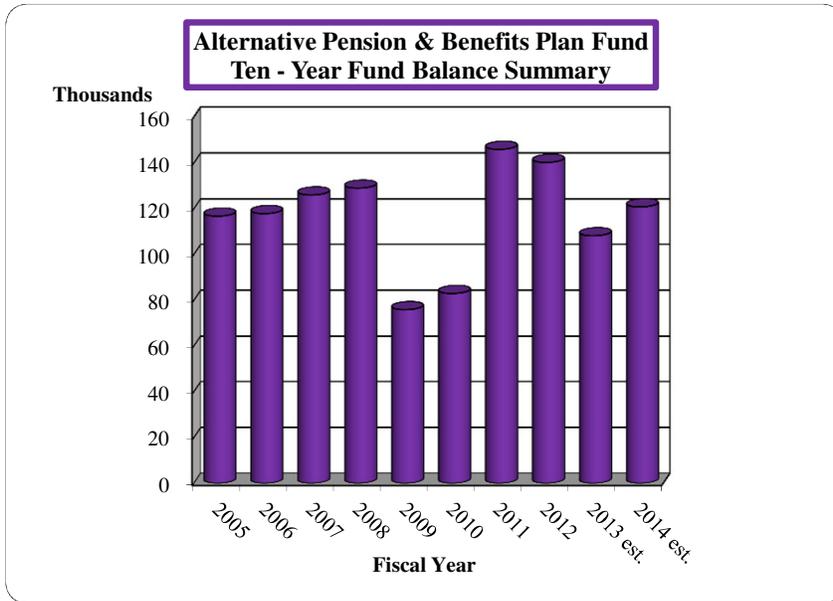
**Description**

09

Alternative Pension and Benefits Plan Fund

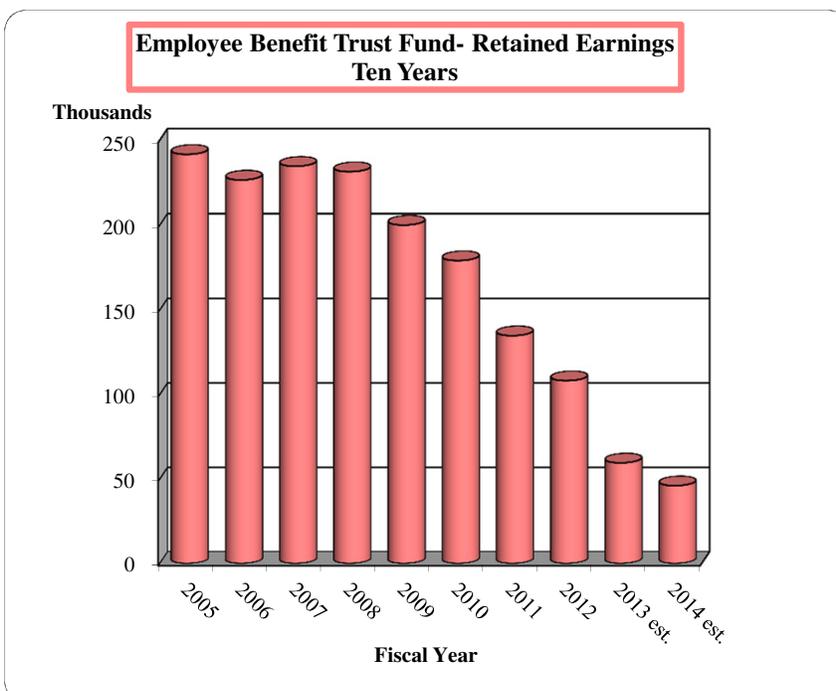
10

Employee Benefit Trust Fund



Fiscal Year	Fund Balance
2005	116,761
2006	117,891
2007	126,025
2008	129,017
2009	75,900
2010	82,973
2011	145,970
2012	140,244
2013 est.	108,190
2014 est.	120,815

The following represents a ten-year illustration of retained earnings for this fund. The fund balance is providing short term disability for all employees.



Fiscal Year	Fund Balance
2005	241,814
2006	226,721
2007	234,811
2008	231,573
2009	200,101
2010	179,117
2011	134,830
2012	108,191
2013 est.	59,580
2014 est.	46,060

**Consolidated Statement of Revenues/Expenditures**

Item Description	2012	2013		2014
	Actual	Budget	Revised	Final
<b>Revenue Sources:</b>				
Taxes	0	0	0	0
Intergovernmental Revenues	23,366	23,000	23,700	23,700
Charges for Services	0	0	0	0
Fines & Forfeitures	0	0	0	0
Uses of Monies & Properties	(15,999)	42,550	680	650
Miscellaneous Revenues	3,004	750	3,600	3,600
<b>Total Revenue Sources</b>	<b>10,371</b>	<b>66,300</b>	<b>27,980</b>	<b>27,950</b>
<b>Other Financing Sources:</b>				
Transfers In	0	0	0	0
Carryover	280,804	314,660	167,770	166,875
Residual Equity Interfund Transfer	0	0	0	0
Proceeds from Lease Purchase	0	0	0	0
Proceeds from Bonds	0	0	0	0
<b>Total Other Financing Sources</b>	<b>280,804</b>	<b>314,660</b>	<b>167,770</b>	<b>166,875</b>
<b>Total Available Resources</b>	<b>291,175</b>	<b>380,960</b>	<b>195,750</b>	<b>194,825</b>
<b>Expenditures:</b>				
Personnel	0	0	0	0
Operating Supplies	0	0	0	0
Contractual Services	36,302	33,800	60,735	47,210
Other Services and Charges	6,438	1,700	1,200	1,200
Capital Outlay	0	0	0	0
Reserves	0	345,460	133,815	146,415
Debt Service	0	0	0	0
<b>Total Expenditures</b>	<b>42,740</b>	<b>380,960</b>	<b>195,750</b>	<b>194,825</b>
<b>Other Uses:</b>				
Transfers Out	0	0	0	0
Residual Equity Interfund Transfer	0	0	0	0
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures and Other Uses</b>	<b>42,740</b>	<b>380,960</b>	<b>195,750</b>	<b>194,825</b>
Net Income / (Loss)	\$248,435	\$0	\$0	\$0

## Alternative Pension and Benefits Plan Fund Revenues/Expenditures

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Taxes					
Sales Tax	0	0	0	0	0.00%
Intergovernmental Revenues					
City Contribution / Fire Ins Premium	23,366	23,000	23,700	23,700	0.00%
Uses of Monies & Properties					
Interest Income	(17,128)	42,000	0	0	0.00%
Miscellaneous Revenues					
Other Income	3,004	750	3,600	3,600	0.00%
<b>Total Revenue Sources</b>	<b>9,242</b>	<b>65,750</b>	<b>27,300</b>	<b>27,300</b>	<b>0.00%</b>
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Carryover	145,971	210,480	108,190	120,815	11.67%
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%
<b>Total Other Financing Sources</b>	<b>145,971</b>	<b>210,480</b>	<b>108,190</b>	<b>120,815</b>	<b>11.67%</b>
<b>Total Available Resources</b>	<b>155,213</b>	<b>276,230</b>	<b>135,490</b>	<b>148,115</b>	<b>9.32%</b>
<b>Expenditures:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	9,031	3,800	14,675	14,700	0.17%
Other Services and Charges	5,938	500	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	271,930	120,815	133,415	10.43%
Debt Service	0	0	0	0	0.00%
<b>Total Expenditures</b>	<b>14,969</b>	<b>276,230</b>	<b>135,490</b>	<b>148,115</b>	<b>9.32%</b>
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Expenditures and Other Uses</b>	<b>14,969</b>	<b>276,230</b>	<b>135,490</b>	<b>148,115</b>	<b>9.32%</b>
Net Income / (Loss)	\$140,244	\$0	\$0	\$0	

**This Page Intentionally Left Blank**

**Organizational Chart:**

None

**General Information:**

Alternative Pension and Benefits Plan Fund accounts for the defined contribution pension plan which is administered 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 2013 Accomplishments:**

- \* Maintained the financial health of the pool

**FY 2014 Goals:**

- \* Continue to search for ways to improve plan
- \* Maintain the financial stability of the pool

**Budget Highlights:**

No significant changes are planned for this department.

Fiduciary Fund	Alternative Pension and Benefits Plan		Fund 09	Cost Center	10-00
<b>Summary By Category</b>					
Expenditure Category	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
Personnel	\$0	\$0	\$0	\$0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	9,031	3,800	14,675	14,700	0.17%
Other Services and Charges	5,938	500	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	271,930	120,815	133,415	10.43%
Debt Service	0	0	0	0	0.00%
<b>Department Totals</b>	<u>\$14,969</u>	<u>\$276,230</u>	<u>\$135,490</u>	<u>\$148,115</u>	<u>9.32%</u>

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Contributions	\$98,455	66.47%
Interest Income	0	0.00%
Other Income	3,600	2.43%
Fund Balance	46,060	31.10%
<b>Total Funding</b>		<u><u>100.00%</u></u>

<b>Performance Indicators</b>
<i>* Performance Measures are not applicable to this fund *</i>

**Employee's Benefit Trust Fund Revenues/Expenditures**

Item Description	2012	2013		2014	Percent Change
	Actual	Budget	Revised	Final	
<b>Revenue Sources:</b>					
Uses of Monies & Properties					
Interest Income	1,129	550	680	650	-4.41%
Miscellaneous Revenues					
Other Income		0			0.00%
<b>Total Revenue Sources</b>	1,129	550	680	650	-4.41%
<b>Other Financing Sources:</b>					
Transfers In	0	0	0	0	0.00%
Carryover	134,833	104,180	59,580	46,060	-22.69%
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%
<b>Total Other Financing Sources</b>	134,833	104,180	59,580	46,060	-22.69%
<b>Total Available Resources</b>	135,962	104,730	60,260	46,710	-22.49%
<b>Expenses:</b>					
Personnel	0	0	0	0	0.00%
Operating Supplies	0	0	0	0	0.00%
Contractual Services	27,271	30,000	46,060	32,510	-29.42%
Other Services and Charges	500	1,200	1,200	1,200	0.00%
Capital Outlay	0	0	0	0	0.00%
Reserves	0	73,530	13,000	13,000	0.00%
Debt Service	0	0	0	0	0.00%
<b>Total Expenses</b>	27,771	104,730	60,260	46,710	-22.49%
<b>Other Uses:</b>					
Transfers Out	0	0	0	0	0.00%
Residual Equity Interfund Transfer	0	0	0	0	0.00%
<b>Total Other Uses</b>	0	0	0	0	0.00%
<b>Total Expenses and Other Uses</b>	27,771	104,730	60,260	46,710	-22.49%
Net Income / (Loss)	\$108,191	\$0	\$0	\$0	0.00%

**This Page Intentionally Left Blank**

**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 2013 Accomplishments:**

- \* Successfully eliminated the trust.

**FY 2014 Goals:**

- \* NA

**Budget Highlights:**

The City used these funds to cover short term disabilities. The balance of these funds will be used for an employee benefit.

Internal Services		Employee Benefit Trust		Fund 10		Cost Center		10-00	
<b>Summary By Category</b>									
Expenditure Category	2012		2013		2014		Percent Change		
	Actual	Budget	Budget	Revised	Final				
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	0.00%		
Operating Supplies	0	0	0	0	0	0	0.00%		
Contractual Services	27,271	30,000	46,060	46,060	32,510	32,510	-29.42%		
Other Services and Charges	500	1,200	1,200	1,200	1,200	1,200	0.00%		
Capital Outlay	0	0	0	0	0	0	0.00%		
Reserves	0	73,530	13,000	13,000	13,000	13,000	0.00%		
Debt Service	0	0	0	0	0	0	0.00%		
Department Totals	<u>\$27,771</u>	<u>\$104,730</u>	<u>\$60,260</u>	<u>\$60,260</u>	<u>\$46,710</u>	<u>\$46,710</u>	<u>-22.49%</u>		

<b>Departmental Fund Sources</b>		
Funding Sources	Amount	% of Funding
Interest Income	\$650	1.39%
Miscellaneous Revenues	0	0.00%
Retained Earnings	46,060	98.61%
Total Funding		<u>100.00%</u>

<b>Performance Indicators</b>	
<i>* Performance Measures are not applicable to this fund *</i>	

**Capital Outlay**

<b>General Fund</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Admin</b>	Desktop Computers	1,800	
	Black Hills Round About Statute Partnership	25,000	
	Subtotal	26,800	0
<b>City Council</b>	Update Poratl Signs to City	15,400	
	Subtotal	15,400	0
<b>City Clerk's</b>	Desktop Computer	1,800	
	Subtotal	1,800	0
<b>Economic Development</b>	City Branding	25,000	25,000
	BAC Laptops	1,500	
	Subtotal	26,500	25,000
<b>Police</b>	Vehicles	91,390	91,390
	Domain Controller Server	6,700	
	Phone System Upgrade- VoIP System	29,000	25,000
	Emergency Operations Center Equip.	0	32,000
	Computer Replacement Program	18,000	
	Core Switch Replacement	1,650	
	Duty Weapons	4,000	
	Weapons Maintenance Parts	1,500	
	Simmunition Equipment	3,000	
	Evidence Building Fire Alarm	4,300	
	Body Worn Cameras	58,600	52,805
	Rifles	3,000	
	Steel Targets for the Range	2,000	
	Safety Sound Suppressors	5,000	
	Tasers	13,700	
	Mobile Radios	4,700	
	Multi-purpose Rooms Tables/Chairs	8,500	
	Laser Lidar Radar purchase	3,915	
Police K9 Upgrade (high heat notification system)	3,000		
Subtotal	261,955	201,195	

**Capital Outlay**

<b>General Fund</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Fire</b>	Ladder Truck	700,000	
	VoIP Upgrade		25,000
	Computer & Software Replacement Program	10,000	
	Officer & Station Equip	10,000	10,000
	Physical Fitness Eq (including for new stations)	4,000	
	Communications/Radio/MCT' Infr	20,000	20,000
	Emergency Operations Center Equip. (LP)	10,000	32,000
	Subtotal	754,000	87,000
<b>Parks &amp; Recreation</b>	Hand-held radio Equipment	3,000	
	Subtotal	3,000	0
<b>Recreation Center</b>	Rec Center 5 year Cap Repl Fund	25,000	
	Subtotal	25,000	0
<b>Community Dev.</b>	Desktop Computers	1,500	
	Subtotal	1,500	0
<b>Parks &amp; Bldg Mtce</b>	Turf Mower Decks	19,000	
	New Gator Riverfront Park	16,000	19,000
	Skate Park Cosntruction	29,600	25,000
	Play Ground Equipment	6,000	6,000
	Roller Hockey Court	0	25,000
	Elm/Viejo park Const Project	25,000	
	Subtotal	95,600	75,000
<b>Public Works</b>	Re-Sealing of Library & Public Safety Bldgs	11,900	0
	Subtotal	11,900	0
<b>Total General Fund Capital Outlay</b>		<b>\$1,223,455</b>	<b>\$388,195</b>

**Capital Outlay**

<b>Special Revenue Funds</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Streets-Construction</b>	HSIP Sign Replacement	179,390	179,390
	Pavement Maintenance	30,000	30,000
	Sidewalk Additions	80,000	80,000
	Mingus Ave Reconstruction Willard to Main	1,670,000	
	Mingus Ave Reconstruction Willard to 10th	2,000,000	
	12th St Reconstrction 89A to Fir	4,000,000	4,000,000
	State Road Diet Grant	50,000	50,000
	Subtotal		8,009,390
<b>Streets - Operations</b>	Street Light at 6th & Aspen	6,000	6,000
	Street Improvements		
Subtotal		6,000	6,000
<b>Transit</b>	Bus (2)	320,000	320,000
	Sub-total		320,000
<b>Library</b>	Carpet	35,000	38,000
	Sub-total		35,000
<b>Other Grants</b>	Misc Grants	500,000	500,000
	CDBG GRANT (10th Main to Mingus.)	410,000	410,000
	Sub-total		910,000
<b>Airport</b>	Reconstruction of Airport Security Gates	20,000	
	Sub-total		20,000
<b>Airport Grants</b>	Install AWOS ( All Weather Operating Sys.)	115,650	115,650
	ADOT Runway Pavement Preservation	390,345	390,345
	ADOT Apron Reconstruction	1,000,000	
	FAA Terminal Parking	210,000	
	Sub-total		1,715,995
<b>Total Special Revenue Fund Capital Outlay</b>		<b>\$11,016,385</b>	<b>\$6,119,385</b>
<b>Capital Projects Fund</b>	Communications Center	3,700,000	3,700,000
	Rainbow Colors Pool Play System	205,000	205,000
	City Wide Software	180,000	180,000
	Architecture City Hall	200,000	200,000
	Old Town Parking Lot Lighting	150,000	150,000
	Old Town Arch	6,000	6,000
	Civic Center HVAC	60,000	60,000
	Sub-total		4,501,000
<b>Total Capital Projects Fund Capital Outlay</b>		<b>\$4,501,000</b>	<b>\$4,501,000</b>

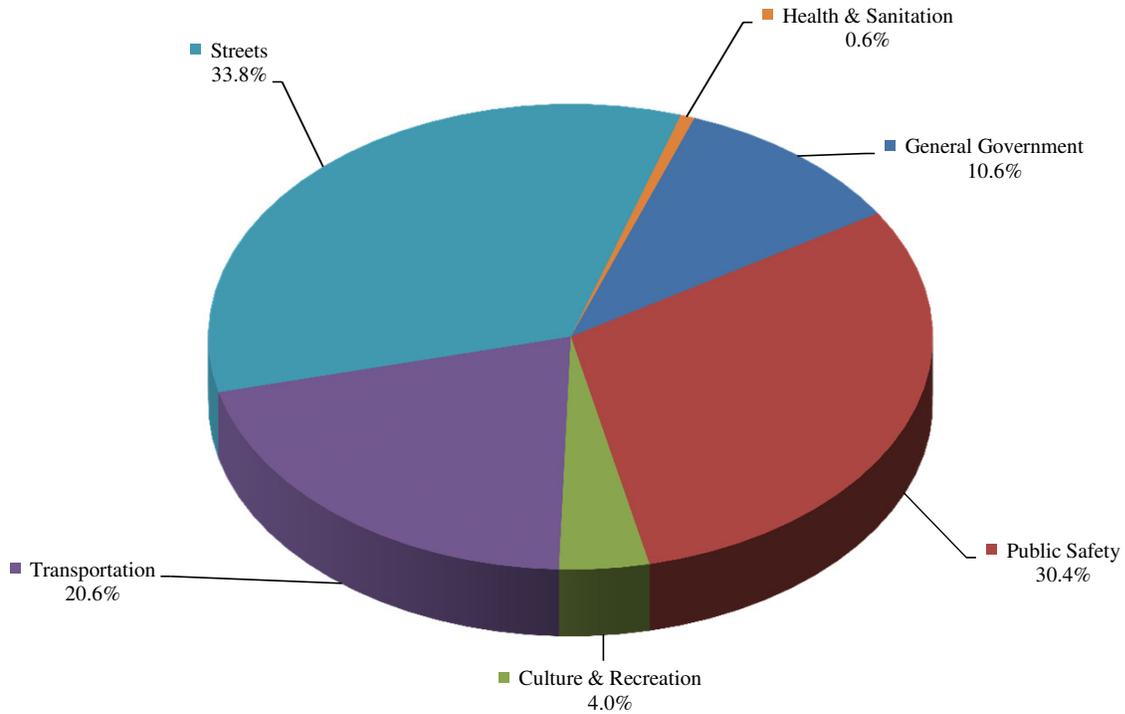
<b>Enterprise Funds</b>			
<b>Department</b>	<b>Equipment &amp; Project Description</b>	<b>Requested</b>	<b>Budgeted</b>
<b>Sewer Construction</b>			
	Hwy 260 Design/Line Extension	40,000	40,000
	Impact Fee Study	31,500	31,500
	General Construction	50,000	50,000
	Repair Effluent Disposal System	95,000	95,000
	Riverfront Wastewater Reclamation	4,500,000	4,500,000
	Lift Station 4 Wet Well Expansion	150,000	150,000
	Yavapai College Reclaimed Line	340,000	340,000
	Wastewater Treatment Plant Upgrades	100,000	100,000
	Sub-total	5,306,500	5,306,500
<b>Sewer O&amp;M</b>			
	Wastewater Treatment Basin Lighting	9,000	
	Sub-total	9,000	0
<b>Water Construction</b>			
	Arsenic	990,000	990,000
	Fire Hydrant/Flow Improvements	500,000	500,000
	Storage/Well Booster Station	500,000	500,000
	Water System Upgrades	170,000	170,000
	Trailer Mounted Generator	80,000	80,000
	Well Improvements	150,000	150,000
	Impact Fee Study	43,500	43,500
	Hwy 260 Upgrades	1,250,000	1,250,000
	Sub-total	3,683,500	3,683,500
<b>Water O&amp;M</b>			
	Reservior	26,000	26,000
	Water System Operator's Laptops	7,000	7,000
	Utility Trucks	60,000	60,000
	Trailer Mounted Generator	45,000	45,000
	Arsenic Remediation Regeneration Trailer	57,570	57,570
	Sub-total	195,570	195,570
<b>Water Admin</b>			
	Used Truck	30,000	30,000
	Sub-total	30,000	30,000
<b>Total Enterprise Fund Capital Outlay</b>		9,224,570	9,215,570
<b>Grand Total - All Capital and Equipment &amp; Project</b>		25,965,410	20,224,150

City Council	
Economic Dev. & Community Dev.	
Finance/Human Resources	
Police	
Fire	
Engineering & Public Works, Parks & Recreation / Pool / Weight room	
Library	
Building Maintenance	
Street Maintenance & Construction	
Street Operations	
HURF Transit Fund	
Airport	
CDBG/Grant Funds	
Sewer Construction	
Water Operations & Maintenance	
Water Construction & Design	
Water Administration	
Capital Projects Fund	

Capital	
Equipment	Project
0	536,000
0	25,000
0	0
201,195	3,700,000
87,000	0
0	0
0	265,000
38,000	0
75,000	0
0	4,339,390
6,000	0
320,000	0
0	505,995
0	910,000
0	5,306,500
195,570	0
0	3,683,500
30,000	0
0	0
<b>952,765</b>	<b>19,271,385</b>

**Total Capital Equipment & Projects**

**FY 2014 CAPITAL EQUIPMENT**



**This Page Intentionally Left Blank**

Fiscal Year 2014 Budget  
**Salary Ranges**

**New Hire Range**

Salary Range	1st Quartile	2nd Quartile	Mid Point	4th Quartile	Maximum
1	\$13,950	\$16,565	\$19,181	\$21,796	\$24,411
2	\$14,648	\$17,394	\$20,140	\$22,886	\$25,631
3	\$15,380	\$18,263	\$21,146	\$24,030	\$26,913
4	\$16,149	\$19,177	\$22,204	\$25,232	\$28,259
5	\$16,956	\$20,136	\$23,314	\$26,493	\$29,672
6	\$17,805	\$21,142	\$24,480	\$27,818	\$31,156
7	\$18,694	\$22,199	\$25,704	\$29,208	\$32,713
8	\$19,629	\$23,309	\$26,989	\$30,669	\$34,349
9	\$20,611	\$24,474	\$28,339	\$32,202	\$36,067
10	\$21,641	\$25,699	\$29,755	\$33,812	\$37,870
11	\$22,723	\$26,983	\$31,243	\$35,503	\$39,764
12	\$23,860	\$28,333	\$32,805	\$37,278	\$41,751
13	\$25,053	\$29,749	\$34,446	\$39,142	\$43,839
14	\$26,305	\$31,236	\$36,168	\$41,099	\$46,030
15	\$27,620	\$32,798	\$37,977	\$43,154	\$48,333
16	\$29,001	\$34,438	\$39,876	\$45,312	\$50,749
17	\$30,451	\$36,160	\$41,869	\$47,577	\$53,287
18	\$31,973	\$37,968	\$43,962	\$49,957	\$55,951
19	\$33,572	\$39,866	\$46,161	\$52,455	\$58,748
20	\$35,251	\$41,860	\$48,468	\$55,077	\$61,686
21	\$37,014	\$43,953	\$50,892	\$57,831	\$64,770
22	\$38,865	\$46,150	\$53,436	\$60,723	\$68,009
23	\$40,807	\$48,458	\$56,108	\$63,759	\$71,409
24	\$42,848	\$50,881	\$58,914	\$66,947	\$74,979
25	\$44,990	\$53,425	\$61,859	\$70,294	\$78,728
26	\$47,240	\$56,096	\$64,953	\$73,809	\$82,665
27	\$49,602	\$58,901	\$68,200	\$77,499	\$86,798
28	\$52,082	\$61,846	\$71,610	\$81,374	\$91,138
29	\$54,686	\$64,939	\$75,191	\$85,442	\$95,695
30	\$57,421	\$68,185	\$78,950	\$89,715	\$100,480
31	\$60,292	\$71,595	\$82,898	\$94,201	\$105,504
32	\$63,306	\$75,175	\$87,042	\$98,910	\$110,779
33	\$66,471	\$78,932	\$91,395	\$103,856	\$116,317
34	\$69,795	\$82,879	\$95,964	\$109,049	\$122,134
35	\$73,285	\$87,024	\$100,762	\$114,501	\$128,241
36	\$76,949	\$91,374	\$105,801	\$120,227	\$134,653
37	\$80,797	\$95,944	\$111,091	\$126,238	\$141,385
38	\$84,836	\$100,741	\$116,645	\$132,550	\$148,455
39	\$89,078	\$105,777	\$122,477	\$139,177	\$155,877
40	\$93,531	\$111,067	\$128,602	\$146,136	\$163,671
41	\$98,209	\$116,619	\$135,031	\$153,443	\$171,855
42	\$103,119	\$122,451	\$141,783	\$161,115	\$180,447
43	\$108,275	\$128,573	\$148,873	\$169,171	\$189,469
44	\$113,688	\$135,002	\$156,316	\$177,629	\$198,942
45	\$119,372	\$141,753	\$164,132	\$186,511	\$208,890
46	\$125,341	\$148,840	\$172,338	\$195,837	\$219,334
47	\$131,609	\$156,281	\$180,955	\$205,628	\$230,302
48	\$138,189	\$164,096	\$190,003	\$215,909	\$241,816
49	\$145,098	\$172,300	\$199,503	\$226,705	\$253,907
50	\$152,354	\$180,915	\$209,478	\$238,040	\$266,602

**This Page Intentionally Left Blank**

Fiscal Year 2014 Budget  
**Authorized Positions by Fiscal Year**

Table of Contents

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	FY 2011	FY 2012	FY 2014	Min	Max	
<b>Administration</b>						
City Manager	1.00	1.00	1.00	11,250	16,579	44
Assistant to CM	1.00	1.00	1.00	3,663	5,397	21
Administrative Svcs GM	1.00	1.00	1.00	7,995	11,782	37
Developmental Svcs GM	1.00	1.00	1.00	7,995	11,782	37
Community Services GM	1.00	1.00	1.00	7,995	11,782	37
Administrative Assistant	0.00	1.00	1.00	2,479	3,653	13
Total	5.00	6.00	6.00			
<b>City Clerks Office</b>						
City Clerk	1.00	1.00	1.00	5,412	7,975	29
Deputy Clerk	1.00	1.00	1.00	3,164	4,663	18
Administrative Assistant	1.00	0.00	0.00	2,438	3,592	13
Total	2.00	2.00	2.00			
<b>Administration - Personnel Division</b>						
Human Resources Manager	1.00	1.00	1.00	5,587	8,233	30
Human Resource Tech	0.80	0.80	0.80	2,048	3,017	14
Total	1.80	1.80	1.80			
<b>Natural Resources</b>						
Water Resource Administrator	1.00	1.00	1.00	7,862	11,585	37
Total	1.00	1.00	1.00			
<b>Finance Department</b>						
Accounting/Budget Manager	1.00	1.00	1.00	5,587	8,233	30
Human Resource Tech	0.20	0.20	0.20	512	754	14
Accounting Specialist II	1.00	1.00	1.00	3,111	4,585	18
Budget Analyst	1.00	1.00	1.00	3,602	5,307	21
Total	3.20	3.20	3.20			
<b>IT Services</b>						
IT Manager	1.00	1.00	1.00	6,468	9,531	33
IT Technician	1.00	1.00	1.00	3,267	4,814	19
Total	2.00	2.00	2.00			
<b>Purchasing</b>						
Purchasing Agent	1.00	1.00	1.00	3,782	5,573	22
Total	1.00	1.00	1.00			
<b>Community Development</b>						
Community Development Manager	1.00	1.00	1.00	5,068	7,468	28
Planner	2.00	2.00	2.00	3,971	5,851	23
Senior Administrative Assistant	1.00	1.00	1.00	2,822	4,158	16
Building Official	0.00	0.00	1.00	3,971	5,851	23
Building Inspector	0.00	0.00	1.00	3,111	4,585	18
Total	4.00	4.00	6.00			
<b>Economic Development</b>						
Economic Development Manager	1.00	1.00	1.00	5,867	8,645	31
Administrative Assistant	1.00	1.00	1.00	2,438	3,592	13
Total	2.00	2.00	2.00			

Fiscal Year 2014 Budget  
**Authorized Positions by Fiscal Year**

Table of Contents

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	FY 2011	FY 2012	FY 2014	Min	Max	
<b>Municipal Court</b>						
Presiding Magistrate	1.00	1.00	1.00	Contract		32
Court Administrator	1.00	1.00	1.00	4,169	6,144	24
Court Clerk II	0.00	0.00	1.00	2,688	3,960	15
Court Clerk I	3.00	3.00	2.00	2,438	3,592	13
Court Clerk - Position Frozen	1.00	1.00	1.00	2,438	3,592	13
Total	6.00	6.00	6.00			
<b>Legal Department</b>						
City Attorney	1.00	1.00	1.00	Contract		41
Legal Services Coordinator	0.00	0.00	0.00	2,620	3,602	18
Total	1.00	1.00	1.00			
<b>Engineering Services Department</b>						
Public Works & Utility Inspector	2.00	2.00	2.00	3,111	4,585	18
Building Official	1.00	1.00	0.00	3,971	5,851	23
Building Inspector	1.00	1.00	0.00	3,111	4,585	18
Professional Engineer	1.00	1.00	1.00	5,068	7,468	28
Civil Engineering Technician I	0.00	0.00	1.00	3,267	4,814	19
Civil Engineering Technician II	1.00	1.00	1.00	3,602	5,307	21
Total	6.00	6.00	5.00			
<b>Public Works</b>						
Developmental Svcs Manager	1.00	1.00	1.00	5,587	8,233	30
Administrative Assistant	1.00	1.00	1.00	2,438	3,592	13
Project Manager	1.00	1.00	1.00	4,378	6,451	25
Public Works & Utility Mtce Spec	1.00	1.00	1.00	2,822	4,158	16
Total	4.00	4.00	4.00			
<b>Police Department</b>						
Police Chief	1.00	1.00	1.00	7,131	10,508	35
Commander	2.00	2.00	2.00	5,867	8,645	31
Sergeant	6.00	7.00	7.00	4,378	6,451	25
PANT Officer	1.00	1.00	2.00	3,430	5,055	20
Police Officer	21.00	19.00	21.00	3,430	5,055	20
School Resource Officer (SRO)	1.00	1.00	0.00	3,430	5,055	20
Property & Evidence Specialist	1.00	1.00	1.00	2,822	4,158	16
Police Administrative Technician	1.00	1.00	1.00	2,822	4,158	16
Records Clerk	2.00	2.00	2.00	2,438	3,592	13
Communication System Coordinator	0.50	0.50	0.50	2,963	4,366	17
Terrorism Liaison Officer	0.50	0.50	0.50	3,430	5,055	20
Total	37.00	36.00	38.00			
<b>Police - Ordinance Enforcement</b>						
Ordinance Enforcement Officer	2.00	2.00	2.00	2,822	4,158	16
Total	2.00	2.00	2.00			

Fiscal Year 2014 Budget  
**Authorized Positions by Fiscal Year**

Table of Contents

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	FY 2011	FY 2012	FY 2014	Min	Max	
<b>Police - Communications Division</b>						
Communications Systems Coord.	0.50	0.50	0.50	2,963	4,366	17
Communications Supervisor	1.00	1.00	1.00	3,430	5,055	20
Communications Specialist	9.00	9.00	9.00	2,688	3,960	15
Total	10.50	10.50	10.50			
<b>Fire Department</b>						
Fire Chief	1.00	1.00	1.00	7,131	10,508	35
Fire Captain	3.00	3.00	3.00	4,826	7,112	27
Fire Inspector	1.00	1.00	1.00	3,782	5,573	22
Engineer/EMT	6.00	6.00	6.00	3,782	5,573	22
Senior Administrative Asst.	1.00	1.00	1.00	2,822	4,158	16
Fire Marshal	1.00	1.00	1.00	5,068	7,468	28
Firefighter/EMT	12.00	12.00	12.00	3,430	5,055	20
Fire Lieutenant	3.00	3.00	3.00	4,378	6,451	25
Total	28.00	28.00	28.00			
<b>Parks and Recreation Department</b>						
Administrative Assistant	1.00	1.00	1.00	2,438	3,592	13
* Rec. Coordinator Frozen FY2010	2.00	2.00	1.00	2,822	4,158	16
Total	3.00	3.00	2.00			
<b>Recreation Department</b>						
Recreation Center Manager	1.00	1.00	0.00	5,321	7,841	29
Aquatics Center Supervisor	1.00	1.00	1.00	3,782	5,573	22
Recreation Center Program Supervisor	1.00	1.00	1.00	3,782	5,573	22
Facility Maintenance Tech III	1.00	1.00	1.00	2,963	4,366	17
Fitness Center Coordinator	1.00	1.00	1.00	2,822	4,158	16
Youth Programs Coordinator	0.00	1.00	1.00	2,822	4,158	16
Front Desk Supervisor	2.00	2.00	2.00	2,438	3,592	13
Facility Maintenance Tech	1.00	1.00	1.00	2,211	3,258	11
Head Life Guard	2.00	2.00	2.00	2,211	3,258	11
Total	10.00	11.00	10.00			
<b>Building Maintenance</b>						
Public Works Superintendent	0.50	0.50	0.50	4,169	6,144	24
Public Works Maintenance Tech.	4.00	4.00	4.00	2,106	3,103	10
Building Maint. Specialist II - Frozen	1.00	1.00	1.00	2,963	4,366	17
Facilities Maint Tech III	1.00	1.00	1.00	2,211	3,258	11
Total	6.50	6.50	6.50			
<b>Streets Maintenance</b>						
P.W., Parks, & Bldg. Mtce. Manager	0.50	0.50	0.50	4,169	6,144	24
PW Maint Tech II	4.00	4.00	4.00	2,438	3,592	13
P.W. Maint. Worker --Frozen	1.00	1.00	1.00	2,438	3,592	13
Total	5.50	5.50	5.50			
<b>CAT/LINKS</b>						
Transportation Manager	0.00	1.00	1.00	4,826	7,112	27
Administrative Assistant	0.00	1.00	1.00	2,438	3,592	13
Driver / Dispatcher	0.00	1.00	1.00	2,438	3,592	13
Field Supervisor	0.00	1.00	2.00	2,438	3,592	13
Drivers	0.00	6.00	6.00	2,322	3,421	12
Total	0.00	10.00	11.00			

Fiscal Year 2014 Budget  
**Authorized Positions by Fiscal Year**

Table of Contents

Authorized Positions Job Classifications	Number of FTE's			Salary Range		Range Number
	FY 2011	FY 2012	FY 2014	Min	Max	
<b>Library Services</b>						
Library Manager	1.00	1.00	1.00	4,826	7,112	27
Library Supervisor	1.00	1.00	1.00	3,430	5,055	20
Library Asst II	1.00	1.00	1.00	2,963	4,366	17
Library Asst I	1.00	1.00	1.00	2,560	3,772	14
Library Clerk	5.00	5.00	5.00	2,211	3,258	11
Library Clerk - Position Frozen	1.00	1.00	1.00	2,211	3,258	11
Youth Services Coordinator-Frozen	1.00	1.00	1.00	2,963	4,366	17
Total	11.00	11.00	11.00			
<b>Wastewater Treatment Facility</b>						
Utilities Administrative Manager	0.50	0.50	0.50	2,661	3,921	29
Utility Ops MGR	0.50	0.50	0.50	2,298	3,387	26
WWTP Superintendent	1.00	1.00	1.00	3,782	5,573	22
WW Operator III	1.00	0.00	0.00	3,111	4,585	18
WW Operator II	3.00	2.00	3.00	2,822	4,158	16
WW Operator I	2.00	4.00	2.00	2,560	3,772	14
WW Operator Trainee	0.00	0.00	1.00	2,322	3,421	12
Administrative Coordinator	0.50	0.50	0.50	1,411	2,079	16
Electrical Instrument Specialist	0.50	0.50	0.50	1,715	2,527	20
Utility Billing Supervisor	0.35	0.35	0.35	1,261	1,858	21
Utility Billing Clerk	1.05	1.40	1.40	813	1,197	12
Total	10.40	10.75	10.75			
<b>Water Distribution System</b>						
Utilities Administrative Manager	0.50	0.50	0.50	2,661	3,921	29
Operations Manager	0.50	0.50	0.50	2,298	3,387	26
Utility Billing Supervisor	0.65	0.65	0.65	1,971	2,711	21
Utility Technician	3.00	5.00	3.00	2,322	3,421	12
Utility Billing Clerk	1.95	2.60	2.60	1,271	1,747	12
Operator I	3.00	1.00	2.00	2,560	3,772	14
Operator II	2.00	2.00	2.00	2,822	4,158	16
Operations Foreman	1.00	1.00	1.00	3,111	4,585	18
Electrician	0.50	0.50	0.50	1,715	2,527	20
Administrative Coordinator	0.50	0.50	0.50	1,411	2,079	16
Arsenic Specialist	1.00	1.00	1.00	3,267	4,814	19
Terrorism Liaison Officer	0.50	0.50	0.50	1,715	2,527	20
Utility Equipment Operator	2.00	2.00	3.00	2,822	4,158	16
Utility Technician - Frozen	1.00	1.00	1.00	2,322	3,421	12
	18.10	18.75	18.75			
Total City-wide Authorized Full-Time Equivalents	181.00	193.00	195.00			



CITY OF COTTONWOOD, AZ  
 Summary Schedule of Estimated Revenues and Expenditures/Expenses  
 Fiscal Year 2014

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2013	ACTUAL EXPENDITURES/EXPENSES** 2013	FUND BALANCE/ NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014		ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING SOURCES 2014		INTERFUND TRANSFERS IN 2014	INTERFUND TRANSFERS <OUT> 2014	TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/EXPENSES 2014
				Primary:	Secondary:		<USES>	<OUT>				
1. General Fund	\$ 15,625,090	\$ 15,625,090	\$ 6,067,945	\$ -	\$ 14,277,420	\$ -	\$ -	\$ -	\$ 1,203,525	\$ 19,141,940	\$ 20,705,090	
2. Special Revenue Funds	5,887,280	5,887,280	(291,030)		3,547,865	6,800,000	2,522,040	1,250,935	2,569,450	11,280,380	9,930,405	
3. Debt Service Funds Available	3,311,055	3,311,055	1,236,885		2,070,910					3,307,595	3,307,595	
4. Less: Amounts for Future Debt Retirement												
5. Total Debt Service Funds	3,311,055	3,311,055	1,236,885		2,070,910					3,307,595	3,307,595	
6. Capital Projects Funds	11,498,100	11,498,100	9,652,040		165,000	3,700,000	2,522,040	2,522,040	4,640,550	11,398,530	11,318,530	
7. Fiduciary Funds	195,750	195,750	166,875		27,950					194,825	194,825	
8. Enterprise Funds Available	14,652,990	14,652,990	4,319,720		8,045,605			4,640,550		17,005,875	17,005,875	
9. Less: Amounts for Future Debt Retirement												
10. Total Enterprise Funds	14,652,990	14,652,990	4,319,720		8,045,605			4,640,550		17,005,875	17,005,875	
11. Internal Service Funds												
12. TOTAL ALL FUNDS	\$ 51,170,245	\$ 51,170,245	\$ 21,152,235		\$ 28,134,750	\$ 10,500,000	\$ 2,522,040	\$ 8,413,525	\$ 8,413,525	\$ 62,309,025	\$ 62,462,320	

**EXPENDITURE LIMITATION COMPARISON**

	2013	2014
1. Budgeted expenditures/expenses	\$ 51,170,245	\$ 62,462,320
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	51,170,245	62,462,320
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 51,170,245	\$ 62,462,320
6. EEC or voter-approved alternative expenditure limitation		

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

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

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

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

**CITY OF COTTONWOOD, AZ  
Tax Levy and Tax Rate Information  
Fiscal Year 2014**

	<u>2013</u>	<u>2014</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes		
C. Total property tax levy amounts	\$ _____ 0	\$ _____ 0
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies		
(3) Total primary property taxes	\$ _____ 0	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ _____ 0	
C. Total property taxes collected	\$ _____ 0	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	_____	_____
(3) Total city/town tax rate	_____ 0.0000	_____ 0.0000
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**CITY OF COTTONWOOD, AZ**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2014**

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
City Sales Tax	\$ 8,496,955	\$ 8,422,445	\$ 8,819,040
Bed Tax	103,710	108,000	110,000
Utility Tax	209,445	205,200	208,000
Franchises	302,000	363,810	365,900
<b>Licenses and permits</b>			
Business Licenses	32,045	72,000	73,000
Construction Permits	74,630	122,200	146,640
Planning & Zoning Fees	13,000	15,000	18,000
<b>Intergovernmental</b>			
Federal Revenue	191,250	271,090	162,000
State Revenue	2,138,170	2,171,950	2,419,770
County (including Motor Vehicle Tax)	1,202,870	601,220	629,200
Other Entities	43,350	3,500	1,000
<b>Charges for services</b>			
Dispatch & Spillman Services	166,760	274,610	18,000
Recreation Fees	944,830	862,460	896,100
Animal Control Fees	3,000	285	500
Other Services	1,461,115	159,600	129,600
<b>Fines and forfeits</b>			
Municipal Court	179,100	203,380	203,145
<b>Interest on investments</b>			
Interest Income	37,430	39,380	43,320
<b>Uses of monies &amp; properties</b>			
Rentals	5,700	12,705	12,705
<b>Contributions</b>			
Voluntary contributions	8,550	2,920	3,000
<b>Miscellaneous</b>			
Miscellaneous Income	280,945	275,990	18,500
<b>Total General Fund</b>	<b>\$ 15,894,855</b>	<b>\$ 14,187,745</b>	<b>\$ 14,277,420</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
Fuel Tax	\$ 794,145	\$ 794,145	\$ 794,630
Additional Sales Tax	214,415	115,150	125,000
Federal Grants	-	-	179,390
State Grants	-	-	50,000
Other Income	450	1,140	1,150
<b>Total Highway User Revenue Fund</b>	<b>\$ 1,009,010</b>	<b>\$ 910,435</b>	<b>\$ 1,150,170</b>
<b>Local Transportation Assistance Fund</b>			
Lottery Tax	\$ -	\$ -	\$ -
<b>Total Local Transportation Assistance Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Street Maintenance &amp; Construction</b>	<b>\$ 1,009,010</b>	<b>\$ 910,435</b>	<b>\$ 1,150,170</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**CITY OF COTTONWOOD, AZ**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2014**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2013</b>	<b>ACTUAL REVENUES* 2013</b>	<b>ESTIMATED REVENUES 2014</b>
<b>Cemetery Fund</b>			
<b>Intergovernmental</b>			
Cemetery Fund	\$ 1,970	\$ 75	150
<b>Total Heritage Grant Fund</b>	<b>\$ 1,970</b>	<b>\$ 75</b>	<b>\$ 150</b>
<b>COMMUNITY DEVELOPMENT BLOCK GRANTS</b>			
<b>Intergovernmental</b>			
State Grants	\$ 257,500	\$ 4,500	\$ 330,000
Other Entities	-	-	-
<b>Total Community Development Block Grants</b>	<b>\$ 257,500</b>	<b>\$ 4,500</b>	<b>\$ 330,000</b>
<b>EXPENDABLE TRUST FUNDS</b>			
Health & Benefits Trust Fund	\$ 550	680	650
Alternative Pension Fund	65,750	27,300	27,300
<b>Total Expendable Trust Funds</b>	<b>\$ 66,300</b>	<b>\$ 27,980</b>	<b>\$ 27,950</b>
<b>Total Special Revenue Funds</b>	<b>\$ 3,804,905</b>	<b>\$ 2,400,300</b>	<b>\$ 3,575,815</b>
<b>DEBT SERVICE FUNDS</b>			
<b>Local Taxes</b>			
City Sales Tax	\$ 2,072,875	\$ 2,073,935	\$ 2,070,575
<b>Charges for services</b>			
Water User Fees - Debt Service	\$ -	\$ -	\$ -
<b>Interest</b>			
Interest Income	\$ 350	\$ 435	\$ 335
<b>Total Debt Service Funds</b>	<b>\$ 2,073,225</b>	<b>\$ 2,074,370</b>	<b>\$ 2,070,910</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Intergovernmental</b>			
Federal Grants	\$ -	\$ -	-
State Grants	-	-	-
County Revenue	225,000	222,925	-
Other Entities	-	-	-
<b>Miscellaneous</b>			
Other Income	\$ -	\$ -	-
Interest Income	250,000	175,065	165,000
<b>Total Capital Projects Funds</b>	<b>\$ 475,000</b>	<b>\$ 397,990</b>	<b>\$ 165,000</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**CITY OF COTTONWOOD, AZ**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2014**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2013</b>	<b>ACTUAL REVENUES* 2013</b>	<b>ESTIMATED REVENUES 2014</b>
<b>ENTERPRISE FUNDS</b>			
<b>WASTEWATER</b>			
City Sales Tax	\$ -	\$ -	\$ -
User Fees	1,257,045	1,441,490	1,441,780
Interest Income	9,705	20,000	20,000
Other Entities - Yavapai College	-	-	340,000
Other Income	83,720	104,680	104,680
<b>Total Wastewater Enterprise</b>	<b>\$ 1,350,470</b>	<b>\$ 1,566,170</b>	<b>\$ 1,906,460</b>
<b>WATER</b>			
City Sales Tax	\$ -	\$ -	\$ -
User Fees	5,983,520	5,800,820	5,800,990
Interest Income	8,415	8,455	8,420
Clarkdale Reimbursements	325,000	312,120	312,120
Other Income	18,150	152,615	17,615
<b>Total Water Enterprise</b>	<b>\$ 6,335,085</b>	<b>\$ 6,274,010</b>	<b>\$ 6,139,145</b>
<b>CLARKDALE WATER ENTERPRISE</b>			
Clarkdale Water	\$ -	\$ -	\$ -
<b>Total Clarkdale Water Enterprise</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Enterprise Funds</b>	<b>\$ 7,685,555</b>	<b>\$ 7,840,180</b>	<b>\$ 8,045,605</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 29,933,540</b>	<b>\$ 26,900,585</b>	<b>\$ 28,134,750</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**CITY OF COTTONWOOD, AZ**  
**Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2014**

FUND	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
Operating Transfer Out - HURF	\$	\$	\$	\$ 288,535
Operating Transfer Out - Library				737,205
Operating Transfer Out - Cemetery				24,075
Operating Transfers Out - Airport				3,310
Operating Transfers Out - Transit				150,400
<b>Total General Fund</b>	\$ -	\$ -	\$ -	\$ 1,203,525
<b>SPECIAL REVENUE FUNDS</b>				
Transfer Out Airport Fund- Airport Improvements	\$	\$	\$	\$ 47,410
Transfer Out HURF - Capital Improvements				2,522,040
Transfer In Airport Improvements - Airport Fund			47,410	
Operating Transfer In for HURF - General Fund			288,535	
Operating Transfer In for Transit - General Fund			150,400	
Operating Transfer In for Library - General Fund			737,205	
Operating Transfer In for Cemetery - General Fund			24,075	
Operating Transfer In for Airport - General Fund			3,310	
Reimbursement to CIP Fund - Mingus Ave		2,522,040		
Bond Proceeds	6,800,000			
Street Projects				
12th Street Reconstruction (SR 89A - Fir St.)				
<b>Total Special Revenue Funds</b>	\$ 6,800,000	\$ 2,522,040	\$ 1,250,935	\$ 2,569,450
<b>DEBT SERVICE FUNDS</b>				
<b>Total Debt Service Funds</b>	\$ -	\$ -	\$ -	\$ -
<b>CAPITAL PROJECTS FUNDS</b>				
Transfer Out - Sewer Fund	\$	\$	\$	\$ 4,640,550
Transfer In - HURF to reimburse CIP for Mingus Ave.			2,442,040	
Transfer In - HURF for 10th St. CDBG Grant			80,000	
Bond Proceeds	3,700,000			
Construction - Regional Communication Bldg				
<b>Total Capital Projects Funds</b>	\$ 3,700,000	\$ -	\$ 2,522,040	\$ 4,640,550
<b>PERMANENT FUNDS</b>				
<b>Total Permanent Funds</b>	\$ -	\$ -	\$ -	\$ -
<b>ENTERPRISE FUNDS</b>				
Transfer In - Sewer Enterprise - Expansion	\$	\$	\$ 4,640,550	\$
Proceeds from Bonds - Sewer				
Proceeds from Bonds - Water				
Bond Refunding - Water				
Proceeds from Lease Purchase				
Utility Vehicles				
<b>Total Enterprise Funds</b>	\$ -	\$ -	\$ 4,640,550	\$ -
<b>INTERNAL SERVICE FUNDS</b>				
<b>Total Internal Service Funds</b>	\$ -	\$ -	\$ -	\$ -
<b>TOTAL ALL FUNDS</b>	\$ 10,500,000	\$ 2,522,040	\$ 8,413,525	\$ 8,413,525

CITY OF COTTONWOOD, AZ  
Expenditures/Expenses by Fund  
Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
<b>GENERAL FUND</b>				
Administration	\$ 776,695	\$ 3,370	\$ 780,065	\$ 854,045
Personnel	158,510	39,040	197,550	228,640
City Council	5,051,085	(4,619,755)	431,330	4,010,430
Natural Resources	167,510	(16,995)	150,515	160,485
City Clerk	218,755	9,635	228,390	225,240
Finance	674,645	(333,710)	340,935	388,160
IT Services	169,730	35,620	205,350	206,065
Purchasing	74,120	(40)	74,080	79,540
Community Development	329,010	(15,640)	313,370	535,735
Police	3,746,680	374,360	4,121,040	4,391,720
Ordinance Enforcement	190,750	(5,070)	185,680	196,100
Communication	782,795	(45,705)	737,090	820,025
Economic Development	151,025	36,065	187,090	229,820
Fire	3,476,955	(831,075)	2,645,880	3,276,035
Municipal Court	431,760	(23,775)	407,985	481,175
Legal	323,835	(3,350)	320,485	330,245
Engineering	487,480	78,100	565,580	416,030
Parks & Recreation	427,495	(34,195)	393,300	458,430
City Pool	109,370	1,680	111,050	114,300
Recreation Center	1,503,715	(97,865)	1,405,850	1,353,610
Building and Parks Maintenance	548,920	(53,780)	495,140	546,260
Custodial	140,200	40,700	180,900	144,870
Public Works	301,810	(2,965)	298,845	318,645
Transfer Station	105,000	5,555	110,555	124,775
Non-Departmental	758,000	(20,965)	737,035	814,710
<b>Total General Fund</b>	<b>\$ 21,105,850</b>	<b>\$ (5,480,760)</b>	<b>\$ 15,625,090</b>	<b>\$ 20,705,090</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway User Revenue Fund-HURF	\$ 1,019,535	\$ 2,073,255	\$ 3,092,790	\$ 5,716,665
Cottonwood Area Transit-CAT / LYNX	981,295	(46,880)	934,415	1,383,620
Library	834,835	11,575	846,410	974,175
Cemetery	26,100	(5,705)	20,395	24,225
Airport Fund	285,730	(24,935)	260,795	260,130
Grants	500,000	-	500,000	500,000
Airport Improvement Grants	885,690	(705,735)	179,955	661,590
Community Development Block Grants	320,000	(267,500)	52,500	410,000
<b>Total Special Revenue Funds</b>	<b>\$ 4,853,185</b>	<b>\$ 1,034,075</b>	<b>\$ 5,887,260</b>	<b>\$ 9,930,405</b>
<b>DEBT SERVICE FUNDS</b>				
Debt Service	\$ 3,282,540	\$ 28,515	\$ 3,311,055	\$ 3,307,595
<b>Total Debt Service Funds</b>	<b>\$ 3,282,540</b>	<b>\$ 28,515</b>	<b>\$ 3,311,055</b>	<b>\$ 3,307,595</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Other Major Capital Projects	\$ 9,547,075	\$ 1,951,025	\$ 11,498,100	\$ 11,318,530
<b>Total Capital Projects Funds</b>	<b>\$ 9,547,075</b>	<b>\$ 1,951,025</b>	<b>\$ 11,498,100</b>	<b>\$ 11,318,530</b>
<b>FIDUCIARY FUNDS</b>				
Volunteer Firefighter Fund	\$ 276,230	\$ (140,740)	\$ 135,490	\$ 148,115
Health Fund	104,730	(44,470)	60,260	46,710
<b>Total Permanent Funds</b>	<b>\$ 380,960</b>	<b>\$ (185,210)</b>	<b>\$ 195,750</b>	<b>\$ 194,825</b>
<b>ENTERPRISE FUNDS</b>				
Wastewater Treatment	\$ 7,988,865	\$ (4,603,055)	\$ 3,385,810	\$ 7,142,790
Water System Operations	16,180,235	(4,913,055)	11,267,180	9,863,085
<b>Total Enterprise Funds</b>	<b>\$ 24,169,100</b>	<b>\$ (9,516,110)</b>	<b>\$ 14,652,990</b>	<b>\$ 17,005,875</b>
<b>INTERNAL SERVICE FUNDS</b>				
	\$ -	\$ -	\$ -	\$ -
<b>Total Internal Service Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 63,338,710</b>	<b>\$ (12,168,465)</b>	<b>\$ 51,170,245</b>	<b>\$ 62,462,320</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**CITY OF COTTONWOOD, AZ  
Expenditures/Expenses by Department  
Fiscal Year 2014**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2013</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2014</b>
<b>Highway User Revenue Fund</b>				
HURF	\$ 946,510	\$ 1,909,940	\$ 2,856,450	\$ 5,428,130
General Fund	73,025	163,315	236,340	288,535
<b>Department Total</b>	<b>\$ 1,019,535</b>	<b>\$ 2,073,255</b>	<b>\$ 3,092,790</b>	<b>\$ 5,716,665</b>
<b>Cottonwood Area Transit - CAT/LYNX</b>				
Transit	\$ 835,905	\$ (24,800)	\$ 811,105	\$ 1,233,220
General Fund	145,390	(22,080)	123,310	150,400
<b>Department Total</b>	<b>\$ 981,295</b>	<b>\$ (46,880)</b>	<b>\$ 934,415</b>	<b>\$ 1,383,620</b>
<b>Library</b>				
Library Fund	\$ 190,735	\$ (11,815)	\$ 178,920	\$ 236,970
General Fund	644,100	23,390	667,490	737,205
<b>Department Total</b>	<b>\$ 834,835</b>	<b>\$ 11,575</b>	<b>\$ 846,410</b>	<b>\$ 974,175</b>
<b>Cemetery</b>				
Cemetery Fund	\$ 1,970	\$ (1,895)	\$ 75	\$ 150
General Fund	24,130	(3,810)	20,320	24,075
<b>Department Total</b>	<b>\$ 26,100</b>	<b>\$ (5,705)</b>	<b>\$ 20,395</b>	<b>\$ 24,225</b>
<b>Municipal Airport</b>				
Airport Fund	\$ 285,730	\$ (24,935)	\$ 260,795	\$ 256,820
General Fund	0	0	0	3,310
<b>Department Total</b>	<b>\$ 285,730</b>	<b>\$ (24,935)</b>	<b>\$ 260,795</b>	<b>\$ 260,130</b>
<b>Debt Service</b>				
Debt Services Fund	\$	\$	\$	\$
General Fund				
<b>Department Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Grants Fund</b>				
Grants Fund	\$ 1,635,690	\$ (951,235)	\$ 684,455	\$ 1,444,180
Airport Improvement Fund	7,500	(7,500)	0	47,410
HURF	62,500	(14,500)	48,000	80,000
<b>Department Total</b>	<b>\$ 1,705,690</b>	<b>\$ (973,235)</b>	<b>\$ 732,455</b>	<b>\$ 1,571,590</b>
<b>Capital Improvements Fund</b>				
Capital Improvements Fund	\$ 9,547,075	\$ 1,951,025	\$ 11,498,100	\$ 8,876,490
HURF	0	0	0	2,442,040
<b>Department Total</b>	<b>\$ 9,547,075</b>	<b>\$ 1,951,025</b>	<b>\$ 11,498,100</b>	<b>\$ 11,318,530</b>
<b>Wastewater Enterprise Fund</b>				
Wastewater Enterprise Fund	\$ 4,388,865	\$ (1,003,055)	\$ 3,385,810	\$ 2,502,240
Capital Improvements Fund	3,600,000	(3,600,000)	0	4,640,550
<b>Department Total</b>	<b>\$ 7,988,865</b>	<b>\$ (4,603,055)</b>	<b>\$ 3,385,810</b>	<b>\$ 7,142,790</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**CITY OF COTTONWOOD, AZ**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2014**

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
<b>GENERAL FUND</b>	139	\$ 8,374,312	\$ 1,330,663	\$ 1,630,734	\$ 708,425	\$ 12,044,134
<b>SPECIAL REVENUE FUNDS</b>						
Highway User Revenue Fund-HURF	6	\$ 179,838	\$ 20,765	\$ 65,605	\$ 23,931	\$ 290,139
Cottonwood Area Transit-CAT / LYNX	11	493,264	49,421	147,581	55,270	745,526
Library	11	390,635	41,015	71,325	33,743	536,718
Total Special Revenue Funds	17	\$ 570,473	\$ 61,780	\$ 136,930	\$ 57,674	\$ 1,572,383
<b>DEBT SERVICE FUNDS</b>						
		\$	\$	\$	\$	\$
		\$	\$	\$	\$	\$
		\$	\$	\$	\$	\$
Total Debt Service Funds	0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>CAPITAL PROJECTS FUNDS</b>						
		\$	\$	\$	\$	\$
		\$	\$	\$	\$	\$
		\$	\$	\$	\$	\$
Total Capital Projects Funds	0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>PERMANENT FUNDS</b>						
		\$	\$	\$	\$	\$
		\$	\$	\$	\$	\$
		\$	\$	\$	\$	\$
Total Permanent Funds	0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>ENTERPRISE FUNDS</b>						
Wastewater Treatment	11	\$ 514,882	\$ 59,417	\$ 105,833	\$ 53,142	\$ 733,274
Water System Operations	19	825,673	92,637	202,637	88,927	1,209,874
Total Enterprise Funds	30	\$ 1,340,555	\$ 152,054	\$ 308,470	\$ 142,069	\$ 1,943,148
<b>TOTAL ALL FUNDS</b>	186	\$ 10,285,340	\$ 1,544,497	\$ 2,076,134	\$ 908,168	\$ 15,559,665

**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 fiduciary 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.

**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.

**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.

**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**

**Acronyms**

AAED - Arizona Association for Economic Development	EEOC - Equal Employment Opportunity Compliance
AMRRP - Arizona Municipal Risk Retention Pool	EMS - Emergency Medical Services
ACA - Arizona Commerce Authority	EMT - Emergency Medical Technician
ACAP - AZ Court Automation Project	FAA - Federal Aviation Administration
ACJC - As Criminal Justice Commission	FARE - Fines/fees And Restitution Enforcement
ACJIS - AZ Criminal Justice Information System	FBO - Fixed Base Operations
ADA - American with Disabilities Act	FBI - Federal Bureau of Investigation
ADOT - Arizona Department of Transportation	FD - Fire Department
ADS - Animal Disaster Services	FEMA - Federal Emergency Management Administration
ADWR - Arizona Department of Water Resource	FHWA - Federal Highway Administration
AFG - Assistance to Firefighters Grant	FLSA - Fair Labor Standards Act
AFIS - Automated Fingerprint Identification System	FmHA - Farmers Home Administration
Ag - Agriculture	FSA - Flexible Spending Account
AIP - Airport Improvements Project	FTE - Full Time Equivalent
ALF - American LaFrance	FY - Fiscal Year
ALP - Airport Layout Plan	GO Bond - General Obligation Bond
AOC - Administrative Office of the Court	GAAP - Generally Accepted Accounting Principles
APS - Arizona Public Service	GAAD - Governor's Alliance Against Drugs
ARS - Arizona Revised Statutes	GADA - Greater Arizona Development Authority
A/V - Audio Visual	GASB - Government Accounting Standards Board
AVL - Automatic Vehicle Locator	GFOA - Government Finance Officers Association
AWOS - Automatic Weather Observation Station	GM - General Manager
AZ - Arizona	GOHS - Governor's Office of Highway Safety
AZPac - Arizona Public Access Computers	HDHP - High Deductible Health Plan
BAC - Business Assistance Center	HELP - Highway Expansion and Extension Loan Program
BOD - Biological Oxygen Demand	HIPAA - Health Insurance Portability & Accountability Act
BTOP - Broadband Technology Opportunities Program	HR - Human Resources
CAD - Computer Aided Dispatch	HSA - Health Saving Account
CAFR - Comprehensive Annual Financial Report	HURF - Highway User Revenue Fund
CAFS - Compressed Air Foam System	ICC - International Code Council
C.A.L.E.A - Commission on Accreditation for Law Enforcement Agencies	ID - Identification
CAT - Cottonwood Area Transit	ISO - Insurance Service Organization
CCR - Cardio Cerebral Resuscitation	ISTEA - Intermodal Surface Transportation Efficiency Act
CDBG - Community Development Block Grant	JPA - Joint Powers Agreement
CEDC - Cottonwood Economic Development Council	JCEF - Judicial Collection Enhancement Fund
CFD - Cottonwood Fire Department	LDH - Large Diameter Hose
CJEF - Criminal Justice Enhancement Fund	LLBG - Local Law Enforcement Block Grant
CPI - Consumer Price Index	LTAF - Local Transportation Assistance Fund
CPR - Cardiac Pulmonary Resuscitation	M&O - Maintenance & Operations
COC- - Chamber of Commerce	MATForce - Methamphetamine Task Force
COJET - Committee On Judicial Education and Training	MDC - Mobil Data Communication
COLA - Cost of Living Adjustment	MPC - Municipal Property Corporation
COP - Citizens on Patrol	MUHS - Mingus Union High School
COPS - Community Oriented Policing Services	MV - Motor Vehicle
CWRF - Clean Water Revolving Fund	MVD - Motor Vehicle Division
DARE - Drug Awareness Resistance Education	NACOG - Northern Arizona Council of Governments
DEA - Drug Enforcement Agency	NAIPTA - Northern Arizona Inter-Governmental Public Transit Authority
DNS - Domain Name Services	NAU - Northern Arizona University
DPS - Department of Public Safety	NCIC - National Crime Information Center
DUI - Driving Under the Influence	NFPA - National Fire Protection Association
DWRF - Drinking Water Revolving Fund	NIMS - National Incident Management System
ED - Economic Development	NRMSIR - Nationally Recognized Municipal Securities Information Repository
EDMS - electronic document management scanning	

OFA - Object Free Area  
OSC - Orders to Show Cause  
OSHA - Occupational Safety & Health Administration  
OTA - Old Town Association  
PANT - Prescott Area Narcotics Taskforce  
PAPI - Precision Approach Path Indicator  
PARD - Parks and Recreation Department  
PC - Personal Computer  
PD - Police Department  
PPV - Positive Pressure Ventilation  
PHSG - Peacock, Hislop, Staley, & Givens, Inc.  
PS - Public Safety  
P&Z - Planning and Zoning  
REDI - Rural Economic Development Initiative  
RFP - Request for Proposal  
RFQ - Request for Qualifications  
SAFER - Staffing for Adequate Fire Emergency Response  
SARMC - Safety Awareness & Risk Management Committee  
SCBA - Self Contained Breathing Apparatus  
SHPO - State Historical Preservation Office  
SLIM - Specialty Light Manufacturing Association of Yavapai  
County  
SR - State Route  
SRO - School Resource Officer  
SSRT - Super Secret Response Team  
SVCS - Services  
SWAT - Strategic Weapons Attack Team  
TES - Tavasci Elementary School  
TIA - Traffic Impact Analysis  
TIP- Trauma Intervention Program  
TSS - Total Suspended Solids  
US - United States  
USDA - United States Department of Agriculture  
USEPA - United States Environmental Protection Agency  
VCTC - Verde Consolidated Therapeutic Court  
VOMP - Victim Offender Mediation Program  
VV - Verde Valley  
VVAC - Verde Valley Arts Council  
VVAC - Verde Valley Ambulance Company  
VVEBP- Verde Valley Employee Benefits Pool  
VVL - Verde Valley Leadership  
VVMC- Verde Valley Medical Center  
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

